MSc Digital Programme

Postgraduate Digital Skills for Health and Care Professions

2 Oct 2021

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Llywodraeth Cymru
Welsh Government

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A Healthier Wales

Cymru Iachach:
ein Cynllun Iechyd a Gofal Cymdeithasol

#cymruiachach

A Healthier Wales:
our Plan for Health and Social Care

#ahealthierwales

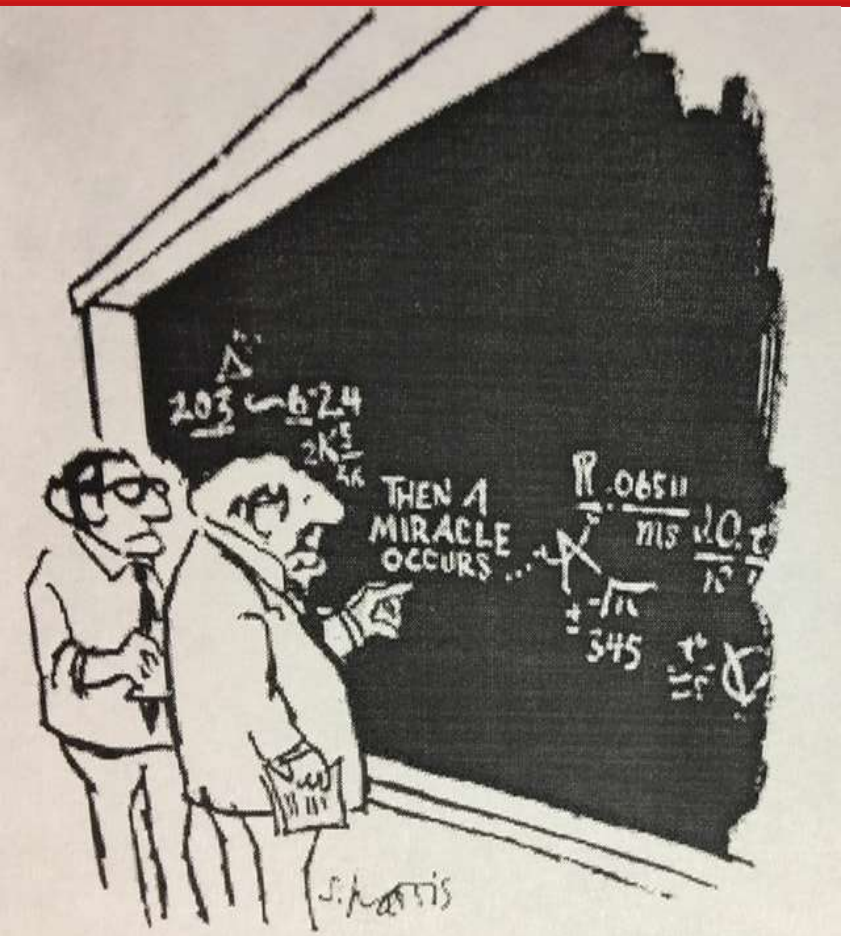
A Healthier Wales has three parts:

- A comprehensive vision of our future health and care system in Wales

- Transformation. An outline of how to 'kick start' change over three years

- Sustainability. An outline of how to make our system 'fit for the future', so it is better able to respond to new challenges

