

**eHealth Workshop**  
**25-26 April 2013**  
**Middlesex University**  
**London, UK**  
<http://goo.gl/tgDaf>



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# IT GOVERNANCE in Health Care Institutions



*Prof. Magdalene Rosenmöller*  
*IESE Business School<sup>1</sup>*

## KNOWLEDGE AREAS

- Accounting and Control
- Business Ethics and Corporate Social Responsibility
- Corporate Governance
- Decision Analysis
- Economics
- Entrepreneurship
- Finance
- Information Technologies
- Innovation and Change
- Knowledge and Communication
- Leadership and People Management
- Marketing
- Service and Operations Management
- Strategy

## DOCUMENT TYPES

- Books
- Cases
- Technical Notes

## Service and Operations Management

### 10 Steps for Better eHealth Across E.U. Borders

Rosenmöller, Magda



**Publisher:** Springer

**Original document:** IT Governance in Healthcare Institutions

**Year:** 2012

**Language:** English

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The eHealth market in the European Union offers a plethora of opportunities, but also challenges. Chief among these are the IT solutions needed to radically modernize health-care governance and management.

In her chapter "IT Governance in Health-Care Institutions" for the book *eHealth: Legal, Ethical and Governance Challenges*, IESE's Magda Rosenmöller explores how IT governance can be optimized.

#### Why eHealth?

From a policy point of view, the need for eHealth has never been greater, particularly in the context of patient mobility in the European Union.

To order for patients to have access to services across European borders, IT systems and communication technologies in the health sector. In a set of case studies and evidence we see that a well

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# IT Governance Definition

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- Clinical Governance
- Information governance
- British Standards Institute 2008
  - *“a framework for the leadership, organisational structures and business processes, standards and compliance to these standards, which ensure that the organisation’s IT supports and enables the achievement of its strategies and objectives”*

# Challenges to eHealth

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- “pilot mentality”
- High investment costs / crisis
  - Hindering investments, not realising potential future cost reductions
  - No one takes the initiative
- Regulatory / legal issues
- IT centric – vs. Patient centric
- little engagement with users & STH
- Standards / rules based vs. personalized applications
- Poor IT systems – little data – little M&E on impact
- fragmented, not integrated
- lack of access / mobility
- perverse incentives

# HUG – Hopitaux Universitaire de Geneve



# HUG Geneva

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- Pioneer – 1970 first computers
- Early mainframe → common architecture
- Part of strategy - shared vision - ownership of users
- IT Governing Body, headed by the CMIO
  - Meet once a month, approve projects
  - CMIO – EPR – PACS, CPOE
  - Steering group for IT projects
  - Yardsticks – improve quality and financial results;
  - in house resources to adapt system to needs
- Very responsive to new developments – constant update

# Hospital Barmbek Hamburg



# Aesklepios Barmbek, Hamburg

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- New IT concept – late 1990
- Integration / centralisation of IT systems
  - Barmbek to take the lead in Asklepios
  - SAP / Microsoft / Intel – integration of other application
  - EPR / CPOE / RFID / GPS
- Change: top-down decision making => decentralized process
  - Suggestions - working groups / involvement in concept process
- CIO on Hospital Governing Board
- Extensive training process
- M&E – ROI (difficult) – integration/ acceptance / usefulness



DRK Hospital Berlin (Red Cross)



# DRK Kliniken Berlin



# DRK Kliniken Berlin

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- Start 1996, strategy – ‘road maps’
- Leader working groups – ideas bottom up and top down
- Learning – process improvement tool
- Quality programme – medical leadership
- Central IT department
- Younger hirings to overcome old silos
- IT and processes part of the mission / strategy
- Working groups on processes
- Training programme
- Join decision on new investments – shared budget
- Process optimisation – input from all stakeholders

# Mutua de Terrassa, Catalonia



# Mutua de Terrassa Hospital Catalonia

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- 1980 first IT systems – 1996 start with initial EPR
- Part of hospital strategy
- Support the integration of care hospital / PHC
- HCIS Project – access to information
  - HP, eDoctor integrated
  - Unified patient record / unique access code
  - MT Steering Committee / Functional Team
  - IT Manager
  - Removal of ‘road blocks’
  - Translation of strategic plan into implementation objectives
  - IC - referral, elimination of duplicated records – whole value chain
  - Involvement – board (top) and professionals (down)

# Conclusions IT Governance Hospital

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- IT governance is crucial
- Well defined IT strategy - well implemented → successful
- Important
  - IT core of the Hospital Strategy
  - Recognition of LT implication
  - Actively supported at CEO level
  - IT represented at eeh board level – regularly on the agenda
  - Bridging function clinical – IT CMIO / Steering Committee -
  - Assurance User involvement – STH → ownership and speedy uptake
  - Good monitoring process / regular revisions
  - UPDATE – integrate new technology developments, mHealth, social networks
  - Good Business Model crucial – as important as good technology

Carlisle George · Diane Whitehouse  
Penny Duquenoy *Editors*

## eHealth: Legal, Ethical and Governance Challenges

 Springer

**Table 14.1** Main elements of IT Governance in hospitals

1. IT concept to be **part of the overall strategy** with a long-term vision.
2. Leadership: IT to be **represented at the board level**—be it by a CIO or CMIO.
3. Organisational structure and business processes: **bridging function** between IT and clinical worlds, through a CMIO, or a CIO supported by clinical experts.
4. **User involvement** through an IT steering committee or similar.
5. **Regular revision/monitoring** of IT strategy and implementation.

