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Digital Transformation at AIIMS: Evaluating E-Governance for Transparency and Accountability

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Abstract

With the rise of digital transformation, public institutions like hospitals have been transformed. One important instrument that has developed to improve transparency and accountability is e-Governance. The purpose of this study is to assess the effects of e-Governance on various parties involved in healthcare delivery and administration at the all India Institute of Medical Sciences (AIIMS). Using a descriptive-analytical approach, this paper examines how the all India Institute of Medical Sciences (AIIMS) has improved openness and accountability through the use of electronic governance (e-Governance). In a mixed-methods study, 150 people (including patients, healthcare providers, and administrative staff) were surveyed using a predetermined format; secondary data came from a variety of sources, including official papers, policy guidelines, academic literature, and government records. Descriptive statistics were used for data analysis.

Keywords: E-Governance, Transparency, Accountability, Public Healthcare, Digital Transformation

INTRODUCTION

Renowned for its brilliance in healthcare, education, and research, the All India Institute of Medical Sciences (AIIMS) is a top medical institution in India. When it comes to the healthcare of the nation's millions of citizens, no public institution is more important than AIIMS. Nevertheless, it has had difficulties in its administrative and operational processes pertaining to openness, efficiency, and accountability, similar to numerous major public-sector enterprises. In light of these difficulties, AIIMS has begun a process of digital transformation, updating its infrastructure through the use of e-governance and enhancing the quality of services it provides to the public.

As part of its digital transformation, AIIMS is implementing state-of-the-art ICT solutions to improve administrative processes, financial transactions, patient care, and hospital administration. The goals of this change include making decision-making more transparent, cutting down on wasteful bureaucracy, and increasing efficiency. The goal of AIIMS's implementation of EHR, online appointment booking, telemedicine, automated invoicing, and digital inventory management is to make healthcare more convenient for everyone involved. In addition, by eliminating the need for human intervention and

corruption-related risks, the digitization of financial management, human resource operations, and procurement is anticipated to improve accountability.

Because it allows for improved coordination across several departments, data-driven decision-making, and real-time monitoring, e-governance is crucial to this change. The e-Hospital system, biometric employee attendance tracking, and diagnostic tools driven by artificial intelligence have all contributed to a marked improvement in operational efficiency since their debut. To further support the Digital India objective, AIIMS has integrated with national health information networks and implemented a number of measures to guarantee healthcare data interoperability. These actions improve patient happiness and add to research and policy based on evidence.

These improvements aren't going to solve all of AIIMS's problems with digital transformation, either. The adoption of new technology might be hindered by issues including data security, worker digital literacy, and reluctance to change. More importantly for inclusive e-governance, it is essential that patients from all socioeconomic backgrounds have access to these digital solutions. The success of these programs and where they might be improved can be better understood by analyzing how they have affected accountability and transparency.

The purpose of this research is to examine how AIIMS may use e-governance to become more open and accountable through the use of digital transformation. This research aims to shed light on how AIIMS might improve its digital infrastructure to better serve the public by studying the execution of different digital projects, determining their efficacy, and identifying obstacles.

REVIEW OF RELATED STUDIES

Aderoju, Adewale. (2025). Public institutions and their interactions with individuals may undergo radical changes as a result of the widespread use of digital technologies in government. Government decision-making, accountability, and openness can be greatly improved with the help of AI, blockchain, and big data. The government stands to benefit from these developments in terms of efficiency and accessibility, but there are substantial obstacles to their widespread implementation. The necessity for legislative amendments to include new technology, worries about data security, and opposition to change are common challenges for traditional forms of governance. This article delves into the impact of digital governance tools on accountability and transparency, specifically looking at how AI and blockchain can be integrated. It goes further into how digital transformation can increase trust in government and boost public involvement. This article provides helpful advice for effectively implementing digital governance tools by analyzing the benefits and drawbacks of these technologies. These findings could help public administrators and lawmakers overcome obstacles and make the most of digital technology's promise to improve governance systems. More public trust and involvement can only be achieved by working toward a government that is open, efficient, and responsive.