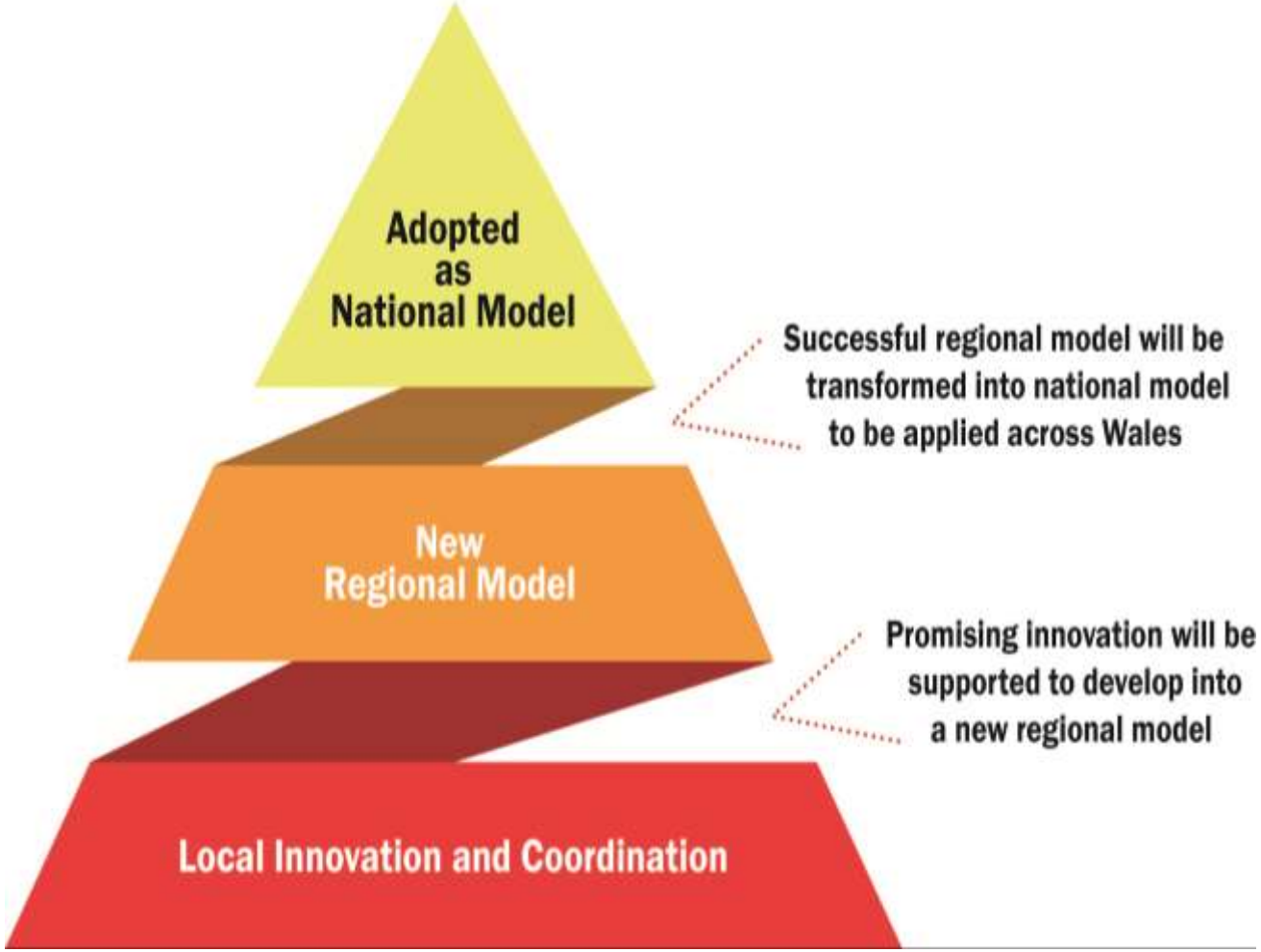
All of this with a strong emphasis on prevention, technology, wellbeing, and what matters to people



"I think you should be more explicit here in step two."

Part 2: A Healthier Wales means <u>changing</u> how we do things

- New models and approaches must replace existing ones
- We know what good looks like, so really focus on “why has change not happened”
- Standing still is not an option, so “if you don’t know what to do, do something, and pay really close attention to what happens”



Part 2: Strong model of how to link local innovation to national delivery

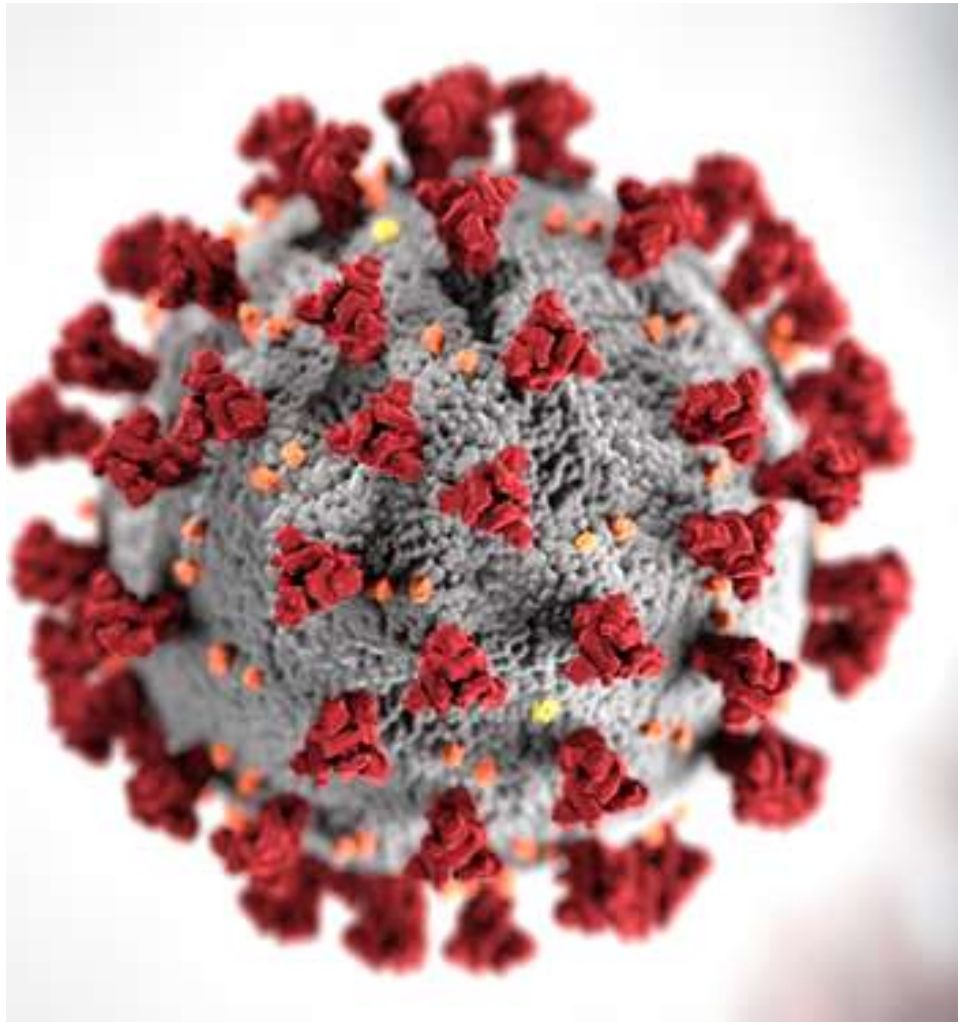
- Local Pilot
- Regional Demonstrator
- National Adoption

This aligns strongly with agile digital delivery methods.

