

Article

Performance in Digital Transformation: Focus Group Insights

Nuno Geada ^{1*}, Bráulio Alturas ²

¹ University Institute of Lisbon (ISCTE-IUL), ISTAR-Iscte

² University Institute of Lisbon (ISCTE-IUL), ISTAR-Iscte

* Correspondence: nfsga@iscte-iul.pt

Abstract: This study leads into the world of digital transformation, specifically focusing on the dynamics of performance. Through a meticulously conducted focus group involving five diverse health professionals, this exploration aims to unravel transformation strategies and their impact on organizational performance. The focus group, conducted via videoconference in a relaxed environment, provided a platform for participants to freely express their opinions. The ensuing discussion, recorded and transcribed for qualitative analysis, centered on participants' perceptions of digital transformation's influence on healthcare organizations. Thematic categories and recurring patterns were identified using content analysis software. With participants representing various backgrounds and perspectives, including neurology, rehabilitation, podology, neurophysiology, and hospital administration, the study embraces a comprehensive approach. The inclusion of both public and private healthcare sector representatives enriches the typology of thinking and mindset analysis. This abstract offers a snapshot of a focused inquiry into performance dynamics amid digital transformation, offering valuable insights for practitioners and researchers alike.

Keywords: Digital Transformation; Performance; Healthcare; Strategies; Focus Group

1. Introduction

In an era dominated by digital transformation, the fusion of technology and organizational strategies has become pivotal for enhancing performance across various sectors. This study embarks on a nuanced exploration of this intersection, with a specific focus on the intricacies of performance within the context of digital transformation. Through the carefully orchestrated focus group, this research delves into the strategies that shape the transformative journey [1], [2].

The focus group, comprising five healthcare professionals with diverse backgrounds ranging from neurology to rehabilitation, podology, neurophysiology, and hospital administration, serves as a microcosm of perspectives within the healthcare sector. In an environment characterized by informality and openness, these professionals engaged in candid discussions during a virtual session facilitated by videoconference technology.

The central theme of these discussions revolves around the profound influence of digital transformation on healthcare organizations' performance [3]. Recorded and transcribed for rigorous qualitative analysis, the deliberations aim to uncover thematic categories and recurring patterns, offering a comprehensive understanding of the intricate dynamics at play.

By incorporating representatives from both public and private healthcare sectors, this exploration seeks to bridge the gap between diverse perspectives and thinking typologies. The juxtaposition of experiences from a public hospital in Setúbal and private healthcare services adds a layer of complexity to the analysis, enriching our understanding of how digital transformation strategies impact performance in distinct organizational settings.

2. METHODOLOGY

In pursuit of our outlined objectives, a focus group was organized, comprising five health professionals representing diverse fields within the healthcare sector. The session unfolded in a relaxed and informal virtual setting via videoconference, allowing each participant to freely articulate their thoughts and perspectives on the designated theme. Facilitated through the Zoom collaboration platform, the discussion was recorded and subsequently transcribed for qualitative scrutiny.

The primary aim of the focus group was to delve into participants' perceptions concerning the impact of digital transformation on the operational efficacy of healthcare organizations. The entire session spanned 1 hour and 30 minutes, during which both audio and video recordings were captured for comprehensive analysis. Transcripts underwent content analysis using MAXQDA and QDA Miner Lite, revealing thematic categories and recurrent patterns in participants' responses [4]–[6].

The focus group featured five professionals, each contributing diverse backgrounds and perspectives on digital transformation in healthcare organizations.

The composition included:

- Assistant Graduated Doctor (Neurologist)
- Nurse, specialized in rehabilitation healthcare.
- Podologist with expertise in nail pathology, diabetic foot, and sports Podology
- Superior Technician in Diagnosis and Therapy - Neurophysiologist
- Member of the hospital administration board

The participants, hailing from both public and private healthcare sectors, comprised four employees from a public

hospital in Setúbal and one participant from private healthcare services. This diverse representation aimed to assess typologies of thinking and mindset analyses on the topic, bridging perspectives between the public and private sectors.

The focus group adhered to a predetermined script encompassing ten open-ended questions below as the guiding methodology (Table I).

