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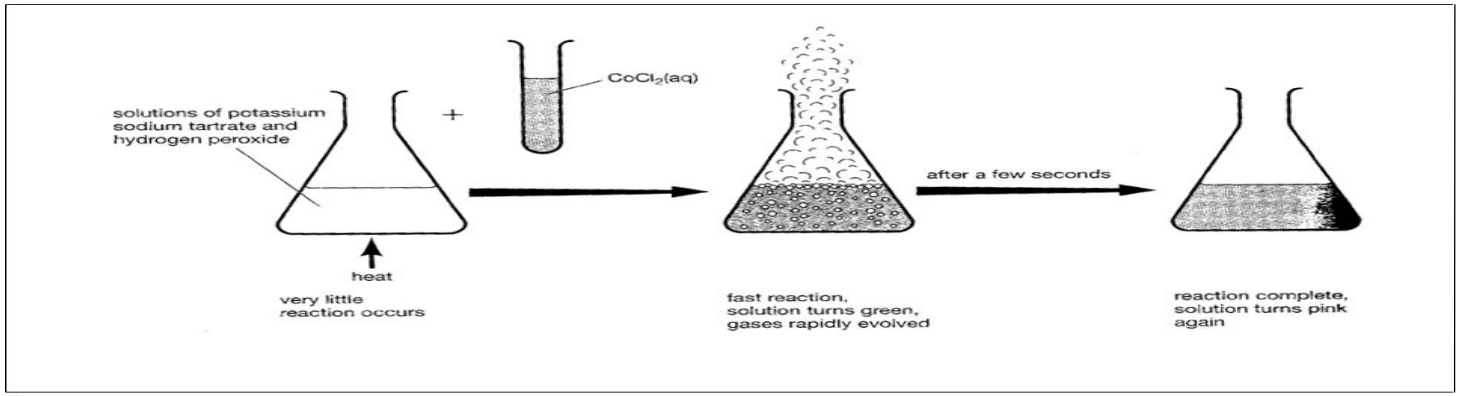
NHS
The Leeds Teaching Hospitals
NHS Trust

The catalyst for change, a new Open Culture.



Higher Chemistry Eric Alan and John Harris

r.corbridge@nhs.net
@R1chardatron
Chief Digital & Information Officer
NHS Leeds Teaching Hospitals Trust

Sarah.moorhead1@nhs.net
@SarahAMoorhead
Head of EHR Delivery
NHS Leeds Teaching Hospitals Trust

@DITLeeds | #LeedsDigitalWay

SURGERY
PSYCHIATRY
OB-GYN
SURGERY
PSYCHIATRY
OB-GYN
inkvessel.com
FAMILY MED
CARDIOLOGY
PEDIATRICS
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PEDIATRICS
PATHOLOGY
NEUROLOGY
RADIOLOGY
PATHOLOGY
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RADIOLOGY

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The most complex customer

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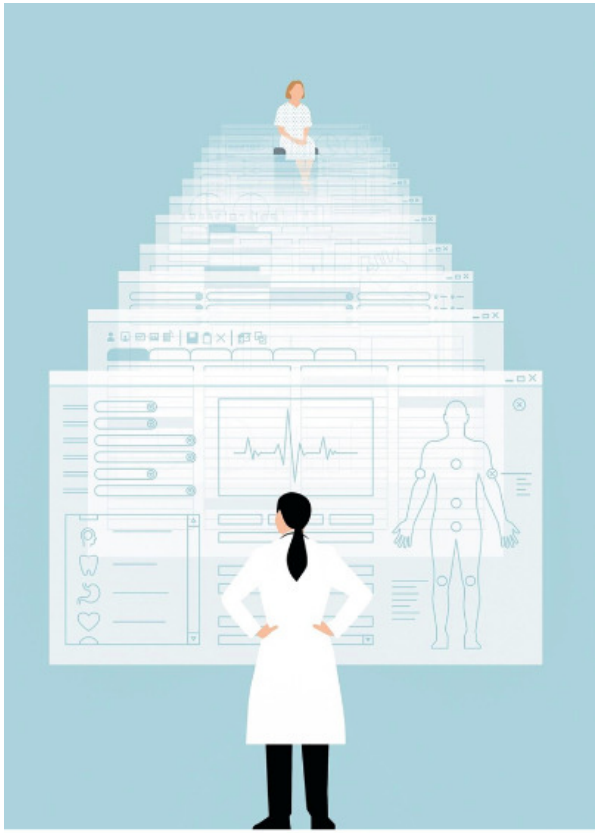

Digitization promises to make medical care easier and more efficient; instead, doctors feel trapped behind their screens.

Illustration by Ben Wiseman

THE NEW YORKER

ANNALS OF MEDICINE

WHY DOCTORS HATE THEIR COMPUTERS

Digitization promises to make medical care easier and more efficient. But are screens coming between doctors and patients?

By Atul Gawande November 5, 2018 5:00 AM

Human & tech 'trade off": It's about the people first. However we have to assist in the use of Tech to create a joined up human system.

Revenue & Capital: Plan for the future together but with limitations of tomorrow being the only future with some assurance.

EHR plus ONE: How to go beyond the attitude of 'special system need.'

A Dr of what: Build respect for digital, professionals of equal standing.

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Magical Thinking

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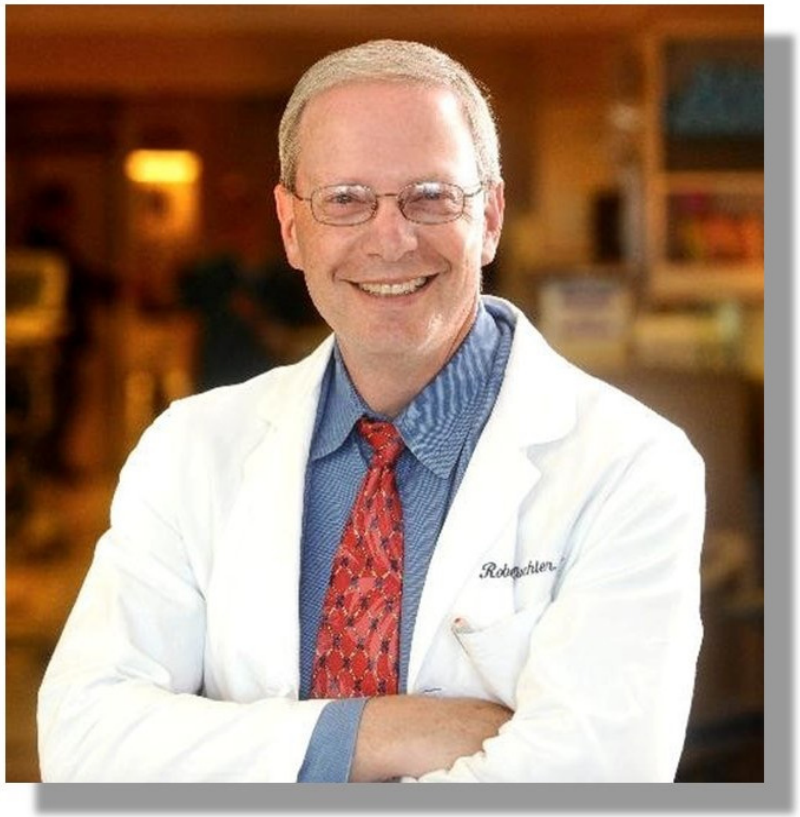


