Abstract

Introduction

ICT projects fail at a high rate, and these failures are costly. Misunderstanding among stakeholders is one of the primary causes of this failure. The state health sector in Sri Lanka is currently undergoing digital transformation. To improve the outcomes of ICT health projects, stakeholders must develop a shared understanding. Our shared understanding can be improved by learning about the process of understanding (sensemaking) and using boundary objects to cross each other's knowledge boundaries. Boundary spanners play an active role in fostering shared understanding among stakeholders. The developed framework includes actionable items that can be incorporated into the development and implementation environments, improving shared understanding. The framework also includes a guide for the boundary spanner, which is essential for developing shared understanding and project success.

Methods

Items for the framework were identified through a literature survey and qualitative study . Items selection was based on the theory of sensemaking, and boundary object theory supported by the boundary spanner concept. Selected items were discussed with subject matter experts and validated. The perceived gap in shared understanding was measured using a questionnaire.

Results

Identified skills and qualities of boundary spanner for improving shared understanding are having transdisciplinary knowledge, experience in multiple disciplines, network and ability to build a network, negotiation skills, effective communicator, understand others and their point of view, Innovative mindset, trustworthiness, and advocacy.

Identified framework items for implementation are preplanning stage, stakeholder selection, develop clear objectives, creating awareness, approved communication strategy, intra meeting activities, prototype development, building trust / team development, appointing project manager, adopting project management tools.

Conclusions & Recommendations

For improvement of shared understanding, one can adopt the "Framework to create shared understanding in information system development in Sri Lankan State Health Sector".