COVID-19: reflections of a medical CEO on lessons learnt and the implications for digital transformation

Introduction

- Trained in medicine in Sheffield and South Yorkshire
- Medical Virology degree many years ago
- Consultant in Endocrinology, Mid Yorkshire Hospitals 2002-2014
- MD at Mid Yorkshire (2012-2014) then Barnsley (2015-2017)
- CEO at Barnsley (2017 to now)
- Interim CEO at Rotherham (2020 to now)

- PS I can code in Python…

South Yorkshire & Bassetlaw
integrated care system

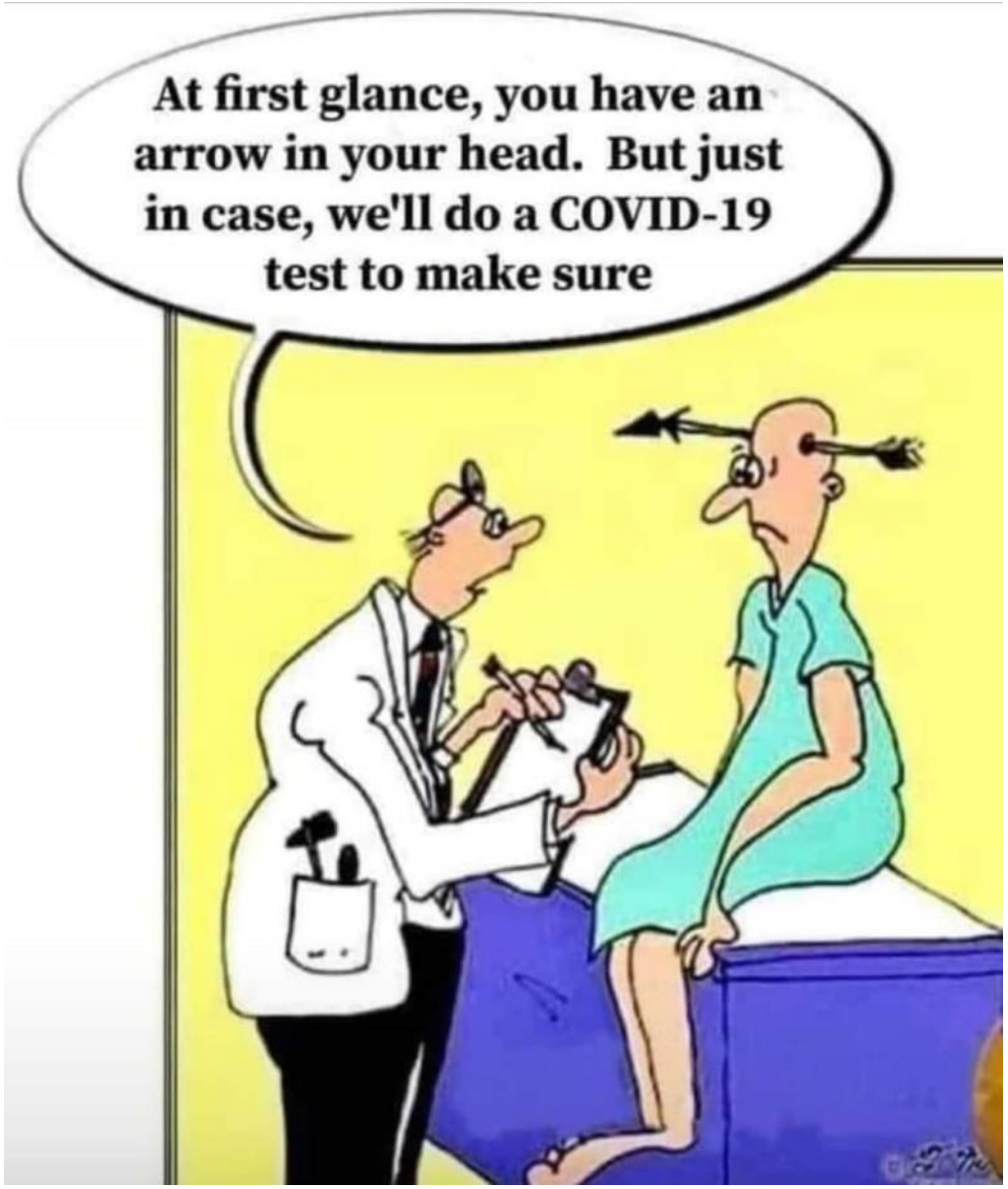
Rotherham and Barnsley

What matters to me?