Table 1. List of Discussed Questions in the Focus Group

Questions Discussed in the Focus Group	References
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1. Do you consider that the results of digital transformation depend on leadership and the change process?	1.H. Tolboom (2016);Oygarden et al (2020)
2. Do you consider that technological innovation has a direct impact on change management?	Fischer et al (2021)
3. Do you think there is a positive relationship between IT capability and performance?	(Nwankpa e Roumani 2016) Ravestein e Ongena (2019)
4. Do you consider that leadership is a critical factor in leveraging digital transformation?	Tonder et al (2020),Oygarden et al (2020)
5. Are you of the opinion that process innovation will mediate the relationship between organizational leadership capabilities organizational leadership capabilities and the benefits in healthcare organizations?	(van de Wetering et al. 2020); Van Belzen et al (2019)
6. Do you think there is a positive relationship between digital transformation and innovation?	Ravesteine Ongena (2019)
7. How important is digital transformation in the strategy of healthcare organizations?	Oygarden et al (2020)
8. How can digital transformation increase diagnostic and surgical capacity?	Van Belzen et al (2019)
9. How can digital transformation influence the performance of healthcare organizations?	Oygarden et al (2020); Secinaro et al (2022)
10. How can leadership in the organizational context play an inspiring role in digital transformation?	Albrecht et al (2020); Oygarden et al (2020)

Were analyzed 4 constructs, Leadership, Digital Transformation, Performance, Change Management, but in this article, we will focus on performance.

The coding strategy was based on qualitative research, following an inductive approach rather than a deductive one. Unlike deductive research that emphasizes causality and theory testing, inductive research aims to generate theories based on the analysis of collected data [7], [8].

Qualitative analysis was conducted on the results, emphasizing participants' key perceptions and opinions regarding the theme under consideration. The findings were systematically categorized thematically and impartially presented in the article. The analysis utilized the inductive content analysis coding strategy, drawing upon data collected during the focus group sessions [7] [9] [10].

The employed methodology in this study provided an effective framework for examining the influence of digital transformation on the performance of healthcare organizations, with a specific emphasis on diagnostic and surgical capabilities. To achieve this objective, a qualitative coding strategy incorporating grounded theory and an inductive approach was implemented. This approach facilitated a thorough exploration of participants' perspectives and opinions. The issue of "Performance" was mentioned, reflecting participants concern to

understand how the adoption of digital technologies could positively impact the overall performance of healthcare organizations.

The subsequent discussion will undertake a more in-depth analysis of the results. This analysis will intricately connect the findings with relevant scientific literature, placing them within the broader context of the digital health transformation landscape. Additionally, we will explore the practical implications of these findings and offer recommendations for healthcare organizations seeking concrete benefits through digital transformation, and digital transition in their diagnostic and surgical practices.

2. Results

Examining the data from Figure 1 concerning the investigative constructs discussed in the focus group regarding the impact of digital transformation on the performance of healthcare organizations, noteworthy trends can be observed:

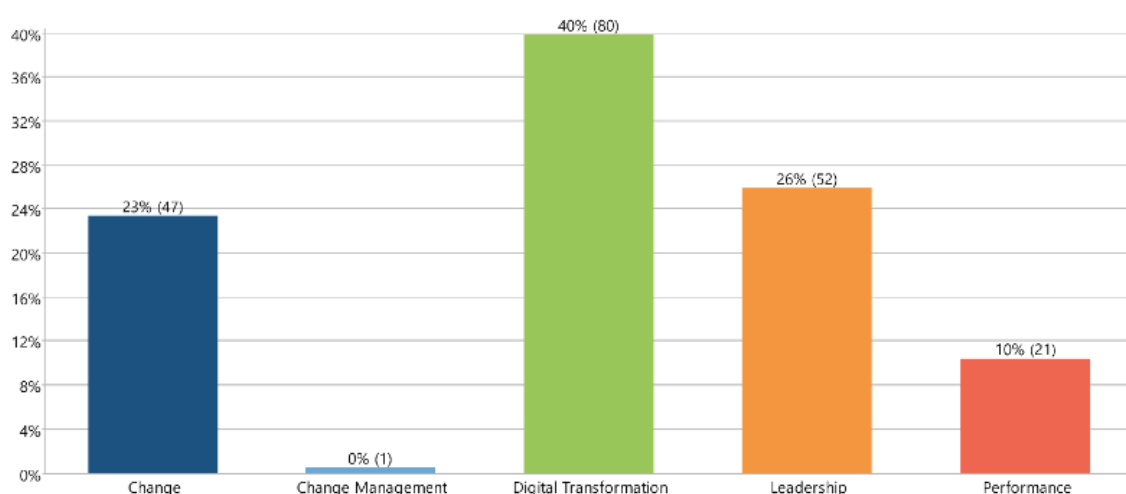


Figure 1. Construct Analysis

- **Change:** Found in 23% of the focus group interventions and reiterated 47 times, the frequent use of the term "change" suggests its relevance to the group's discussions. This implies that digital transformation is perceived as a substantial change within healthcare organizations, possibly accompanied by concerns, opportunities, or resistance.
- **Change Management:** Remarkably, the phrase "Change Management" surfaced only once throughout the entire focus group dialogue, constituting 0% of the interventions. This hints at a potential oversight in addressing the specific aspect of managing change, a crucial element in the context of successful digital transformation that warrants further exploration.
- **Digital Transformation:** The concept of "Digital Transformation" garnered significant attention, accounting for 40% of the focus group interventions and reiterated 80 times. This heightened occurrence underscores the centrality of digital transformation in the discussion, signifying participants' keen interest. It reflects an

understanding that the adoption of digital technologies is pivotal for the advancement of healthcare organizations.

- **Leadership:** Leadership emerged as a pertinent theme in the discussions, mentioned in 26% of the interventions and echoed 52 times throughout the focus group. This indicates that participants perceive leadership as a crucial factor influencing the success of digital transformation in healthcare organizations. The approach, involvement, and commitment of leaders are likely seen as pivotal in guiding organizations through this transformative process.
- **Performance:** The term "Performance" appeared in 10% of the focus group interventions and was reiterated 21 times. This suggests that the performance of healthcare organizations is a prevalent concern in discussions about digital transformation. Participants seem interested in exploring how the adoption of digital technologies can positively impact the overall performance of healthcare organizations.

The analysis of focus group data on the impact of digital transformation in healthcare organizations reveals compelling insights. Notably, the prominence of the term "Digital Transformation," mentioned in 40% of interventions and reiterated 80 times, underscores its central role and heightened interest among participants. This suggests a collective acknowledgment of the pivotal role digital technologies play in the development and advancement of healthcare organizations. Surprisingly, the minimal mention of "Change Management" (0% of interventions) raises an intriguing point. While the broader concept of change was extensively discussed, the specific strategies for managing this change may not have received adequate attention. This gap highlights a potential area for further exploration, as effective change management is crucial for the success of digital transformation initiatives. The recurring theme of "Leadership" (26% of interventions, 52 repetitions) indicates participants' recognition of leadership as a critical factor in navigating the complexities of digital transformation. The approach, involvement, and commitment of leaders are perceived as instrumental in guiding organizations through this transformative process. The term "Performance," discussed in 10% of interventions and reiterated 21 times, reflects a concern among participants about how the adoption of digital technologies can positively impact the overall performance of healthcare organizations. This signifies a keen interest in understanding the practical implications of digital transformation on operational outcomes.

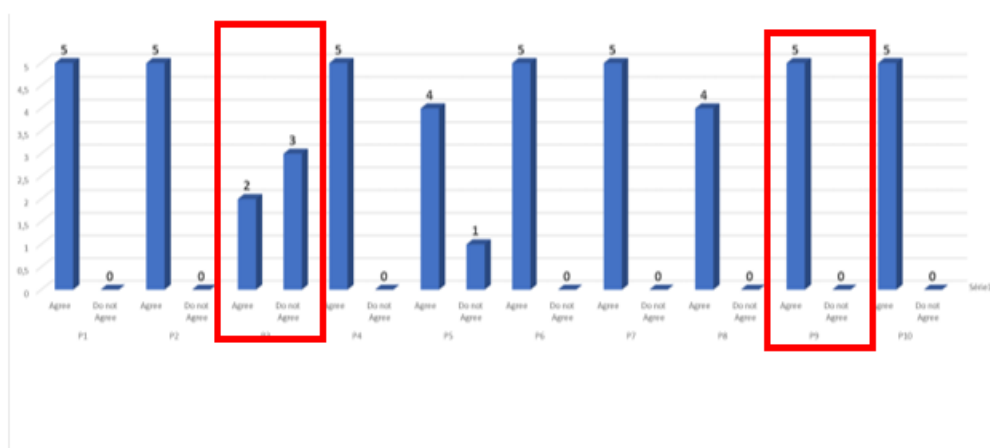


Figure 2. Focus Group Questions General Qualitative Analysis

In the question number three, "Do you consider that there is a positive relationship between IT capacity and performance?", the majority disagreed advocating that there was no positive relationship between the area of information technology and performance in services. One of the examples, which the non-concordant experts emphasize, is for example the training gaps of the users of the technologies provided by the information systems area, stating that if a person does not have the appropriate training it can even be disruptive. They also mentioned that human resources may also be a barrier to the use of technology, so they say that change management must be considered so that changes are properly smooth and assertive for technology users. In the discussion triggered by question number three, most experts concluded that training and human resources in this specific case are considered a critical factor, which is recurrent in everyday life, and which will strongly influence the relationship between IT capacity versus performance.

Question nine discussed in the focus group, is extremely relevant when addressing the impact of leadership in driving digital transformation in health organizations. The unanimity of participants agreeing with this question indicates that there is a consensus on the inspiring and crucial role that leadership can play in this context:

- **Change:** Inspirational leadership can drive significant change in the context of digital transformation in healthcare organizations. Leaders who communicate a clear and exciting vision of digital transformation can motivate and engage employees, fostering a culture of innovation and readiness for change.
- **Change Management:** Leadership in the context of digital transformation is also related to change management. Inspiring leaders can effectively manage resistance to change, providing adequate support and resources for digital transformation to be successful.
- **Digital Transformation:** The question itself emphasizes the importance of inspirational leadership to drive digital transformation. Leaders who can articulate the benefits and opportunities of digital transformation can encourage team members to adopt new technologies and embrace change in a positive way.

- **Leadership:** Inspirational leadership is a key factor in the success of digital transformation in healthcare organizations. Leaders who demonstrate enthusiasm, confidence and commitment to digital transformation can create an environment conducive to innovation and organizational growth.
- **Performance:** Inspirational leadership can positively impact the performance of healthcare organizations during digital transformation. By motivating and inspiring employees, leaders can stimulate teamwork, creativity, and the search for innovative solutions, resulting in improved performance and better outcomes.

Leadership that inspires and motivates team members to embrace digital transformation plays a key role in creating a culture of innovation, managing change, and achieving the benefits delivered by digital transformation. This importance is of utmost relevance to understand how leadership can act as an inspiring factor in successfully driving digital transformation, stimulating the adoption of innovative technologies, and improving the performance of healthcare organizations. Analysis related to this question provide a solid basis for the in-depth discussion in the following chapter, which will explore the different ways in which inspirational leadership can positively influence digital transformation and the impacts of this approach on the outcomes and benefits of healthcare organizations. As the chapter unfolds, we will traverse the realms of leadership and digital transformation, connecting the dots between visionary guidance and the innovative potential of digital technologies. With each revelation, a compelling narrative emerges, one that underscores the importance of nurturing visionary leaders who embrace technological advancements to drive healthcare organizations towards excellence. Ultimately, this journey concludes with a deeper appreciation for the interdependence between leadership, digital transformation, and healthcare performance.

3. Conclusion

Leadership that inspires and motivates team members to embrace digital transformation plays a key role in creating a culture of innovation, managing change, and achieving the benefits delivered by digital transformation. This importance is of utmost relevance to understand how leadership can act as an inspiring factor in successfully driving digital transformation, stimulating the adoption of innovative technologies, and improving the performance of healthcare organizations. Analysis related to this question provide a solid basis for the in-depth discussion in the following chapter, which will explore the different ways in which inspirational leadership can positively influence digital transformation and the impacts of this approach on the outcomes and benefits of healthcare organizations. As the chapter unfolds, we will traverse the realms of leadership and digital transformation, connecting the dots between visionary guidance and the innovative potential of digital technologies. With each revelation, a compelling narrative emerges, one that underscores the importance of nurturing visionary leaders who embrace technological advancements to drive healthcare organizations towards excellence. Ultimately, this journey concludes with a deeper appreciation

for the interdependence between leadership, digital transformation, and healthcare performance. Armed with this understanding, organizations can pave the way for a future where cutting-edge technologies blend seamlessly with compassionate care. The pursuit of

excellence in healthcare is no longer confined to traditional boundaries; it now embarks on an inspiring voyage into the digital frontier, guided by leaders who illuminate the path to transformative change. The analysis of results serves as a pivotal moment, propelling us towards the conclusion that emphasizes the undeniable impact of inspirational leadership on digital transformation and, in turn, on the future of healthcare. As far as it takes this transformative voyage together, the horizon is illuminated by the promise of a healthier, more technologically advanced world one that is led by visionary individuals inspiring change and redefining the possibilities for healthcare organizations.

Conflicts of Interest: The authors declare no conflict of interest.

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