# eHealth Business Models and Concepts

# Reality: Telemedicine Clinic

**TELEMEDICINECLINIC™**  
Distributing Diagnostic Competence

- Business Concept
  - user need and not technology
- User Needs...
  - Incentives professionals
  - Incentives clients: hospitals, industry
- Actively managing the transition
  - Preparation, involvement, training
- Monitoring & Evaluation
  - → Strategy adjustments
  - → Improving processes




# Reality: Advance Medical

HOME GLOBAL OFFICES JOBS ABOUT US CONTACT US

advance|medical

Expert Second Medical Opinions for Individuals with Serious, Complex or Chronic Disease

Global Offices:  

- Business Concept (not the technology)
  - global solutions to global patients
- Responding to patients / institutions needs
- Patient's right to the best available information – improve the decision process of the patient

- Professionals – interested in the specific case

- Case Manager – managing the interface

- An entrepreneurial process

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**Franco Muggia, MD**

Anne Murnick Cogan and David H. Cogan Professor of Oncology  
Director, Division of Medical Oncology  
Associate Director for Clinical Research  
NYU Medical Center and School of Medicine, New York, USA

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## Users: patients & citizens

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- technology is there – not really used
- understand real needs of patients / citizens
- Need simple access & simple use
- IT as social activity
- homecare – monitoring, compliance, etc.
  - Make patients to the stronger supporter of eHealth
- Social Networks; meet the young where they are
  - take networks into account
  - build on them, be prepared for the risks

## Users: professionals

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- Identify needs, support their work
- Involvement in decision - ownership
- change the way care is provided – disruptive?
  - Changing role of professionals
  - Changing role of professional – patient encounter
- capacity building
  - prepare for changes, .. (perceived control)
  - use of IT, change tasks – redesign of processes
- IT as a resource for research and publishing
- M&E - incentives – part of evaluation / reward

# STH: SMEs

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- Support / involvement of local SMEs
- best to adapt solutions to need of local users
  - best partners for the big ones
- Integrated care – democratisation of care
- BOP – PPP (social mission / third bottom line)
- Support learning / capacity building
  - failing early, failing cheaply, failing fast
  - Refine Business Model
- Trust & overall social goal (private sector incentives)

# User: Patient Mobility in Europe a driver for eHealth.

## Cross border care

- need for interoperability of systems
- continuity of care: diabetes, dialysis
- need for EPR (← epSOS)
- cancer patients access to clinical trials
- Centre of references – communication
- .... – increasing demand by patients
  - information on access/ quality of systems?
- Opportunities with the new Directive on Patient rights in the cross border context



# Learning Points - Recommendations

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- EU eHealth Market
  - Infancy but **high potential !!!**
- Actively manage vs. laissez faire
  - managerial capacity building
- Not pushing technology but **pull strategies**
  - democratization of applications
  - Social Networks
  - use patient knowledge for policies
- Support infrastructure / framing conditions
  - then allow for interesting business models to grow
- Change in health care provision / culture
- Monitor changes – learn!

# Social Networks – Challenges and Opportunities

# Patient Mobility Information Guide



The LONELY PLANET for PATIENTS





# Yelp – consumer networks

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## Yelp San Francisco

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Browsing: San Francisco » Health and Medical » Hospitals

 **Saint Francis Health Center** Sponsored Result

★★★★★ 10 reviews

Category: Sports Medicine

Neighborhood: SOMA

 Staring at a giant photo of the hot bod of one of my all time favorite Giants pitchers, Robb Nen, I nearly forgot I... [read more »](#)



### Best of Yelp | San Francisco Hospitals

#### 1. CPMC Emergency Room

★★★★★ 19 reviews



My sister dislocated and fractured her ankle. The ER nurses were really nice and very attentive and informative. We had a lot of questions on whats going on, how to treat it, whats going to happen, when it will happen, and so on, and the nursing staff were great! They answered all questions they could, let us know addition information on how things... what to expect, She...

#### 2. UCSF Birthing Center

★★★★★ 9 reviews

Category: Hospitals

#### 3. UCSF Medical Center

★★★★★ 32 reviews

Category: Hospitals

#### 4. San Francisco VA Medical Center

★★★★★ 11 reviews

Category: Hospitals

#### 5. Saint Francis Memorial Hospital

★★★★★ 44 reviews

Category: Hospitals

[www.yelp.com](http://www.yelp.com)

# Social Networks in Health

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Do you have a life-changing condition? Learn from the real-world experiences of other patients like you.

