# **Qualitative Research in Practice**

### Troels Mønsted (monsted@ifi.uio.no)

Department of Informatics, University of Oslo

Qualitative Research Methods

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# Agenda

- 1) Introduction (main points, my research)
- 2) Exercise: Design a qualitative study for TOF
- 3) Practicalities of qualitative research (in Participatory Design)

# Key points



### Qualitative research hinges on

- Substantial amounts of background work
- 2) The respondents **interest** in the project

### Qualitative research requires background work

#### THE ARTICULATION OF PROJECT WORK: AN ORGANIZATIONAL PROCESS

Anselm Strauss\* University of California

This article offers a theoretical framework or model for understanding how work within projects is articulated. A distinction is drawn between articulation of work and a more inclusive *organizational process*, termed the "articulation process." The theoretical model includes several related concepts that pertain to numerous interlocking and sequential elements of the total work. These include work processes, types of work, and interactional processes. The model avoids assuming a tightly integrated organization of work; rather, it represents an extension of the negotiated order approach to organizations. A discussion of variations in projects revolves around two important dimensions of projects. The article closes with a discussion of extreme disruptions in project work flow, as well as some general considerations about the importance of focusing on articulation in organizations.

This article provides a set of related concepts for understanding how the work within projects is articulated. Projects characteristically have narrative histories: they evolve over time. While that evolution may entail the alteration or elaboration of the original goal or goals, the work and the work itself and the work relationships of project members do develop over time. Hence their efforts to achieve and maintain the "fitting together" of their work are permeated by temporal considerations. Any analysis of "fitting together" must take that temporality into consideration.

Although project participants may be relatively unreflective about how they get their work done, we must develop a theoretical framework to understand analytically this *organizational* process. Such a model would bring together as many as possible of the interlocking and sequential elements of the total project work at every level of organization.

The model should not fall into the trap of assuming too much integration on the

\*Direct all correspondence to: Professor Anselm Strauss, Department of Social and Behavioral Sciences, University of California and Tremont Research Institute, San Francisco, CA 94143

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### **Strauss (1988)**

### Qualitative research requires background work

### Consider how you articulate your project

- \* Keeping schedules
- \* Making phone calls
- \* Writing e-mails
- \* Producing project charters
- \* Buying presents
- \* Mediating meetings
- \* Trading favours
- \* Etc.



# **Problematization is important**

#### Some elements of a sociology of translation: domestication of the scallops and the fishermen of St Brieue Bay

Michel Callon

First published in J. Law, Power, action and belief: a new sociology of knowledge? London, Routledge, 1986, pp.196-223.

#### Abstract

This paper outlines a new approach to the study of power, that of the sociology of translation. Starting from three principles, those of agnosticism (imparitality between actors engaged in controversy), generalised symmetry (the commitment to explain conflicting viewpoints in the same terms) and free association (the abandonment of all a priori distinctions between the natural and the social), the paper describes a scientific and there marine about the causes for the decline in the population of scallops in St. Brieue Bay and the attempts by three marine biologists to develop a conservation strategy for that population. Four 'moments' of translation are discerned in the attempts by these researchers to impose themselves and their definition of the situation on others: (a) problematisation: the researchers sought to become indispensable to other actors in the drama by defining the nature and the problems of the latter and then suggesting that these would be resolved if the actors negotiated the 'obligatory passage point' of the researchers' programme of investigation; (b) intersesement: a series of processes by which the researchers sought to lock the other actors into the roles that had been proposed for them in that programme; (c) enrolment: a set of strategies in which the researchers sought to define and interrelate the various roles they had allocated to others; (d) mobilisation: a set of methods used by the researchers to ensure that supposed spokesment for various relevant collectivities were properly able to represent those collectivities and not betrayed by the latter. In conclusion it is noted that translation is a process, never a completed accomplishment, and it may (as in the empirical case considered) fail.

#### I Introduction

The object of this paper is to present an outline of what is now called sociology of translation and to show that this analytical framework is particularly well adapted to the study of the role played by science and technology in structuring power relationships.

