



Digital Technology in Health and Care

Digital Project Failure

Cohort 2 week 9 Synchronous session

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Learning Outcome

By the end of this session, students should

1. Be familiar with some case studies of digital project failure.
2. Be able to use frameworks to analyse failed digital projects.
3. Develop some mature views on how digital project failure can be avoided in health & social care, especially in the NHS

How common is Digital Project Failure?

- “More than 50% of all systems development projects end in failure” (Lyythinen & Hirschiem, 1987).
- 50% of the Clinical information system implementation failed in the USA. (Kaplan, 2000)
- 84% of projects fail. (The Royal Society of Engineering and British Computer Society, 2004)

How common is Digital Project Failure?

[Why So Many High-Profile Digital Transformations Fail \(hbr.org\)](https://hbr.org)



Harvard
Business
Review



BURBERRY

How common is Digital Project Failure?

The logo for Boston Consulting Group (BCG), consisting of the letters 'BCG' in white on a green background.

- In 2016, [Forbes](#) 84% digital transformation project will fail.

The logo for KPMG, featuring the letters 'KPMG' in white with a blue outline, set against a blue background with vertical stripes.

- According to [McKinsey](#), [BCG](#), [KPMG](#) and [Bain & Company](#), the risk of failure of a digital transformation project is 70% - 95%.

The logo for McKinsey & Company, with the text 'McKinsey & Company' in a blue serif font.The logo for Forbes, with the word 'Forbes' in a large, blue, serif font.

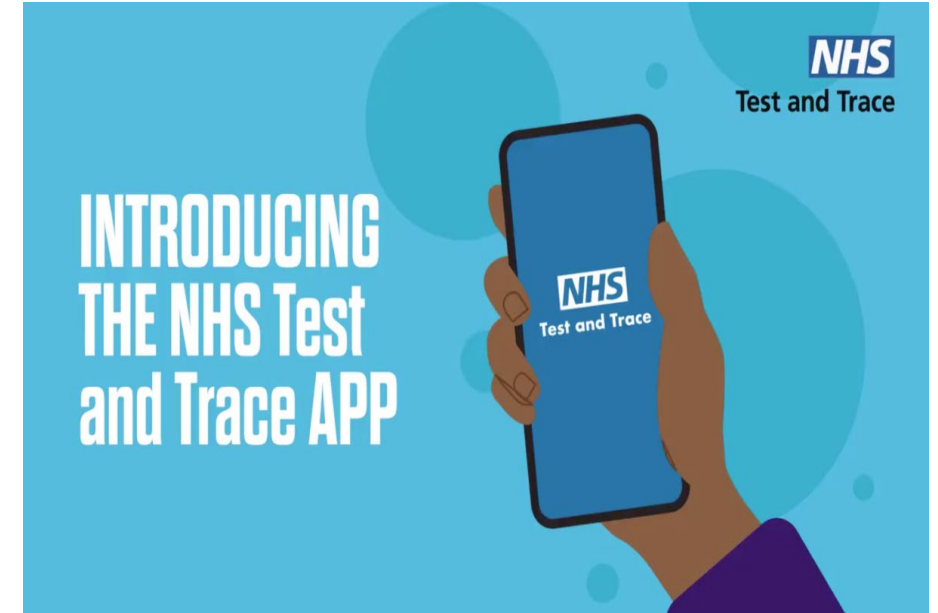
Three monkeys of Project Failure

- Speak no Failure
- Hear no Failure
- See no Failure



What Does IT Project Failure look like?

