

Next Generation of Digital Leaders

Reflections and examples to spark conversation

Next Generation of Digital Leaders



HOW TO DEVELOP
YOUR PEOPLE



USING IMPROVEMENT
METHOD



WHOLE SYSTEM AND
NEIGHBOURHOOD

Developing your team

Who will the next generation of digital leaders be and how do we get them ready?

Developing your team

Cyber virtual team



Leon Riley, Senior IT technician



Jo Bradbury, IT support officer

Lean Six Sigma: 8 Wastes



Defects

Efforts caused by rework, scrap and incorrect information.



Overproduction

Production that is more than needed or before it is needed.



Waiting

Wasted time waiting for the next step in a process.



Non-Utilized Talent

Underutilizing people's talents, skills & knowledge.



Transportation

Unnecessary movements of products & materials.



Inventory

Excess products and materials not being processed.



Motion

Unnecessary movements by people (ex. walking).



Extra-Processing

More work or higher quality than is required by the customer.



Baker Chris (LSCFT)

Technical Systems Development Manager



Google '20% time'

Developing your team

Training

Martland John (LSCFT) 11:21

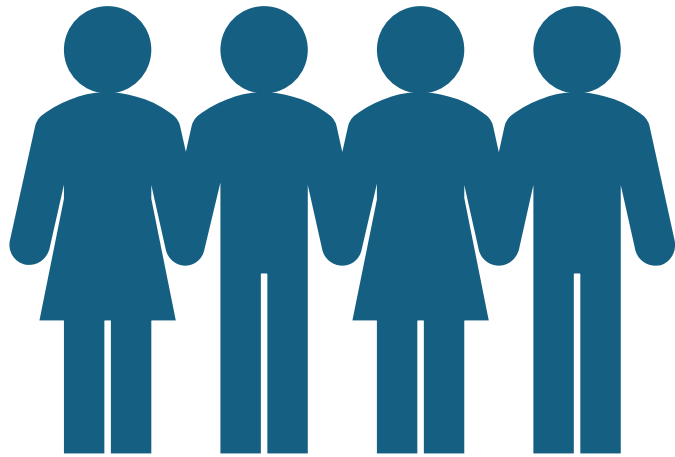


is this ok

Course	Funded By
ITIL Foundation (Information Technology Infrastructure Library)	Trust
CompTIA Security+ Computing Technology Industry Association	Trust
Certified Information Security Manager (CISM)	NHSE
Certified Information Systems Security Professional (CISSP)	NHSE
Certified in Risk and Information Systems Control (CRISC)	NHSE
Mastering SharePoint Online Fundamentals Course	Trust
Microsoft SharePoint Online For Site Owners	Trust
UX Design Fundamentals	Trust
BCS Foundation Certificate in Business Analysis	Trust
Business Analysis in an Agile (Scrum) Environment	Trust
Application Security for Developers	Trust
Neurodiversity Awareness	SDN
BA foundation	SDN
Building resilience	SDN
Difficult Conversations	SDN
Prince2	SDN
Assertive Conversations	SDN
Change Management	SDN

Data Lakehouse suppliers Phoenix and Telefonica Tech supporting our team to develop agile skills through agile delivery

Developing your team



- Develop from within- if you can't get that next job it's on us
- Think about inclusivity in recruitment – lack of diversity in senior roles, women still perceived as less technical, cultures around flexible working
- Essential business skills – connecting with purpose, bringing Execs on side, managing blurred lines with funding

Yvonne Cutler,
progressed in to
Clinical Records /
EPR leadership
role

Suffia Allam,
progressed in to
mobile device role



Naomi Birchall -
trained by TSSM
coach in SCRUM
and now our
Technical
Innovation
Consultant

Emma Allenger - progressed to our Digital
SMT leading Digital Programme



Developing your team

Discussion

Are you developing and utilising the talent of everyone in your team?

Do you know who your broader team is and are you investing in them as part of your team?

