

BEYOND TECHNOLOGY: THE ORGANIZATIONAL CULTURE JOURNEY TO ELECTRONIC HEALTH RECORDS MANAGEMENT SYSTEM ADOPTION

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Abstract

The value of organizational culture is subjective aspect of what goes on in the organizations. Culture has a significant influence on people's behavior, values, beliefs and ways of behaving that characterize the manner in which groups and individuals combine to get things done. Culture is a system of informal rules that spells out how people are to behave most times to understand new technology such like adoption of electronic health records management system, because people work together to accomplish goals, to which goals become more specific and longer-term and work becomes more specialized. In the health care sectors electronic health records management adoption deal with health records documentation as well as ordering processing standard, readable and complete orders that provides up-to-date medical knowledge, appointment reminders and other aid use by health care service providers

Keywords: Organizational Culture, Adoption, Electronic Health Records, ICT infrastructure

Introduction

Organizational culture is the subjective aspect of what goes on in the organizations such like norms that pervade the whole aspect of the organization. Culture can have a significant influence on people's behavior, values, beliefs and ways of behaving that characterize the manner in which groups and individuals combine to get things done for instance and healthcare service providers working as a team, the way providers and consumers interact which is anticipated that information technology is needed in develop and developing countries to properly implement an adoption of electronic health records management systems in the healthcare sector, which has several benefits such as to minimized cost, improving patients' care, data confidentiality, reducing medical errors, central patient data management, and sharing of medical information. However, the implementation of EHR remains a major challenge in the healthcare systems for low-income countries like Nigeria and some sub-Saharan African countries. The sub-Saharan countries are

not adopting those technologies due to their different social issues such as electrical power interruption, technology resistance, and other ICT infrastructure

Concept of Organizational Culture

Organizational culture is the joint which combines the nonhuman resources to the human resources in an organization to build teamwork and good performance. Organizational culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and get thing done. The organizational culture is concerned with the subjective aspect of what goes on in organizations. It also relate to organizational abstractions such as values and norms that pervade the whole or part of a business to which a culture can have a significant influence on people's behaviors.

Cilies (2017) described the way people behavior, identity with visionary leaders on how they behave and what they expect. They also note that such leaders pay attention to critical incidents which is important events to which the lessons are learnt about desirable or undesirable behavior. Culture is developing from the need to maintain effective working relationships among organization members, and this establishes values and expectations. Finally, culture is influenced by the organization's environment to which the external environment may be relatively dynamic or unchanging because culture is learnt over a period of time.

Hazem (2019) opine that some dynamics of culture styles such as authoritarian, consultative, constitutional and opportunist. While it may not be possible to define an ideal structure or to prescribe how it can be developed, it can at least be stated with confidence that embedded cultures exert considerable influence on organizational behavior and therefore performance. If there is an appropriate and effective culture it would be desirable to take steps to support or reinforce it. If the culture is inappropriate attempts should be made to determine what needs to be changed and to develop and implement plans for change. In either case, the first step is to analyze the existing culture.

Furthermore, the existence of culture can be determined through discussions in focus groups or workshops. It is often helpful to involve people in analyzing the outcome of surveys result, getting them to produce a diagnosis of the cultural issues facing the organization and to participate in the development and implementation of plans and programs to deal with any issues, this could form part of an organizational development programmed in order to analyze the culture through the use of measurement instruments to which extra dimensions can be established by the use of group exercises such as 'rules of the club' participants brainstorm the 'rules' or norms that govern the pattern of behavior or shield participants design a shield often quartered which illustrates major cultural features of the organization. Joint exercises lead to discussions on appropriate values that are much more likely to be 'owned' by people if they have helped to create them rather than having them imposed from above. While involvement is highly desirable, there will be situations when management has to carry out the analysis and determine the actions required without the initial participation of employees.

Tedla (2016) described organizational culture as a specific collection of values and norms that are shared by people and groups in an organization and control the way they interact with each other and with stakeholders outside the organization. Organizational values are beliefs and ideas about what kind of goals members of an organization should pursue to the appropriate kind or standards of which organizational members should use to achieve these goals. An organization's culture embraces all the life experiences of each employee in order to bring the organizational culture among the members. Culture is especially influenced by the organization's founder, executives and other managerial staff because of their role in decision making and other strategic direction.

