

# **Inter-organizational consequences of an innovation: Reconfiguring relationships in a health care setting**

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## **Abstract**

Drawing on the introduction of a new technology, electronic care messages between hospitals and municipal health care providers in Norway, this study explores the inter-organizational consequences of the new solution being introduced and used. We found that almost two years after the formal end of the pilot phase of a new technology, the process of “implementation” and related practices is anything but accomplished and users acknowledging the benefits of the new solution keep adapting the solution to their individual needs related to their roles and the specific constraints of their working environment. The introduction of the new technology clearly exposes two latent issues: First, the interdependence of the various organizational units and the consequent need for coordination in the inter-organizational network of care, and second, the interplay between economic and functional aspects of an innovation and its effects on the practices within and among the organizations involved.

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