

Ambient Scribe

Speech to Summary

Realization of benefits within Health and Care in
Farsund Municipality



Farsund Municipality

omilon

 Tandem



Caseworkers have previously explained that documentation tasks in complex cases can take up to three hours after a survey visit – documentation now takes as little as 10-15 minutes. This is a very big gain, financially.

Caseworkers say they can now focus fully on the client, instead of taking notes during the visit - they feel more present. It is really exiting.

Project Manager in Care and Health

For me, it's hard to imagine going back to typing everything myself. This gives me the time and peace of mind to be more present in the conversation.

Employee in Care and Health

For me, it means I can return to work in a 100% position.

Employee in Care and Health

Foreword

Farsund Municipality aims to be a municipality that both preserves what works well today, and at the same time looks ahead to meet the challenges of tomorrow. We are facing major changes in demographics, with an increasing proportion of older residents, more young people in need of support, and an increasingly demanding job market than makes it challenging to recruit qualified personnel. This obliges us to rethink how we organize and deliver services.

Digitalization is a means to use resources in a smarter and more sustainable way. Through this project, we wanted to explore how artificial intelligence can help free up time, improve the quality of documentation, and create a better working environment for our employees. The preliminary experiences are very promising, and the potential gains we see, both financially and organizationally, are significant.

Our collaboration with Omilon has been crucial to the results we have achieved. They have been closely involved throughout the process, helping tailor the solution to our context and ensuring that both professional standards and data privacy are maintained.

The underlying technology, provided by Tandem Health, has provided a robust foundation for development, but it is the collaboration between the municipality, Omilon and Tandem Health that has truly made the difference. However it is important to emphasize that the biggest contributors to the project's success are our own employees. With commitment, curiosity, and professional integrity, they have tested, challenged, and shaped the technology, showing how critical reflection and constructive participation can go hand in hand.

The benefits we see are increased efficiency, freed up resources, better working conditions, and being able to set aside time to develop services to the best interests of our citizens. This report does not document the end of a project, but the beginning of a new way of working where people and technology work together to solve future welfare challenges.

Anne Margrethe Tjøtta Johnsen

Municipal Manager of Health, Farsund Municipality

Introduction

In early summer 2025, Farsund Municipality conducted a pilot of a speech-to-summary solution. The purpose was to test the technology as a supporting tool for documenting conversations between employees and users within Health and Care.

The project was carried out in collaboration with Omilon. The experiences from the pilot will not only provide a basis for decision-making regarding a potential broader implementation but also serve as inspiration for other municipalities considering the use of similar technologies.

About the technology

The AI Scribe operates by listening during conversations, transcribing the dialogue, and generating a draft for a health record entry, which the employee then reviews, edits, and approves.

Developed by Tandem Health, the solution is specifically tailored to the relevant field of practice. It is fine-tuned to support work processes, documentation standards, and the professional requirements associated with different types of meetings and user interactions.

For the Scandinavian market, Tandem Health works with Omilon as its local adaptation partner, responsible for delivering the solution and adapting the technology to local practice—including the preparation of documentation templates, integration, implementation, and ongoing support.

About the Pilot

The pilot was conducted over six weeks and included three service areas within Health and Care. A total of 20 employees participated, divided between the Administration Unit, the Rehabilitation Team and the Department of Mental Health and Child and Youth Services.

3	20	+400
Departments	Employees	Notes

The challenge today

Employees in the health and care sector face extensive documentation requirements in connection with assessments, follow-up interviews and ongoing documentation. This documentation is crucial for the quality of case processing, the user's legal security and interaction with other parties. Many employees find it challenging and time-consuming to meet these demands for documentation in a work day full of meetings, home visits, telephone calls and many simultaneous cases. This is a well-known problem that has been documented over the years in research and national studies.¹

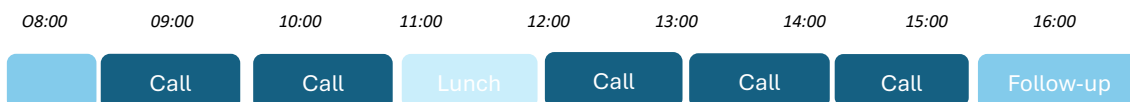
Workflow characterized by time pressure and delayed documentation

In Farsund Municipality, this is evident in the three departments selected to participate in the AI Scribe pilot, a solution provided by Omilon in collaboration with Tandem Health. In the Administration Unit, the Rehabilitation Team and the Department of Mental Health and Child and Youth Services, employees describe a very changing workday with varying numbers of meetings and many simultaneous and overlapping tasks. Some days are made up of continuous conversations with clients, others are more varied and has time for follow-up work, longer home visits, and phone calls.

