



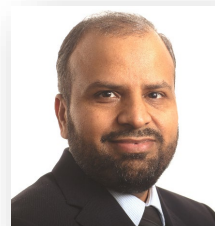
Kunnskap for en bedre verden

User participation in large digitalization projects: What can we learn from Helseplattformen?

Hamid Mehmood, Babak Farshchian,

Syed Sajid Hussain Shah, NTNU

Helse og livsvitenskap, Frokostmøte, 5. juni 2025



Helseplattformen in a nutshell

- More than 4 000 requirements during the procurement.
 - More than 400 subject matter experts (SMEs) participated.
 - More than 40 000 will use the system.
 - More than 700 000 citizens are affected.
-
- Contract signed with Epic on March 2019.
 - More than 270 direction-setting meetings.
 - More than 100 system integrations needed.
 - Helseplattformen AS established with 240 man-years.



What do you like about HP?

- What do you use it for? How does it support your work?
- Let us discuss!
- (Also, share the Menti with your colleagues)



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HELSEPLATTFORMEN

- Katastrofen vi advarte mot, utspiller seg nå

Over halvparten av legene oppgir at de har vurdert å slutte på grunn av datasystemet Helsplattformen, finner en ny undersøkelse fra Møre og Romsdal. Nå bidrar det dyre IT-systemet til at helseforetaket kutter i budsjettene. Helseministeren må gi opp troen på at det vil bli bedre, mener Legeforeningens Eigil Ødegård Sandvik.



Were you part of it?

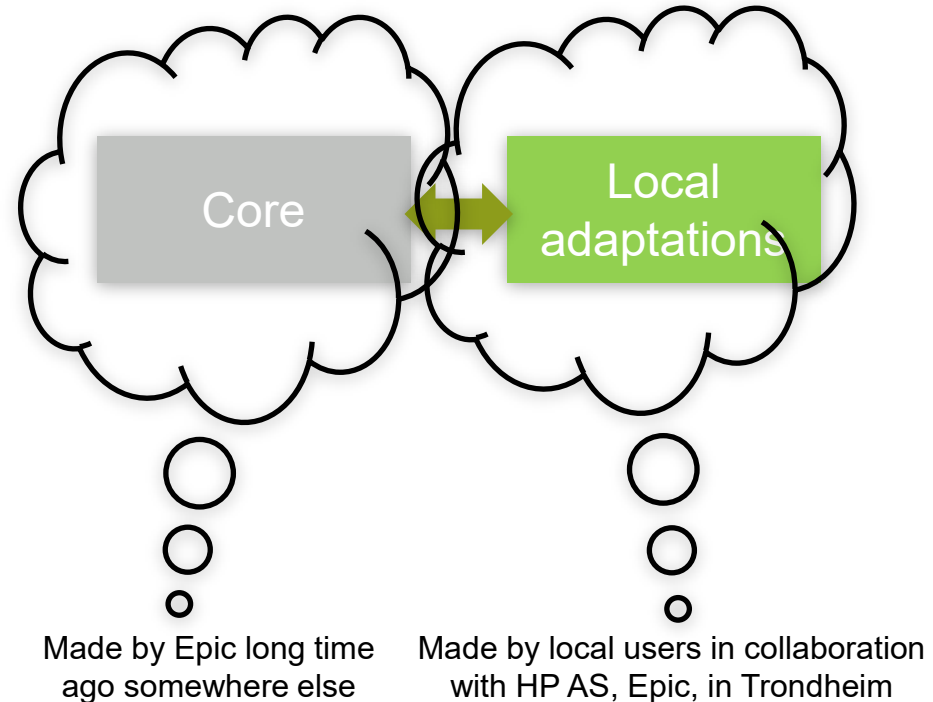
- Did you participate as an SME, super user, early adapter etc.?
- Let us discuss!
- (Also, share the Menti with your colleagues)



