

Digital Leaders, the secret sauce for a successful digital transformation in healthcare

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through information
and technology.

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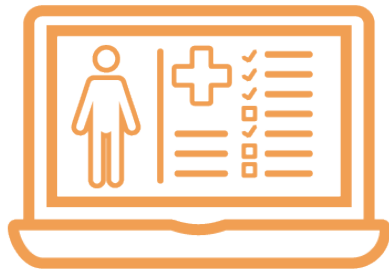
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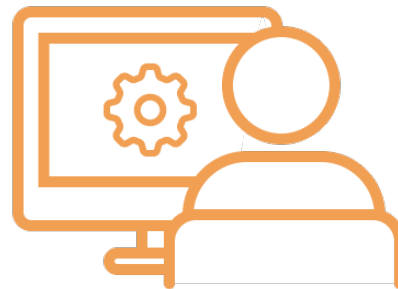
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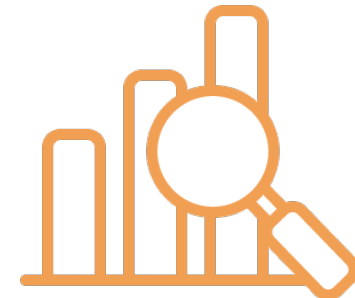
**Healthcare Organization
Benchmarking**



**Health IT
Market Intelligence**



**Health IT
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“Digital Leaders, the secret sauce for a successful digital transformation in healthcare”

A European Tour.....



Big Issue 1....

- Insufficient Money



Fact 1: Health IT is not sufficiently funded and supported in Europe

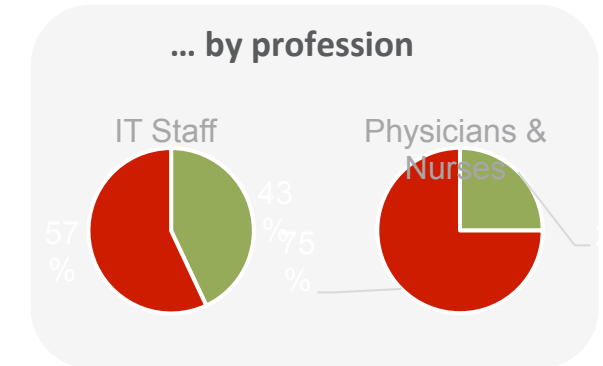
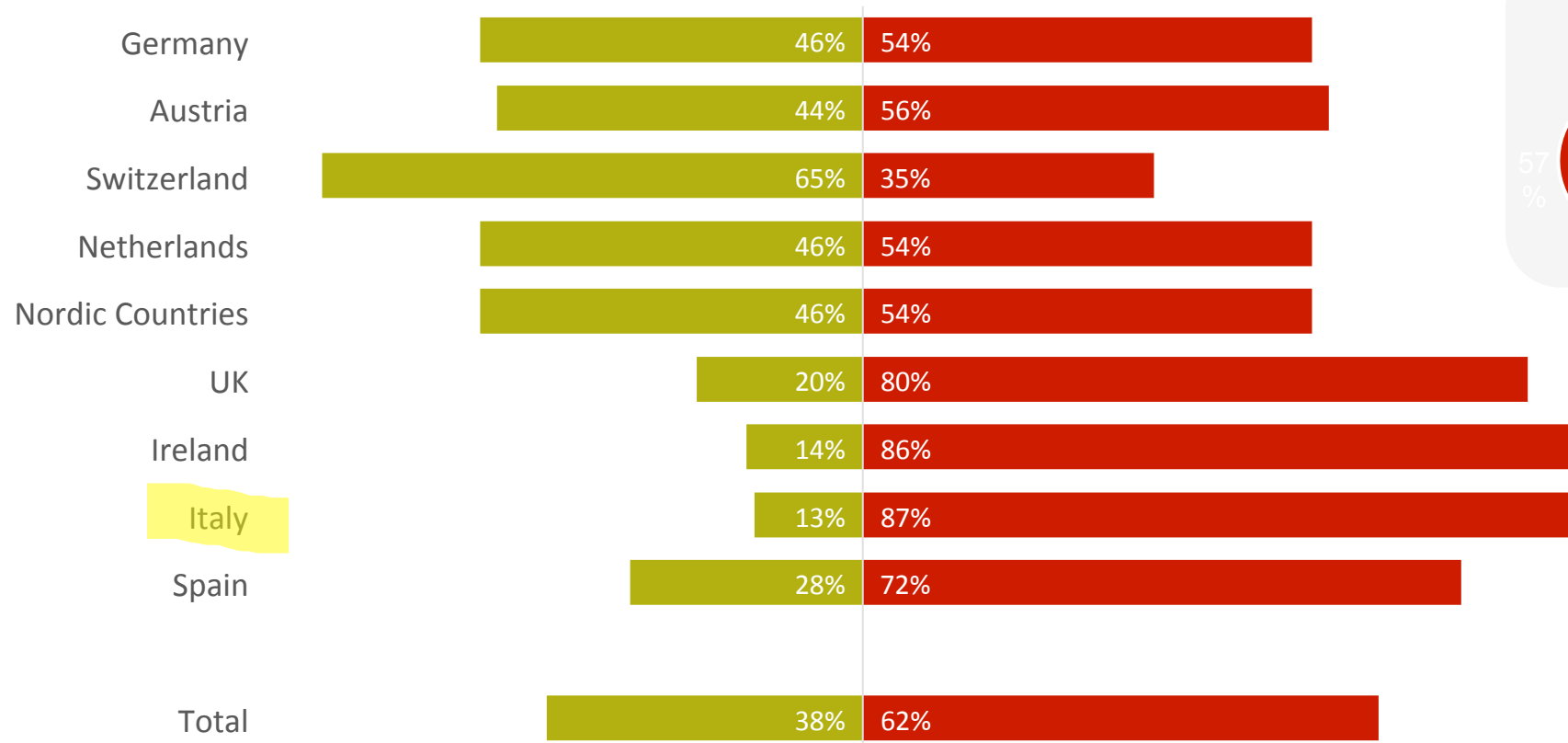
Although the vast majority of the healthcare facilities see IT as an enabler to improve patient safety and care, most respondents judge their **IT budgets to be insufficient**. They also feel a lack of central direction and support in order to progress their eHealth agendas.

