

Strategy and Environmental Turbulence

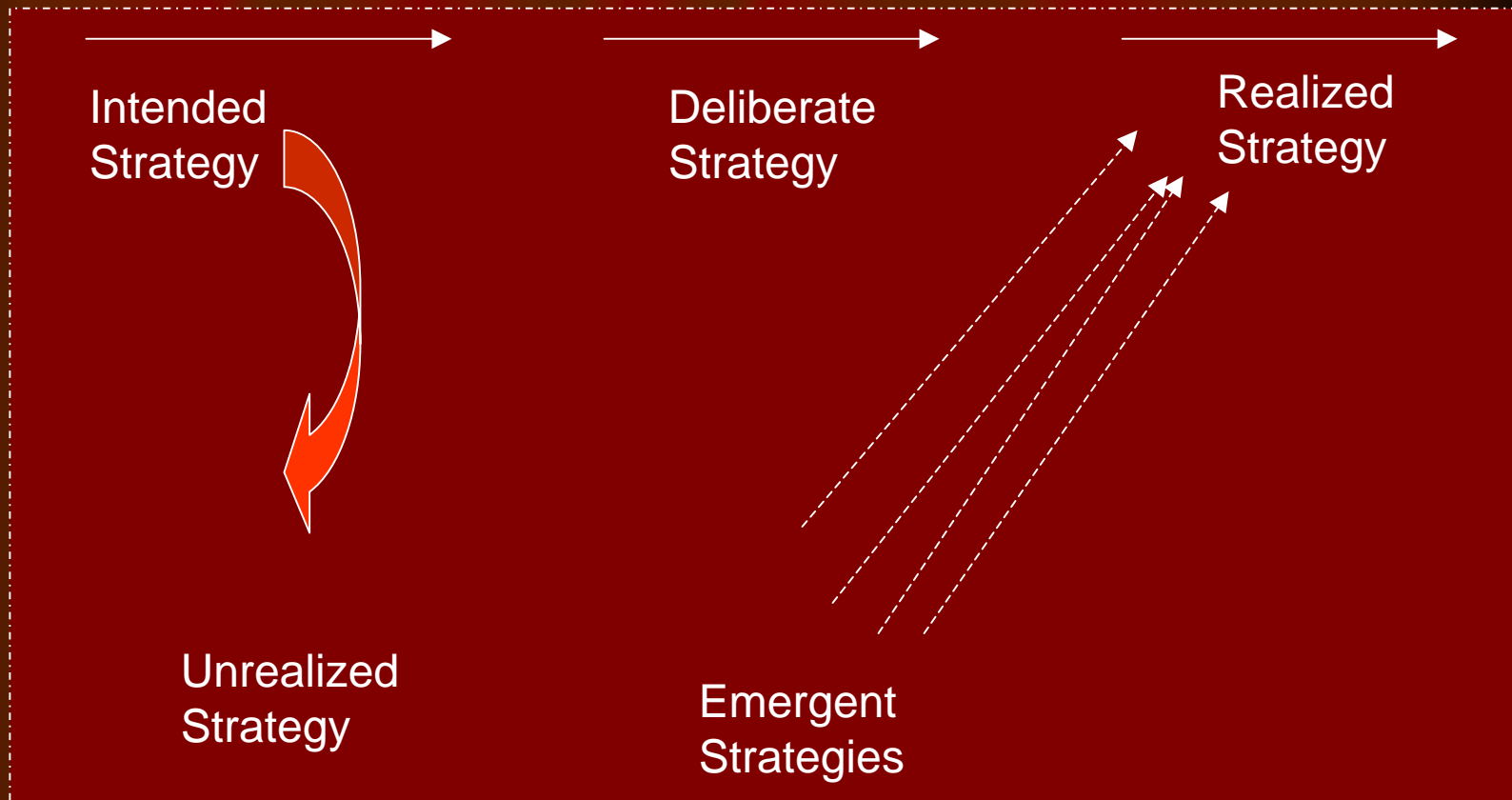


FIGURE Mintzberg's pattern of learning in the formulation of strategy
. SOURCE: Adapted from Mintzber H. Patterns in strategy formulation.
Management Science 1978;24(9):934.

User Awareness and Adoption

“Disasters are not technical, they are people and culture related....