Part 3: Making our system fit for the future

- Improving Quality and Value
- Digital and Data
- Sustainable Funding
- Continuous Engagement
- Workforce
- National leadership and Direction

What's important is how all of this comes together. It's not just about challenges and structures, it's about focusing on our culture and appetite for change.



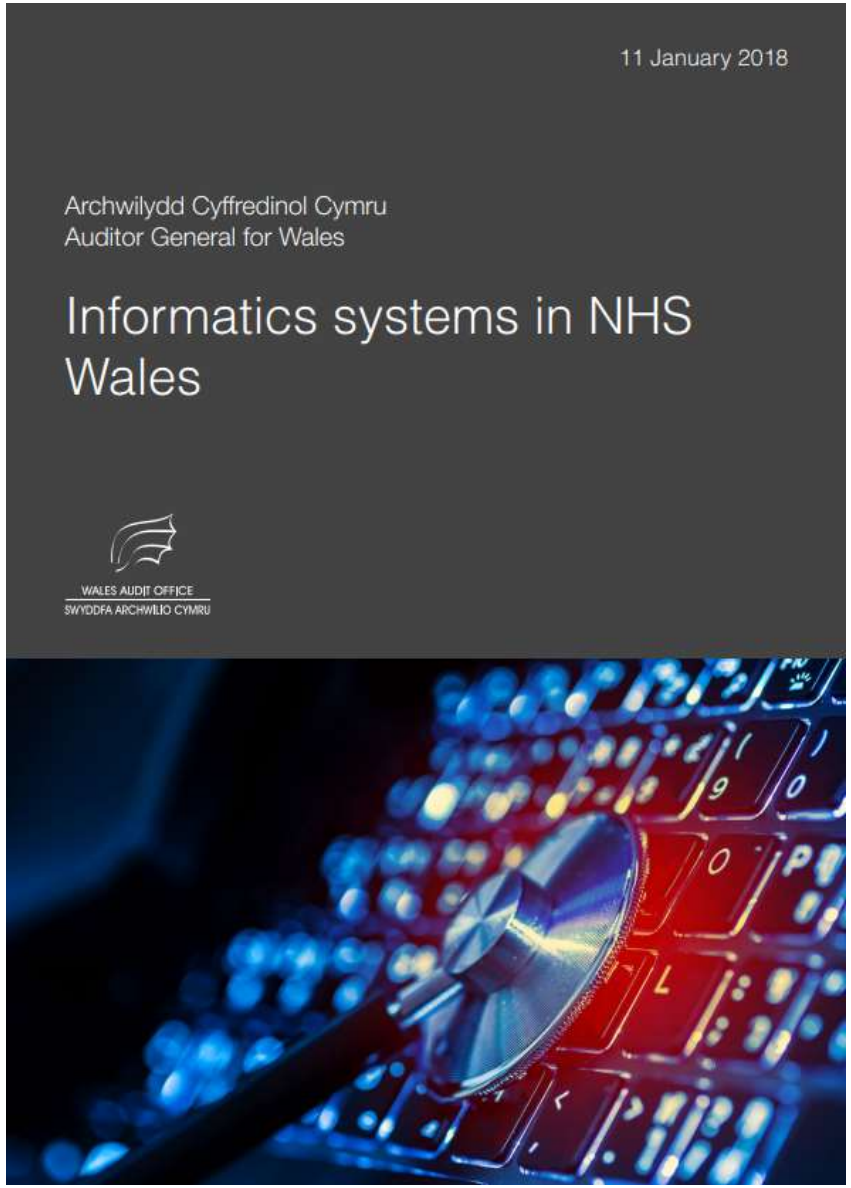
Impact of Covid Pandemic

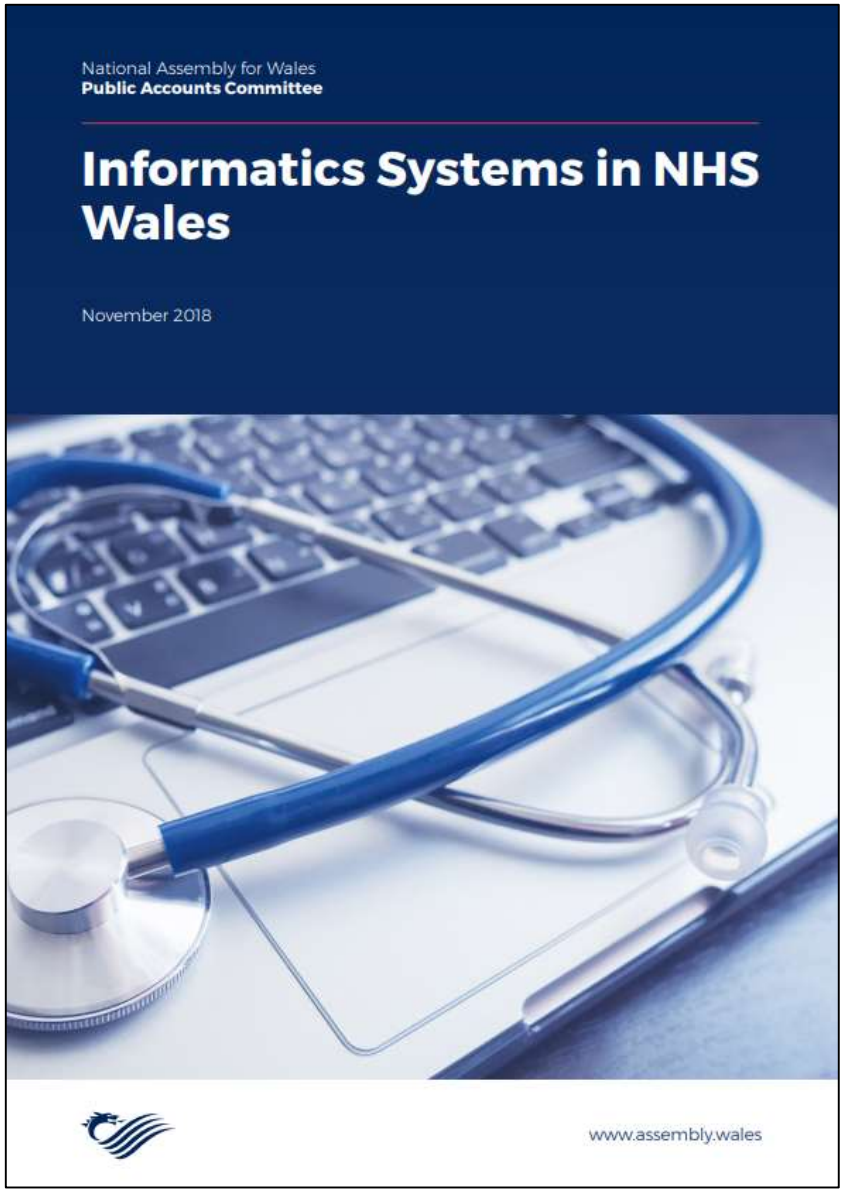
- More national direction
- Rapid introduction of new models
- Huge shift away from hospitals
- Digital and technology major enabler
- Timely data to drive decisions
- Emphasis on prevention and public health

A Healthier Wales was strongly validated through the pandemic, and it is still our long term plan. We are moving to our second three year cycle.

Ifan Evans
Digital Transformation

Two major reports in 2018





Ministerial / Policy Statement 2019

