

Agenda for the afternoon

Time	Title	Speaker
13.30-14:30		Lunch and Poster Session
14.30-14.45	Outcome analysis of BeyondSilos	Signe Daugbjerg
14.45-15.00	Measuring integration: the Integration Matrix	Paolo Da Col
15.00-15.30	Making the business case for integrated eCare	Reinhard Hammerschmidt
15:30-16:00	The human factor when deploying technology enabled integrated care	Wouter Keijser
16:00-16.30	Predictive modelling at work	Javier Mar/Panos Stafylas
16.30-17.00	Lessons learned from CareWell and BeyondSilos	Francesca Avolio/Jordi Piera
17:00-17.15	Wrap-up	Esteban de Manuel/Penny Hobson
17:15-18:30		Farewell cocktail

HUMAN FACTORS WHEN DEPLOYING E-HEALTH ENABLED INTEGRATED CARE

*The **Soft** part is the **Hard** part ...*

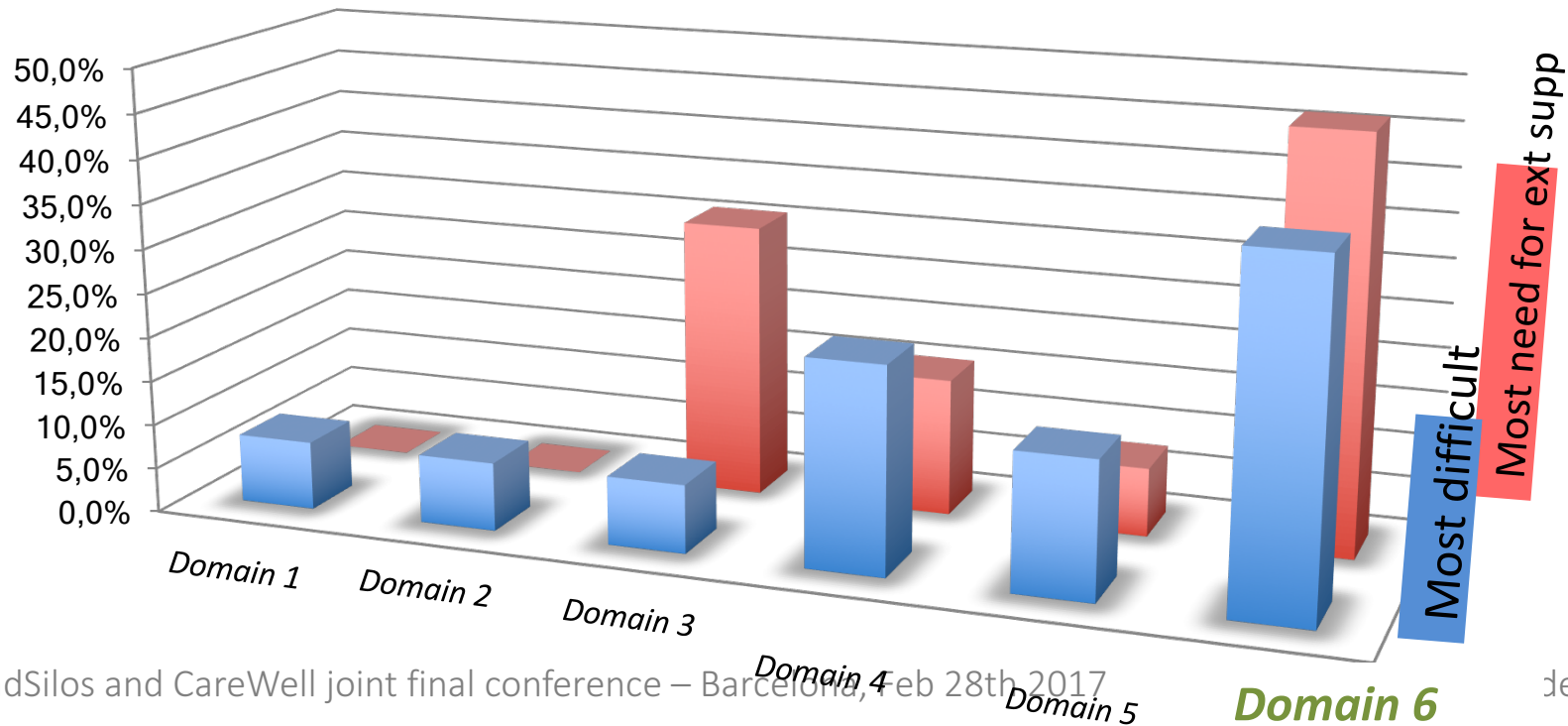
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Most challenging? Highest need for support?