The starting point is to recognize that sociologists, who have attempted a detailed analysis of scientific and technological contents over the last few years, find themselves in a paradoxical situation. The explanations and interpretations proposed by these social scientists are in fact marked by a conspicuous asymmetry. When it comes to acknowledging the right of the scientists and engineers that they study to debate, sociologists' tolerance knows no limits. The sociologists act impartially and refer to the different protagonists in the same terms, even if one among them succeeds in imposing his will. The sociologists attribute the actors' success without explaining the reasons for it.<sup>1</sup> This perspective has been at the basis of very lively and detailed descriptions of the shaping of science.<sup>2</sup>

However, the liberalism of these sociologists does not extend to allow the actors studied to discuss society and its constituents in an open manner. For once they have taken the scientific and technical aspects of the controversies into account, the sociologists faithfully restore the existing points of view to their places and, in addition, they rightly abstain from taking sides.

Callon (1986)

# Consider how your project becomes an Obligatory Passage Point (OPP)



Callon (1986)

Some elements of a sociology of translation: Domestication of the scallops and the fishermen of St Brieuc Bay.

# Academic trajectory

University of Aarhus



2002-2008 MA, Information Studies

### 2008

Research Assistant, Center for Advanced Visualisation and Interaction (CAVI) University of Copenhagen



2009-2013 PhD (CSCW, Participatory Design, Health Informatics)

### 2012-2015

**Postdoc** (health innovation education)

### 2015

Assistant Professor (health innovation education)

University of Oslo



### 2015-2019

**Postdoc** (Generative Information Infrastructures)

# Professional (de)tours

### Creativity Consultancy

. (innohow!

### 2006-2007

Junior Consultant, Innohow (process consultancy, ideation)

### 2007-2008

**Co-founder**, creative:crowd (non-profit creativity network)

### IT Consultancy



### 2008

IT Consultant, Organisator A/S (CRMs for labor unions)



# Ethnography



# Research

### Areas of interest

- \* CSCW: Workplace studies of (heterogenous) collaborative work in healthcare.
- \* **Participatory Design**: Co-design of systems to support medical reasoning, collaboration and coordination, and patient involvement in heterogeneous ensembles of care professionals and patients.
- \* Health Informatics: IT responses to contemporary clinical challenges preventive care, goal-oriented care, multimorbidity, polypharmacy.
- \* Information Systems: Generative infrastructures (in the becoming).

### Projects

- \* **Co-constructing IT and Healthcare (www.cith.dk):** Design of IT to support coordination of care in distributed ICD care (Implatable Cardioverter Defibrillator).
- \* Coordination of elder care: Study of collaborative challenges for continuity of care in distributed elder care in the capital region of Denmark.
- \* Tidlig Opsporing og Forebyggelse (TOF): IT-supported clinical model to support early stratification and initiation of preventive care for citizens in risk of developing chronic disease. Collaborative decision-making (GP and citizen).
- \* Industry collaboration: Member of Advisory Board for software agency Daman. Advisor on various lightweight projects.
- \* From IT silos to Generative Infrastructures (FIGI): Development of generative infrastructures to support the interplay between lightweight and heavyweight systems in healthcare.

# Exercise

Work in groups (10 minutes)

- \* Sketch a qualitative study for TOF (to be introduced)
- \* Apply notions from the course (paradigms, methodologies, etc.)
- \* Consider how to practically conduct the study?
- \* Present and discuss your sketch on class.

# Tidlig Opsporing og Forebyggelse (TOF)



### Project in sum

- Conducted by the Research Unit of General Practice (University of Southern Denmark) and DAK-E
- \* Funded by Danish Regions (40 mio dkk).
- \* Purpose: To develop an ITsupported stratification model for early detection of citizens in risk of developing chronic disease.

# **Concept: Decision-support tool**



# TOF pilot test



- \* Pilot study of decision-support system.
- \* Funding applied for at the National Danish Health Agency (1 mio dkk).
- \* Purpose: To study usefulness and identify risks before large-scale test (100.000 citizens) in spring 2017.
- \* Quantitative evaluation of up to 9400 citizens
- \* Qualitative study of ??

# **TOF constraints**



### **Constraints**

- \* Provide reasonable and actionable insights into the usefulness of the decision support systems.
- \* The study must be publishable (for me)
- \* Be carried out in the Region of Southern Denmark.
- \* Not cost more than **35.000 dkk** (excluding salary).
- \* Be interesting and useful for a **crossdisciplinary** (mainly positivist) consortium of researchers.

# My study design (in sum)



### 5 focus groups

- \* Citizens
- \* General Practitioners
- \* Clinical secretaries
- \* Municipal health workers
- \* Representatives from patient organisations

### Participant observations

\* Observations of 6-8 'full use cycles' (citizens use of the tool, health interviews at the GP, possible follow-ups by municipal health workers, possible preventive care initiatives).