- NWIS functions transferred to **Digital Health & Care Wales**, a new NHS Wales Special Health Authority
- Major **increase in digital investment**, £50m in 2019-20 and then increased to £75m in 2020-21 to drive strategic programmes and upgrade 'legacy' infrastructure
- Confirm 2019 **strategic reviews of Digital Architecture and Digital Governance**
- Commitment to **open architecture, common standards, interoperability**
- Appoint a **Chief Digital Officer for Health and Care**
- Further **strategic reviews of infrastructure, workforce, commercial, communications**

Cymraeg

Home > Announcements > All announcements > Written Statement: Update on Digital Health and Care

CABINET STATEMENT

Written Statement: Update on Digital Health and Care

Vaughan Gething, Minister for Health and Social Services

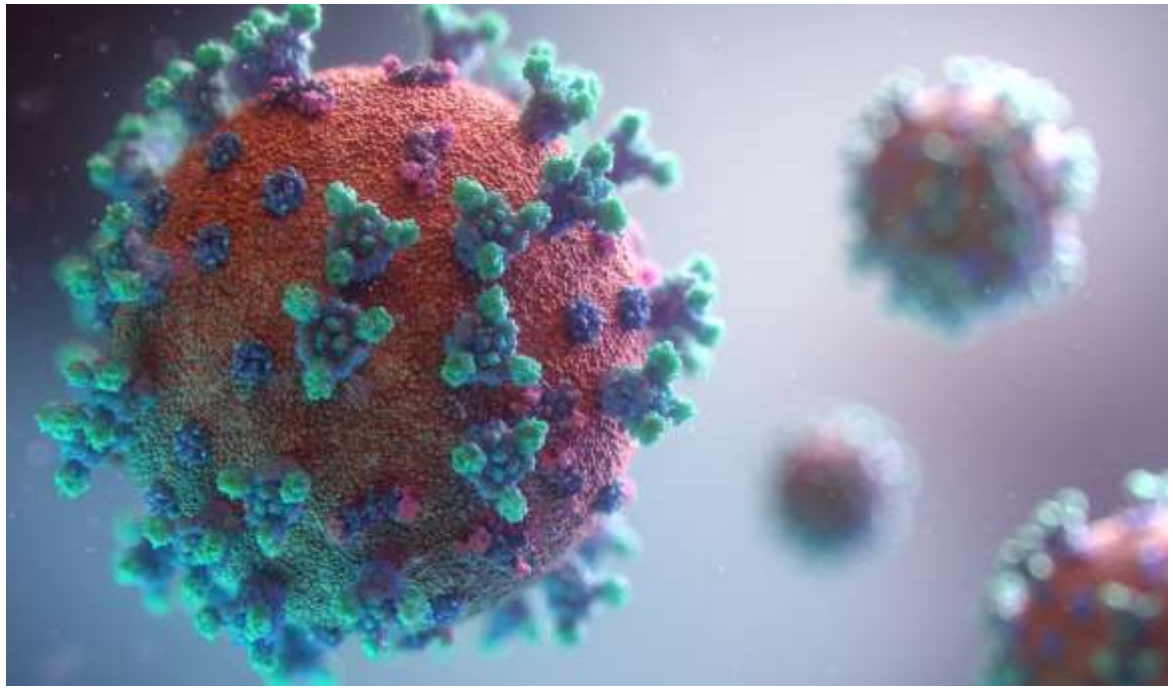
Organisation: Digital Health and Care Wales