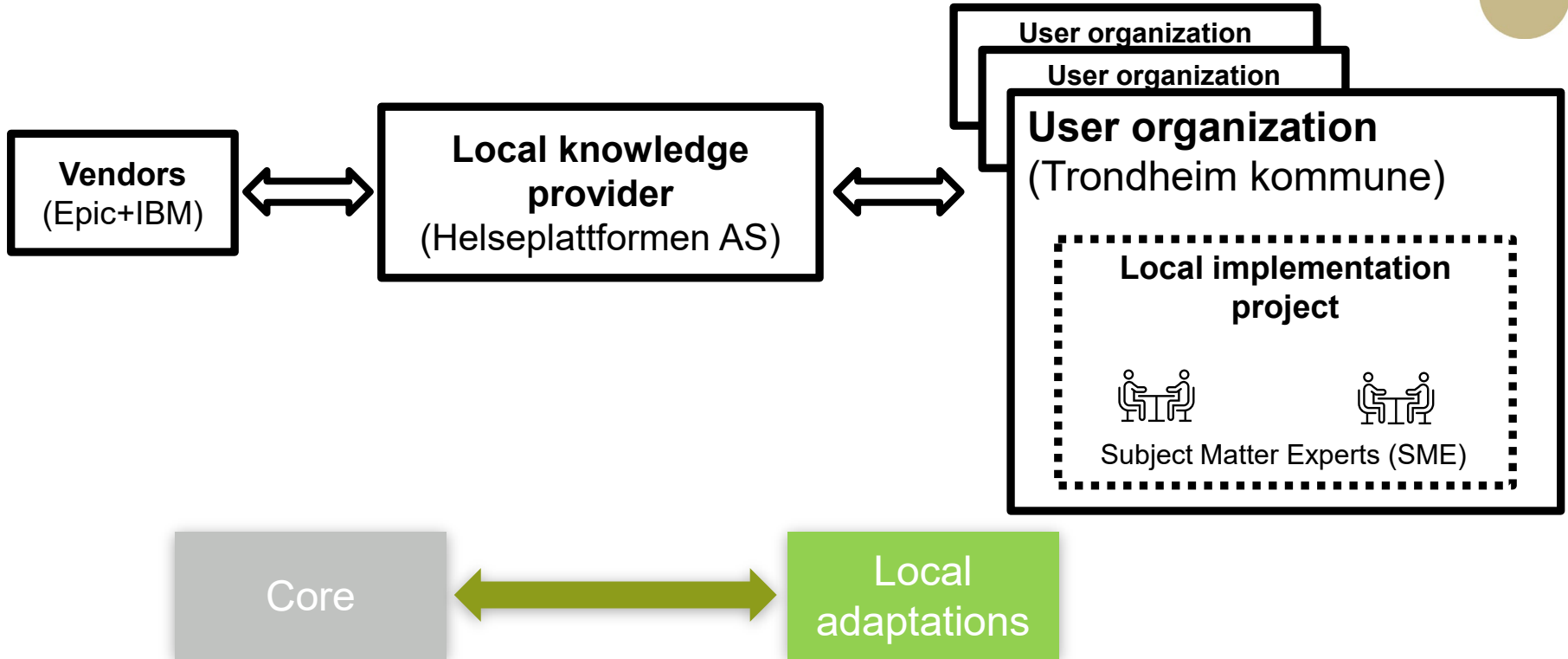
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Epic: A «half-built» solution

- Epic does not provide a finished solution.
- But is it so bad?
- The best of two worlds.
- Fast track to digital transformation, ..or?



