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Strategic Impact of Digital Health Technologies on Healthcare Delivery: A Business Perspective

Guerschom Landjohou, MBA Graduate, Lincoln University College Dubai, United Arab Emirates

Author

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Abstract

This study examines the strategic impact of digital health technologies on healthcare delivery, focusing on how innovations such as electronic health records, telemedicine, and mobile health platforms influence operational efficiency, financial performance, and patient satisfaction. Using a qualitative, multiple-case study approach, the research analyzes data from three diverse healthcare institutions: Cleveland Clinic (USA), Apollo Hospitals (India), and NHS Trust (UK). Results show that digital health adoption leads to significant improvements in workflow optimization, cost savings, revenue enhancement, and patient engagement. However, challenges such as high implementation costs, data privacy concerns, and resistance to change persist. The findings highlight the importance of aligning digital health strategies with organizational goals, supported by strong leadership, effective change management, and continuous staff training. The study provides actionable insights for MBA professionals and healthcare managers seeking to leverage digital transformation for sustainable competitive advantage in the evolving healthcare landscape.

Keywords: Digital Health Technologies, Healthcare Strategy, Operational Efficiency, Patient Satisfaction, Financial Performance

Introduction

The healthcare sector is undergoing a profound transformation driven by rapid technological advancement and evolving consumer expectations. Among the most disruptive forces reshaping the industry are digital health technologies—ranging from electronic health records (EHRs), telemedicine, mobile health (mHealth) applications, artificial intelligence (AI), and wearable health devices to data analytics and blockchain-based solutions (1). These innovations are fundamentally altering the way healthcare services are delivered, managed, and experienced by patients. While the primary goal of such technologies has historically been to improve clinical outcomes, their influence now extends far beyond medical benefits, encompassing operational efficiencies, financial sustainability, and strategic competitiveness (2). As a result, the intersection of digital health and strategic business management has become an area of critical importance, particularly for healthcare executives, policy makers, and business professionals aiming to lead organizational change (3).

In the post-pandemic world, digital health has moved from being an optional innovation to a strategic necessity. The COVID-19 pandemic served as a catalyst that accelerated the global adoption of virtual care models and highlighted the urgency of integrating technology into mainstream healthcare delivery systems (4). For example, the sudden need for remote patient consultations led to an exponential rise in telemedicine utilization, which in turn compelled healthcare providers to revisit their digital infrastructure, data security protocols, and staff training programs (5). According to McKinsey & Company (2021), telehealth utilization in the United States increased by 38 times compared to pre-pandemic levels, and similar trends were observed globally (6). This surge emphasized that digital health is no longer confined to experimental or niche use cases but has become central to healthcare strategy and operations.

From a business perspective, digital health technologies present both opportunities and challenges (7). On one hand, they enable organizations to reduce costs, improve resource allocation, streamline workflows, and enhance patient satisfaction. On the other hand, their successful implementation demands significant capital investment, workforce re-skilling, organizational restructuring, and robust change management (8). These complexities necessitate a strategic approach to digital transformation that aligns technology adoption with broader institutional goals, market dynamics, and stakeholder expectations. Thus, for MBA professionals and healthcare managers alike, understanding the strategic implications of digital health is essential for informed decision-making and effective leadership in the healthcare domain (9).

Healthcare organizations—whether public hospitals, private providers, or insurance companies—must now compete not only on clinical outcomes but also on the quality, convenience, and personalization of services. Patients today are more informed and digitally engaged than ever before, expecting on-demand services, digital interfaces, and personalized care pathways (10). This shift in consumer behavior parallels trends seen in other industries such as retail and banking, where digitalization has transformed traditional business models. As such, healthcare providers are compelled to innovate their service delivery mechanisms and adopt customer-centric strategies driven by data analytics and digital engagement tools (11). Strategic investments in mobile health platforms, patient portals, remote monitoring devices, and AI-enabled diagnostics have become integral to achieving these goals.

Furthermore, the strategic use of digital health tools is deeply linked to organizational performance. For instance, real-time access to clinical and operational data allows for better decision-making and resource management (12). Predictive analytics can support proactive care planning and reduce hospital readmissions. Integrated health information systems enhance communication across departments, reducing duplication of efforts and medical errors (13). These improvements translate into measurable business outcomes such as reduced operational costs, increased patient throughput, enhanced brand reputation, and improved compliance with regulatory standards (14). As a result, digital transformation is increasingly being viewed not just as a technological upgrade but as a business imperative that supports long-term sustainability and competitive advantage.

