

U DIGITALIZE

U-Digitalize Model

Chapter 4. Recommendations for successful digital transformation

Introduction

Digital transformation is one of the key challenges facing business nowadays and one of the salient aspects of it is that access to the technology itself is rarely a problem (Saarikko, Westergren & Blomquist, 2020).

Digital Transformation is about adopting disruptive technologies to increase productivity and social welfare (Ebert & Duarte, 2018). In the process towards a digital transformation, there are some important steps that we must keep in mind. First of all it's necessary to pay attention to financial investment because all the changes needed will have an economic cost, related as well with the well-equipped and ergonomic workstations and the corporate network.

As important as the financial investment will be the human resources. It will be necessary to have an IT Department who will take care about the technical support, the knowledge for digitalizing the records of all the data, the training on skills and software for the professionals, etc. Much of the burden of work in this digital transformation will be in the hands of the IT Department.

Once all the whole process is done, or is on the way to being done, we need to start working on campaigns focused on the benefits of digital transformation and how to increase awareness about that.



Financial investment

Investing in an operational backbone must be a prerequisite for success in the digital economy (Sebastian et al., 2017). As these same authors comment, without such a base, a company will lack the foundational capabilities that are needed to enable its digital services platform to provide transaction transparency and to support standardized business processes.

The first step on all this transformation must be to get financial resources from grants and projects for investing in high-quality digital infrastructure, necessary to be able to do a correct job. For that, we will have to work to increase awareness among funders regarding the financial resources that social and health organisations need for the digital transition.

One way to maintain this financing is obtaining good results, so the financing company will be able to verify that its resources have been used effectively and efficiently (Gunawan & Serlyna, 2018).

Digital transformation technicians

The role of the Digital Transformation Technicians (DTT) at organisations has changed over time from “as a support function” to “as a driver for business innovation” (Nissen, Lezina & Saltan, 2018). It will be the most important department at the beginning of the transformation.

DTT leaders can begin to define the architecture for a digital services platform by focusing on a small set of digital innovations they believe will be critical to business success and, once the company has established the data requirements for a small set of critical business components and has set up APIs for accessing the needed data, it can then build the infrastructure needed to protect, connect, analyze and support innovative digital services (Sebastian et al., 2017).

The DTT Department must be able to provide permanent technical support as well as create and guarantee interfaces between staff and technical support. Another option if it's not possible to create a DTT Department at that moment is to hire an easy-to-reach external collaboration.

Another of its functions will be to organise technical solutions and have the knowledge for digitalising the records of health social care data aside from developing clear and dedicated directives and guidelines on the procedures to be followed while providing digital care services.

Ergonomic workstations

The organisation will have to make accessible, easily usable and integrated tools in addition to simple user interfaces. Creating a well-equipped workspace with good computers, software and microphones that can support remote communication will be overriding to doing a good job. Another important issue will be paying attention to providing a high-quality internet connection (optical fiber and good internet provider company). Smart technology such as smart boards, smart TVs, tablets, VR glasses among others will be the new tools that professionals have to learn how to use.



Besides, we can't forget the importance of the chairs. A study from Wojcikiewicz determined that a good chair can increase employees' effectiveness, minimize fatigue and stress while performing their tasks (Mas'udah Asmui, Saat, Mohamad, & Wahid, 2021).

Corporate network

It will be necessary to create a documentation system that must be homogeneous, accessible and easy to use.

The IT Department will be in charge of building a corporate network (such as a shared cloud or a server) where all professionals can find all the necessary protocols for each digital tool, as well as any necessary explanation on how to use them and how to solve a problem when it is arising.

Will also be suitable to provide an online library with teaching and learning material for all existing digital technology in health and social care services, which serves as knowledge for all professionals in the sector and also to be updated in new existing programs.

Another interesting tool could be the use of VR glasses (can be used for the treatment of depression, anxiety, rehabilitation, etc.) along with the provision of learning videos and access to all existing online tools that are used.

Training on skills & software

A lot of professionals are still mistrusting new technologies, so it will be necessary to do training and further education for all the staff. It should be based on a thorough diagnosis of skills and needs and should address both basic digital skills and more advanced knowledge on specific software.

It would have to improve the knowledge about assistive technologies. The term “assistive technology device” means any item, piece of equipment or product system that is used to increase, maintain or improve functional capabilities (Alper & Raharinirina, 2006). Assistive products are essential tools because it enables people with difficulties in function to live healthy, productive, independent, and dignified lives (World Health Organization, 2017).

As Alper & Raharinirina (2006) say, it's imperative that professionals who are working directly with these persons and their family members be adequately trained to provide the support and accommodations necessary for people with disabilities so they can enjoy all of the benefits that Assistive Technology has.

And, as already explained in chapter 3, we can't forget the digital barrier that users may have. That's why it could be interesting to do training with them learning to use the devices and platforms.



Campaigns on benefits

Digital transformation is a complex process that needs to be evaluated in a holistic approach (Yucel, 2018). As this same author indicates, to measure the benefits, relevant dynamics (that includes the digital disruption characteristics in the corporation, the objectives with the digital transformation, the expected benefits, and the risks among others) should be identified.

Also, we can't forget that our professionals and their work tools are very important if we want that everything goes well, so, for example, it could be appropriate to identify and empower the worker's resources among care professionals who help the digital transition, as well as to promote networking and exchange of practices among care workers and professionals for learning from each other.