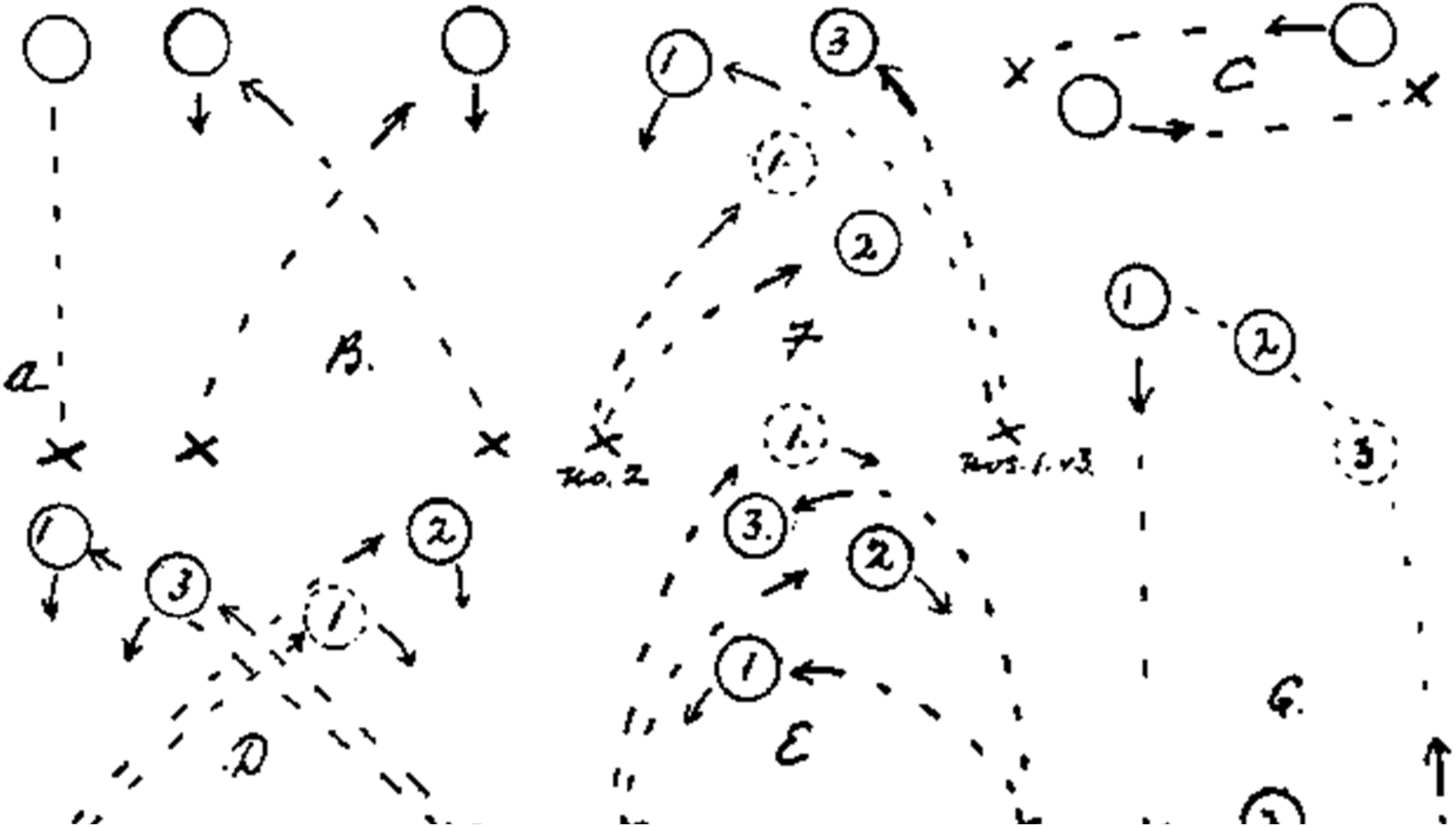
What I've come to understand is that computers and medicine are awkward companions.

Not to diminish the miracles that are Amazon.com, Google Maps, or the cockpit of an Airbus, but computerizing the healthcare system turns out to be a problem of a wholly different magnitude.

The simple narrative of our age – that computers improve the performance of every industry they touch – turns out to have been magical thinking when it comes to healthcare.

In our sliver of the world, we're learning, computers make some things better, somethings worse, and they change everything.

Robert Wachter, MD
The Digital Doctor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KA25

“There is a magic in standing under a huge juggling pattern and feeling it stabilize”

Matan Presberg Chief Juggler of the USA

Slide 6

KA25 We already have a relationshop with technology, data adn AI in our lives. Christmas present quote. Think of the potential for business and health care

Kirsty Atkinson, 22/06/2018

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Understand our behaviours

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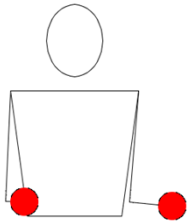
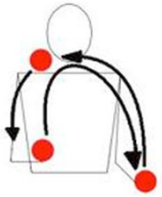
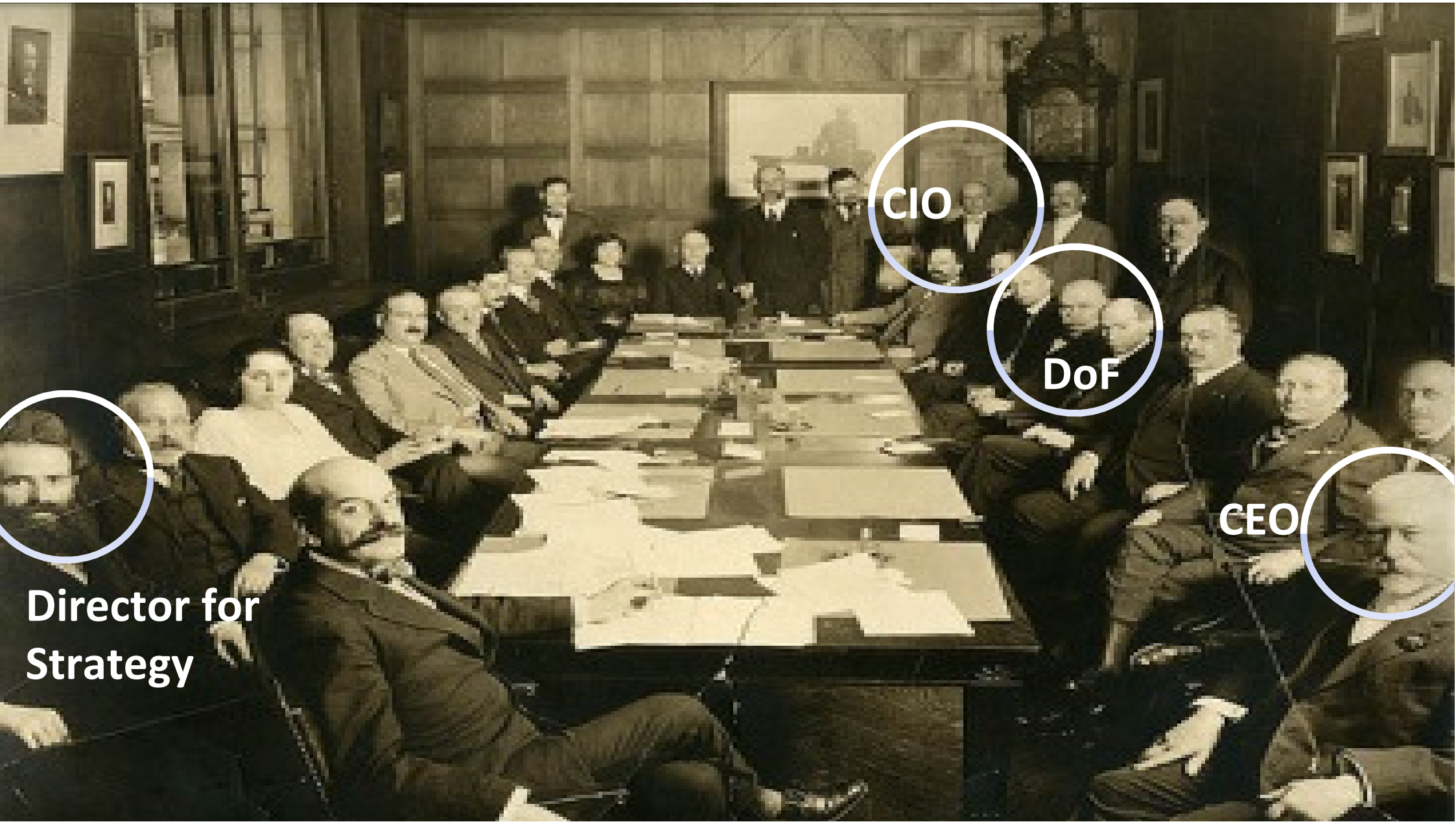
Implementation Behaviour: *One ball up and catch*
Wake Up, Patch Up, Catch Up - Run to the fire and put it out, then run to the next fire whilst considering what the others are doing.