SUFFICIENCY OF IT BUDGET IN 2017/18

There's hardly ever enough money. A majority (62%) of healthcare employees perceives their IT budget being too low. Physicians & nurses are even more concerned about insufficient IT budgets than IT employees. Country-wise the situation seems to be particularly difficult in Ireland and Italy. But having sufficient budget is just one side of the coin. The other is to have ambitious-enough goals to be a leader of digital transformation.

Do you think your organization has sufficient IT budget for 2017/2018?

[Total including "other"; only participants who are working in a health facility]



Yes
No

Big Issue 2

- Focus on EMR / EPR



Fact 2: Focus topics for the next 12 months are **Electronic Medical Records and Health Information Exchange**

The implementation of Electronic Medical Records and the enablement of Health Information Exchange are key priorities (or challenges) at the moment and are likely to top the agendas over the next few years.

It's not a case of 'if' more of 'when' you start the journey

When are you going to start?

Big Issue 3

- Shift towards the patient



Fact 3: eHealth shifts towards the Patient

Patient Health Records (**owned and managed by citizens**) as well as patient self-monitoring tools will receive much more attention and funding over the next 2-3 years. Even in countries that still struggle to enable clinical staff to work with electronic medical records eHealth professionals realise that the tide is shifting more and **more towards patient-centric solutions**. However, EMRs and regional/national HIEs will be key building blocks.

Big Issue 4

- Paper to digital

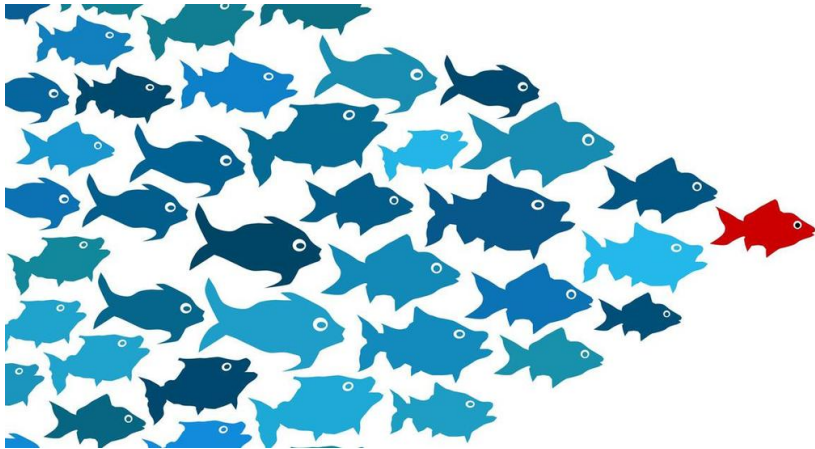


Fact 4: Electronic medical records are already much more common than paper-based ones. **Except in some countries.**

While in Ireland less than half of patient records are digitised, Austria and the Netherlands only have a relatively short way to go in order to completely eliminate paper-based medical records. **Across all countries, about 75% of patient data are digitised in European health facilities.**

Big Issue 5

- Improve Leadership skills



Fact 5: eHealth professionals want to improve their leadership skills

Healthcare facilities, IT software vendors, governmental health authorities and other professional organisations all over Europe should provide opportunities where employees can **further develop crucial leadership skills**. The future of eHealth relies on eHealth leaders speaking up and helping lead their organisations down the path of digitisation. It also relies on smart minds **doing the right things**. And **doing them right**.

IMPROVEMENT OF LEADERSHIP SKILLS

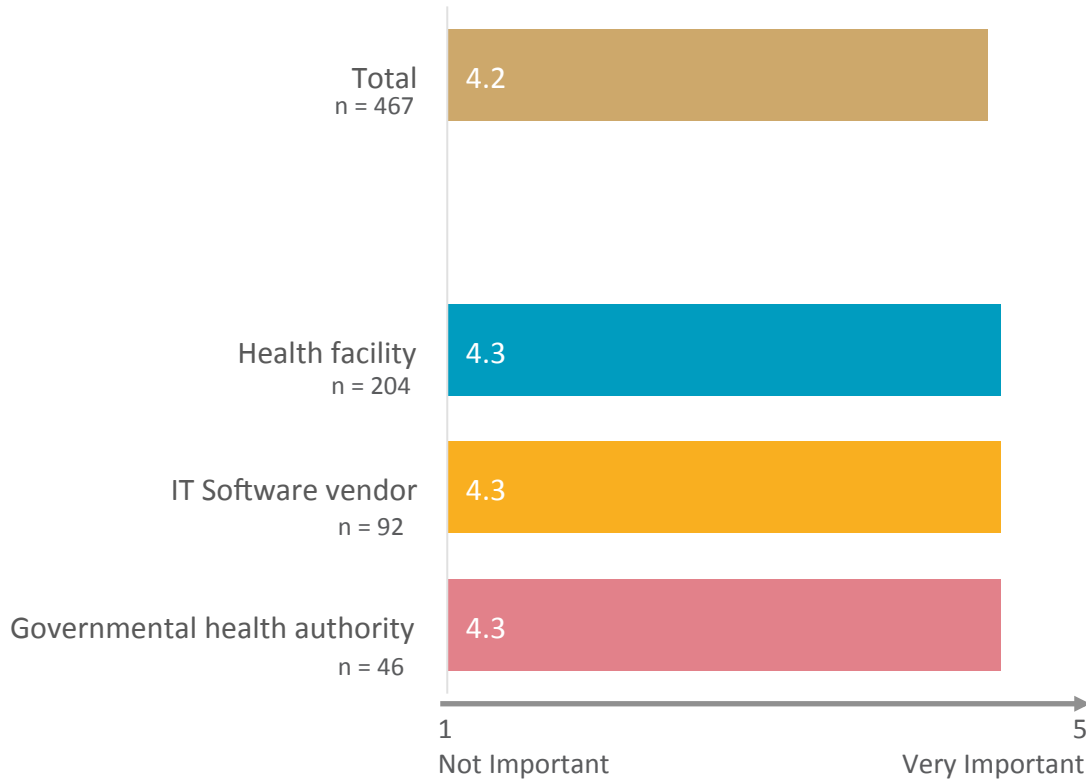
"The only safe ship in a storm is leadership." (Faye Wattleton)

There's a big appetite to improve leadership skills. E-Health professionals from all types of organisations and from all countries would like to be better leaders. Employers should consider to provide appropriate training opportunities in order to keep their staff happy, but also to guide their organisation successfully through the digital tsunami.