- High quality care
- Happy staff
- Strong operational performance
- Balanced financial position

- These are the lenses through which I see the digital and IT agendas

COVID-19


At first glance, you have an arrow in your head. But just in case, we'll do a COVID-19 test to make sure

Lessons from COVID-19

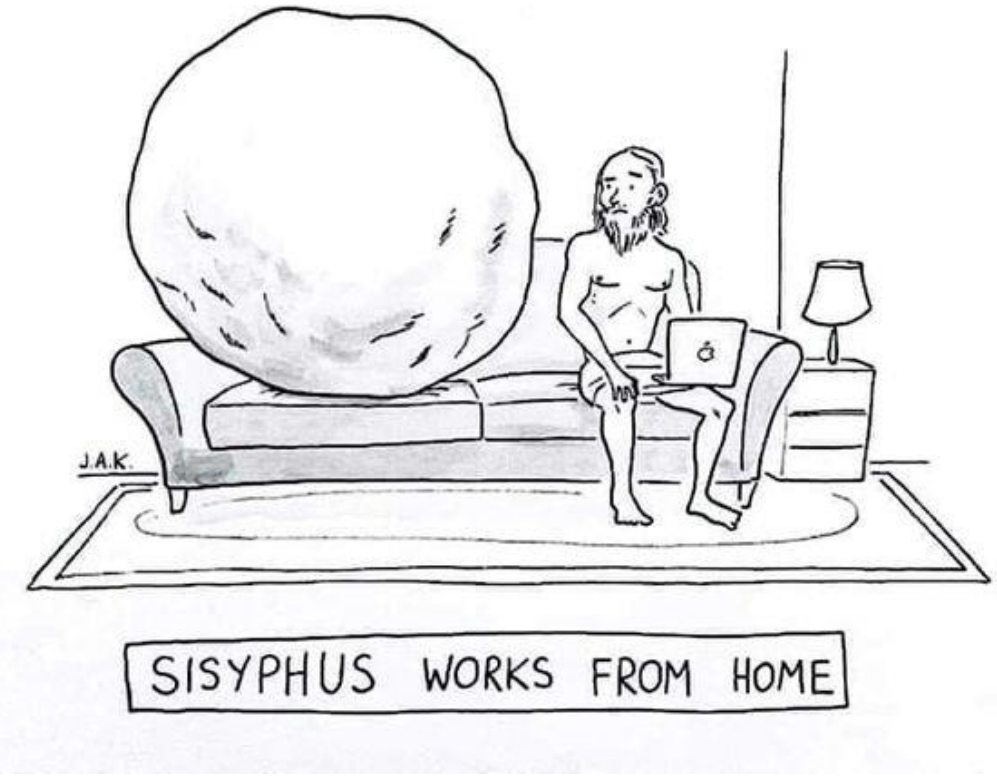
- We can do amazing things that previously seemed impossible
- We can change things rapidly and safely
- People can work from home
- We can have less face to face meetings
- I can do clinics without patients attending

