

# Are you ready for a digitally-enabled recovery?

## A practical framework to help you take stock and move forward

Channel 3 has designed this simple tool to help health and care leaders step back from day-to-day pressures and ensure they're making the most of technology to support recovery.

The framework looks at digital readiness through six different lenses and includes:

- Key questions to help you take stock of what's worked well in the last few months, understand what could have been better and plan what you'll do differently going forward.
- Practical steps leadership teams can take to build on recent momentum in digital adoption and create safe, sustainable, affordable plans for the future.

We suggest using the framework with clinical, operational and digital teams to help you understand the impact of COVID-19 from a range of perspectives. You can use the results to inform your strategic direction, build on the improvements and investments you've already made, and put digital at the heart of your recovery.



### Strategy

- What were your biggest successes using digital solutions to support clinical services during the crisis?
- Do your clinical strategies reflect your new ways of working? How might you update them to reflect experience in recent weeks?
- Is your digital strategy fit for your new operating environment?

**PRACTICAL STEP** – Identify two or three services where technology has really helped you manage the crisis. Use those successes to create momentum in services that need help getting back up and running.



### Organisation, partners and patients

- Were your clinicians, operational teams and patients ready to adopt digital-first services? If not, what can you do differently going forward?
- How well were you able to join up services and share information with partner organisations across your health and care system?
- Did you find any weak digital links in the integrated care chain? If so, how will you fix them?

**PRACTICAL STEP** – Identify people who've been your strongest digital champions in recent weeks. Empower them to work together to tackle your biggest digital recovery priorities – inside your organisation and with your partners. They'll be your greatest assets in keeping the momentum.



## Workforce capability and capacity

- How well did your workforce respond to the need to adopt technology quickly and work differently? ✓
- How will you address any capability or capacity gaps you found? ✓
- Are some of your staff secretly hoping the digital momentum will go away? If so, what can you do to build their support for a digitally-enabled future? ✓

**PRACTICAL STEP** – Use your digital champions to proactively work with sceptics. Get them to really listen to people’s concerns. Most people are active users of technology in their personal lives, so take time to understand what makes some resist technology at work.



## Technology

- Do you know exactly what technology you’ve rolled out in recent weeks and how it’s being used? Do you know what it’s costing you now and what it will cost going forward, especially if you’re using free trials? ✓
- Has your technology infrastructure been a help or a hindrance during the crisis? If it cracked under the strain, what needs to be fixed? ✓
- Did you maximise the use of technology you already had before bringing in new solutions and kit? ✓
- Are there any urgent solution or functionality gaps you need to fill? ✓

**PRACTICAL STEP** – Take an inventory of what’s been deployed and what it’s going to cost to keep it going. If you’ve got several systems doing the same thing or are going to face bills you can’t afford, start rationalising now.



## Governance

- Are the solutions you’ve implemented safe and secure? ✓
- Have you taken any shortcuts you now regret? ✓
- Has the need to make rapid decisions caused you to miss any key governance steps you now need to need to address? ✓
- Using the positive experience and pace of recent weeks, how can you adapt your approach to governance going forward? ✓

**PRACTICAL STEP** – Create a small team to look at what you’ve done recently from a governance perspective. Empower them to make recommendations that address any material governance shortcomings but without reverting to overly bureaucratic processes that might have stifled innovation in the past.



## Benefits

- Have you identified the benefits you’ve achieved from rapid technology adoption? How will you lock them in? ✓
- If a new process or digital system is working better than something you had before, have you turned the old one off? ✓
- Are there further potential benefits you could achieve if you had the right technology solutions to help you unlock them? ✓

**PRACTICAL STEP** – Reflecting on what you’ve achieve in recent months, identify three or four high-impact benefits you could target next. Create and publish a simple plan – with timeframes, responsibilities and visible leadership – and commit yourself to action. Measure progress, celebrate success and keep the momentum.