

## Discussion outputs from DIGITAL HEALTH LEADERSHIP SUMMIT, March 2021

### Topic 8: What digital lessons did we learn from COVID-19 and how do we lock in the gains?

This topic was discussed by groups in Auckland, Wellington and Christchurch.

#### Auckland delegates' responses

<b>Goals</b>	<ul style="list-style-type: none"><li>• Accessibility</li><li>• Agility and co-design</li><li>• Culture</li><li>• Digital consumers in other industries</li><li>• Don't go backwards</li><li>• Focus on all crises not just Covid</li><li>• Funding</li><li>• Interoperability</li><li>• Learnings and insights</li><li>• Patient centred, simple, omni-channel, engagement</li><li>• Strategic</li><li>• Strategy</li><li>• Systems</li></ul>
<b>Challenges</b>	<ul style="list-style-type: none"><li>• BAU, slow down</li><li>• Culture and change</li><li>• Digital fatigue</li><li>• Digital literacy and accessibility</li><li>• Diverse, communication and understanding</li><li>• Hard to keep users going when you keep changing experience</li><li>• Inertia</li><li>• Lack of resources</li><li>• Lack of trust</li></ul>

	<ul style="list-style-type: none"> <li>• Learning curve</li> <li>• Ministry of Health</li> <li>• Not connected to primary care</li> <li>• Not inclusive of subject matter experts – clinical</li> <li>• Red tape</li> <li>• Risk adverse</li> <li>• Siloed systems</li> <li>• Silos everywhere, people and tech</li> </ul>
<b>Solutions/ideas</b>	<ul style="list-style-type: none"> <li>• Co-design with community</li> <li>• De-silo</li> <li>• Engagement and trust</li> <li>• Focus on culture and embrace the new</li> <li>• Focus on digital strategies</li> <li>• Funding</li> <li>• Incentives</li> <li>• Interoperability</li> <li>• IT strategy with clinical input</li> <li>• Leadership</li> <li>• Objective and clear investment</li> <li>• OCM</li> </ul>

### Christchurch delegates' responses

<b>Goals</b>	<ul style="list-style-type: none"> <li>• Common direction and agility</li> <li>• Trust and deliver</li> <li>• Embrace new ways of working and be resilient</li> <li>• Digital literacy, know what you need to know and how you contribute</li> <li>• Keep procurement fast</li> <li>• Accessibility of services</li> </ul>
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	<ul style="list-style-type: none"> <li>• Digital literacy and easy to use devices (mobiles)</li> <li>• Embrace change and continuous improvement</li> <li>• Take advantage of context we've created and enabled</li> <li>• Continue digital literacy learnings</li> <li>• Continuous improvement</li> <li>• Data driven</li> <li>• Communication styles and strategies</li> <li>• 5 Vs: <ul style="list-style-type: none"> <li>○ Volume</li> <li>○ Velocity</li> <li>○ Variety of data</li> <li>○ Veracity</li> <li>○ Value</li> </ul> </li> <li>• Data driven and open exchange</li> <li>• Digital skill sets</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Actionable efforts (too many leaders)</li> <li>• Collaborative</li> <li>• League table structure</li> <li>• Too much information and hard to get context</li> <li>• Systems and experiences need to be aligned</li> <li>• Change fatigue and reactive</li> <li>• Going back to BAU and what we know, and losing the urgency</li> <li>• Leadership (need help because too many cooks)</li> <li>• Funding</li> <li>• Inequality – digital access + know how</li> <li>• Technology</li> <li>• Resources in right place at right time (agility)</li> <li>• Accessibility</li> <li>• Culture</li> </ul>