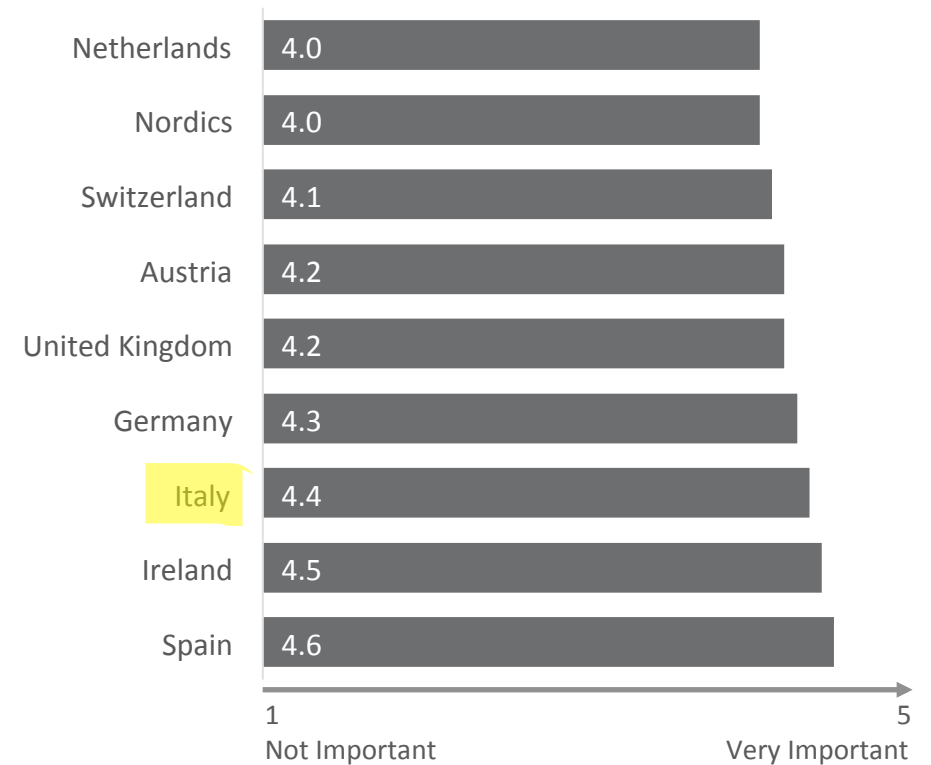
How important is for you to be able to develop your leadership skills within your role/organisation?

[Total including "other"; mean values; scale from 1 "not important" to 5 "very important"]

... by Type of Organisation



... by Country / Region



Valid responses by country: Germany: n=54; Austria: n=30; Switzerland: n=54; Netherlands: n=57; Nordic Countries: n=77; United Kingdom: n=32; Ireland: n=33; Italy: n=27; Spain: n=50

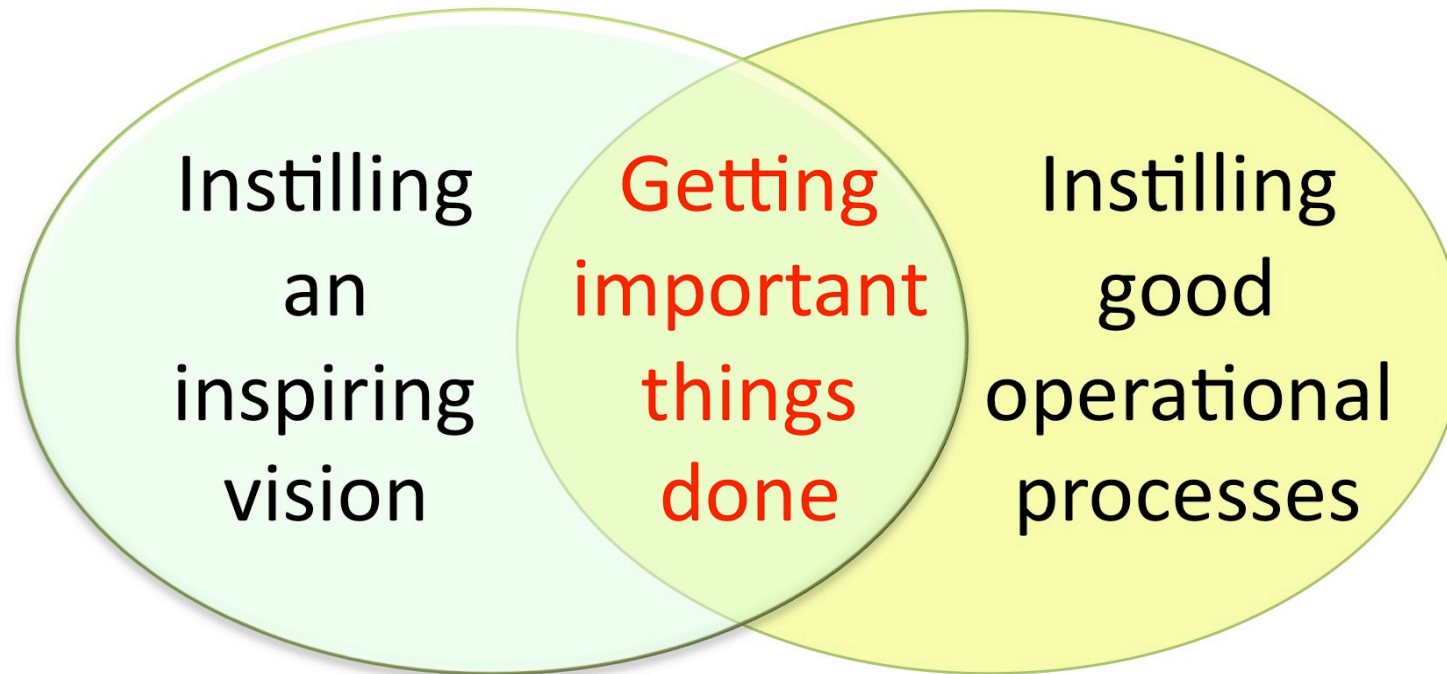
Technology issues...

- EPR across all sectors
- HIE
- Patient knows best
- Cybersecurity



The “Do How” moment.....

