

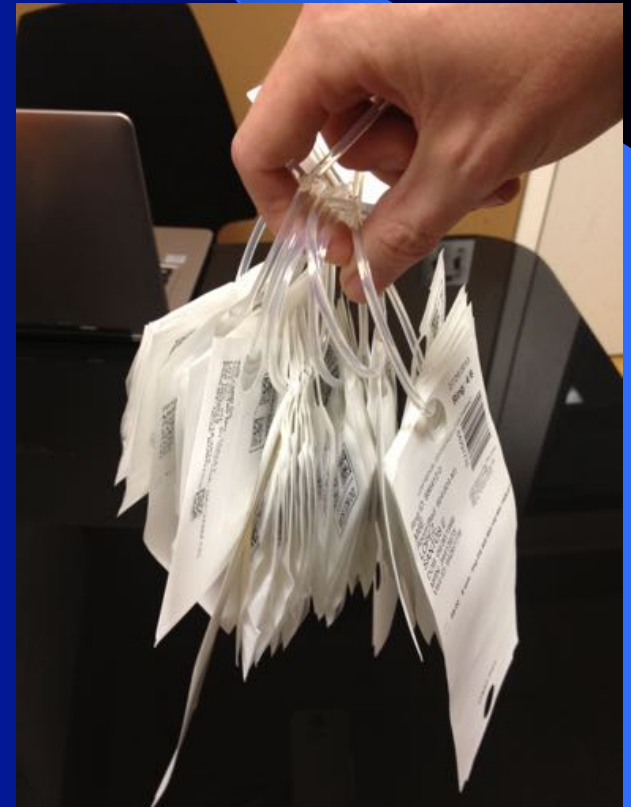


The Digital Doctor: Hope, Hype and Harm at the Dawn of Medicine's Computer Age

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[@Bob_Wachter](#)

Why I Decided to Explore Health IT

Amoxicillin 4mg po qd





The Digital Doctor: Hope, Hype, and Harm at the Dawn of Medicine's Computer Age

Feb 24, 2015 | Kindle eBook

by Robert Wachter

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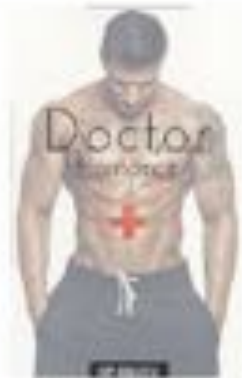
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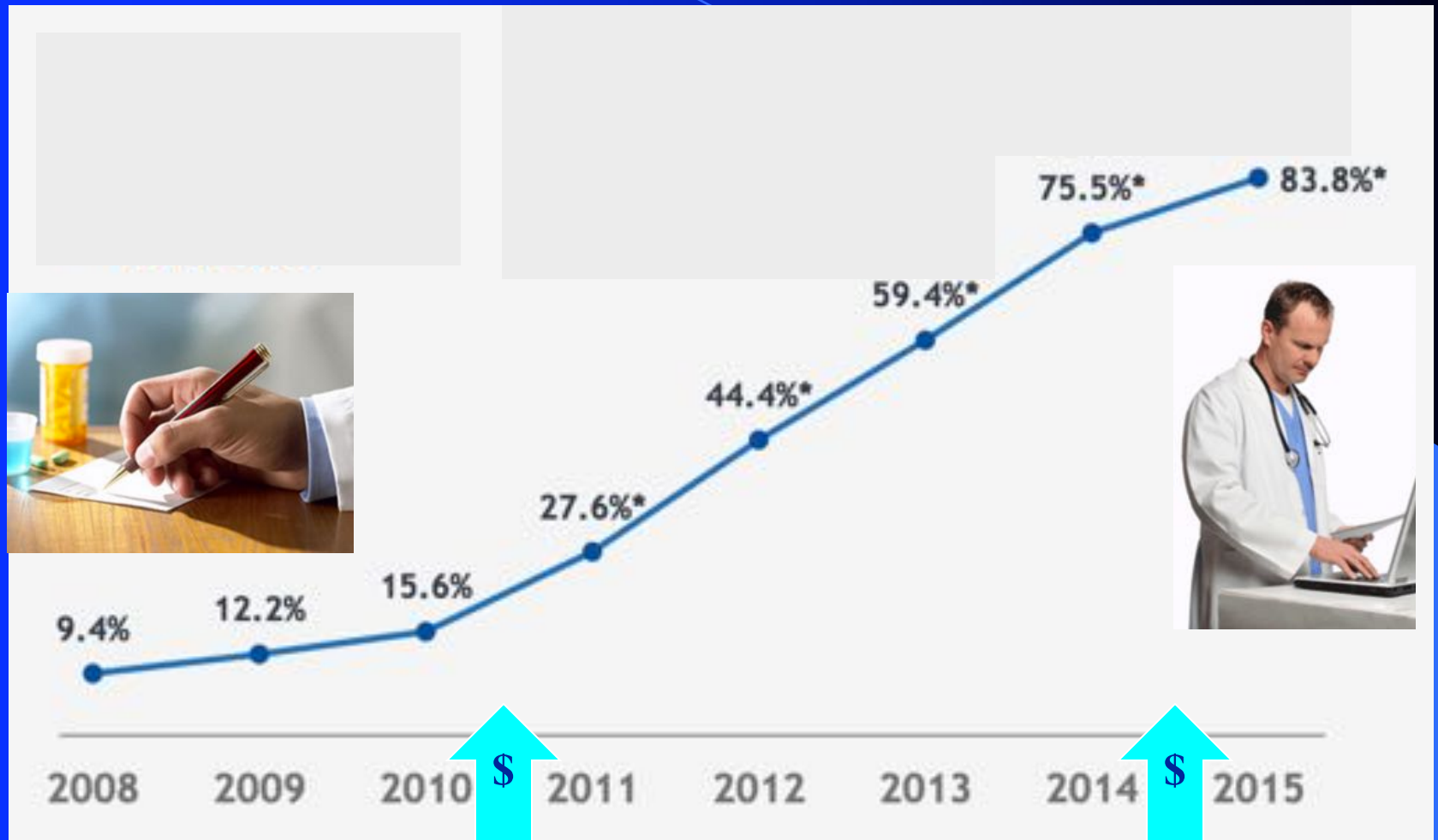
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“The Challenge That Will Dominate Your Career...”