### Other considerations

- \* 2-layers of RQ
- \* Recruitment managed by postdoc funded by the project.
- \* Cover for accommodation (Airbnb room) for 2x3 weeks stay in Kolling, Varde or Haderslev.
- \* Transport: Ferry tickets and coverage for gas to bring car from Oslo to DK.



April 1977: 141 dage uden Berlinske Tidende. Politiet i færd med at fjerne aktivister, der foretager blokade af Berlinske. Den ny edb-teknologi gjorde det muligt for andre end typografer at udføre bestemte arbejdsfunktioner.

Kilde: PET's arkiv



	1 Basolino alami					
	2. Pari	1,2,3,4	1		Baseline plan	
	Z. Review	1,2,3,4	2,4		Summary	_
	3. Hearing	1,2,3,4	2,4		Summary	
	Performance- oriented					
	4. Interview In situ interview	<b>1,2</b> ,3,4 3,4	2 3	A,B,C D,E,F	Summary	ples
	5. Document analysis	1,2,3		A,C	Notes	erent vision
	6. Functional analysis	2	1,4	А	Functional model	thand experience
	7. SWOT analysis	1,2	1,2,4	A,C	SWOT model Risk matrix	1 work practices horing visions
	8. Observation	1,3	1,3	D,E,F	Summary	
Participatory II	9. Thinking aloud	3,4	1,2,3	D,E,F	Notes	_
DESIGNING FOR BUSINESS AND WORKPLACE REALITIES	10. Workshops	3,4	1,2,3,4	A,B	Freehand drawings Collages Dead Sea scrolls Affinity diagrams Role lists Communication models Timelines Design sketches Data models	<b>nizing in four phases</b> lation – project establishment ine analysis – strategic
FINN KEN	11. Future workshop	3,4	1,2	A,B	Open notes on big sheets of paper	depth analysis – ethnographi- ly inspired analysis
JESPER S	12. Mapping	3,4	2,4	A,B,C	Virtual maps and diagnostic maps	ovation – vision development
	13. Prompted reflection	3	2	A	Freehand drawings Notes	hod
	14. Company visit	4	2,3	C,F	Summan	
	<ol> <li>Experimenting with prototypes</li> </ol>	4	1,2,4	B,E	Mock-ups Prototypes	
	16. Developing scenarios	4	1,4	В	Scenarios	C Marks

Phases

Principles Knowledge areas Representation tools

Technique

Managementoriented

Figure 8.1 Overview of MUST method techniques: The three most important techniques for each phase and principle are in boldface

# Paradigms of PD



# Methodologies of PD



# Ethnography and Design



Malinowski (1922): 25



(Blomberg 1993 p. 124)

# Implications for design

#### Implications for Design

Paul Dourish

Department of Informatics Donald Bren School of Information and Computer Sciences University of California, Irvine Irvine, CA 92697-3440 USA ipd@uics.uci.edu

#### ABSTRACT

Although ethnography has become a common approach in HCI research and design, considerable confusion still attends both ethnographic practice and the criteria by which it should be evaluated in HCI. Often, ethnography is seen as an approach to field investigation that can generate requirements for systems development, by that token, the major evaluative criterion for an ethnographic is study is the implications it can provide for design. Exploring the nature of ethnographic inquiry, this paper suggests that "implications for design" may not be the best metric for evaluation and may, indeed, fail to capture the value of ethnographic investigations.

Author Keywords Ethnography, design

ACM Classification Keywords I.m. Computing Methodologies: Miscellaneous.

#### INTRODUCTION

As intellectual disciplines develop, genre conventions emerge that shape both their research designs and their research outputs. In interdisciplinary areas such as HCI, early work in the field tends to be highly divergent in method and approach, as practitioners – as individuals, and collectively as a field – attempt to find ways to combine perspectives, conceptual fameworks, and methods. So, for example, finding an appropriate balance between theory and practice, determining broadly agreed-upon metrics for success, and developing common vocabularies for the problems and phenomena of study are all means by which, over time, common consensus about research is developed. Scientific disciplines are normative enterprises, where the process of peer review tends to encourage conformity to a core set of values and approaches [7].