Virtual meetings

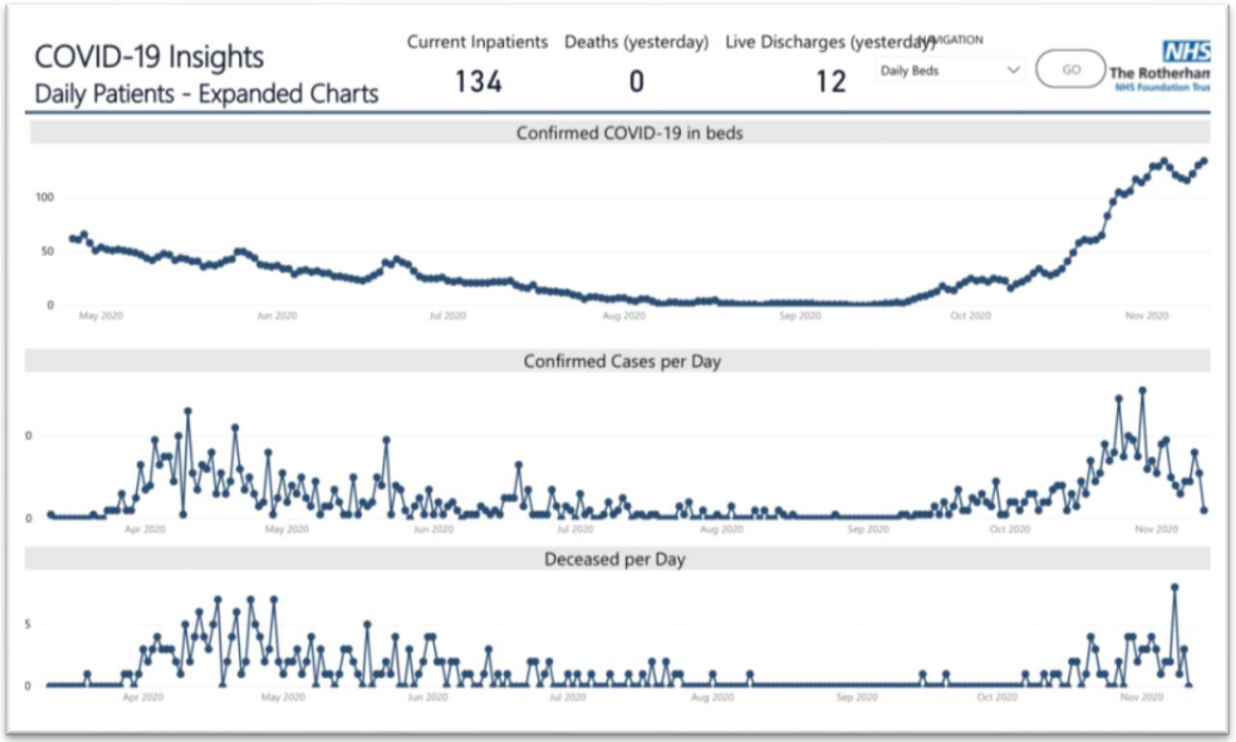
- Team Brief using MS Teams
- Board Meetings with Zoom
- Exec meetings with Zoom
- AGM
- Awards Ceremonies
- Video blogs
- Etiquette?

