

Organisatoriske utfordringer med integrerte løsninger

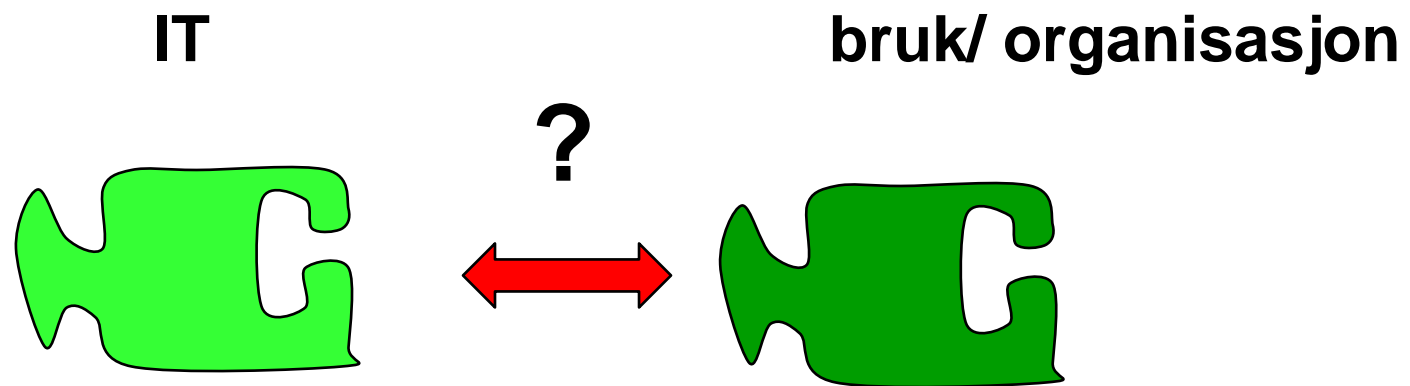
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IT – i praksis



Vi bommer mye og ofte!



Integrasjon

- I tråd med "all" tenking om moderne organisasjoner
 - Fjerne funksjonelle skiller ('siloene')
 - Samarbeid, ikke hierarki
 - Verdi-kjeder
 - Kvitte seg med redundans, inkonsistens, duplisering
 - Etc etc

1. Jo mer, dess bedre?

2. Teknologiens rolle?



Ego

- **Integrerte system i store private og offentlige virksomheter:**
 - ERP (SAP), oljeselskap 25.000
 - Produksjonssystem, 5.000 personer i 100 land
 - Journal, laboratorie, medisin: sykehus og kommune
 - Lotus Notes, MS Sharepoint: oljeselskap, konsultantselskap

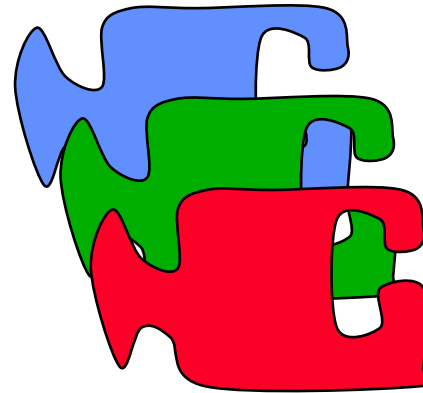


Integrasjon = nye avhengigheter

Likt!

- granularitet

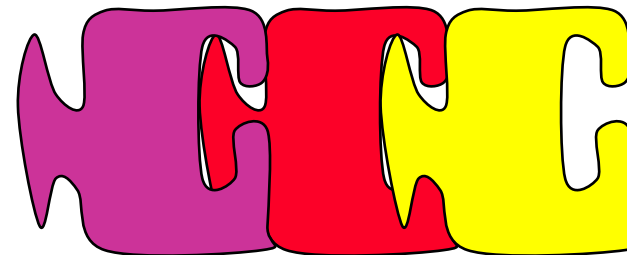
Hvor likt?



Koble med "Annet"

- scope

Passer?



Eks.: Likhet

“... but for us it is not helpful Just consider that you have to scroll the listbox [the list of analyses codes]. This also means that there are too many available options for the physician ordering a test....

Mixing everything together in a big chunk on the working lists has caused a problem for several departments because they want Microbiology results separated from the mass produced blood results ”

The screenshot shows a software window with three tabs: 'Rekvisisjoner', 'Analyser', and 'Lab ark'. The 'Analyser' tab is active, displaying a list of analyses on the left and a table of results on the right. The list of analyses includes: S-Folat (NMOL/L), B-Digitoxin (nmol/l), Forlik, Farmakologi, ABO, RH, Irreg.IgG antistoffer, and Sårsekret. The table has four columns with dates and times: 3.09.04 08:00, 25.09.04 08:00, 24.09.04 08:00, and 24.09.04 00:00. The 'Sårsekret' analysis is selected, and its corresponding row in the table is highlighted. At the bottom, there are fields for 'Ref. område:', 'Rekv. nr:', and 'Betalaktamaseprod userende'.

