



Summer Schools 2024

a digitalhealth event 

Durham University,
18-19 July





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a digitalhealth event 

27-28 July

#DHSS23

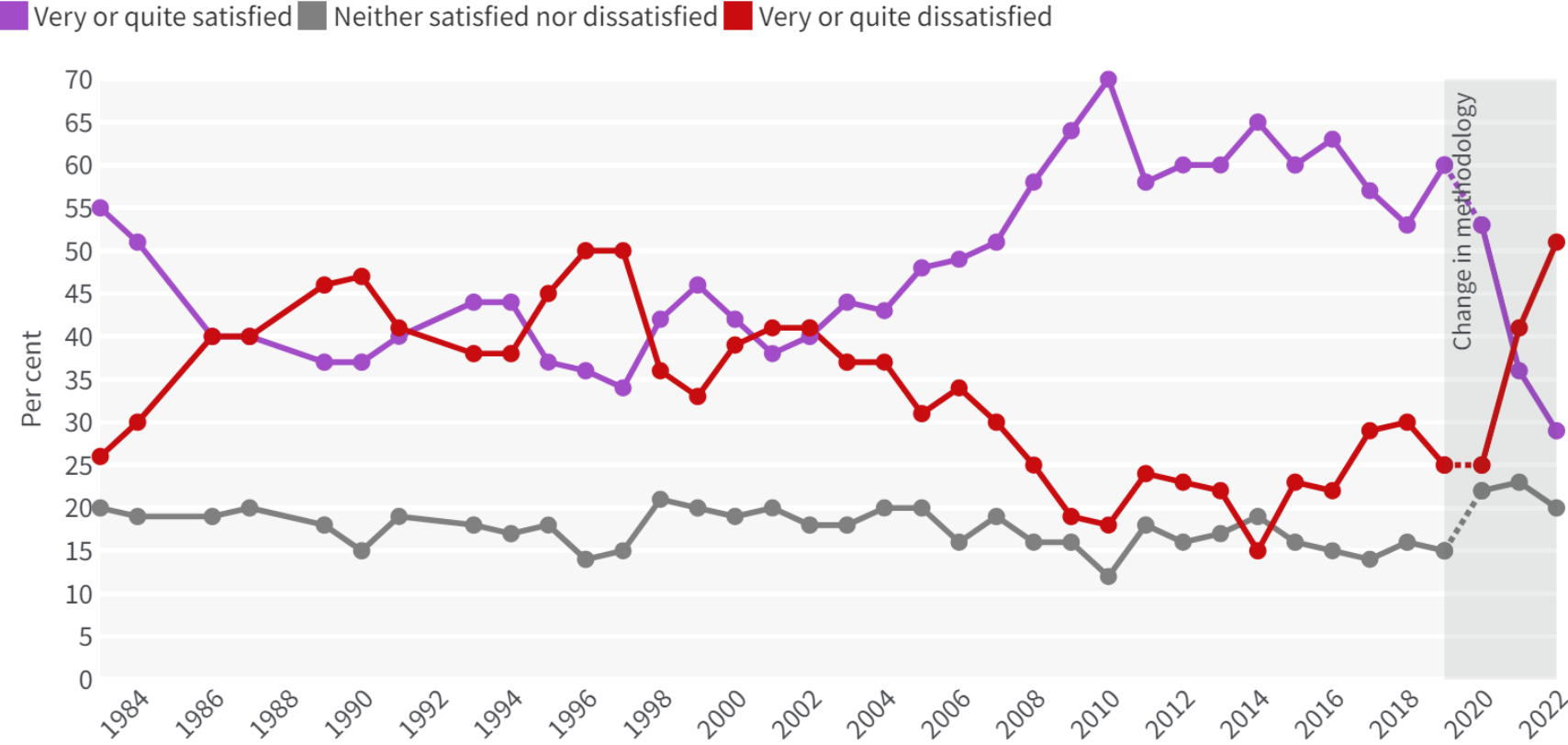
Richard Murray

Chief Executive
The King's Fund

The health and care landscape

Figure 1: Public satisfaction with the NHS, 1983 to 2022

Question asked: 'All in all, how satisfied or dissatisfied would you say you are with the way in which the National Health Service runs nowadays?'