(online survey, 2015)

- Domain 1 - Stakeholders and Management support
- Domain 2 - Collaboration with suppliers
- Domain 3 - Legal aspects & Ethical aspects of integrated care
- Domain 4 - ICT
- Domain 5 - Skills, education & training: practical tools and experiences

	Most challenging	Need external support
Domain 1 - Stakeholders and Management support	7,7%	0,0%
Domain 2 - Collaboration with suppliers	7,7%	0,0%
Domain 3 - Legal aspects & Ethical aspects of integrated care	7,7%	30,8%
Domain 4 - ICT	23,1%	15,4%
Domain 5 - Skills, education & training: practical tools and experiences	15,4%	7,7%
Domain 6 - How commit professionals to new care processes?	38,5%	46,2%



From the field

“[It] can only happen through top-down, bottom-up meeting of visions, shared trust and cooperative learning”

“Patience - it takes time to change habits and cultures”

“Changing working cultures takes time”

“Integration of services with existing ecosystems is difficult”

“Professionals need start working together in atmosphere of mutual respect and listening”

Secret to success?

- ✓ eHealth is here to STAY
- ✓ eHealth projects:
 - ✓ sub-optimal results
 - ✓ Too much IT driven
 - ✓ Unintended consequences on teams and people
- ✓ Science on adoption and implementation barriers and enablers shows:

Human factor = 80% of implementation success !

HOW TO MAKE THIS HAPPEN ?

The Recipe

1. (Medical) Leadership
2. Effective change management
3. Effective transformational strategies

