Direktoratet for e-helse

ICT governance in the Norwegian Health and Care Sector

Lecture Master student 20.3.2018
UiO, Health IT Management

Irene Olaussen, Seniorrådgiver Divisjon Strategi

TRANSLATION COMPETENCE

PROCESS ORIENTATION

Nytt på Nytt – New Word Exercise

Computer

Process

Elderly

Trolls

Patient

Clown

Healthcare

Apple

Simulation

Mobile

Fish

Integration

Online

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.
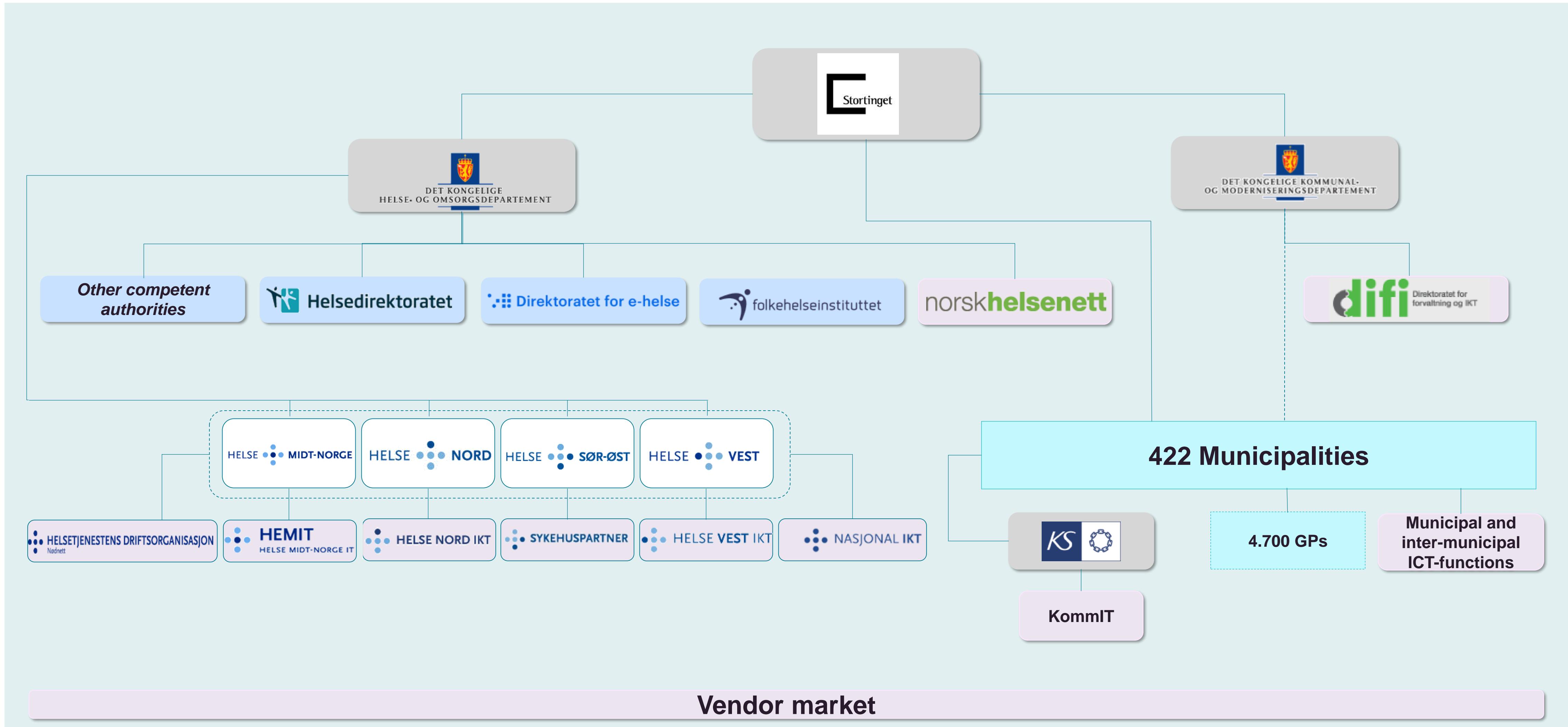
Succeding with Healthcare online is demanding and complex task. It will take time and resources, but we are alreday on our way.
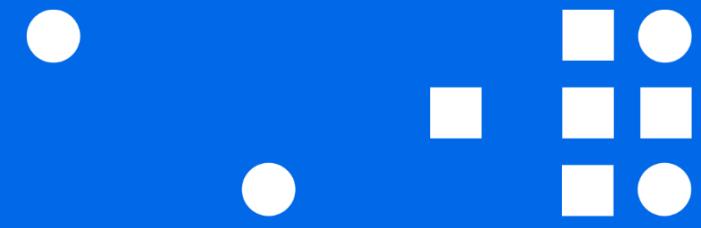
- **We share a goal: *One Patient – One Record.***
- National Legislation is in place.
- We have made large investments in new systems.
- We have a roadmap giving us direction.

The Directorate for eHealth is established to strenghten 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.