First published: 30 September 2019

Last updated: 30 September 2019

Covid. Digital Pandemic Response

- Our **infrastructure response** prioritised enabling staff from around NHS Wales to continue to operate remotely.
- An all-Wales **video consultation service**
- Investment in **mobile and remote working and** an all-Wales deployment of Microsoft Teams and Office 365 in 60 days.
- An all-Wales **digital contact tracing** platform delivered in 40 days.
- An all-Wales **digital vaccine platform** developed in house to enhance the existing Wales Immunisation System (WIS).
- Extensive work undertaken to integrate all-Wales **digital testing services**.
- Significant investment is still being provided for continued Covid response, and will be a major part of post Covid recovery



Covid. Lessons Learned

- **Maintain focus on infrastructure.** The need for the right foundations to be in place such as digital infrastructure, cyber security, data architecture and sharing mechanisms.

- **Pragmatism on Information Governance.** Information has been a key enabler for the rapid delivery of novel solutions, in particular by simplifying IG and meeting user expectations.

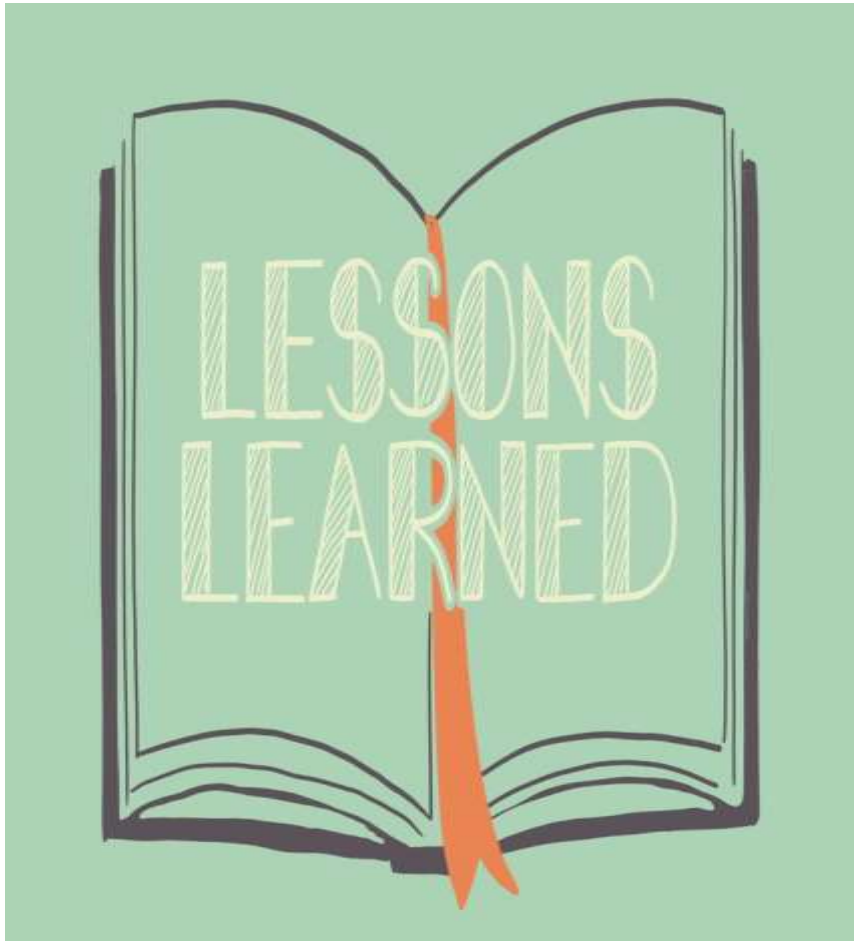
- **Build from existing programmes**. Accelerating existing and planned initiatives to achieve maximum benefit quickly.

- **Standard products deployed nationally from the cloud.** Decisions and implementation at speed, in one consistent way from cloud to all-Wales. This has driven standardisation as well as pace of delivery.

- **Webinars not floor walkers and service desks.** Expert webinars have enabled large numbers to be trained in a central and consistent way, by subject matter experts, supporting user-focussed design.

- **Work with partners, including industry and universities.** Align incentives to get things right.

- **Keep on learning…**



Strategic Context : Technology is Digital is Data

- **New technologies are digital** - genomics, immunology, AI
- **New technologies feed data** – sensors, wearables, patient outcomes
- **New technologies consume data** – monitoring, analytics, insights
- **Covid has accelerated technology cycles** – telemedicine, vaccines
- **Investment into healthcare has boomed** – public and private

How do we make ‘covid ways of working’ persist?

