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Productivity pitfalls and how to avoid them

Turning digital investment into productivity

Channel 3 CONSULTING
Now, Next and Future

The productivity challenge: Digital can enable productivity, but technology alone won't deliver it.

The pitfalls.

People

1. We underestimate the transformation effort
2. Go-live is treated as the finish line

Leadership

3. Change led by digital, not the service
4. Executive understanding is limited

Innovation

5. Starting with the technology, not the problem
6. Digitising broken processes

None of these will surprise you. So why do we keep walking into them?

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What we've learned from delivering digital productivity.

Transformation needs to happen before, during and after the technology is implemented

Before | Prepare
Whether productivity is effectively released is often determined before implementation even starts

During | Engage
Start early, communicate consistently. Organisational readiness for change is key

After | Embed
Don't stop at go-live - the real productivity gains come afterwards

Leadership needs meaningful investment

Exec understanding

Executives need to understand what the programme is trying to achieve

Release of staff

Effective clinical leadership needs investment, staff time needs to be released in order to realise full value

Technology is an enabler, not the starting point

Begin with the problem we're trying to solve:	Where is the friction?	Where is capacity being lost?	What outcome are we trying to achieve?
Digital transformation is a chance to challenge the process:	What can we simplify?	What can we automate?	What could work differently?

Transformation turns opportunity into sustainable benefit.
Make transformation the core of the investment, not the optional extra.

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There is no silver bullet for productivity

Technology creates the opportunity for productivity.

Transformation is what turns that opportunity into sustainable benefit.

1. Invest in transformation before, during and after go-live

2. Make transformation service-led and executive-owned

3. Start with the problem, not the technology.

Which productivity challenge are you currently working on?

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