Khan, Irshad & Haider, Muzammil. (2025). When it comes to improving relations between the government and its citizens and modernizing government operations, e-governance has become an indispensable instrument in India. Examining its origins, major projects, and impact on contemporary government, this article offers a conceptual outline of e-governance in India. E-governance is the process of utilizing ICT to improve public administration through increasing efficiency, accountability, and transparency in service delivery. From grassroots initiatives like pilot programs to more

comprehensive national plans like Digital India and the National e-Governance Plan (NeGP), e-governance in India has come a long way. In this paper, we take a look at how e-governance might improve government openness, accountability, and citizen engagement. It explores how better governance results are a result of administrative efficiency and the substantial enhancements to service delivery. It also emphasizes the part e-governance plays in giving people more agency by making government data and services more accessible. There have been some positive outcomes from e-governance in India, but there are also some obstacles to overcome. These include issues with infrastructure, opposition to change, cyber security, and the digital divide. In neglected and rural areas, these obstacles make it harder to establish e-governance. This study shows how e-governance has been applied in real-world initiatives through case studies of e-District and state-level programs. Finally, the article delves into the outlook for India's e-governance in the future, highlighting the possibilities presented by new technology such as AI, Blockchain, and the Internet of Things. To ensure the long-term success of e-governance in the nation, it also offers policy suggestions for resolving current issues.

Balaji, K. (2025). In order to make government services and processes more accessible, transparent, and efficient, e-governance is essential. This article delves into the significant impact of e-Government and e-Governance on the digital transformation of public administration. Worldwide, governments are utilizing information and communication technologies (ICTs) to make public services more accessible, efficient, and transparent. The research delves at important topics like cybersecurity, the digital divide, and the incorporation of new technology into government, such as blockchain and artificial intelligence (AI). This study provides policymakers with ideas and suggestions based on an exhaustive analysis of e-Government programs and their effects on efficiency in the public sector. It also emphasizes the larger implications for academics and businesses. Additionally, new avenues for investigation are suggested to deepen our comprehension of digital governance frameworks in the context of a dynamic and ever-changing technology environment.

Wijaya, Sandita et al., (2024). In an attempt to make government services more open and accountable, the emphasis has shifted to implementing the Electronic Government agenda. Improving service efficiency, increasing access to information, and reshaping government-society interactions are all goals of this program. However, there are still many obstacles that must be surmounted, such as disparities in technological access among different demographics and problems with data security. Examining how policies pertaining to electronic government have affected openness and responsibility in government agencies is the primary goal of this study. This study takes a qualitative approach, drawing on a wide range of papers and other sources to compile its findings. The data is carefully analyzed to uncover recurring themes and patterns, guaranteeing that the results drawn are both legitimate and reliable. The study's findings demonstrate that e-government significantly improves openness and accountability through enhancing public engagement and accelerating service delivery. Yet, there are still significant hurdles to overcome, such as data security and uneven access. Improving and honing the implementation of this policy requires continuous examination and modification to community feedback. To fix the problems that exist now, e-government technology must continue to advance. To enhance the effectiveness of e-government as a tool for open and responsible governance, it is crucial to implement a development strategy that is both inclusive and sustainable.

Singh, Aman. (2023). Worldwide, people's day-to-day lives have been utterly transformed by advancements in information, communication, and technology (ICT). Innovations in technology such as

AI, web 2.0 to 5.0, chatbots, cloud computing, and the Internet of things have altered public and private sector administration. In order to manage their day-to-day operations, governments worldwide are embracing the e-governance model. Efficient delivery of public services has been made possible via the use of information and communication technologies. People are more likely to have faith in the government as a result of the digitization of public services. The country's socioeconomic development has shifted its focus to enhancing public administration and governance. When it comes to doing business, the internet has revolutionized the wheel. With the use of ICT tools, the way the government, residents, and businesses communicate has been revolutionized. The goal of e-governance is to improve the delivery of public services and turn the government into a citizen-centric institution. The elimination of corruption and the practice of bribery are two ways in which e-governance in the financial industry contributes to economic growth. The way citizens and administration communicate has been greatly affected by e-governance. This study delves into the idea, definition, and difficulties of electronic governance. The essay highlights e-governance's significance and offers numerous suggestions for ensuring its success. This paper is written using the qualitative research method.

Halachmi, Arie & Greiling, Dorothea. (2013). Governments can be more open and honest if they use e-government and other forms of information and communication technology more. This could lead to an increase in e-governance and e-democracy, as well as an invitation for citizen participation. But there's a tipping point beyond which increased government transparency might be counterproductive if it cuts into operational capacity. "Why can't government be like business?," goes the old adage, but in reality, many public managers have the difficult choice of trying to be more transparent while still maintaining the efficiency seen in the private sector. The paper comes to the conclusion that managers face this balancing dilemma and that new theories, models, and trainings are needed to help them tackle it.

OBJECTIVES OF THE STUDY

1. To evaluate the effectiveness of e-Governance initiatives at AIIMS in enhancing transparency and accountability.
2. To assess user perceptions regarding the impact of digital transformation on service delivery at AIIMS.