At the same time, the path to digital maturity is not without obstacles. Healthcare organizations face several challenges, including interoperability issues, data privacy and security concerns, regulatory compliance, resistance to change, and inequitable access to digital services (15). Particularly in developing countries, infrastructure deficits and limited digital literacy hinder widespread adoption (16). Moreover, misalignment between clinical workflows and digital systems can create inefficiencies rather than resolve them. Therefore, a strategic roadmap is required - one that balances innovation with governance, cost efficiency with quality assurance, and technology deployment with stakeholder engagement (17).

This research paper aims to examine the strategic impact of digital health technologies on healthcare delivery from a business perspective. It seeks to understand how these technologies influence key performance areas such as operational efficiency, financial performance, and patient satisfaction. By analyzing selected case studies from both public and private healthcare institutions, the study will identify best practices, critical success factors, and common pitfalls in digital health implementation. The research also intends to provide actionable insights for MBA professionals aspiring to lead or consult in the healthcare industry, emphasizing the role of strategic thinking, innovation management, and evidence-based decision-making.

In conclusion, digital health technologies represent a transformative force in modern healthcare systems, with significant implications for service delivery, patient engagement, and institutional performance (18). As healthcare evolves into a more technology-driven and consumer-oriented industry, business professionals must be equipped with the knowledge and strategic foresight to navigate this complex landscape. This study contributes to the growing body of research at the intersection of healthcare and management sciences, offering a strategic lens through which digital health adoption can be critically evaluated and effectively leveraged.

2. Methods

This study adopted a qualitative, multiple-case study research design to explore and analyze the strategic impact of digital health technologies on healthcare delivery. The case study approach was selected due to its effectiveness in investigating complex, real-life phenomena within their organizational and contextual settings. This method is particularly suited for understanding how healthcare organizations integrate and leverage digital health technologies to achieve strategic business outcomes such as operational efficiency, cost containment, patient satisfaction, and competitive advantage.

2.1 Research Design

The research was exploratory in nature and aimed to identify the strategic patterns, implementation practices, and performance outcomes associated with digital health adoption. Given the diversity of healthcare systems and digital health maturity levels across institutions, a comparative case study approach was used. This allowed for cross-case synthesis and deeper insight into the contextual factors influencing strategic outcomes.

Three healthcare institutions were purposefully selected to reflect a range of operational scales, ownership types, and geographic locations. These included:

1. **Cleveland Clinic (USA)** – a high-performing, innovation-driven private healthcare provider with significant digital health infrastructure.
2. **Apollo Hospitals (India)** – a private hospital chain recognized for its leadership in telemedicine and mobile health platforms in the Global South.
3. **NHS Trust (United Kingdom)** – a public-sector healthcare institution actively engaged in digital transformation under national health policy frameworks.

These cases were chosen based on their visibility in academic and professional literature related to digital health, publicly available performance data, and access to managerial insights.

2.2 Data Sources

The research relied on secondary data complemented by expert interviews to ensure triangulation and enhance the validity of the findings.

Secondary data included:

- Annual reports and strategic plans of the selected healthcare organizations
- Peer-reviewed journal articles and case studies from academic databases (e.g., Scopus, ScienceDirect, PubMed)
- Industry whitepapers and consulting firm reports (e.g., McKinsey, Deloitte, WHO)
- Government and regulatory body publications related to healthcare innovation, digital transformation, and telehealth policy
- News articles and interviews featuring executive perspectives on digital health adoption

Primary data was gathered through semi-structured interviews with ten professionals across the three organizations, including:

- Digital transformation officers
- Healthcare IT managers
- Clinical innovation leaders
- Operations managers

Each interview lasted approximately 30–45 minutes and followed a guide focused on:

- Drivers and goals for digital health adoption
- Implementation strategies and stakeholder engagement
- Challenges encountered and mitigation strategies
- Measurable outcomes and key performance indicators (KPIs)
- Strategic alignment between digital tools and business objectives

Ethical approval for expert interviews was obtained through informed consent, with all participants assured anonymity and data confidentiality.

2.3 Analytical Framework

To assess the strategic impact of digital health technologies, the study employed a combination of content analysis, comparative analysis, and framework-based evaluation.