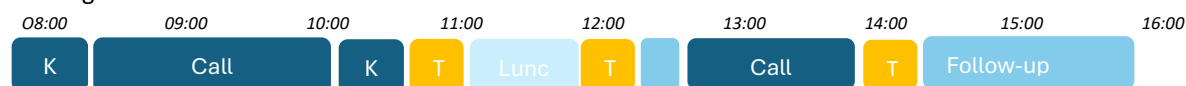
For the staff who participated in the pilot, the number of daily conversations with users was between 2 and 10. Documentation is generally seen as a challenge, as it usually takes place in several stages. Notes are taken before and during the conversations, and important points are sometimes supplemented with additional notes after the meeting. The final document is usually prepared later in the EMR system – often at the end of the day, the next day, or in some cases even later, as time permits.

Examples of working days

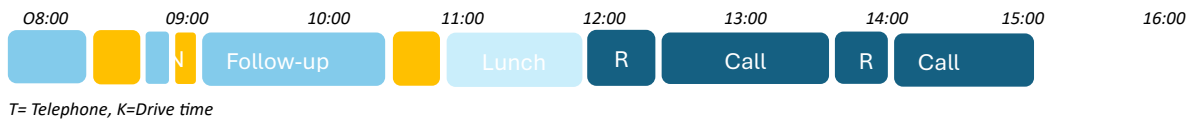
Mental Health



Management and rehabilitation



¹Bjørnnes, TD (2024). *Organisatorisk arbeid i hjemmesykepleien oppleves som ekstraarbeid*. Sykepleien Forskning, 112(94545); NOU 2023:4. (2023). *Tid for handling: Personellet i en bærekraftig helse- og omsorgstjeneste*; Tingvold, L., et al. (2024). *Kartlegging av erfaringer med og bruken av tildelingskontor i norske kommuner*. SINTEF.



Example of a typical workday for an employee. Several conversations and meetings follow each other, and documentation is often moved to the end of the day or to the following days. This can lead to time pressure and decreasing quality of documentation.

The time required varies considerably depending on the complexity of the case. Some notes only take a few minutes to write. While assessment conversations require anywhere from 30 minutes to a full hour of follow-up. In more complex processes, the documentation can take up to half a day to prepare.

2-10

Calls per day

However, everyone experiences the same challenge and points out that it can be overwhelming to document properly, because the task must be squeezed in between other activities or handled when energy is low after a long day at work.

Up to 10

notes per day

Especially when doing an assessment, there is a need for a high level of detail, which requires taking thorough notes during conversations. When conversations take place at the user's home, it is not always possible to take proper notes during the conversation. In other cases, it is crucial that the documentation is ready shortly after the meeting, because other actors need the information to take further action. There is a lot of pressure to document quickly and properly, and there is a general concern about being able to include all details. Details can be crucial for future decisions.

5min - 3hours

per note depending on the complexity of the conversation

Consequences for quality and case progress

When documentation is delayed, employees experience a drop in the quality of the documentation. Notes become less detailed because they cannot remember all the facts. This can lead to delayed case processing and the risk of important information being lost. Several employees say that they often end up having to make very short notes or skip notes altogether because they can no longer remember the details of the conversation. At the same time, employees experience that taking notes takes the focus away from the dialogue with the user, making it challenging to be fully present in the conversation and build a good relationship.



"When you have several meetings in a row, it's hard to find time to document. You end up spending late nights or even the next day trying to remember every detail."

"You can spend hours writing a good record after a demanding meeting. And if you start too late, it quickly becomes difficult to stay on track."

"If the documentation job is delayed too long, you forget all the nuances that are actually important for the case processing. Sometimes it can take as long as 1–3 days before a visit is documented."

"The longer the documentation task is delayed, the more demanding it becomes to do it. If you have to write a summary or a technical note, it can sometimes take almost an entire day."



I can't remember there ever being such a positive atmosphere for trying something new.

Manager in Health and Care

All our employees see the opportunities instead of the limitations.

Manager in Health and Care

Pilot and method

The pilot has initially focused on using the technology in connection with assessment interviews and follow-up meetings. The trial was conducted as a gradual process, where the experiences along the way have guided how the work was organized and integrated into practice.

During the start-up phase, only minimal formal training was provided—not because additional training was unavailable, but because employees felt it was unnecessary. Instead, the project began with a small group of dedicated pilot users who took responsibility for developing and adapting templates to their tasks. These employees have played a key role in testing the tool and sharing practical experiences with their colleagues.

Following the initial tests, the experience gained has been a driving force in spreading the technology to a wider group of employees.