Let’s say…

- Streamline and simplify our processes, optimise for speed
- Review covid response, identify good practice, apply lessons learned
- Evidence based policy > effective delivery (but quicker)

But….

- ‘working harder is not a change management plan’
- Have we ever been effective at scaling good practice?
- How long to evaluate, codify and teach changed ways of working?
- What if we our analysis is flawed, when do we find out?

So…

- Is there anything off the shelf we could use, which is close enough?

Applying agile digital principles to services generally

"… emergency management or public health responses may be especially attuned to agile principles."

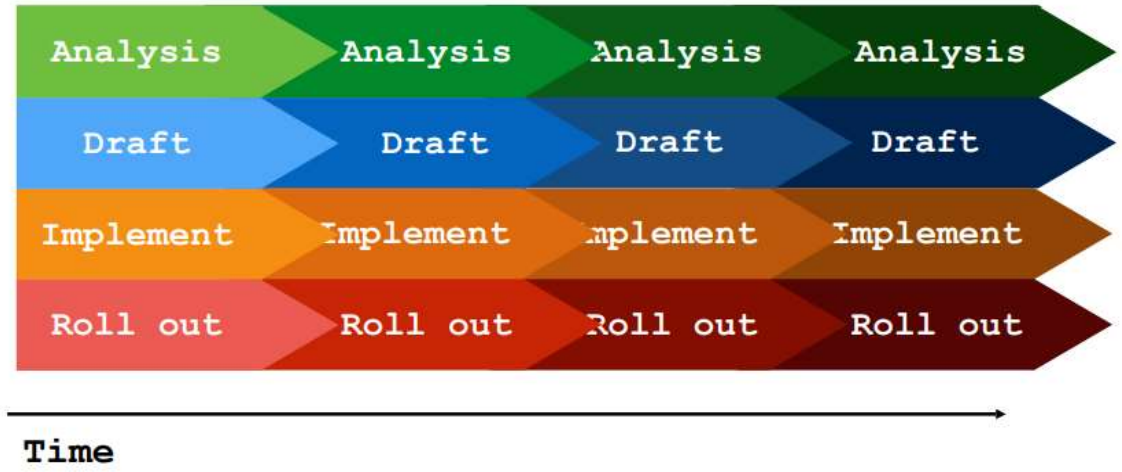
- Mergel Ganapati & Whitford, Agile: A New Way of Governing, Public Administration Review

Core Values of Agile Software Development

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

Translated to Agile Public Services

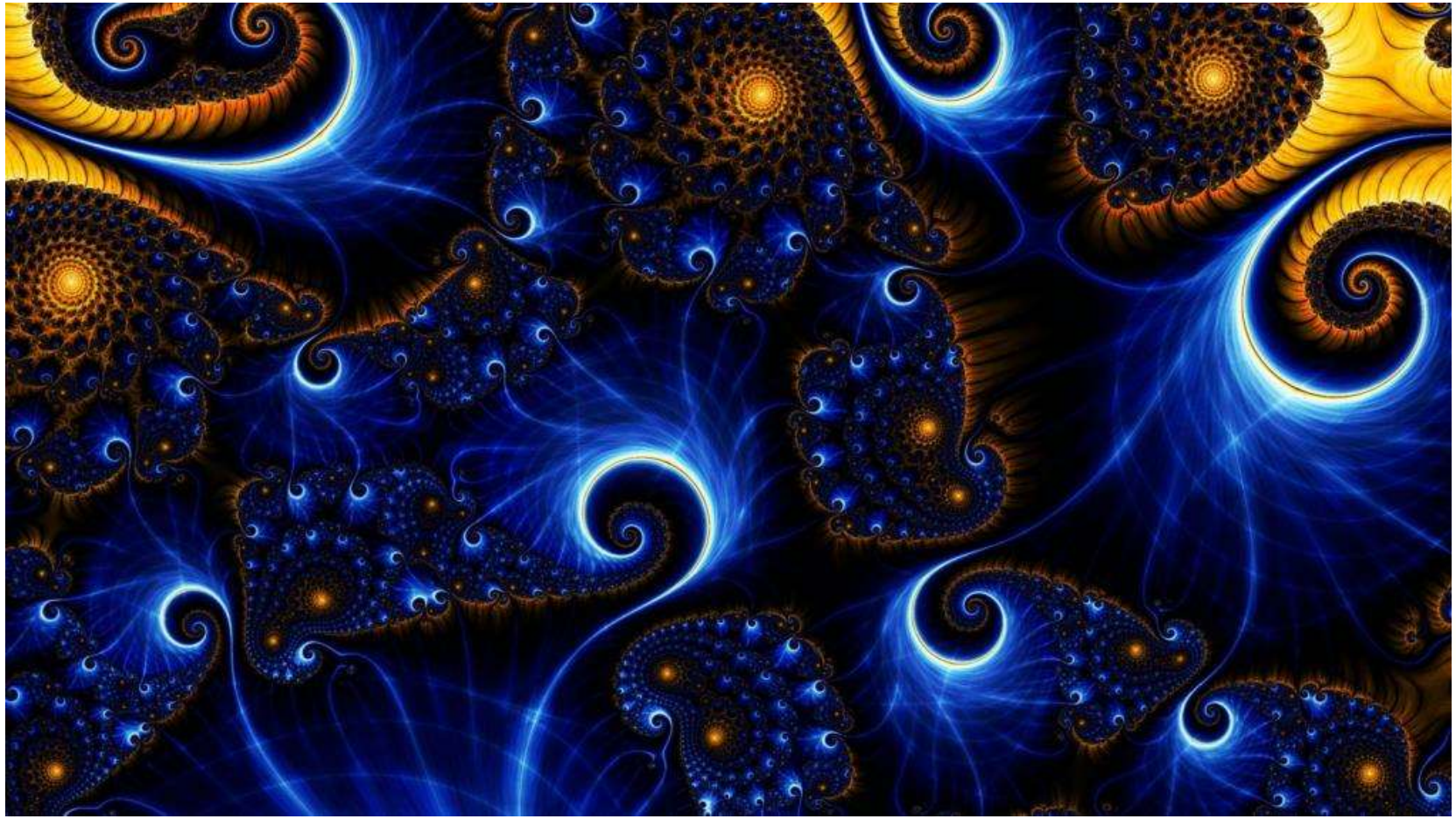
User centred service design
What matters is what works
Intensive co-production
Use iterative approaches