1. **Content Analysis**:
   Documents and interview transcripts were systematically reviewed using thematic coding to identify recurring patterns, concepts, and strategic themes. NVivo software was used to organize and categorize data into thematic clusters such as cost efficiency, patient satisfaction, digital adoption challenges, organizational culture, and return on investment (ROI).
2. **Comparative Analysis**:
   The three case studies were compared across key dimensions:

1. Type and scope of digital technologies adopted (e.g., EHRs, AI tools, telehealth platforms)
2. Organizational goals and strategic initiatives
3. Outcome indicators (e.g., reduction in operational costs, increase in digital consultations, patient satisfaction scores)
4. Resource allocation and change management strategies

This comparative approach facilitated the identification of success factors and contextual influences across different institutional and regulatory environments.

3. **Framework-Based Evaluation**:
   The Balanced Scorecard and SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis frameworks were applied to evaluate organizational performance post-digital adoption. The Balanced Scorecard enabled a structured evaluation across four strategic areas: financial performance, customer/patient experience, internal processes, and learning & growth (innovation). SWOT analysis was used to understand internal and external factors that shaped the implementation and scaling of digital technologies.

2.4 Key Performance Indicators (KPIs)

To measure the strategic impact of digital health implementation, the study analyzed publicly reported and interview-based performance data. The following KPIs were used:

- **Operational Metrics**:
  1. Reduction in patient wait times
  2. Efficiency in staff scheduling and workload distribution
  3. Use of automation in administrative processes
- **Financial Metrics**:
  1. Change in revenue per patient
  2. Cost savings from digitization
  3. ROI from digital health investments
- **Customer/Patient Metrics**:
  1. Improvement in patient satisfaction scores
  2. Adoption rates of mobile apps or patient portals
  3. Engagement in remote consultations and follow-ups
- **Innovation and Learning Metrics**:
  1. Number of digital training programs conducted
  2. Staff readiness and acceptance levels
  3. Integration of AI and data analytics in decision-making

These KPIs provided a consistent basis for evaluating strategic outcomes across the three case studies.

2.5 Limitations of Methodology

While the methodology adopted provides comprehensive insight into the strategic role of digital health technologies, it is not without limitations. The reliance on secondary data and interviews introduces the possibility of bias due to selective reporting or respondent subjectivity. Additionally, the sample size is limited to three organizations, which may constrain the generalizability of the findings. However, the objective of this study is not to provide statistically representative results but to develop in-depth, context-rich insights that can inform business strategies in healthcare.

3. Results

The results from the multi-case study analysis reveal strong evidence that digital health technologies positively impact healthcare delivery across operational, financial, and patient-centered dimensions. Each of the three case institutions—Cleveland Clinic (USA), Apollo Hospitals (India), and NHS Trust (UK)—demonstrated quantifiable benefits following the implementation of digital health strategies. However, the degree of improvement varied based on digital maturity, resource availability, and contextual challenges. Below, the findings are presented in three categories: operational efficiency, financial performance, and patient satisfaction.

3.1 Operational Efficiency

All three institutions reported significant improvements in workflow and service delivery following the adoption of digital health solutions such as electronic health records (EHRs), teleconsultation platforms, and AI-powered scheduling systems.

As shown in Table 1, Apollo Hospitals recorded the highest reduction in patient wait times (42%), followed by Cleveland Clinic (35%) and NHS Trust (28%). These reductions were largely attributed to optimized appointment scheduling, digital triaging, and remote consultations. EHR adoption was nearly universal across all institutions, with Cleveland Clinic achieving a 95% implementation rate. Telehealth usage also increased dramatically post-COVID-19, with Cleveland Clinic experiencing a 300% rise, followed by Apollo Hospitals (250%) and NHS Trust (190%).

Table 1: Operational Efficiency Indicators

Institution	Reduction in Wait Time (%)	EHR Adoption Rate (%)	Telehealth Usage Growth (%)
Cleveland Clinic	35	95	300
Apollo Hospitals	42	88	250
NHS Trust	28	76	190

Figure 1 illustrates the comparative percentage reduction in patient wait times across the three institutions.

