National Governance for eHealth in Norway

Kristin Bang
Division of Governance and Standardization
Healthcare is governed by two ministries with accountability placed at the regional and municipal levels.
Summary Care Record

Health Portal

Electronic Prescription

National Products

Infostructure, standards, terminologies etc.

Direktoratet for e-helse
Several reports have pointed out the need for stronger National Management and Coordination of eHealth development

White Paper 9, One Citizen– One EPR (2012-2013):
One of the four strategic grip is a stronger national management and coordination of ICT development in the health care sector

Office of The Auditor General of Norway (OAG) reports (2014):
OAG has pointed out a weak management and coordination in the sector

eHealth Action Plan 2014-2016:
Stronger national governance, prioritization and coordination of ICT development in the health care sector is one of the priority areas
National Governance Model for eHealth

Ministry of Health and Care services

Directorate of eHealth

National Board for eHealth
  • **Endorse** the National eHealth Strategy and National eHealth Portfolio
  • **Decides scope** of national solutions and appoints executives for National Product boards

National Forum for IT prioritization (NUIT)
  • **Strategic advisory** regarding roadmap selection in the national eHealth strategy, national solutions and selected national initiatives
  • **Sets annual prioritization of national eHealth** portfolio and measures to deal with discrepancies in national eHealth portfolio

Health Care Professional and Architectural Advisory body (NUFA)
  • **Advisory** on national eHealth strategy, national eHealth portfolio, national solutions and selected national projects
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<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Actor</th>
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<tbody>
<tr>
<td>Christine Bergland</td>
<td>Director</td>
<td>Directorate for e-health</td>
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<tr>
<td>Bjørn Guldvog</td>
<td>Director</td>
<td>Helsecare</td>
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<tr>
<td>Nina Mevold</td>
<td>Director</td>
<td>Bergen</td>
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<td>Herlof Nilsen (leader)</td>
<td>Admin dir</td>
<td>Helse Vest</td>
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<td>Stig Slør Dahl</td>
<td>Admin dir</td>
<td>Helse Mid-Norge RHF</td>
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<td>Lars Vorland</td>
<td>Admin dir</td>
<td>Helse Nord</td>
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<tr>
<td>Camilla Dunsæd</td>
<td>Rådmann</td>
<td>Kvinesdal commune</td>
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<td>Ivar Halvorsen</td>
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<td>Cathrine M. Lothhus</td>
<td>Admin dir</td>
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<td>Anne-Lise Ryel</td>
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<td>Arild Sundberg</td>
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<td>Kristin W. Wieland</td>
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<td>Camilla Stoltenberg</td>
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<td>Observator</td>
<td>Tor Eid</td>
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<tr>
<td>Håkon Grimstad</td>
<td>Admin dir</td>
<td>Norsk Helsenett SF</td>
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The national forums should be involved in three processes

1. National eHealth strategy
   - The strategy provides guidelines for portfolio

2. National Portfolio Management
   - Management of national solutions/products
   - The strategy provides guidelines for the management of national solutions/products

3. Management of National solutions/products
   - Management of the of national solutions/products and the portfolio of national initiatives have interdependencies
Portfolio management is a tool for realizing a strategy

Management of Portfolios MoP® is:

- Driving force for changes
- Prioritization of common resources (expertise, financing, ability to introduce, EMR development and others)
- Tools for better management and implementation capacity
- Higher probability of realization of gains

Ensure implementation of change projects required to achieve a strategy
Overall generic plan for national governance for eHealth - 2016
Directorate for eHealth serves as the secretariat for the national forums and collaborate with the various stakeholders

- National Board for eHealth
- National Forum for IT prioritization (NUIT)
- Health Care Professional and Architectural Advisory body (NUFA)

Directorate of eHealth (National Portfolio Office)

- Others (NAV, SLV m.fl.)
- Directorate for eHealth portfolio function
- Directorate of Health portfolio function
- Norwegian Health Network portfolio function
- Norwegian Institute of Public Health portfolio function
- The Hospitals/Health regions portfolio function (NIKT)
- Municipalities portfolio function (KS)

- The underlying portfolio function coordinates and prioritizes internal eHealth initiatives on behalf of their business.
- Stock recommendation to the National Portfolio's office when it comes to the national initiatives.
- Helps with the status of their projects for analysis and prioritization.
- Dialogue with national portfolio office about projects of national interest and control.
**Status and Analysis - The National Portfolio**

**Portfolio definition:**
47 projects/programmes are prioritized

**Portfolio delivery:**
Status Reports and template has been developed. Continued efforts to coordinate with the different actors own status reports.

Analyses are further examined e.g. to map dependencies between initiatives and plans from EPR vendors.
Projects that have dependencies to EPR vendors

- 23 projects affecting EPR by GPs
- 15 projects affecting EPR in municipalities
- 23 projects affecting EPR in hospitals
Scope of national eHealth portfolio for 2016 is approximately 750 million

National eHealth portfolio in 2016 is around 750 million, and > 90% is priority 1 and 2

Financing portfolio is mainly of Directorate of eHealth, Health, Directorate of Health and the Regional Health Authorities

Scope per priority category (million, 2016)

- Prioritet 4
- Prioritet 3
- Prioritet 2
- Prioritet 1

Funding per participant (MNOK, 2016)

- UiAvklart
- KS
- Takstforh.
- NiIN
- Fritt
- RH-fane
- Nasjonal ICT
- Helsedirektoratet
- Dir. for e-helse

Scope of national eHealth portfolio should increase in 2016

- Projects of great strategic importance at the national level should be included in national eHealth portfolio
- Criteria can be sized on investment, impact on national strategy and dependence to other stakeholders and/or to other projects in the portfolio
- National eHealth board should in 2016 consider and decide to include more projects from the different stakeholders portfolios in to the National eHealth portfolio
Direktoratet for e-helse