Systems Replacement Behaviour: *Two balls up and keep catching*
Organisations that can act as one - Leadership through recognition of expertise or length of service, grade is king!

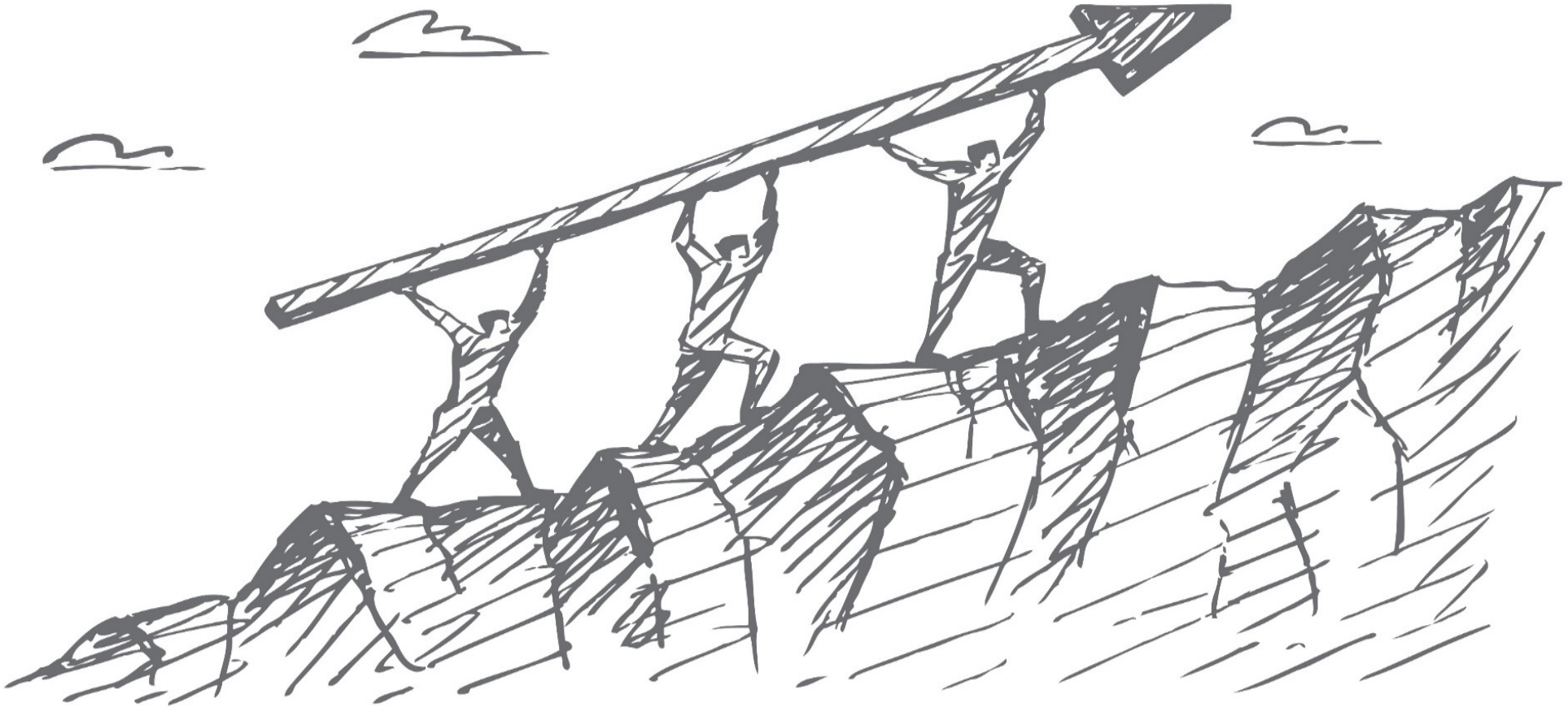


Consumer Engagement Behaviour: *Juggling*
The eco Systems can act as one - Cohesive experience across sectors - Consumers access and control data - Unaffiliated organisations can access and gain value form others work.


CIO
DoF
CEO
Director for Strategy

We are witnessing the collapse of expertise and rise of collaborative sensemaking!

David Holzmer



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A new CIO compass

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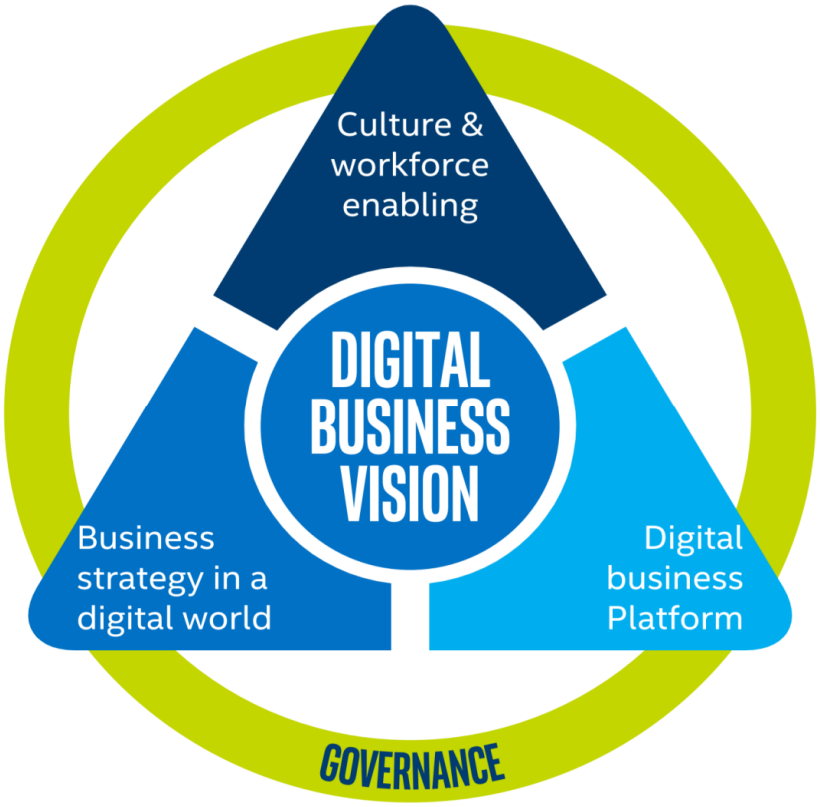

Culture & Workforce: It's about the people first. Clinical engagement and leadership. Patient at the centre and patient first.

Business Strategy in a Digital World: Digital is no longer a nice to have. Digital is no longer a separate entity. We are in the business of delivering integrated healthcare not IT.

Digital Business Platform: A vision for the reform, modernisation or change of healthcare delivery now has to be inspired by digital capability.

Digital Business Vision: Digital is now the catalyst, the stabilising agent and the accelerator for the new 'reaction' that enables healthcare to be delivered in 2020.

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Operating Model Openness

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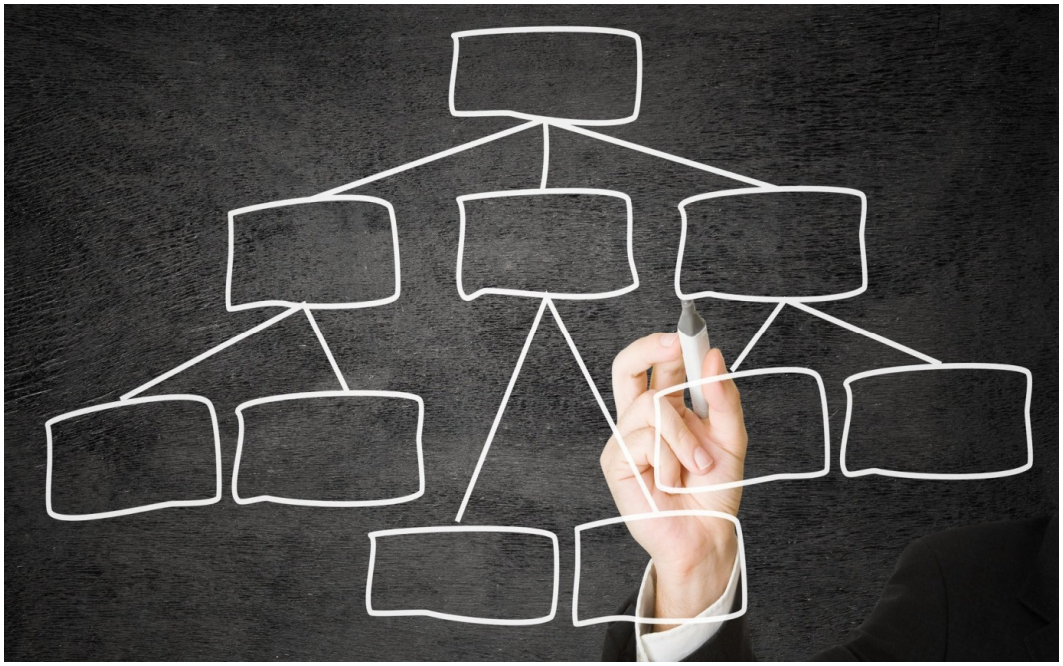
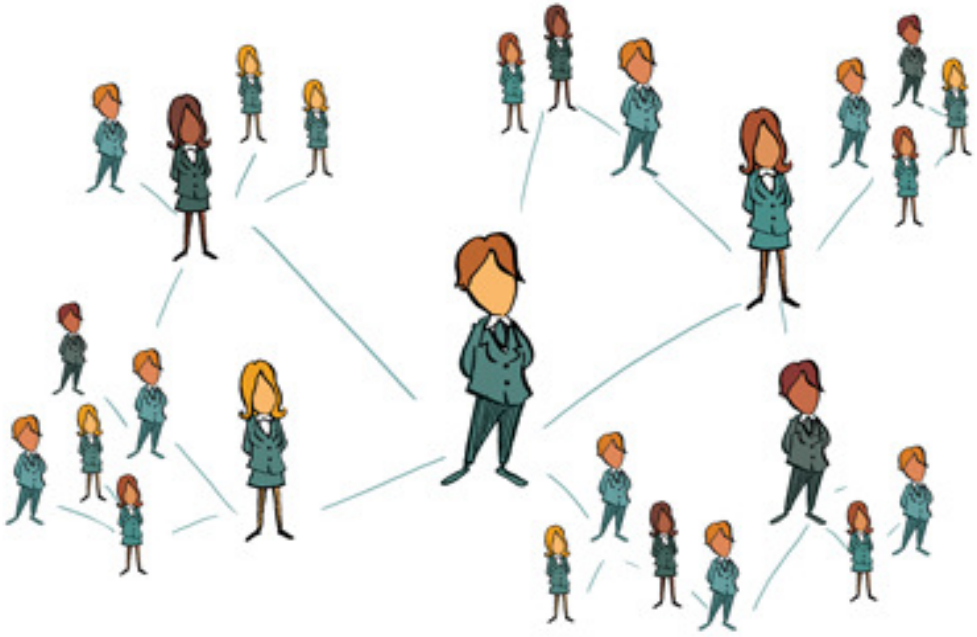


A structure to make nuts and bolts



A structure to change nuts and bolts

Substitution

Tech acts as a direct tool, substitute, with no functional change.

cup of coffee

Augmentation

Tech acts as a direct tool, substitute, with functional improvement.

latte

Modification

Tech allows for significant task redesign.

caramel macchiato

Redefinition

Tech allows for the creation of new tasks, previously inconceivable.

pumpkin spice

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Digital Future Organisation Needs