	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Open and available data</li> <li>• Embed changes and rationale</li> <li>• Fear</li> </ul>
<b>Solutions/ideas</b>	<ul style="list-style-type: none"> <li>• Exchange right data and de silo systems</li> <li>• Easy to use technology</li> <li>• National free data bundles from telecoms for health data!</li> <li>• Sensible investment of resources</li> <li>• Leadership vision is clear and concise</li> <li>• Be positive + attitude + embrace change</li> <li>• Accessibility to services</li> <li>• Collaboration on UX</li> <li>• Lead change and mindset</li> <li>• Digital literacy</li> <li>• Sustainability</li> <li>• Leadership and standardisation</li> <li>• Collaboration and engagement</li> <li>• Retrieve sustainability infrastructure and app</li> <li>• New rapid way to think, research, apply and deliver on all disasters. COVID isn't the only one</li> <li>• Economic vehicles to meet post-event economic fallout</li> <li>• New way to capture work and collaborate seamlessly</li> </ul>

### Wellington delegates' responses

<b>Goals</b>	<ul style="list-style-type: none"> <li>• Agility</li> <li>• Capturing tacit knowledge</li> <li>• Collaboration across community and stakeholders</li> <li>• Continuously learn and make failures safe, "fail fast"/experiential learning</li> <li>• Culture and engagement</li> </ul>
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	<ul style="list-style-type: none"> <li>• Data enabled decisions</li> <li>• Don't go backwards, and reuse</li> <li>• Embrace good, new ways of working</li> <li>• Engagement</li> <li>• Good technology solutions</li> <li>• Normalisation – 'Do go backwards', embrace new ways of working</li> <li>• OMNI Channel engagement, e.g., telehealth</li> <li>• Protecting your initiative and investment</li> <li>• Speed of solution creation</li> <li>• Using data more effectively</li> <li>• Visibility into process (set expectations)</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• \$\$ + broken funding resources model</li> <li>• Accessibility</li> <li>• Agility when things are in need</li> <li>• Budgets and resource constraints</li> <li>• Change effort</li> <li>• Change management fatigue</li> <li>• Competing challenges and priorities, e.g., BAU vs. Covid</li> <li>• Culture and change agility</li> <li>• Digital literacy</li> <li>• Engagement can be too hard or poor</li> <li>• Funding and process</li> <li>• Governance (RACI)</li> <li>• How we approach and design solutions</li> <li>• Leverage data better</li> <li>• No alignment (goals, process, etc.)</li> <li>• OMNI Channel engagement, e.g., Telehealth</li> <li>• Resources and priorities not aligned</li> <li>• Siloed – data system design</li> </ul>

	<ul style="list-style-type: none"> <li>• Silos and alignment, e.g., “Health System” vs. “Supermarket”</li> <li>• Stakeholder collaboration and silos</li> <li>• Technology for technology’s sake</li> <li>• Trust and clarity</li> <li>• Went back to BAU – not willing for new ways of working</li> </ul>
<b>Solutions/ideas</b>	<ul style="list-style-type: none"> <li>• Agility</li> <li>• Collaboration across boards and ppl</li> <li>• Collaboration of expertise</li> <li>• Common goals and see progression</li> <li>• De-silo across agencies, functions, people, process and technology</li> <li>• Digital literacy</li> <li>• Embrace change</li> <li>• Enable empowerment and leadership mindset</li> <li>• Engagement and collaboration (community and all stakeholders)</li> <li>• Governance of systems</li> <li>• Improve networks</li> <li>• Link and de silo public and personal health</li> <li>• Mandate and maintain the transformation, and new ways of working</li> <li>• Platforms</li> <li>• Shared purpose and goals, and incentivise</li> <li>• Sharing of information (collaboration)</li> <li>• Standardise engagement and be collaborative, e.g., Zoom etc.</li> <li>• Streamline procurement</li> <li>• Sustainability across new systems: <ul style="list-style-type: none"> <li>○ All data</li> <li>○ Ways of working</li> </ul> </li> <li>• Take risks and learn fast</li> <li>• Too people focused because is bad/unknown and engaging with technology people is challenging</li> </ul>