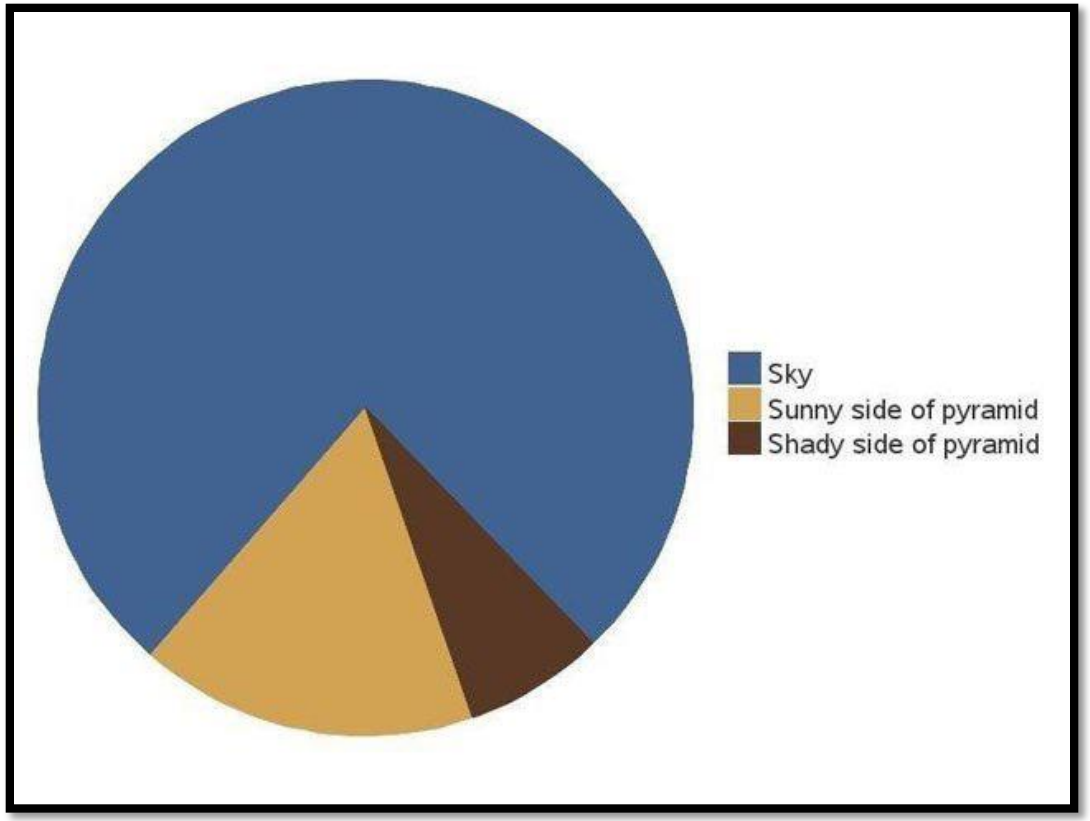
Working from home

- It’s not easy
- Infrastructure
- Access to clinical notes
- Significant benefits on:
  - Carbon footprint
  - Car parking
- Not for everyone and some roles inherently impossible
- But, IT key to making it easier