“the soft stuff is the hard stuff”

Bryan Fiman
Principle and Co=Founder
Implementation Management
Associates

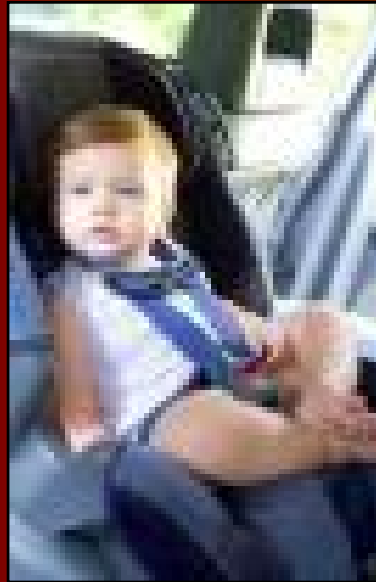
Awareness Requires a Change in Culture

“Culture does not change because we desire to change it.

Culture changes when the organization is transformed; the culture reflects the realities of people working together every day.”

-Frances Hesselbein

Key to cultural Transformation



“ It should be noted that it took many years to get the seatbelt usage up to its present level, and it takes a heavy hand from the police to persuade the stupid to do the obvious.”

- Peter N. Wadham

Steps for change

- Awareness of the existing gap
- Identification of the performance gap that exist.
- Implementation of the change
- Institutionalization of the change or integration of change into ongoing activities

Vision and Action

“ Vision without action is merely a dream.
Action without vision just passes the time.
Vision with action can change the world”

Joel Arthur Baker

Best Practice

The instinct is that the health professionals want to do the best job they can, if given resources and support, information and evidence they will use it to identify and implement best practice.

New order of things

“It must be concluded that there is nothing more difficult to carry out, nor more doubtful to succeed, nor more dangerous to handle, than to initiate a new order of things”

Machiavelli

Quality

Arild Jansen from Western Norway Research institute stated that “few words have been more used and misused today than quality”

No single best way

Literature indicates that those who adopted the single best way had missed the chance to learn

Electronic medical record vs electronic health record

Health industry, government, and the press use the above term interchangeably. However these terms describe completely different concept both of which are crucial to the success of local, regional, and national goals to improve patient safety, quality, efficiency of care and reduce cost

Electronic Health Record

The chance

Information Gathering

Accordingly Abramson, (1984) in his advice in the process of information gathering, included the following statement “gather the information you need, but gather only what you need.”

The Institute of Medicine (1988)

advised that public health agencies must “regularly and systematically collect, assemble, analyze, and make available information on the health of community, health needs and epidemiological and other studies of health problems.” This statement indicates that the responsibility of health information should become one of the tasks of the health agencies

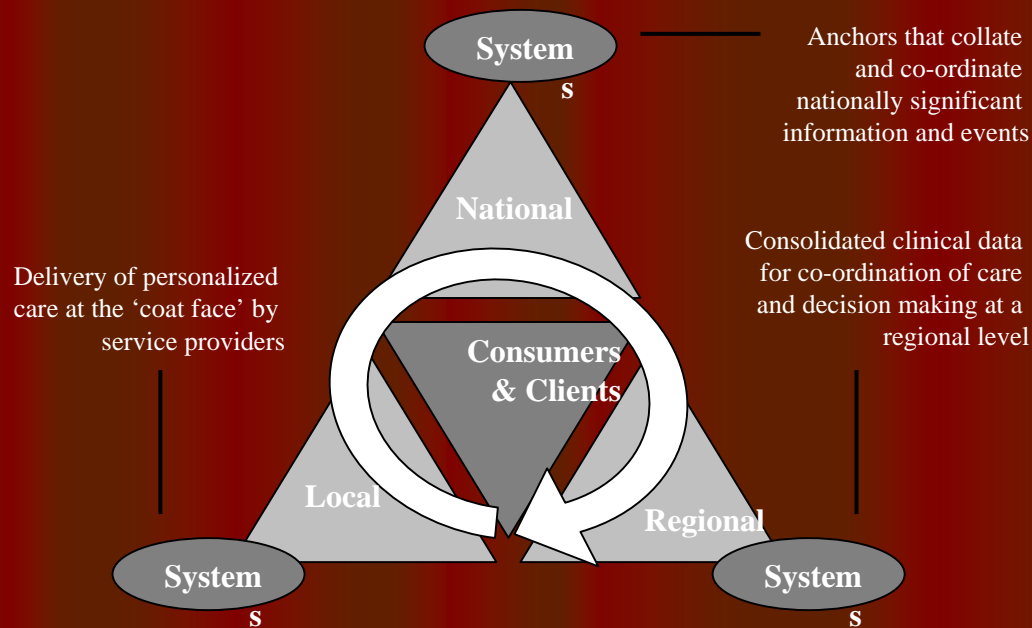
Systematic Recording of Information

Kendrick (2001) stated, “where we definitely know how best to do things we should ensure that we do them that way.” He also stated “when we talk about information need we may not talk about recording extra information but rather the more systematic recording of information which is already there.”

Distributed Electronic Health Records model

Internationally there is a growing realization that a single Electronic Health Record (HER) that ties everything together physically in one information system is neither a solution nor practicable, affordable or achievable. As a result, the more successful systems are adopting “distributed” EHRs where information may be spread throughout many different physical information systems, where the information is linked and can be referenced electronically.

The distributed Electronic Health Records model



The Role of Each System

The Local System

Local system support the delivery of personalized care “at the coal face” by service providers. These systems have the most amount of detail and carry rich data about a consumer and any given interaction.

The Regional System

Regional systems consolidate specific clinical data at regional level for the co-ordination of care and decision-making around the service delivery. They provide key event summaries that abstract relevant information from consumer encounters

