

Pandemic 1

The digital transformation in post-Covid NHS

Date: 16 October 2020

Author: Fiona Sanders

Head of Digital Transformation

Midlands Region

NHS England and NHS Improvement



Our response to pandemic 1



The Digital Front Door

- Rapid adoption of digital healthcare solutions
- Primary care and acute care have been transformed with over three quarters of consultations delivered virtually.

Key challenges now?

- Remote consultations: principles not mandate
- Remote monitoring
- Personal health record



Scaled up primary & acute specialty services

- Delivering care in the right setting
- Hospital at home
- Joined up care

Key challenges now?

- Interoperability is essential
- Access to the shared care record is key
- Infrastructure is key



Our response to pandemic 1



Command & control

- Data driven insights
- Data driven decisions for strategic and operational decision making
- Shared information

Key challenges now?

- Business Analytics drives transformation and highlights issues
- Data quality
- Interoperability



Agile Workforce

- Remote working
- Flexible working
- Joined up care

Key challenges now?

- Remote working is still productive, but needs soft skills but it is not for all
- Work life balance paradox



Our response to pandemic 1



Portfolio, Programme and Project Management

- Complex overlapping workstreams and interdependencies
- Agile management

Key challenges now?

- Agile workforce needs leadership
- Blended teams are the future
- Domain specialists are key



Digital Inclusion/Exclusion

- Upskilling of patients and workforce
- Access to devices
- System wide access
- Infrastructure

Key challenges now?

- Digital inclusion is more than engagement
- Infrastructure and device poverty exists



What next?

- **Consolidation**
 - Significant investment in infrastructure, people and process
 - Develop new care pathways that are digitally enabled
 - What are the inclusion and exclusion pinch points?
 - Mandate the principles not the kit
- **Data**
 - Single point of truth
 - Understand the data
- **Aggregate**
 - Whole system thinking across care settings to drive strategy
 - Aggregate national funding and align funding to deliver strategy
 - Do not rush into procurement, be an informed buyer
 - Blend teams and expertise
- **Leadership**
 - Leadership and teams must represent the system
 - Buy expertise
 - Leadership must be informed, the right behaviours and flexible
 - Governance and boards must be intelligent
- **Communication**
 - Accurate and timely