Leadership & Management

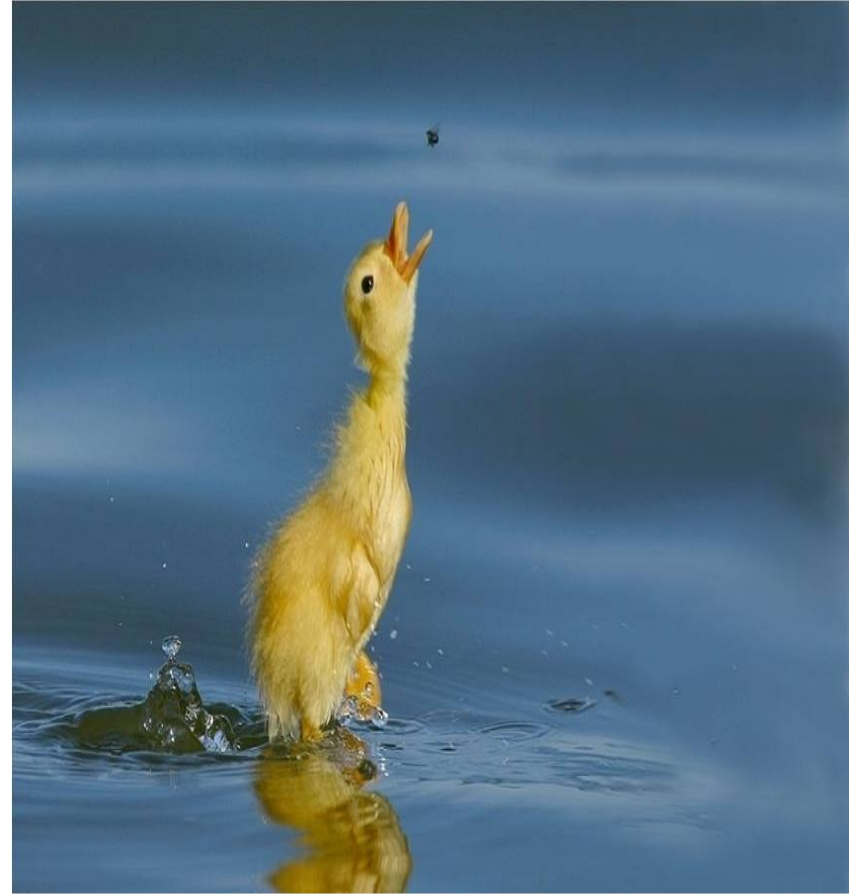


By David Truss – <http://pairadimes.davidtruss.com/leadership-and-management/>

The "Secret Sauce"



Digital Leaders – For anyone who wants it...



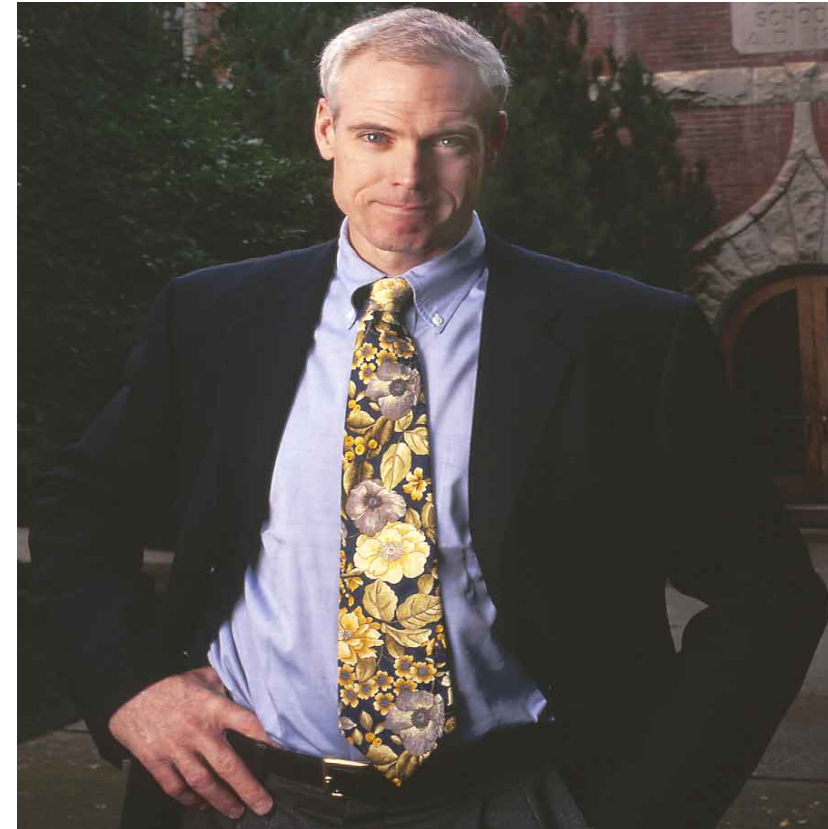
Know who you are.....

- Through discovering who you are and what you are meant to do, you develop the self awareness and confidence required to lead.....



From Good to Great....

A leader in every seat..



Be accessible...

- Stay close to your people
- Create buzz
- Ownership / accountability

“The day people stop bringing you their problems is the day that you stop leading them”....