Analyser	3.09.04 08:00	25.09.04 08:00	24.09.04 08:00	24.09.04 00:00
S-Folat (NMOL/L)				
B-Digitoxin (nmol/l)				
Forlik				
Farmakologi				
ABO				
RH				
Irreg.IgG antistoffer				
Sårsekret				



Eks.: Likhet

“When it comes to the medical side, we need several components available in the work sheet: information that has come to the laboratory, what is ordered, clinical findings etc., information generated inside the laboratory: what have we done, what have we found and things like that and finally, our response where we can see that we have provided a sensible result.

The Dips vendor has no understanding of this”

(Chief physician, Microbiology).

- Three bottles with blood culture received

- All analyses performed at the Microbiology laboratory to identify the bacteria

- Process description: how are the analyses performed, internal findings and instructions of what to do further

This process continues over several days

Bacteria findings on the sample based on interpretation of resistance patterns

Physician on the laboratory phones the Department of Paediatric and presents preliminary result of the test

Clinician in the Department of Paediatric provides additional clinical information in this process

Revisjonsbestemmelser

Kategori: 3

Overvåket: 3

Konsultasjon: 3

Quasitell (FOK): 3

Revisjonsbestemmelser: 3

Dof / For / TM: 3

Netto: 3

PVR: 3

Bacticon: 3

Streptokokk grupping: 3

Opfo / Pneumoni: 3

XV: 3

Ampicillin 2: 3

Sulla / Tellur: 3

Vannkarsensning: 3

PS / SC: 3

ID Vink / ATB: 3

Urea / Indol: 3

Laktose: 3

Glukose: 3

Gass: 3

H₂S: 3

Mucint: 3

Bevægsighet: 3

270505 - 0506

#####

for lab

B1 Va

B2

BIA va

Phumm: Blodkultur flasker ikke merket. Andre blodkulturer ig.

Barbade ikke klistret

for krusse

Gram B1: ER + bakterier i hauger. Små G = store?

Sapp B1 - idg / -2 dg

3/5 Skat. R = 2

gram fra blod 6 ml: gram + kulturen, dyp, høyt trykk, e-hver bryner

→ fra blod M/VANCO, kateter fra vasker. til + oxa / R

E-test VA: B:

Husk å skrive i svarfeltet: STLF + dato !!

Dato/år	Analyse	Legs	Sp.	Navn på mottaker	Hvem har ringt ut svar	Legs	Bio-ing.	Prep
3/5	Mikroskopi			M. Mangant	alt	✓		
3/5	Dyrkning / resistensvar			M. Mangant	alt	✓		
	Antibiotika-veiledning							
	Bakt. antigen							
	Annet (spesifiser)							

Anne: Gram + kulturen i lag i inn PEG 23.05.05. Post og post

Om skilte-kulturen i kulturen fra vasker (inn + kulturen)

Er vasker + mikroskop med god klinisk effekt

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Eks.: Koble med Annet

We had problems with data quality that had increased since the first version. This was, to a large extent, caused by the migration from [the Software Component] to [GSIS]- which we never managed to control, and that we always underestimated the seriousness of.

We managed to correct some errors – but while doing that, we also introduced new errors.

(Business manager, HQ (emphasis added))

What happen is that they [new patches] very much fall from the sky – and then it doesn't work we get lots of new patches – and it is still not working. And we think did they not test this thing before they sent it out? Anyway, you find that things don't work – and you get another patch and they say it has all been fixed, and all you have to do is to click that box twice, stand on your left leg and drink a cup of tea.

(Auditor, UK)



Eks.

