



Summer Schools 2023

a digitalhealth event 

27-28 July

#DHSS23

Embracing failure: taking the journey from setbacks to success

Chair: Euan McComiskie

Health informatics Lead
Chartered Society of
Physiotherapy

Johanna Kelly

CNIO
Maidstone & Tunbridge
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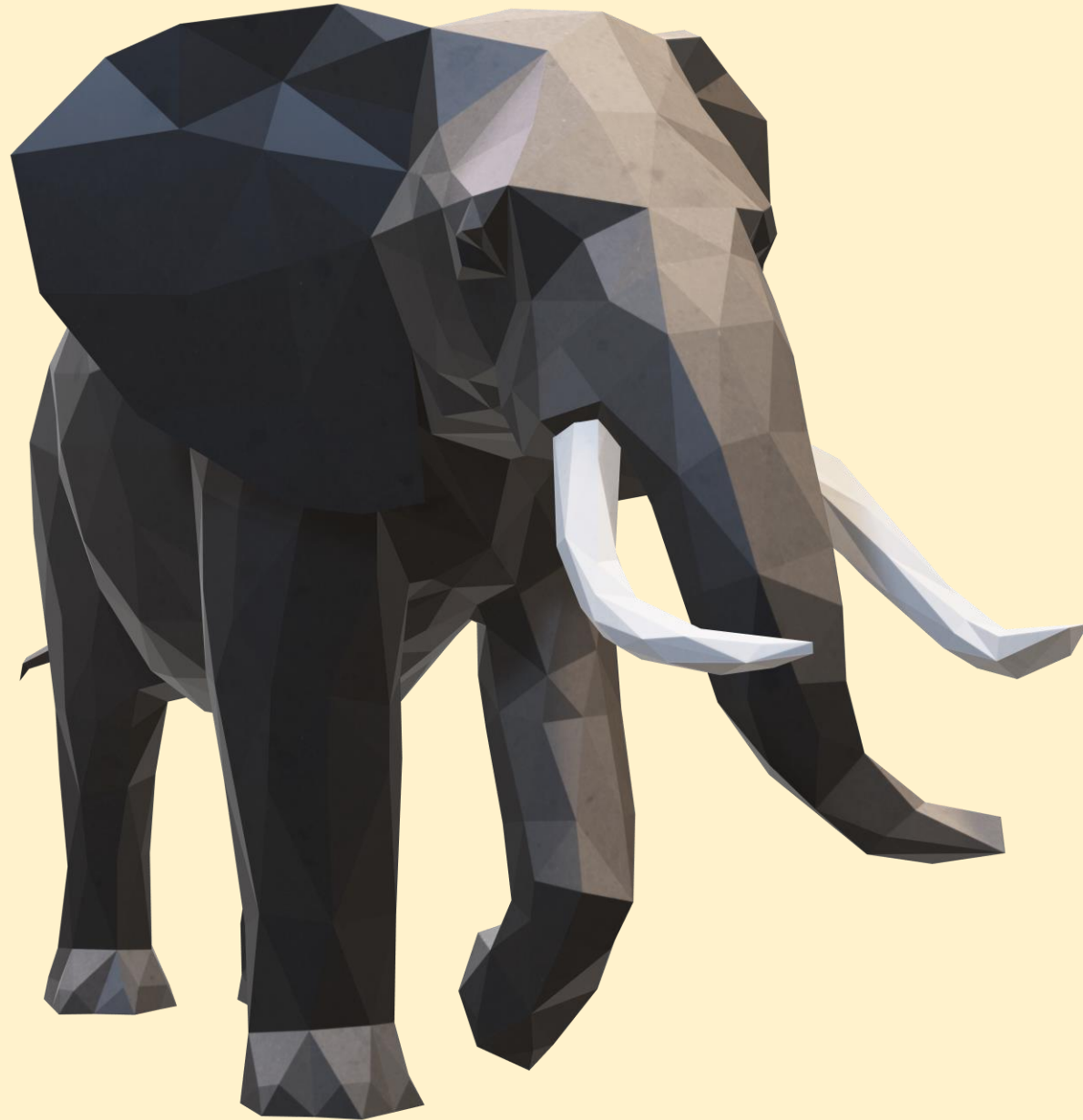
Paul Jones

Chief Digital and
Information Officer
Leeds Teaching Hospitals
NHS Trust

Becca Robinson

Digital Clinical Specialist
Sussex Community NHS
Foundation Trust

The elephant in the room



NHS digital transformation

- Great memory for failings

National

- NPfIT
 - Lack of clinical engagement
 - Under estimating scale
 - Top-down
 - Funding
 - Multi-sourcing

Local

- EPR
 - Lack of clinical engagement
 - Under estimating scale
 - Top-down
 - Funding
 - Multi-sourcing

"Humans make mistakes, and idiots repeat them" (Ankur Sharma)

Lessons learnt?