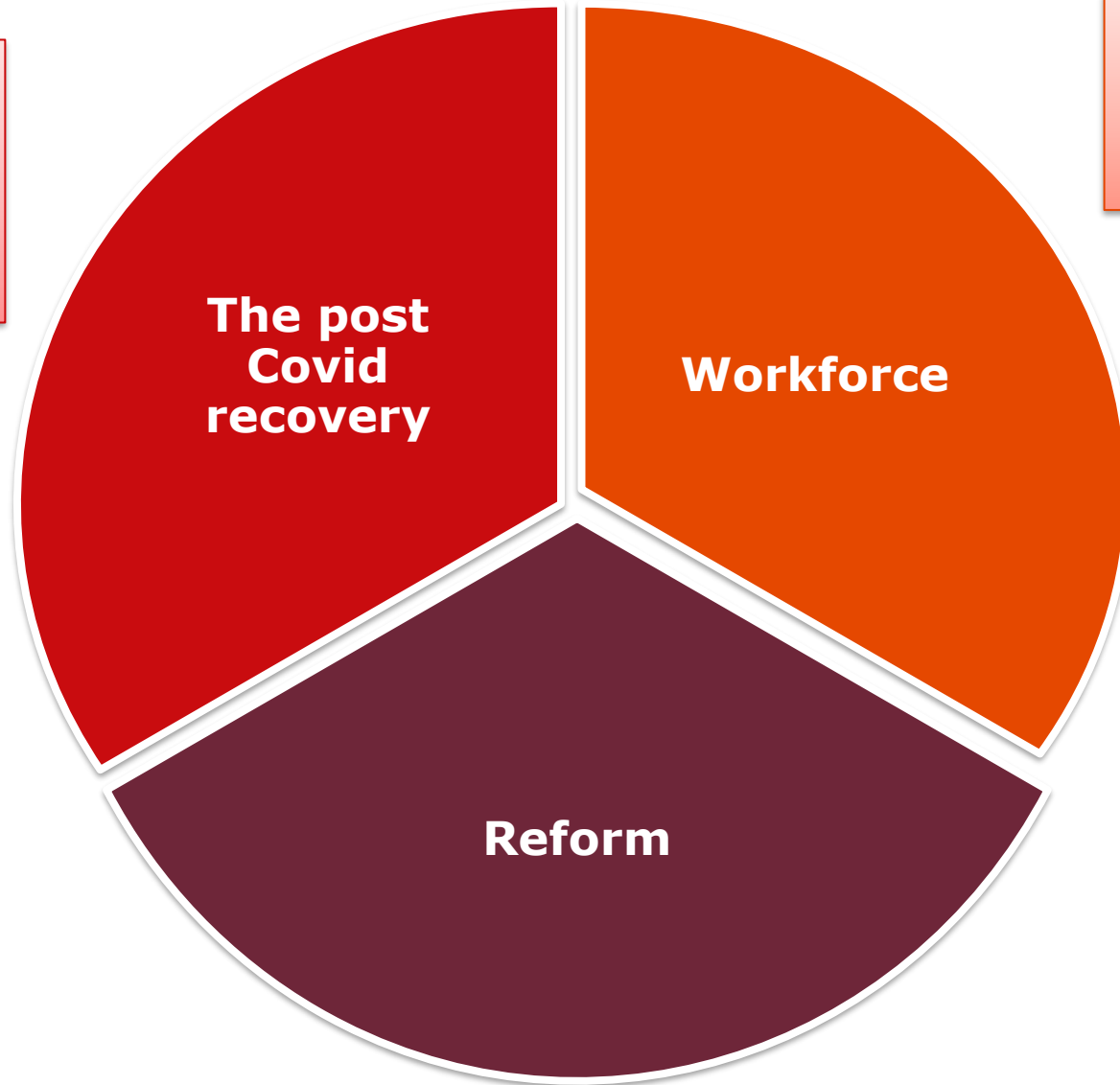


Source: The King's Fund and Nuffield Trust analysis of NatCen's BSA survey data
 2022 sample size = 3,362. This question was not asked in 1985, 1988 and 1992; 'don't know' and 'refusal' responses are not shown, in 2022 these response categories were selected by 0.16 per cent of respondents. Data has been carefully weighted to minimise differences due to the change in methodology between 2020 and previous years.

