



How to transform facilities in the digital ege?

François Delettre, Matthieu Fouquet, Lamine Gharbi, Jean-Louis Touraine
Moderator: Vincent Olivier

How to transform structures with the help of digital technology? Some thought that digital technology was going to bring about immediate change. That wasn't the case, but transformation by digital technologies is none the less irreversible.

1. Change resistant

Hospitals have been through many stages of change. They are totally capable of incorporating important innovations even though they display a very strong resistance to change. This also applies to digital technologies. From this point of view, the increase of "THG" represents a major concern. The establishments that form "THG" Territorial Hospital Groups are made to function as a network, to better communicate and to form multi-site patient history. Digital technologies as well as the set-up of THG information systems are at the heart of the debate.

2. The Development of traceability

In a digital world, lack of traceability and automatic warnings does not occur. Thus, the digital system is synonymous with quality.

3. The human factor *versus* the entirely digital

The digital system remains a facilitating tool. It can destroy values but at the same time creates many more. Data processing frees time in favour of human interaction. Internally in organisations, the digital system allows us to go beyond silo functioning in favour of cross-functional management and the emergence of large receptive communities.

4. Digital system as a factor of renewable geographical scales

Remote communication tools make up a prerequisite in the development of "THG" and network operating. Gradually, this remote operating could be effective on a larger scale, if necessary, it could include the Regional Health Agencies (*Agences Régionales de Santé, ARS*).

5. A change in the dialogue and the evaluation process of paramedics

The digital system improves everyday exchange, transforming organisations by eliminating silos and rendering the annual assessment interview obsolete. Gradually, the hospital worker will take on a more active role during the assessment and will express his own expectations with regard to management.

6. Generational renewal and the spontaneous emergence of digital knowledge

New generations of both medical staff and paramedics bring their new knowledge with them. They have their own specific terms regarding work and working hours. It would be considered pointless and even counterproductive to go against these new practices. There is no room for nostalgia as past practices will not be reinstated. It is also important to bear in mind that methods used in the past weren't that efficient. Digitalisation is an essential factor of these practices. Young practitioners wish to work intensely over a shorter time, mostly over a 4-day period. The organisations of these establishments need to adapt in order to fit these new requirements.

7. The digital world and the patient

Patients are increasingly using digital tools in connection with their treatment. Without however, being set on an even footing with the practitioner, patients ought to be included as part of a constructive collaboration based on the principle of sharing personal data.