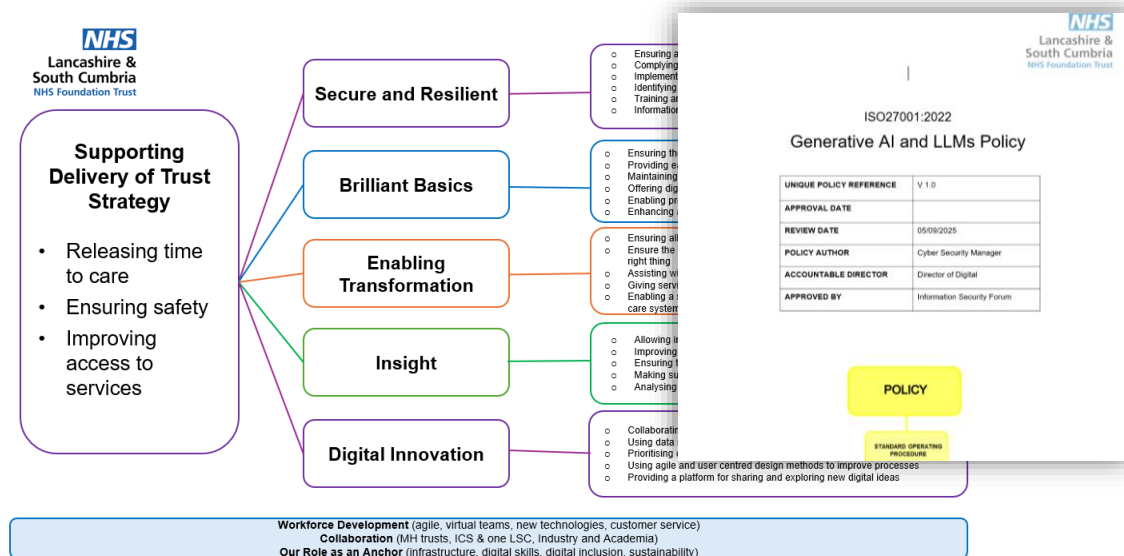
Is inclusivity factored into day to day running of the teams, recruitment and development plans?



Using Improvement method

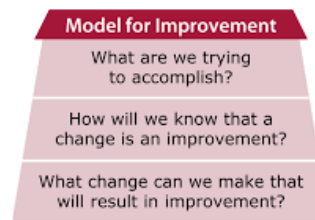
What skills will the next generation
of digital leaders need?

FOUNDATIONS



METHOD

Co design, small scale tests, evaluation



SPACE TO TEST NEW IDEAS

Digital Ideas Drop

- Any staff member welcome with any idea or problem
- All digital experts present including developers, cyber, IG
- Enabling safe small-scale testing of ideas
- Using improvement methods with an Improvement Adviser present
- Open space



PARTNERSHIPS

NHS North West Mental Health Trusts Digital Collaborative
One LSC: integrated corporate services

Lancaster University



The Lister Alliance

access

CISCO

CDW

IBM



Improve the process and then digitise



Lancashire &
South Cumbria
NHS Foundation Trust

Digitisation/digitisation
improvement of a
process identified.

Understand the current
condition with
stakeholders, including
people with lived
experience

Improvement & Digital
map out the current
state, identifying waste
and defects.

Improvement & Digital
map out the future state
with input from Digital
Ideas Drop.

Products are
prototyped and PDSA
commences / co design
built in

Learning from Lean

The Toyota Way digital maturity - ‘technology supporting people and process’ with a shift from ‘supplier as enemy to supplier as ally’

- Level 1 - pushing the latest technology
- Level 2 - right sizing technology to support flow
- Level 3 - simple, slim and flexible technologies that support the improvement approach



Rio ReCHARGED

What, Why & When?



Stabilise & Improve Core Documentation

Now the new MH core documentation is in place, we will enhance this further for specialist services and start to focus on improving PH documentation, enabling additional productivity benefits. These phases will be complete by **March 2026**.



