

# INTERNATIONAL MEDICAL INFORMATICS ASSOCIATION

Special Interest Group of the International Federation for Information Processing

To Nancy Lorenzi, Ph.D.  
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EC/JW/vd/91-490

Leuven, December 2nd 1991

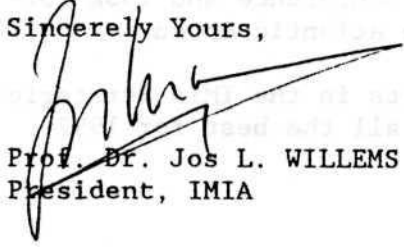
Dear Nancy,

I have appreciated it very much that you were able to attend the Annual General Meeting of IMIA. Although we have given you not much time to present the outline of the Conference, you intend to organize jointly with Marion, we are very pleased with this initiative.

Please send us an update of your plans, including a list of the Members of the Organizing and Program Committees, as well as a preliminary list of speakers, as soon as possible. I would also appreciate to receive a more "firm" date for the Conference for publication in the IMIA Calendar.

I wish you and Marion good luck with this endeavor.

Sincerely Yours,

  
Prof. Dr. Jos L. WILLEMS  
President, IMIA

cc. : Prof. Dr. M. Ball, President-Elect IMIA  
Prof. Dr. B. Solheim, Secretary IMIA



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IMIA

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# **International Medical Informatics Association**

## **Working Group Conference**

**on**

## **"The Organizational Issues of Medical Informatics"**

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**Revised January 14, 1992**

## **Introduction**

As the quantity of biomedical knowledge has increased exponentially in recent years, informatics professionals have developed technical tools and strategies to cope with the vast volume and flow of information. These technical tools and strategies are constantly becoming more sophisticated. They tend to affect more and more aspects of the biomedical organizations in which the strategies are implemented. These changes, often rapid, typically causes significant organizational stress.

Unfortunately, these organizational impacts are often not well understood by medical informatics professionals. The impacts--and the managerial strategies for dealing with them--are typically not as easily defined and measured as their more technical counterparts. Also, the academic backgrounds of most people in the medical informatics area tend to be in technical areas as opposed to managerial or social science areas.

However, it has become obvious in recent years that successfully introducing major new systems into complex organizations requires an effective blend of good technical and good organizational skills. The technically best system may be woefully inadequate if its implementation is resisted by people who have low psychological ownership in that system. On the other hand, people with high ownership can make a system that is technically mediocre function fairly well.

There is a significant body of knowledge available--often referred to generally as organizational behavior or organizational development--on the management of change in complex organizations. Unfortunately, thus far this knowledge has not been well adapted into the medical informatics area. This is a major challenge facing the profession today.

## **General Description**

This proposal is for the design, development, and implementation of a working group conference to bring together key professionals from the medical informatics area and the organizational behavior and development areas. This conference would focus on the organizational impacts of medical informatics efforts and on the skills and strategies necessary for successful informatics implementations.

## **General Objectives**

The objectives of the working group conference include:

- (1) To identify and define effective leadership characteristics which support the successful implementation of informatics principles in organizations.
- (2) To identify methodologies for determining strategic direction of informatics within organizations.
- (3) To identify effective organizational structures for different types of organizations with regard to informatics.



- (4) To identify, define, and promote effective strategies for introducing change in complex medical organizations.
- (5) To promote training programs to increase the awareness of organizational issues among informatics professionals.
- (6) To maintain liaison with appropriate organizations with an interest in medical informatics generally and organizational implications specifically.

## **Timing**

At present, it appears that the best time for the conference would be during the period February-March, 1993. The exact dates would be picked to minimize conflicts with major meetings being held in the various primary disciplines involved.

## **Location**

Cincinnati, Ohio USA is the recommended site. The advantage to Cincinnati is a fairly central US location with good access to Europe and Asia via Delta airlines. In addition, the University of Cincinnati would be available to provide significant support in various ways.

## **Participants**

The working group conference would consist of approximately 40 international participants with appropriate backgrounds and/or interests as described above. Based upon preliminary feedback, there is a very high interest in this topic area among those surveyed informally.

## **Overview of Working Conference Plan**

This conference will follow a modified traditional format for IMIA Working Conferences. In order to meet the objectives of the conference of defining the leadership characteristics which support successful implementation; determining strategic direction of informatics within organizations; identifying effective organizational structures; promoting effective strategies for introducing change; and promoting training programs; the working conference design will feature six sessions.

Session 1 - Opening session will outline the goals, establish the concept and the challenges of the three-day session and present three keynote addresses in plenary session.

Session 2 - During this session three or four people will be asked to present a brief overview of their personal experience with implementing informatics programs or major systems within their organization. Each person participating will have prepared their case description. Their presentation will focus on an update of the changes within their organization since the paper was written. In addition, the

case history speakers will be asked to complete a confidential organizational behavior analysis that will allow them to talk about problems they/the institution encountered while implementing a system or a change in the system. The confidential assessment forms will be developed by the leader for Session 3.

Session 3 - Session 3 will be organizational development content experts who will integrate the information from the confidential worksheets plus the case studies and offer the strengths and weaknesses of the various implementation strategies. In addition, at least one organizational development keynote address will be offered at the beginning of the session.

Session 4 - The organizational results from the speakers and the OD content consultants will be redistributed to four discussion groups (green, blue, red, yellow). From these discussion groups will come the conference outcomes that parallel the goals as to what are successful strategies.

Session 5 - The focus of this session is the perspectives of the organizational development consultants working with the informaticians in developing perspective on total strategies. The session will have at least one keynote speakers plus extensive discussion groups.

Session 6 - Session 6 is an overview of the conference outcomes, including the plenary session and a closing of the conference.

The conference design model is represented in Figure 1. This delineates the more interactive process of content expert and process expert working hand in hand to assess the organizational issues of medical informatics.

Figure 1

Conference Design

Session 1	Session 2A	Session 2B	Session 3	Session 4	Session 5	Session 6
Opening Session	Content Speakers	Process Speakers	OD Content	Group Discussions	Perspectives	Conference Outcomes
Outline Goals	Academic	Academic	OD Keynote	Academic	Academic	
Establish Content and Challenge	Clinical	Clinical	Integrated Observation	Clinical	Clinical	Conference Outcomes
Three Keynote Addresses	Administrative	Administrative		Administrative	Administrative	
	Hospital	Hospital		Hospital	Hospital	Closing Session
Day 1	Day 1	Day 1	Day 2	Day 3	Day 3	Day 4



## **Projected Outcomes**

Clearly, there are numerous organizations which can benefit directly from more effective strategies for introducing technology and informatics into complex organizations. The outcomes for this conference would include:

- (1) An objective definition of leadership characteristics necessary for successful informatics programs.
- (2) Effective strategies for introducing change into complex medical organizations.
- (3) Effective strategies for determining strategic informatics directions for various organizations.
- (4) Principles which define effective organizational structures for informatics deliverers within the context of complex medical organizations.

The outcomes of the conference will be published to maximize the distribution and impact of the outcomes.

## **Budget**

The budget will depend on the location, number of invited contributor-participants, length, fees charged to those who elect to attend, etc. Even though the final details are not known, an estimated \$50,000-\$100,000 (US) will need to be raised from several potential sources.

## **Sources of Funding**

A list of specific potential major contributors has been developed and includes hardware vendors, software vendors, foundations, and governmental agencies. Several on the list have been approached tentatively, pending approval of this proposal. To date, the responses to these tentative approaches have been encouraging.

## **Committee Recommendations**

The working group conference on Organizational Issues of Medical Informatics will consist of four committees. The committees, a brief description of responsibilities, and a proposed membership is presented below:

### **Executive Committee:**

This Committee consists of all the Chairs and Co-Chairs of the other three

Committees. It is responsible for the overall coordination of the Conference.

**Members:**

Nancy M. Lorenzi, Chair  
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John Silva, Co-Chair, Editorial Committee, Associate Ed.  
Uniformed Services University of the Health Sciences  
F. Edward Hebert School of Medicine  
4301 Jones Bridge Road  
Bethesda, Maryland 20814-4799

**Organizing Committee:**



This committee is responsible for the overall direction, site selection, and management of the working conference.

**Members:**

Nancy M. Lorenzi, Chair

Ellen Marks  
Medical Center Information and Communications  
University of Cincinnati  
231 Bethesda Avenue  
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Telephone: (513) 558-6046  
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Marion Ball, Ed.D., Ex Officio  
University of Maryland at Baltimore  
IMIA President-Elect

**Scientific Program Committee:**

This committee is responsible for maintaining the integrity of the working conference concept and to invite the active faculty who will best present and represent the ultimate objectives of the conference.

**Members:**

Dennis Protti, Co-Chair, Program Committee

Jean Roberts, Co-Chair, Program Committee

J. Amado Espinosa, Program Committee  
Institute of Medical Informatics  
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Valerio Yacubsohn, Program Committee Primera Junta 349  
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Fax: 54-1-111253

Jean-Raoul Scherrer, M.D., Ex Officio Advisor Centre D'Informatique Hospitaliere  
Hopital Contonal Universitaire de Geneve  
Geneva, Switzerland

**Editorial Committee:**

The responsibilities of this committee are to capture and organize the discussion of the conference and to prepare the ultimate document for publication.

**Members:**

Nancy M. Lorenzi, Senior Editor

Victor Peel, Associate Editor

John Silva, Associate Editor.

## **Project Timeline**

<b>Month/Year</b>	<b>Action</b>
November 1991	IMIA General Assembly approved plan
January 1992	Draft plan plus timeline revised
January 1992	Draft plan including description and timeline to Dr. Scherrer
January 1992	Revised plan reviewed by IMIA
February 1992	Site and date selection
February 1992	Appoint committees: (1) Organizing, (2) Scientific Program, and (3) Editorial
February 1992	Submit letters/proposals for funding to appropriate sources
August 1992	Develop working conference brochures to distribute as part of MedInfo and SCAMC
September 1992	The Scientific Program Committee, Organizing Committee, and Editorial Committee members meet as part of MedInfo '92 in Geneva

September 1992

A two-hour workshop on this same topic is presented at Med Info '92 in order to gain support for the Working Conference

November 1992

Organizing Committee, Scientific Program Committee, and Editorial Committee meet as part of AMIA/SCAMC in early November in Baltimore

March 1993

Working conference in Cincinnati, Ohio