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A complex context for national governance of eHealth
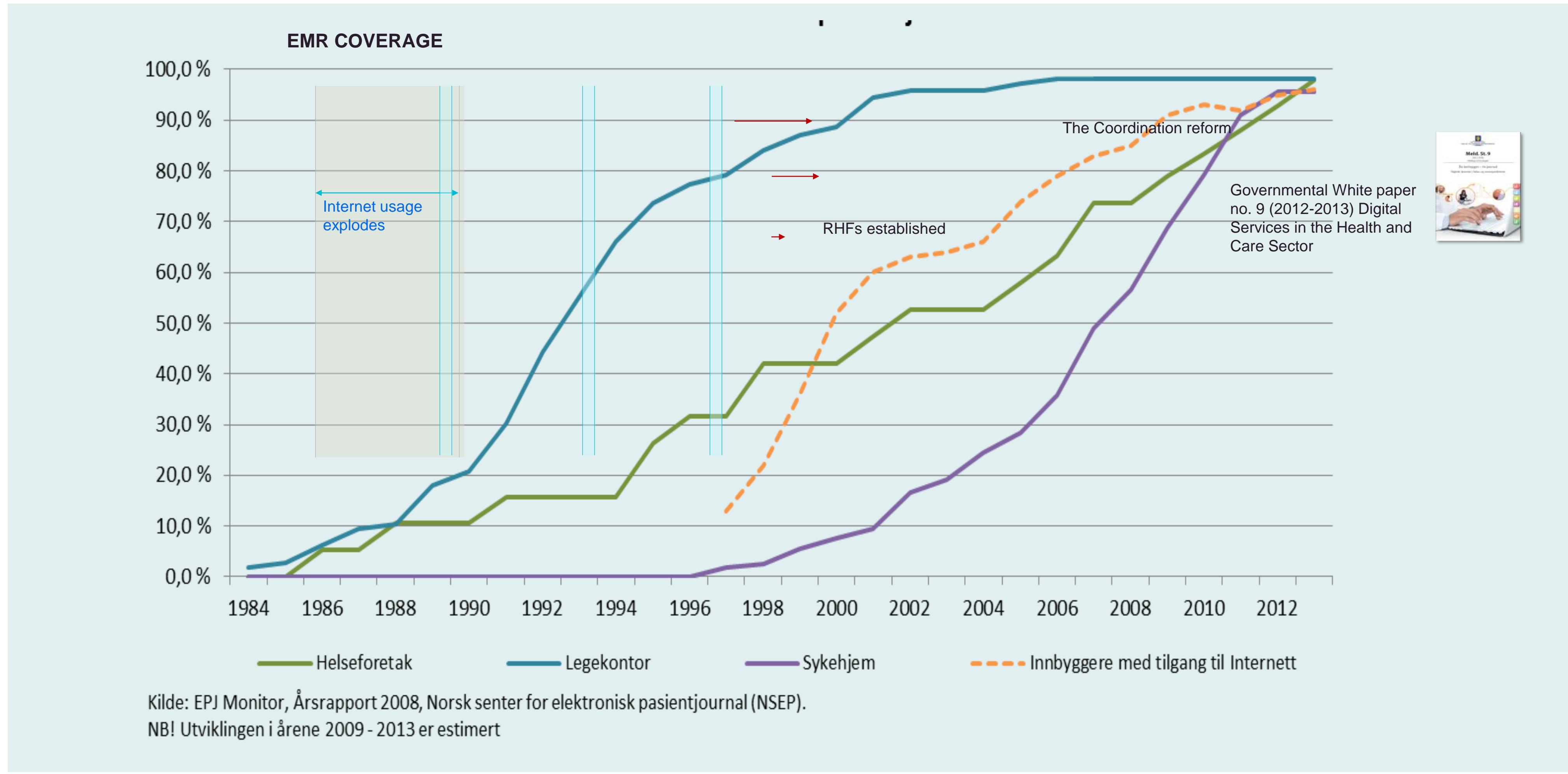
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A short Norwegian eHealth tale

Early Adopter

Kilde: EPJ Monitor, Årsrapport 2008, Norsk senter for elektronisk pasientjournal (NSEP).
NB! Utviklingen i årene 2009 - 2013 er estimert
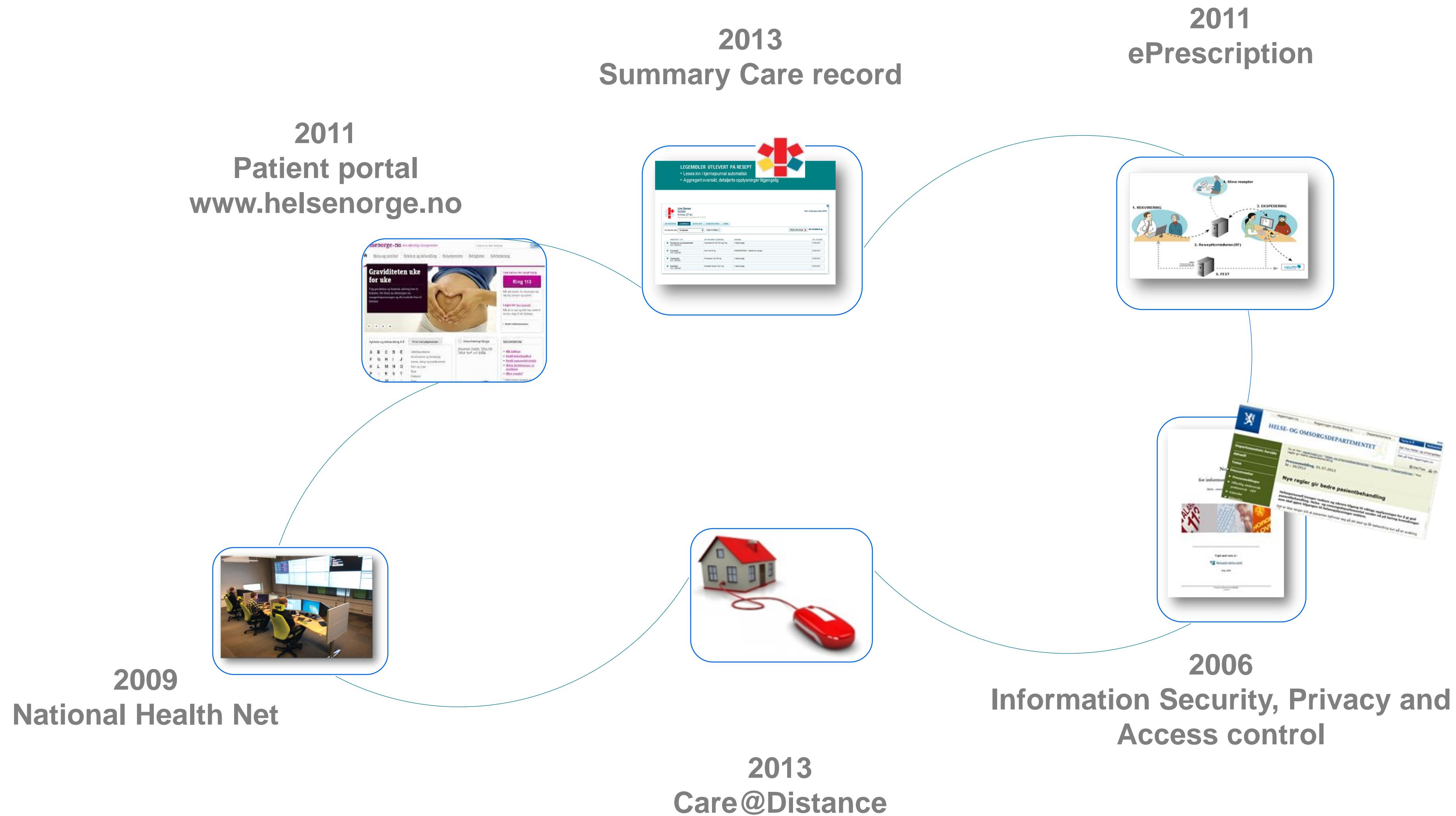
IN THE WAKE OF DEMOGRAPHIC CHANGES AND NEW CHALLENGES FOR POPULATION HEALTH

