

Leading analogue cultures to digital cultures

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VISION

2030



Alder Hey Children's
NHS Foundation Trust

Analogue to Digital Cultures

Building digital workforce capability and integration



Ian Gilbertson

Director of Digital and Innovation



Compassion



Courage



Commitment



Community



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



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



Processes drive the solution



Decisions rely on experience alone



Staff adapt to systems



Teams work in silos



Training is delivered

Digital culture



Knowledge is shared and accessible



Problems are visible and addressed



Digital is everyone's responsibility



Teams collaborate around shared outcomes



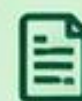
Capability is developed through involvement and co-design



Systems adapt to staff and patient needs



Decisions are informed by data and insight



Solutions support the process



"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 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.



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.



External Partnerships

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



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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Futures
Together



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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Integration is not only about connecting systems.
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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



"The system dictates the way we work"

The newer mindset

People and purpose led



"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.



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.



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The Pathway to an Intelligent Hospital: Joint Analytics for Cancer (JAC)

Wes Baker – Chief Data Officer



Future **Christie**
Evolve, innovate and thrive

The Trust Strategy: Making Data a Core Christie Capability

The Data Strategy moves data from being a supporting function to being core infrastructure for Future Christie.

We are trying to create a Trust that is:



Trusted

Clear ownership, consistent definitions and stronger data quality.



Connected

Clinical, operational, finance, workforce, research and external data brought together safely.



Intelligent

Data used routinely for decisions, productivity, research, AI and improved patient outcomes.

The strategy is built around three priorities



Improve outcomes

Use data for earlier intervention, safer treatment and better patient experience.



Strengthen operational control

Give teams a shared view of pathways, flow, risk, demand, capacity and variation.