Permission to make digital or hard copies of all or part of his work for personal or classroon use is granared without fee provided that copiess the order of distributed for profit or commercial advantage and that copies bear this notice and the full classion on the first page. To copy otherwise, or republish, to post on servers or to redistribute to lists, requires prior specific permission and/or a fee. *CHI 2006*, April 22–27, 2006, Montrela, Quebee, Canada. Copyright 2006 ACM 1=50939-178-30.00.004. This process can be seen at work in the research papers produced in a field. Bazerman [3] has detailed the ways in which transformations in the structure and tone of scientific publishing accompanied the transformation of the conduct of science itself, reflecting its increasing professionalization; the process of ensuring conformance to documentary standards is part of the "boundary work" by which disciplinary boundaries are maintained, and even the boundary beween "science" and "on-science" is sustained [18]. Case studies illustrate the ways these conventions shape the development of scientific publications, scientific arguments, and scientific publications [13].

Unsurprisingly, then, as HCI has matured and developed a sense of its own disciplinary identity, conventions have arisen in the ways in which we conduct and describe our research. The peer review process employed by highquality (and high-status) publication venues such as the CHI conference or leading journals is one important element in the machinery of genre production.

In this paper, I want to focus on a particular one of these genre considerations, both as a matter of research presentation and as a matter of research construction. The particular topic towards which my attention is directed is interesting not least because it reflects one of the interdisciplinary encounters that so characterize the work of the HCI community. Given our commitment to interdisciplinary working, it is valuable to step back and consider what happens when two disciplinary, conceptual, and methodological approaches come together, and how it is that the relationship between them is to be articulated.

The topic for examination is one that is strikingly familiar to practitioners of qualitative and especially ethnographic field methods, although experience suggests that it is also relevant to other research approaches. Loosely, I refer to it as the problem of "implications for design."

It has often been noted, not without some irony, that the canonical paper reporting ethnographic field results in an HCI context will close with a section entitled "Implications for Design."

This section may be long or short, comprising discursive prose or brief, bulleted items, but it nonetheless figures as a stable feature of ethnographic reports. Informal evidence

Dourish (2006): Implications for Design

Computer Supported Cooperative Work 8: 127-145, 1999. 127 © 1999 Kluwer Academic Publishers. Printed in the Netherlands. "It's Just a Matter of Common Sense": Ethnography as Invisible Work DIANA E. FORSYTHE Medical Anthropology Program, University of California, 1350 Seventh Avenue, Room 101 San Francisco, CA 94143-0850, USA, E-mail: forsythe@sccm.stanford.edu Abstract. Anthropologists have been using ethnographic methods since the 1970s to support the design and evaluation of software. While early use of such skills in the design world was viewed as experimental, at least by computer scientists and engineers, ethnography has now become established as a useful skill in technology design. Not only are corporations and research laboratories employing anthropologists to take part in the development process, but growing numbers of non-anthropologists are attempting to borrow ethnographic techniques. The results of this appropriation have brought out into the open a kind of paradox: while ethnography looks and sounds straightforward, this is not really the case. The work of untrained ethnographers tends to overlook things that anthropologists see as important parts of the research process. The consistency of this pattern suggests that some aspects of ethnographic fieldwork are invisible to the untrained eye. In short, ethnography would appear to constitute an example of invisible work. Drawing on my own decade of experience as an anthropologist working in design, I attempt to clarify the nature of ethnographic expertise, describe six misconceptions about ethnography that I have encountered among scientists, and present real-life examples to illustrate why quasi-ethnographic work based on these misconceptions is likely to be superficial and unreliable. Key words: ethnography, anthropology, medical informatics, computers and medicine, qualitative methods, user studies, evaluation 1. Introduction Many people look to computerized technologies to help solve problems of information access and management in work settings. If computer systems are to achieve this goal, their developers need detailed knowledge about both information-related problems and the nature of the settings in which these problems occur. Questions about work-related problems and their organizational contexts extend into the realm of the social. As the design world increasingly recognizes, social scientists can contribute to the development of more usable technical tools by providing useful answers to these questions. One research approach that has demonstrated utility in this context is ethnography, used for over a century by anthropologists and qualitative sociologists to illuminate real-world work processes and work settings. Ethnography is useful at all stages of system development and evaluation. Since Lundsgaarde's pioneering work in the 1970s (Lundsgaarde, Fischer et al., 1981),