A bird's eye view



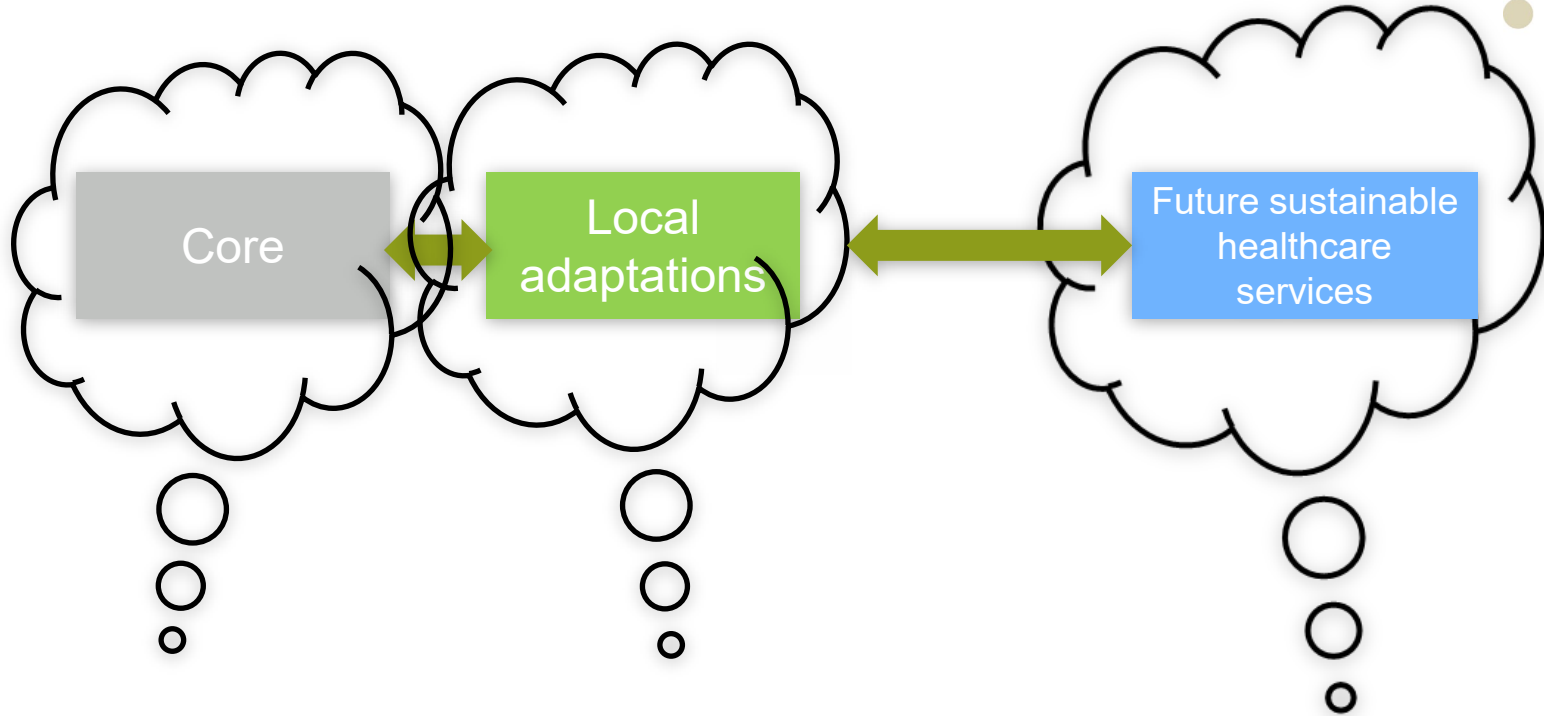
So, what did the SMEs have to know?

"So, it was kind of a combination of how we do it now, how we would like to do it, and how we can make things easier with the new system"
(anonymous SME)



Nora Augusta Brodtkorb er ledende fagekspert fra Trondheim kommune.

A huge responsibility!



"how we can make things
easier with the new system"

"how we do it now"

"how we would like to do it"

SMEs need to have

- **Domain knowledge:**
 - "how we do it now"
- **Knowledge about the IT system:**
 - "how we can make things easier with the new system"
- **Strategic foresight knowledge:**
 - "how we would like to do it"



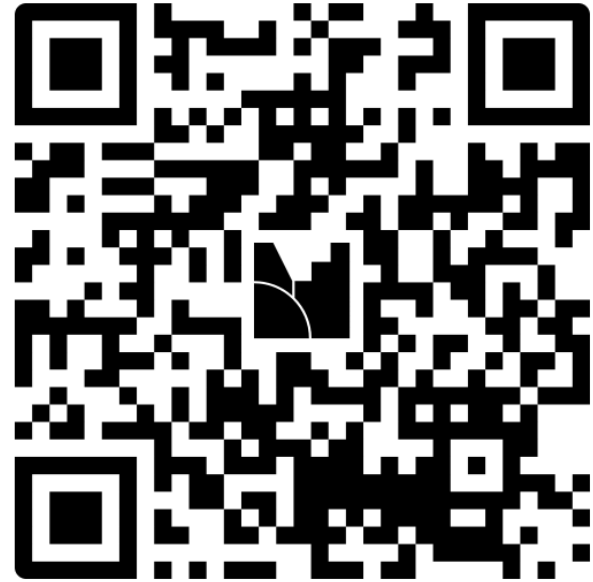
Nora Augusta Brodtkorb er ledende fagekspert fra Trondheim kommune.

So how much do SMEs know?

