Managing digital change successfully in health and social care

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The see-saw of the digital NHS

"NHS technology will save millions of lives"

"The NHS can’t do technology to save its life"
Digital change in health and social care

Liverpool health and social care economy

Cambridge University Hospitals FT

Essex University Partnership Trust

Berkshire and Frimley

Homerton University Hospital
Leadership and management

- Use the right leadership and manage relationships carefully
- Be motivated by the right things—don’t expect an immediate cost saving
- Change your culture where necessary and keep the board involved
- Adapt your approach to suit the project
- Do not see implementing technology as “IT projects”—see it as clinical change
Information governance

- Information governance is a cultural issue
- Information governance tests local trust
- Be transparent about sharing information
- Build a positive case for sharing data
- Building trust over IG can make it easier to make changes
Partnerships

☐ Put effort into building relationships
☐ Facilitate conversations between technology users and partners
☐ Use suppliers for their change management expertise
☐ Get a single vision of success across partnerships
☐ Delineate clear roles and responsibilities in the partnership
☐ Choose a supplier that is open to sharing data
☐ Organisations should work together to get the best deal from partners
☐ Aim to become self-sufficient in the medium term
☐ Think ahead when choosing a partner
User engagement

- Get users involved early on and make their involvement continuous
- Explore what is possible with digital technology
- Reach across the spectrum of attitudes and bridge cultures
- Use and support clinical leadership
- Avoid imposing fixed solutions
- Decide on an appropriate implementation model
Resourcing and skills

☐ Plan how you will deploy your resources at key points

☐ Identify the skills you need from those managing and facilitating your project

☐ Give your team incentives to bring about change

☐ A good track record makes getting additional resources easier

☐ Invest in your people – it equips them and motivates them at the same time

☐ Go further than the initial transformation: aim for continuous improvement as well

☐ Evaluation is key to recognising both successes and failures in a project
Thank you

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