The project manager has played a central role as both a support resource and coordinator—developing routines, gathering experiences, and assisting employees who initially struggled with the implementation. For some, practical challenges created barriers, such as the solution not being installed on their mobile phone or uncertainty about how to introduce the technology in meetings with users. In these cases, the project manager and the pilot users have been instrumental in clarifying questions and fostering confidence throughout the process.

In addition, a clear culture of knowledge sharing has developed among employees. Many have exchanged tips and provided concrete examples of how the technology can be applied in different situations. According to several employees, this collegial support has been a key factor in encouraging more people to gradually adopt the solution



"To write a good memo, I really need to address the content of the templates."

"Once I help them access the shortcut, they get started immediately—it's that simple."

"I found it easy to use, and I think it was a good idea to start testing the solution with a commonly used template. Since we use it all the time, we were able to experience the benefits immediately"

"If the templates are not customized, the results can be completely wrong."

"I thought it was going to be complicated, but it was just sloppiness on my part."

1. Preparation

Clarification of the GDPR framework.

A thorough assessment of privacy and legal considerations was carried out to ensure that the use of the solution complies with applicable regulations.

Information for users and employees

Documentation was prepared outlining the purpose of the test, how data would be processed, and the rights of users regarding consent and access.

Introduction to the solution

The employees were introduced to how the technology works in practice and how they could access and use the system in their daily work.

Training in using the system

Participating employees were introduced to the system's key functions, including starting and stopping recordings, editing draft notes, and approving documentation.

2. Testing

Use in real conversations

The technology was applied during actual assessments, conversations, and follow-up meetings with users in the three participating departments. After each conversation, employees had the opportunity to review the automated draft, edit the content, and approve the note for inclusion in the medical record.

Continuous experience gathering

Experiences were collected throughout the process through qualitative interviews with employees, observations of use, and informal feedback within the departments.

3. Adjustment

Customization of templates and settings.

The system's templates and settings were continuously adjusted based on employee feedback to ensure that the notes better met the needs of individual disciplines.

Clarification of usage situations

Along the way, work was done to clarify when it was appropriate to activate the recording and when alternative forms of documentation were more suitable.

4. Evaluation

Conducting evaluation interviews

At the conclusion of the pilot, a total of 13 interviews were conducted with managers and employees in Health and Care. The interviews focused on gathering experiences and evaluating the potential for further use of the technology.



Results and impact

The results of this pilot are quite remarkable, largely due to the commitment of the participating employees. They have approached the project with a high degree of curiosity and openness, experimenting with and challenging both the technology and their own work and documentation practices. They have been highly reflective about the possibilities and limitations of this type of technology, and they have developed a strong interaction with the technology.

As part of the pilot, 13 interviews were conducted with managers and employees in Health and Care. All, without exception, want to continue using Tandem Health's AI scribe solution. When asked about the overall quality of the memo suggestions, they rated it as 'excellent' based on criteria such as completeness, accuracy, clarity, relevance and standardization. All respondents also indicated that they had not encountered any significant challenges with the technology. While the process has not been entirely without obstacles, the perceived value of the solution has far outweighed any difficulties that have arisen.

The interviews indicate that there were occasional situations in which the technology misinterpreted what was said during conversations with users. This could involve understanding regional dialects, such as those in Southern Norway, as well as detecting humor or irony. Some challenges also arose in interpreting context—for example, knowing that Leif is the user's father—or understanding implicit references to prior history and agreements. Employees also reported instances where they did not initially receive a complete proposal for the note, either because the templates did not fully align with the (sometimes implicit) documentation requirements or because they experimented with using the technology beyond the parameters set in the test.

Despite these potential obstacles, the issues were generally seen as minor challenges and natural steps in adapting the technology to daily work. This process has significantly contributed to shaping the pilot's results and exemplifies the benefits that can be achieved when employees actively engage in the project and take the lead in developing effective interactions with the technology.



"I tried the administrative template, but it only produced two lines. Then I switched to the mental health template, which gave much better results. When I combined two different templates, the outcome was very good."

13

Interviews with employees
and managers

All participants wish
to continue



The quality of the
generated memo proposals

Focus of the evaluation

In evaluating the pilot, we have focused on three well-recognized factors for realizing benefits, as recommended in national frameworks, including those from KS (the Municipal Sector Organization): time savings, cost avoidance, and improved quality. These three perspectives have consistently guided the analysis and are reflected in the results presented below.

Time savings and more efficient documentation

The experience from the test showed significant time savings when using the technology. The extent of these savings depended particularly on the complexity of the case and the individual employee's working style. Overall, participants identified three key effects of using the technology.