The health and care landscape

**Waiting times
and access**

Health



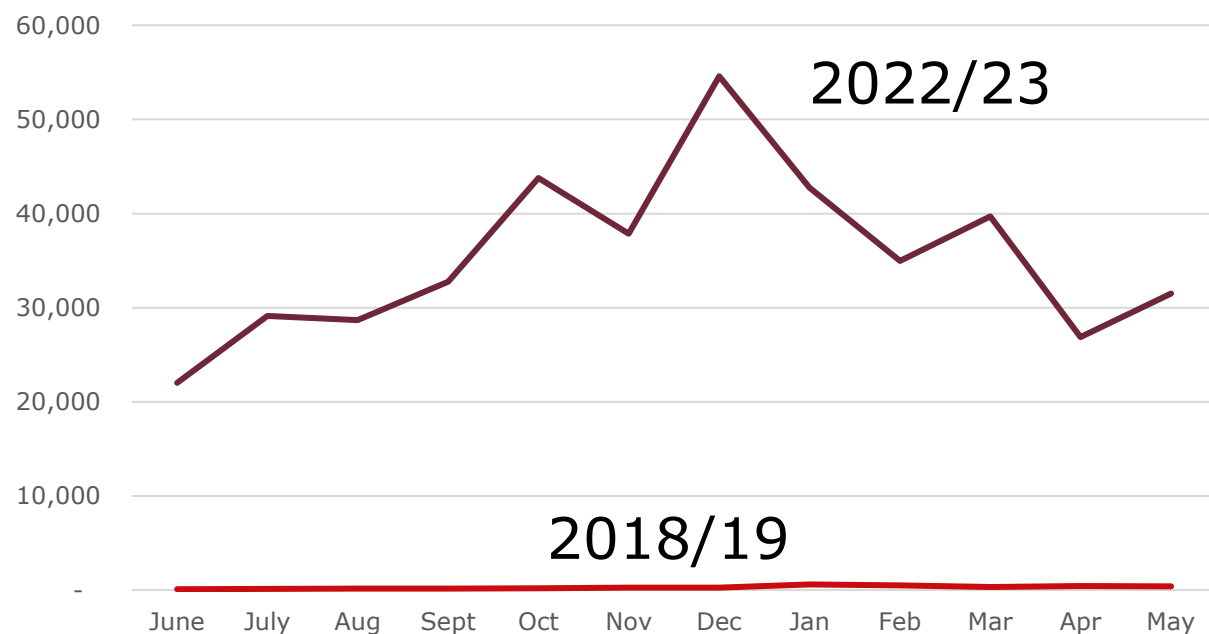
Numbers

Productivity

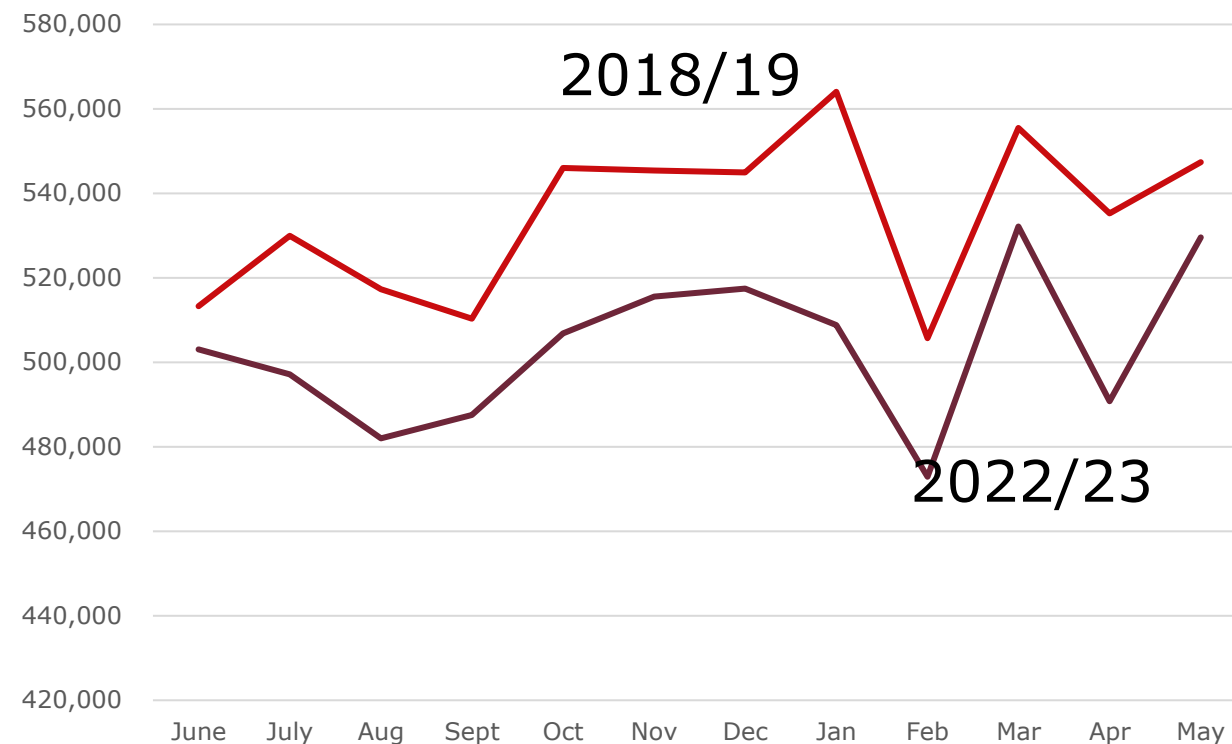
**Roll out of the Act
amid operational
stress**