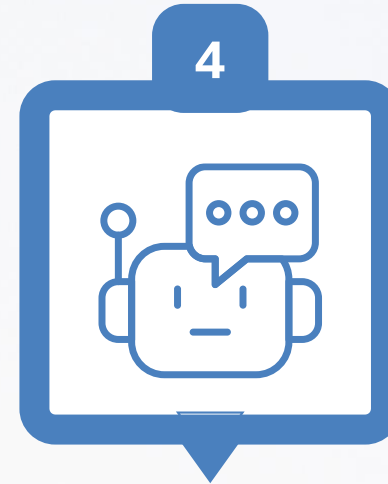
Patient First Pathway

Digital will adapt their operating model by blending with improvement methodology to support the introduction of new patient pathways. This will include (but not limited to) implementation of e-therapeutic obs and streamlining MDT, huddles and handover recording. Programme completed by **2028**.



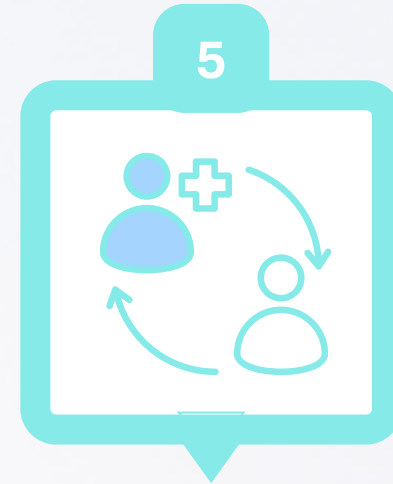
Ambient Voice Technology

A game changer for clinical staff. Using a mobile phone, staff can record patient consultations which enables information to go directly into Rio forms for the clinician to validate. Significant cash releasing savings are expected, including bank and agency spend. **Test going live September 25.**



Rio Virtual Assistant & NHS App

A Patient Engagement Portal (PEP) integrated with the NHS App and Rio to support the automation of routine tasks and offer patients the ability to manage their own appointments, correspondence and view elements of their record. Benefits include increased patient empowerment and access to services, whilst reducing admin burden. **Already in testing in ED service, integration with NHS app Dec 25.**



Interoperability

Enabling access to real time data, shared care plans and the ability to digitally refer service users will help us release time to care and improving safety and experience. Learning taken from experience and learning from deaths reports. **Use case to focus on dual diagnosis.**