"how we can make things easier with the new system" 	"how we do it now" 	"how we would like to do it" 
<i>"I think my knowledge and my understanding was quite low at that point [...] so looking back, I think we made some decisions, or we said yes to things that we didn't quite understand, or we didn't have enough knowledge to actually say yes or no"</i>	<i>"the criteria [to be an SME] was that you have knowledge about municipality and the workflows."</i> <i>"I wanted someone with experience in working both low threshold and working in living facilities and working ambulatory and some of them needed to know the mental health part of behavioral health better"</i> <i>"I have a lot of competence in the legislation and the law for patient rights"</i>	<i>"We have gained nothing so far and the question is if we will see any benefits when all the municipalities and the hospital are on the system, if it will make any different."</i>

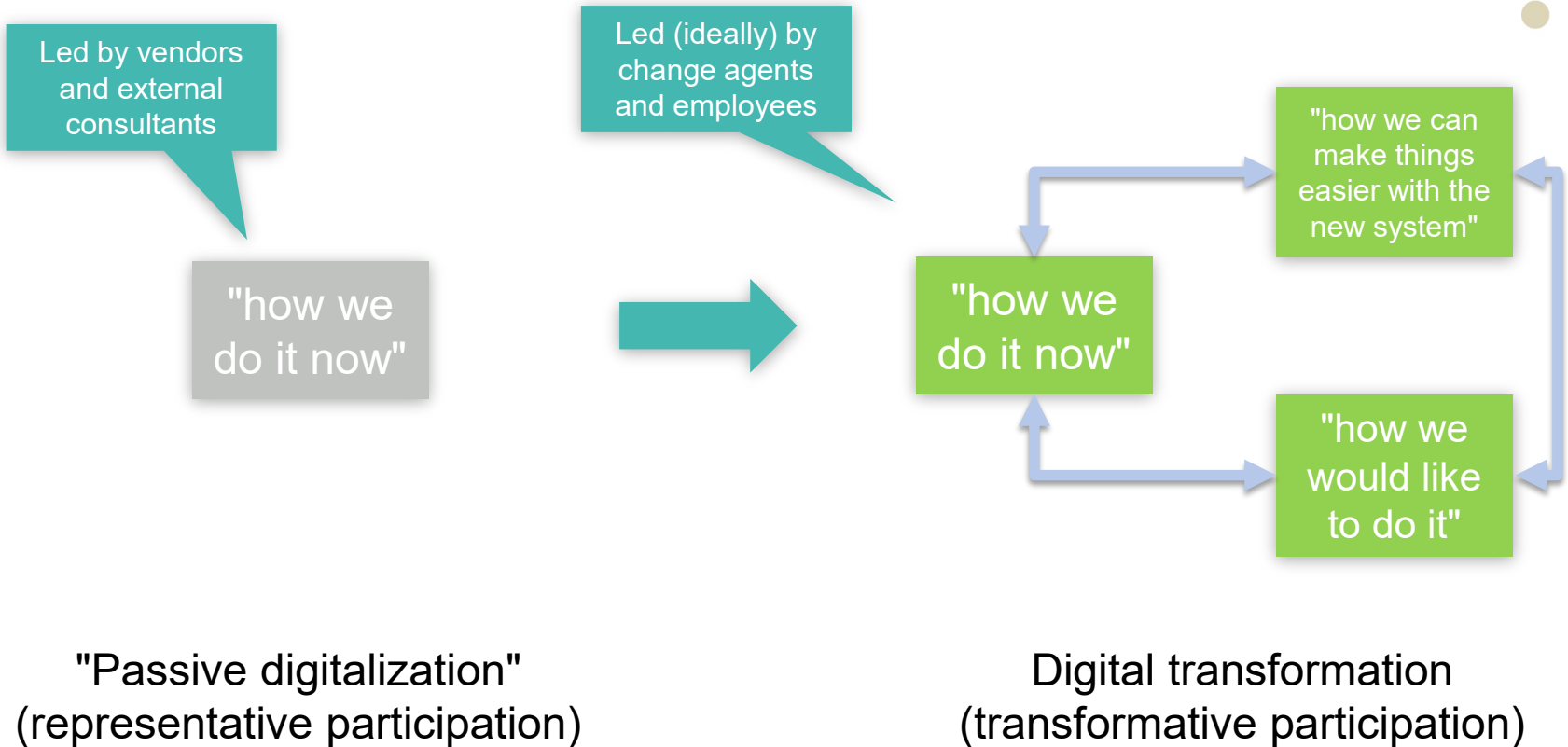
How much do you know?