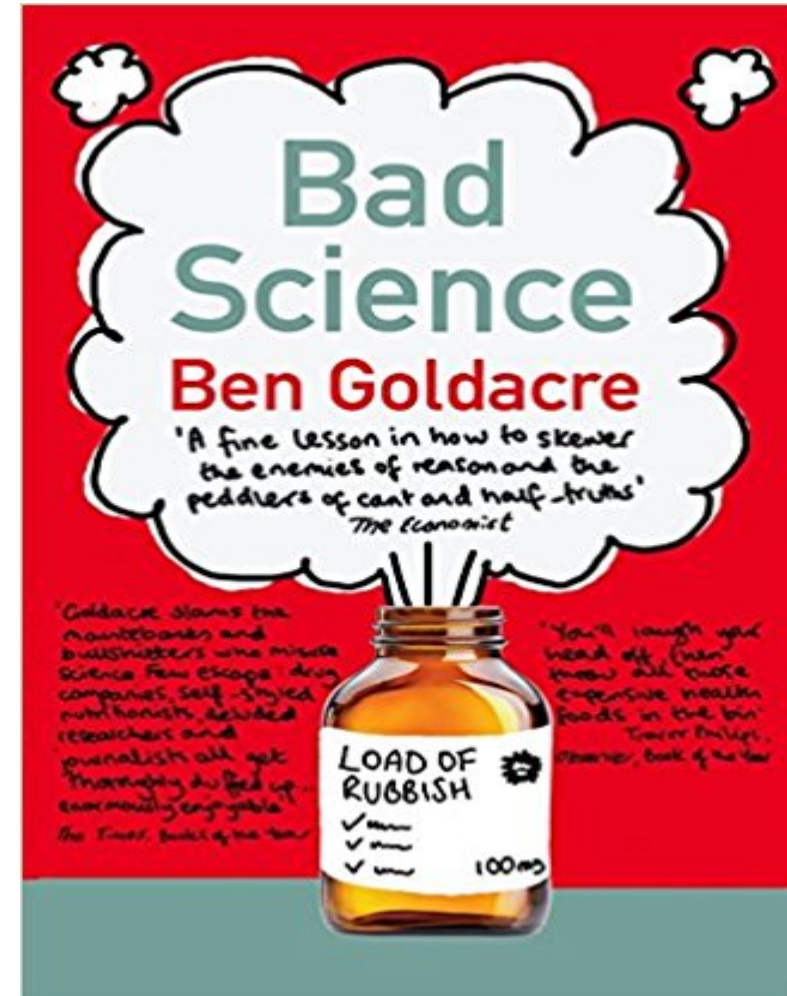
Don't be fooled by experts...

- They often possess more data than judgement....
- Learn to trust your own judgement



Don't be fooled by experts...

- They often possess more data than judgement....
- Learn to trust your own judgement
- Balance data with gut feel



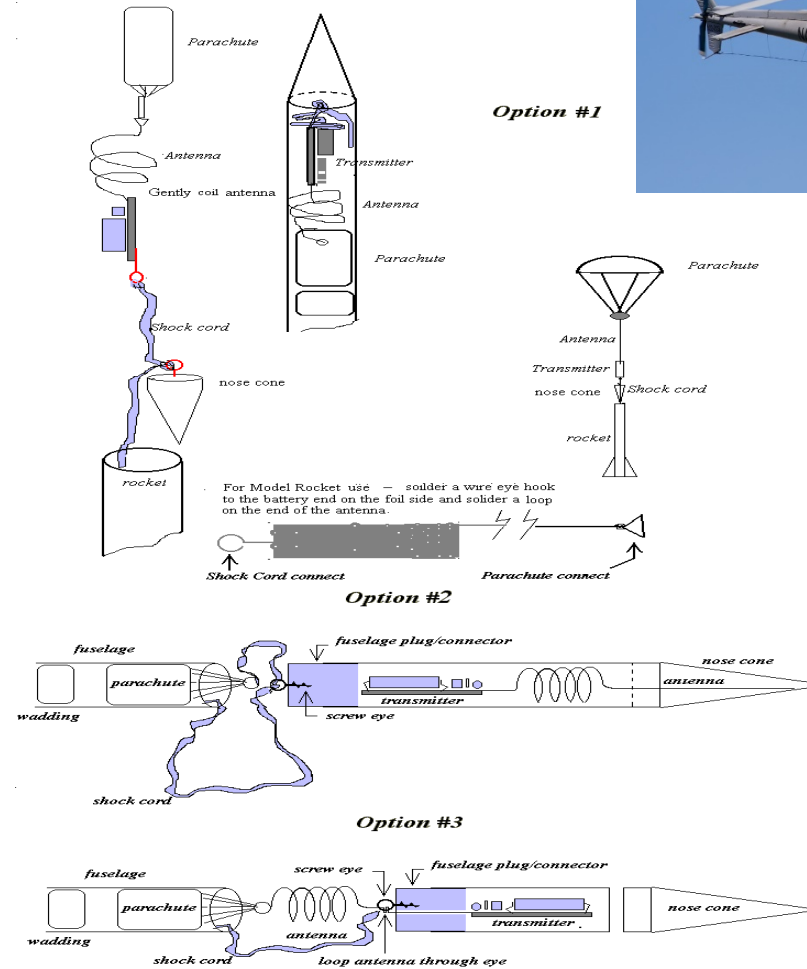
P = 40 -70



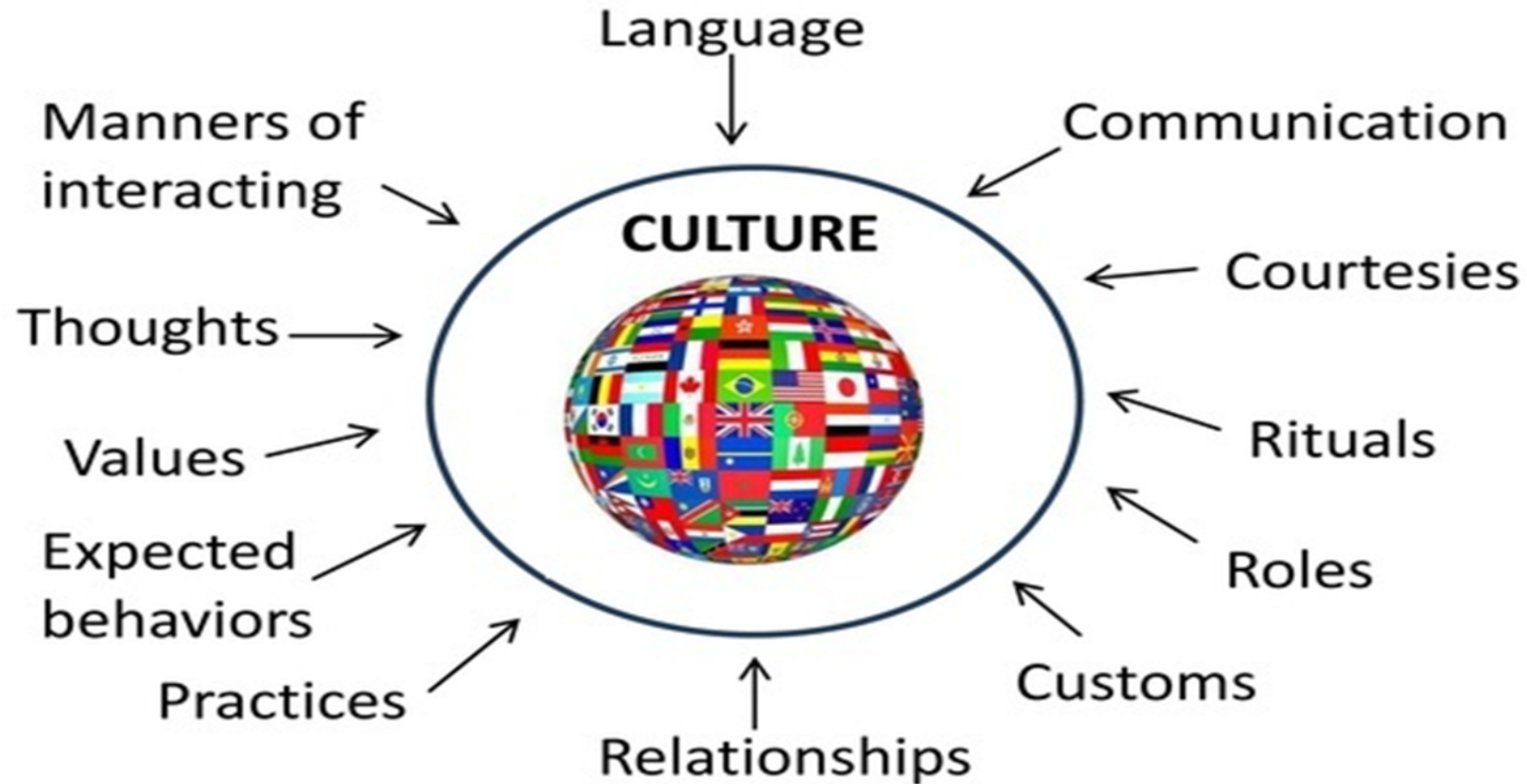
Don't neglect the detail...