Demand and performance

+12 hour trolley waits, June-May 2018/19 and 2022/23

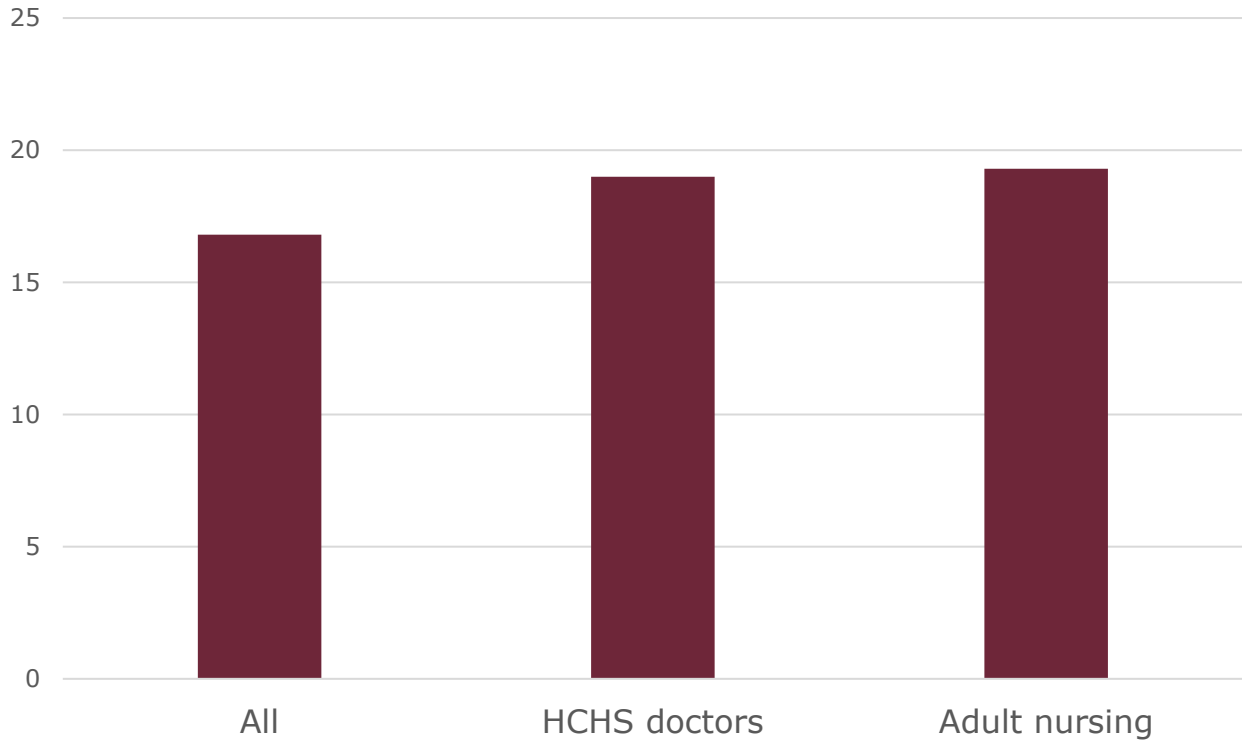


Total emergency admissions, June-May 2018/19 and 2022/23

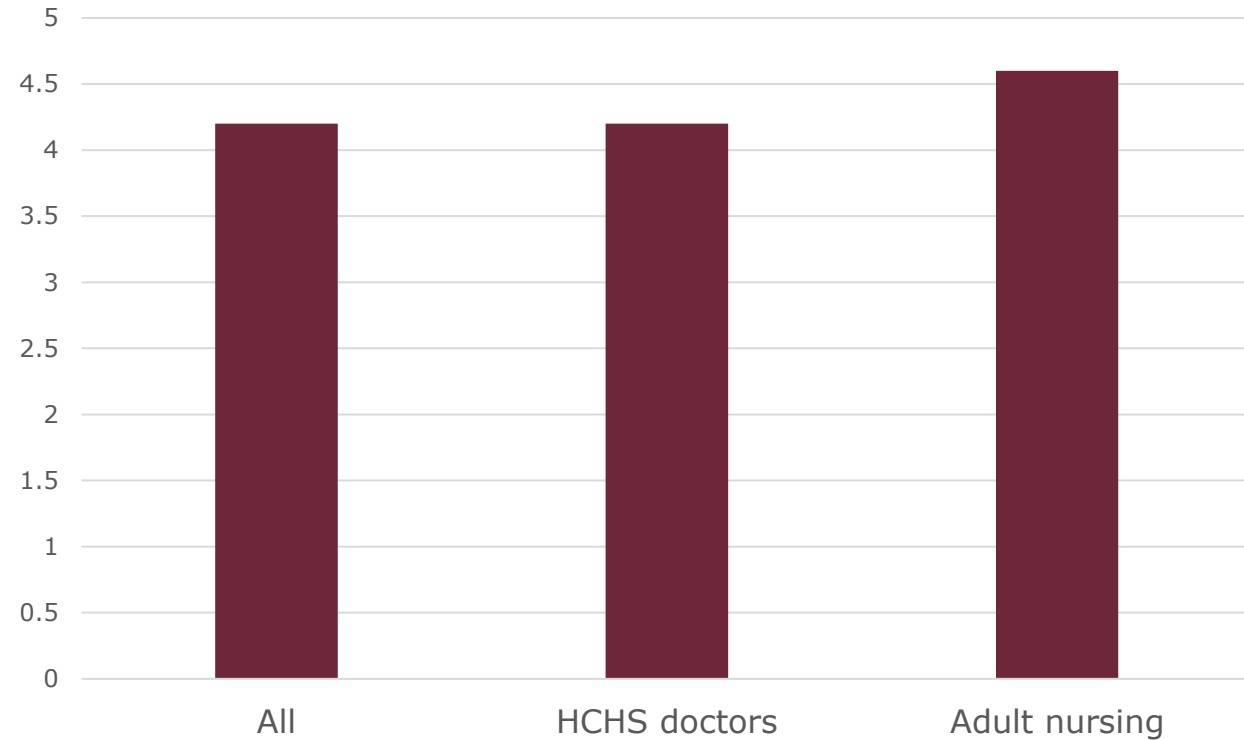


Workforce

HCHS workforce growth, %, Feb 2019-Feb 2023



HCHS workforce growth, %, Feb 2022-Feb 2023



Workforce and productivity

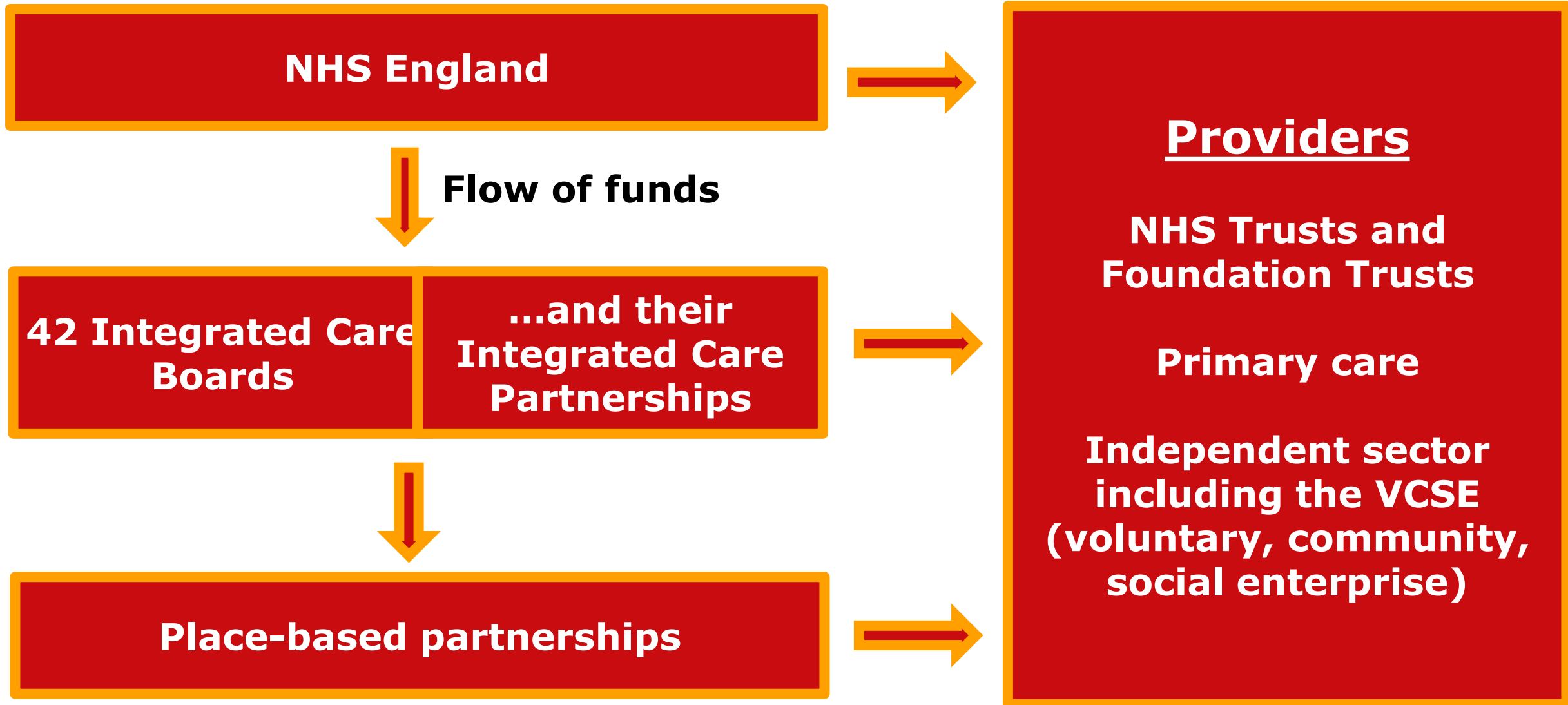
The long term workforce plan: correcting the imbalances

Getting back to basics

The promise of digital and data

- **Data and population health management**
 - **Inter and intra-organisation efficiency**
 - **Access and user experience**

Reform: a simplified structure



Reform: changing the culture

Intention

From

To

**Competition
Autonomy
Health care
NHS**

**Cooperation
System-first
Population health
Health and care**

The reality?