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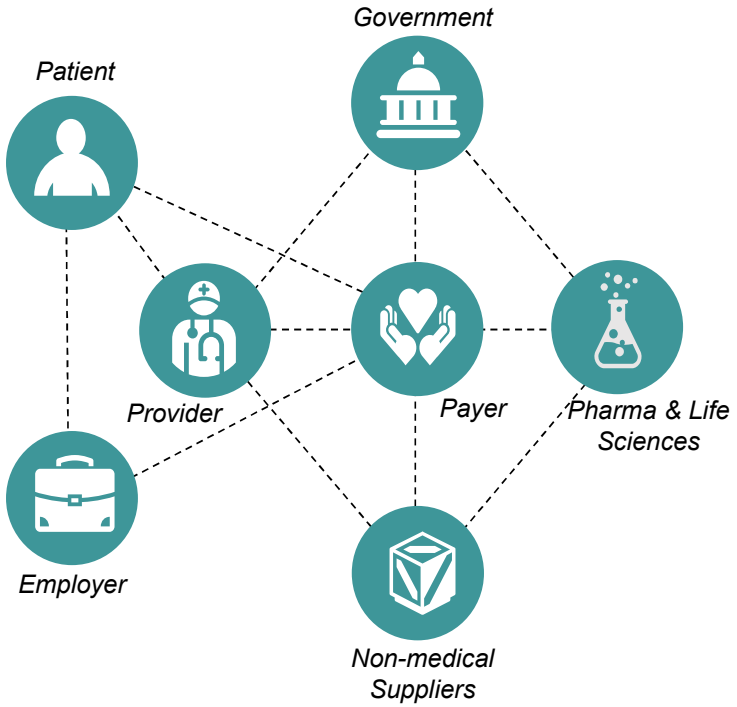
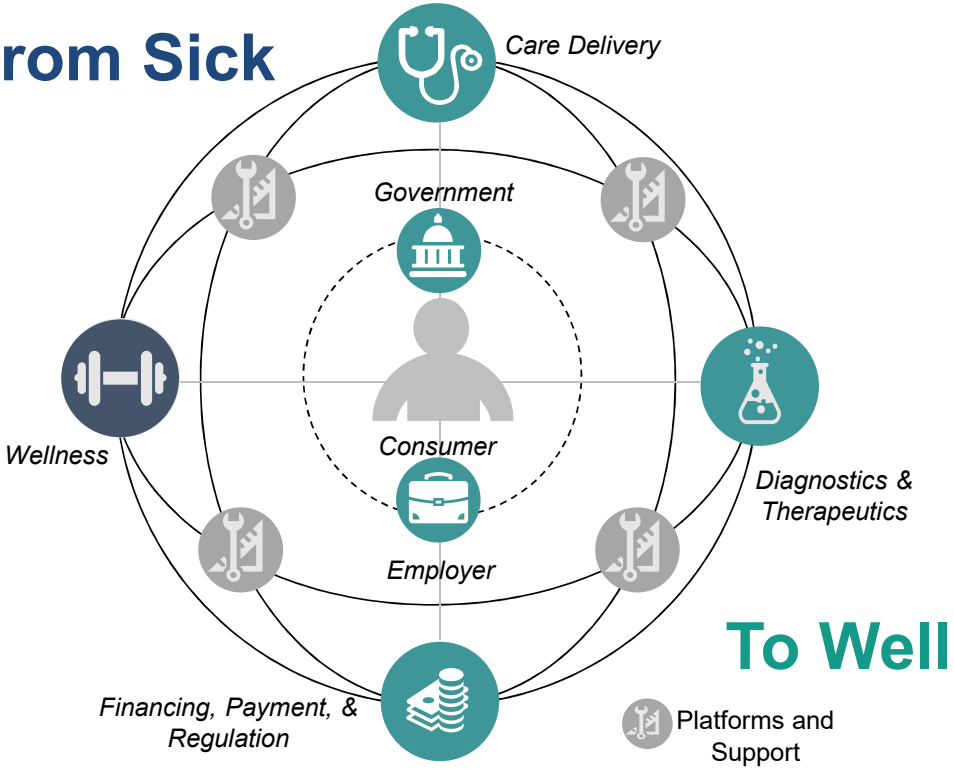


Traditional Institution Centric Healthcare Ecosystem



Future Consumer Centric Healthcare Ecosystem

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GET CLOSER TO THE ACTION
8b
www.eastcoast.co.uk

Platform businesses are the new normal.
In Leeds the PLACE is the PLATFORM!
www.eastcoast.co.uk

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Future Proofed Organisations Consider all three paradigms

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1-12 Months Operational Excellence

1-3 Years Search for Growth

10+ Years Understand Future Drivers

Build Mindset, Talent, Agility & Innovation Culture

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Simple & Exponentially Impactful solutions require simple and exponential organisations, don’t they?
Can you give me two minutes?

I would rather have questions that can't be answered than answers that can't be questioned.

— Richard P. Feynman —

AZ QUOTES

Our sector needs to work harder at bringing in people from the outside. Technology Teams are stronger, more creative and more responsive when they reflect customers' diversity

Gernot Gutjahr, partner, KPMG in Germany

Now, more than ever, CIOs have a fantastic opportunity to broaden their influence and value in their organisation. They must act on this or risk missing the train.

Lisa Heneghan, partner, KPMG in the UK

CIOs need to go beyond the technology and position digital as a business transformation accelerator and revenue generator

Phil Crozier, partner, KPMG in the UK

Creativity and governance are not easy bedfellows. But much of the strength of the CIO role will come from balancing the two.

Bridget Gray, MD, Harvey Nash Australia

MANAGING TECHNOLOGY

69%
have, or expect to implement, intelligent automation within IT

and **60%**
within customer support

Cyber crime

33% report major cyber attack in the last 2 years

9% increase in concern over organised cyber crime
Education sector worst affected

68% report their boards are supportive

DIGITAL LEADERS MUCH MORE LIKELY TO BE INVESTING SIGNIFICANTLY IN NEW TECHNOLOGIES COMPARED TO OTHERS

6x more virtual reality

5x more blockchain

2.5x more robotic process automation

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Four reinforcing actions build a digitally savvy IT unit and increased profitability

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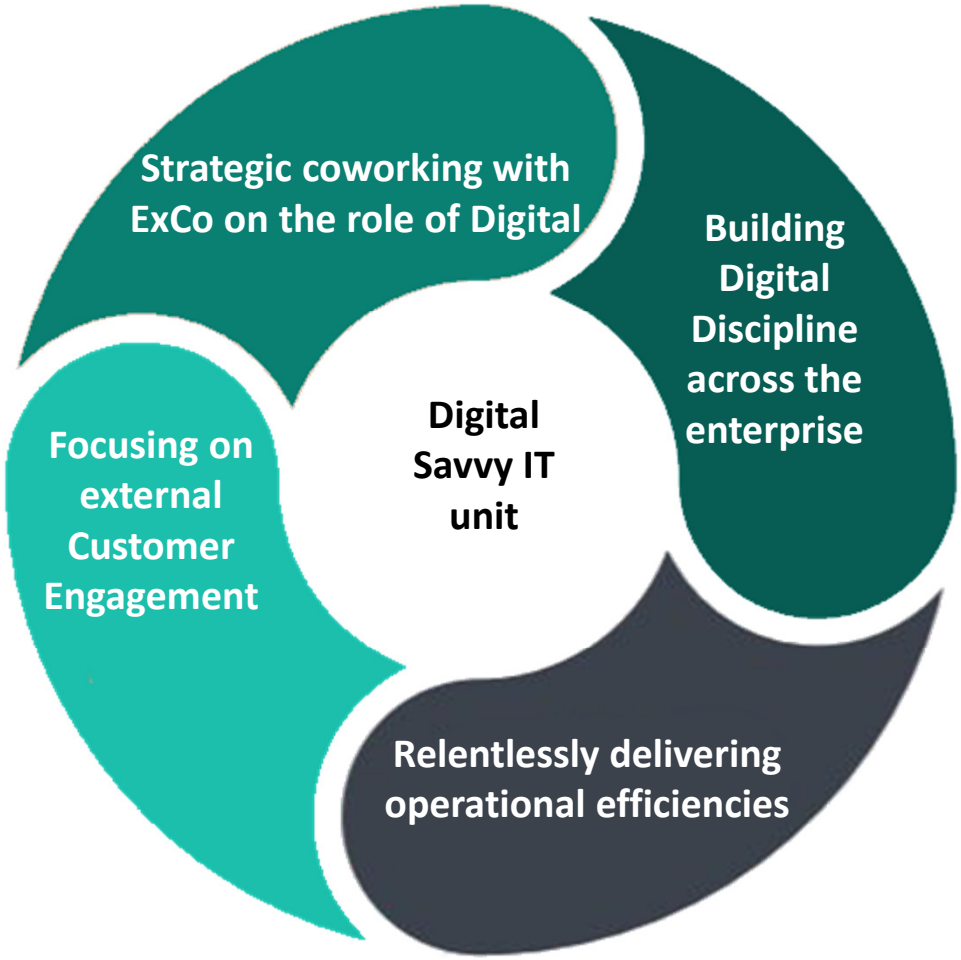