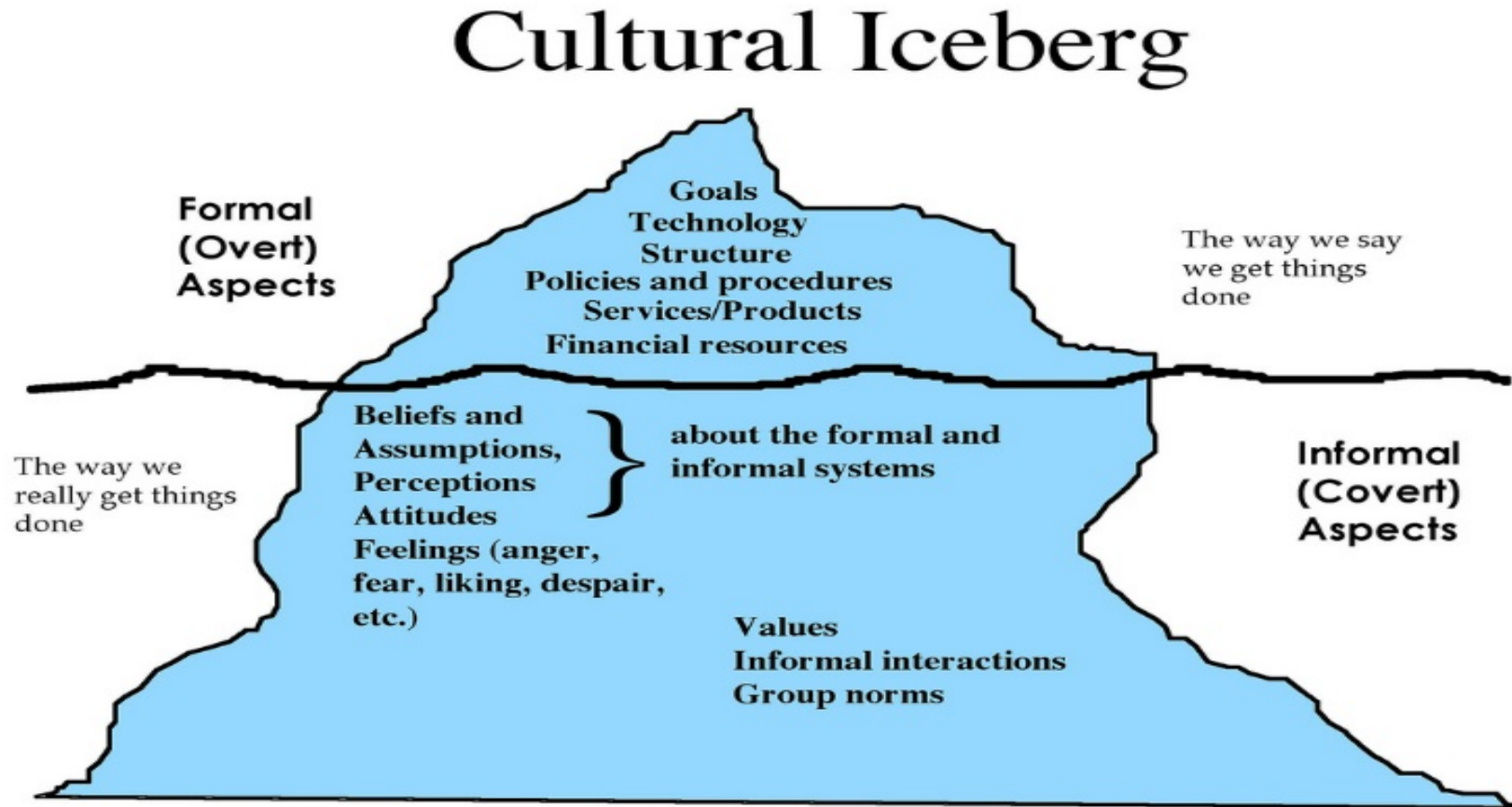
But stay out of it for as long as you can..



Understanding the culture....



Manage the culture and the culture will manage the business..



Created by Stanley N. Herman. TRW Systems Group, 1970

Push the boundaries....

You don't know what you can actually get away with until you try!!

Permissions.....

Policies.....

Procedures.....

Use them
when you
need to.....



Position power...

Organisational charts and fancy titles count for little....

The power of the leader comes from within and not from the name badge...

