

# Chapter 7

## Tools Used by Hospital Management to Reinforce Change and Sustain Results in the Implementation of EHR System in Public and Private Hospitals: A Case Study of eThekweni Area Municipality, South Africa

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### **ABSTRACT**

*Hospitals are complex to operate, particularly in the implementation of electronic health records systems. The implementation and use of electronic health records (EHR) management in hospitals requires management to reinforce change and sustain results for good end results. The purpose of this chapter is to unveil tools used by public and private hospital management to reinforce change and sustain results in the implementation of electronic health records systems. Both public and private hospital are based in the eThekweni Municipality. The conceptual framework based on Kotter Leading Change Model was comprehensively discussed. The findings of the study revealed that there are no standard guidelines for both public and private hospitals in the implementation of EHR system in hospitals. Clarity regarding*

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## ***Tools Used by Hospital Management to Reinforce Change and Sustain Results***

*change management policies and procedures in the implementation of EHR system in both public and private hospitals is required. The study recommends that both public and private hospitals tools to reinforce change and sustain results in the implementation of electronic health records management need to be developed and officially documented.*

## **INTRODUCTION AND BACKGROUND**

Hospitals are complex in part because of convergence of professions due to different health services offered, hospital management and administration. The implementation and use of electronic health records (EHR) management in hospitals requires management to reinforce change and sustain results for good end results. According to World Health Organisation (2018) electronic health records are formed in an electronic system specifically envisioned for data collection, storage, and manipulation, including providing access to complete patient information. The execution of electronic health records management in the hospital setting is intended to improve patient care and health service delivery. “Management or leadership commitment refers to the acknowledgement for the necessity and essentiality to change” (Antwi & Hamza, 2014 pg.11). Prominently, efficacious change management plan in the implementation of EHR system provide users (hospital employees) with proper set of skills to adapt to changes (Msomi, 2020 pg.6). It significant that all relevant information during EHR system execution is always available (Boonstra et. al; 2014). The role and benefit of EHR system can only become realised if the system is implemented correctly and greater effort among the end user adoption is prioritised (Thomas, 2016 pg. 39).

The purpose of this chapter is to unveil tools that reinforce change and sustain results in the implementation of electronic health records systems in public and private hospitals. Both public and private hospital are based in the eThekweni Municipality. The eThekweni Municipality in terms of social-economic position is among the wealthiest districts in South Africa (eThekweni Municipality IDP, 2017); and serves as a wealthiest hub for health services to its surrounding areas. The study focused on two major categories of hospitals (private and public) with modern, facilities and offered quality health services in eThekweni area. Both hospitals won't be mentioned for confidentiality purposes, however will be referred as public and private hospitals. The public hospital established in year 2002, based in Cator Manor. The public hospital is a tertiary and quaternary hospital, patients from other hospitals are referred via electronic or telephone booking system. The hospital is government funded and in public/private partnership in the delivery of healthcare services. The private hospital is located at Berea in the inner city eThekweni Municipality, it was established in year 2012. The private hospital is owned and operated by different stakeholders.

Similar to other countries, “South Africa has adopted and executed electronic health records systems to improve health service delivery” (Yogeswaran & Wright, 2016, p.369). However, the execution process of EHR system is still work in progress as not all hospitals in South Africa uses the EHR systems. Thomas (2016) refer to the adoption of EHR systems in South Africa as pilot phase. Deokar and Sarnikar (2016) emphasised on the important to study factors related to changing processes in the health due to operation of EHR systems. According to Pryor et al (2008, p.11) change should be reinforces and continuously evolve to fits the needs of the organisation. The objective of this chapter is to determine how public and private hospital management reinforce change and sustain results in the implementation of electronic health records system.

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