Documentation is completed faster

A significant benefit was that documentation could be finalized to a greater extent immediately after the conversation. For many employees, this meant they no longer had to process large volumes of draft notes later in the day or the following day. This was experienced as a relief and a clear improvement in the efficiency of the workday.



"For me, this means that I am finished with the documentation when the call ends. It saves time and provides a better overview."

"I'm used to writing everything after the meeting, which often takes a long time. Now I get it done immediately."

"It gives me peace of mind that it's recorded right away, and I don't have to revisit it later."

Less duplication of work and fewer intermediate steps

Previously, employees often worked in multiple stages—first creating a note, then a draft, and finally a completed journal entry. With the technology, this repetition was reduced, as the conversation itself formed the basis for the note. Several participants highlighted this as a significant source of time savings."



"I don't have to take notes by hand and rewrite them later."

"There's a lot less duplication of work. Everything is already there, so I just have to make minor adjustment"

"Previously, it was about capturing signals and then writing them up neatly later—I don't need to do that anymore"

Variation by context and activity type

Technology has proven to provide significant value across different types of conversations, though in slightly different ways.

In short and simple follow-up meetings, documentation can be completed very quickly and often requires little or no additional professional assessment. In these cases, the tool is experienced almost as an automatic support in daily work.

In more complex conversations—such as assessment meetings with many details and professional nuances—the technology plays a different, yet equally important role. Here, it provides structure and helps capture large amounts of information that would otherwise need to be remembered or written out manually later. Although professional assessment and adaptation are still necessary, employees report that it is a considerable relief to work from a solid and detailed draft.

Moreover, in these most time-consuming and extensive cases, the absolute time savings are greatest. Cases that previously could take several hours—sometimes up to half a day—can now be reduced to less than an hour with the technology. This not only frees up time but also enhances quality by making it easier to document important information accurately."



"If it's a short conversation, I'm done in a short time. It goes very quickly."

"For a long assessment, it still takes some time to make corrections, but it's still faster than before."

"At first, it took me a little more time to get used to the tool."

Overall, the experience showed that the technology streamlined the documentation process for employees. Time savings were primarily achieved because memos could be started immediately and duplication of work was reduced. Variations in experience were mainly related to the nature and complexity of the tasks, rather than the technology itself.

Increased quality in meetings and conversations

The pilot experience demonstrated that the technology generally had a clear and positive impact on the quality of conversations with users. Employees reported that it became easier to remain present, build trust, and gain a more nuanced understanding of the user's situation. These experiences were primarily reflected in three themes: increased presence, improved ability to capture details, and a more coherent conversation structure.

Increased presence and attentiveness

A common theme in the feedback was that employees felt less burdened by note-taking and freer to listen actively. Many highlighted that this had a significant impact on their interactions with users, allowing them to focus more on both what was being said and how it was being said.

Several employees described how balancing note-taking with maintaining a good conversation used to be challenging. Knowing that the conversation was being recorded and automatically transcribed made it easier to let go of concerns about capturing everything accurately.



"I don't have to constantly think about what to write down afterwards. It allows me to be more present in the conversation."

"I can listen more effectively because I know everything is being recorded and transcribed."

"I believe the dialogue improves because you aren't focused on the computer."

"I feel like I've asked questions that I might not have asked before."

Some employees emphasized that the technology created better conditions for understanding the subtler aspects of conversations, as they no longer needed to take notes during the discussion and could instead focus entirely on the user—for example, observing body language, tone of voice, or the emotions behind the words. This was seen as particularly valuable in situations where the user had difficulty expressing themselves clearly or when there was a need to sense moods.

In several cases, this increased attention to nuances was described as enhancing both relationship-building and the foundation for professionally informed assessments.





“I feel like I can pay more attention to what is not said directly.”

“It’s easier to maintain eye contact and observe how the citizen reacts.”

“Sometimes you notice the little things better when you’re not constantly looking down at the keyboard.”

“I got several additional points that I might not have thought of myself.”

Conversations become more coherent

Another aspect noted by several employees was that the conversation itself often became more fluid. Without having to interrupt to take notes, employees could allow the citizen to speak at a more natural pace, creating a greater sense of coherence and continuity.

Some employees also observed that citizens appeared more confident and willing to share information, since they did not have to wait for the employee to finish writing.



“There are fewer interruptions. You can address things in the order they come.”

“It feels like the conversation has a better rhythm.”

“I find that citizens open up more because I can just sit and listen.”

“Full attention, right, and you can perhaps read them better... leading to a deeper conversation.”

Overall, the experience demonstrated that the technology provided a stronger foundation for high-quality conversations with citizens. Many employees reported that it enhanced trust, strengthened relationships, and improved their own sense of presence and professionalism during meetings. No staff member reported that the technology was disruptive; on the contrary, it was viewed as a tool that supports quality.