**Join Now!** (It's free!)



### CURRENT DISEASE COMMUNITIES

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### See how PatientsLikeMe can help you take control of your health:



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your health profile >>

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# Social Networks in Health Cure Together



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CureTogether is growing. You've been redirected to our new, more powerful server.  
Please excuse any hiccups while we transition over the next few days.

## manage your (own) health so you can feel better, faster.

“Innovative” BUSINESS WEEK

“Fascinating Stuff” BOING BOING

“Empowering Patients” WIRED

<input checked="" type="checkbox"/> Y		<input type="checkbox"/> N
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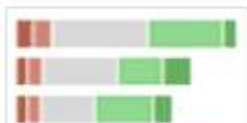
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### Choose Treatments

See everything people are using to treat your condition. Discover which treatments work best for



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[www.curetogether.com](http://www.curetogether.com)

It's anonymous and **free**.

# Social Networks in Health

## I am Too Young For This



i'm too young for this!  
cancer foundation  
the voice of young adults



Share / Save

SIGN UP!

who we are | what we do | **get help now** | news & events | get involved  
community • find a local chapter • partners • blog • store • contact • **DONATE**

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as seen on **PEREZ HILTON**

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new  
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stupid cancer.com  
kid-friendly version

70,000 YOUNG ADULTS ARE DIAGNOSED WITH CANCER EVERY YEAR. SURVIVAL RATES AND QUALITY OF LIFE HAVE NOT IMPROVED IN 30 YEARS. **THIS IS NOT OK.**

**THE CAUSE** YOUNG ADULT CANCER  
**THE MISSION** EMPOWER YOUNG ADULTS  
**THE VISION** NO SURVIVOR ALONE  
**THE GOAL** SAVE MORE LIVES

### I'M TOO YOUNG FOR THIS!

i[2]y exists to ensure that every young adult affected by cancer is given access to the best age-appropriate support they are entitled to in order to get busy living at every stage of their survivorship.

So here's the deal—There are actually tons of awesome support for young adults and we're going to help you find it. **Not your doctor, your family, or anyone else does**—not your doctor, your family, or anyone else does. Why? We don't know. Frankly,

<http://i2y.com>

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Sermo Named to Fast Company's List  
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# Social Networks - Risks

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- Opportunities but risk
- No piloting, ..
- Difficult to control can run out of hand
- Needs guidance, .
- Existence need to be taken into account in Public Health Campaigns
  - HPV vaccination NL
- ...

# HPV Vaccination in NL



voor ouders/verzorgers en hun dochter(s)

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Inenting in het kort

Vragen

In het nieuws

Heeft het zin?



Carlijn (13) en moeder



Truus de Graaf (NVI)



Nienke Esselink, huisarts



Jeanine, Jeugdarts

Is het veilig?



Ingrid Drijfhout (RIVM)



Sarida, moeder



Jolande, moeder



Ghita (14)

Chat spreekuur

Vragen over de HPV-inenting? Meld je aan voor het chat spreekuur. Elke woensdag van 14.00-16.00 uur.



G. Kenter, gynaecoloog



Henny, religieuze moeder



Demissionair Minister Klink



Marjan Berk, schrijfster

# Kids Games: Urgent Evoke

The screenshot displays the website's interface. At the top, the 'EVOKE' logo is prominent. Below it, a navigation bar includes links for 'About', 'How To Play', 'Powers', 'My Profile', and 'EVOKEblog'. A secondary navigation bar features 'Missions', 'Quests', 'Evidence', 'Agents', 'Leaders', and 'Discuss'. The main content area is titled 'MISSIONS' and shows a list of briefs (1-10). The selected brief is for 'URGENTEVOKE', featuring a comic-style illustration of a woman with a speech bubble that reads 'IT HAS TO COME FROM YOU.'. Below the illustration, it identifies the 'MISSION LEADER: ALCHEMY'. To the right, a sidebar offers links for 'Inbox', 'Friends (1 request)', and 'Settings', along with a 'WANT TO MENTOR?' section and a 'GET YOUR SPECIAL ASSIGNMENT' button. A vertical watermark 'www.urgentevoke.com' is visible on the left side of the page.



# IT Governance in general

- **EU level: EC vs. Member States**
  - Identification & authentication
  - Other standards – interoperability
  - epSOS, Calliope, etc. - extend
  - Common terminologies
  - Legal issues
- EC Lead Market - economic importance
- **MS / regions:** integration of services, .. (TicSalut)
- **Providers:** CMIO, IT part of overall strategy
- **Patients:** education, empowerment
- **Industry** - big role to play , .... SMEs.....



**Thank you very much  
for your attention !!**

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