As stated by Dorda (2019) culture is the most difficult organizational attributes of change, outlasting organizational products, services, founders, and leadership as well as all other physical attributes of the organization. Organization culture will definitely affect the performance of the firm. It is against this backdrop that this study intends to examine the impact of organizational culture on adoption of electronic

health records management system in Nigeria as a survey study. The notion of organizational culture is rooted in cultural anthropology, psychology, and sociology. Although each of this discipline is concerned with human behavior and nature, there are few commonly accepted theories among them. Behavioral Scientists work diligently at improving their ability to predict behavior. And because people and environment do change, this work focuses on attempting to predict how most people are likely to behave in a given set of circumstances and conditions. Cultural differences in organizations at times provide managers with insight to such important areas as individual differences, cultural influences, motivations and organizational design in order to establish the system for organizational improvement.

Overview of Adoption of Electronic Health Records Management System

Adoption of EHR among healthcare service providers has been slow in developing countries like Nigeria because of poor funding by the government. Adoption is of course more than designing or purchasing a reasonably functional technology, but also about the acceptance and use of the system by the healthcare services providers. The fit between information technology and the clinical work system will lead to the intended end users to accept or reject it. The successful implementation of technologies depends upon which the acceptance by healthcare service providers, such as doctors, nurses and health information managers. The decision to accept or reject a new technology depends on several influencing factors for example, studies from North America and Europe identified barriers to implementation of EHR as adaptability, complexity, cost, external policy. Other barriers identified are personal attributes such as knowledge, beliefs, skills, experience, resistance to change and lack of health care providers' input in design and implementation of the EHR. An effective EHR is one that serves its intended purposes after implementation; hence uptake of an EHR is just as important its performance. Several studies have analyzed the behavioral intentions of healthcare professionals to accept and use a new health information technology. A mismatch between EHR functionality and the needs of healthcare service providers in practice was identified as a common deterrent to its uptake (Mu'awiyah, et al, 2021)

Furthermore, healthcare service providers are found it difficult to records certain types of information such as emerging diagnoses and/or vague symptoms, especially for potentially sensitive or stigmatizing diagnoses. In Nigeria, although positive attitudes and perception towards EHR was seen in the Northwest to which insufficient funding was prevalent among the healthcare service providers especially among the service providers? This therefore can be a major barrier to the adoption and utilization of EHR by healthcare service providers. A review of the adoption of electronic health records (EHR) in Africa also found that it has not been widely implemented or adopted in sub-Saharan Africa. In another study carried out in Cameroon to develop and test an EHR system locally, it was found that there are many contextual challenges which required modeling of the system to fit the local medical practice in place and using terminology that is tailored and appropriate for their operations.

Electronic health records management system (EHR) in health care sector have been discussed, developed, and implemented in some developed developing countries to which the adoption of electronic health records has contribute to the extent that health care delivery system has change in the context of accuracy and reliability of information. Today some hospitals have successfully adopted electronic health records with clinical data entry at the point of care. Although interest in automating the health records is generally high in both developed and developing countries unfortunately, in some cases, the introduction of an EHR system seems overwhelming and almost out of reach to many healthcare providers and administrators as well as health information managers. Why is this so? The obstacles may not be available technology but technical support and the cost of changing to an electronic system coupled with insufficient healthcare funding in some countries.

Ammenwerth (2019) study show that, in many developing countries funding is the major problems which consist of costs, available technology, lack of technical expertise and computer skills of staff, and lack of data processing facilities are major issues which would need to be addressed during implementation process. In addition to the above point resistance by some healthcare service providers generally to a change from manual to electronic documentation may be a problem in both developed and developing countries. Most

health care administrators and information managers are aware that it may take time to change or at least modify health practitioner behavior and attitudes. The reason for wanting to change to an electronic system is important although persons involved in healthcare today expect to move from a paper to a paperless environment this is a major step and has only been successfully achieved in a few healthcare institutions to date. Institutions should not focus on just going paperless but they should focus on encouraging departments and healthcare practitioners to move to an electronic system to improve the accuracy and quality of data recorded in a health records in order to enhance healthcare practitioners' access to a patient's healthcare information enabling it to be shared by all for the present and continuing care of that patient to improve the quality of care as a result of having health information immediately available at all times for patient care. Improve the efficiency of the health records service; contain healthcare costs, electronic health records management many of the problems currently experienced in maintaining paper health records will be eliminated.

