

# Supporting digital transformation in a UK Hospice



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## Background

In recent years, technological advancements have reshaped how clinical teams operate in the healthcare sector. The Topol Review<sup>1</sup> offers recommendations for using digital skills to transform patient care and explores how to prepare the healthcare workforce through education and training to deliver the digital future.

### The Review advises on:

- How technology is likely to change the roles of clinical staff over the next two decades to ensure safer, more productive, more effective and more personal care for patients
- What the implications of these changes are for the skills required by the professionals filling these roles
- The consequences for training, development and lifelong learning of current and future healthcare staff

It is important to the Hospice's Digital Team that we invest in digital skills to empower our clinical teams and support the work they do – this is necessary to ensure our digital transformation projects succeed and so that clinical staff can take advantage of digital efficiencies.

It is also important that clinical staff invest in their own digital learning and development so that they are best placed to deliver care in an increasingly digital landscape. Clinical and Digital Teams need to fit together like two pieces of a jigsaw puzzle.



## Aim

Listen to the clinical workforce to:

- Find out what was working well
- Understand the challenges staff were experiencing
- Anticipate future needs with regards to digital skills requirements, technology and digital tools.

## Method

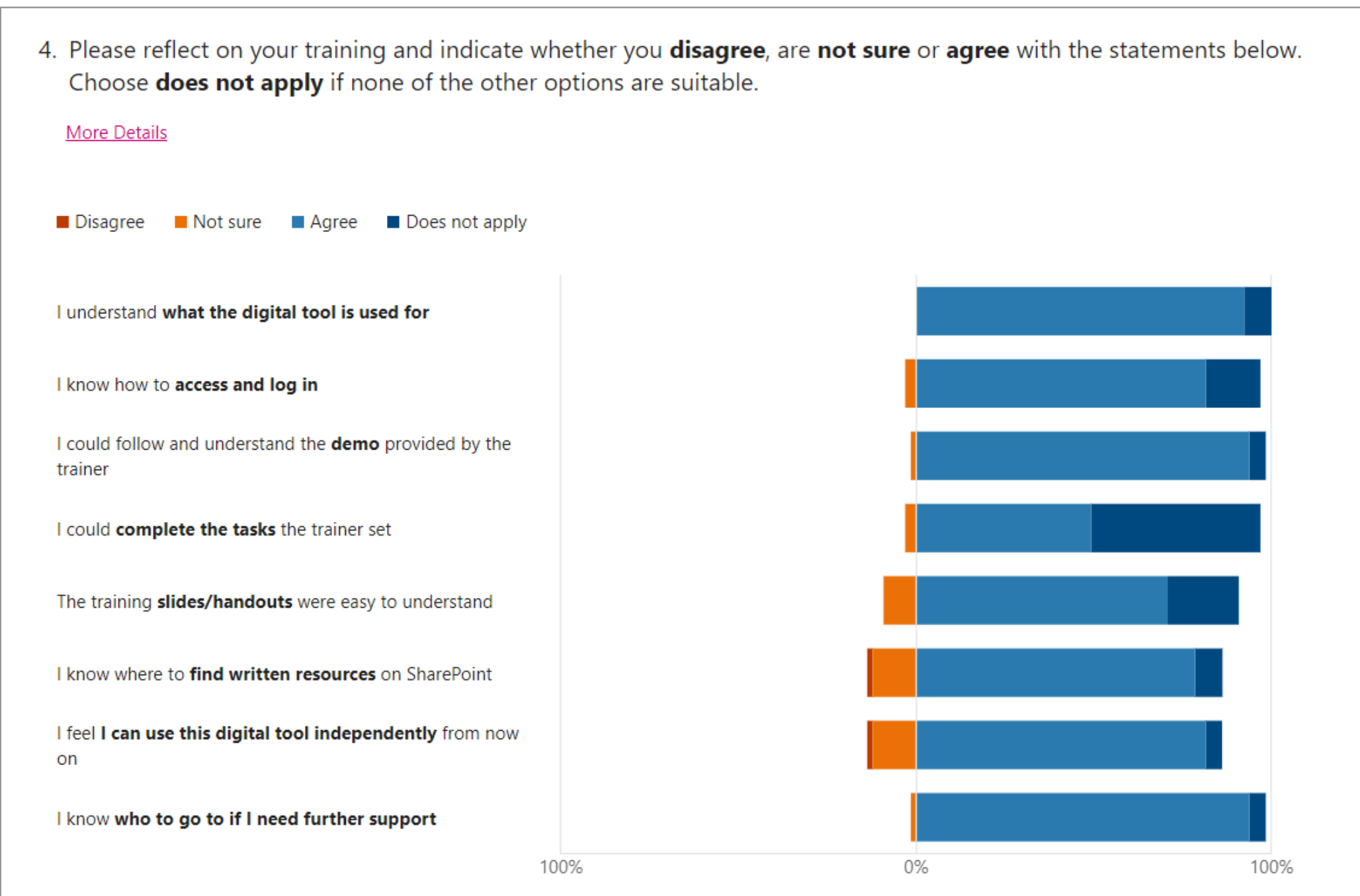
In July 2022, the Hospice ran a digital workshop with 20 stakeholders from across the Hospice's clinical workforce. Participants were split into small groups and an appointed facilitator collated discussion ideas. Responses were analysed using thematic analysis.