- **Performance management on money and access**
 - **NHS agendas**
 - **PBR**

Summary

- **Ploughing on with reform**
- **Productivity**
...all in the face of exceptional operational pressures
- **A general election, probably next year**



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Opening Keynote

Richard Murray

Chief Executive
The King's Fund

Chair: Jon Hoeksma

CEO
Digital Health



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**Digital Clinical Informatics
Leadership; working in
partnership and supporting local
leaders**

**Dr Melanie Iles, Interim National CCIO
Helen Balsdon, Interim National CNIO**

Melanie's Leadership Journey

1. Moving towards a New Vision! Fuelled by the passion and belief that there is something different and BETTER! Worth striving for.

2. Identify and Communicate Key themes people can relate to... and will make a BIG difference.

The New Vision!
• What is your aim?
• Why should people get involved?
• How can people get involved?

3. Multiples of Things
It's complex!
Try to bring groups and systems together → collaboration.

4. Frame issues in ways that engage and mobilise

5. Mutually reinforce change across multiple processes/subsystems
CLEAR VISION: NO CHAOS

6. Keep refreshing the story → attract new, active supporters.

7. Plan... and be flexible. Adapt and amend as you go.

8. Many People Contribute to Leadership of change, beyond organisational boundaries.

9. Transform Mindsets... Achieve sustainable change.

10. Maintain and refresh leaders' energy over the long haul.

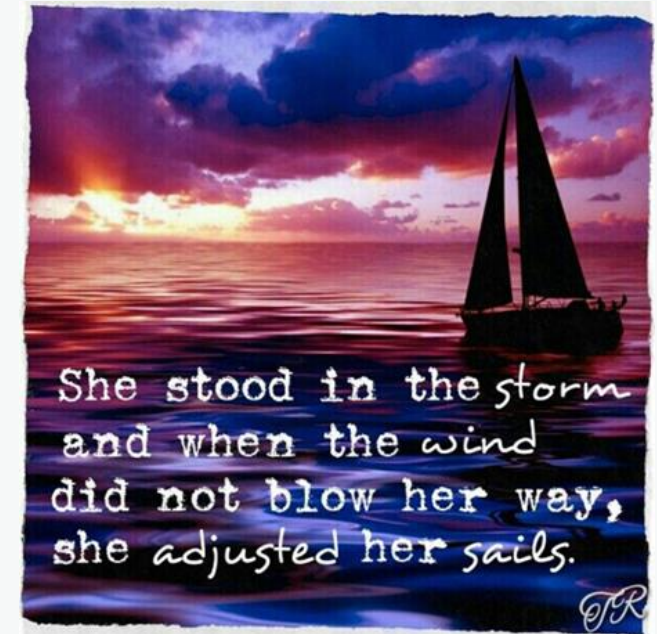
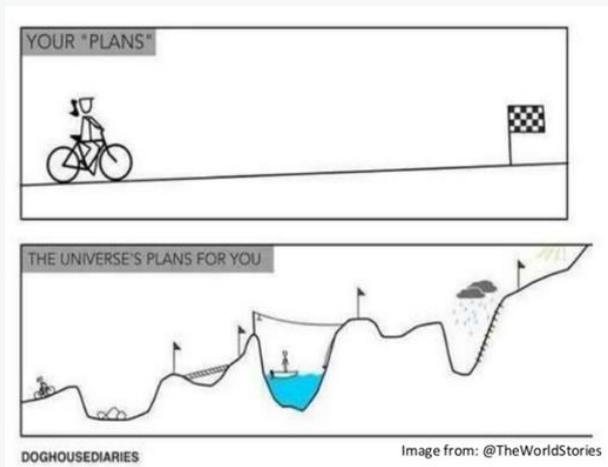
10 Principles of Large-Scale Change

Spark imagination! Empower!
Build will + energy create leaders across the system → increase partnership working + pace of change.

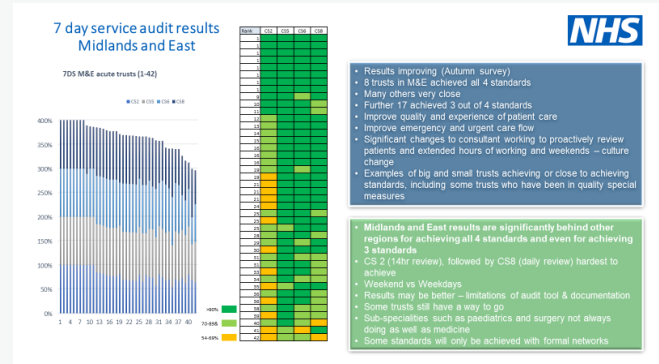
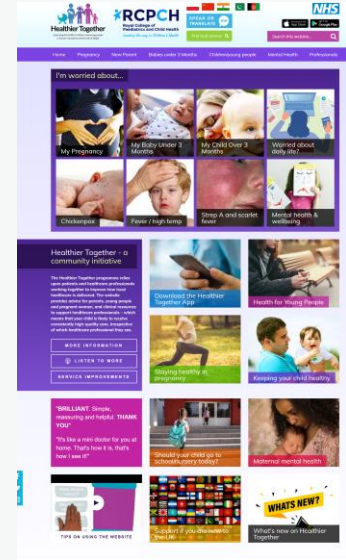
VISION Latest Version!