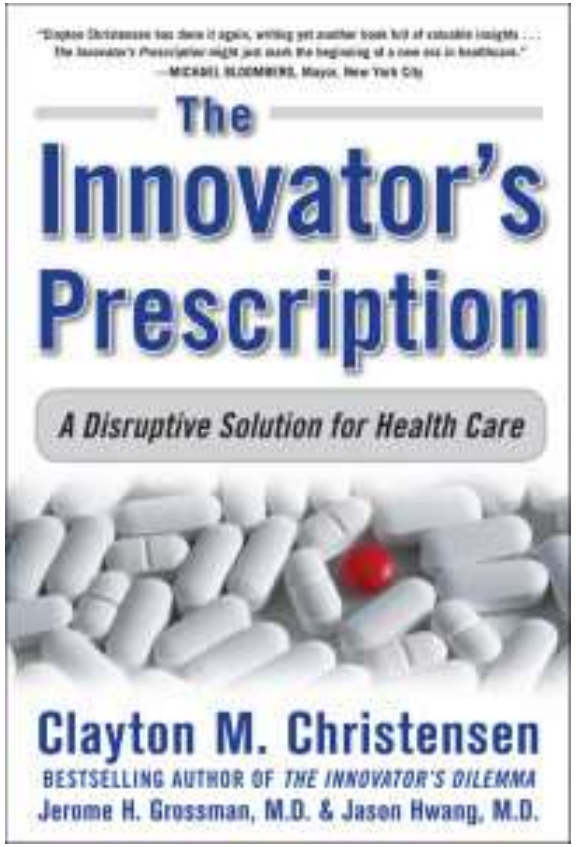
Digital Transformation is about what digital transforms