## Results

Vital insights into the workforce's confidence with digital tools and technology were ascertained indicating that the pace of change was too quick for the clinical workforce with nearly 40 separate comments relating to this. Thematic analysis provided the basis for development of a multi-faceted support programme.

## Impact

Training feedback has been overwhelmingly positive with participants affirming their understanding via online feedback:



- 276 bookings onto the Digital Skills Programme so far, lifting the skills of 113 unique attendees
- 126 one-to-one support sessions delivered via the Embedded IT initiative
- 18 Tech Buddies actively supporting their teams in situ
- Over 3000 tickets resolved by our IT Helpdesk each year

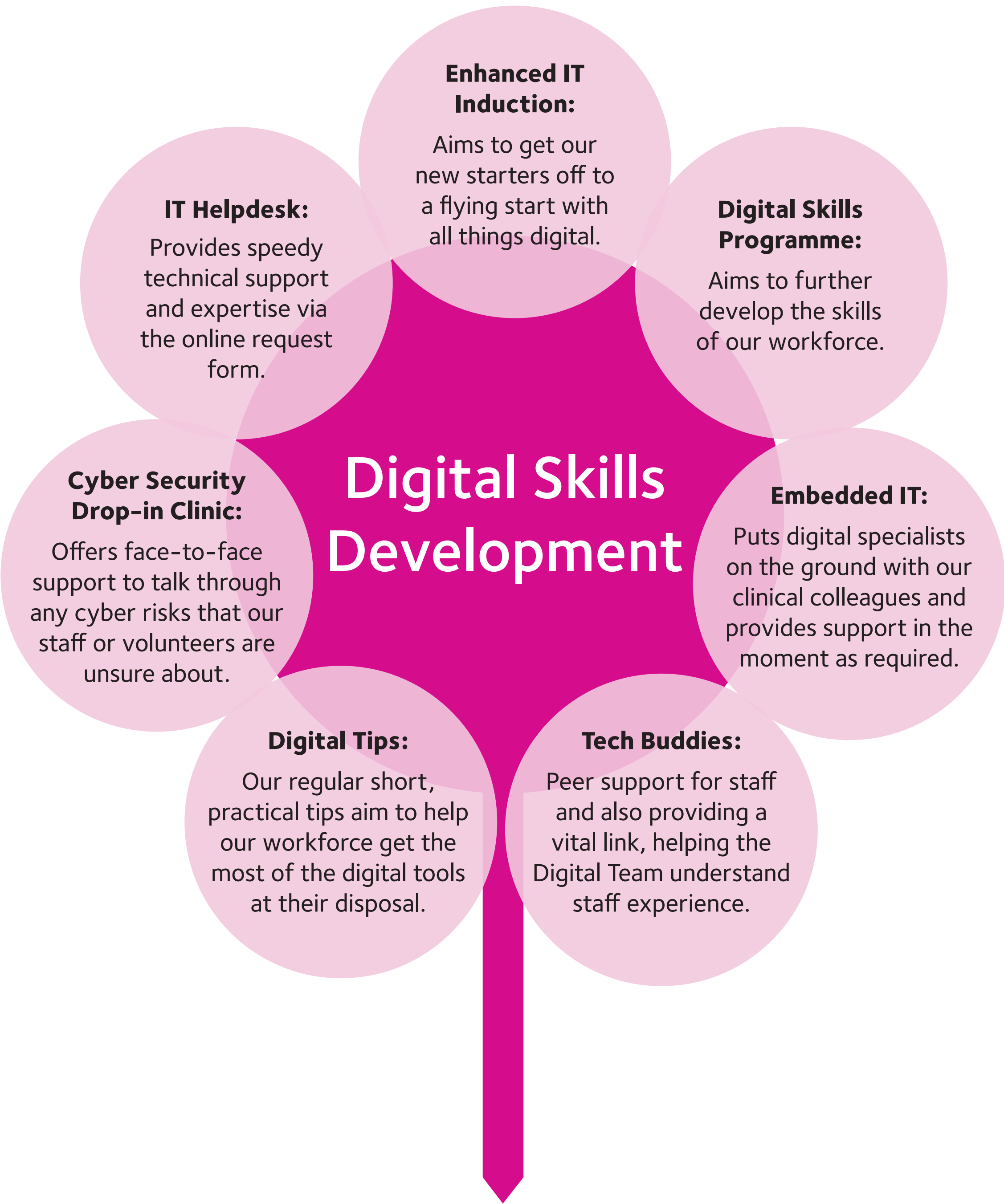
## Conclusion

Verbal feedback on other initiatives, such as the Enhanced IT Induction and weekly Digital Tips, affirm the positive aspects of the program. Issue resolution via embedded IT, Tech Buddies and the IT Helpdesk further demonstrates the reach and impact of this multi-faceted approach.

## Next steps

Engagement and impact of the workstreams is monitored quarterly and data will drive the evolution of each workstream, ensuring we adapt to the changing needs of the Hospice workforce using digital skills to transform patient care and explore how to prepare the healthcare workforce through education and training to deliver the digital future.

## Workshop workstreams designed to address the digital skills gap and support transformation



## Data analysis in Microsoft Power BI tracks the reach and impact of the program's workstreams:



References:  
1. The Topol Review. Health Education England. February 2019. Available at: <https://topol.hcc.nhs.uk/wp-content/uploads/HEE-Topol-Review-2019.pdf>

