

# Leadership Chapter

## CPHIMS Exam Preparation

Review by:

**R. Sheldon Tyndall,**  
CPHIMS, Fellow HIMSS Member  
President, Hunter Stokes & Associates  
sheldon@hunter-stokes.com  
706-302-9389

# Objectives

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- ▶ Understand skills required of IT organizations
- ▶ Effectively communicate to other leaders & organization
- ▶ Assess current system status
  - ▶ Communicate with users
  - ▶ Understanding departmental system effectiveness
  - ▶ Monitoring indicators
- ▶ Align IT organization with company's mission, vision, goals and strategies.
- ▶ Establish positive and constructive relationships with vendors

# General Norman Schwarzkopf

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**“Leadership is a potent combination between strategy and character. If you must be without one, be without the strategy!”**



# Organizational Strategic Planning

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- ▶ **Establish Strategic Goal**
  - ▶ Mission Statement –
    - ▶ easily understood
    - ▶ remembered by staff & customers
    - ▶ Epic’s Mission Statement “Do Good, Have Fun, Make Money”
  - ▶ Vision Statement
    - ▶ Where organizations want to go or be!
    - ▶ Simple to remember
- ▶ Usually set by CEO at organizational level!

# Values & Goals

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## Values

- ▶ What company supports
- ▶ List of checkpoints to measure to individual values
- ▶ Usually address Compassion, Service or Respect

## Goals

- ▶ Measures to accomplish the vision:
  - ▶ should be brief, understandable and measurable
  - ▶ Examples
    - ▶ breaking even on Medicare reimbursement
    - ▶ leading your community in clinical quality
    - ▶ employing primary care providers of choice for the community

# John Maxwell

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**Leadership is influence –  
nothing more, nothing less**



# Forecasting

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- ▶ Organizational goals should direct IT and not the reverse
- ▶ Every project needs operational leadership
- ▶ Fully understanding customer technology and infrastructure needs
- ▶ Establish priority methodology
- ▶ Risk management plan
- ▶ Benchmarking

# Align Departmental Objectives with Organizational Strategies and Goals

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- ▶ Create strategic plan 1-3 years
- ▶ Connect Objectives to organizational strategic goals
- ▶ Identify major projects to objectives
- ▶ Establish Goals for all major projects



# Goal & Performance Indicators - Monitoring & Assessing

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## ▶ DMAIC

- ▶ Define
- ▶ Measure
- ▶ Analyze
- ▶ Improve
- ▶ Control

## ▶ Tools of measurement

- ▶ Gantt chart
- ▶ Stated milestones with timelines
- ▶ Dashboards (targets, dates, trends, etc.)
- ▶ Control charts

# Understanding Opportunities & limitations

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## ▶ SBARC

- ▶ Situation
- ▶ Background
- ▶ Assessment
- ▶ Recommendation
- ▶ Communication
- ▶ Methodology creates framework for goals, objectives & potential resolution strategies
- ▶ Project deliverables
- ▶ Eliminates scope creep
- ▶ SWOT (Strengths, Weaknesses, Opportunities & Threats)

# Assessment of Systems & Departmental Effectiveness

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- ▶ **Baseline analysis**
  - ▶ Reliability
  - ▶ Effective utilization
  - ▶ Data gathering from users
  - ▶ Annual follow up assessment
- ▶ **Internal versus external analysis**
- ▶ **View analysis through eyes of customer (end user)**
- ▶ **Open communication**
- ▶ **Regular feedback through organized methodologies**
- ▶ **Continual objective to improve utilization**

# Measuring Quantitative Dimensions of System Effectiveness

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- ▶ Measure pre-implementation efficiencies baseline system or process.
- ▶ Measure results immediately following implementation,
- ▶ Regular follow up process review
- ▶ Map of changes will serve as quantitative assessment of system's effectiveness.
- ▶ Enlist customers & project sponsors in defining quantitative dimensions to be measured.
  - ▶ More input increases accuracy of assessment

# Policies & Procedures for Information Systems

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- ▶ Adherence to legal and Regulatory Standards
- ▶ Adherence to Ethical Business Principles
- ▶ Departmental
  - ▶ Backup procedures
  - ▶ Security processes
  - ▶ Operational schedules/reports/processes
- ▶ Organizational
  - ▶ Authorization/access procedures
  - ▶ Email/systems access appropriate use policy
  - ▶ HIPAA regulations
- ▶ Measurement
  - ▶ Do what is measurable
  - ▶ Measure what you do
  - ▶ Review what you have measured,
  - ▶ Act on the results of that information
  - ▶ If it's not measured, how do you know you have improved?