Increased quality of documentation

The pilot experience indicated that the technology generally had a positive impact on the quality of records. Many employees emphasized that the notes were more complete and detailed because they were based on a verbatim reproduction of the conversation rather than memory. This allowed important information, which might previously have been lost, to be retained more reliably.

Several employees also noted that the notes were better structured and more consistent, creating a clear narrative throughout the documentation. This made it easier for both them and their colleagues to understand the issues at a later stage.

More comprehensive and nuanced content

Many participants felt that the notes contained greater detail and nuance because the full content of the conversation was captured. This reduced the risk of overlooking or forgetting information that could be important for subsequent case processing.”



“I get all the nuances because everything is there. You don’t have to sit and try to recall what was said.”

“It becomes more precise because you can base it on what the user actually said.”

“The notes are more complete than before.”

“Did that really happen as they said? Or was it just my interpretation?”

“I thought I had an excellent memory, but I realized I had forgotten many important details.”

Better structure and uniformity

Several employees noted that the system made the notes more structured and consistent, which improved overall clarity and made them easier to use as documentation when collaborating with others.



“There is now a more consistent structure, which makes it easier for others to navigate.”

“I think it becomes more manageable when everything is in the same format.”

“It helps to maintain a clear thread throughout the note.”

Need for processing and adaptation

Despite the positive effects, staff emphasized that it was still necessary to process and adapt the content. The transcription could contain repetitions or phrasing that required editing before the note was ready for the journal.”



“You still need to go in and correct it so that it’s not too literal or messy.”

“It takes a little time to condense it to the most important points, especially after a long conversation.”

“I always review it before approving because there may be repetitions.”

Employees experienced higher quality records because they were more comprehensive and less based on memory alone. The technology was considered a good foundation, but it still required professional review and editing to create accurate and usable notes.

Work environment, job satisfaction and mental strain

The pilot showed that the technology had a significant impact on employees' experience of the work environment. Many described how it alleviated the pressure previously associated with documentation and made it easier to maintain overview and energy throughout the workday. Several also noted that being ahead of tasks created a different kind of satisfaction and calm in their work.

This is not just a matter of well-being, but an important dimension of benefits: reduced stress and increased job satisfaction can strengthen both quality and capacity, and therefore support all three recommended benefit factors in the KS framework.

Reduced pressure and increased workflow

A recurring theme was that it made a significant difference that documentation could be completed immediately after the interview, rather than piling up as a task to be done later. This shift in documentation work was experienced as a relief both mentally and practically, as it reduced the feeling of being behind.



"I don't have that pile sitting there, and it makes a big difference for my energy."

"It's a relief to know that the task is finished when I move on to the next one."

"It takes up much less space in my mind when I know it's done."

Greater job satisfaction and professional satisfaction

Several employees described experiencing greater job satisfaction because the technology made it possible to both be present in the conversation and simultaneously produce high-quality documentation. It was highlighted as a motivating factor in daily work that tasks could be completed with more flexibility.



"I feel that the quality of my work has improved, and it actually gives me more job satisfaction."

"It's great to be able to focus on the user and still have the documentation ready afterwards."

"It means you have more energy for the rest of the day."

Mental relief and fewer worries

A few employees emphasized that the mental burden was reduced because they no longer had to constantly remember details or worry about missing something important. Having a transcription as a starting point provided a sense of security and overview.



“It’s like you can put it aside mentally once it’s written down.”

“I’m not worried about whether I’ve remembered everything, because it’s all there.”

“It gives a different sense of security in the work.”

“Being able to go home and knowing the journal notes are actually finished—that’s never happened before.”

“I forget far too much. There’s no way I could remember everything. Now it’s all there.”

Overall, employees felt that the technology had a positive impact on both the psychological work environment and their own sense of professional quality. It reduced the stress and sense of being overwhelmed that had previously been associated with documentation, and created better conditions for working with energy and presence.

Overall results

The experiences from the pilot show that the technology delivers positive results across all three recommended dimensions in the KS benefit realization framework:

- It saves time and reduces duplicated work
- It increases capacity by enabling employees to accomplish more without additional resources
- It enhances quality in both dialogue and documentation

In addition, employees reported increased job satisfaction and reduced mental stress, which also strengthens the long-term sustainability of the service.

These findings form the basis for the benefits analysis in the next section, where we examine the economic consequences of the observed time savings and the value this can create for the service.