### Some Misconceptions about Ethnography

Computer Supported Cooperative West 8, 127-145, 1999. 127
"It's Just a Matter of Common Sense":
Ethnography as Invisible Work
DIANA E. FORSYTHE Middle Antompilegy Program. University of Collocate, 1250 Second Annue, Room 201 San Francisco, CAVIR 4000; D.S. Lemit) for synthet new adopted also
Abstract. Asthropologish have been using effengespic methods since the 170% to support the design and culturing of advance. While only use of and a shift in the design world van verse in a stransfer and the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer and the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer and the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer appear to constitute a strange of involute theses. The barries of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer of the stransfer and the stransfer of the stransfer of the stransfer of the stransfer of the stransfer appear to constitute a strange of involute theses. The stransfer of the stransfe
Key words: ethnography, anthropology, medical informatics, computers and medicine, qualitative methods, user studies, evaluation
1. Introduction
Mary people look to comparison the behaviour to adjugatory problem of informa- tion access and manyment at work containing. If comparely approximate as the achieve this goal, their developers need detailed knowledge about both information estimates problems and the nume of the settings in which these problems one core. Dues- tions show twork-celled problems and their organizational contexts extend into the realmont of the accidence of the increasingly recognizes, social scientistic can contribute to the development of more mable technical tools by providing useful answers to the equestion. One constrained approximation that accommutated application exceeding the state of the state of the state of the state of the qualitative sociologies to illuminate real-work work with the constrained Linndogramite's pioneering work in the 1970s (Lanndogarek, Fischer et al., 1981),

### Anyone can do ethnography

\* Ethnography runs counter to common sense – it requires one to identify and problematize things (be 'counter-intuitive'), things that may be taken for granted, or overlooked.

### Ethnography involves no systematic method at all - anything goes

\* A systematic method based upon **contrasting and drawing out nuances,** instead of trying to generalise across the board, at any cost.

### Doing Fieldwork is just chatting with people, reporting what they say

\* Initial issues and questions are carefully refined as (field)work develops. Ethnography does **not take what people say at face value** 

### To find out what people do, just ask them!

\* It is **imperative to observe people engaged in activity** as well as to ask them about it.

### D. Forsythe (1999):

"It's Just a Matter of Common Sense": Ethnography as Invisible Work

# Tensions



### Some Constraints

- \* Limited time
- \* Lack of access to field
- \* Lack of interest among respondents
- \* Limited **funds** (travel, transcription, salaries, interpretators etc.)
- \* Legal issues (e.g, 'personvern')
- \* Project politics
- \* The project within a project
- \* Security
- \* Etc.

# **Trading Participation**

Landets ph.d.er er i fuldt sving med at skaffe Danmark ny og nelse. Man hvad har de agentlig

fra forskningsfronten

IT til hjerter Troels Mønsted følger i hælene på Rigshospitalets hjer-

telæger og sygeplejersker for at kunne designe et nyt it-system, der forbedrer behandlingen af ICD-patienter

Af Karen Witt Olsen nuværende papirjourna-En gruppe hiertepatiente Med på hospitalet i Danmark går rundt med en Implanterbar Car-dioverter Defibrillator Løsningen kan være et nyt it-system, hvor de for-(ICD) - en slags pacema-ker - i brystet. ICD'en hol-der øje med hjertets ryt-me og afgiver et kraftigt nyt it-system, hvor de for-skellige sundhedsudbyde-re, kan følge med i, hvad de andre laver af behand-linger og undersøgelser på ICD-patienten.

stød, hvis hiertet slår fo Det overordnede projekt hedder CITH (Co-conhurtigt eller langsomt. Specielt for disse ICDpatienter er, at de er kro-nisk syge - og at de bliver behandlet af forskellige læger, sygeplejersker og structing IT and Health-care) og er et forsknings-og udviklingssamarbejde mellem DTU, ITU, KU, bioanalytikere på forske CBS og Rigshospitalet – og det er her, Troels Mønsted kommer ind i lige hospitaler på samme tid, forklarer ph.d.-stude rende Troels Mønsted. billedet

Den 28-åriges ph.d.-projekt går ud på at finde ud af, hvilken viden der opstår omkring ICD-pa-"Normalt giver én læge en patient videre til den næste, men sådan er det ikke her. Rigshospitalet indopererer og aflæser tienter på de forskellige ICD'en mens det er nær hospitalsafdelinger - hvad man deler med de andre hospitalet, der taler med nan deler med de andre og hvordan. Bl.a. ved at observere dagligdagen på hjertecentrene på Rigs-hospitalet og Bispebjerg patienten om medicine-ring og andre problemer som fx sukkersyge. Disse forskellige behandlere skal kunne følge med i Hospital. "Tidligere på året fulgte hinandens arbeide - men det er umådelig svært, nærmest umuligt, med de

Troels Mønsted arbejder på, at en prototype af it-systemet er klar til næste sommer. (Foto: Henrik Frydkjær).

