The challenges of healthcare quality, cost, and access have been with us for more than half a century. Despite the rapid changes in information technology and its application to healthcare problems—and despite healthcare leaders’ continuing struggle to come up with economic, political and technological solutions—the problems persist even today.

With every “fix,” we create additional challenges. Developments such as the electronic health record (EHR) as a repository for digital health information and the enhanced ability of providers, payers, and patients to share that information among themselves have appeared as solutions. Prior to the passage of the American Recovery and Reinvestment Act of 2009, which provided significant incentives for both hospitals and physicians to adopt EHRs, movement toward those solutions had been slow, and challenges related to data privacy and security, as well as the sheer cost of the solutions, made some organizations reluctant to implement them. Recently, the new challenges of physician and caregiver burnout emerged as a by-product of significantly increased interaction with automated tools like the EHR. In this era of the Patient Protection and Affordable Care Act (ACA), we are forced again to reexamine and update the use of information technology to support operational, management, and clinical decision-making.

The study of health information technology (HIT) should no longer be relegated to a small subsection of the health administration curriculum. It has become central to all that a healthcare practitioner does and a healthcare management instructor teaches. The chief information officer (CIO) is now part of the senior executive team at most healthcare delivery organizations. Fortunately for those in the field, new information technologies have raced far ahead of their use in healthcare. Such technologies present the CIO and the rest of the leadership team with challenges related to understanding their potential applications and implications, strategically planning their selection and implementation, ensuring that users receive sufficient training on their proper use, and finding a way to pay for them.

To reflect the pervasiveness of information technologies in almost every single workflow in a healthcare organization, we have changed the title of this
ninth edition to *Information Technology for Healthcare Managers*—HIT has moved far beyond the information systems of the past. This edition provides a comprehensive overview of HIT, including the effects of the external environment and government policies on its evolution; the expanded and increasingly complex role of the CIO in orchestrating HIT; the importance of effective HIT governance, project management, and day-to-day HIT service management processes; the types of operational, management and clinical applications; the growing importance of leveraging data and information via robust analytic capabilities; and the value HIT brings to the healthcare enterprise. The concepts included in the book reflect our broad vision of HIT management as a combination of technology, information, and leadership of staff.

The book is intended for current healthcare management students, as well as practicing healthcare executives and managers. Although many of the readers may not fill a CIO role or be in charge of the HIT function, they will benefit from having a basic understanding of this expanding element of healthcare delivery. The book is suitable for a one-semester graduate or advanced undergraduate course in healthcare IT or informatics. It is also an extensive reference for healthcare managers and others involved in selecting and implementing HIT systems. Links to internet sources are included to provide additional information on the major topics covered in each chapter.

All chapters have been updated to reflect mandates of the ACA and other new federal laws, as well as to discuss the current (and potential future) challenges that HIT leadership and users face. The three sections in this edition address those changes (see the following list). Along with a wholly new chapter on analytics, this edition offers current examples, an updated glossary, and a list of abbreviations.

- **Part I: HIT Strategic Alignment.** The four chapters in this section reflect our view that successfully managing HIT today requires leaders who understand the influence of the external environment, including government interventions and policies. The same can be said about internal HIT activities and strategies. More than ever, achieving synergistic alignment between the HIT strategy and that of the overall healthcare organizations strategy is critical.
- **Part II: Operational Effectiveness.** The five chapters in this section center on the crucial elements that enable HIT to operate effectively and efficiently.
- **Part III: Strategic Competitive Advantage.** The three chapters in this section focus on crucial HIT capabilities that can help deliver value to healthcare organizations. Project portfolio management and a new chapter on analytics are included along with a chapter on HIT value analysis.
Instructor Resources

This book’s Instructor Resources include a test bank, PowerPoints, answers or discussion points for the in-book discussion questions, and a case study.

For the most up-to-date information about this book and its Instructor Resources, go to ache.org/HAP and search for the book’s order code (2418I).

This book’s Instructor Resources are available to instructors who adopt this book for use in their course. For access information, please email hapbooks@ache.org.