

What has been the impact of digital health on secondary care and clinical processes?

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Some challenges for hospitals

Shortages of Human Resources



Reduced pressure from improved identification and management of avoidable hospitalizations

Lengthy procedures to ensure anti-obsolence



Optimization of spending and purchasing procedures

Data fragmentation & dirty datafluxes



Improved datafluxes & integration/availability for secondary use

Waiting list congestion for outpatients & inpatients



Telemedicine, apps for the management of pre-post surgery Apps to support fast professional-patient communication

The support from digital solutions



A look at hospital organization

Functional organization	Process organization
Complex fluxes	Simple fluxes
Human Resources with restricted tasks	Work team – Process Owner
Reduced interchange of roles	Easy role exchange
Empty spaces between functions	Strong integration of horizontal processes
Focus on the top roles	Focus on the client

The hospital and specialist care has seen an enormous growth in medical technologies in every day care – imaging, decision support, automated rostering - new tools that impact every aspect of care provision. Some solutions were adopted easily, others had considerable teething pains. What lessons do you draw from your experience about how to build new digital solutions into every day secondary care?

Some lessons learnt & pending issues

DATA

Not all data are the same. We miss a lot of data that are not adequately stored/categorized/defined, such as social data. How to retrieve all the bulk of information we need?

INTEROPERABILITY

It is not only digital but also technical, organizational, semantic and legal: do we know enough about all its dimensions?

ORGANIZATION

Patients need integrated care across levels and sectors. There are still gaps on how we intend it and especially implement/translate it at national/local level.

PERFORMANCES

Innovation walks at the speed of trust: therefore people are the key. Need to strengthen engagement of ALL stakeholders and adjust KPIs