- **NHS test and trace:** May, 2020
- Objective: “cut infection levels and help Britain return to normal”
- £37bn in two years = 20% of NHS’s entire annual budget
- [Watch 'Covid Test & Trace Failed' | Microsoft Stream \(Classic\)](#)



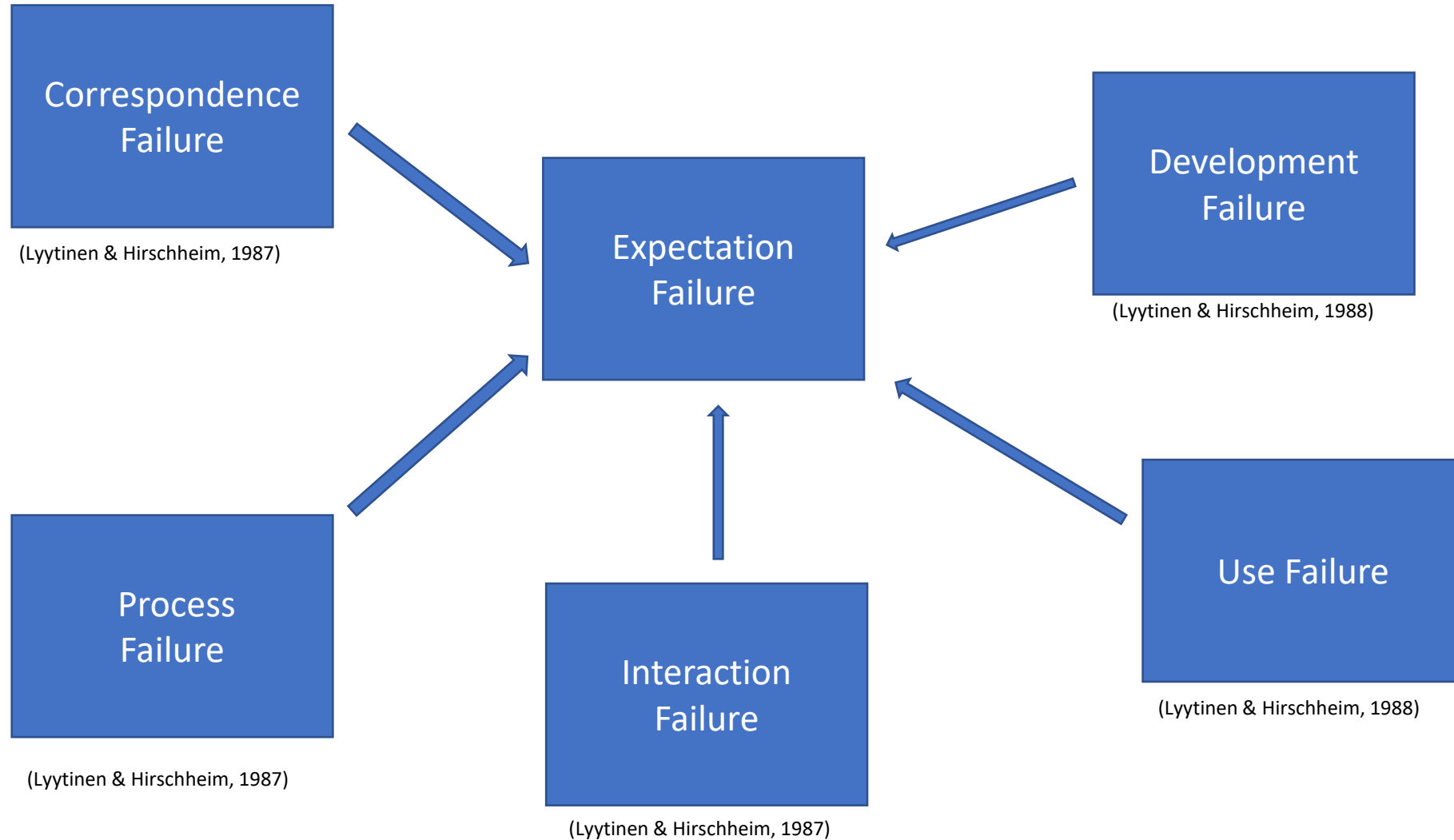
What Does IT Project Failure look like?