EHRs in US Hospitals, 2008-2015



\$30 billion in federal incentives under HITECH

The Big Picture: Two Transformational Trends

Pressure to
deliver high-
value care

*The Dominant Issue
Today*

The digitization of
the U.S.
healthcare system

*Prediction: The Dominant
Issue in 2025*

WHAT COULD

POSSIBLY GO WRONG?

MemeCenter.com

Richard Baron on the Trauma of Computerizing His Philadelphia Office Practice

*“The staff came to work
one day and nobody knew
how to do their job.”*



The Demise of Radiology Rounds



“The man who ruined radiology”
– Paul Chang’s dad

Digital Radiology as the Canary in the Coal Mine

- The digitization of the thing creates the opportunity for infinite distribution (at no cost)
- Social relationships and communication patterns that previously depended on gathering around the thing will wither
- Power relationships mediated by who controls the thing will be renegotiated
- What happens when the thing isn't the film, it's the medical record...

Residents' Room Vs. The Ward



A 7-year-old Girl's Depiction of her MD Visit



2014 Advertisement For AZ ER Job

Arizona General Hospital will be coming to The Grand Canyon State later this year!! Located in Laveen, Arizona, Arizona General is a 40,000 square-foot boutique general hospital.

Services offered include:

- Emergency Room
- Radiology Suite inc. CT, X-Ray, and Fluoroscopy
- Two State-Of-The-Art Operating Rooms
- Outpatient Surgery
- 16 Inpatient Rooms
- **NO ELECTRONIC MEDICAL RECORD**



What Went Wrong?



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- Adaptive vs. technical change
- Connecting the parts
- The digital squeeze on physicians
- The Productivity Paradox

Health IT: The Mother of all Adaptive Problems



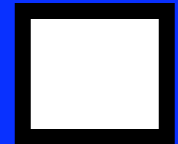
“... problems that require people themselves to change. In adaptive problems, the people are the problem and the people are the solution. And leadership then is about mobilizing and engaging the people with the problem rather than trying to anesthetize them so that you can just go off and solve it on your own.”

– Ronald Heifetz, Kennedy School of Government

The Four Stages of Health IT



1. Digitizing the record

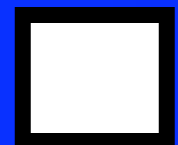


2. Connecting the parts

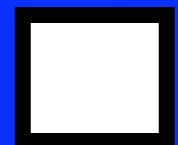
a. Enterprise system to enterprise system

b. Third-party apps to enterprise systems

c. Patient-facing systems to enterprise systems, and to one another



3. Gleaning meaningful insights from the data



4. Converting these insights into action that improves value

The Digital Squeeze on Physicians

EHRs as unique and powerful enabler of...

**Central/Corporate
Control**

**Democratization,
Questioning of
Expertise**



The Productivity Paradox of Information Technology: Review and Assessment

Erik Brynjolfsson

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Center for Coordination Science
MIT Sloan School of Management
Cambridge, Massachusetts



*“You can see the computer age everywhere
but in the productivity statistics.”*

-- Nobel Prize winning economist Robert Solow, 1986

The Two Keys for Unlocking the Productivity Paradox

Improvements
in the
technology



Reimagining
the work
itself

What Do Leaders Need to Do?

- Connect the digital pieces
- Learn to use our data for improvement, build decision support
- Build skills, culture, governance to reimagine the work
 - As much about teamwork, QI, systems as IT
 - Need new workflows, personnel, leadership
 - Need to optimize after initial training/Go Live
- Retain sense of optimism: it'll get better

Value

