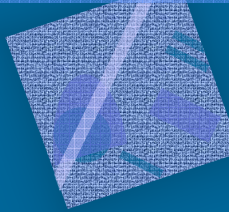


Health Care Information Technology



Transactional
To
Transformational
Leadership

Northern Cochise Community
Hospital, Willcox, AZ

Willcox, Arizona

- Willcox, Arizona
 - Population 3,800 – metropolitan area 9,000
 - Economics – Agriculture and Service Industry
 - Median Family Income \$25,000
 - Famous person Rex Allen

Most Recent 15 Seconds of Fame

- Arizona hospital sends out \$49 million bill

Northern Cochise Community Hospital

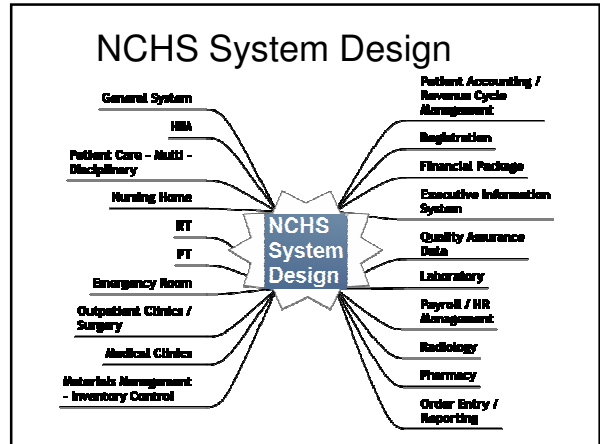
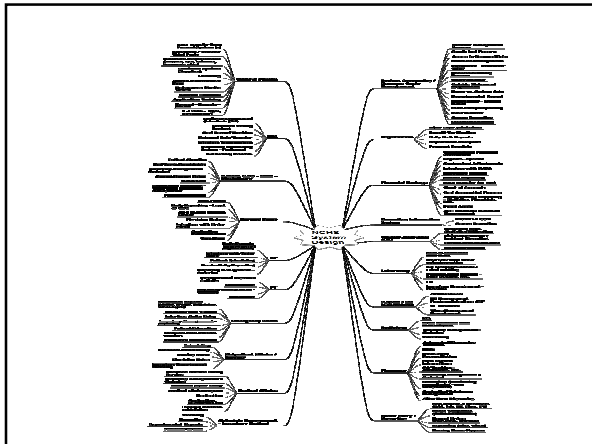
- 24 beds
- 24 bed attached nursing home
- 2 Rural Health Clinics
- 3 physicians, 4 mid-levels
- Specialty Clinic 20+ visiting specialists
- 80% of patient revenue is generated from outpatient services

Transactional Leaders

- Create Powerful Agendas
- Build coalitions based on interests
- Make deals effectively – includes back-and-forth negotiating

Our Agenda

- Replace the current IT system with a software package that advances NCCH to a full electronic health record.



Our System

- Replaced finance, patient billing, HIM, registration, payroll, materials management, pharmacy
- Add – Order entry/results reporting, LIS, RIS, E-MAR, Patient Care, rural health clinics, patient scheduling, electronic forms, scanning/archiving, report writing

Our Coalition

- Senior Leadership Team
- Department Managers
- The Staff
- Board
- Medical Staff

The Involvement

- Leaders not only have a dream, they also make people believers in that dream.

The Deal

- Select a vendor
- Negotiate a deal
- Lock down financing

Select Vendor

- Normal Selection process 5 RFPs
 - 4 demos
 - 2 selected for additional consideration
 - 3 onsite visits
 - 2 corporate visits
 - Decision made by teams who went onsite and visited corporate offices

Negotiate a deal

- Stay the course and get what you want and for what you can afford

Financing

- USDA Loan
- 2 grants
- Reserves

Transformational Leaders

- " *Transformational Leadership.... doing the right things...instead of just doing things right.* "

Transformational Leadership

- Requires high vision and principles that mobilize followers to introduce a new order of things
- Brings about a lasting transformational change that makes a difference in their world
- Creates a climate or environment that brings out the best in everyone involved

The New Order

- Pay for Performance
- Changes in reimbursement
- Evidence based medicine
- Transparency
- Required Electronic Health Records
- RHIOs

The New World

- Access to health data – instantly
- Better patient assessments
- Better Quality

Bring Your Staff Aboard

- You achieve major changes in the world by standing for an idea that has transformational potential
- To succeed a leader must be a visionary, a strategist, an informer, a teacher, and an *inspirer*. *Jan Carlzon* (SAS Airlines)

Moving to the Next Level

- You achieve major changes in the world by standing for an idea that has transformational potential.