Assessment of benefit potential

The experiences from the pilot project in Farsund municipality indicate that the speech-to-summary technology has the potential to free up a significant amount of time currently spent on documentation. The benefits vary between departments, but all report a significant reduction in time spent and an improved ability to handle documentation immediately after the conversation. As part of the project, the departments themselves conducted a before-and-after measurement of documentation time, providing a concrete basis for assessing the effect and potential benefits

Administration and rehabilitation

In this unit, baseline measurements were conducted only in the Administration Department. The documentation time per case, which consists of three steps, was reduced from an average of 92 minutes to 45 minutes. This corresponds to a saving of 47 minutes per case, or approximately a 51% reduction in time spent. This saving covers the entire documentation process in a case, including:

- Notes from the actual assessment conversation with new applicants/users with changed needs for municipal health and care services
- Completion of the form for reporting functional level and care needs
- The case processing itself, including finalizing the decision

The number of conversations varies, but in a random week in August, 22 decisions were completed, saving the department over 17 hours—equivalent to approximately 45–50% of a full-time position—by using the speech-to-summary technology in this workflow. In addition, there are benefits associated with using the technology in other conversations and meeting types, which are not included in this calculation.

From a broader perspective, the department could potentially free up approximately 900 hours annually, corresponding to around NOK 390,000 gross.

Mental Health and Child and Youth Services

In this department, documentation time per day was reduced from an average of 60 minutes per employee to 10 minutes per day per employee—a saving of 50 minutes per day per employee, or over an 80% reduction in time spent.

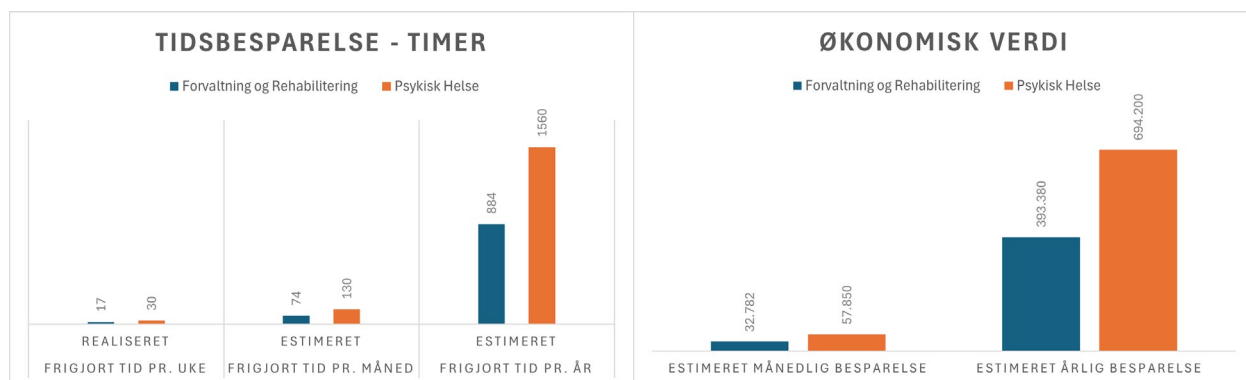
Prior to implementation, employees spent an average of 15 minutes per conversation on documentation, with approximately four conversations per day. Following the introduction of the speech-to-summary technology, documentation time decreased to roughly 2.5 minutes per conversation, or 10 minutes per day.

This documentation primarily covers follow-up notes and typically includes:

- Summary of the conversation content
- Progress tracking
- Recording further actions

The number of conversations varies, but in a random week in August, the department completed 36 conversations, saving 30 hours in that week—equivalent to approximately one full-time position.

From a broader perspective, the department could potentially free up approximately 1,500 hours annually, corresponding to roughly NOK 690,000 in gross savings.”.



The economic value is calculated based on a net annual working time of 1,695 hours and an average hourly rate of NOK 332 across pay grades². In addition, costs for pension (17.5%)³ and employer social security contributions (14.1%) are included, resulting in a total hourly rate of NOK 445

Broader benefits and work environment

The experiences from Farsund municipality show that the benefits of the technology extend far beyond efficiency gains and cost savings. Both management and employees emphasize that the technology provides a significant boost to service quality and the work environment.