IDA er som forening kendt for som medlemmerne gennem som medlemmerne gennem deres tilbagemeldinger – ofte direkte - sætter pris på. Den nye ordning omkring regioner, afdelinger og udvalg, hvor det er de aktive kolleger, at tilbyde sine m mmer service og tilbud på flere om-råder. Her holder Nordsjællands region sig ikke tilbage, og i 2009 har man således kunne konstatere et betydeligt udder føler medlemmernes der føler medlemmernes pulsslag og opfanger signaler omkring, hvad der bør udby-des, har sat ekstra gang i ar-rangementer som en del af IDAs medlemstilbud. bud af arrangementer fordelt på en række interesseområ-I regionsrådet, der omfatter repræsentanter for såvel afde-

NYT FRA IDA-NORDSJÆLLAND Flere tilbud til medlemmerne

Samarbeide og "ædel kappestrid" giver øgede tilbud til medlemmerne

Ingeniøren · Karriere · 23. oktober 2009 · Annonce 19

der ikke kan undrå at få flere

der inkke kan undga at ta tiere, bedre og forskelligartede til-bud – oplevelser, viden og kol-legialt samspil. Det er i øvrigt en fastslået

kendsgerning blandt deltager

ne, at det er ved at udnytte disse medlemstilbud, at man

Vi er altid åbne for forslag

til nye ting. Sluttelig – vi kan altid bruge

flere aktive medlemmer - de

såkaldte "ildsiæle" - til at del

Ingvar Lindegaard Medlem af regionsrådet, formand for Furesø-Egedal afd.

tage og give en hånd med

2. Følg dit hjerte. Følg din passion og find ud af, hvad

der præcist tæller for dig. 3. Fokus og udførsel. Lad

være med bare at snakke om det. Kom i gang med at gøre det. Og når beslutningen er

taget, så udfør, udfør og

4. Styr tiden. Tiden er den

Styr tiden. Inden er den mest begrænsede ressource, vi har. Derfor gælder det om at udnytte den bedst muligt.
 Teamwork. Summen af et fullter inden som at en termen beide og en termen.

fælles samarbejde er større end summen af resultater

lavet hver for sig. Man kan nå mere i fælle

mere i tællesskab. 6. Risiko contra belanning. Overvej hvad belønningen er, hvis tingene lykkes, i forhold til risikoen, hvis det går galt. 7. Inspirér andre. Uanset, hvad du gør, skal du inspirere

andre, så de også kan udleve

deres drømme. - Og husk at give tilbage. Foredrag 28. oktober - se kalenderen herunder

får en ekstra fordel ved at være medlem af IDA

ind i en patient og en big

analytiker, der fjernaflæ-ste en anden patiens ICD på Riget. På den måde

prøver jeg at sætte mig ind i, hvilken information de forskellige parter har

brug for at dele," siger Troels Mønsted.

Prototype på papir Næste skridt er at desig-ne it-platform, der kan gøre informationerne til-

gøre informationerne til-gængelige for alle ICD-pa-tientens behandlere. Lige nu er Troels Mønsted i gang med en række work-

shops, hvor bl.a. lægerne skal give deres bud på, hvad de har brug for fra et it-system. På papirlap-

per. "Mit projekt har en me-

get høj grad af brugerind

dragelse. Derfor laver vi skærmbilleder på papir,

så alle kan se, at der ikke

Forsker i at udvikle et region: it-system, hvor læger og and - der behandler samme hjert

patienter - kan få oplysning

For Regionen Nordsjæl-lands vedkommende opleve linger (vi har tre i Nordsjæl-land) som udvalg, har vi funvi en form for lokal kappestri vi en torm for lokal kappestrid om, hvem der kan finde på nye enneområder, hvilken enhed der udbyder flest ar-rangementer, og hvem der trækker flest nye deltagere til "buketten". det frem til en samarbeids form der lader kreativitet og iderigdom være nøgleorden ved valg af medlemstilbud. Det giver dels et betydeligt udbud af aktiviteter fordelt på Vinderne er under alle omen række interesseområder og dels sikrer en alsidighed stændigheder medlemmerne