Details Stakeholders Agenda's Key Messages

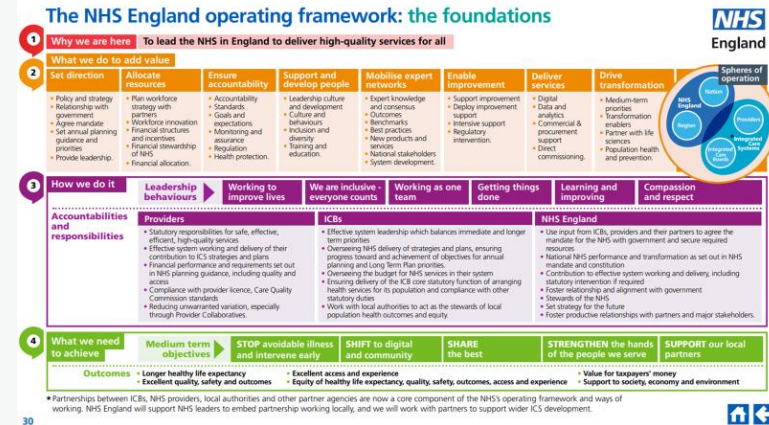
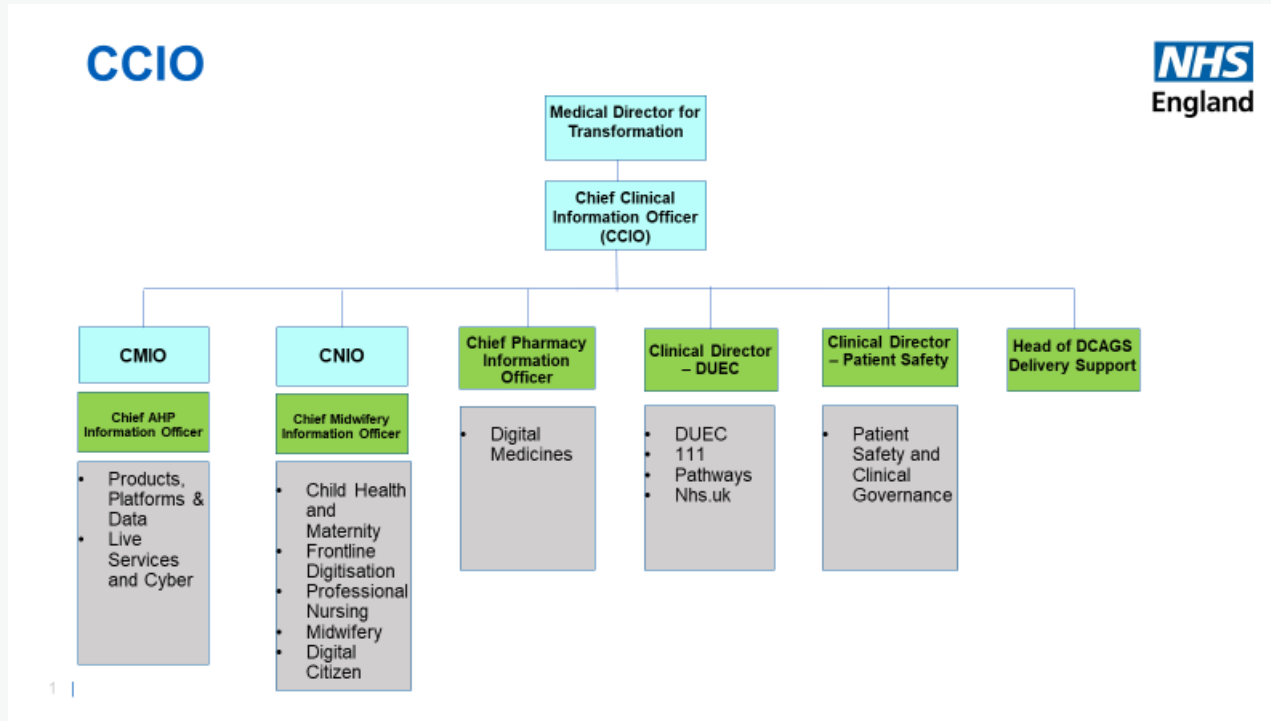
New Ways of thinking



And to CCIO...



A flavour of the first 3 months



Ambient Voice Technologies – Innovation Exchange Event
(31st July, 2023 12noon-2pm - virtual event)

Aim To understand how Ambient Voice technology could be applied to healthcare in the next 1-2 years, what products are coming to market soon, what features are most useful to clinicians/patients.

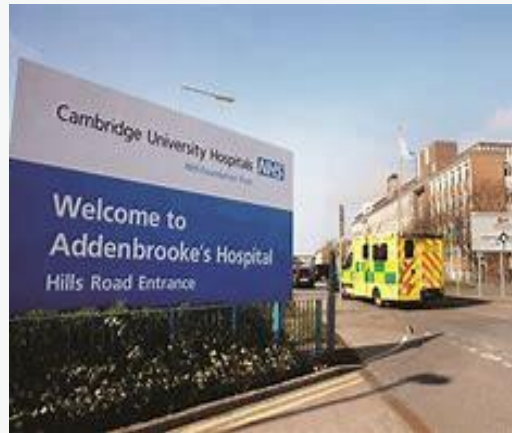
Directorate Mission statement

Enabling the delivery of the best care and outcomes for the NHS and people that it serves, by improving population health and patient pathways, rapidly adopting effective technologies, building on insights from data and cutting-edge research, and by transforming the way that care is delivered