- THE COORDINATION REFORM 2009 -

- Strenghten the patient role.

- Renew and strenghten 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.

St.meld. nr. 47

Samhandlingsreformen

National eHealth Solutions

2013
Summary Care record

2011
ePrescription

2011
Patient portal
www.helsenorge.no

2009
National Health Net

2006
Information Security, Privacy and
Access control

2013
Care@Distance

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One Patient – One Record - the political vision for eHealth

Meld. St. 9
(2012–2013)
Melding til Stortinget

Én innbygger – én journal
Digitale tjenester i helse- og omsorgssektoren
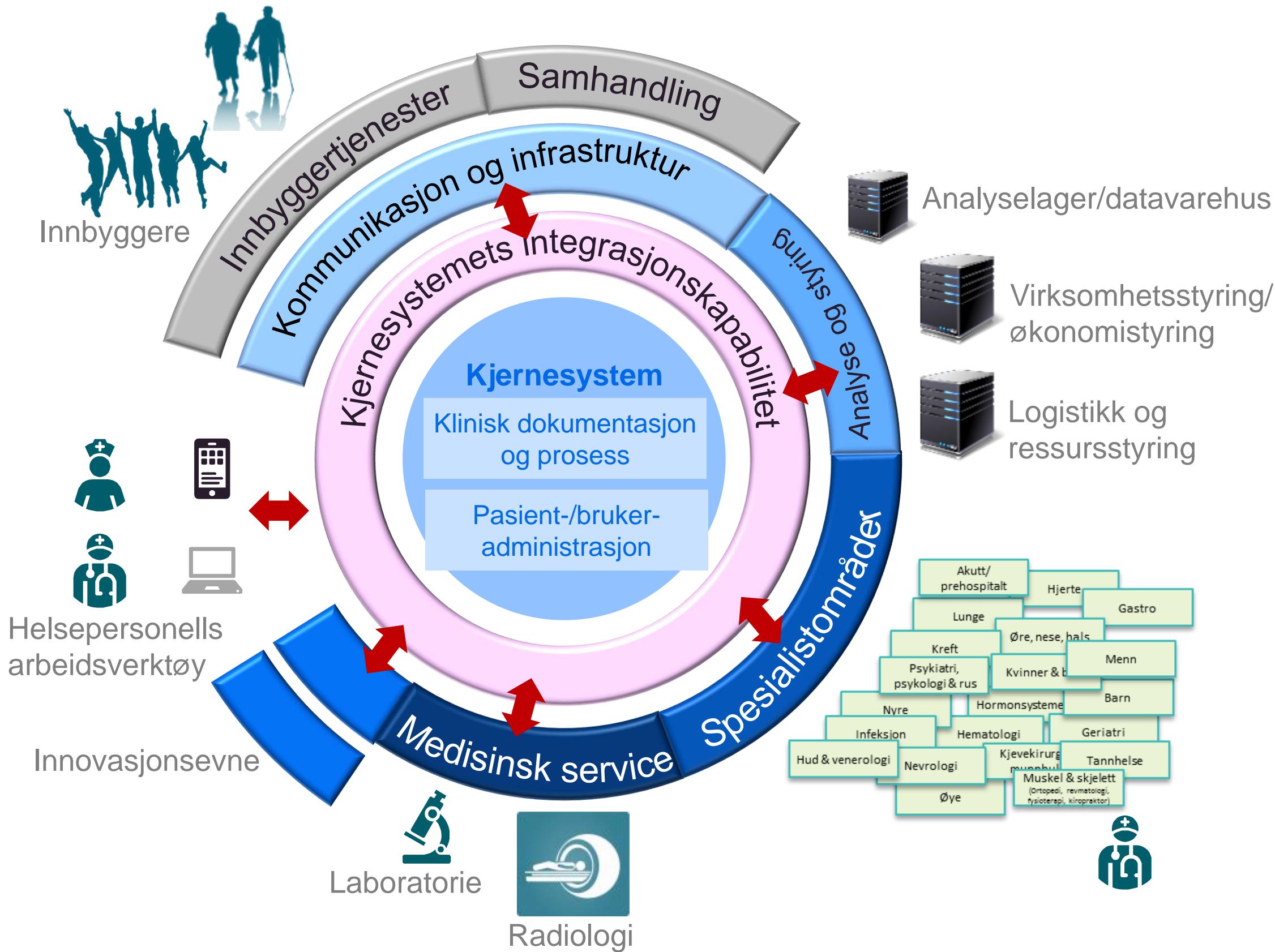
Health care personell shall have easy and secure access to health data.

The citizen shall have access to more online healthcare services

Data should be available for quality improvement, health surveillance, governance and research.