Organizational Culture and adoption of Electronic Health Records Management System

Globally, healthcare delivery systems are anchored on how well health care facilities deliver affordable and qualitative healthcare to its citizenry. However, health care delivery in Nigeria is still low in terms of accessibility to medical information which is remains poor in Nigerian public health care facilities. This is resulting in delayed, inappropriate decisions and ineffective service delivery; hence, the need to evaluate the implications of electronic health information system on medical records management in Nigeria's public healthcare institutions. Healthcare service delivery in Nigerian hospitals has become worrisome over the last decades. Hospitals and clinics in public and private sectors have failed to follow the global trend of information systems or competently implement policies to ensure patient health information are not just documented, but retrieved easily for prompt and efficient health service delivery. Health services in Nigeria are characterized by inefficiency and poor management practices, which have become major obstacles to healthcare delivery and major challenge which has been the continued use of the traditional paper records system in most public health facilities in Nigeria, which often time causes delay and long patient waiting time. Apart from the difficulties in retrieving patients' medical records, there is also the possibility of misplacement of the medical records (Ojo & Popoola, 2015)

Globally, healthcare services delivery are facing a records documentation constraints that hinder precise intervention to a broad-based and inclusive approach, from an integrated to decentralized healthcare system. This has compelled the need for reformation of uneven health information systems into an all-inclusive but single health information management system. Electronic health records management system is perceived as a general term that denotes any types of electronic information associated with and important to healthcare delivery. It is the integration of information supported equipment to aid every aspect of medical care services, literature, research, surveillance, education and knowledge (Umar, 2015).

The integrated system that aids the wide-ranging information requirement of medical facilities in the areas of patient, ancillary, clinical and financial management can also be perceived as a holistic healthcare information system designed for clinical information that enhances the process of service delivery within medical facilities and link between individuals, processes and technology, which firmly supports the administration of essential information operations and availability. Hence, the healthcare sector as a organization over time has changed to a dynamic system from a relatively stable one, of which the prime objective of is enhance the efficiency, service delivery quality of the sector and also encourage an expansive development of its management, to achieve security, reliability, quality, interoperability standards and timeliness in the processing and storage of data (Nwankwo & Sambo, 2018).

Electronic health records management applications, which includes internet supported telemedicine, among several others are essential information technology tools employed to increase patient safety, enhance quality of care, and reduce associated medical costs. Adoption e-health information systems include access to updated medical records and interrelated information, clinical decision aided systems, electronic prescriptions a well-structured interdepartmental information sharing, convenient maintenance of clinical

services and improved healthcare services administrative system. Electronic health records is a digital layout, upon which medical health records are created, used and refer to patients health records (Kumwenda, 2017). Thus, a timely accessed patient's historical information via medical records is highly essential in medical care decisions to achieve efficient care delivery within healthcare facilities a patient's continued care, impact and outcome of healthcare services received are largely determined by the volume and quality of information available to medical professionals to which patient's records monitor response to treatment and to confirm treatments made. The electronic health records has been acknowledged as a facilitator for modern productivity, efficiency and effectiveness in medical care to represents a departure from outdated paper records keeping to electronic records

management to a computerized paper records to which internet network systems and offering versatility in the ability to transfer information and effective communication among healthcare service providers for better service quality (Attah, 2017).

The major cost barriers for EHR adoption is insufficient funding by the government, costs which include all the expenses needed to get an EHR system working of healthcare services providers practice, such as the intake of hardware and software, selecting and contracting costs and installation expenses. Costs in addition to the start-up costs for establishing EHR system requires high commitment to system administration, maintenance, control and support to keep it working effectively and efficiently. Adoptions of health records management system is hi-tech systems and as such, include complicated hardware and software. A certain level of computer skills by both suppliers and users (healthcare services providers) is required.

Similarly, there are still some technical problems with EHRs adoption which leads to complaints from physicians, and they need to be upgraded. Therefore, limits exist related to the technical challenges of the system on time. Time constrains is a concern among healthcare services providers to which time and knowledge of computer skills have been shown to be the major barriers that prevent the use and adoption of electronic health records over manual records by health care services providers. Healthcare services providers concerns about time due to their heavy workload for spending more time on training will affect their work schedule and decrease their productivity. Hence, training programs should be planned in such a way that it does not affect the regular work schedule of the staff. It is very crucial to understand the various components of EHR system and workflow process so that training can be in such a way that specific components of training are given to specific people who would use only that component in their work for better understanding of technical support needed (Center for Medicare & Medicaid Services, 2020).