10 Site visits

3 EC co-funded projects: CareWell, BeyondSilos, SmartCare

Three EU regions: **EAST** – **WEST** – **SOUTH**

✓ **LSV, Poland**

✓ **FVG, Italy**

✓ **South Karelia, Finland**

✓ **Glasgow, Scotland**

✓ **Kinzigtal, Germany**

✓ **Veneto, Italy**

✓ **Sofia, Bulgaria**

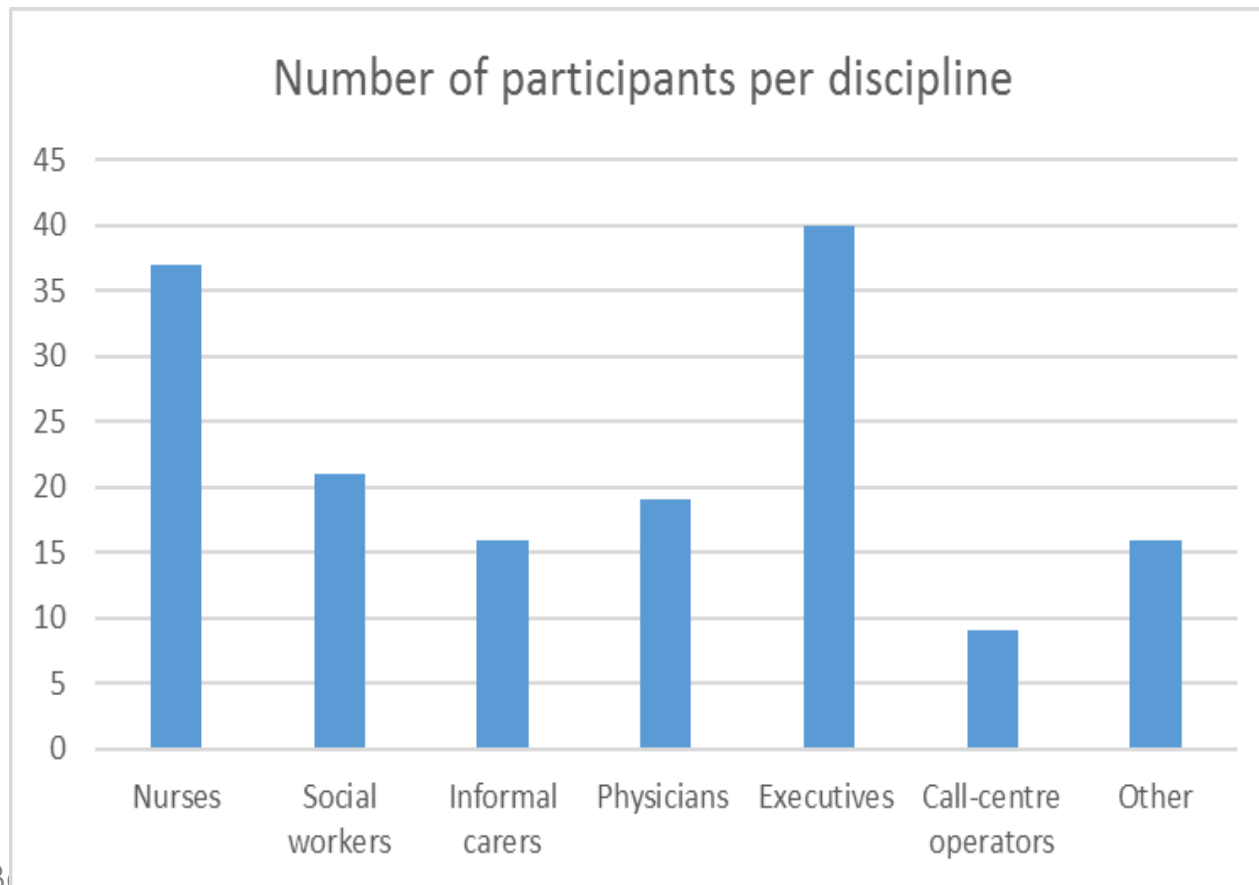
✓ **Amadora, Portugal**

✓ **Campania, Italy**

✓ **Kraljevo, Serbia**

Interviews

- 46 1-on-1 interviews; 35 small group interviews → **158 interviewees** (55M; 103F)
- Average project experience: 13,2 months
- Interview duration: approximately 1 hour
- interview transcriptions: 544 pages → thematic coding analysis



Medical Leadership in e-Health

Six emerging themes & competencies:

1. Resources
2. Task processes
3. Leadership skills
4. Socio-emotional processes
5. Virtual physician-patient relationship
6. Change management.

The 7 Habits and Conditions for Highly Effective Implementation of eHealth Enabled Integrated Care

1. Optimising work process impact
2. (Re)defining and spanning interdisciplinary boundaries
3. Knowledge sharing and mutual adaptability
4. Creating and supporting reflective collaborations
5. Hardwiring a climate of equality and trust
6. Supporting laws, regulations and rules
7. Leading for transformation

Results:

Top 5 Interventions

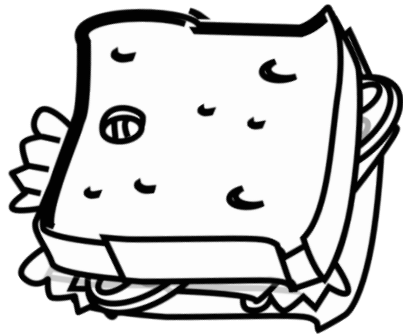
1. Developing Shared Mental Models (SMMs)
2. Facilitate change in Tasks, Roles and Responsibilities (TRRs)
3. Training
4. Champions / team leaders
5. Coping with unintended changes

Practical Considerations

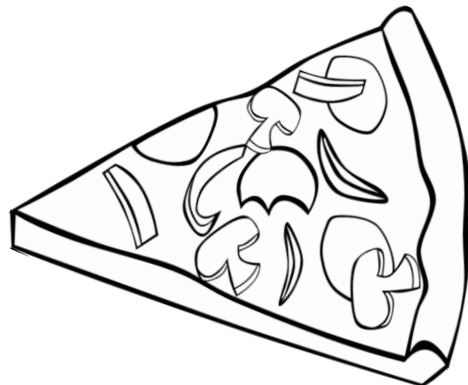
1. Adequate knowledge and expertise → at all levels
(e.g. executives, physicians, managers, change facilitators)
2. Interchanging implementation phases → flexibility required
3. ‘7 habits’ based assessment →
(a) Start dialogue (b) Prioritize (c) Monitor
4. Intervention ‘bundle’ → coordinated and integrated through all levels and disciplines

Fundamental Strategies

Taking the Sandwich Approach



Conquering the Pizza Dilemma



'Cooking' Instructions

- Combined 'top-down' and 'bottom-up' approach with a focus on ingredients ('sandwich')
- A collective tailored approach to continuously shifting needs and demands of the client / patient ('pizza')

The Main Challenge:

"ARE YOU THE PIZZA OR THE TOPPING"?

The Recipe

1. Leadership:

Physicians!

2. Effective change management:

The 7 Habits!

3. Effective transformational strategies:

Sandwiches & Pizzas!

Thank you for your attention!

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