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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 tha tare used to support work processer 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 whre the core systems do not cover needs. Often integrated with technical-medical equipment and containing functionality for analysing results from these.
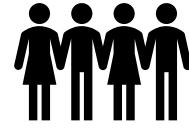
- **Analysis and management**
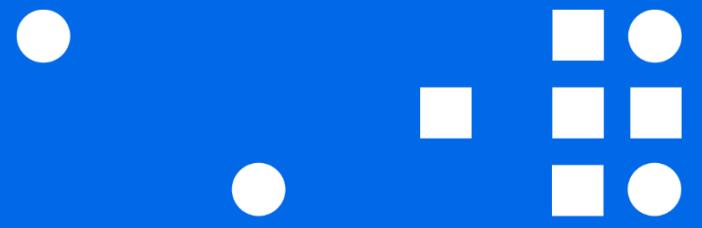
  Systems that are tailored to enterprise management of resources, finances, and reporting tools.

- **Citizen services**

  Systems that are used to provied the citizen with access to digital citizen services.

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National Strategic eHealth Projects and Programs

ONE CITIZEN – ONE RECORD

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».

SHARED INFRASTRUCTURE AND ARCHITECTURE

Improve elektronic coordination between the actors in the healthcare sector by strenghtening the national digital infrastructure.

WELFARE TECHNOLOGY

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

CODES AND TERMINOLOGIES

ABC
123

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

MF HEALTH

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

HEALTH DATA

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

IMPROVING EMRs

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

PATIENT MEDICATION LIST

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

NATIONAL SERVICE PROVIDER

Establish a National Service Provider.

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National Governance Model

National Advisory Board for eHealth

Navn: Herlof Nilssen (leder)
Tittel: Administrerende direktør
Aktør: Helse Vest RHF

Navn: Christine Bergland
Tittel: Direktør
Aktør: Direktoratet for e-helse

Navn: Lilly Ann Elvestad
Tittel: Generalsekretær
Aktør: FFO

Navn: Stig Slørdahl
Tittel: Administrerende direktør
Aktør: Helse Midt-Norge RHF

Navn: Inger Østensjø
Tittel: Områdedirektør
Aktør: KS

Navn: Anne-Lise Ryel
Tittel: Generalsekretær
Aktør: Kreftforeningen

Navn: Lars Vorland
Tittel: Administrerende direktør
Aktør: Helse Nord RHF

Navn: Nina Mevold
Tittel: Kommunaldirektør
Aktør: Bergen kommune

Navn: Ivar Halvorsen
Tittel: Fastlege
Aktør: Fastlegene

Navn: Cathrine M. Lofthus
Tittel: Administrerende direktør
Aktør: Helse Sør-Øst RHF

Navn: Kristin W. Wieland
Tittel: Kommunaldirektør
Aktør: Bærum kommune

Navn: Steffen Sutorius
Tittel: Direktør
Aktør: DIFI

Navn: Bjørn Guldvog
Tittel: Direktør
Aktør: Helsedirektoratet

Navn: Arild Sundberg
Tittel: Kommunaldirektør
Aktør: Oslo kommune

Observatør
Navn: Håkon Grimstad
Tittel: Administrerende direktør
Aktør: Norsk Helsenett SF

Navn: Camilla Stoltenberg
Tittel: Direktør
Aktør: Folkehelseinstituttet

Navn: Camilla Dunsæd
Tittel: Rådmann
Aktør: Kvinesdal kommune

Observatør
Navn: Lars Bjørgan Schrøder
Tittel: Avdelingsleder
Aktør: Helse- og omsorgsdep.

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The National Governance model for eHealth

Minnistry 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.