Technical complexity of the EHR system to health care services providers such as clinicians and other healthcare service providers need to spend time and effort on learning how to use an EHR system to this situation lack of time to learn as it would slow their workflow and increase their workload but other researchers argue that mastering an EHR system will help physician and other health care service providers to work more efficiently. Time required selecting, purchasing, and implementing the system has been found that time in the system selection and procurement as they think they should spend their time and effort on patients, rather than on selecting and contracting an EHR system, which is not regarded as part of their daily working practice.

Electronic health records management systems in a hospital is a major change for all the stakeholders to which this change process can be a major challenge for some existing organizational culture because of lack of incentives, and the need to maintain status quo, individual and local resistance by the staff and lack of proper leadership are some of the problems that can arise in initiating change. Organizational culture and issues surrounding adoption of technology in healthcare settings are crucially important but not much research has been done on this. EMR friendly culture supports organization-wide use of EHR. Change of culture required accompanying switch from the use of paper to an EMR system does not occur, this leads to slow adoption of EHR systems for users to be motivated to switch from traditional working procedures, incentives have been noted to play a role for the betterment of computing system.

The chosen computer application system to adopt electronic health records management system has identify the key areas to be consider such as, medical terminology ,medicals abbreviations that could be a problem

when trying to implement a system across a wide variety of healthcare settings in the hospitals or even within the health care facilities this is because most institutions are currently looking at adopting a standard, comprehensive vocabulary to help facilitate a broader use of available clinical decision support systems to ensure that data entered is comparable to other data entered. There are several such commercial vocabularies available, such as SNOMED CT, developed by the American college of pathologists. Having been developed in a particular country, it may or may not be suitable for your environment. The other possibility is to use or develop a data dictionary. A data dictionary is a set of common standards for data collection and is used to promote uniformity in documentation, data processing and maintenance. Clinical data standards are developed to ensure that data collected in one hospital department or facility means the same in another department or facility. If purchasing an EHR system, most computer firms have a data dictionary incorporated within the system that is unique to their system; the institution may compile a simple data dictionary to meet the needs of their institution (Clipper, 2020).

Kesse et al (2019) describe a new technology adoption such as small wireless devices, electronic health records for developing countries and mobile phones with data capture capability, as well as improvements in voice and handwriting recognition. In many cases the issue is not resistance to computer technology as such but a lack of computer literacy. This can be a major issue not only for medical and nursing staff but also for other health care staff. If automation is planned, attention needs to be paid to this issue. Some institutions have found that the introduction of a basic computer skills course for personnel will help alleviate the situation. Resistance to attending such courses could be a problem and the staff needs to be encouraged and supported to overcome their reluctance. Successful implementation of an EHR will be dependent on the computer skills of all healthcare professionals and other staff. Although in today's world many use computers, particularly the internet, some are still not proficient in this area as they do not routinely use computers at work or at home to which the resistance to change by many healthcare care providers will overcome uncertainty and resistance to change will also challenge the implementation team.

Some of the healthcare service providers that are resistance to computer technology this has been one of the most discussed issues affecting the introduction of electronic health records documentations systems over recent years and one that needs to be addressed before proceeding to EHR implementation. For many healthcare service providers, entering patients' health records data via a computer or other electronic device may be daunting, this issue will require intensive training of healthcare service providers to help them become more comfortable with, and ensure acceptance of the new technology. Overcoming resistance to change by healthcare service providers, whether in a manual system or an electronic one could be a challenge but with the right strategy could be overcome as mentioned previously to which the main strategy to have in place to help overcome such resistance is to have them involved from the outset in discussions on the development and implementation of EHR, as well as being trained in the technology, they need to be involved in system selection and design. Similarly, concerns raised by providers, patients and the general community about the privacy, confidentiality and quality of information generated everyone involved, including the patient, healthcare professional and the general population, needs reassurance that all data generated is maintained in a secure environment (Frimpong, 2018).