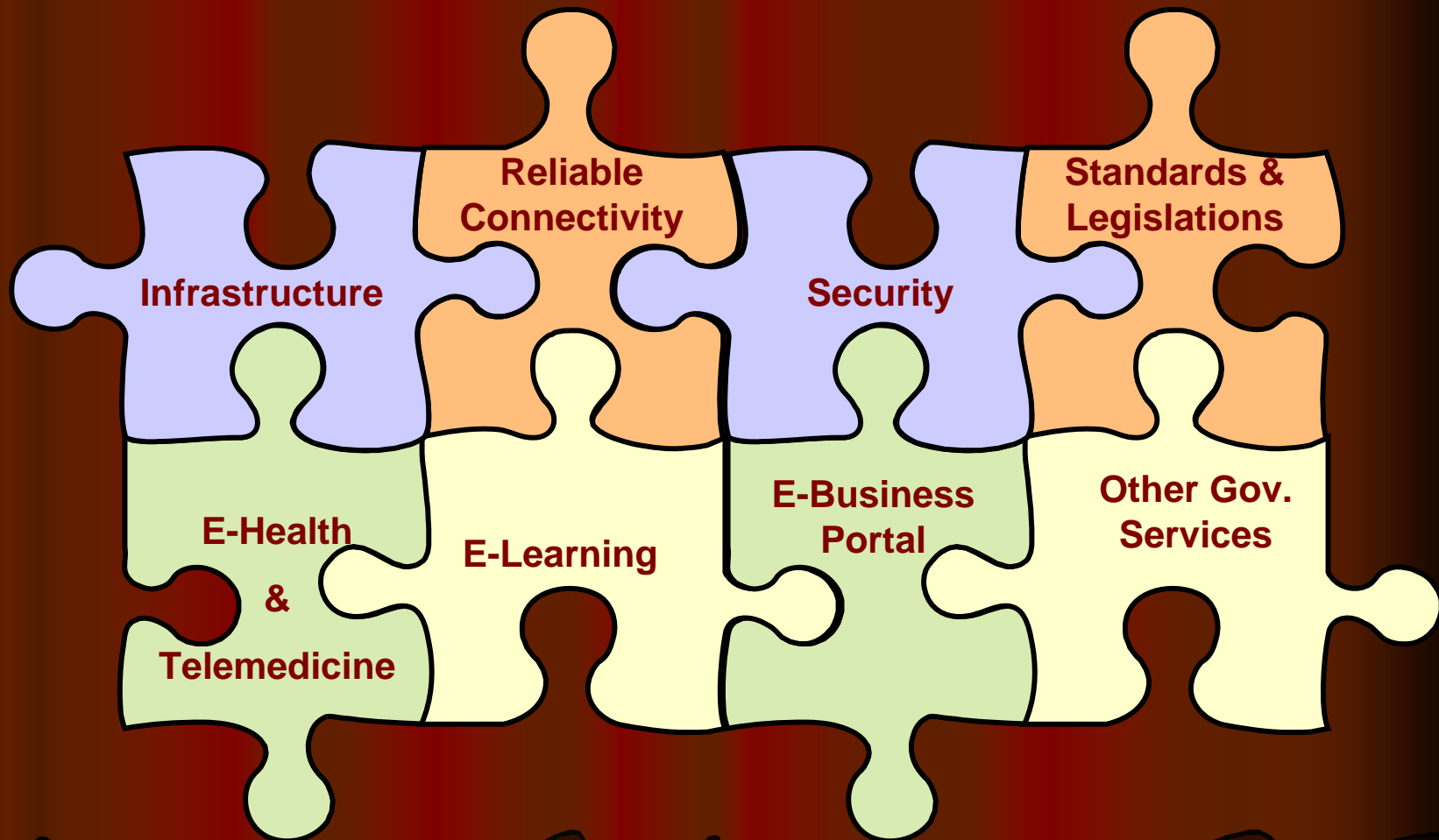
National System

National systems are core systems that provide shared data and consistent business processes to the health sector. This system provide reference points and “anchors” for nationally significant information and events and support a number of clinical safeguards such the Medical Warning System.

Secure connectivity

- A recent UK study identified that inadequate setting of ICT standards result in a diverse range of incompatible systems across the health service and that resources were wasted on “re-inventing the wheel” at local level.
- This study indicated that standardization of infrastructure and applications to ensure interoperability and access are critical for sustainable connectivity

E- Government essential components



UAE e-Government Readiness

UN e-Government Readiness Survey 2005

rank	GCC countries	Web Measure index	Infrastructure index	Human capital index	e-Government Readiness index
42	UAE	0.6115	0.3639	0.7400	0.5718
53	Bahrain	0.4192	0.3152	0.8500	0.5282
62	Qatar	0.3269	0.3116	0.8300	0.4895
75	Kuwait	0.2500	0.2694	0.8100	0.4431
80	Saudi Arabia	0.3769	0.1445	0.7100	0.4105
112	Oman	0.1731	0.1385	0.7100	0.3405

The World e-government readiness is 0.4267 in 2005

The Ranking UAE e-Government

e-Government Ranking

Country	2005 Score	2005 World Rank	2005 Arab Rank
Bahrain	31.0	21	1
UAE	30.1	27	2
Qatar	30.1	27	3
Syria	30.0	29	4
Egypt	27.8	69	5
Jordan	27.5	71	6
Saudia Arabia	27.4	72	7
Lebanon	27.3	73	8
Kuwait	27.0	76	9

What is the situation with e-Health?

Long, slow and expensive mega-projects were adopted although such approach was regarded as not to be helpful for moving into e-Health

Dolphins, not whales

- Risk of failure was not seen as to be proportional to the size of the project
- Adopting dolphins was seen as breaking big project into small modules
- The process of implementing the project did not involve a shift to a different way of working and thinking, with total project timeframes of no more than six months,



Dolphins, not whales

- Although the big project was not avoidable, we did not divided up into self-contained modules that can be adjusted to changes in circumstances, technology and requirements



Risk Taking

(Stephen M. Shortell and Arnold D. Kaluzny

- *Nothing ventured, nothing gained*
- *Analysis should not lead to paralysis.*
- *Sometimes, it is better to ready, fire, aim.*
- *It is better to be roughly right than precisely wrong*

We have to believe in the above ideologies and we have to be concerned only if we do not learn from our mistakes

Charting the way ahead

- Strategic and tactical objectives definition
- Restructure and reorganize
- Imbed change management into core functions
- Inclusion : Stockholders/Customers?
Constituents
- Big: Think Big and start small

Link the Vision with current reality

Work to understand present organizational and its constraints

Where to start?

- Electronic medical record
- E prescribing
- Employee empowerment tool.(Computer assisted clinical decision support tools and Computerized provider orders entry
- Electronic health record
- Quality monitoring and reporting
- Chronic disease monitoring
- Child health immunization record

Thank you