#### Uden øvre grænse

Af Per Birch Foredraget vil indeholde video-optagelser fra rumtrænin-gen, vægtløs flyvning, centri-fuge træning og flyvning med russiske MIG-25 jøgerfly. Efter at have besøgt tæt på 50 lande på jorden, inkl. nogle d de føreret liverende toder Formand for Hillerad Afd Kasser i Nordsjællandsregion. Per Wimmer - The Sky Is No Per Wimmer - The Sky Is No Limit - Making Big Dreams Reality: VI har alle vores ideer, ensker og dramme, som vi gerne så blive til virkelighed. Desværre forbliver mange bid tanker, ikke realiteter. Hvor-dan går man fra at få den sto-re idd til konkret at gennem-føre et stort projekt. af de fjernest liggende steder på jorden (besøgt Amazon-inpå jorden (besøgt Amazon-in-dianerne, gået på levende vul-kaner på Hawaii, dykket med hajer på Fiji, besøgt Afrikas og Sydamerikas sydligste punk-ter, trekket Inka-stien til Mac-bru floku hanset Dialanere »Følg hjertet og vær fokuse-ret,« vil Per Wimmer svare. chu Pichu, besøgt Påskeøre-ne, kørt på Harley kyst-til-kyst Dette foredrag undersøger, hvordan Per Wimmer gjorde i USA, fløjet med drageflyver over Rio de Janero, etc.) forover Rio de Janero, etc.) for-bliver den ultimative rejse stadig: At flyve til rummet...... Kom og oplev Per tage dig med til uudforskede nye høj-der bogstaveligt talt - ude af sin gamle drøm om at flyve i rummet til en realitet. Kernen af foredraget er Pers Syv Fundamentale Vær-dier (se herunder), men foredraget vil også berøre ele-menter som Globalt Team-De Syv Fundamental Værdie 1. Tænk ud af boksen. Vær altid åben for ny inspiration. Nye ideer kommer altid, når man mindst venter det.

Dato	Arrangement	Arranger	An
23.10	Tyroleraften på Fyrkroen i Gilleleje	NSØ	92
23.10	La Traviata - Opera og menu	NSØ	92
23.10	La Traviata - Opera	NSHI	91
24.10	Den Hirschsprungske Samling - Særudstilling med malerier		
	fra Ribe Kunstmuseum	NSFE	92
25.10	Vild med swingdans/Lindy Hop i Helsinger		
	25. oktober og 1. november	NSØ	92
25.10	Fang dine egne fisk: Torsk, sild og måske også makreller	NSØ	92
25.10	Træt af Kunst	NSHI	91
28.10	Den første dansker på vej i rummet -The Sky Is Not Limit		
	- Making Big Dreams Reality	NSHI	91
31.10	Omvisning på Diamanten, Det Kgl. Bibliotek og frokost	NSFE	92
01.11	Bowlingdyst og dinner	NSR-S	92
04.11	Luk et værtshus »Ill« for 100 kr.	NSFE	92
05.11	Temaften om Granit	BNSJ	92
05.11	Teater: Farinelli	NSØ	92
07.11	Farinelli i Galaksen	NSFE	92
09.11	Forhandling - OVERBYGNING	TRU	91
11.11	Team Shape Coaching Anders & Peter Lund Madsen	NSR-K	91
15.11	Rundvisning i DR Byen med frokostanretning	NSFE	92
15.11	Koldkrigsmuseum Stevnsfort	ENSJ	92
16.11	Et Dukkehjern	NSHI	91
17.11	Virksomhedsbesøg hos Novo Nordisk	NSFE	92
19.11	Les Misérables	NSHI	92
20.11	International Bingo-banko aften og juletræer	NSFE	92
21.11	Esrum Kloster & Møllegård	NSØ	91
22.11	Bowlingdyst og dinner	NSR-S	92
22.11	Jazz og Brunch hos Thorvaldsen	NSFE	92

IDA-NORDSJÆLLAND Tilmelding til IDAs arrangementer på ida.dk/Arrangementer/Mødetilr Snarssmål til nerinnernes arrangementer: Gitte Halling, telefon 3318 9702, gh@ida.dk