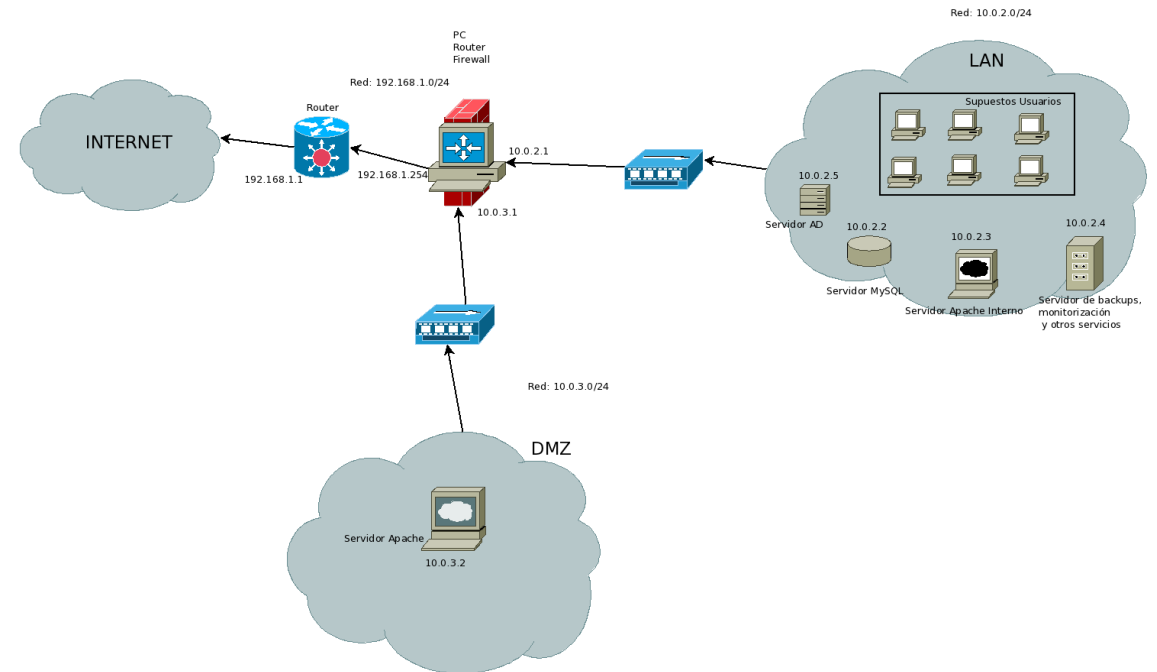


What's in a name?

Strategic CIO



Technical CIO



Thought for Monday 12th April 2009

Using Power Wisely....The effective use of power in relationships is essential to achieving one's goals. Occasionally those in positions of responsibility will use their power to dominate others. They do not realise that their intimidating style and excessive use of power reduces the contribution of all those around them....

The irony is that the more power one accumulates, the less it should be used. By exerting your power, you are taking away the power of others. Successful leaders understand that they need to use power in order to get things done, but they learn to use it in more subtle and more responsible ways. They will often persuade others to adopt their point of view rather than to force subordinates to go along with them....

If you have power, use it wisely.

Get involved and attract the best people

- Make the coffee
- Drive the van
- Walk the talk
- Be a person of the people
- Respect the CE and the Cleaner equally
- Have persuasion and influence



Re invent.....

- Yourself
- Your job
- Change yourself
- Change your job



Enthusiasm and optimism

“Leaders who whine and blame, engender the same characteristics in their people”



Great leaders are great simplifiers

K.I.S.S



Prepare to be unpopular

You can't please all of the people all of the time!



Take your work seriously..

But not
yourself..

(As your confidence increases the more you are
able to laugh at yourself)



Thought of the day..18/02/11

Being able to lighten up and see the funny side might not seem important... But being able to laugh at yourself and at life in general is life-long protection against depression, anxiety, and anger - all toxic emotions.

Also, if you want to appear super-confident then show people you can laugh at yourself sometimes. Not always taking yourself or situations too seriously shows you are unafraid.

Being able to see the funny side bursts the arrogant balloon of pomposity and self-importance. You are important but self-importance is not the way to appreciate this....

Leadership can be lonely...

If you are:

Open

Informal

Emotional

Collaborative

Committed

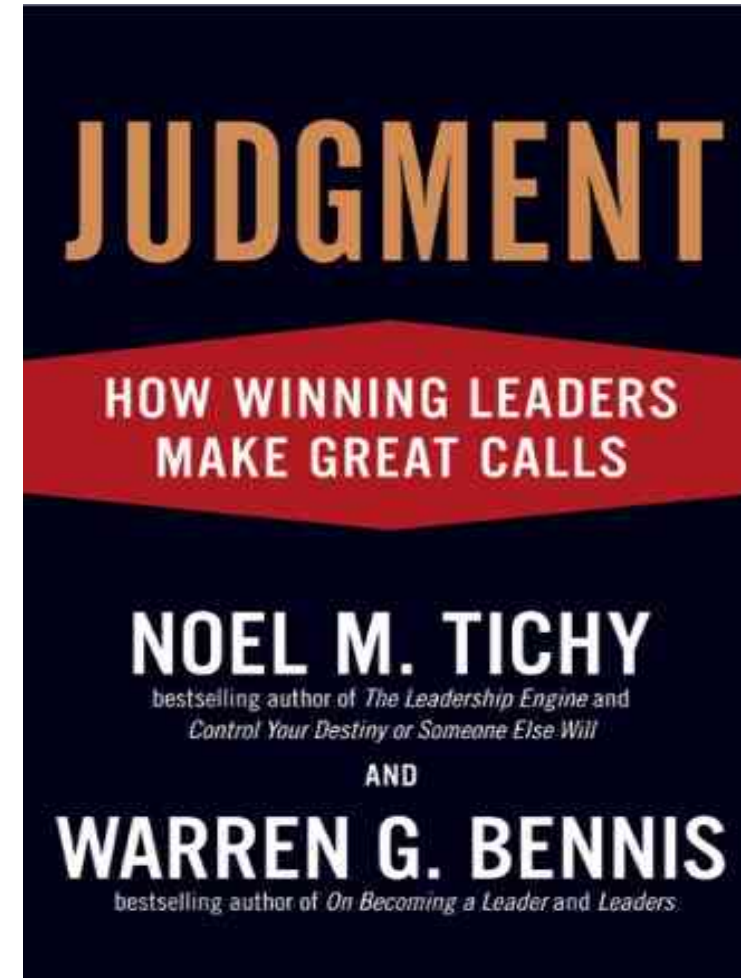
Atypical

And happy to be
different.....



And Finally - The essence of leadership is judgement....