26%

Higher profitability compared to competitors

HARVEY NASH / KPMG CIO SURVEY 2018

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Who, what, where, when

The Leeds Way

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Over 1,100,000 Outpatients

Over 263,000 A&E Attendances

Over 117,000 Inpatients

Over 108,000 Day Cases

9,844 Babies born

3 Chief Clinical Information Officers

8 Digital and Informatics Team Departments

circa **350** Digital Systems supported

EHR On site development

2000 beds

417 Digital and Informatics Team Members

Providing 120 specialist services

82 Adult Specialities 28 Paediatric Specialities
5 Pathology Services 5 Medicines Management and Pharmacy Services

1,600,000 patients a year.

Over **18,000** staff

The 3rd most efficient IT function in the NHS.

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The Leeds Digital Way

The Leeds Digital Way will enable everyone to provide safe and integrated patient centred care in Leeds and beyond.

We will deliver this using innovative technology, information and insight that transforms patient journeys and makes us all part of a successful team.

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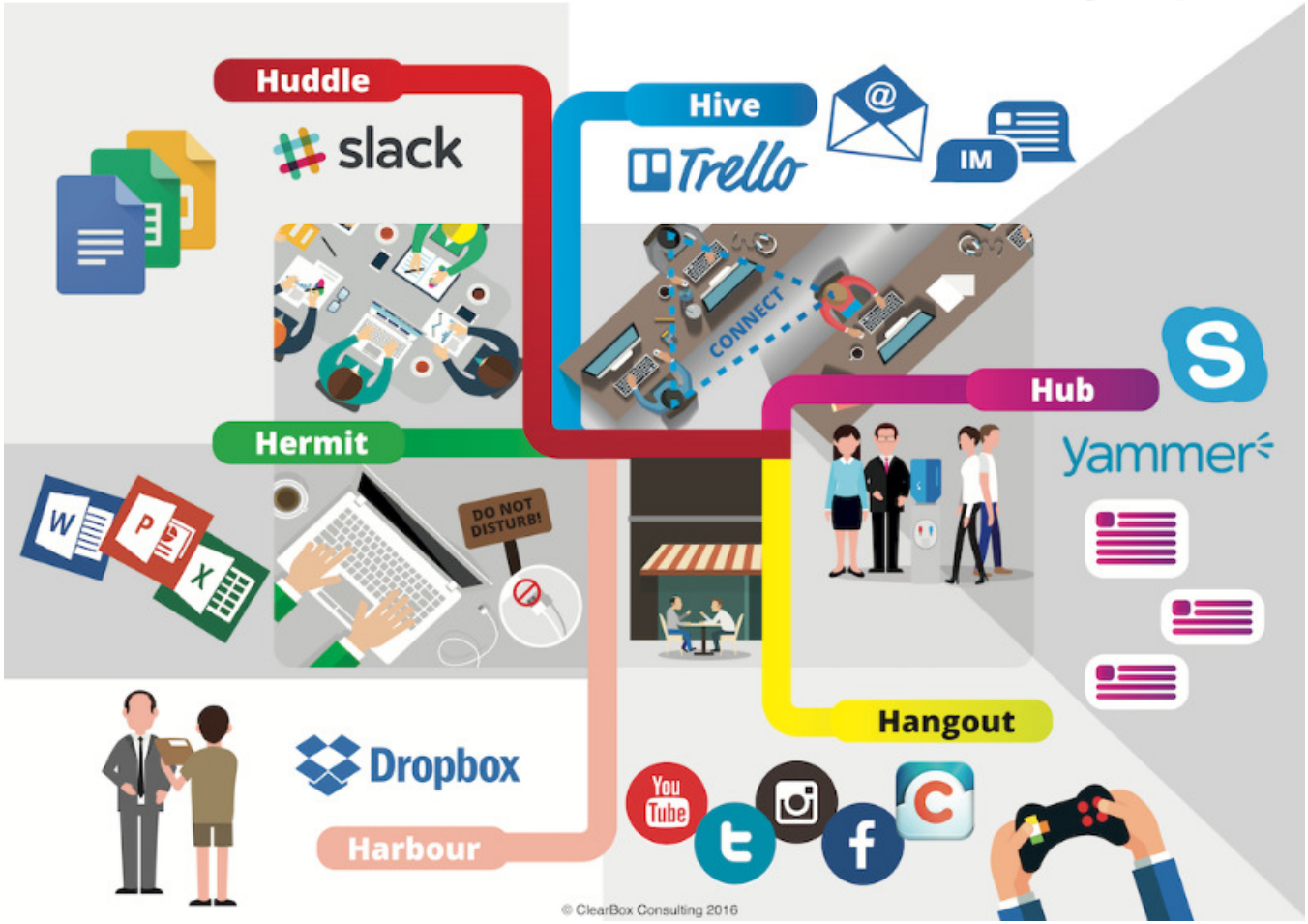
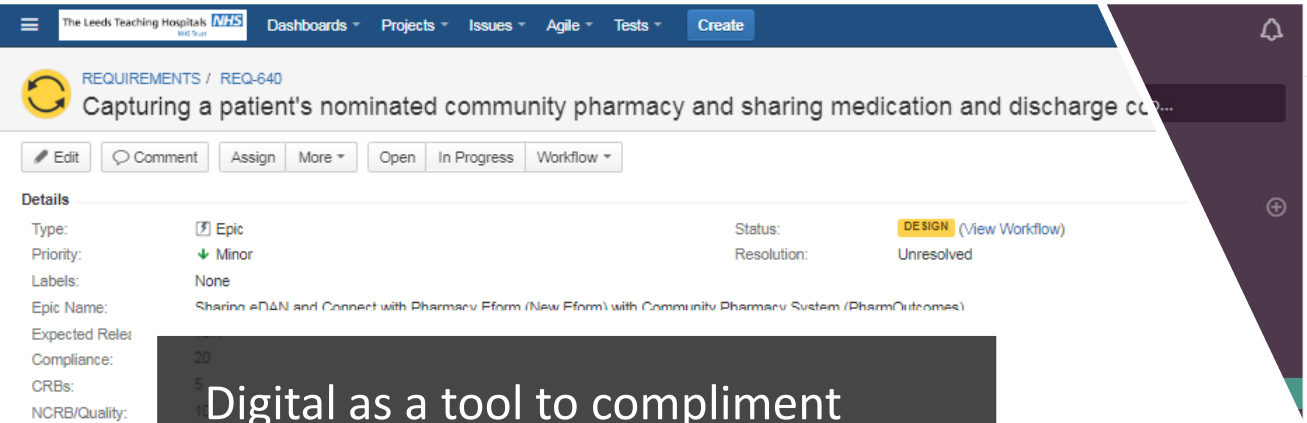
Digital Workplace