As with paper-based health records, local laws to cover electronic health records which address such concerns must be up-to-date and in place. The relevant legal issues should include retention schedules and how information is to be retrieved from electronic media on which it is stored. The durability of the electronic media must also be tested and documented. Many advocates of EHRs, however, believe that electronic health records are in fact more likely to be accurate and readily available than manual records. In addition, it is suggested that the quality of electronically recorded data is better as there are measures in place, such as edit checking, aimed at ensuring accuracy of clinical data.

However, the elements of culture is distinctive or unique to which it is a guide to action, a prescription or landmark for members the extent to which meanings are shared or unshared, explicit or implicit the content of common-sense or local knowledge is typicality of attitudes and the consistency of emotional climate to the extent to which culture acts as a means of problem-solving, resolution and control of conflict or dilemmas

to which the importance of behavioral norms and their transgression is the character of patterned responses and actions for the development and stability of the culture over time for the symbolic expression and communication in public speaking and storytelling. The importance of the organizational culture and concept became important both because of what it drew attention to and what it enabled. It underlined the fact that organizations were multidimensional and that how individuals made sense of and felt about them could often be more important than what figures revealed about them. It placed emphasis on the hidden creative potential of human beings to transform organizations, and the importance of what happens in everyday relations rather than solely in the annual company report (Xanthopoulou, 2022)

Culture was seen as a property of an organization and something it has which is intended to be framed according to whether culture was treated as an independent or a dependent variable. Positivistic approaches concerned themselves, with isolating the determinants of culture and measuring their effects, or identifying the properties of culture and measuring their strength. Some studies attempted to determine whether there was a relationship between the possession of a ‘strong’ or easily identifiable culture and success particularly in the popular formulations of cultural typologies which it has the cultural characteristics with those of the organization’s structure or its task. An alternative approach regarded organizations as the outcome of cultural processes and some researchers regarded this process as the way that is organizations serve as a producer of cultural forms in a constant interaction. Organizational culture is necessary to provide a point of departure in the quest for an understanding of the phenomenon. Organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character pattern of basic assumptions invented to discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to their problems. This description highlights that organizational culture is created assumptions, which are accepted as a way of doing things and are passed on to new members of an organization.

New employees of the organization would mean adaptive behavior within the organization that leads to new belief system and new adaptive behavior instilled through organizational values and beliefs which are associated to legends and symbols to reinforce the core assumptions of organizational culture. In relation to the above definition, Brown (1998, p 9) defines organizational culture as the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization’s history which tend to be manifested in its material arrangements and in the behaviors’ of its members. This suggests that organizational culture is articulated in the organization itself in order to shape the way in which organizational members should behave.

Sari (2020) opine that technology is unavoidable in our daily lives because new technologies allows us to save lives and improves the standard of life especially in health care sectors to which the change on business on health care sector will abreast of the modern-day innovations to maintain their aggressive aspect and get entry to new marketplace opportunities for customers satisfaction. This process also requires that you take some time before every major technology upgrade to plan out your strategy, requirements, implementation plan, training program, and response to potential contingencies. Numerous innovation-based technologies and businesses never arrive at their maximum capacity. Numerous innovative products go into production without a full review of their technological readiness, and ended with lost revenue, disappointed clients and time this means that thorough technology readiness cycle can evade this. Also, it is important to know the technology acceptance of the consumers because it ultimately leads to the success or failure of the technology. Technology readiness and acceptance are high-risk factors, have been identified as a major source of significant cost and schedule overruns two research paradigms have emerged to explain technology adoption and acceptance. The first paradigm is system-specific and focuses on how innovation's qualities influence a person's view of innovation in health care sector.

Technology readiness is one of the most widely used models within this paradigm especially in healthcare sector to which the centers around hidden personality measurements to clarify the utilization and acceptance of new advances. It means an individual's personality influences the acceptance of technology in general. In

the last decade, research has emerged combining the two paradigms by integrating one model to the other. However, healthcare sector is faced with rapid technological development due to the broad application of technology to areas such as electronic health records, medical informatics, medical and surgical devices to which the use of technology readiness in healthcare has recently been shown to effectively predict a participant's tendency towards utilizing new technologies in their life and workplace to which many health care services providers have shown improved acceptance in mobile electronic records systems and advances in information and communication technology by healthcare workers (Jacob, Sanchez & Ivory, 2020).

