

Professor Robert Wachter

8<sup>th</sup> July 2016

Dear Professor Wachter,

**BCS, The Chartered Institute for IT submission:  
'Making IT work: harnessing the power of health IT to improve care in England'**

Our sense of purpose at the BCS is to make IT better for society. We have a vibrant and committed health and care community, and are leading the professionalisation of the Informatics (non-clinical) workforce.

You may recall we hosted an early engagement for you on the 1<sup>st</sup> February 2016; a dinner at The Royal Society of Medicine. It has been exciting to follow the progress you and your team have made and we very much welcome and support the review you are leading, on behalf of the Secretary of State for Health.

We recognise the challenges outlined in the NHS Five Year Forward View, and the pressures our public and private care providers are facing. We also believe digitisation is a key element of the solution to these challenges. With agreed funding of over £4bn and the mobilisation of the Paperless2020 agenda as the vehicle to enable this, we believe this is a national endeavour and should be considered as such. Like the completion of the railways and sewers in Victorian Britain, or more recently hosting of the London 2012 Olympics, we need a visible national sense of purpose and drive to achieve this.

We were impressed with your talks at the HSJ Modernising Healthcare Summit in May and at the NHS Confederation Conference in June. We believe that your framing of Health IT as "the mother of all adaptive problems", and linking to the productivity paradox of IT, provides a refreshing new perspective on the challenge. The BCS Health and Care Executive can identify with and support the "Ten lessons from the US that may be relevant to the UK".

In this context, the BCS wish to make a written submission to your review with our focus covering four key points below:

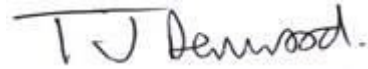
- 1. Make digitisation a leadership task** - each organisation Board, and each community (e.g. Sustainability and Transformation Plan) Leadership Group, should take a clear lead to digitising their organisation and ensuring interoperability within and across their communities, to meet the needs of their service users and patients.
- 2. Local delivery must be led by multi-disciplinary teams from the start** - many strategies fail at the execution stage; delivery should be owned and led by those responsible for changing the nature of their work, as well as owning and realising the benefits from the changes. Clinical and technical leadership is essential, but in partnership; the aim should be to break down the barriers between groups to convene around a goal or a problem as a single team.
- 3. Message to the regulators that the implementation and transformation phases will be bumpy** – deploying digitally enabled change temporarily destabilises organisations, but if the change is managed well this period is minimised. Moving to a new way of working also resolves and addresses a specific set of risks and issues, but the change can also create a new set. The NHS has scars from such changes (e.g. Epic at Addenbrookes, Meditech at Rotherham, Cerner at Reading); strategically these projects can be the right things to do, but the organisations are often tactically held to account by regulators that are not familiar with this specific type of adaptive change. Your report can lead to a better quality debate in this area.
- 4. Call for greater professionalism in the CCIO and CIO communities** - we would like to see formal recognition of both of these roles, as well as a validation and revalidation process to the roles. This will demonstrate their significance and criticality in driving technology enabled transformation. The BCS is playing its part; we are in partnership discussions with Digital Health and CHIME (the College of Health Information Managers and Executives) to pilot the creation of a proven health qualification, the Certified Health CIO (CHCIO) programme, for NHS CIOs.

We hope these are useful contributions at this stage of the review and would welcome further debate. We would also welcome supporting the launch of your much awaited report at the NHS Expo event in September this year, and will be in touch with your team to explore partnership opportunities to support you.

Yours sincerely



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BCS Health and Care  
Executive**



**Tom Denwood, Vice Chair  
Strategy and Policy  
BCS Health and Care  
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Cc:

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