



**INFORMATION SYSTEMS
AND INNOVATION GROUP**
Department of Management

Policy discourses of ICT and Organisational Transformation: Towards a Patient-Centred Model of Healthcare

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- I'm interested in the role of ICT in organizational changing and organizational transformation over time. My domain of interest is healthcare (and more specifically English NHS)
- Today's focus: policy discourses on transformation of healthcare towards a patient-centred model
- Unpacking discourses of patient-centred care (PCC) and ICT-led transformation

Discourse

- Discourses are taken here not as purely linguistic or textual devices but as being “institutionalized and reproduced in social and material practices” (Doolin 2003 p 755).
- The discursive and the material co-emerge (or ‘intra-act’) (ledema 2007).
- Technology - constructed in discourses and in turn is influencing those discourses

PCC discourses in the literature

- **Philosophical**

Focuses on understanding patients' needs, preferences and experiences, and providing care that is closely congruent with those

- **Managerial**

Conceptualizes PCC as reorganization of services around patients' care plans and a transformation of healthcare towards optimal care. (Vikkelsø, 2010)

Focuses on organizational change

Intertwined with technological discourse

Recent policy papers

- **June 2010 The NHS White Paper**
“Equity and excellence: Liberating the NHS” / Information Revolution
- **May 2012 Information strategy**
for all healthcare and care and support in England “The power of information: Putting all of us in control of the health and care information we need”

PCC discourse in policy

- Patient perspective
- More convenient care
- More choice
- Shared decision making regarding care and self-care
- A role in managing healthcare organizations and planning of services
- Provider perspective
- Providing better care for a particular patient e.g. through access to relevant data and sharing of data across organizational boundaries and professions
- Efficient and effective service delivery for all

“Equity and excellence: Liberating the NHS”

(DOH 2010)

- *“Patients will be at the heart of everything we do. So they will have more choice and control, helped by easy access to the information they need about the best GPs and hospitals. Patients will be in charge of making decisions about their care.”*
- “Information, combined with the right support, is the key to better care, better outcomes and reduced costs”
- “The information revolution is also about new ways of delivering care, such as enabling patients to communicate with their clinicians about their health status on-line”

“The power of information: Putting all of us in control of the health and care information we need” *(DOH 2012)*

Today's information world is fast, flexible and portable, revolutionising how we can interact with each other and with the services we use. Industries such as banking, retail and travel have changed profoundly; for example, people now build their own personalised travel itineraries online informed by the views, experiences and recommendations of other travellers rather than opting for package deals on the high street. People now use forums to discuss, share, and solve common problems, and to offer their own reviews and opinions. The social networking generation demands and expects a more interactive, personalised relationship with health and care services.

Greater transparency and information availability is shifting the relationship between patient and clinician, service user and care professional, towards one of shared decision-making.

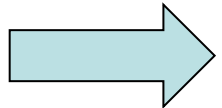
Information is an essential service in its own right, allowing us to understand our own health, choose healthier lifestyles, and choose the treatment and support that is right for us.

Conceptualisation of PCC

- PCC as care enabled by information (institution -> individual)
- PCC as efficient and effective services enabled by information (institution -> population)
- PCC is as self-care enabled by information (individual -> institution | society)



PCC as information



healthcare as information

... but what about PCC as face to face care?

- **PCC as care enabled by information**

reorganization of services with patient information at the centre (central role for organisation-based and shared EHR).

- **PCC as efficient and effective services enabled by information**

management of services, planning of future services and research (utilising data collected by different information systems)

- **PCC as self-care enabled by information**

redesigning patients, citizens, health professionals and health services; citizen-led healthcare (Health 2.0 applications, information on service provision and dedicated applications for communicating with healthcare professionals)

- Service transformation:
organisational and cultural change
- Redefining patients
- ICT - highly transformative role

**technologies and their implementation
processes are seen, if not as
unproblematic, then as easily perfectable
and socio-organizational problems as
solvable**

- Information and information processing acquire almost 'mythical' meaning (Bowker 1994) and healthcare is redefined (to some extent) as an information institution (Pollock 2000).
- 5 Fantasies of information (Boland 1987)
 1. *information is structured data*
 2. *organization is information* //PCC is information
 3. *information is power* // information is empowerment
 4. *information is intelligence*
 5. *information is perfectable*
- 6. *+ information is communication*

- PCC and ICT discourses are intrinsically interwoven and this shapes the process of transformation and the very meaning of PCC
- ICT open spaces of possibilities for organizational transformation. These possibilities are taken as 'given' in policy discourse and then negotiated locally
- ICT discourse amplifies and make more visible (and seemingly more achievable) PCC discourse
- ICT discourse re-focuses PCC discourse on the centrality of information (rather than care), choice and technological solutions, such as EHR or telemedicine applications

Does it matter?

- Yes. Policy discourse legitimises ways of thinking, sets agendas, priorities, provides funding
- Different interpretations of PCC and visions of ICT- led transformation, myths of information and technology lead to tensions in policy and problems during implementation and use of information systems
- Implications for policy, IS design and implementation strategies

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- Bowker, G. "Information mythology: The world of/as information " in: *Information Acumen: The Understanding and Use of Knowledge in Modern Business*, L. Bud-Frierman (ed.), Routledge, London, 1994, pp. 231-247.
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- Iedema, R. (2007). On the Multi-modality, Materially and Contingency of Organization Discourse. *Organization Studies*, 28(6), 931-946.
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Health Policy and the NHS Strategic Papers

Recent:

- **June 2010 The NHS White Paper** “Equity and excellence: Liberating the NHS”
- **May 2012 Information strategy** for all healthcare and care and support in England “The power of information: Putting all of us in control of the health and care information we need”

Older papers:

- 1992 The Health of the Nation.
- 1997 The New NHS: Modern. Dependable.
- 1999 Saving Lives: Our Healthier Nation.
- 2000 The NHS Plan - The command paper 4818-1.
- 2001 Building the information core - implementing the NHS Plan.
- 2002 Delivering the 21st century IT support for the NHS: National strategic programme.
- 2004 Better Information, Better Choices, Better Health
- 2004 National Programme for IT
- 2008 NHS Informatics Review (‘Swindells Report’)