RESEARCH METHODOLOGY

This study uses a descriptive-analytical design to assess the impact of e-Governance initiatives at AIIMS on transparency and accountability, drawing on both primary data (surveys from patients, staff, and healthcare providers) and secondary data (policy documents, reports, and academic literature). A stratified random sampling method was used to ensure equal representation across key stakeholder groups, targeting a total of 150 respondents. Surveys measured user satisfaction, accessibility, and perceived transparency, and data were analyzed using summary statistics, t-tests, and ANOVA to identify significant differences in stakeholder perceptions.

DATA ANALYSIS AND RESULTS

Table 1 Demographic Distribution of Respondents

Stakeholder Group	Number of Respondents (N)	Percentage (%)

Patients	50	33.33%
Healthcare Professionals	50	33.33%
Administrative Staff	50	33.33%
Total	150	100%

Here we can see the breakdown of the study's respondents by demographic, broken down into three groups: patients, healthcare providers, and office workers. The total sample size is 150 people, with 50 people from each group answering the questions. This fair allocation guarantees that all important parties' viewpoints are adequately covered, enabling a thorough assessment of AIIMS's e-governance programs. The study design ensures a fair comparison of perspectives across several aspects, such as transparency, accountability, and satisfaction with digital transformation efforts, with 33.33% representation from each group. This eliminates bias and allows for a more thorough analysis. This distribution guarantees that the opinions of both service providers (medical experts and administrative personnel) and service consumers (patients) are taken into account while evaluating the efficacy of AIIMS' e-governance programs, which in turn increases the credibility of the results.

Table 2 Perceptions of Transparency in e-Governance

Dimension	**Patients (Mean ± SD)**	**Healthcare Professionals (Mean ± SD)**	**Administrative Staff (Mean ± SD)**	**F-Value (ANOVA)**	**Significance (p)**
Accessibility of Information	3.8 ± 0.6	4.1 ± 0.5	4.2 ± 0.4	4.35	0.015*
User-Friendliness of Portals	3.7 ± 0.7	4.0 ± 0.6	3.9 ± 0.5	3.27	0.041*
Public Disclosure Practices	3.6 ± 0.8	3.8 ± 0.7	4.0 ± 0.5	2.91	0.058

*Significant at $p < 0.05$

Accessibility of information, ease of use of portals, and public disclosure policies are the three main elements that stakeholders perceive as important to AIIMS's e-governance openness. Patients, medical providers, and office workers all had their say on the matter of digital initiative openness using a 5-point scale. If there are statistically significant differences between these groups, the F-values and p-values from the ANOVA tests will show that. Patients gave an average rating of 3.8 ± 0.6 for information accessibility, although healthcare professionals and administrative personnel gave higher ratings of 4.1 ± 0.5 and 4.2 ± 0.4, respectively. It appears that internal stakeholders have an easier time accessing information than patients do, according to the ANOVA result ($F = 4.35$, $p = 0.015$), which suggests a significant difference. This may show that patients need more information sent to them, maybe through easier-to-use digital platforms or translation services. The ease of use of portals was scored by patients

at 3.7 ± 0.7, healthcare providers at 4.0 ± 0.6, and administrative personnel at 3.9 ± 0.5. Results from the analysis of variance (F = 3.27, p = 0.041) demonstrate a statistically significant difference, suggesting that healthcare providers perceive the portals as marginally more user-friendly than patients. It appears that there might be room for improvement in terms of digital literacy or usability design, especially when it comes to services focused on patients. According to the ratings given by patients, healthcare professionals, and administrative staff, the public disclosure practices were rated at 3.8 ± 0.7, 4.0 ± 0.5, and 3.6 ± 0.8, respectively. While perception scores are on the rise across stakeholder groups, the ANOVA result (F = 2.91, p = 0.058) is just over the significance level, thus the discrepancies aren't really that big of a deal. While AIIMS is working to be more transparent, the lower patient ratings show that patients aren't always aware of or able to access the information that is publicly available.