# Assessment of Organizational Environment

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- ▶ **Employing Comparative Analysis Strategies**
  - ▶ Financial & non-financial indicators
  - ▶ Benchmarks
  - ▶ Quality Indicators
- ▶ **Preparing and Delivering Business Communications**
- ▶ **Facilitation of Group Discussions and Meetings**
- ▶ **Functioning as an In-house Consultant**
- ▶ **Relationships with Vendors**
- ▶ **Management of Vendor Contracts**

# Marketing Healthcare Information Services to Stakeholders

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- ▶ Facilitate understanding of business operations
- ▶ Determine system needs
- ▶ Coordinate RFI/RFP process
- ▶ Implementation selection process
- ▶ Offer Project Management discipline
- ▶ Facilitate critical thinking to engage productivity improvement
- ▶ Create industry educational opportunities through HIMSS, CHIME and other organizations

## Old Adage

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Managers ensure we do things right...

Leaders ensure we do the right thing!





# Critical Thinking and Decision Making

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- ▶ Conflict Resolution
- ▶ Educational Strategies for IT Function
- ▶ Acquiring Information & skills from variety of sources
- ▶ Stay current using market and industry trends
- ▶ Development of IT Strategic Plans

Warren Bennis

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**Leadership is  
character in action!**

# Sample Question 1

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- ▶ Which of the following would be the LEAST important consideration when implementing technical access controls?
  - A. minimum necessary definitions
  - B. principles for access profiles
  - C. termination or modification of access
  - D. general ledger data
- ▶ **Correct answer: D – General Ledger Data**
  - ▶ A, B and C are all important considerations; answer d is not related

# Sample Question 2

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- ▶ An organization's statement that defines where it wants to go or what it wants to be is known as the
- ▶
  - ▶ mission statement
  - ▶ vision statement
  - ▶ statement of values
  - ▶ statement of goals
- ▶ **Correct answer: B – Vision Statement**
  - ▶ Mission statement = why organization exists - purpose statement
  - ▶ Values statement = what organization supports or appreciates most
  - ▶ Goals statement = established measurements
  - ▶ **Vision = defines where it wants to go or what it wants to be**
  - ▶ **What it strives to achieve**
  - ▶ **Set by the CEO & board of directors**
  - ▶ **Modified as needed changing of the times**

# Sample Question 3

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▶ Which of the following items is NOT typically part of a control chart?

- A. stretch goal
- B. upper control limit
- C. mean
- D. lower control limit

▶ **Correct answer: A – Stretch Goal**

- ▶ A could be control component, not typically included -not a statistical definition for this measure
- ▶ B, C & D statistically derived from the data themselves
- ▶ Control charts are statistical representations of data representing the upper and lower control limits

# Sample Question 4

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An SBARC includes each of the following except the

- A. situation
- B. background
- C. assessment
- D. constitution

▶ **Correct answer: D – Constitution**

- ▶ A, B & C framing a situation.
- ▶ Recommendations and the communication sections are missing in the question. A constitution is not part of an SBARC.
- ▶ An SBARC is easy way to document situation & proposed approach
- ▶ Tool is simple to use
- ▶ Easy to develop
- ▶ concise summary

# Sample Question 5

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- ▶ Which of the following is NOT a recommended initial assessment tool?
  - A. face-to-face interviews
  - B. Web survey
  - C. departmental meetings
  - D. focus group meetings
  
- ▶ **Correct answer: B – Web Survey**
  - ▶ Web surveys very helpful in follow up assessments but impersonal way to gather your baseline data.
  - ▶ Face-to-face meetings, departmental meetings & focus groups all take the time to get you in front of individuals of interest. Your presence will add value to the feedback Web surveys may be needed if the initial groups are too large. However, they are not a preferred venue.

# Sample Question 6

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- ▶ When writing policy and procedure materials for your organization, each of the following should be considered **EXCEPT** .
  - A. whether the policy is measurable and enforceable.
  - B. whether a policy is intended to impact all employees at the departmental level.
  - C. a comparison of policies implemented by local and national peers .
  - D. available reference materials from professional organizations.
- ▶ **Correct answer: B – Departmental Level policy**
  - ▶ P&P affecting all employees needs to be placed at the organizational, rather than the departmental, level.
  - ▶ Policies difficult to find and follow; especially difficult to impact if only within a departmental set of policies and procedures.
  - ▶ Important to measure and enforce the policies that are written.
  - ▶ Do not go it alone. Look to others like peers and national and international organizations to give you assistance.



# Peter Drucker

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**There may be some born leaders.**

**There are just too few of them  
for us to count on them.**

**Leadership can and must be  
learned.**

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