- Networks
- Sharing culture
- Blueprinting
- Clinical roles in Digital
- Strive for bottom up

Red printing

- Actively learning from others failings
- Openly sharing when things go wrong

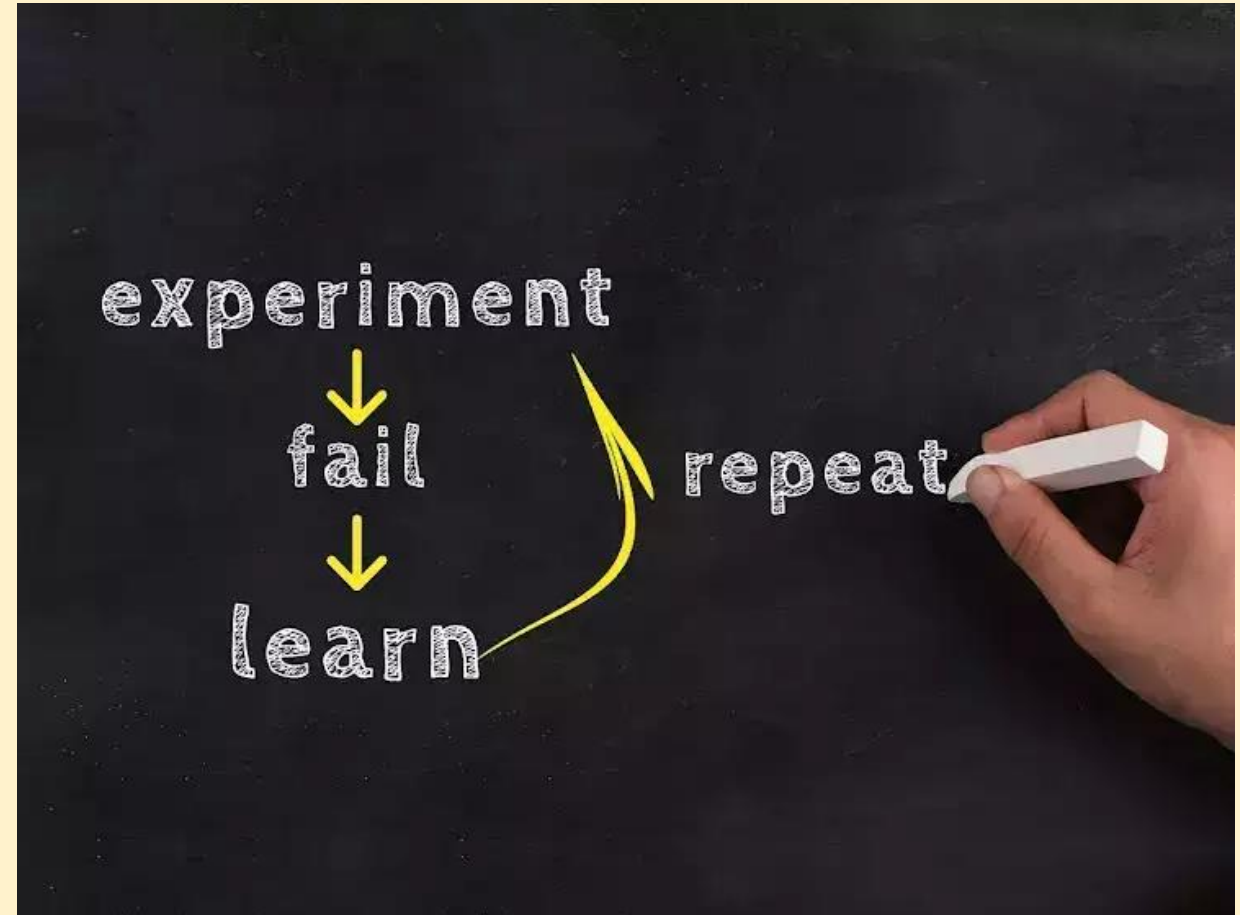
“How we handle failure is more important than how we handle success”.

