

After the successful launch of the EHR at Grande Vie, Larry has been offered a job as CIO of a mid-size academic medical center on East Coast. Emma is sad to see him go, but knows she must have someone leading the IT department at MSMC. After all, they are in the middle of several big initiatives. Although Larry's strategic plan is still in progress, Emma starts to make a list of the current initiatives that involve the IT department.

#### Current Initiatives that Involve IT:

1. The Grande Vie EHR has "gone live" but there are still some issues to clean up and optimize the system for the nursing home. It seems some of the important workflows were overlooked during the implementation of the system (including non-emergent medication distribution).
2. Now that Grande Vie is no longer on paper, MSMC has to think about how to integrate the rest of the systems (pharmacy, lab, ED, etc.) and capitalize on the data that is available in the ACO.
3. After determining where IT could add value in the ACO- MSMC wants to start a strategic initiatives to use IT to "Build relationships" through empanelment and "continuous and team-based healing relationships".
4. Rex Filler is still complaining about his security in pharmacy. MSMC needs to look at their policies and procedures to ensure there is a system in place to help with pharmacy inventory control.
5. The IT department needs a budget and to finish their 5-year strategic plan
6. MSMC is preparing for it's next Joint Commission survey in early 2017. The Joint Commission is an accreditation body that will look at all hospital policies and procedures to ensure that MSMC is providing safe and effective care. This includes analyzing whether the hospital is following all HIPAA procedures.

In personal interviews all candidates come across very well and all have excellent letters. There are no "smoking guns" and all candidates indicate that they are interested in the position, are enthusiastic about moving to Washington.

#### Candidate 1: Sarah Janes, MD

Sarah Janes is a Board Certified Internist who currently is in charge of Medical Informatics at the University of Hawaii. She is widely published in the field of Medical Informatics, and has had over \$6.0M in NIH Grants in the area. She helped develop the original Hospital Information System at the University Hospital. This system was recently replaced by a Cerner system, and she was on the committee that selected Cerner and coordinated the installation. She is interested in a change in career direction and feels that she has much to offer in this area. She has directed several large research staffs and is widely respected as a manager of people. She has broad knowledge of HIS systems and recently headed the Association of Medical Information Systems taskforce on HL7 standards.

#### Candidate 2: Yoshiaki Kobayashi, MBA

Mr. Yoshiaki Kobayashi is Chief Information Officer for St. Mary's Hospital in Newark, NJ. This is a 340 Bed hospital with many Medicare and Medicaid patients. He has been in this position for the past 10 years. Prior to this he was a Data Manager, Systems Analyst, Programmer and Machine Operator all at the same hospital. He holds a BA from Northern New Jersey Community College in Accounting, and an MBA from the Rutgers Executive MBA program. He has extensive experience with mainframe and minicomputer hospital information systems and recently began an effort to move his hospital from its large central computer based system to a distributed computer network based on Epic Systems. He has been President of the National Association of Hospital Data Managers. He has written a number of articles on HIS for commercial journals in the field.

#### Candidate 3: Kyra De, DNP (doctor of nursing practice)

Kyra De holds a DNP from the Yale School of Nursing. Before her DNP, she was a nursing manager for the Yale-New Haven Hospital's Intensive Care Unit. After graduating, she completed a Medical Informatics Fellowship at Stanford. For her thesis, she created and tested a tool to assess how nursing workflows will be affected by new health information technology changes. This tool is helpful for estimating risk with new HIT systems. During her fellowship, she worked with Stanford's Innovation Center to license the tool to Accenture. She spent the past three years working for Accenture integrating her tool into Accenture's client base. In this capacity she was involved in the installation of HIS's at a number of hospitals and hospital systems across the U.S., ranging from academic medical centers to large and small community hospitals. She is also a member of a number of national medical informatics organizations, as well as Treasurer of the Association of HIS consultants.

#### Candidate 4: Juan Herrera, MD

Dr. Herrera is a clinical pathologist and currently serves as the chairman of the Department of Laboratory Medicine at UW Medicine in Seattle. His education and training includes an undergraduate degree in mathematics, an M.D. from the University of Minnesota School of Medicine, a residency in clinical pathology at the University of Minnesota, and an NLM fellowship at the University of Minnesota. He is currently the co-director of the Enzyme Section in the Clinical Chemistry Division. Recently, he has served as the head of the Computer Division in the laboratory department, managing all of the laboratory systems. Recently, he has worked extensively to ensure the laboratory data quality across UW's new ACO. This has