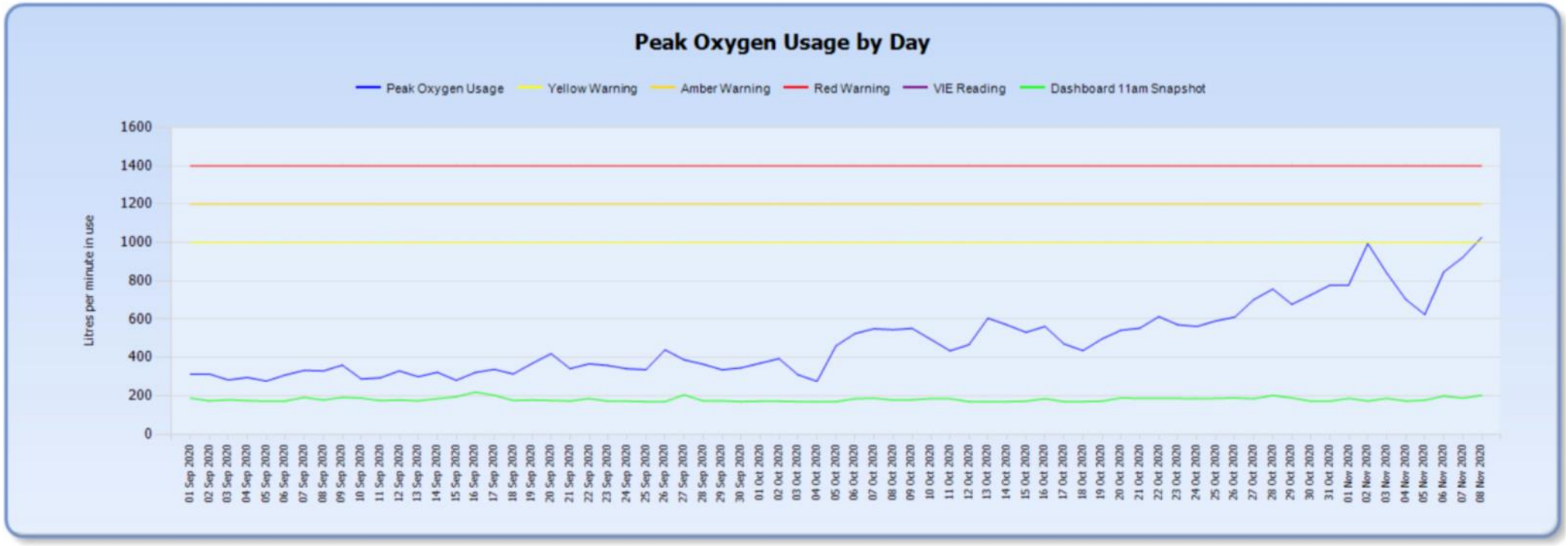
Importance of information





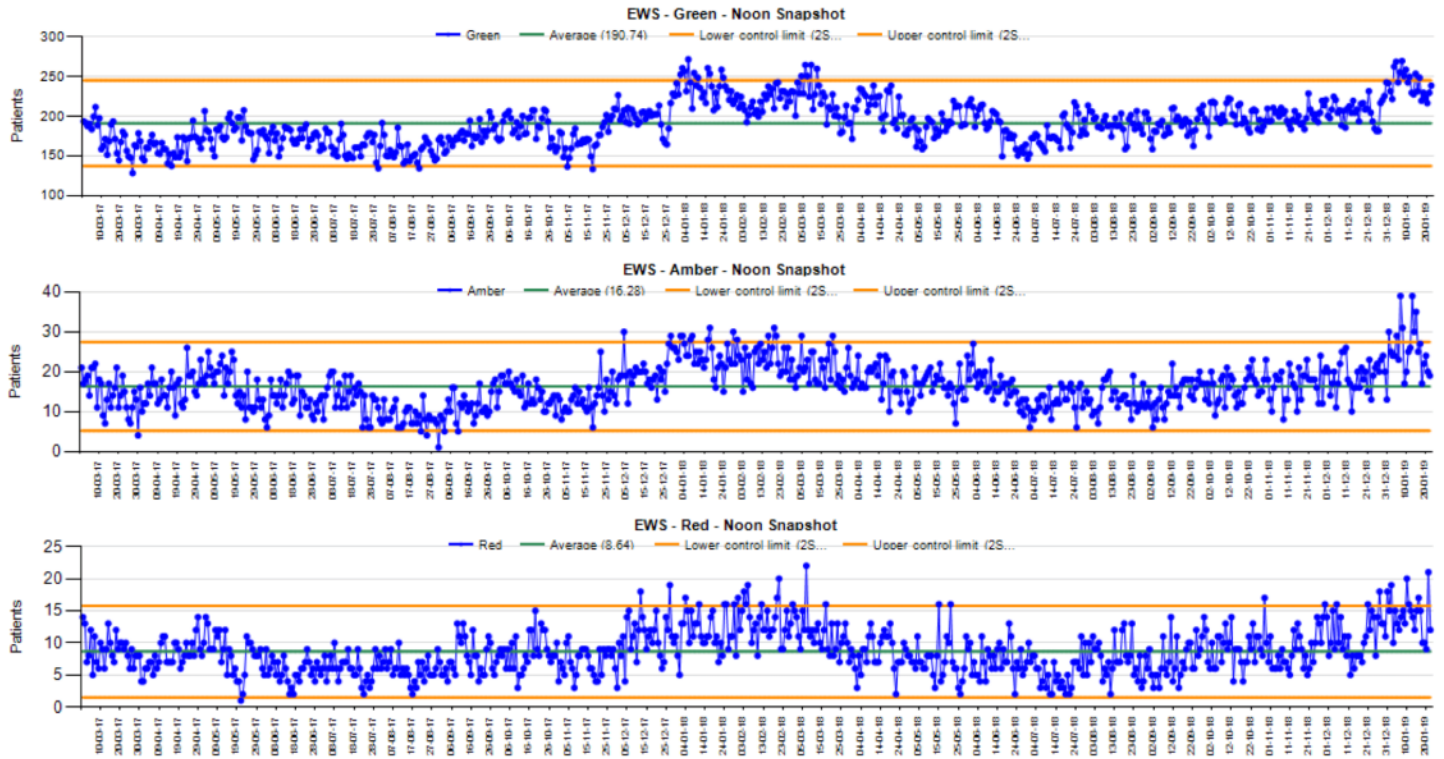
Connecting systems to give novel solutions