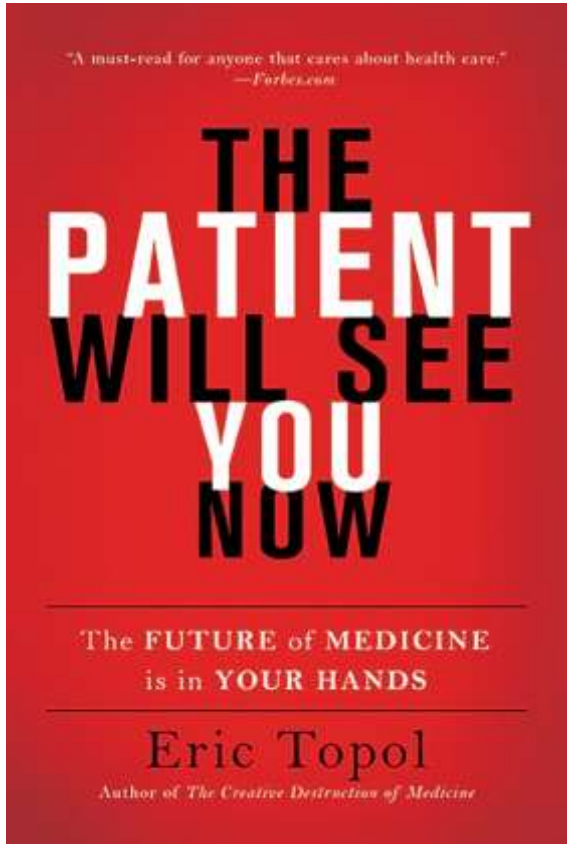
Tools for Thinking
Books and Quotes

The NHS is: Fractally complex…

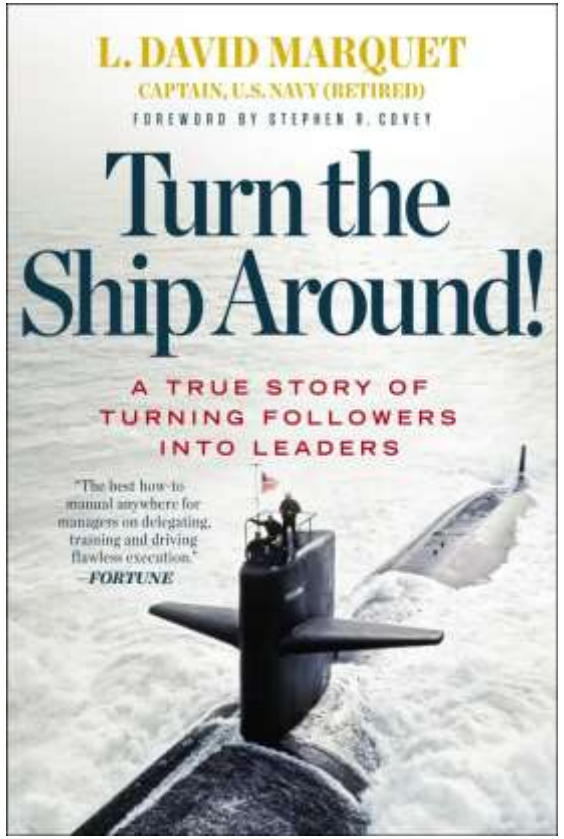


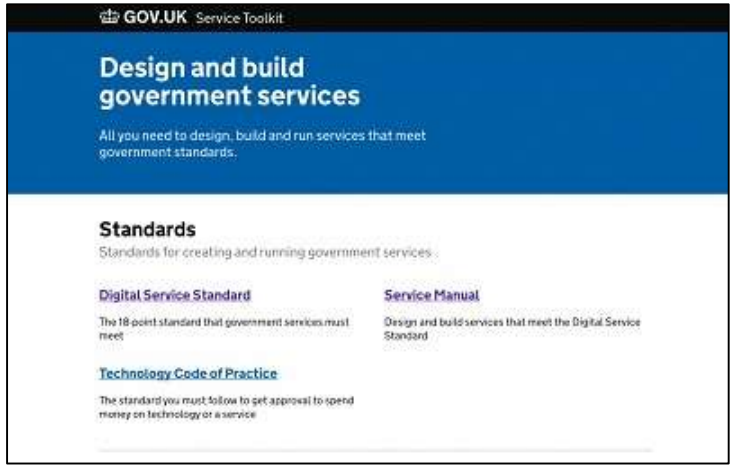
… and it is like a non-newtonian fluid


The
Innovator's
Prescription
A Disruptive Solution for Health Care
Clayton M. Christensen
BESTSELLING AUTHOR OF THE INNOVATOR'S DILEMMA
Jerome H. Grossman, M.D. & Jason Hwang, M.D.


"A must-read for anyone that cares about health care."
—Forbes.com
THE PATIENT WILL SEE YOU NOW
The FUTURE of MEDICINE is in YOUR HANDS
Eric Topol
Author of The Creative Destruction of Medicine

PERSPECTIVES
DONE
DONE
Digital transformation at scale: why the strategy is delivery
Andrew Greenway, Ben Terrett, Mike Bracken, Tom Loosemore
Foreword by Francis Maude


L. DAVID MARQUET
CAPTAIN, U.S. NAVY (RETIRED)
FOREWORD BY STEPHEN R. COVEY
Turn the Ship Around!
A TRUE STORY OF TURNING FOLLOWERS INTO LEADERS
"The best how-to manual anywhere for managers on delegating, training and driving flawless execution."
—FORTUNE

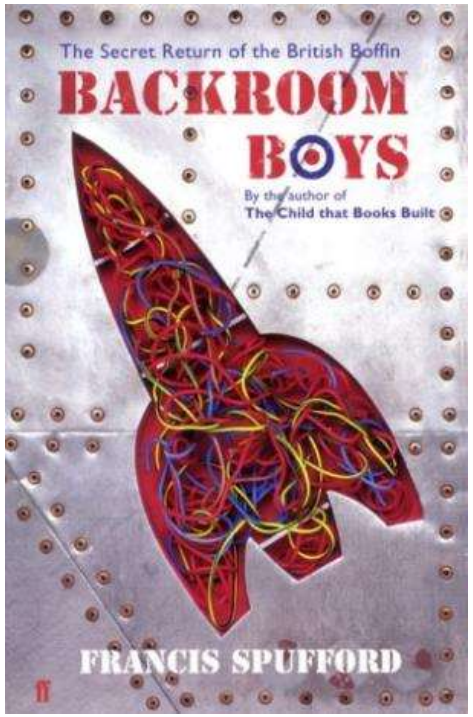

GOV.UK Service Toolkit
Design and build government services
All you need to design, build and run services that meet government standards.
Standards
Standards for creating and running government services
Digital Service Standard
The 18 point standard that government services must meet
Service Manual
Design and build services that meet the Digital Service Standard
Technology Code of Practice
The standard you must follow to get approval to spend money on technology or a service

NHSX
nhsx.nhs.uk

The main thing is
to keep the main thing
the main thing

Digital Design Principle #9 : Be consistent, not uniform…

If you don’t know what to do,
then **do something**,
and pay really close attention
to what happens



Digital Design Principle #5 : Iterate…

Be ruthless with systems, and be kind with people

Michael J Brooks, US political commentator, and comedian.

The faster you get back to people, the less brilliant you have to be.

Helen Gurley Brown, Editor-in-Chief, Cosmopolitan