- **National Project for IT** : 2002
- **Aim:** to bring the NHS' use of IS into the 21st century, through the introduction of an iEPR, and reforming the way that the NHS uses information, and hence to improve services and the quality of patient care.
- **Budget:** 6.2 billion
- **Dismantled:** September 2011
- [Watch 'NPfIT fail' | Microsoft Stream \(Classic\)](#)



- **World's Largest Civil IT Programme: FAILED**

What is Failure?

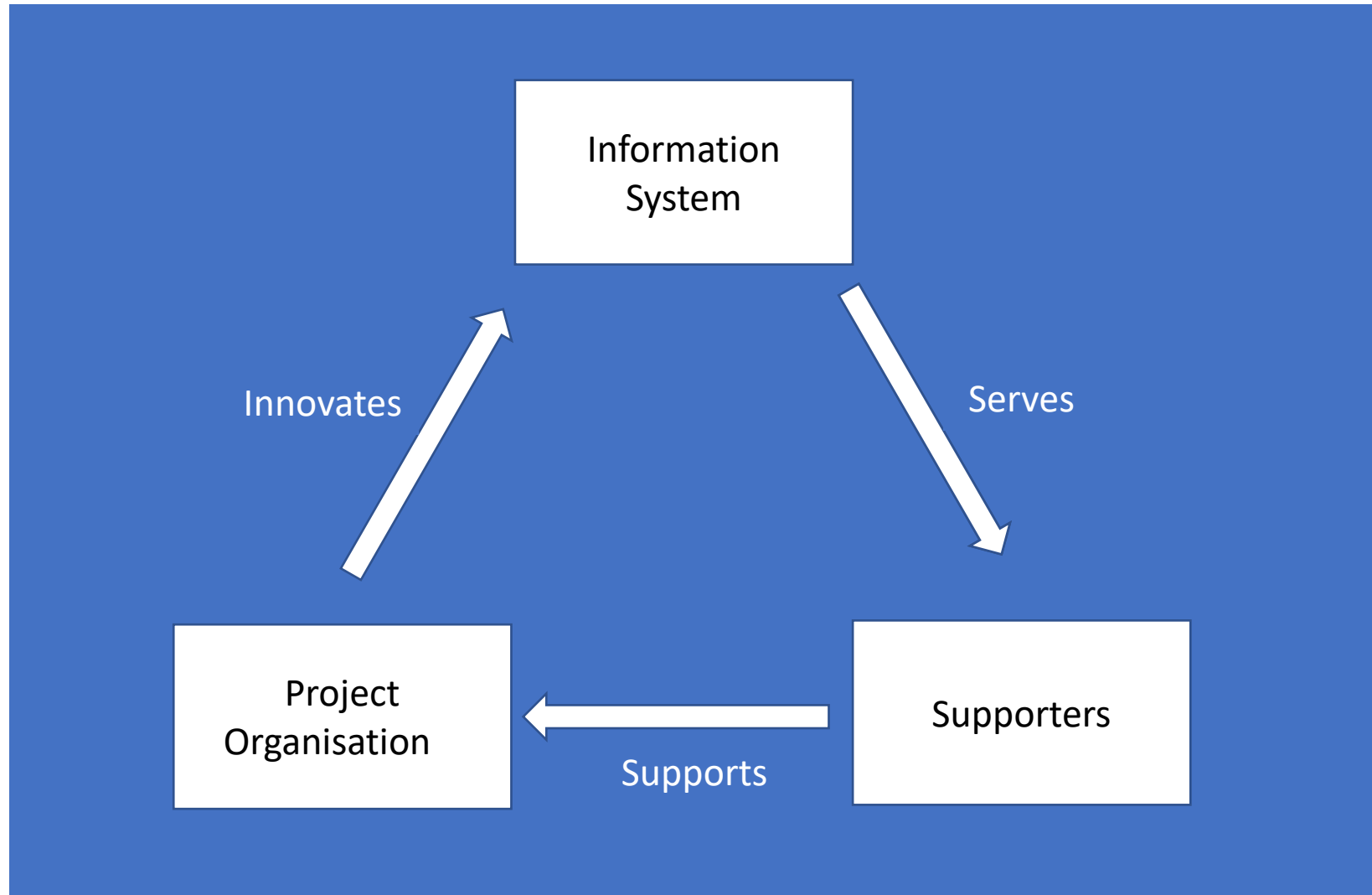


What is Failure?