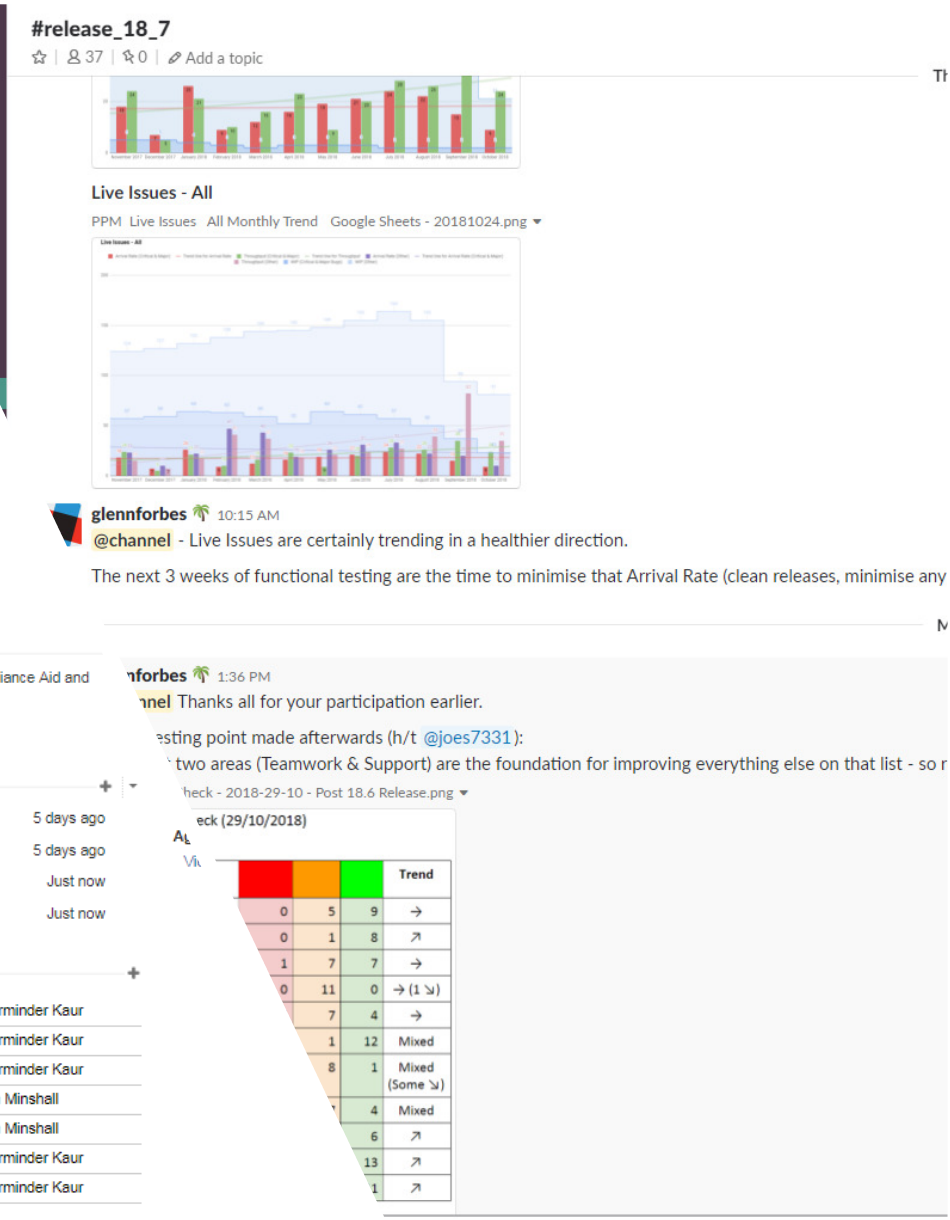
NHS
The Leeds Teaching Hospitals

- **Huddle:** Small groups working intensively on one task
- **Hive:** small to large group working on related tasks
- **Hub:** high traffic area for chance encounters
- **Hangout:** social area
- **Hermit:** quiet individual working
- **Harbour:** safe exchange with third-parties





- Digital as a tool to compliment
- Design group
- Architect group
- Increment & Planning group
- 3 Amigos



I ♥ MY JOB
MY JOB ♥ ME

Sam Atkinson
@Sammy_jean2
Following

My digital week @DitLeeds consisted of next steps to get Mid York's their own EHR. @SylvesterJ_ @AmandaPawson how about you?

9:53 AM - 6 Oct 2018

4 Likes

Sarah Moorhead
@SarahAMoorhead
Following

My digital week @DitLeeds lots of planning for the future LHCRE Architecture, MPI, Dev Partner! And showing the future of #leedsdigitalway on Paediatric Grand Round and welcoming @NHSCCIO . @IanRMinshall and @RichCanLeeds tell me about yours and pass it on!

1:07 PM - 5 Oct 2018

Rob Child
@rob__c
Following

#MyDigitalWeek Developing our Digital PMO intranet site, all things eReferrals, progress on Alfresco & EI, Chatbots, planning the PAS replacement programme and the up and coming @DitLeeds week. Tell me about yours @macchillan @MandeepLota retweet and pass it on! #leedsdigitalway

11:39 AM - 28 Sep 2018

Sarah Dempsey @SLDempo · Oct 5
#MyDigitalWeek fab tour round @Wharfedale_Hosp, visit from @NHSCCIO 1st meet with our new HR senior manager @LTHT_HR_AlisonW and lots of prep for All Staff Meeting & @DitLeeds week. @Gary__Bingham @louiseroutledg1 how has your #digitalweek been?

Gary Bingham
@Gary__Bingham
Following

Replying to @SLDempo @DitLeeds and 4 others

4 EHR stand-ups, pre-assesment engagement & documenting requirements. Yorkshire Lung Cancer Screening catch-up & requirements for the next increment. And more! Finalising for our BA workshop at Tuesday's ASM & features from my requirements to be delivered in the next EHR release!

11:10 AM - 6 Oct 2018

1 Retweet 3 Likes

@mtsonghurst & @LTHCharlieMarsh

Tracey Whitfield @PinkgirlTracey
My digital week @DitLeeds included designing icons for our app, developing our Projects dashboard, doing my CHIME homework & supporting my amazing team to deliver more exciting projects! This is #leedsdigitalway. @tomblackburn @macchillan tell me about your week & pass it on!