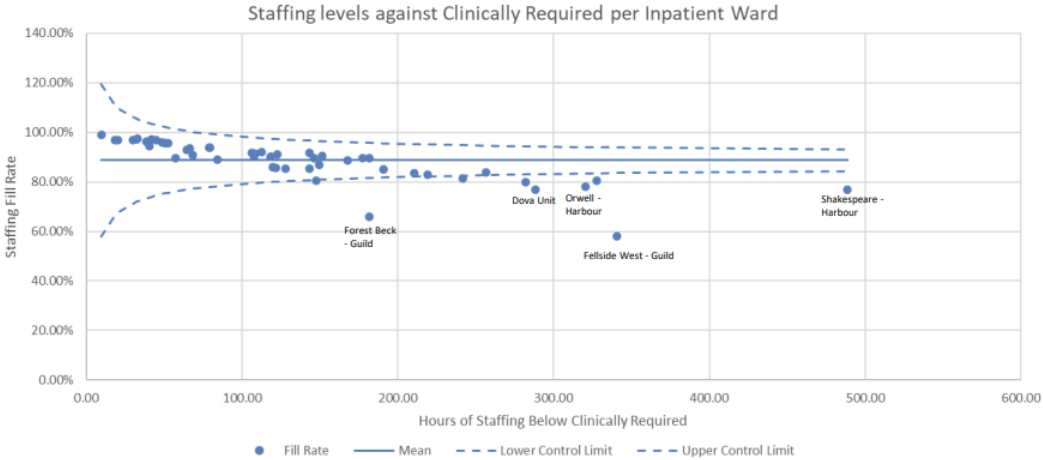
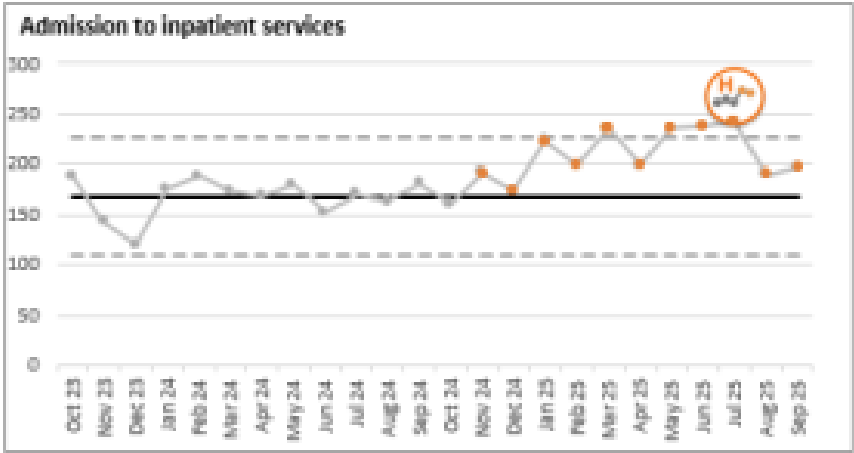
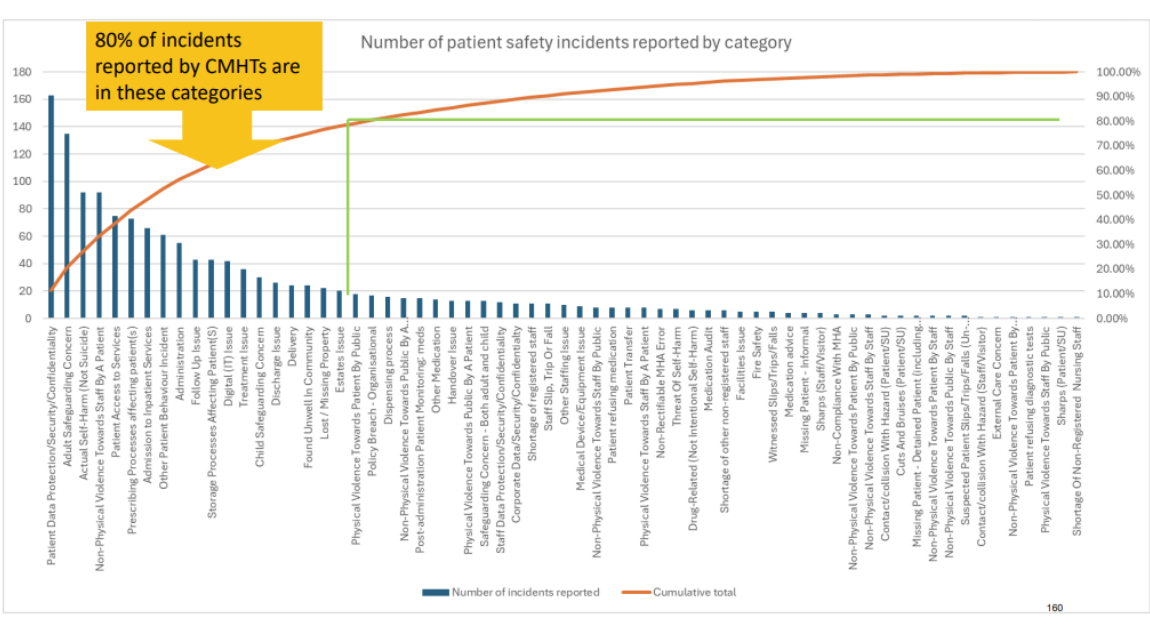
How we did it ...