The Norwegian Directorate of eHealth
Established 2016

Two roles
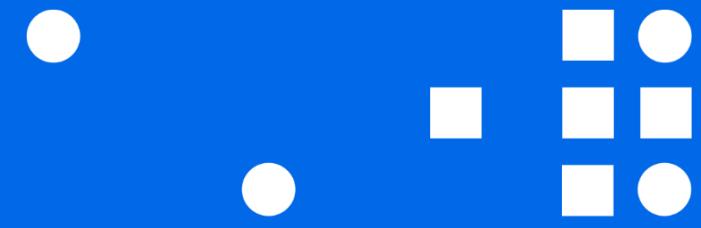
Governance

National governance
Coordination and standardization
Catalyst and driver

### Provider

ePrescription
Summary Care Record
Patient portal

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

The vision for

One Citizen – One Record

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

Digital workprocesse

Improved patient trajectories

Shared infrastructure and components

**Better use of health data**

Health and Care in new ways
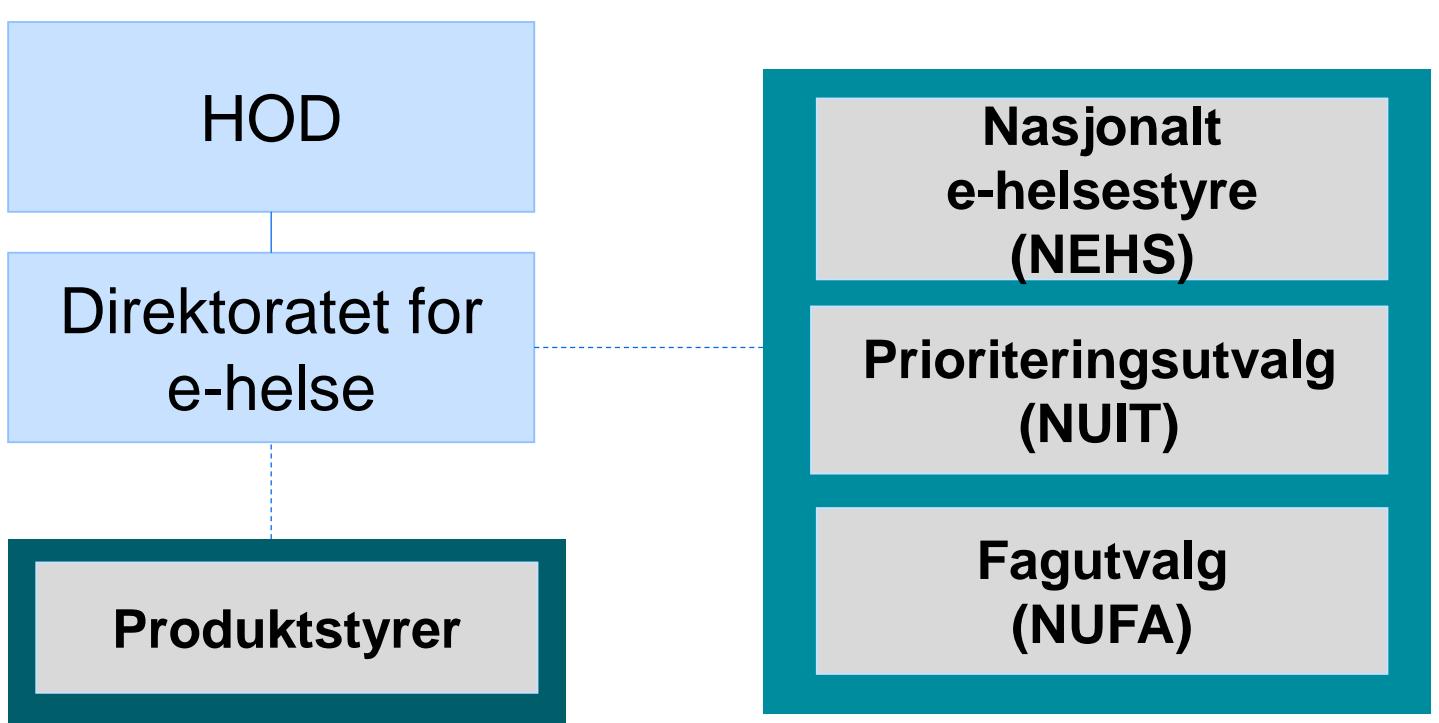
National governance and executive power

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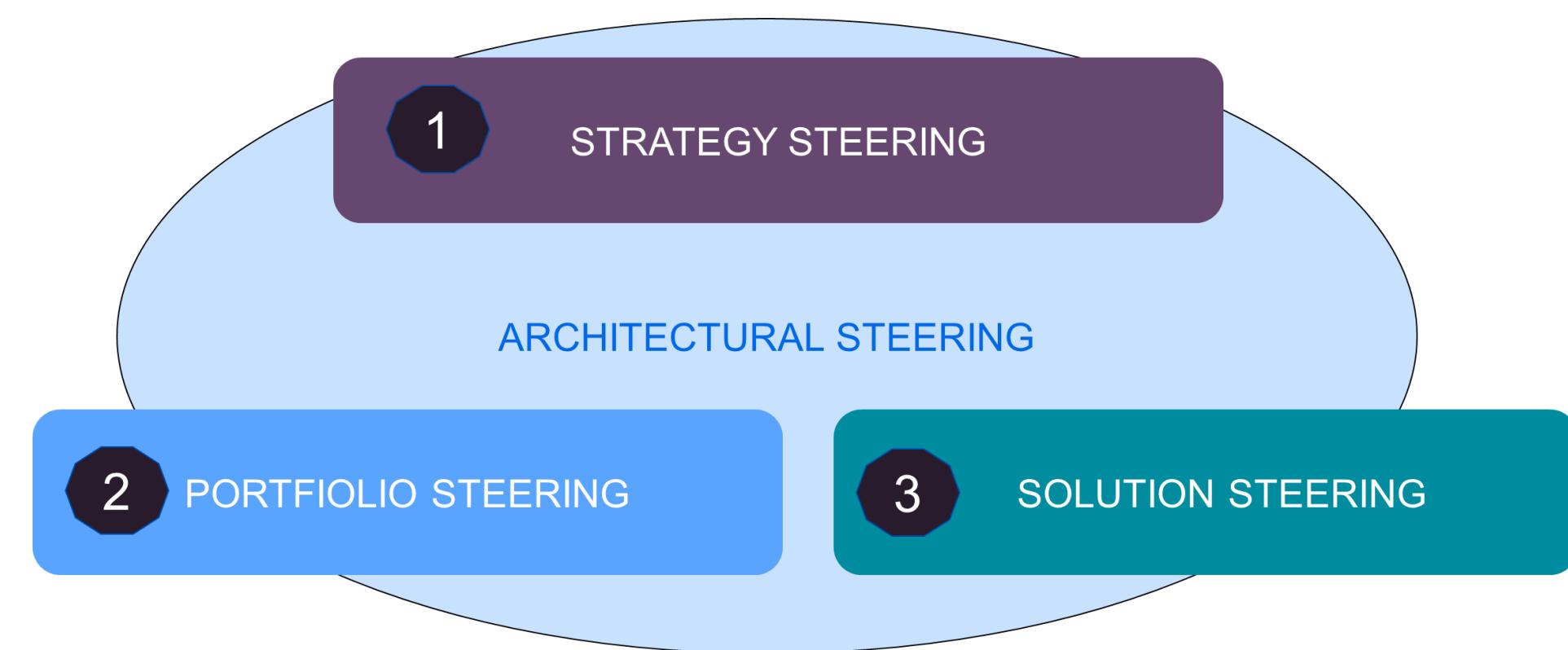
Strategy and Action plan

Governance model

National processes

HOD

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Produktstyrer

Nasjonalt e-helsestyre (NEHS)

Prioriteringsutvalg (NUIT)

Fagutvalg (NUFA)

