

Speaker 1

I'm looking forward to today. I really am, we've got Adel Jones with this, director of transformation at Torbay, whatever that means. In Torbay and south Devon, NHS trust. We're going to find out, we work closely with Adel as a team. We're absolutely delighted with what we're doing with her. So for me, I think it's really exciting that we can sit down, have a conversation with her and explore what she's seen, what she's found out over the last 12 months and what she believes trusts like hers could be doing deal with this backlog. So looking forward to it.

Speaker 2

So with no further ado, Adel, welcome to Think Big Act Now, as Richard teed out quite nicely, what does your raw Intel tells us in terms of digitalization?

Speaker 3

Yeah. So thank you and absolute pleasure to be with you both here today. So my role, so I'm director of transformation and partnerships and, and really the role encompasses lots of aspects, but I hold the portfolio for digital. So I hold the portfolio for all our health informatics service, but digital as a transformation enabler is critical. So I'm responsible for all of our improvement plans, our plans around working in partnership with hospitals in terms of the, the new ICS provided collaborations and place-based collaborations. So as part of our role as an integrated care organization, we are all about connecting with partners and supporting our people in our local communities to stay healthy and well. So my role is to make sure that we transform our services so that we deliver just that ambition.

Speaker 1

And now you're underplaying it as well. You're also, you're gone forever, but it's quite relevant. Your chair at the NHS providers, digital network, I'm a co-chair.

Speaker 3

So I've just been, I've just been asked to be co-chair of, of, uh, of the new digital network and it just providers, uh, just set up and, and that's incredibly exciting for me because the intention there is to get a wider set of board members. So, uh, board executives, and non-executives really engaged in the opportunity of digital transformation. So say rather than, uh, you know, CIO is talking to each other, this is about mainstreaming, the there did, you know, and really harnessing the, the, uh, the opportunity of digital. We've done it in every other walk of our lives. Haven't we? Um, so actually, why not do it in the way that we deliver our, our care? So when, so that's the ambition. So, yeah, so that's really exciting. Yeah.

Speaker 1

And in there, I guess, coming out of that, you get a sense from you of, or I do have the aspect of the potential, the aspiration here, like it's enormous, isn't it? Is that, is that your feeling that there is so much more we can do?

Speaker 3

Yeah. I, you know, if I, if I reflect on, on how I live my life, I have a computerized electric car. I wear a watch that tells me what to, what to do when, to, when to stand up, when to breathe, when to walk

around, and so much more, um, I never go to a bank. I rarely go in a shop, you know, and she, I can do, I can live a full life because my life is enabled by digital technologies. And then I come to work and actually, you know, the NHS has been around for 75 years and actually it's stayed the same, you know, largely the model is the same, isn't it. And we've disrupted it a bit. And, and, you know, we've improved a lot, you know, we improve surgical pathways, but the fundamental process and what we do, hasn't changed.

Speaker 3

And I think we've got a huge opportunity to disrupt the way that we deliver healthcare for the benefit of our local people. And if we look at, if we look at the challenges that we've got right now, our demographics, you know, don't demography is destiny, isn't it. So actually our demographics are really clear. We have more older people than younger people. We've had a reducing birth rate for decades. This isn't going to get any better. So actually, unless we disrupt the way we deliver health care and we're not going to be able to assist sustainably deliver it. So I'm passionate about high quality care. And, um, and, and, you know, and with the digital age, this is, this is our big opportunity. And, um, and it's great to see a range of products that make this opportunity real. I think it's been very conceptual. Digital has meant electronic patient records. Hasn't it previously. And it's so much more than that. And I think that that's what really excites me, that actually it's possible now to disrupt the way we deliver healthcare for the good of our staff and our, and our patients,

Speaker 1

Because in the, some of the sectors, you just talked about banking, shopping, travel, they have actually disrupted what's going on. They haven't just taken what was going on before and digitized. It they've actually said, no, there's a better way. There's a different way completely of delivering this service.