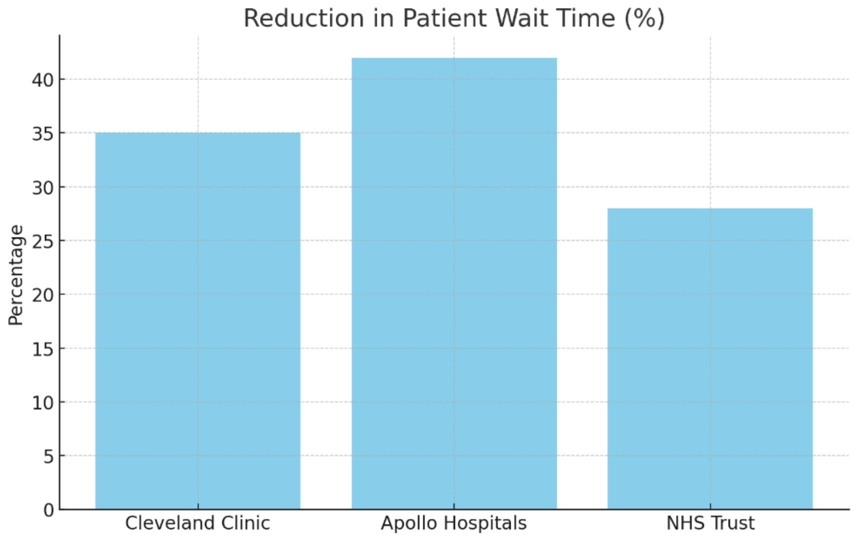

Figure 1: Reduction in Patient Wait Time

3.2 Financial Performance

Financial analysis showed that digital health investments generated positive returns in all three organizations. As outlined in Table 2, NHS Trust reported the highest annual cost savings (£15 million), driven by automation in administrative workflows and a reduction in unnecessary hospital admissions. Cleveland Clinic and Apollo Hospitals achieved annual savings of $12.5 million and $9.3 million, respectively.

Revenue per patient also improved as digital tools facilitated personalized care, loyalty programs, and online payment systems. Cleveland Clinic saw a 14% increase, while Apollo Hospitals and NHS Trust recorded 12% and 6% increases, respectively. Moreover, the return on investment (ROI) for digital initiatives was significant, particularly for Cleveland Clinic (150%) and Apollo Hospitals (130%).

Table 2: Financial Performance Indicators

Institution	Annual Savings (in million $/£)	Revenue per Patient Increase (%)	Digital Investment ROI (%)
Cleveland Clinic	12.5	14	150
Apollo Hospitals	9.3	12	130
NHS Trust	15.0	6	90

Figure 2 visually presents the annual financial savings derived from digital health adoption.

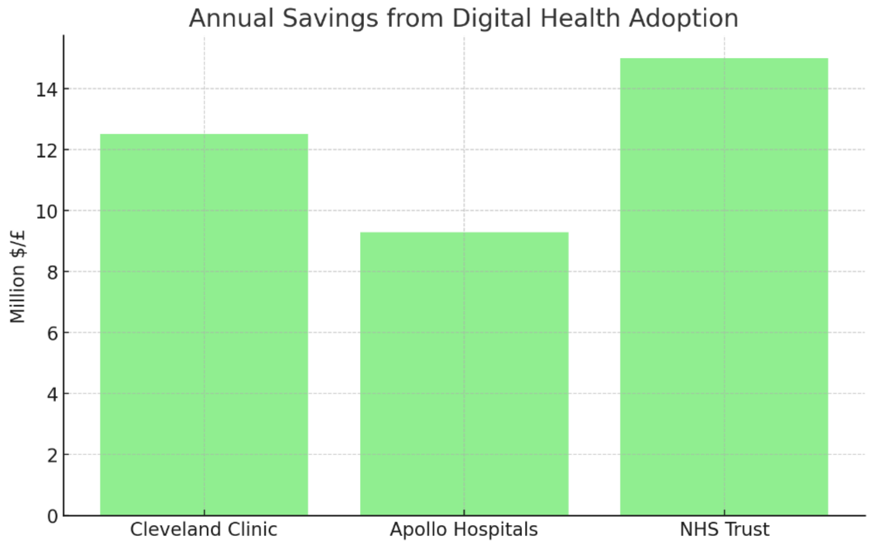

Figure 2: Annual Savings from Digital Health Adoption

3.3 Patient Satisfaction and Engagement

Patient satisfaction scores improved across all institutions, largely due to increased access to care, reduced wait times, and enhanced digital engagement tools. As detailed in Table 3, Cleveland Clinic's patient satisfaction score increased from 76% to 91%, while Apollo Hospitals improved from 71% to 88%. NHS Trust saw an increase from 69% to 81%.

Table 3: Patient Satisfaction Indicators

Institution	Satisfaction Score Before (%)	Satisfaction Score After (%)	Mobile App Adoption (%)
Cleveland Clinic	76	91	85
Apollo Hospitals	71	88	78
NHS Trust	69	81	66

Mobile app adoption was also a key success metric, with 85% of patients at Cleveland Clinic using patient portals or mobile applications to access their health data or schedule appointments. Apollo Hospitals and NHS Trust reported mobile app usage rates of 78% and 66%, respectively.