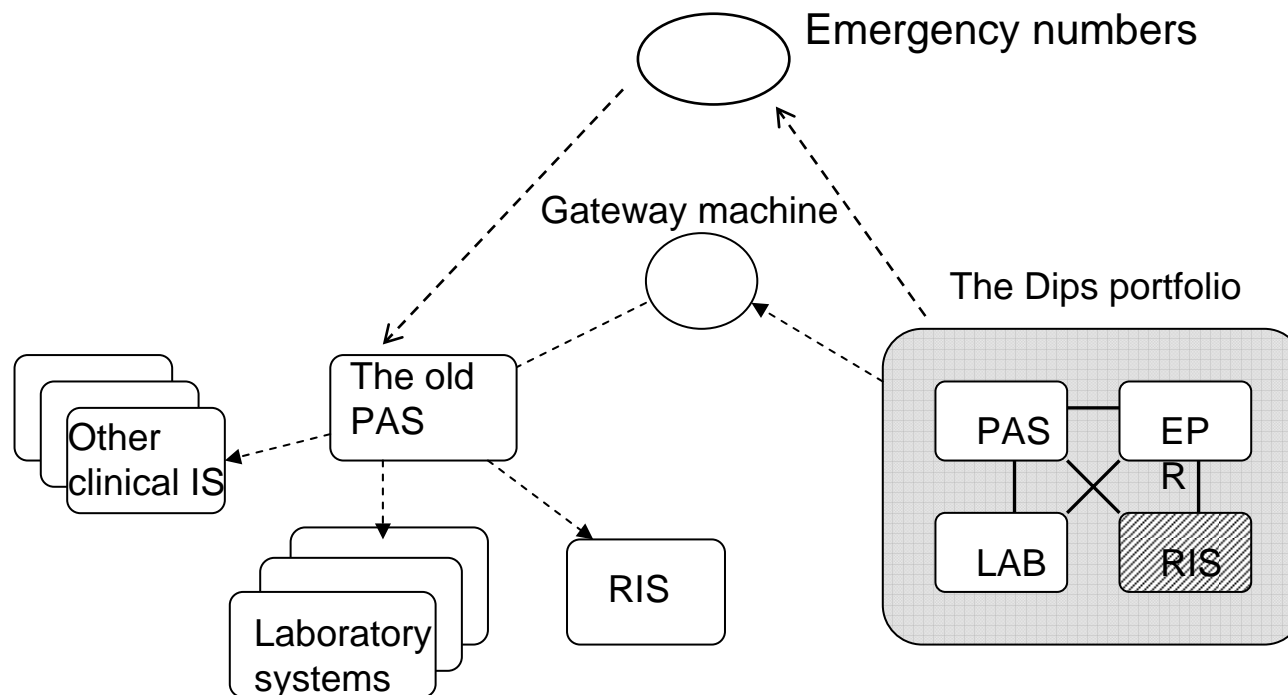
Treatment elements				FA	Freq
Nursing diagnoses					
Weakness	Paralysis	Paralysation after stroke		7	
Insufficient self care	Dress / personal care			7	
Insufficient self care	Toilet			5	
Insufficient self care	Personal hygiene			7	
Insufficient self care	Eating			4	
Lapse of memory	reduced shortterm memory			2	
Risk for violence against others	verbal threats			2	
Anxiety	verbal agitation			2	
Impaired tissue	ulceration under the heels			6	
Impaired mucous membrane				4	
Nursing measures / Ordinances					

The figure illustrates how open categories are broken down and specialised. Double hyphen ‘- -’ is used to separate free text information (nurses elaboration) from standard text (NIC interventions).



Eks.: Koble med Annet

- Increased complexity as replacement was "too risky": keep the old alive, in addition



- additional work: lab sample – DIPS – gateway – old PAS – emergency number



Konklusjon

- **Integrasjon = økt kompleksitet!**
 - ”Alt henger sammen med alt”
 - Iboende, ikke reduserbar
 - Teori
 - » pølse: klemme ett sted, tyte ut annet sted
 - » sommerfugl-effekt
 - » boomerang
 - » læring vanskelig pga interaksjonseffekter
 - » path-dependency
 - Praktisk: ”Totale” løsninger tvilsomme



”Perfectionism would be dangerous”

”That there are always many imperfections.

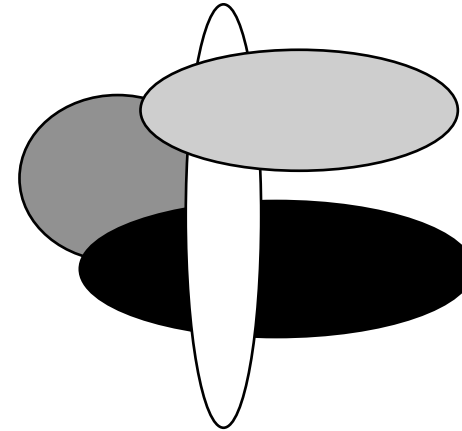
And to make perfection in one place would be to risk much greater imperfection in other locations...

The argument is that entropy is chronic....
Some parts of the system will dissolve...

For a manager accepting imperfection is not a failing.
It is an advantage. Indeed a necessity.

Perfectionism would be dangerous.”

(J Law)



VS

