

Date: November 14, 2018
To: TRMT 415
From: Carson McPherson
Subject: Assignment 2

In a well documented information technology project management failure, Island Health was forced to suspend the roll out of iHealth, an integrated electronic medical records (EMR) system that was supposed to become the 'gold standard' for EMR systems in the province of B.C. The first site to roll out the software system was at the Nanaimo General Hospital.

Some of the challenges are well covered by Paul Ramsey's blog:

<http://blog.cleverelephant.ca/2017/02/nanaimo-ihealth.html>

There are many news articles you can find the educate yourself on the intricacies of this project, including why they project did not succeed:

<https://www.cbc.ca/news/canada/british-columbia/island-health-ihealth-nanaimo-1.3995300>

<https://www.cbc.ca/news/canada/british-columbia/nanaimo-hospital-island-health-ihealth-mediator-vch-dix-1.4488318>

<https://vancouversun.com/news/politics/vancouver-island-ihealth-project-should-not-expand-until-problems-fixed-says-report>

<https://www.healthcareitnews.com/news/canadian-cerner-ehr-investigation-finds-install-was-mismanaged-underfunded>

<https://www.health.gov.bc.ca/library/publications/year/2017/review-of-Island-Health-Health-electronic-health-record-system.pdf>

Note: A basic search of "Island Health iHealth" or related search term will yield more than enough results to be successful in your submission:

Assignment Instructions:

- In any format you like, so long as it follows APA referencing criteria, answer the following questions within the word count range provided to each question.
- Upload your submission in Word format to D2L no later than December 7th, 2018 @ 11:55pm.

- If you have questions regarding the assignment, please utilize the discussion forum set up on D2L so the answers benefit your fellow colleagues
- Think outside the box, think critically, and be creative in your responses - there are numerous approaches to successfully answering each question!

Questions:

1. Within the first few weeks after activation, physicians and other end users began to express concerns about the iHealth functionality. In particular, users raised concerns about the design of the system. iHealth was an initiative that was undertaken before achieving alignment with its key users.

QUESTION: *In thinking about iHealth, why is it critical for key stakeholders and key users to have buy in on the vision and outcomes of a project? (250-300 words)*

2. Immediately after the activation, physicians, clinicians, and other end users raised concerns about the usability and safety of the new system.

QUESTION: *In thinking about iHealth, when managing a project such as this why is acting on user feedback early on in the project roll out phase important? What proactive steps would you have taken (as a member of the project team) in this case to have been more responsive to the end user? (250-300 words)*

3. The success or failure of a major transformational project such as iHealth has to be evaluated with the understanding that any change initiative of this magnitude can be difficult. Even successful implementations often face considerable challenges!

QUESTION: *If you were the project manager, what steps would you have taken to gather factual information about the presenting concerns and how would you have formulated observations / actionable recommendations to improve iHealth? (250-300 words)*

4. Health care systems across Canada and globally are moving towards increasing use of information technology (IT) systems to support the delivery of care across a continuum of services.

QUESTION: *With a solution focused mindset (in a health setting where the risks are high, i.e patient safety), what steps would you take (or process would you follow) to identify the risks associated with the design and implementation of a large scale software application? Assume you've just been assigned the role of risk*

*manager on the team, in your own words, outline the process you would take.
(250-300 words)*

5. As with large scale change in any organization, the issues related to the iHealth program could not be solved until critical issues with organizational culture and governance at both the iHealth and Health Authority level were addressed. This project in particular was characterized by a broad lack of confidence in the ability of service providers, clinicians, administrators, managers, and leadership to deliver an effective solution.

QUESTION: *How would you influence people around you to remain positive and solution focused in a time when stakeholders may be deeply polarized, entrenched, resistant and/or generally dissatisfied with current state of a project?
(250-300 words)*