Monitoring oxygen usage during covid



ACUTE INPATIENT CARE (3)

Acuity Analysis (using Early Warning Scores)

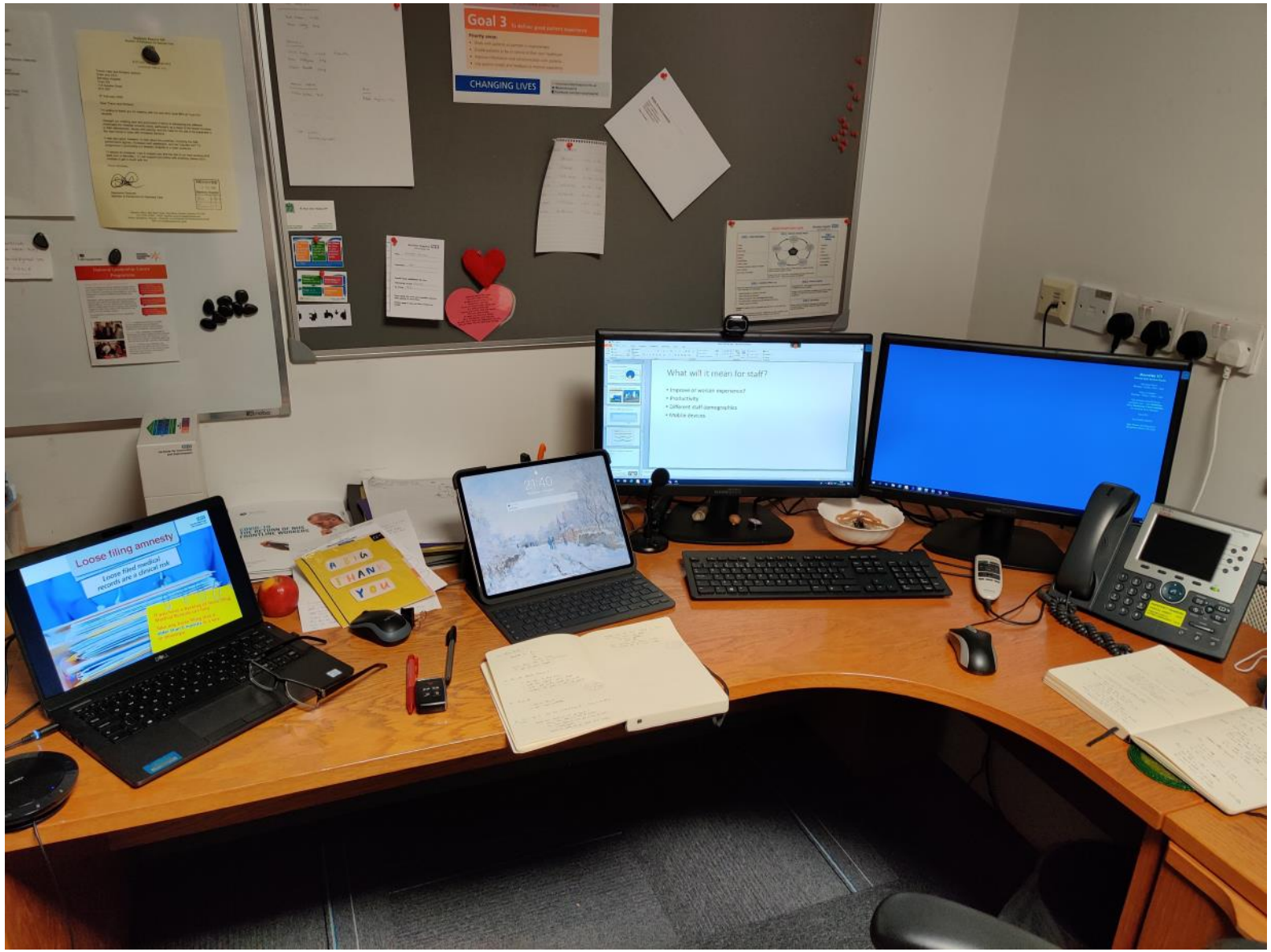


Developed by Healthcare Information and Insight Service, BHNFT
Team e-mail: barnsley.info@nhs.net

Barnsley Hospital NHS
NHS Foundation Trust

Acceleration of paper-free approaches

- Note keeping
- EPMA
- EDMS
- E-forms


Goal 3
CHANGING LIVES
What will it mean for staff?
Loose filing amnesty
Loose filed medical records are a clinical risk
21:40
THANK YOU

Other reflections