Mark Songhurst
@mtsonghurst
Follow

Replying to @macchillan @DitLeeds and 10 others

#myDigitalWeek included demonstrating @LTHScan4Safety at #VMAC2018 presenting about @nhsFFF with @LTHTFinance and preparing using @KPOLeeds in the Trust to bring about change now started work on #Scan4Finance

4:43 AM - 4 Oct 2018

1 Retweet 4 Likes

#MyDigitalWeek

SUC
CESS

13th December 2017
190 attendance

11th April 2018
206 attendance

3rd July 2018
247 attendance

9th October 2018
263 attendance

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Learning and Development

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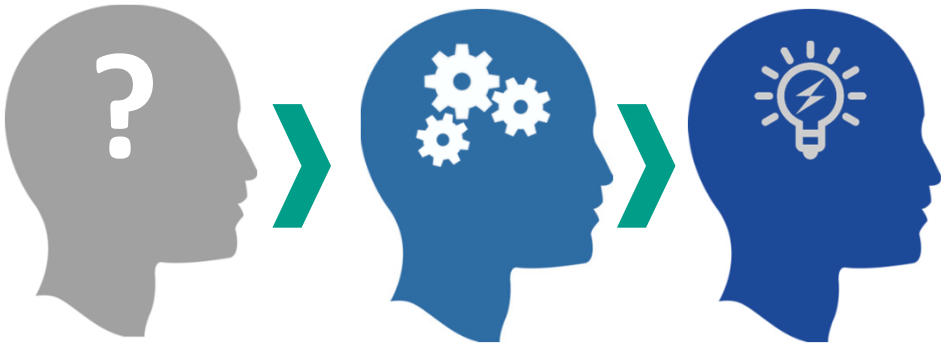

bcs The Chartered Institute for IT

INTEROPen
An Open Collaborative Leading Healthcare IT Interoperability

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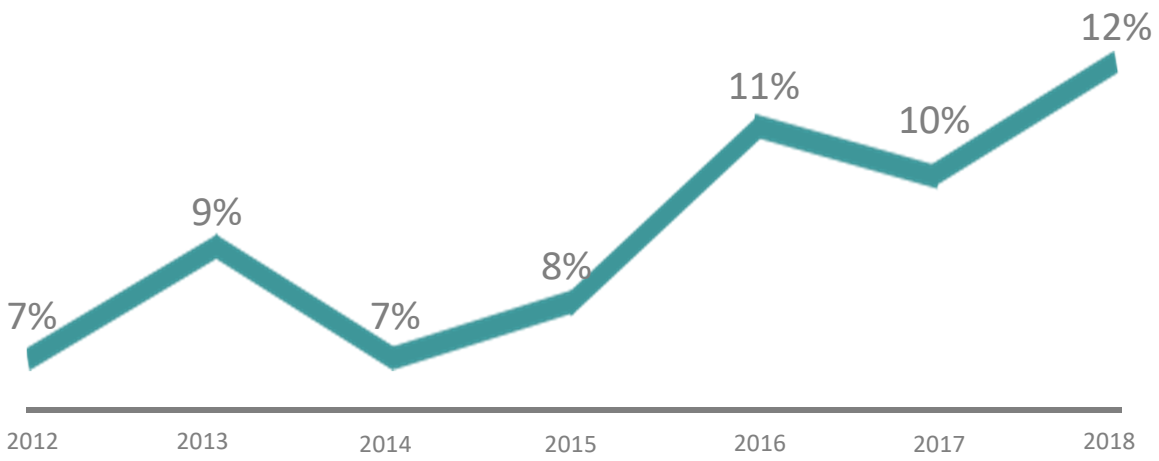
Female IT Leaders



Proportion of Female IT leaders continues slow upward trend

HARVEY NASH / KPMG **CIO SURVEY** 2018

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one
health tech

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Patient Perceptions

Why we do this to the next level…

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Beta-betic
@betabetic

Follow

On this ward, each drugs round comes with an update on what's scheduled / pending / completed. 'I can see that the cultures are still being processed, there's an order for more bloods that the phleb will do, and yesterday's test is back but the medics haven't reviewed it yet.' 👍

1:19 AM - 31 Aug 2018

4 Retweets 39 Likes

Tweet your reply

Anne Marie Cunningham @amcunningham · Aug 31
Replying to @betabetic
Are they working of something digital? If so it sounds fantastic!

Beta-betic @betabetic · Aug 31
Yes! It's all on the same system they are using for electronic prescribing / drugs chart. So as the nurse comes around with the drugs trolley she also has access to key info. 👍

Anne Marie Cunningham @amcunningham · Aug 31
Oh... Now that sounds like something worth talking about. Ask what it is next time??

Beta-betic @betabetic · Aug 31
Will do! And @Andywebster might know a bit about it too - his stuff is ED based but I'm sure it all interconnects. My biggest problem of course is that currently my GP is out of area, as is the hosp that processes all my routine bloods, but I believe that's being worked on too.

Anne Marie Cunningham @amcunningham · Aug 31
Can I ask which hospital?

Beta-betic @betabetic · Aug 31
Yes - It's Leeds, so Jimmy's / LGI etc. Locally they have the Leeds Care Record, connecting to primary & (I think) social care. My GP is under Bradford & Airedale, and digital info sharing is still clunky, but apparently not for much longer. 🤞

Beta-betic @betabetic · Aug 31
Definitely Andy related - there are now screens in the ED / urgent care (co-located GP) area showing live data for: time to triage, time to see clinician, total patients in dept, total patients 'waiting' (which I assume is post triage, pre clinician). Patients def like it.

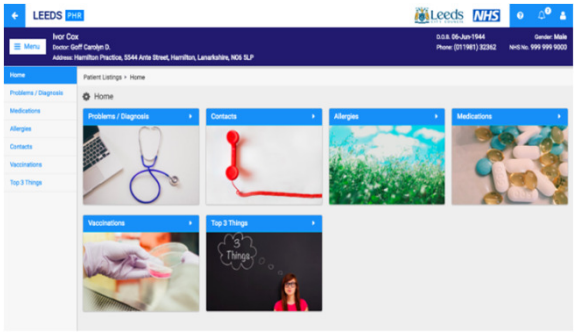
Ian McNicoll @ianmcnicoll · Aug 31
Replying to @betabetic
Agree. That is fantastic progress. I will be pointing my friends in @Open_eP and @see_ehr to think about how this might work. Better still accessible to patient and their loved ones via an app

Beta-betic @betabetic · Aug 31
Exactly. I'm less bothered about the test results etc at this point, but just task tracking would be awesome.

Dr Danielle Leemon @DanielleLeemon · Aug 31
Replying to @betabetic
We do that on our medical ward rounds!

Beta-betic @betabetic · Aug 31
👍 patient-approved!

Helm
Your health and care data under control



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The Digital Health Culture

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Culture is those automatic behaviours that let members of a society work together with minimal friction…

Most of what we think of as culture is in reality a bunch of habits!

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The Digital Health Culture

The Yorkshire Way

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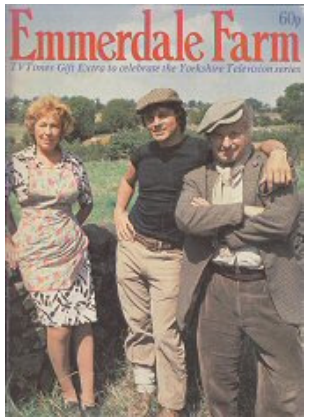
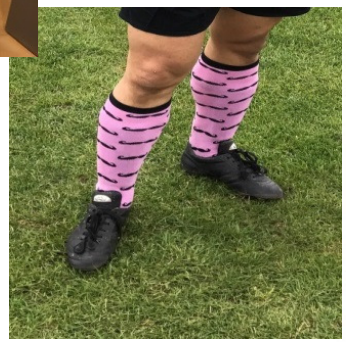


Which is why simply explaining 'what's in it for them' doesn't drive people to change…

Using persuasion on a habit is like trying to hammer a nail with a duck….

#PinkSocks



@nickisnpdx
Kilt-wearing pink furry bike riding healthcare MBA. #pinksocks
Love More. Fear Less