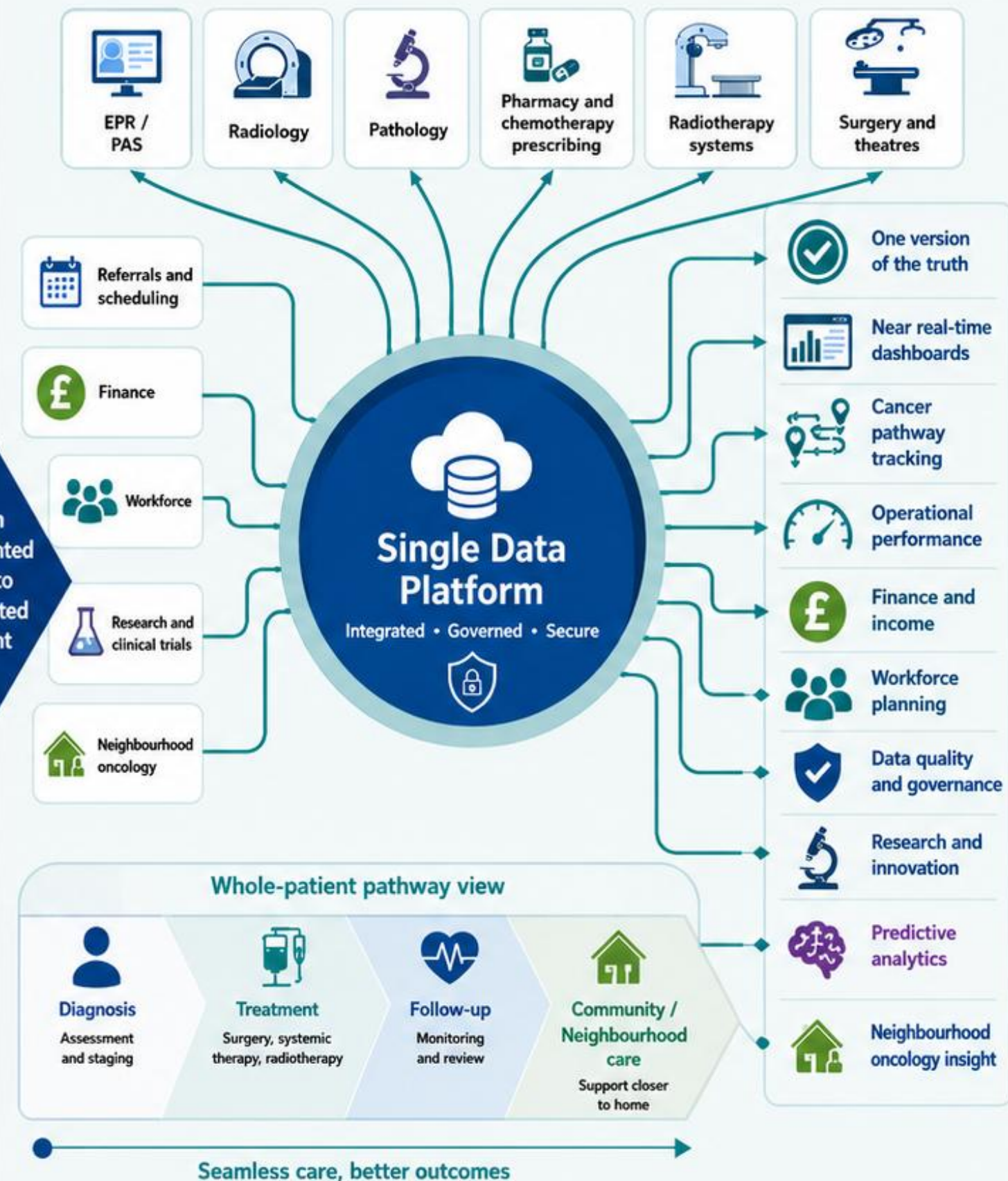
Scale trusted collaboration

Create governed data products that support research, partnerships and wider system working.

Current model, fragmented data



Future model, single data platform



Future Christie
Evolve, Innovate and Thrive



Connecting clinical, operational, research and corporate data to improve cancer care

NHS

What Does This Unlock?

Turning the Christie data asset into measurable value across every domain of the organisation.



Productivity

Better use of workforce, capacity, pathways and resources across the Trust



Operational Intelligence

Move from retrospective reporting to proactive, real-time decision-making



Data Quality

Trusted information, better national reporting and improved EPR readiness



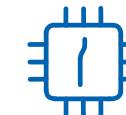
Clinical Care

Earlier identification of risk, variation, delays and opportunities for intervention