Why are CEOs, execs and Boards cautious about IT developments?

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Rotherham NHS Trust IT failure delays cancer treatment

27 February 2013

The appointment problem is the latest in a series for the trust

Failures in a new appointment system could have delayed treatment for cancer patients at a troubled health trust, according to a health watchdog.

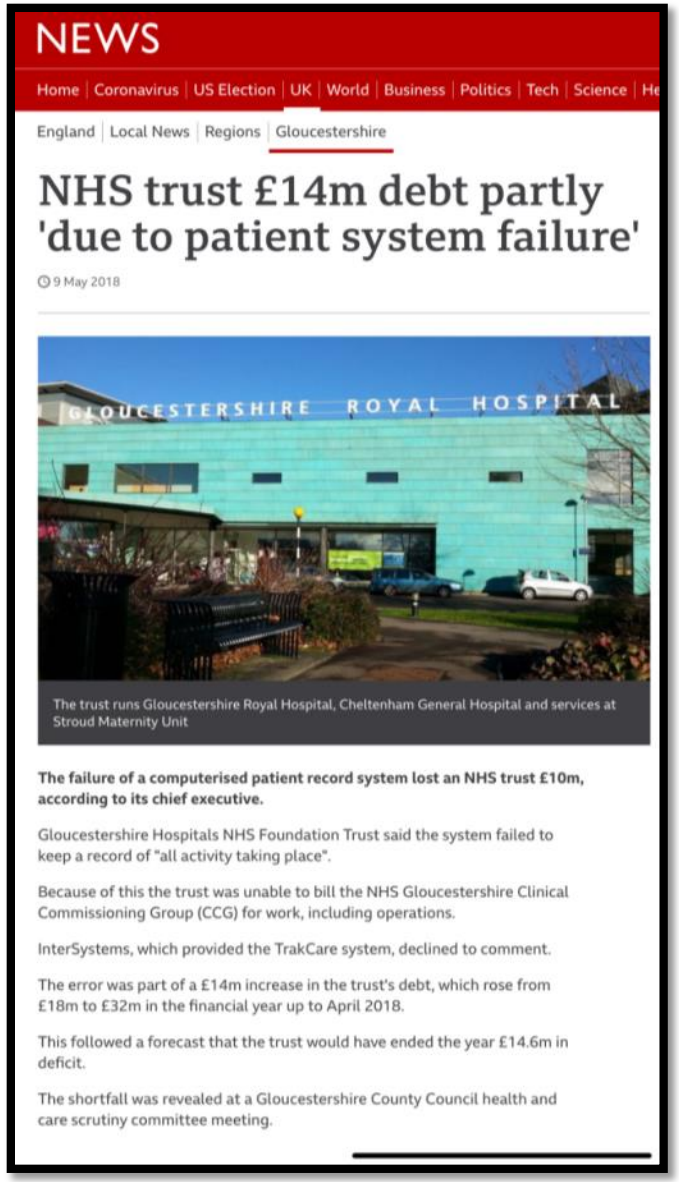
Problems have led to 5,000 missed outpatient appointments and lost Rotherham NHS Foundation Trust £1.4m.

