

## ORGANIZATIONAL IMPACT OF MEDICAL INFORMATICS (IMIA WG 13)

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(Update: July 1996)

### 1. Introduction

It has become obvious in recent years that successfully introducing major new systems into complex organization 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 technically mediocre system function fairly well.

IMIA recognized the need to address the human and organizational issues of technology implementation and the management of the altered organization, once the technology is implemented. The IMIA Board approved the proposal for a new Working Group in September 1993.

The first meeting of IMIA WG 13 members occurred during MEDINFO 95 in Vancouver, Canada. Working Group members discussed the key conceptual statements for the application of this area including applying the knowledge of human behaviors towards the use of information or information technology within a healthcare environment. The concepts revolve around human technologies, cultural issues, cultural change, organizational and human engineering. Several key functional statements include:

- using change management theory and practices to effectively link the people and the information management or information technology;
- understanding and use of communication strategies, the adoption and diffusion of technology and/or ideas;
- involving and empowering people in order to actively participate in the process;
- determining and facilitating the behavioral changes that are necessary;

- clarifying the role changes and definitions and developing collaborative and political strategies to effectively facilitate the use of information, information technologies within a healthcare environment;
- the effective use of a variety of strategies, ranging from those in project management and change management for an easier transformation process.

## 2. Past International Working Conferences

The first working conference in this area was held in Cincinnati, Ohio, USA in March 1993. Four major goals were established by the Working Conference Steering Committee. (1) More effective strategies for introducing technological change into today's complex medical organizations. (2) Effective strategies for determining strategic informatics directions for individual organizations. (3) A practical definition of the leadership characteristics necessary for successful informatics programs. (4) Strategies for effectively managing the altered organizations that emerge as the result of implementing new systems.

## 3. Future International Working Conferences/Plans

Future meetings of WG 13 in association with WG 15 are targeted to be held in August 1996 around the IMIA Board/AGM and the MIE Conference in Copenhagen, Denmark.

MEDINFO 98 - a Tutorial Session will be organised by IMIA WG 13.

## 4. Proceedings and Publications (WG 13)

Publication of the Proceedings of the first working conference - The Organizational Impact of Informatics. Cincinnati, Ohio. March, 1993.

The original Newsletter Organizational Issues in Medical Informatics was edited by Nancy Lorenzi and after the Working Group meeting Bonnie Kaplan of Hamden, Connecticut, USA became editor. One issue of the Newsletter under the new editor has been distributed and a second issue is in preparation.

A book, The Organizational Impacts of Informatics: Managing Technological Change, Cincinnati, Ohio. 1994.

5. Other involvements, projects and relationships  
IMIA WG 13 has a close working relationship with WG 15 and an association is foreseen with the new IFIP Working Group 9 (Organisational Impact of Medical Informatics) that was approved this year under the chairmanship of Dr. Jos Aarts. There is also an on-going relationship with various vendors and industry in general and links with IFIP.

A list server has been established at the Baylor College of Medicine in Houston, Texas, USA and monitored by Dale Samuelson.

6. List of Members  
Can be obtained directly from the WG 13 Chair.

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*Joint meeting with WG 15 in Sep/Oct '97.*