- “When development or operation ceases, Leaving supporters dissatisfied with the extent to which the system served their interests”(Sauer, 1993)



Sauer's (1993) IS Development Model



Types of Failure

Ward (2002). Strategic Planning Information Systems. Page 455.

Business



Technology



5. Business Environment failure

4. Organisational Failure

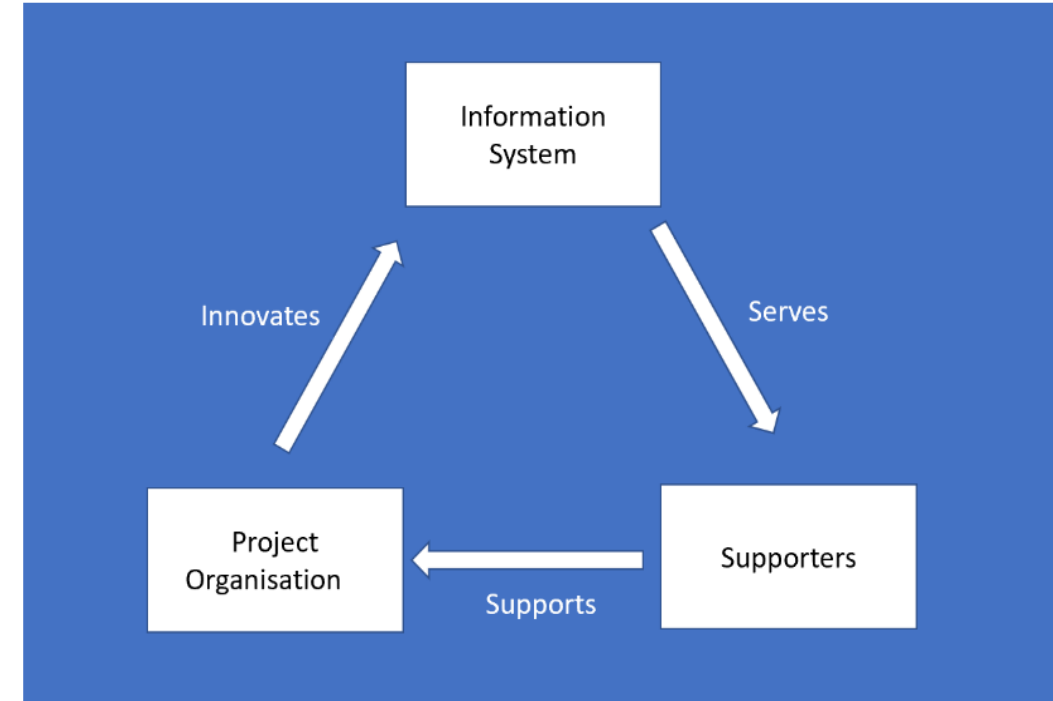
3. User Failure

2. Data Failure

1. Technical Failure

Group Activity

Group-1: The information system requires the efforts and expertise of the project organization to sustain it. Did the LASCAD project receive the required efforts and expertise? Discuss

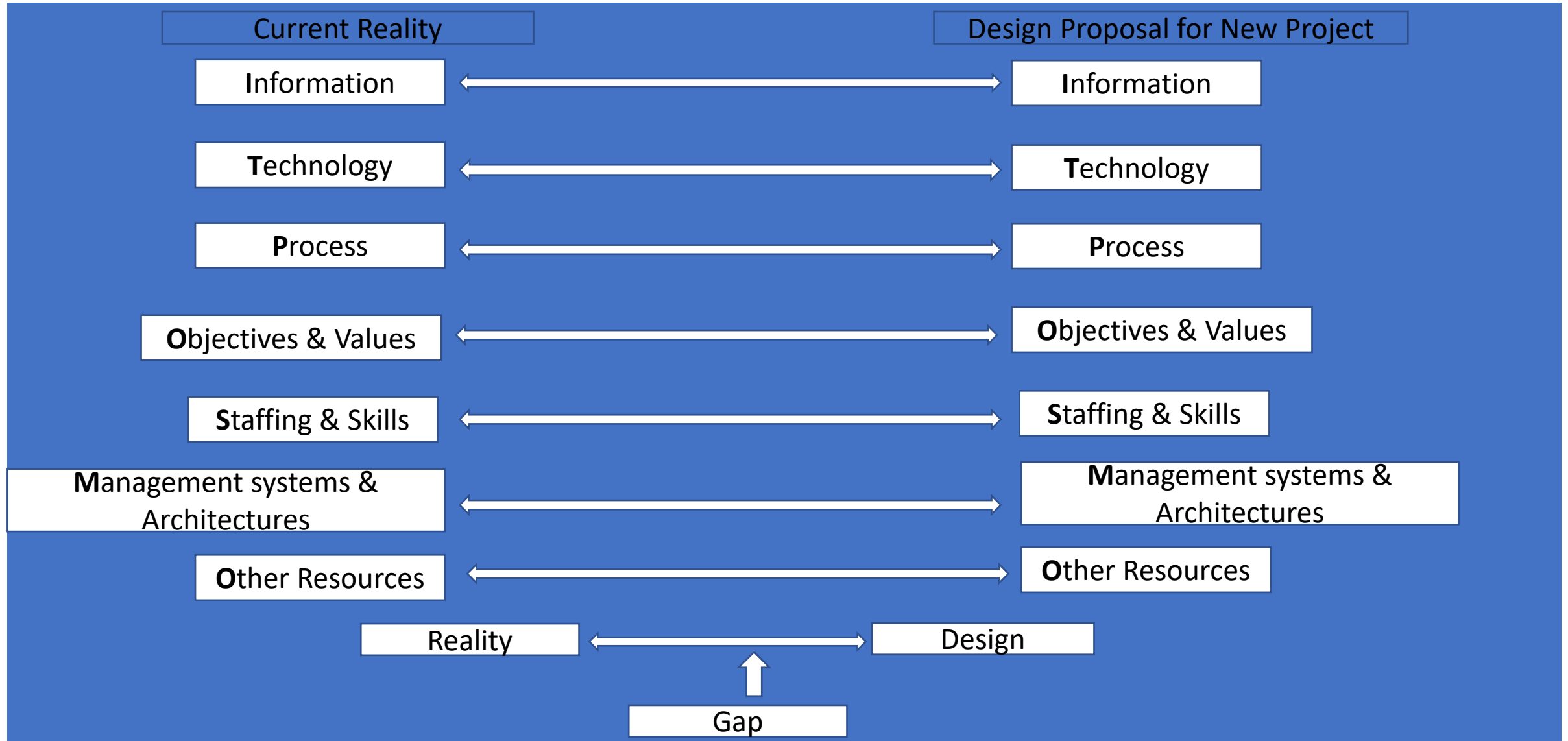


Group-2: The project organization is heavily dependent on the provision of support in the form of material resources and help in coping with contingencies. Did the project organisation for LASCAD get the required support? Discuss

Group-3: Supporters require benefits from the system. Were LASCAD users experiencing the expected benefits? Discuss

Heeks' Design Reality GAP

(Heeks,2005)