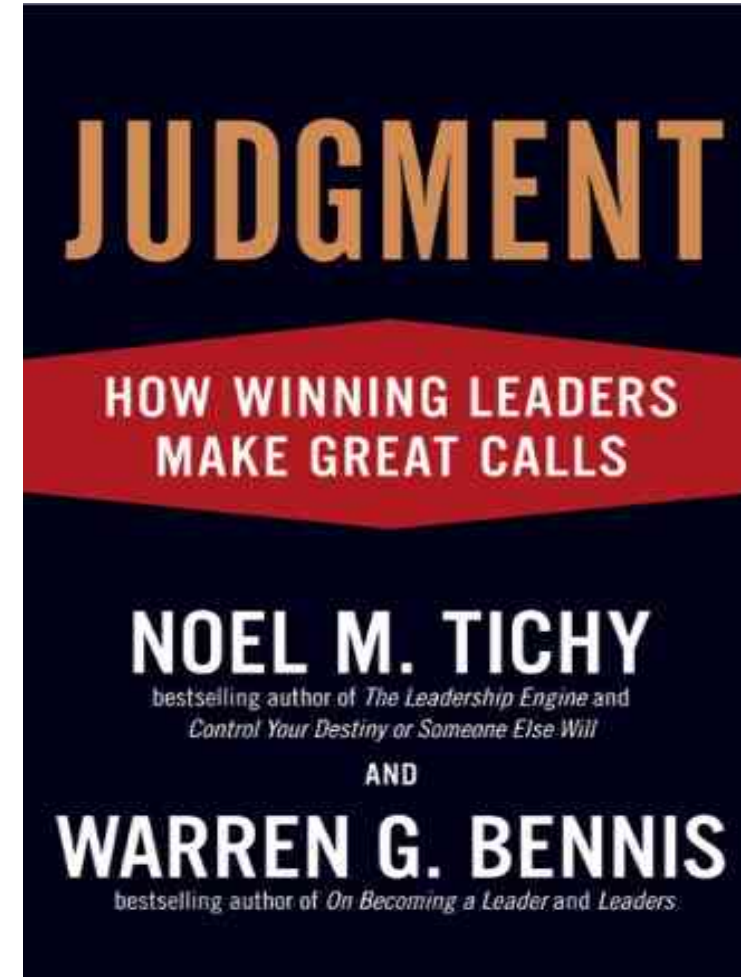
Leaders are remembered for their best and worst judgement calls.



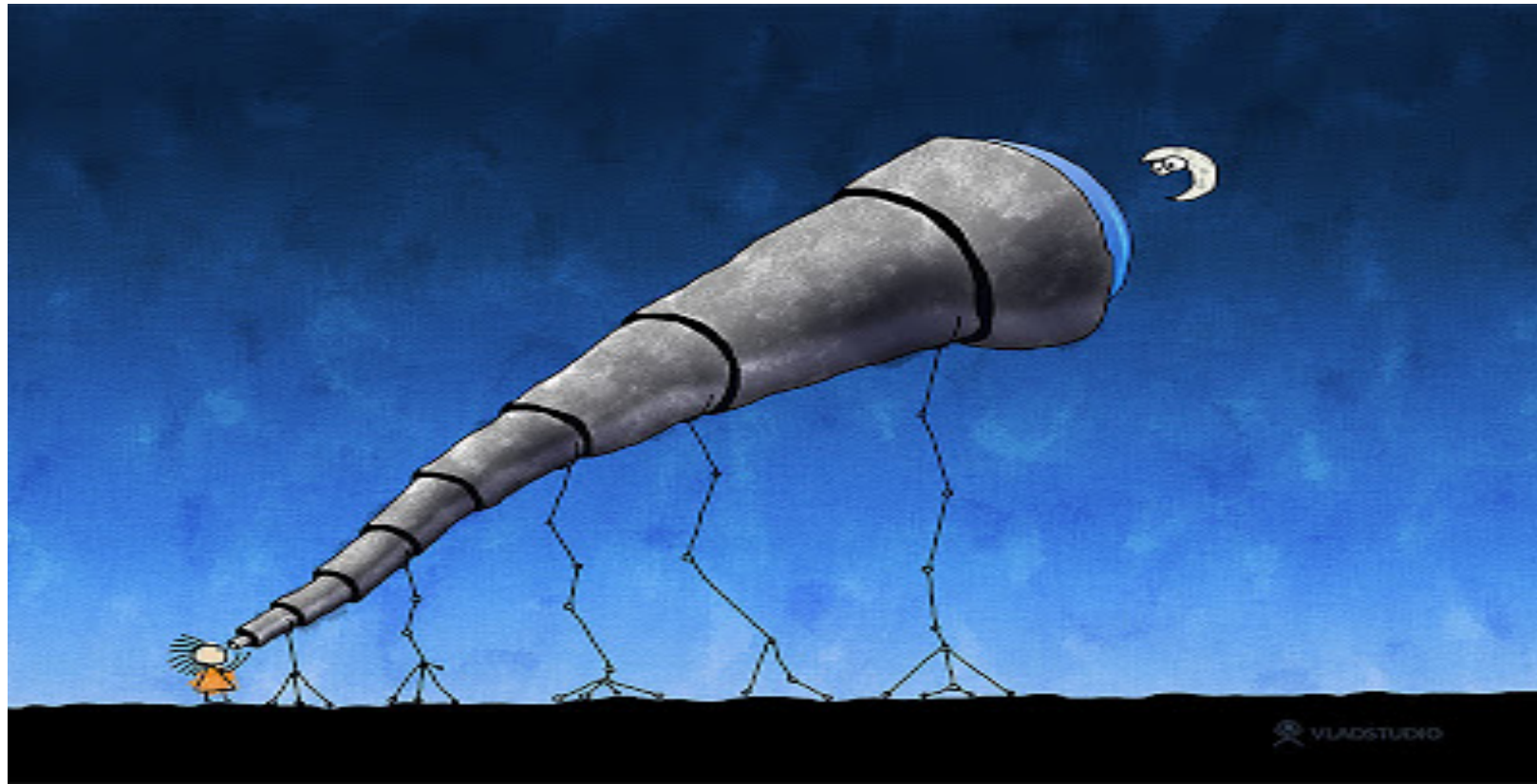
And Finally - The essence of leadership is judgement....

Leaders are remembered for their best and worst judgement calls.

But most of all for the calls that they never made....



Internal Focus Vs External Focus



LEADERSHIP.....An art based on a science



Thank you

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