- We combined user-centered design and agile methodology to enable the design of new core documentation
- We discussed examples of good and bad design
- Staff were given a choice about how they wanted to carry out the design
- We focused on the 'needs' of staff and patients first and looked at 'wants' as secondary
- Frontline clinical staff used their own ideas to develop prototypes live
- Prototypes of new forms were put through clinical scenarios for testing to assess suitability and practicality of the design



Using Improvement Method

Understanding variation



Discussion

Are you using an improvement approach and are your improvement team part of your team?

How could you do more to optimise co design with patients and staff?

Are your suppliers operating as partners?

Whole System and Neighborhood

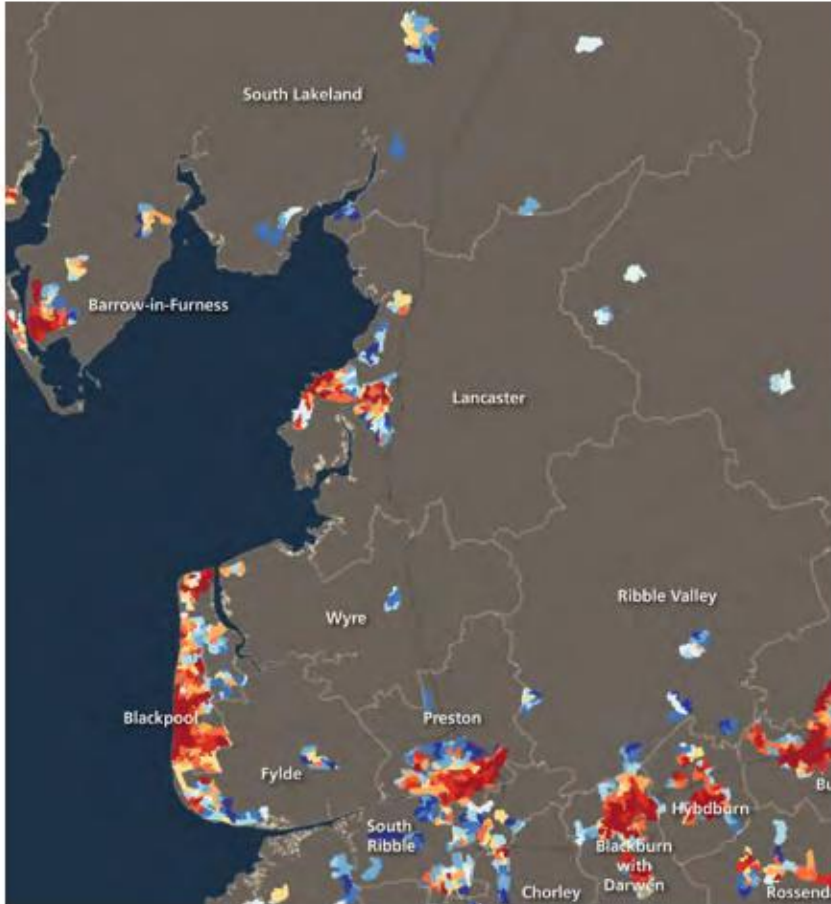
How will the next generation of
digital leaders need to think
differently?

Health inequalities

Addressing the unacceptable



Lancashire &
South Cumbria
NHS Foundation Trust



Compared to England averages, LSC sees: 16% more severe mental illness, 26% more depression, 20% more dementia and 26% more COPD.