Helen's leadership story



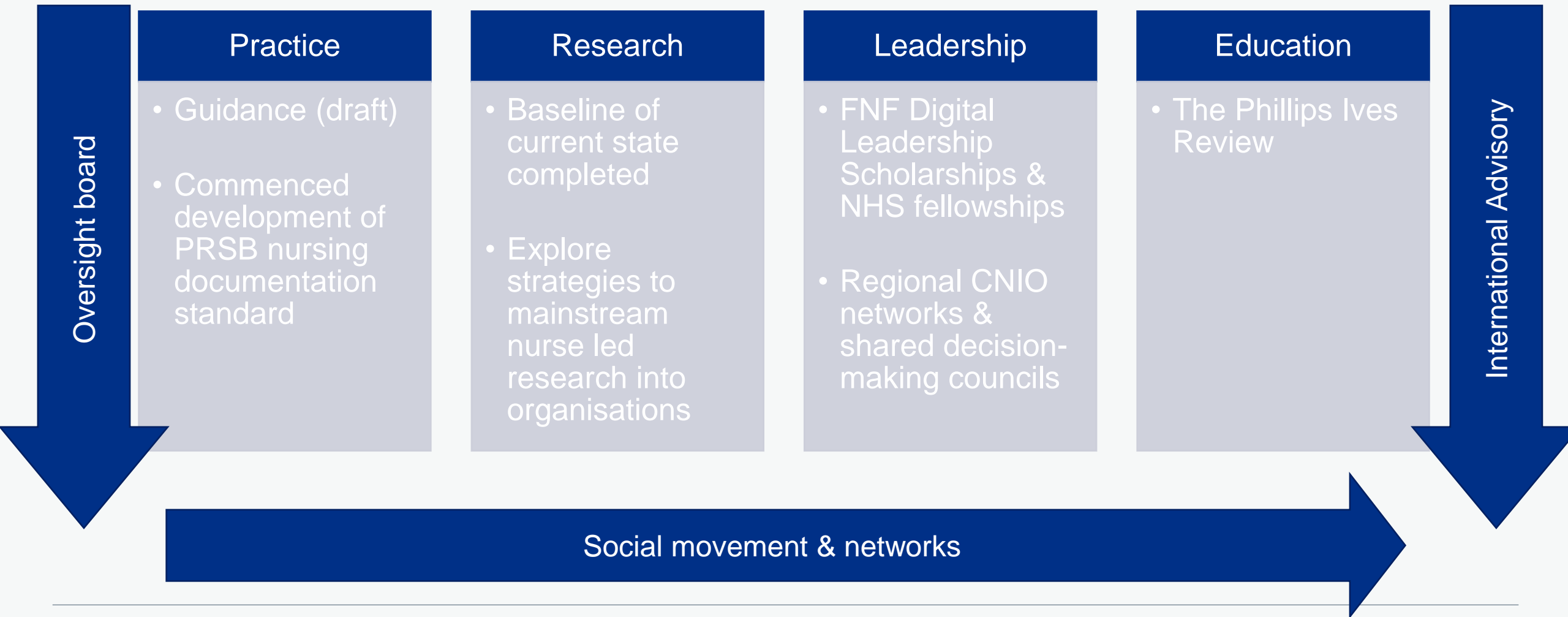
**FLORENCE
NIGHTINGALE
FOUNDATION**



NHS^x

NHS
England

CNIO: Where are we now?





Opportunities

Creation of the new
NHS England

Building a
Digital Clinical Team

Revised portfolio
including digital
midwifery

Partnership with
regions and ICB to
adopt, scale and
spread best practice

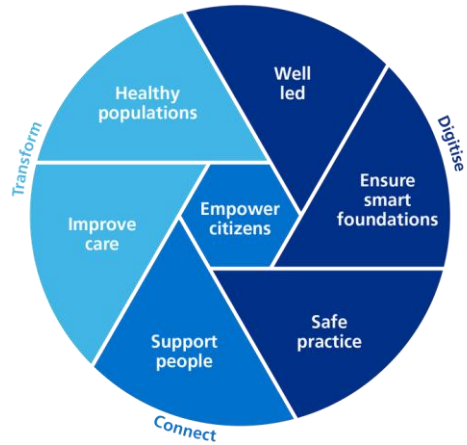
Nursing Informatics
2024

CNO strategy

DDaT workforce
plan

Partnership working
with 5 Countries

Digital Clinical Leadership: the shared vision



WHAT LEADERSHIP SKILLS DO YOU NEED MOST?

These competencies were voted the most important for all management positions.



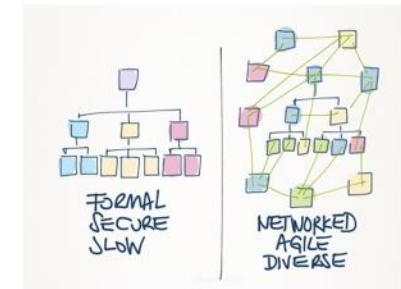
SOURCE ZENGER/FOLKMAN

HBR.ORG



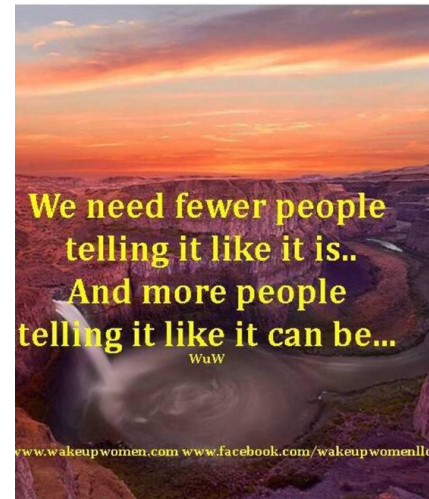
John Kotter "Accelerate"

- We won't create big change through hierarchy on its own
- We need hierarchy AND network



