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Conference Abstract

## Barriers to implementation of a redesign of information transfer and feedback in acute care: results from a multiple case study

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### Abstract

**Background:** Accurate information transfer is an important element of continuity of care and patient safety [1-4]. Despite the demonstrated urge for improvement of communication in acute care, there is a lack of data on improvements of communication [1,4,5]. This study aims to describe the barriers to implementation of a redesign of information transfer and feedback.

**Methods:** A case study with six cases (i.e. acute care chains), using mixed methods was carried out in the Netherlands. The redesign was implemented in one acute care chain while the five other acute care chains served as control groups. Focus group interviews and questionnaires were used for data collection.

**Results:** Respondents reported 3 sets of barriers for implementation of the model, these being: (a) existing routines within the acute care chain; (b) barriers related to the implementation method and time period; and (c) the absence of a high 'sense of urgency'.

**Conclusions:** This study highlights the importance of organizational factors on the success or failure of change of a communication process. Organizational routines can hamper implementation of a redesign if the redesign differs too much from the routines of care providers involved. Unlearning existing organizational routines therefore needs specific attention during implementation.

### Keywords:

**Communication, redesign, barriers, implementation, acute care**

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