We think it is unacceptable that somebody should be more likely to have a mental health disorder or poor physical health outcome simply because of who they are or where they are from. We know that **you are more likely to experience poor physical and mental health if you live in poverty**, if you have insecure or no employment, if you use substances, or if you face discrimination because of your race or background. **The rate of social and economic deprivation in Lancashire and South Cumbria is twice the national average.**

This means that compared to the rest of England, people living in the areas of this map coloured red are:

- **Three times more likely to experience common mental health problems**
- **Twice as likely to experience severe mental illness**
- **If they are a young person, 4.5 times more likely to experience severe mental health problems**
- **10 times more at risk of suicide** than those in the most affluent areas

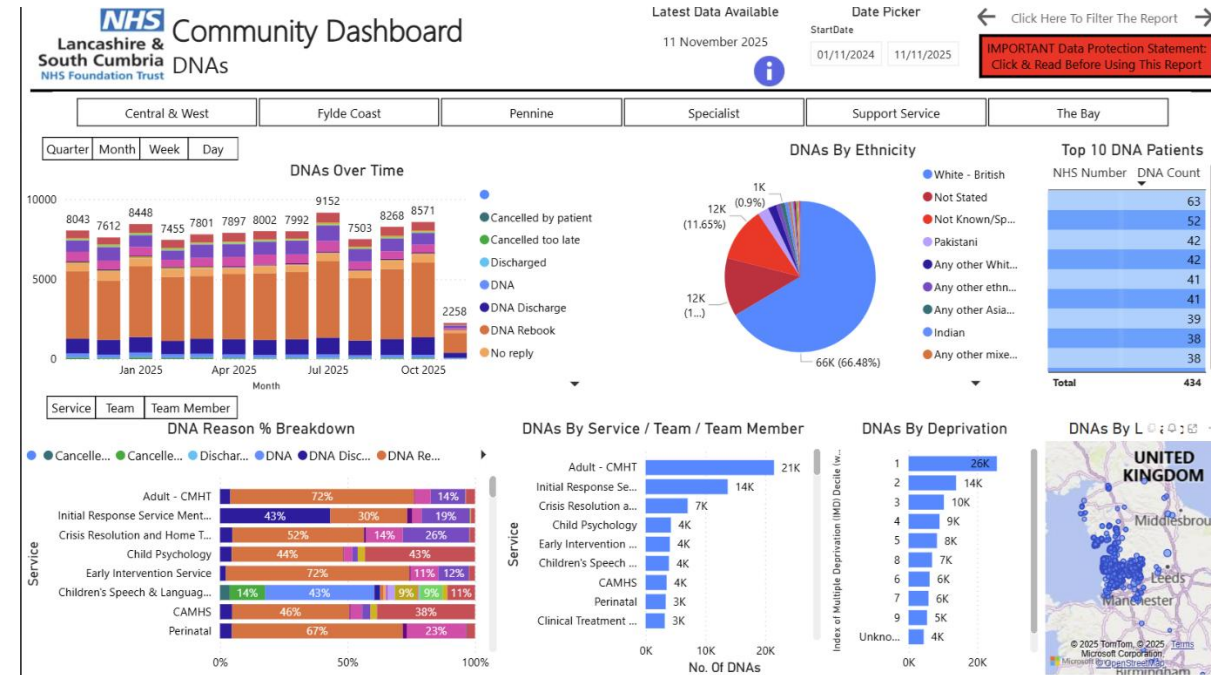
There are 33 priority wards in Lancashire and South Cumbria, areas where urgent and emergency care use is higher than expected, and there are high levels of deprivation within the community.

In a recent audit we found 1 in 5 of our inpatient service users is classed as homeless.



Thinking through a health inequalities lens for everything we do

- WAN procurement
- Creating opportunities for work
- Using population health data in design and delivery of services



Living Labs: Pushing the boundaries of what's possible...