The time freed up is not only used to complete existing tasks more quickly, but also to develop services and address needs that were previously unmet. In particular, the increased capacity enables the municipality to:

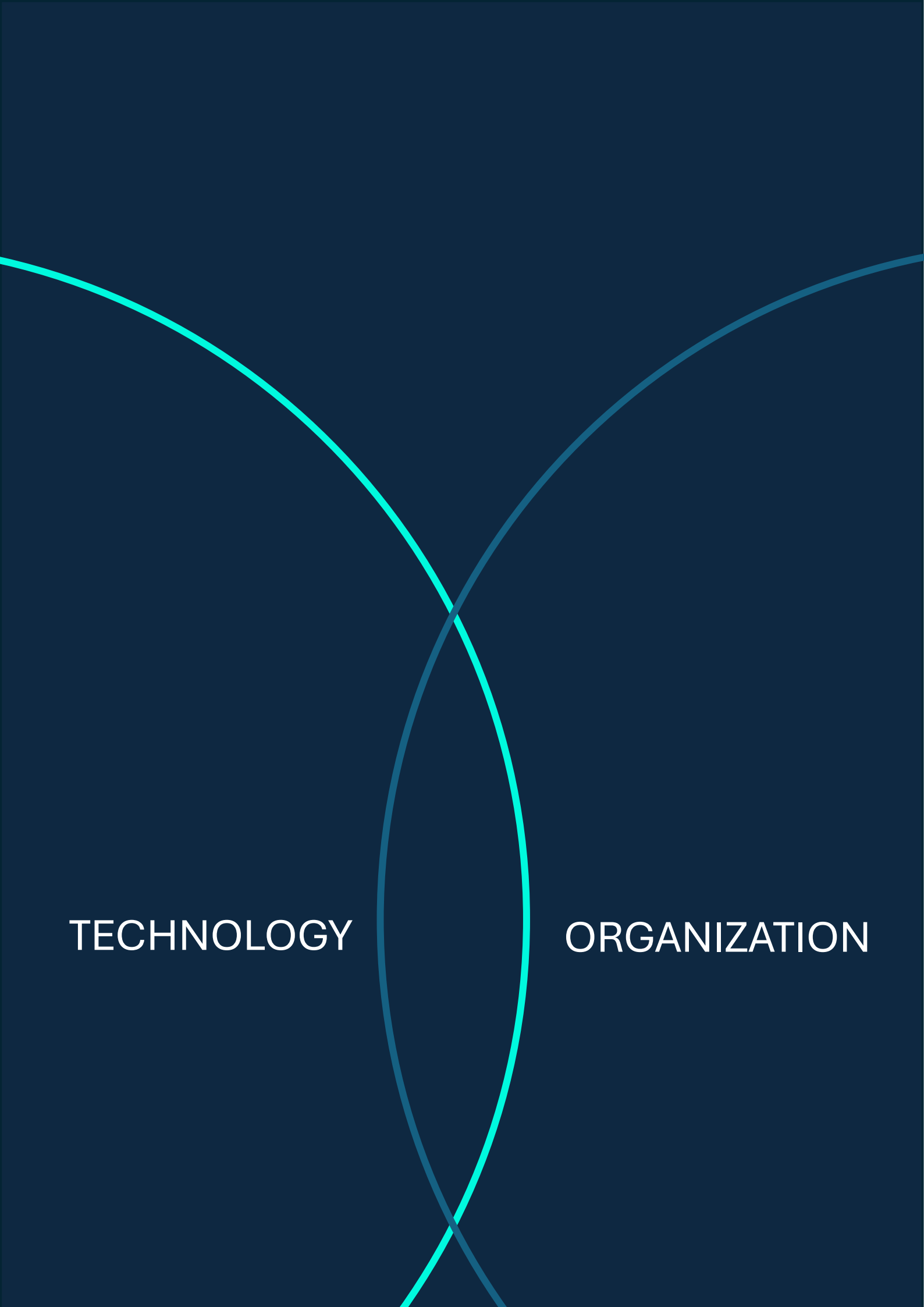
- Strengthen preventive work
- Improve follow-up with support contacts and partners
- Conduct more conversations and reduce waiting times
- Allocate more time to development tasks and improving service quality

²Calculated based on the Main Collective Agreement (HTA) in the KS area

³KLP Municipality

The technology also contributes significantly to a better work environment. Several employees describe how the solution reduces time pressure and makes the documentation process more manageable. Instead of carrying unprocessed information from conversations throughout the day—or week—they can now document quickly and accurately. This reduces mental strain and enhances their sense of presence in meetings with users.

Although these benefits are not quantified in the economic calculations, they are considered at least equally important. Over time, they can have a significant impact on recruitment, employee retention, and the overall quality of services.”

A Venn diagram on a dark blue background. Two large, overlapping circles are centered horizontally. The left circle is a bright cyan color, and the right circle is a slightly darker, muted cyan color. The words 'TECHNOLOGY' and 'ORGANIZATION' are written in white, uppercase, sans-serif font, positioned to the left and right of the circles respectively, aligned with the horizontal center of the diagram.