Research

Faster cohort identification, clinical trials, TRE and academic collaboration

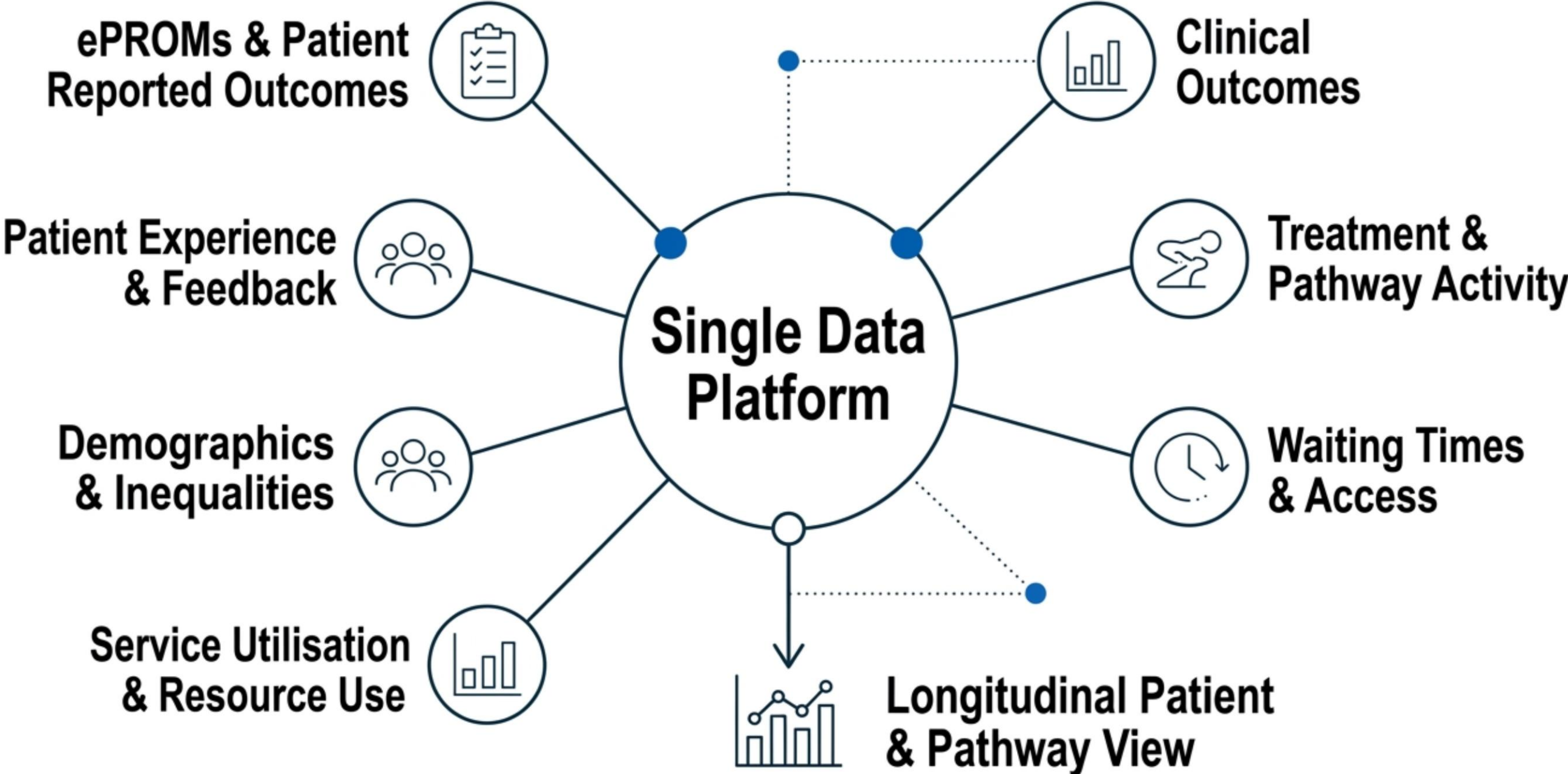


AI and Innovation

A governed foundation for predictive analytics, NLP, AI and future data products

Patient Voice: Combining ePROMs with Operational Data to Understand Outcomes

Activity data tells us **what care we delivered**, while ePROMs tell us **what difference that care made** to the patient. By integrating various data sources within the Single Data Platform, The Christie can move beyond just measuring activity and performance, towards understanding the outcomes that truly matter to patients.





**Health
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Manchester**

**Greater
Manchester
Integrated Care
Partnership**

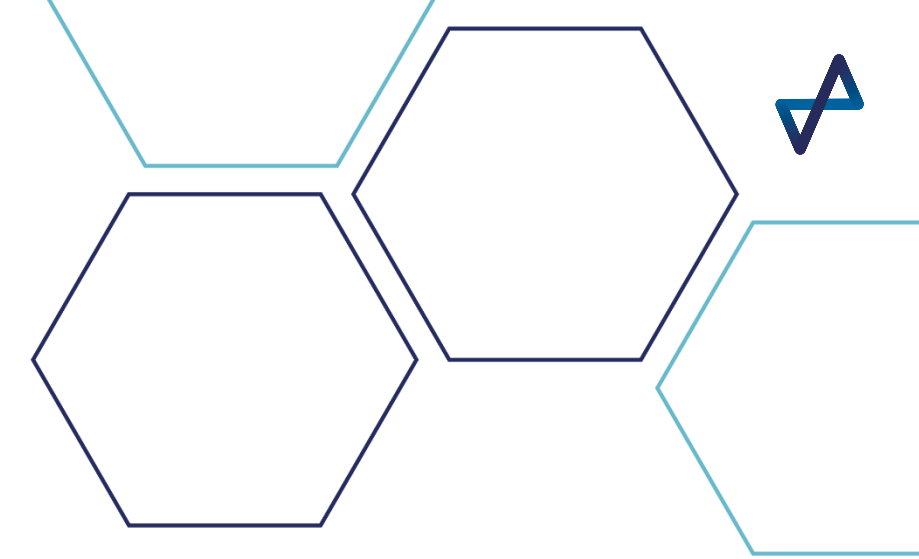
Enabling integration across systems: what we have learned from the GM Care Record