1 STRATEGY STEERING

ARCHITECTURAL STEERING

2 PORTFIOLIO STEERING

3 SOLUTION STEERING

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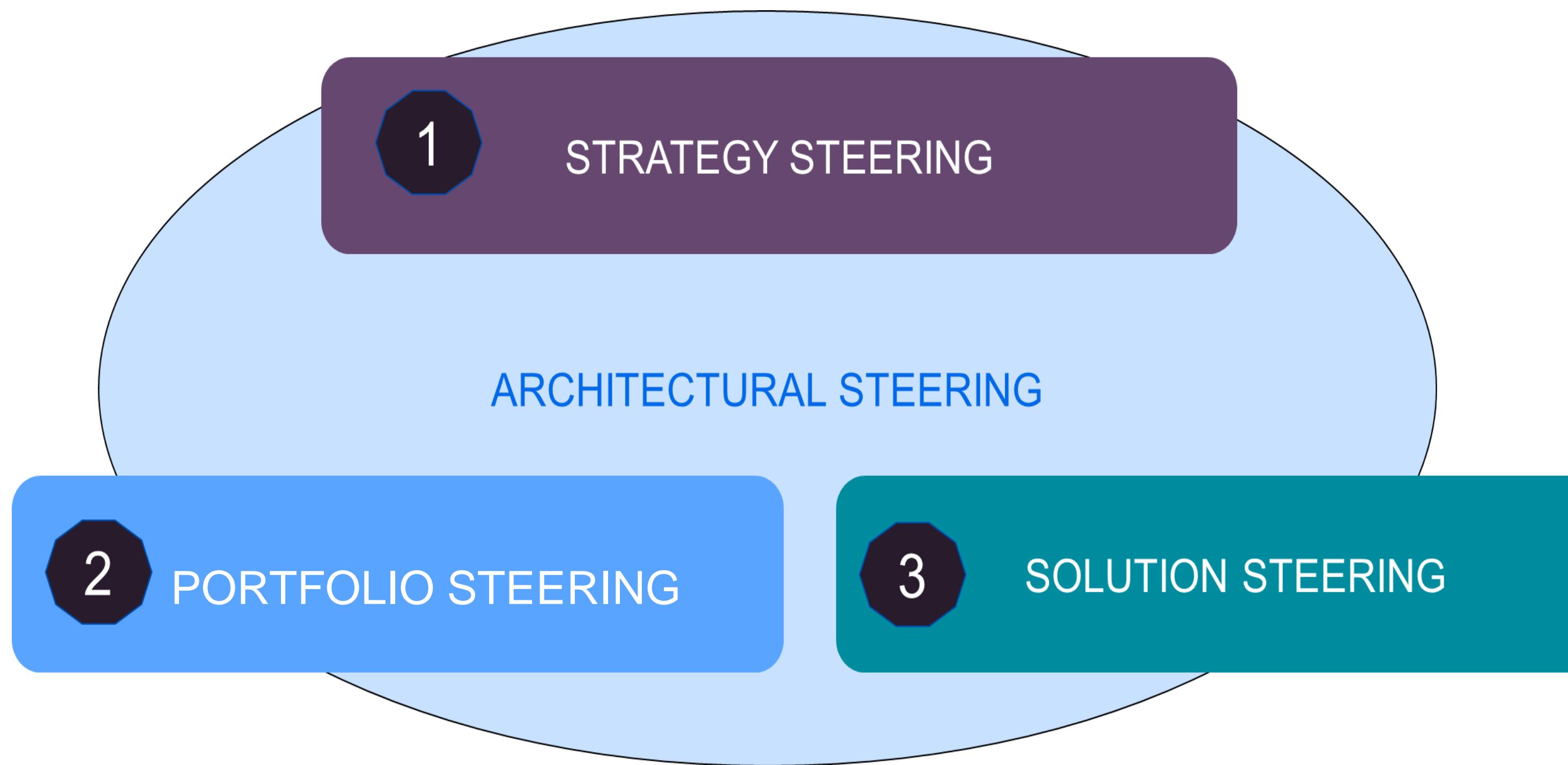
TRANSLATION COMPETENCE
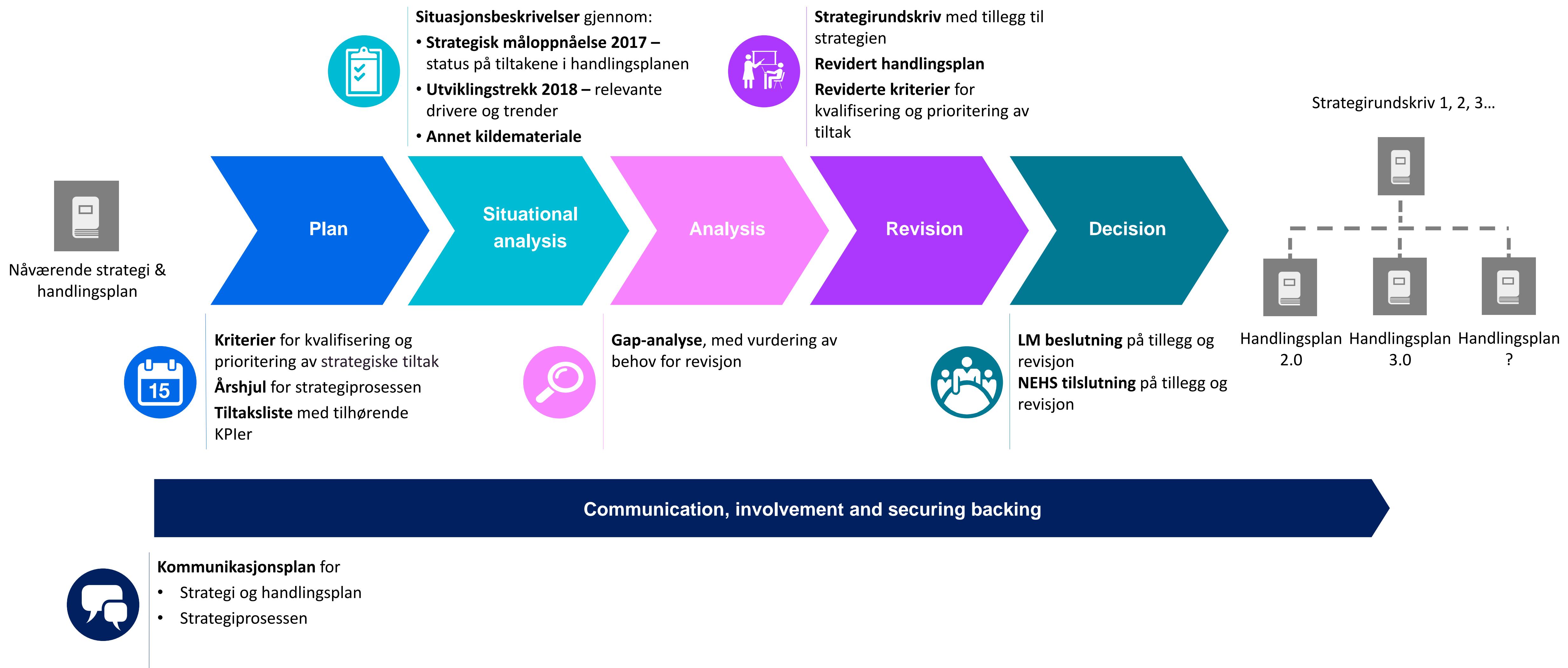
PROCESS ORIENTATION

What characterises eHealth in a governance perspective?

STRATEGY STEERING (1)

ARCHITECTURAL STEERING

PORTFOLIO STEERING (2)

SOLUTION STEERING (3)

- 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

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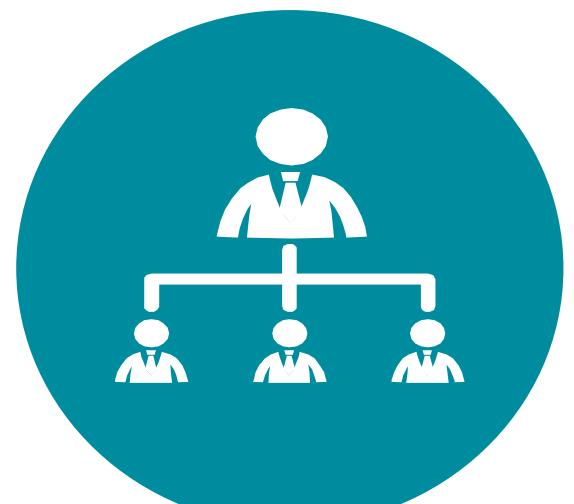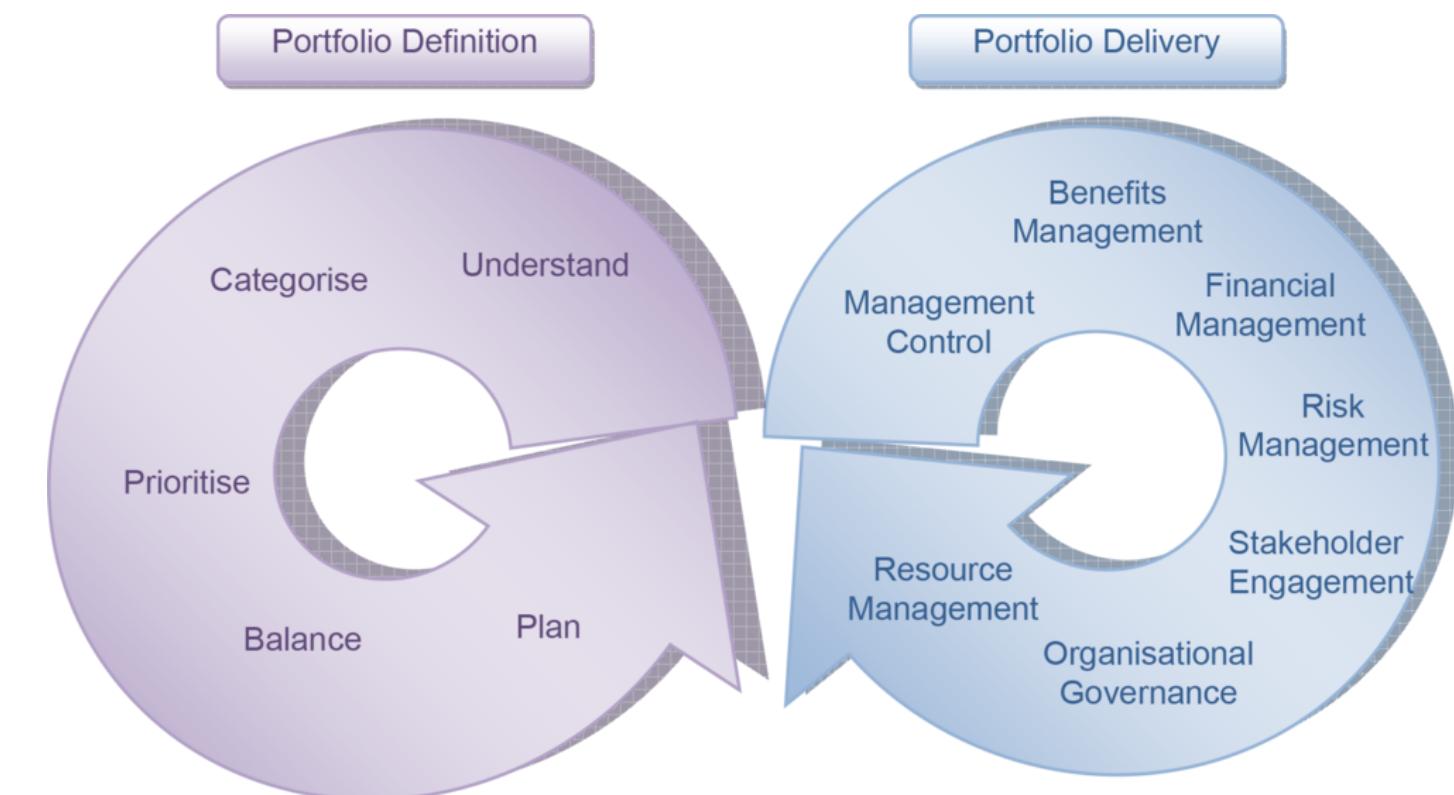
National Strategy Process

Nåværende strategi & handlingsplan

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

Strategirundskriv 1, 2, 3...

| Plan | Situational analysis | Analysis | Revision | Decision |

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

Handlingsplan 2.0   Handlingsplan 3.0   Handlingsplan ?

Communication, involvement and securing backing

Kommunikasjonsplan for
- Strategi og handlingsplan
- Strategiprosessen

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National Portfolio Process

MoP

National Portfolio 2018

Number of projects **48**

Total-estimated (MNOK): **639**

Under development …
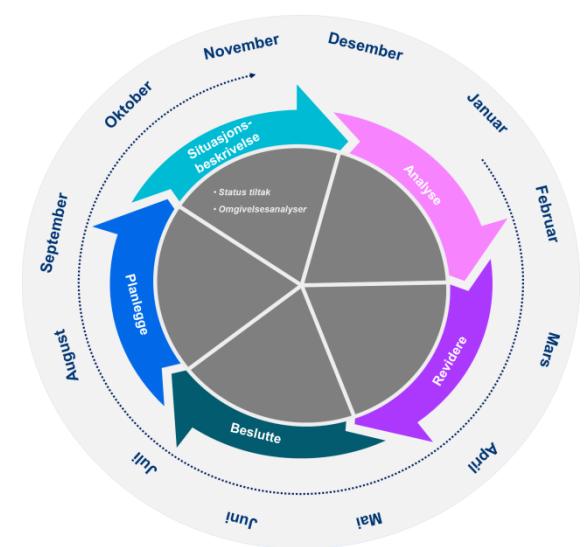
National Solution Steering

Being defined in parallell with the establishment of National Service Provider
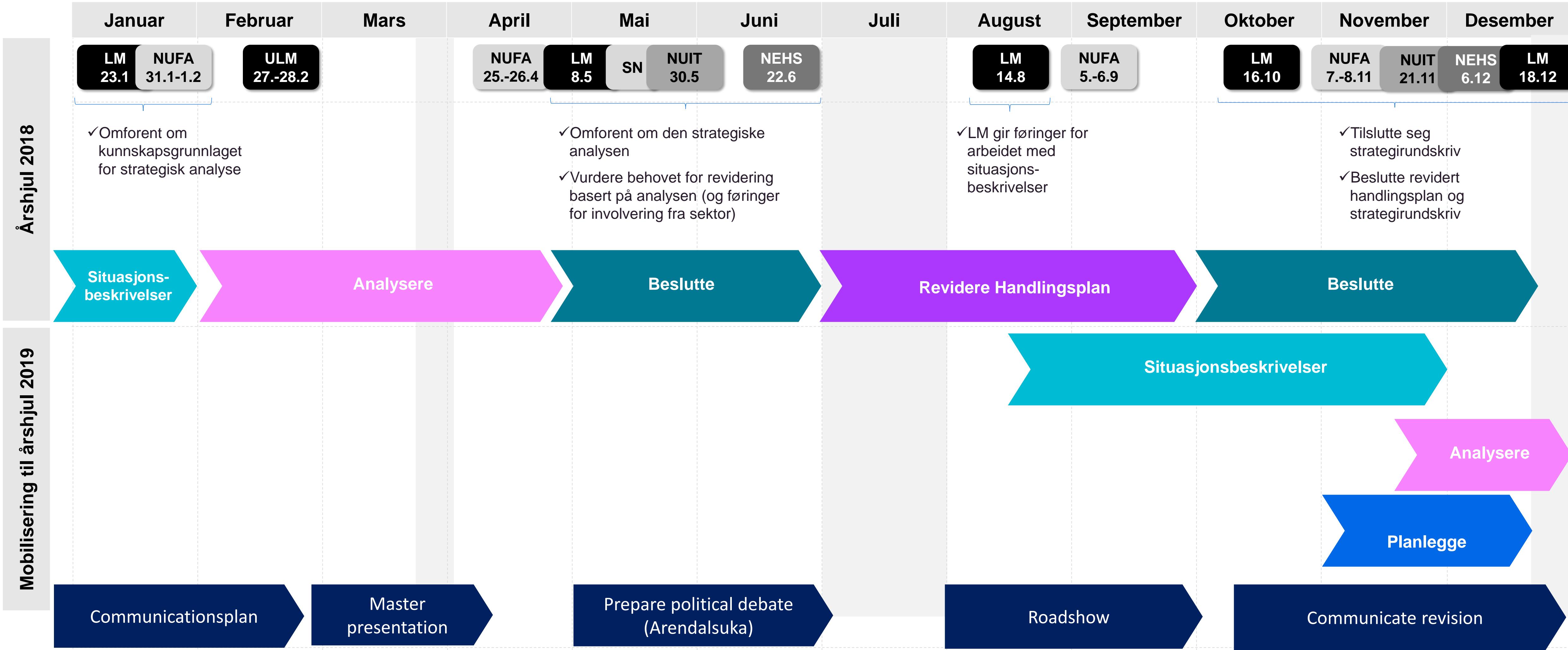
National Architectural Steering

Project established defining definitions, framework, and management model

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
- ▪ INFASTRUCTURE
- ▪ INFOSTRUCTURE
- ▪ PRIVACY, INFORMATION SECURITY AND ACCESS CONTROL
- ▪ SHARED COMPONENTS AND SERVICES
- ▪ DIGITAL SERVICES FOR CITIZENS
- ▪ SECONDARY USE OF DATA

▪ HYPERLINKS

▪ SCHEMATIC OVERVIEW

▪ SOURCES

CASE STUDIER

ANALYSE

Utredning av «Én innbygger
V6.1 Internasjonale erfaringer
Desember 2015

Utredning av «Én innbygger – én journal»
V6 Internasjonal analyse
Desember 2015