www.england.nhs.uk

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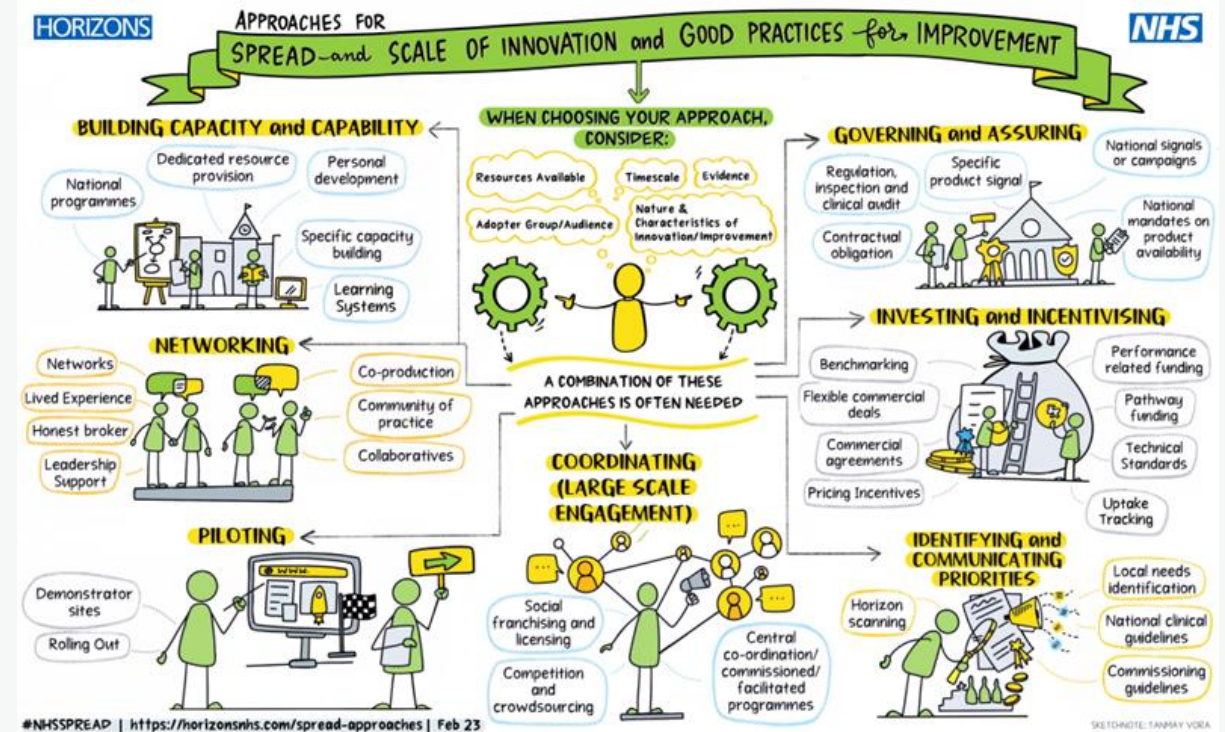


www.wakeupwomen.com www.facebook.com/wakeupwomenllc



Spreading Change

Through strong ties	Through weak ties
We interact with “people like us”, same life experiences, beliefs & values	We build bridges between groups & individuals who were previously different & separate
Change is peer to peer	We create relationships based on common purpose & commitments
Influence is through people who are strongly connected to each other, like & trust each other	Our aim is to mobilise all the resources to help achieve our goals



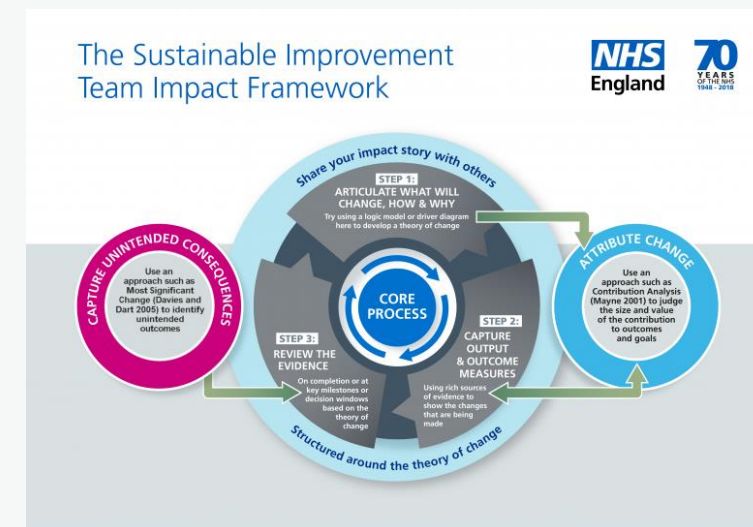


NHS IMPACT

Improving Patient Care Together

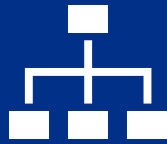
NHS Impact is the new, single, shared NHS improvement approach. By creating the right conditions for continuous improvement and high performance, systems and organisations can respond to today's challenges, deliver better care for patients and give better outcomes for communities

- 1.They have a **shared purpose and vision** – the board, executives and staff understand what they are trying to achieve, how they are going to achieve it and how quality improvement will support them to achieve their objectives. This applies to all providers.
- 2.They **invest in people and culture** – they skill people up and change processes for improvement to become a routine part of what they are doing.
- 3.**Leadership behaviours** where leaders are present on the frontline, listening to staff and patients about ways to improve services, helping and coaching them to move forwards and removing blockers on the way.
- 4.**Building improvement capability and capacity** by providing training in improvement methodology for everyone at all levels throughout their organisation.
- 5.And **embedding this into management systems** – and in every process including procurement, operational planning and HR.



[NHS England » About NHS IMPACT](#)

Where we are starting....



Creating the office
of the CCIO



Building the diverse
CXIO community



Identifying and sharing excellence in
practice



Facilitating the big conversations-

Questions

- How can we help?
- How can you help us?
- What isn't helpful?
- What haven't you heard?



Module 5



The CHANGE AGENT of THE FUTURE

WHAT I KNOW:

- IMPROVEMENT METHODS
- PROJECT & PROGRAMME MANAGEMENT
- INNOVATION & DESIGN METHODS
- ANALYTICAL & PROBLEM SOLVING SKILLS
- RELATIONSHIP BUILDING
- PROCESS FACILITATION SKILLS
- COACHING SKILLS
- PRESENTATION SKILLS

HOW I THINK:

- in interdependent ways
- see systems, patterns and connections
- hold multiple perspectives at the same time
- Short term and long term
- realist YET unreasonably optimistic
- Comfortable with tensions, paradox and contradictions
- the best of people





Thank You



@HelenBalsdon1 @mel_iles



/Helen Balsdon /Melanie Iles



<https://future.nhs.uk/DigitalNursesNetwork/>



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Clinical leadership keynote panel

Helen Balsdon

Interim National CNIO
NHS England

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Chair: Jon Hoeksma

CEO – Digital
Health