- What is your level of knowledge about the three areas?
- What about other types of knowledge
- Let us discuss!
- (Also, share the Menti with your colleagues)



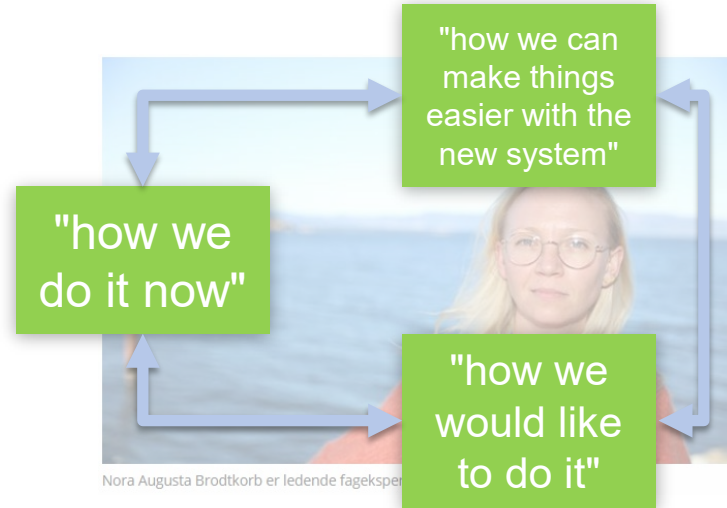
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Transformative participation



Who are transformative employees?

- Well-known and liked in their workplace and organization.
- Ambassadors for transformation.
- Natural-born leaders.
- Good communicators (also in English).
- Conflict resolvers.



Are we ready? («Er vi klar?»)

*"I would have a series of meetings and my schedule was completely blocked from morning till evening **without any break**, it was back-to-back meetings all day."*

*"I think it was **extra demanding**, not being able to focus only on the project."*

*" I got to the point where I felt I didn't handle the job, or the **workload was too much**. I think it was also because my position was only 60%. I still had my head in my normal job..."*

*"looking back, I don't think I really understood the **size** and the **complexity** and maybe not the responsibility either of being in a big role in the project."*

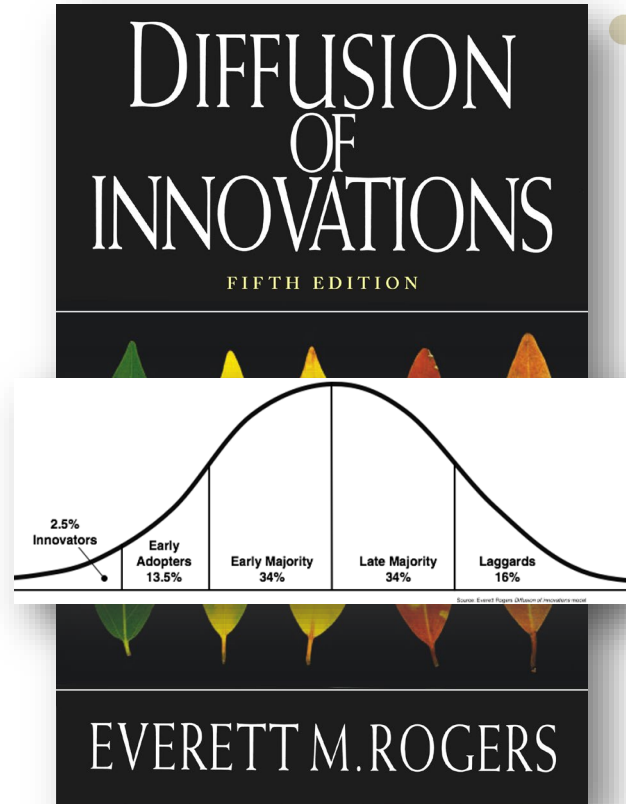
Organizational conditions

- Transparent & trustworthy strategizing
- Broad communication and collaboration
- Incentivizing the participation
- Provision of knowledge and skills
- Balancing organizational structure and employee autonomy



What have we learned?

- It is difficult to acquire/control digital transformation from outside. It must be developed inside the organization.
- Opinions of management and vendors are important, but that of employees is even more important.
- Employees need organizational support to participate in digital transformation.
- **Transformative participation** is an ideal in need of more research.



Thanks for your
attention!

Let us discuss!

Hamid Mehmood, Babak Farshchian,
Syed Sajid Hussain Shah, NTNU

Trondheim, June 4, 2025



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NTNU Health and Life Sciences - Digitalization Competence



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Involving employees in digitalization is crucial but often complicated and expensive. Many past digitalization projects show that employee participation is rarely done effectively or in a way that creates real value.

At Team Digitalization Competence, we aim to:

1. Identify the new skills and competencies employees need to take part in digitalization processes.
2. Develop innovative and customized learning methods to help employees gain these skills.

We believe that employees in healthcare and social services need more than just basic IT skills. They require specialized leadership and analytical abilities tailored to their field. These skills cannot be taught effectively through traditional classroom learning. That's why we emphasize co-creation, working closely with healthcare and social service professionals to develop relevant and practical solutions.

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If you want to participate in our workshops, please contact Sajid or Babak