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

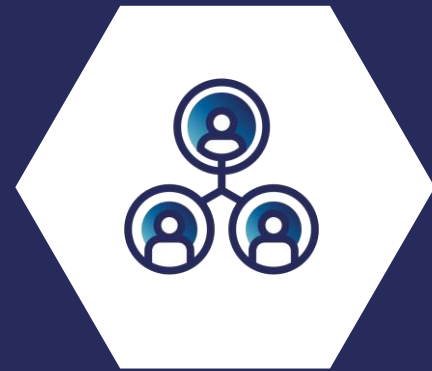


Integration is a leadership challenge

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

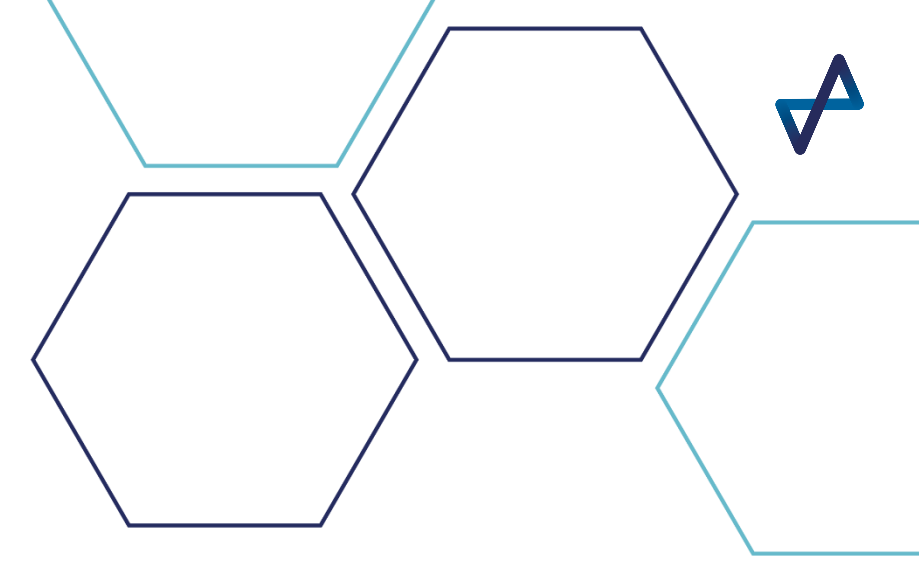


Moving from organisational
ownership to system stewardship

GMCR – an example of system-wide integration



Five conditions that enable integration



1. A shared problem

Start with the need experienced by people and staff, not the technology.

2. Distributed leadership

Leadership must exist across organisations, professions and communities.

3. Governance that enables action

Create clear routes for decisions, escalation and accountability.

4. Relationships before transactions

Trust allows partners to work through difficult questions and competing priorities.

5. Inclusion by design

Ask whose needs, experiences and voices may be missed.

An aerial photograph of a city, likely Manchester, showing a dense urban landscape with a mix of modern glass skyscrapers and older brick buildings. A large stadium with a distinctive yellow, ribbed roof is visible on the left. A river flows through the upper right portion of the image. A dark purple diagonal overlay covers the left side of the image, containing white text.

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





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Thank you.

Information and contact:

W: healthinnovationmanchester.com/gmcarerecord

E: