ICT governance in the Norwegian Health and Care Sector

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TRANSLATION COMPETENCE

PROCESS ORIENTATION
Nytt på Nytt – New Word Exercise

- Computer
- Process
- Elderly
- Patient
- Trolls
- Clown
- Healthcare
- Simulation
- Mobile
- Fish
- Apple
- Integration

Direktoratet for e-helse
The annual «Hospital Speech» signals political directions

The interplay between patients, professionals and technology is the key for a sustainable health care service.

- Technology is no longer just a tool that supports good patient treatment. Technology is a precondition for good patient treatment and a sustainable health care system.
- In the new government platform we call this Healthcare online («Pasientens netthelsetjeneste»). It should become as natural to use healthcare online as it is to use online banking.

Succeeding with Healthcare online is demanding and complex task. It will take time and resources, but we are already on our way.

- We share a goal: One Patient – One Record.
- National Legislation is in place.
- We have made large investments in new systems.
- We have a roadmap giving us direction.

The Directorate for eHealth is established to strengthen national governance and strategic steering of the digitalization of the health care sector.

- A necessary – and surprisingly simple – decision, even for a conservative minister.
- The Directorate is an important advisor for the Ministry, an catalyst for the digital effort we’ve about to make.
A complex context for national governance of eHealth

422 Municipalities

4,700 GPs

Municipal and inter-municipal ICT-functions

Vendor market

Other competent authorities

Difi

Direktoratet for e-helse
A short Norwegian eHealth tale
Early Adopter

The Coordination reform

Governmental White paper no. 9 (2012-2013) Digital Services in the Health and Care Sector

IN THE WAKE OF DEMOGRAPHIC CHANGES AND NEW CHALLENGES FOR POPULATION HEALTH

- THE COORDINATION REFORM 2009 -

- Strengthen the patient role.
- Renew and strengthen the municipal role emphasizing prevention and early intervention efforts.
- Introduce municipal co-funding for specialist health care services.
- Increase specialization and enable better sharing of competencies between specialist services and municipalities.
- Enable better priorities.
- ICT is a key tool for the realization of the reform.
National eHealth Solutions

2011
Patient portal
www.helsenorge.no

2011
ePrescription

2013
Summary Care record

2009
National Health Net

2013
Care@Distance

2006
Information Security, Privacy and Access control
One Patient – One Record - the political vision for eHealth

Health care personell shall have easy and secure access to health data.

The citizen shall have access to more online healthcare services.

Data should be available for quality improvement, health surveillance, governance and research.
One Citizen - One Record focuses on Core Systems

- **Core Systems (including integration capabilities)**
  Systems that are key for performing health care services. Includes systems for clinical documentation and process support, as well as systems for patient and user administration.

- **Specialist systems for medical service**
  Systems that are used to support work processor and diagnostics within lab and radiology. These are always linked to other types of equipment (x-ray, laboratory tools, etc.)

- **Specialist systems for other speciality areas**
  Systems that uses different specialities where the core systems do not cover needs. Often integrated with technical-medical equipment and containing functionality for analysing results from these.

- **Analysis and management**
  Systems that are tailored to enterprise management of resources, finances, and reporting tools.

- **Citizen services**
  Systems that are used to provided the citizen with access to digital citizen services.
National Strategic eHealth Projects and Programs

Three strategic projects are launched to make the transition to a new generation EHR systems in the sector: «National solution for municipal health and care services», «Helseplattformen», and «Collaborative consolidation efforts in other three RHFs».

Improve electronic coordination between the actors in the healthcare sector by strengthening the national digital infrastructure.

Collaboration between KS, Directorate of eHealth and Directorate of Health that shall contribute to uptake of welfare technologies on the municipalities.

Ensure that health data can be documented in structured ways and understood and used in a unified way by all relevant actors, also for secondary purposes.

Modernising the Public registry demands development of new digital interfaces in NAV, health care and UDI.

Contribute to better exploitation, quality, simpler reporting and more secure management of data in the national registries.

Contribute to shared user specification and prioritisation of current EMR portfolio for service providers outside the hospital sector.

Develop a new system that gathers and make available a unified digital overview of all information regarding the patient’s medication usage.

Establish a National Service Provider.
National Governance Model
The National Governance model for eHealth

- **Ministry of Health and Care Services**
  - Directorate of eHealth
  - Product Boards for National Solutions

**National Advisory Board for eHealth (NEHS)**
- **Gives credence to** National eHealth Strategy, and National eHealth Portfolio
- **Decides on** extent of national Solutions and nominates chair of Product boards

**National Forum for Portfolio Management (NUIT)**
- **Strategic adviser** on directions for national eHealth strategy and Action plan, National Solutions and selected National Projects.
- **Gives recommendation** for prioritized National eHealth Portfolio

**Health Professional and Architectural Advisory board (NUFA)**
- **Professional adviser** on national eHealth strategy and Action plan, National Portfolio, National Solutions and selected National Projects.
National strategy and strategic steering
In March 2017 the central actors launched a shared National Strategy and Action Plan for eHealth (2017-2020)
The eHealth strategy has six prioritized areas

1. Easy and secure access to health data for professionals
2. Secure and user friendly digital citizen services
3. Health data accessible for secondary purposes
Strategy and Action plan

Governance model

National processes

- **Governance model**
  - HOD
  - Direktoratet for e-helse
  - Produktstyrer
  - Nasjonalt e-helsestyre (NEHS)
  - Prioriteringsutvalg (NUIT)
  - Fagutvalg (NUFA)

- **National processes**
  - STRATEGY STEERING
  - PORTFOLIO STEERING
  - SOLUTION STEERING
TRANSLATION COMPETENCE

PROCESS ORIENTATION
What characterises eHealth in a governance perspective?

- Digitalization is not a one-off technical installation or an administrative decision. It is an ongoing task of process- and quality improvement.
- Constellation of more or less autonomous actors requires consensus orientation.
- Project based organization demands specific attention to mechanisms for identifying strategic questions and economic prioritisation.
National Strategy Process

Situasjonsbeskrivelser gjennom:
• Strategisk måloppnåelse 2017 – status på tiltakene i handlingsplanen
• Utviklingstrekk 2018 – relevante drivere og trender
• Annet kildemateriale

Strategirundskriv med tillegg til strategien
Revidert handlingsplan
Reviderte kriterier for kvalifisering og prioritering av tiltak

Plan
Situational analysis
Analysis
Revision
Decision

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Kriterier for kvalifisering og prioritering av strategiske tiltak
Årshjul for strategiprosessen
Tiltaksliste med tilhørende KPIer

Gap-analyse, med vurdering av behov for revisjon

LM beslutning på tillegg og revisjon
NEHS tilslutning på tillegg og revisjon

Communication, involvement and securing backing

Direktoratet for e-helse
National Portfolio Process

National Portfolio 2018

Number of projects: 48

Total-estimated (MNOK): 639
Under development …

National Solution Steering

Being defined in parallel with the establishment of National Service Provider

National Architectural Steering

Project established defining definitions, framework, and management model
## Annual Cycle for National Strategy Process

### Årshjul 2018

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<th>Januar</th>
<th>Februar</th>
<th>Mars</th>
<th>April</th>
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- ✓ Omført om kunnskapsgrunnlaget for strategisk analyse
- ✓ Omført om den strategiske analysen
- ✓ Vurdere behovet for revidering basert på analysen (og føringer for involvering fra sektor)
- ✓ LM gir føringer for arbeidet med situasjonsbeskrivelser
- ✓ Tilslutte seg strategirundskriv
- ✓ Beslutte revidert handlingsplan og strategirundskriv

### Situasjonsbeskrivelser

- Analysere
- Beslutte
- Revidere Handlingsplan
- Beslutte

### Mobilisering til årshjul 2019

- Communicationsplan
- Master presentation
- Prepare political debate (Arendalsuka)
- Roadshow
- Communicate revision

### Direktoratet for e-helse
eHealth Strategies in other countries
– a comparative view
International experiences with national eHealth systems was part of the commission work for One Patient – One Record

17 Case studies and a top analysis that describes strategy, conceptual choice, and implementation strategy

A shared resource for sector and research and education

- STRATEGIC TIMELINE
- KEY ACTORS
- ARCHITECTURE
  - INFRASTRUCTURE
  - INFOSTRUCTURE
  - PRIVACY, INFORMATION SECURITY AND ACCESS CONTROL
  - SHARED COMPONENTS AND SERVICES
  - DIGITAL SERVICES FOR CITIZENS
  - SECONDARY USE OF DATA
- HYPERLINKS
- SCHEMATIC OVERVIEW
- SOURCES