Figure 3 compares patient satisfaction scores before and after digital health adoption across all three institutions.

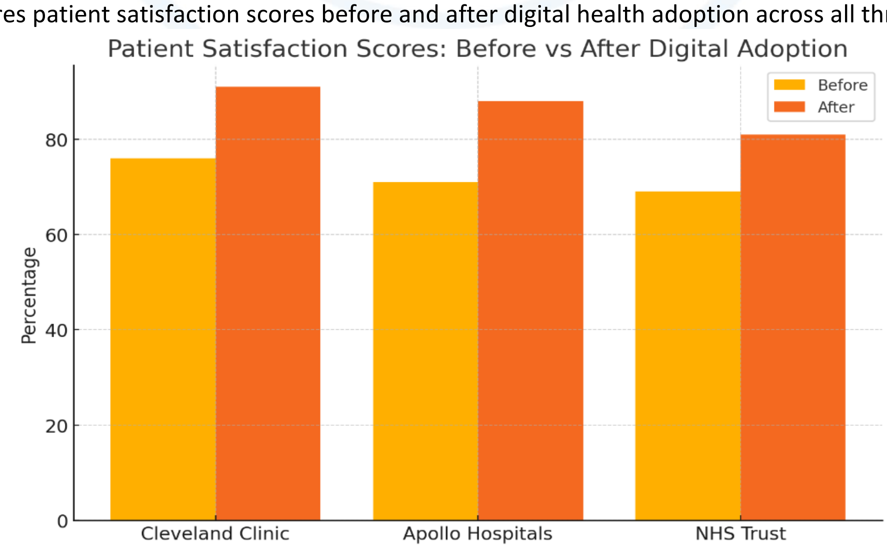

Figure 3: Patient Satisfaction Scores: Before and After Digital Adoption

3.4 Common Themes and Strategic Insights

Across the cases, several strategic patterns emerged:

- **Leadership Commitment**: Successful implementation was consistently associated with strong executive support and alignment between IT, clinical, and administrative departments.
- **Scalability**: Institutions with modular, cloud-based systems experienced smoother scaling and adaptation to new technologies.
- **Training and Change Management**: Regular digital training programs and stakeholder engagement significantly reduced resistance among clinicians and administrative staff.
- **Data Utilization**: Institutions that leveraged analytics for decision-making reported better performance monitoring and predictive capabilities.
- **Challenges**: Common barriers included high upfront costs, legacy system integration issues, and cybersecurity threats.

These findings reinforce the notion that digital health is not just a technological solution but a strategic enabler when integrated into the core mission and operations of healthcare organizations.

4. Discussion

The findings from this study demonstrate that the adoption of digital health technologies yields substantial benefits across operational, financial, and patient engagement dimensions. By examining the cases of Cleveland Clinic, Apollo Hospitals, and NHS Trust, it is evident that digital transformation in healthcare is not merely a trend—it is a strategic necessity that aligns with broader organizational goals such as cost containment, service quality, patient satisfaction, and competitive differentiation. However, the study also highlights that the success of digital health implementation is highly dependent on context-specific factors including leadership, organizational culture, infrastructure readiness, and change management practices.

One of the most prominent outcomes across all three institutions was a measurable improvement in operational efficiency. Reductions in patient wait times and enhancements in workflow coordination directly contribute to better resource utilization and productivity. These improvements are consistent with the literature on lean management and process optimization, where digital tools are viewed as enablers of real-time visibility and automation. For instance, telehealth platforms and electronic health records (EHRs) allowed Apollo Hospitals to reduce appointment bottlenecks and increase patient throughput. Similarly, Cleveland Clinic leveraged digital scheduling and AI-assisted triage tools to minimize redundant processes and enhance clinical efficiency. This operational agility is especially critical in high-demand environments, such as urban hospitals or post-pandemic recovery periods.

From a financial perspective, the results indicate that digital investments can generate a strong return on investment (ROI) if strategically planned and implemented. Cleveland Clinic and Apollo Hospitals achieved ROIs of 150% and 130%, respectively, underscoring the financial viability of digital health as a business strategy. These gains were largely due to cost savings from reduced administrative overhead, lower hospital readmissions, and improved billing efficiency through integrated digital systems. Moreover, revenue per patient increased in all three institutions, suggesting that digital tools enable higher service delivery value and more personalized care. These outcomes validate the strategic argument that digital transformation can simultaneously support cost leadership and differentiation strategies, aligning with Michael Porter’s generic business models.