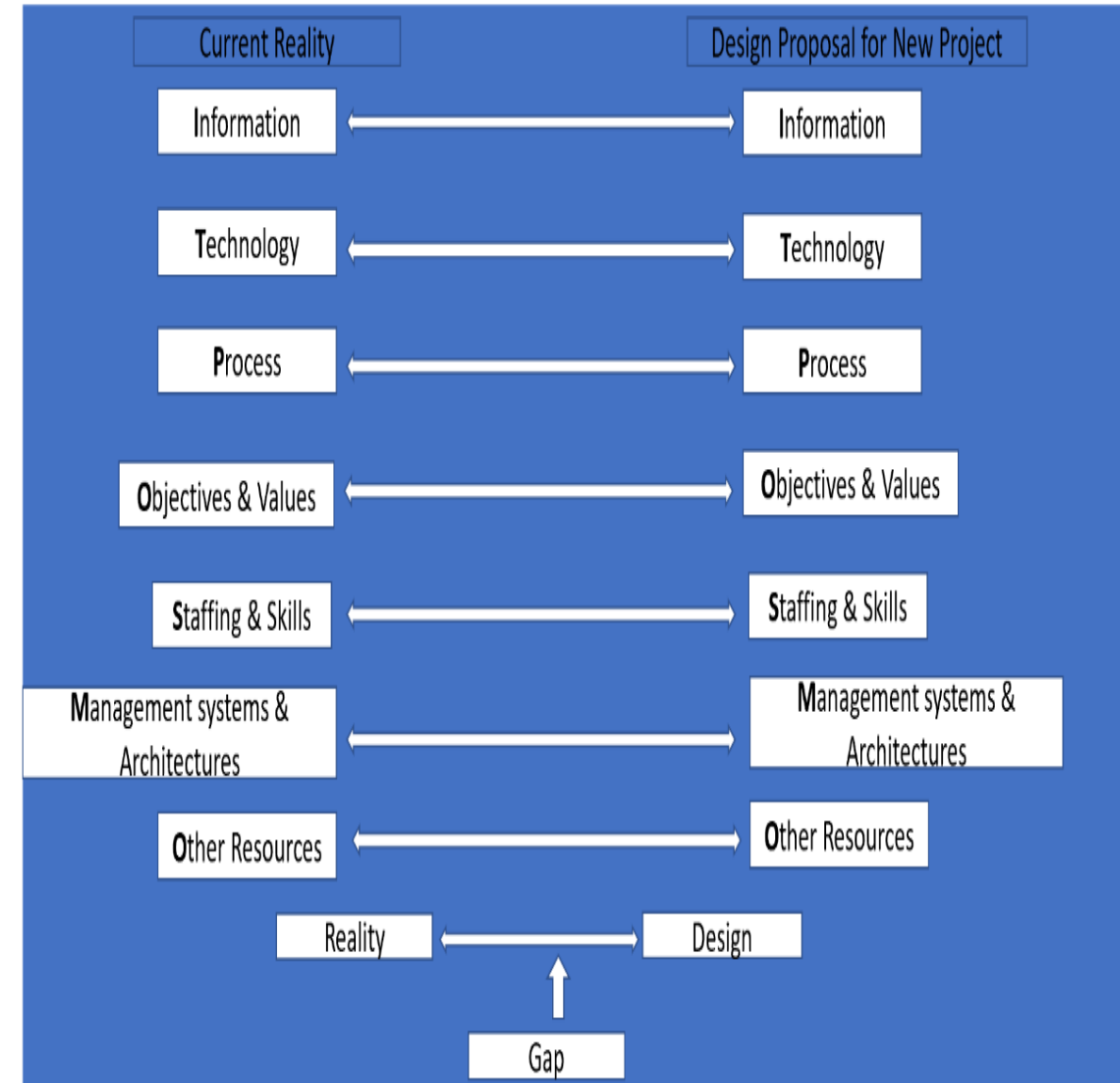


Group Activity

- Use the Heeks (2005) Design Reality framework to analyse the failure of the LASCAD Project.
- Your analysis should be based on the concepts of the framework which are:
- **Group-1:** Information, Technology
- **Group 2:** Processes, Objectives and Values
- **Group 3:** Staffing and Skills, Management Systems and Structures and lastly other resources: time and money

Heeks' Design Reality GAP

(Heeks, 2005)



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Thank you