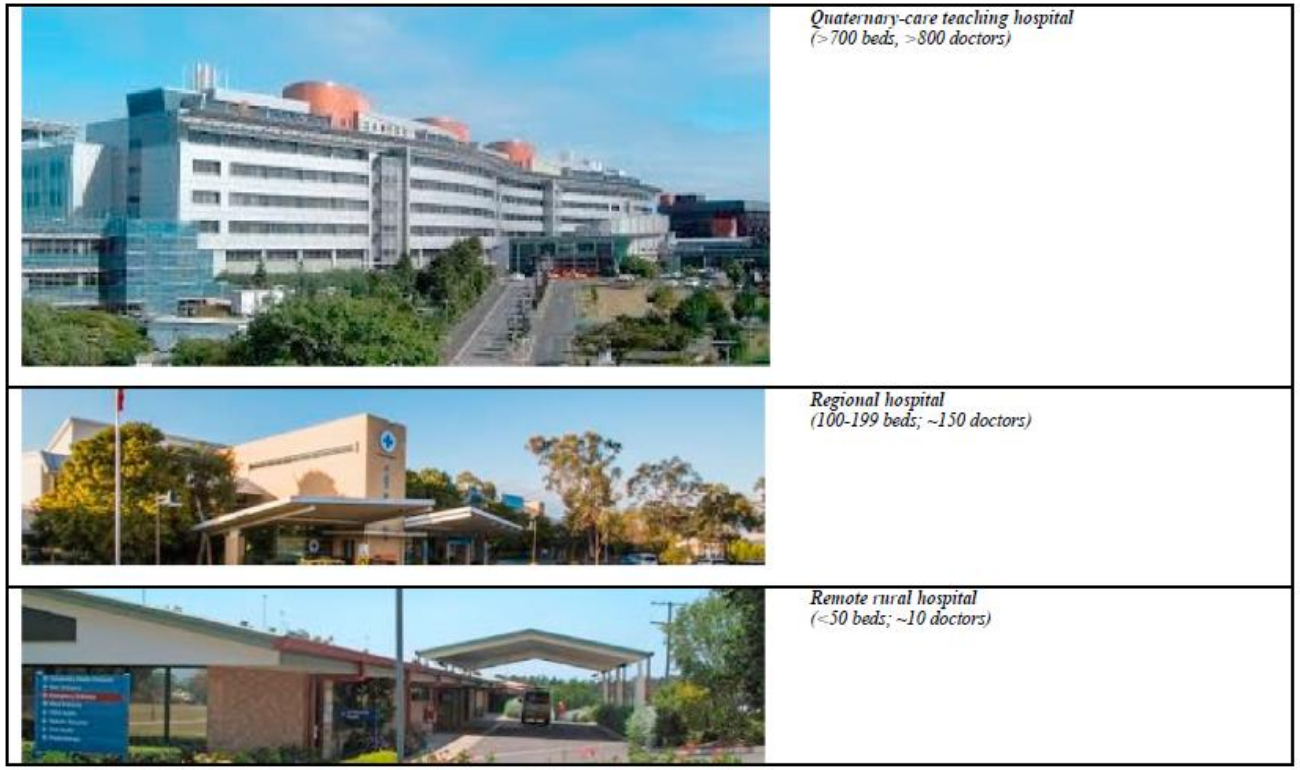
Institutional theory cases continued

Changing the conversation on evaluating digital transformation in healthcare: Insights from an institutional analysis. Burton-Jones et al

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- Evaluations of digitalization in the health sector
- Digital transformation of public hospitals in Australia
- Single electronic medical record
- Ongoing evaluations



Uncertainties and challenges in evaluation

- Unclear longer term goals of the evaluation. To get the system implemented, but then what?
- Uncertainty over language; various actors not speaking the same «tribal languages»

- And repeatedly, actors not acting in seemingly rational ways. How come?

- Enter institutional theory!

Institutional complexity

- Similar to the paper on Tajikistan, institutional logics is an important part of this analysis.
- Institutional complexity as the pressure actors experience due to incompatible prescriptions from multiple institutional logics
- They found three main logics; professional, corporate, science logics
- All three are present in any given hospital, often one person engages in different work with different logics during one day

	Professional (clinical) logic	Corporate (administrative) logic	Science (research) logic
Goal	Effective patient care	Efficient use of funds	Knowledge creation
Accountability	Professional community, Hospital management, Patients	General public, Government funding agencies	Academic community, Government
Basis of compliance	Professional obligation (i.e., normative pillar of institutions) (Scott, 2014)	Expedience (i.e., regulative pillar of institutions) (Scott, 2014)	Shared understandings (i.e., cultural-cognitive pillar of institutions) (Scott, 2014)
Accountability mechanism	Administrative & professional oversight	Independent audit	Peer review, ethics committees
Input	Clinical norms	Business case	Theory, raw data
Performance metrics	Clinical best practice, Patient outcomes	ROI, Benefits report	Impact factors
Tensions within logic	Tensions due to different clinical groups	Tensions due to internal and external powers	Tensions due to different academic disciplines

- «Behaviours and arguments were more meaningful and legitimate in the setting if they aligned with these logics»

So what?

- Institutional complexity: many different logics present
- Institutional responses to cope with the complexity (Oliver 1991)

- Observe how *institutional entrepreneurs* engage in a series of institutional responses to solidify their goals and the means of achieving them: *logic bootstrapping*
- The problem of embedded agency; how can you change things if you're a product of the institutions you want to change?
- Actors vary their institutional responses over time, learning along the way
- Dominance of the various logics change over time.

So what?

- An institutional lens allowed the authors to examine why evaluations is such a contested area, and so often remain problematic
- The idea of institutional complexity stemming from multiple institutional logics is similar to the Tajikistan paper
- They analyse further by looking at Institutional responses, and find that all are employed, but at various times and by various actors
- Following this over time, they saw the change of how the evaluations were managed. For instance how a professional logic became more dominant, influencing the indicators used in evaluations.