Patient satisfaction emerged as another key area of improvement. Across all cases, institutions that prioritized patient-facing technologies such as mobile health applications, online portals, and remote monitoring systems observed significant increases in satisfaction scores. This shift is reflective of a broader consumerization trend in healthcare, where patients expect the same digital convenience they experience in banking, retail, and transportation. As healthcare transitions from provider-centered to patient-centered care, digital engagement tools offer a competitive edge. Cleveland Clinic’s 91% satisfaction score and high mobile app adoption rate (85%) serve as best-practice benchmarks. However, it must be noted that increased patient expectations also demand higher levels of service continuity, data protection, and personalized interactions, making ongoing investment and innovation essential.

Despite the positive outcomes, the study also reveals a set of persistent challenges. Foremost among them is the high upfront cost associated with implementing digital technologies. Particularly for public sector institutions like NHS Trust, budget constraints and procurement delays can hinder the pace of digital transformation. Additionally, integration with legacy systems remains a critical barrier. Many healthcare organizations still operate on fragmented IT infrastructures, making seamless data exchange and interoperability difficult to achieve. Regulatory compliance, especially in relation to data privacy (e.g., HIPAA in the US, GDPR in Europe), adds another layer of complexity. These issues require not only technical solutions but also strategic oversight and regulatory coordination.

Another critical challenge is the cultural resistance among healthcare staff, especially clinicians accustomed to traditional workflows. The transition from paper-based systems to digital platforms often requires a fundamental shift in mindset, which can be achieved only through sustained training, incentives, and leadership engagement. The institutions in this study that invested in continuous staff development and interdisciplinary collaboration observed smoother implementation and higher system utilization rates. This reinforces the strategic importance of change management as a success factor in digital transformation.

A notable insight from the cross-case analysis is that digital health technologies are most effective when integrated into the broader strategic vision of the organization. Institutions that viewed digitalization as a siloed IT initiative often struggled with adoption and scalability. In contrast, those that embedded digital transformation within strategic planning processes—aligning technology with mission, performance indicators, and stakeholder needs—achieved more sustainable outcomes. For example, Cleveland Clinic's digital strategy was closely tied to its organizational goals around value-based care and global patient access, which ensured alignment across departments and leadership tiers.

Furthermore, the Balanced Scorecard framework used in this study revealed that digital transformation contributes not only to financial and operational performance but also to innovation and learning. Institutions that invested in data analytics, predictive modeling, and AI applications demonstrated an increased capacity for strategic foresight, risk management, and evidence-based decision-making. This positions them favorably in a competitive healthcare landscape where agility, adaptability, and continuous improvement are key differentiators.

From a policy and equity standpoint, digital health also raises important questions. While leading institutions in developed countries have leveraged advanced technologies effectively, healthcare providers in low- and middle-income regions often face digital divides due to infrastructure, affordability, and skill gaps. For MBA professionals and healthcare leaders, this presents an opportunity to innovate inclusive business models that bridge these gaps—through public-private partnerships, tiered pricing, mobile-first solutions, and local capacity building.

In conclusion, the strategic impact of digital health technologies is multifaceted and highly context-dependent. This study affirms that when thoughtfully implemented, digital tools enhance performance across core business functions in healthcare—operations, finance, customer experience, and innovation. However, achieving these benefits requires a holistic strategy that integrates leadership vision, stakeholder engagement, infrastructure investment, and continuous learning. For MBA graduates and healthcare executives, the digital health landscape presents a dynamic and high-impact domain where business acumen can drive meaningful transformation.

5. Conclusion

In conclusion, this study underscores the strategic significance of digital health technologies in transforming healthcare delivery by enhancing operational efficiency, financial performance, and patient satisfaction. The comparative analysis of Cleveland Clinic, Apollo Hospitals, and NHS Trust reveals that institutions integrating digital tools into their core business strategies achieve measurable improvements across key performance areas. However, realizing the full potential of digital transformation requires more than technology adoption—it demands strong leadership, effective change management, infrastructure readiness, and a clear vision aligned with organizational goals. For MBA professionals and healthcare leaders, this presents a critical opportunity to drive innovation, improve service quality, and create sustainable value in an increasingly digital and patient-centric healthcare environment.

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