Table 3 Perceptions of Accountability in e-Governance

Dimension	Patients (Mean ± SD)	Healthcare Professionals (Mean ± SD)	Administrative Staff (Mean ± SD)	t-Test Results	p-Value
Responsiveness to Grievances	3.5 ± 0.7	4.0 ± 0.6	3.9 ± 0.5	3.67	0.024*
Traceability of Decisions	3.7 ± 0.8	4.1 ± 0.5	4.0 ± 0.4	2.84	0.049*
Performance Monitoring Mechanisms	3.6 ± 0.9	3.9 ± 0.7	4.2 ± 0.6	4.71	0.012*

*Significant at $p < 0.05$

With an emphasis on three critical dimensions—response to grievances, traceability of decisions, and performance monitoring mechanisms—the table below displays stakeholder perceptions of accountability in e-governance at AIIMS. The administrative personnel, healthcare providers, and patients all use a 5-point scale with standard deviations (SD) to rate each dimension. Differences in perception between the groups are statistically significant, according to the t-test and p-values. Patients had a lower rating of response to complaints (3.5 ± 0.7) than healthcare professionals (4.0 ± 0.6) and administrative workers (3.9 ± 0.5). It appears that healthcare providers and administrative personnel view the grievance redressal system as more effective than patients, according to the significant t-test result (t = 3.67, p = 0.024*). This disparity would suggest that patients require more clear and easily accessible channels for resolving complaints. The average score for decision traceability among patients was 3.7 ± 0.8, whereas the highest ratings were given by healthcare professionals and administrative personnel, at 4.1 ± 0.5 and 4.0 ± 0.4, respectively. While internal stakeholders perceive decision-making procedures as more transparent, patients may continue to face some opacity in this area, according to the t-test result (t = 2.84, p = 0.049*), which confirms a significant difference. The performance monitoring mechanisms were scored at 3.6 ± 0.9 by patients, 3.9 ± 0.7 by healthcare professionals, and 4.2 ± 0.6 by administrative staff. This dimension showed the highest level of statistical significance (t = 4.71, p = 0.012*), suggesting that administrative personnel view performance monitoring as more robust than

patients do. Even if there are systems in place to keep things under control, people might not always feel the effects of them.

Table 4 Overall Satisfactions with e-Governance Initiatives

Stakeholder Group	Mean Score (Out of 5)	Standard Deviation (SD)
Patients	3.73	0.68
Healthcare Professionals	4.03	0.56
Administrative Staff	4.05	0.52
Overall	3.94	0.59

On a 5-point scale, the table shows the total satisfaction ratings with AIIMS's e-governance activities from various stakeholder groups. There was moderate satisfaction and some heterogeneity in the experiences described by patients, with an average satisfaction score of 3.73 and a standard deviation (SD) of 0.68. With mean scores of 4.03 (SD = 0.56) and 4.05 (SD = 0.52), respectively, healthcare professionals and administrative workers indicated higher levels of satisfaction. It appears that most stakeholders have a positive impression of the digital transformation, as indicated by the overall mean satisfaction score of 3.94 (SD = 0.59). Patient dissatisfaction may point to problems with e-governance service accessibility, user-friendliness, or knowledge. Digital initiatives have been successful in simplifying internal processes, increasing efficiency, and decreasing administrative responsibilities, as indicated by the improved satisfaction among workers.

Table 5 Correlation between Transparency and Accountability Perceptions

Variables	Pearson Correlation Coefficient (r)	Significance (p)
Transparency vs Accountability	0.65	0.001**

**Significant at $p < 0.01$

Using the Pearson correlation coefficient (r), the table displays the association between views of accountability and transparency. We can see that the two variables are highly correlated with one another; the reported value is $r = 0.65$. Perceptions of accountability tend to improve in tandem with advances in transparency in governance and operations, according to this. Very little possibility exists that this link happened randomly, given the extremely large significance value ($p = 0.001$) at the 0.01 level (**). This lends credence to the theory that AIIMS's digital transformation efforts, which aim to increase accountability by promoting openness through e-governance, are working as intended. Since more openness seems to promote more trust and accountability in institutional functioning, the robust correlation emphasizes the significance of preserving accessible and open institutions.

CONCLUSION

Research at AIIMS, a leading Indian public healthcare facility, shows how e-Governance can revolutionize the way the organization is run by increasing openness and responsibility. Accessibility, administrative efficiency, and public trust have all been greatly improved by the incorporation of digital

tools and platforms. The report highlights the ways in which e-Governance has improved communication among stakeholders, expedited patient services, and maximized resource management through the use of structured surveys and in-depth analysis of institutional policies and frameworks. The complete benefit of e-Government is hindered by ongoing problems such uneven digital literacy, opposition to change, and data privacy issues. Improving things in the long run will require tackling these problems with focused capacity-building programs, stronger cybersecurity measures, and ongoing stakeholder involvement.

The importance of e-Governance in public healthcare's digital transition is highlighted once again in this report. The results highlight the necessity for flexible approaches and strong structures to guarantee openness and responsibility in the provision of services, and they provide practical advice for administrators and legislators. In order to create a public health system that is more open, egalitarian, and responsible, AIIMS must fill in the gaps and use the best practices that it has already established as a model for healthcare e-Governance.

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