Co design technology solutions with staff and service users to improve:

- Safety
- Experience (service users and staff)
- Sustainability

1. Investing in our Children and Young People

- Creative facilitated sessions to develop ideas with our young people
- Experiential programme to learn about technology and build skills

2. Creating better environments for Learning Disabilities

- Sensory and circadian lighting
- Infrastructure and CCTV
- Physical health monitoring devices
- Tracking
- Monitoring of sound levels

3. Optimising inpatient experience

- Digital lockers and keys
- Environment monitoring (smoking, sound, crowds, restricted items)
- Health monitoring – e.g. vital signs / deterioration, sleep, falls, self harm
- Tracking leave time
- Sensory and circadian lighting
- Visual management / screens
- Service user access to technology

4. Supporting people to be well at home

- Digital behavioral therapies
- Support apps / libraries
- Real-time suicide surveillance
- AI enabled demand / predictive modeling
- Personalized digital therapies
- Flexible access to records and clinicians
- Physical health and environment monitoring



Lancashire & South Cumbria
NHS Foundation Trust



Young People's Digital Skills Pre-Apprenticeship Programme

- Offered to Young People who have been through LSCft Mental Health Services with a goal to enable successful application to a Digital Apprenticeship
- The programme offers the opportunity to:
 - Learn essential digital skills for the modern workplace
 - Engage with interactive workshops and training sessions
 - Enhance employability with practical experience and support around social skills and confidence
 - Gain insights from industry experts and mentors
 - Network with peers and build valuable connections
 - CPY living lab - Generate and test ideas for how Digital, data and technology could support young people with Mental Health





How to use this guide

Empowering young minds for the future

Click to get started

Sponsors

Five leading digital companies are proudly sponsoring the Children and Young People's Digital Skills Programme. Through their support, they are helping to deliver hands-on digital experiences to every young person involved. Participants will have the opportunity to connect with professionals currently working in the tech industry, gaining insights, learning directly from their expertise, and developing valuable new skills. The aim is to inspire future careers and open pathways to employment or apprenticeships in the digital sector.



Meet Riley



Meet Riley who is currently the chair of the youth voices under 25's lived experience service user group. Watch the video to find out why Riley is championing the **Children and Young People's Digital Skills** programme.

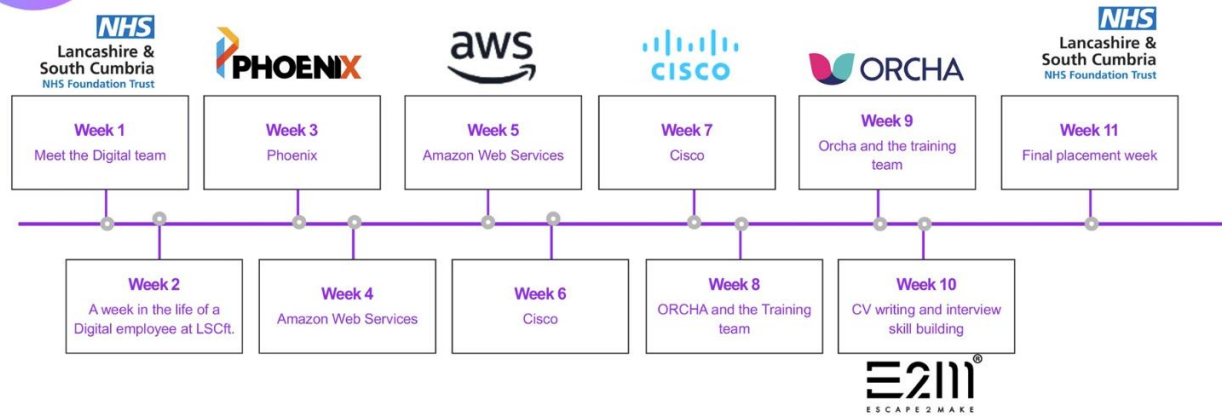


" The Children and Young People's programme - Building a better, brighter future! "

Riley Ashton - Chair of Youth Voices

Contents page

Timeline of events



Contents page



Interoperability

- Co occurring diagnosis
 - Shared care plans
 - Access to one another's data
 - A single DOS
 - Ability to refer in to services as a trusted assessment



Discussion

Think about your top priorities...could any of these be used to impact on health inequalities and support communities?

Have you optimised the opportunity of interoperability to support a neighbourhood model?

Do your staff have real time access to health inequalities data to inform service delivery?



Thank you