The **electronic patient record system** could now cost £40m, said NHS regulator Monitor.

The trust said an immediate review had been ordered and an independent expert engaged to resolve the issues.

Monitor said failings in the appointment system "seriously compromises the ability of the trust to manage quality of care" because it could place only "limited reliance" on operational data.

The watchdog said the trust had not managed the system in an effective way and could not tell if any patients had been harmed.



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NHS trust £14m debt partly 'due to patient system failure'

9 May 2018

The trust runs Gloucestershire Royal Hospital, Cheltenham General Hospital and services at Stroud Maternity Unit

The failure of a computerised patient record system lost an NHS trust £10m, according to its chief executive.

Gloucestershire Hospitals NHS Foundation Trust said the system failed to keep a record of "all activity taking place".

Because of this the trust was unable to bill the NHS Gloucestershire Clinical Commissioning Group (CCG) for work, including operations.

InterSystems, which provided the TrakCare system, declined to comment.

The error was part of a £14m increase in the trust's debt, which rose from £18m to £32m in the financial year up to April 2018.

This followed a forecast that the trust would have ended the year £14.6m in deficit.

The shortfall was revealed at a Gloucestershire County Council health and care scrutiny committee meeting.

ICT directors at Boards?

"Every CEO needs to be comfortable and competent in leading digital transformation, every board needs to know what questions to ask, how to hold their CEO to account, every medical director and chief nurse needs to know how technology is going to transform what their teams do and lead that adoption,"

"probably on their board, certainly reporting directly to the Chief Executive, and I find it very surprising many people are not moving in this direction"

ICT Directors and operational matters

- Should ICT Directors and/or Deputies be on a Exec Director or operational oncall rota?
- Barnsley has benefitted hugely from the connections that result from this.
  - Dashboards
  - Solutions to problems
  - Shared understanding
  - Relationships

Admin staff

- No paper letters to send
- Automation of repetitive tasks
- No paper notes to manage
- No paper results
- No typing due to voice recognition
- Digitally empowered patients managing own appointments?

- Large and dedicated workforce – how will we support a transition to new roles?

Worries

- Invisibility of problems eg open referrals
  - Barnsley Open Referrals
  - Mid Yorkshire Ophthalmology letters
  - Rotherham 12 hour breach
- System failure
  - Deliberate eg hacking, ransomware

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Technology

NHS 'could have prevented' WannaCry ransomware attack

27 October 2017

WannaCry was the biggest cyber-attack that has affected the NHS to date

NHS trusts were left vulnerable in a major ransomware attack in May because cyber-security recommendations were not followed, a government report has said.

More than a third of trusts in England were disrupted by the WannaCry ransomware, according to the National Audit Office (NAO).

What will digital transformation mean for staff?

- Improve or worsen experience?
- Productivity
- Different staff demographics
- Different professional groups
- Mobile devices
- Social impact on remote working
- Effect on therapeutic relationships?

Key points

- COVID-19 should make us braver and faster to change but done safely
- We should capitalise on the changed mindset
- We need to think carefully about the future of key staff groups
- ICT Directors need to be around the Exec Team and Board tables
- Involvement of ICT leaders in operational matters will help all parties