

## Succeskriterier og barrierer i Sundheds-it udvikling

**Author:** Anna Marie Balling Høstgaard, Aalborg University, Denmark

Success criteria's and barriers in eHealth development

A case study of the EHR planning process in the North Denmark Region with a focus on physicians' involvement

During the past two decades replacement of paper based patient records was implemented in hospitals because of the paper-based patient record not longer meeting the requirements of the health sector. However, experience has shown that besides benefits, the introduction of eHealth systems that meet the physicians' professional needs and interests and thereby ensure joint-ownership of the decisions made during the development process. Well-known success criteria's in eHealth development in general are: positive clinician involvement, best possible representation of all groups of clinicians and early involvement of all groups. In the implementation of the EHR, physicians are a very important group of clinicians that should be brought into use in the intended way. On this background the focus was on physicians' involvement.

This book is based on a research study of the EHR planning phase in the North Denmark Region. The objective was - focusing on physicians in the EHR procurement process in the North Denmark Region - to study the systems that meet the physicians' professional needs and interests and thereby ensure joint-ownership of the decisions made during the development process. The study was conducted between three groups of actors (physicians, IT-professionals and administrators) with the aim to study both present- and historic conflicting interests between the three groups.

The study showed with regard to the present perspective that none of the well-known success criteria's were met. Besides, a new precondition appeared during the process: the importance of physician participation in the process for the physicians' involvement. It meant that the physicians' interests to a large degree were taken care of by IT-professionals. The EHR system was based mainly on the interests of the IT professionals, i.e. by IT-professionals and administrators have had/still have different interests in- and perceive the right to define this purpose during time. To date, the administrators have won the competition. The conclusion is that this "inherited" balance of power - especially between physicians and administrators - is a precondition for the planning process in the NDR. It explains the working conditions set up during the process. These conditions led to the role of physicians being reduced to one of clinicians.

In conclusion, by combining and developing existing theories and methods, the study has contributed to the understanding of the actor groups participating in eHealth development in general and in EHR development in particular during the development process. This allows eHealth management to ensure end-user participation.

### Abstrakt på dansk

#### Baggrund

Indførelse af elektroniske patientjournaler (EPJ) på danske sygehuse har fyldt meget i de offentlige medier og i pressen. Den medicinske og teknologiske udvikling lever op til de krav, der af hensyn til patientsikkerhedsmæssige hensyn stilles til informationsteknologiske udvikling medført, at en elektronisk patientjournal (EPJ) erstatter en papirbaseret patientjournal. Erfaringer har imidlertid vist, at indførelse af EPJ har vist, at succeskriterier for en vellykket udvikling og implementering af EPJ er: positivt medejerskab blandt klinikerne til de beslutninger, der træffes i løbet af EPJ udvikling, tidlig involvering af klinikerne i udviklingsprocessen, bedst mulig repræsentation af alle grupper af klinikerne i beslutningsprocessen. Mange erfaringer viser også, at lægerne udgør en meget vigtig gruppe af klinikerne, da deres accept ofte er altafgørende for, om EPJ bliver taget i anvendelse. I forbindelse med forskningsprojektet bag denne bog rettet mod lægernes deltagelse i EPJ-udbud, var lægerne var fokus også på IT-professionelle og Administratører.

Casestudie af EPJ udbudsprocessen i Region Nordjylland med fokus på slutbruger involvering

## Succeskriterier og barrierer i Sundheds-it udvikling

Af Anna Marie Balling Høstgaard



### River Publishers Series in Chemical and Environmental Engineering

ISBN: 9788793379343

e-ISBN: 9788793379343

Available From: June 2015

Price:



[www.riverpublishers.com](http://www.riverpublishers.com)  
[marketing@riverpublishers.com](mailto:marketing@riverpublishers.com)