Reviewer's report

Title: Clinicians' Perceptions of Organizational Readiness for Change in the Context of Clinical Information System Projects: Insights from Two Cross-Sectional Surveys

Version: 1 Date: 1 September 2010

Reviewer: Karim Keshavjee

Reviewer's report:

Major Compulsory Revisions

1. Please include information about Ethics review and consenting process for study participants.

2. It is not clear to what extent Organizational Readiness for Team-based Selling in the commercial sector is applicable to adoption of technology in the healthcare sector. Some validation or discussion of use of this tool in healthcare would be useful as it is the main dependent variable and a major premise of the article.

Minor Essential Revisions

None

Discretionary Revisions

1. Fig 1 is an excellent summary of the key pre-implementation change management factors. Consider adding Technology Usability as another item in the Attributes of Change factor. Clinician's experiences of the usability of technology plays a very important role in the implementation and post-implementation phases. The ability to predict issues with this aspect would be valuable. See attached paper.

2. Although you did not find strong support for the role of upper management, our reading of the literature indicates that the role of upper management becomes starkly more clear when it is dysfunctional rather than when it is functional. Use of the tool in more implementations may elicit this impact.


4. It is not clear to what extent Organizational Readiness (OR) is predictive of successful adoption or not. Other than a qualitative statement (that grammatically implies causation) that 2 of the 11 sites have not deployed the technology "because of" low readiness scores, we are not provided any information about whether and to what extent OR is correlated to actual uptake and use of the technology. I realize that time and resource limitations and sample size
limitations can sometimes prevent that type of analysis. Nonetheless, a definition of success and some sort of scoring about whether a site was successful would be valuable. Correlation of OR with success would make this a much stronger paper.

**Level of interest:** An article of importance in its field

**Quality of written English:** Needs some language corrections before being published

**Statistical review:** Yes, but I do not feel adequately qualified to assess the statistics.

**Declaration of competing interests:**

I declare that I have no competing interests.