Carol Dweck

Change the mindset

FAIL=First attempt in learning

Success is not permanent but neither is failure



Six mistakes in regional and national health IT programmes

Paul Jones,

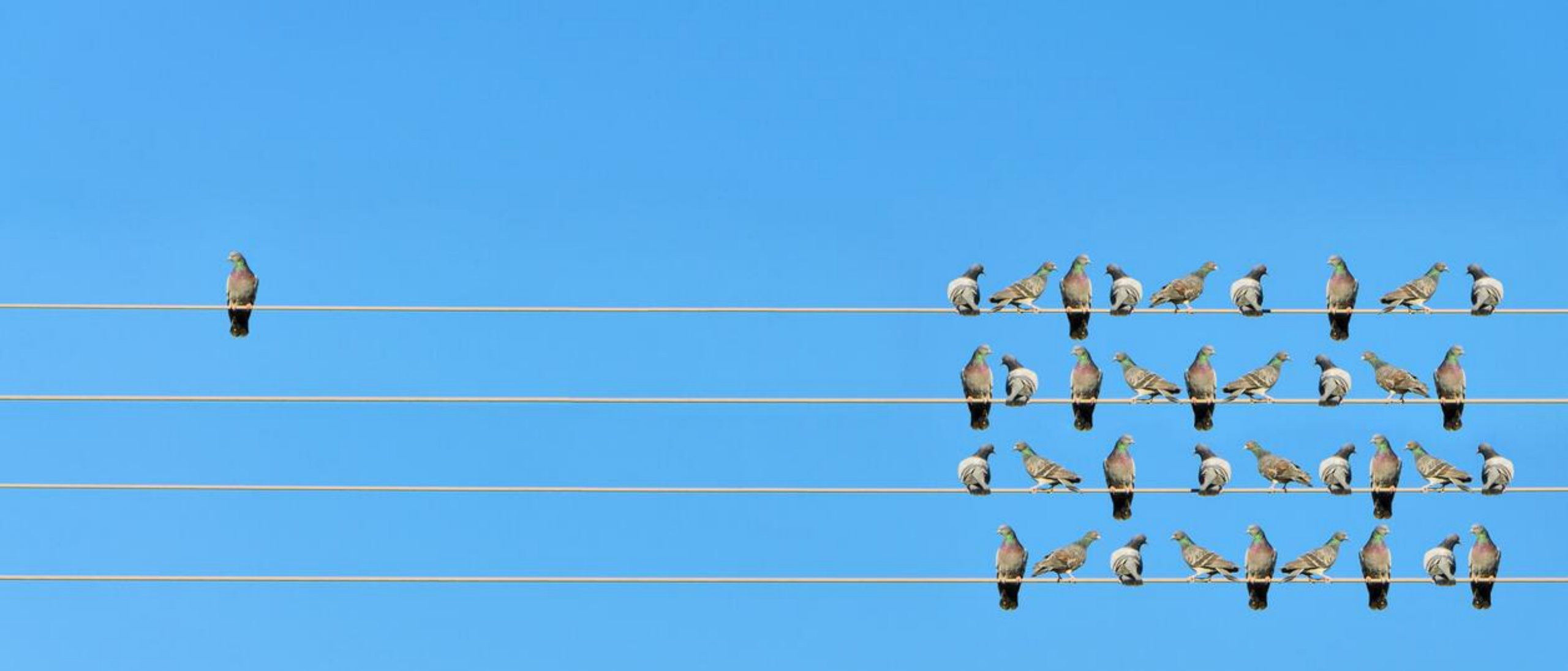
Chief Digital Information Officer, Leeds Teaching Hospitals

Chief Information Officer West Yorkshire Integrated Care Board



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Mistake 1: Listening to clinicians



Mistake 2: Focusing on delivery



Mistake 3: IT creates efficiencies

A wooden pier extends from the foreground into a calm body of water. The sky is a mix of blue and orange, suggesting a sunset or sunrise. The water reflects the colors of the sky. The pier is made of wooden planks and has a railing on the right side.

Do not try to change what cannot be changed. After all, we do not change the weather, but dress for the weather.

Mistake 4: Making invalid assumptions

Mistake 5:
Success
must equal
perfect.



WALTER.
THEY'VE SET THE BAR TOO HIGH!

CartoonStock.com



It we don't change
direction soon,
we'll end up where
we're going.

Irwin Corey

Mistake 6: Changing policy



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Top factors in failed IT programmes



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Top factors in failed IT programmes

1. Incomplete requirements
2. Lack of user involvement
3. Lack of resources
4. Unrealistic expectations
5. Lack of executive support

Source: Standish Group, 2021, www.standishgroup.com





The Leeds
Teaching Hospitals
NHS Trust

Questions & thoughts



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