

Success criteria for e-health projects

Prawny obowiązek a ekonomiczna motywacja

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A critical success factor is the *microeconomy (CISCO, 2010)*

Financial benefits and investment/operating costs must be aligned. Those who benefit must invest.

- Each individual stakeholder that plays a critical role in the process must have a financial benefit. From this point of view, the new e-health model must be more attractive than the old process.
- The financing process should be transparent to everyone involved right at the beginning of the project. This avoids the build-up of strong negative emotions toward the project that are hard to reverse later on.
- The new business process should also save time for key stakeholders. Otherwise, financial compensation should be provided.
- Choose carefully between the optional and mandatory implementation approach.

eHealth

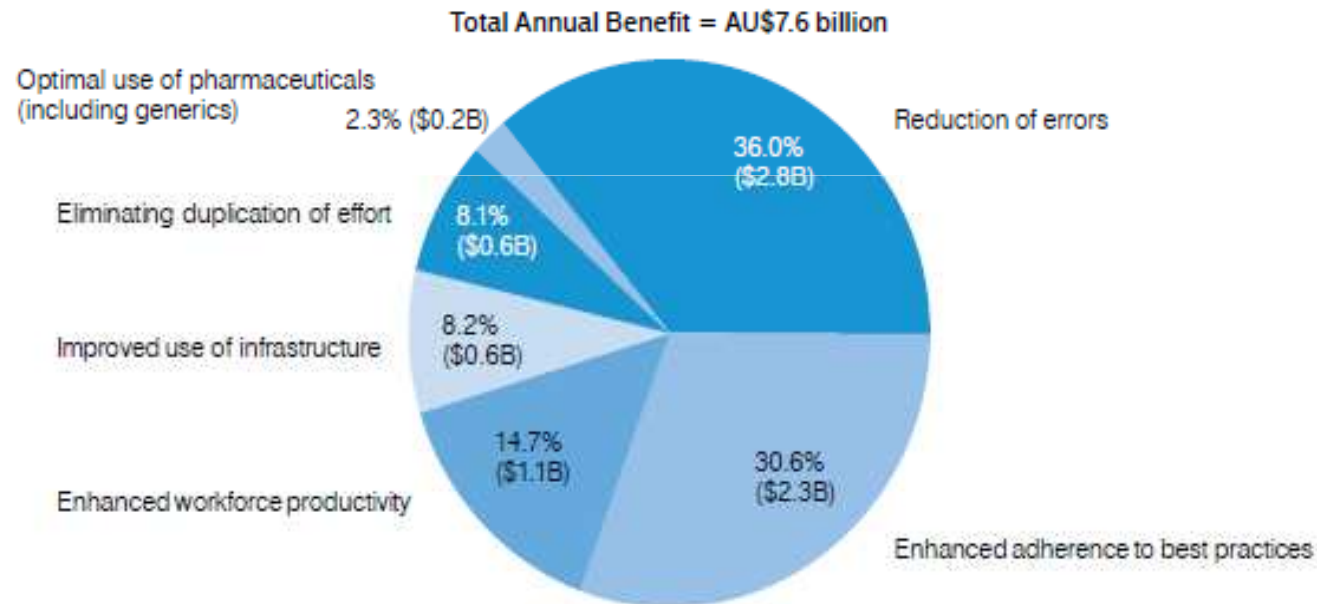
for Health-care Delivery (WHO, 2004)

- Government commitment is necessary
- Needs assessment should be conducted
- Awareness of the benefits is needed
- Availability of human resources should be secured
- Focus on skills is crucial
- Infrastructure needs special attention

Stakeholders that are required to invest (...) reap a smaller portion of apparent benefits (BOOZ, 2010)

Economic Value of Australian E-Health in 2020 by Benefit Category

STEADY-STATE ANNUAL BENEFIT CATEGORY BREAKDOWN
(%, AU\$ BILLIONS)



Source: Booz & Company Global E-Health Investment Model

FACTORS FOR SUCCESS OR FAILURE (EC, 2007)

User/Organisation

- Innovative projects work only with a well defined, small group of actors to collect experiences
- Discussion/Survey with requests of the users, for the final acceptance of the solution
- Involve the medical staff (nurses, doctors), Importance of training
- Users' need must be in focus
- Involvement of citizens/patients
- Professional esteem
- Clinical need and strong patient focus

User/Organisation

- Inability to adapt the strategy to changing needs/environment
- Do not reorganise healthcare processes while establishing new technologies
- Lack of involvement of actors – because the solution means “new organisation”
- Isolation from the organisation and potential users
- Failure to adapt planning to change in needs / knowledge gained
- Resistance to change

FACTORS FOR SUCCESS OR FAILURE (EC, 2007)

Management/Decision

- Political and social support is a must
- Bottom up strategies have to be preferred
- Long-term view on projects
- Commitment of clinical leadership and policy support
- Active participation of regional healthcare actors, hospitals and municipalities
- Predefined goals for investment

Management/Decision

- Lack of political commitment
- Lack of private partners for sustainability of solution
- The short term thinking of government, also "territory gates"
- Lack of commitment from users and managers
- Lack of long-term view

FACTORS FOR SUCCESS OR FAILURE (EC, 2007)

Economy/Incentives

- Health benefits have to be combined with business benefits
- Political support and feasible funding
- Attractiveness – project solves problems + IMPACT
- Check who will pay (how much) for the eHealth service in question
- Technical solution is secondary to workflow organisation/money
- Incentives important (economic and organisational) – “what’s in it for me?”

Economy/Incentives

- Insufficient ratio cost/benefits
- Short term expectations of eHealth project
- Economically driven projects
- Investment cost

FACTORS FOR SUCCESS OR FAILURE (EC, 2007)

Project management

- Involvement of all key stakeholders
- Multidisciplinary approach that involves politicians, specialists, researchers and business
- Real motivation
- Bottom-up \leftrightarrow Top Down Together (tactical \leftrightarrow strategical)
- Public-private partnership
- Helicopter view
- Bottom-up approach
- Commitment
- Talk to experts, establish relationships

Project management

- Trying to solve all problems 100% before getting started
- All actors in eHealth project have not reached a clear labour division
- Do not understand health care processes and ongoing changes in medical environments
- Not enough planning and too quick in ending projects (and lack of evaluation)

FACTORS FOR SUCCESS OR FAILURE (EC, 2007)

Application/System

- Meeting an explicit or latent demand – solve a real problem
- User-centred design

Technical

- Choosing the right technology, continuous technical support
- Interoperability and open standards
- Lack of prestige with regards to technical choices

Application/System

- Big steps – big expectations
- Lack of market analysis, comparing the solution to existing ones
- Legislation context / importance of interoperability
- Lack of existing information systems (e.g. clinical information systems)
- Developing the project in artificial environment
- Poor clinical relevance

Technical

- Technology risk / inflexibility of chosen solution
- Supply or technology orientation
- Technophobia – organisational/legal barriers
- Bad communication about technical problems in the project
- Interoperability
- Technology driven