Leading analogue cultures to digital cultures

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Analogue to Digital Cultures

Building digital workforce capability and integration



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What do we mean by moving from an analogue culture to a digital culture?

Building workforce confidence and bringing together clinical, operational, corporate and digital expertise to solve problems differently.

Analogue culture

- Knowledge sits with individuals
- Workarounds become normal
- Technology is viewed as an IT responsibility
- Teams work in silos
- Processes drive the solution
- Training is delivered
- Decisions rely on experience alone
- Staff adapt to systems

"That's how we've always done it"

Digital culture

- Knowledge is shared and accessible
- Problems are visible and addressed
- Digital is everyone's responsibility
- Teams collaborate around shared outcomes
- Capability is developed through involvement and co-design
- Systems adapt to staff and patient needs
- Solutions support the process
- Decisions are informed by data and insight

"Why do we still do it this way?"

Takeaway:

Building a digital culture is not about implementing technology. It is about developing people, integrating expertise and creating confidence to challenge how work gets done.



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Engagement that builds a digital workforce

Different people. Shared insight. Better solutions.

We bring together a diverse range of voices early, so our digital solutions are shaped by real experiences, meet the needs of our people and patients, and work in a practice.

Children, Young People and Families

Involve and listen to the voices of children, young people and families to challenge our assumptions and help design solutions that are simple, accessible and built around their needs.

External Partnerships

Work with system partners, academia, suppliers and other organisations to share insight, learn from others and bring new ideas and expertise.

People at the centre

Listening. Collaborating. Co-designing.
A stronger digital workforce together.

Clinical and Operational Colleagues

Bring frontline insight, clinical expertise and operational knowledge to ensure our digital solutions work in real practice and improve care, outcomes and experience.

Digital, Transformation and Innovation

Provide technical expertise, support service redesign and bring new ideas to turn insight into practical, future-focused solutions.

Key message: *Integration is not only about connecting systems.*
It is about connecting the people who understand the whole pathway.

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CXIO and administrative voice

Every **perspective matters to make digital** transformation work.

What we had

Strong clinical leadership and a clear CXIO function.

- Clinical input into EPR design
- Established CXIO leadership
- Digital and technical expertise
- Focus on clinical workflows and patient care



What we learned

After EPR implementation, we recognised that the administrative perspective had not been consistently represented.

Administrative colleagues often understand:

- how information moves through services
- where hand-offs and duplication occur
- which workarounds keep pathways functioning
- how system decisions affect the wider service.

What we changed

We strengthened our digital leadership to include administrative expertise, working alongside our CXIOs.



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Solutions should work for teams, not teams for solutions

How many times have we altered a process to fit a system rather than altered a system to fit a process?

Everyone has done it.

The traditional approach
Technology led

1. Buy solution
2. Configure solution
3. Train users
4. Expect adoption

"The system dictates the way we work"

The newer mindset
People and purpose led

1. Understand work
2. Understand frustrations
3. Co-design improvement
4. Deploy technology

"The system supports the way we work"

Technology should adapt to the service wherever possible.

Too often we've expected the service to adapt to the technology.



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Capability is not training

People become more confident when they're involved, not just instructed.

Building a digitally confident workforce requires more than courses and e-learning. Real capability is developed through involvement, experience and the opportunity to apply skills in the context of real work.

Traditional approach

- e-learning
- training courses
- digital literacy programmes

What builds digital capability

Shape solutions
Contribute ideas and insights

Test solutions
Build confidence through hands-on experience

Challenge solutions
Ask questions and think differently

See their ideas implemented
Realise the impact of their contribution

Why this matters

Builds confidence
People feel empowered to use and shape digital tools and services

Creates ownership
People are more likely to adopt what they've helped design

Drives continuous improvement
A more skilled and engaged workforce helps services evolve

A more confident, capable and empowered workforce to improve care for children and young people

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Stop waiting for people to tell you where the problems are

Digital shadowing to uncover the reality of how work gets done.

The biggest opportunities aren't always reported – because they've become normal. By spending time with staff across clinical, administrative and corporate teams, we see. see the real work, the workarounds and the opportunities for better, simpler solutions.

Most organisations rely on:

- Helpdesk tickets
- Complaints
- Project requests
- Incident reports

But the reality is:

The biggest inefficiencies often aren't reported because they've become normal.

Digital shadowing programme

We spend time with staff across clinical, administrative and corporate functions to understand how work really happens.

Clinical teams — Administrative teams — Corporate functions

What we see

- Workarounds
- Duplicate data entry
- Personal spreadsheets
- Printing information from one system to enter into another

The impact

- Staff learn digital teams are interested in their work.
- Digital teams learn how services actually operate.

Key message: ***"If you want to understand digital maturity, don't start with the systems. Start by watching the work."***

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Leading the shift

Creating the conditions for a digital culture to thrive.

Leaders play a critical role in building a digitally confident workforce by listening, connecting people, and creating the space for change.

Listen differently

Engage with staff, young people, families and partners. Be curious, ask questions and seek out different perspectives.

Connect our expertise

Bring digital, transformation, innovation, clinical, operational and corporate teams together around shared problems and outcomes.

Build capability through involvement

Give people opportunities to shape, test and challenge change, not simply receive training.



See the real work

Go beyond reports and meetings. Get out, observe, understand workflows, workarounds and what really matters.

Design together

Involve colleagues, including our CXIO network, administrative and corporate teams, and young people and families, from the start so solutions work for people, not the other way around.

When we lead in this way, we create a digitally confident workforce that can improve care today and shape a brighter tomorrow.

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Enabling integration across systems: what we have learned from the GM Care Record

Cara Afzal, Programme Director for Digital and Data, Health Innovation Manchester



Integration is a leadership challenge

We often talk about integration as a technical task.
The harder work is creating the culture that makes integration possible.



Different organisations, priorities and ways of working



Shared responsibility without losing local accountability



Trust between partners, professionals and communities



Moving from organisational ownership to system stewardship

GMCR – an example of system-wide integration



Shared purpose | Shared governance | Shared information | Shared accountability

Five conditions that enable integration

1. A shared problem	2. Distributed leadership	3. Governance that enables action	4. Relationships before transactions	5. Inclusion by design
Start with the need experienced by people and staff, not the technology.	Leadership must exist across organisations, professions and communities.	Create clear routes for decisions, escalation and accountability.	Trust allows partners to work through difficult questions and competing priorities.	Ask whose needs, experiences and voices may be missed.

Three questions for digital leaders:

- **Who benefits from the change?**
- **Who faces additional barriers or risks?**
- **Who has genuine influence over the decisions?**

A technically integrated system is not necessarily an inclusive system.



What leaders can do differently tomorrow

Lead the system, not just your organisation

- Convene around a shared outcome
- Make responsibilities and decisions visible
- Invest in relationships across boundaries
- Include affected communities and staff early
- Treat integration as continuous organisational change

Health Innovation Manchester

Thank you.

Information and contact:

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