TECHNOLOGY

ORGANIZATION

Key learning points

The pilot in Farsund municipality has demonstrated that active engagement from employees is essential to realizing the potential of a technology like AI Scribe. It has been crucial that employees contributed concrete input to the development of templates from the outset and provided continuous feedback, allowing the solution to be adapted to the local context.

In one department, it became clear that there were no common documentation guidelines and that individual employees had developed their own routines. Initially, this led to different perceptions of what constituted a good note and highlighted the need to establish a shared understanding. This underscores the importance of an implementation process that allows for adaptation and reflection—not only of the technology itself but also of the practices it is intended to support.

At the same time, it was critical that employees approached the testing with an open and curious mindset, without unrealistic expectations that the technology would deliver perfect results from the start. Many experienced that the true value emerges when professionals both understand how the technology can be applied in different situations and are willing to experiment and actively engage with the system.

Another important learning point concerns the limitations of the technology and the necessity of human judgment. While the technology can transcribe what is said, it cannot interpret emotions, context, or the unsaid. It is therefore essential that employees actively review, supplement, and adjust the notes. The quality of documentation is strengthened through the interaction between technology and professional expertise.

A further key learning point is the importance of close, committed, and solution-oriented collaboration with the vendor. In many digitalization projects, there is a gap between what is promised and what is delivered in practice. In this project, it has been completely different. The collaboration with Omilon and Tandem Health was a decisive success factor. They remained closely involved throughout the process—from initial GDPR clarifications and practical support for obtaining consent, to adjustments of templates, technical adaptations, and guidance on how best to use the solution in different professional contexts. This collaboration directly contributed to improved quality in both the solution and the documentation.

This combination of clear leadership, local adaptation, employee-driven learning, and a genuine partnership with the vendor has created a strong foundation for embedding the technology into everyday practice.



"In this project, it has been completely different. Omilon has supported us throughout the entire process, which has been absolutely crucial to our success."

Project Manager, Farsund Municipality

Points to note when scaling

Experience also shows that a broader implementation can present challenges that require careful attention. It is important to recognize that a conversation is not just a conversation, and a journal entry is not just a journal entry. There is considerable variation in both task complexity and the professional requirements for documentation—from brief, structured follow-ups to longer conversations containing more implicit information that require nuanced notes.

Template development is therefore one of the most critical elements for a successful implementation. The experiences from Farsund emphasize that this work should not be underestimated or skipped, as the quality of the templates largely determines how accurate and useful the drafts produced by the technology will be.

At the same time, testing highlights a number of organizational prerequisites that are important to consider in a larger change project. This applies in particular to:

- That the management prioritizes and actively supports the implementation
- That a common vision and clear alignment of expectations is created
- That employees are involved early and experience tangible value in their work
- That time is allocated for training and peer knowledge sharing
- That the implementation is continuously evaluated and adjusted as needed

Conclusion and future perspectives

The experiences from the pilot project in Farsund municipality demonstrate clear benefits in line with the three dimensions of the KS benefit realization framework: reduced time spent, increased capacity, and higher quality—both in documentation and service delivery.

Tandem Health's AI scribe has shown the potential to free up significant time currently devoted to documentation, enhance the quality of meetings with citizens, and reduce the mental strain on employees. At the same time, the experiences make it clear that technology alone does not create change. The greatest benefits arise when it is combined with professional curiosity, active engagement, and a sustained focus on fostering a well-functioning interaction between people and technology—particularly when the technology can be shaped and adjusted in practical use.

The interviews also indicate that there were situations during the pilot where the technology did not fully understand the context or content of the conversations. This could involve difficulties recognizing dialects, humor, implicit references, or relationships between individuals involved in the case. In addition, there were instances where the templates did not initially cover all needs, or where the technology was used in situations not included in the original test design.

What is noteworthy, however, is that employees did not perceive these issues as actual barriers, but rather as natural steps in adapting the technology to their practice. This constructive approach has greatly influenced the pilot results and demonstrates the outcomes that can be achieved when employees take collective responsibility for developing and adjusting the solution in close collaboration with vendors and management.

Several employees initially expressed concern about how citizens would react to having their conversations transcribed using artificial intelligence. Experience showed, however, that most users responded positively—and some even expressed enthusiasm. As one elderly male citizen put it: *"It's about time the municipality starts using artificial intelligence."*

The project experiences highlight the importance of employees taking active control over how artificial intelligence is integrated into their work, approaching its use both proactively and thoughtfully to build a strong and sustainable collaboration between humans and technology. This is not something that ends with a successful pilot. On the contrary, it will become increasingly important in the future, as new tasks, technologies, and workflows need to be tested and adapted.

This is just the beginning. The future will be shaped by employees who are willing to actively engage in how artificial intelligence will influence their work.

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