Abouelmehdi and Khaloufi (2017) described technology readiness levels by healthcare service providers as systematic measurement that supports assessments of the maturity of a particular technology and the consistent comparison of maturity between different types of technological approach which has been used on-and-off in order to address integrated technology planning. Human health has only ever improved because of advances in technology from the development of modern imaging of science to which research and technology have always been key drivers of better health. Advances in technology are continuing to push back the boundaries of disease because digital technologies enable us to test for diabetes, HIV and malaria on the spot, instead of sending samples off to a laboratory, telemedicine, remote care and mobile health are helping us transform health care by delivering care in people's homes and strengthening care in health facilities. Artificial intelligence is being used to give paraplegic patients improved mobility, to manage road traffic and to develop new medicines. Machine learning is helping us to predict outbreaks and optimize health services. Propelled by the global ubiquity of mobile phones, digital technologies have also changed the way we manage our own health.

Digital technologies are being used to improve the training and performance of healthcare service providers as well as to address a diversity of persistent weaknesses in health care systems. The power of digital technologies is essential for achieving the sustainable development goals, including universal health coverage. Such technologies are no longer a luxury to which they are a necessity for key challenge in order to ensure that all people enjoy the benefits of digital technologies for everyone. We must make sure that innovation and technology helps to reduce the inequities in our world, instead of becoming another reason people are left behind. Countries must be guided by evidence to establish sustainable harmonized electronic information and communication systems not seduced by every new gadget.

Conclusion

Electronic health records management system allows patients to access their own health records easily and from research stand point of view, it allows easy access to data. In both public and private sectors, health care providers are being encouraged to migrate from paper-based health records to electronic storage of patient information and computer-aided decision support systems, this is partially due to a growing recognition that a better information technology infrastructure is essential to addressing certain health-related national concerns such as the need to improve the safety and quality of healthcare and rising health care costs (Donnell, et al, 2018)

However, adoption of EHR among healthcare service providers has been slow in developing countries like Nigeria. Adoption is of course more than designing or purchasing a reasonably functional technology, but also about the acceptance and use of the system by the health workers. The successful implementation of medical technologies depends upon which the acceptance by medical staff, such as doctors, nurses and health information managers. The decision to accept or reject a new technology depends on several influencing factors. For example, cost, external policy, personal attributes such as knowledge, beliefs, computer skills, experience, resistance to change and lack of health care providers' input in design and implementation of the EHR.

Way forward

The ways forward to enhance the integration and acceptance of EHR systems within an organization, considering the influence of organizational culture are:

1. Leadership Alignment and Support: Ensure top leadership is aligned with the vision of EHR adoption. Leaders should champion the cause, emphasizing the importance of EHR in the organizational culture.
2. Communication and Training Programs: Develop robust communication strategies and comprehensive training programs. Clearly articulate the benefits of EHR adoption to staff at all levels, addressing any concerns or uncertainties they may have.
3. Cultural Fit Assessment: Conduct a cultural fit assessment to understand the existing organizational culture. Identify areas where the culture aligns with EHR goals and where adjustments may be necessary.
4. Employee Involvement and Engagement: Involve employees in the decision-making process and encourage their active participation in the EHR implementation. This fosters a sense of ownership and reduces resistance.
5. Change Management Strategies: Implement effective change management strategies to navigate cultural shifts. Acknowledge that adopting EHR is a significant change and provide resources to support individuals through the transition.
6. Customization to Organizational Values: Tailor the EHR system to align with the organization's values and mission. Ensure that the system reflects and supports the unique aspects of the organizational culture.
7. Continuous Feedback Mechanisms: Establish feedback mechanisms to collect input from users regularly. Use this feedback to make necessary adjustments to the EHR system and address concerns promptly.
8. Recognition and Incentives: Recognize and reward individuals and teams for embracing and excelling in the use of EHR. This can create positive reinforcement and motivate others to follow suit.
9. Integration with Existing Workflows: Design the EHR system to seamlessly integrate with existing workflows. Minimize disruptions to daily tasks, making it easier for employees to adopt the new technology.
10. Promote a Learning Culture: Foster a culture of continuous learning within the organization. Encourage staff to adapt to new technologies and provide ongoing training opportunities to keep them updated on EHR system enhancements.

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