

Succeskriterier og barrierer i Sundheds-it udvikling

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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 with electronic health records (EHR) in hospitals because of the paper-based patient record not longer meeting the requirements of the 21st century. However, experience has shown that besides benefits, the introduction of EHR 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 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 both present- and historic conflicting interests between the three groups (physicians, IT-professionals and administrators) and thereby 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' 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 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 client.

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. 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 de offentlige myndigheder og klinikere som i medierne. Den medicinske og teknologiske udvikling lever op til de krav, der af hensyn til patientens sikkerhed og sundhed skal stilles. Den informationsteknologiske udvikling medført, at en elektronisk patientjournal (EPJ) erstatter den papirbaserede patientjournal. Erfaringer har imidlertid vist, at indførelse af EPJ er en kompleks opgave, herunder manglende understøttelse af klinikernes daglige arbejde, hvilket har vist, at succeskriterier for en vellykket udvikling og implementering af EPJ er: positivt samarbejde mellem klinikerne til de beslutninger, der træffes i løbet af EPJ udviklingen, tidlig involvering af klinikere i udviklingsprocessen, bedst mulig repræsentation af alle grupper af klinikere i beslutningsprocessen. Mange erfaringer viser også, at lægerne udgør en meget vigtig gruppe af klinikere, da deres accept ofte er altafgørende for, om EPJ bliver taget i anvendelse. Denne bog rettet mod lægerne og administratører i EPJ-udviklingsprojekter bag denne bog rettet mod lægerne og administratører.

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

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