Speaker 3

Yeah, yeah, yeah. And a lot of our patients. So, so you'll remember it should, cause I think you were there weren't you? Um, so when, when we, we do a lot of work, as it, as an integrated care organization, we, we have close relationships with our community and person centered, personalized care is at the heart of what we do. Um, and so we ran some events, didn't we with people with long-term conditions and multiple long-term conditions. And we've run that event with local people, their carers, uh, consultants and primary care. They told us that they don't want the model of health care to be the same as it was. They told us they wanted to control their own care. They wanted to have their records on their phone. They want, they told us that they wanted to be able to do their own diagnostics at home. They told us they wanted to work together as community to keep them, them selves healthy and well, and to have specialist advice when they wanted it, not when we told them they needed to come in and or when they needed it. Um, and, and so, so actually our customer base, you know, if we were a proper business, um, I, I'm not sure we'd have many customers, our customer base, our customer base is telling us that they want something different from us. And that's really important.

Speaker 2

That's an excellent point there in terms of reframing the whole notion of what a patient is. I think COVID has taught us all that. We're all expert health, consumers, and the consumerization of technology and going into health and you see inferior technology, inferior workflows, longer cues. Um, the expectation of the consumer has been increased so I can meet them on their own terms. This is when I, she very

quickly, how do you go about galvanizing the workforce in around the transformation? You know, COVID is a competitive event to change, to disrupt, but inherently the workforce and the systems are still very much archaic out and antiquated. Yeah.

Speaker 3

And so I think, I think, um, we, so we have one of the, she won't, this, we've got one of the oldest buildings in the country. Um, I think third oldest hospital building in the country. And I think our pass is probably about the same, the same age. So we got a bit of a burning platform here. So, so, um, do I have any problem in talking to our clinicians about the need for digital transformation? They just bite my hand off every time I mentioned the word digital transformation, my problem is making it real. Um, so, so I think, um, and we've got through that through, um, through, uh, since some of the investments in the new hospital program, hopefully. So, um, so I think, uh, galvanizing the workforce is, is really important. I think for many, uh, clinicians, they see the value of technology as, as with all human beings, changes, changes, um, changes uncomfortable, isn't it, it's really difficult. And, um, and it's the change management process that I think is, is going to be really important, but conceptually, do people really believe in the power of digital? I th I think they do. And, um, and certainly they believe in that when the digital around them doesn't work.

Speaker 2

Yeah, exactly. Exactly. So over the last 12 months, has there any been any, um, compelling transformational piece of work that you want to share that as brought about real change?

Speaker 3

Yeah, so, so I think, I think, I think there's been some really simple stuff hasn't there around, um, the way we use Microsoft teams now, you know, I, I I'm, you know, in terms of our ability to connect with people in a very different way, this is really simple, isn't it? And, and, you know, and I'm, I'm connecting with people in our voluntary and are, are now, um, local community groups in our local authorities in a very, very different way. And this is allowing our clinicians to really connect with each other on a more regular basis. And that overnight has just transformed what we do. And, um, and we, we need to hold on to the, the fact that we've allowed something through COVID to just entirely disrupt the way that we work. We don't, we don't drive to work as often anymore. Do we?

Speaker 3

So, you know, in terms of, in terms of that green agenda, I think it's really, it's really important that we see that as an innovation in terms of clinical practice. Um, I've been used to work with Richard around, um, the connect plus app. And, and I think that offers us a huge opportunity to, to enable people who have a long-term condition or multiple long-term conditions to, um, to really manage their own care in their own homes and, and be the experts to have all the information and the advice and the videos and everything at their fingertips, so that they can manage their own condition. And I think that that's going to be game changing for us. The bit that I'm really impressed with, um, now is because we've done a lot of work with you, Richard haven't we, in terms of the videos, et cetera, we've started to mainstream that into our transformation program, so that we're actually starting to say, we would need to deliver some really tangible benefits.

Speaker 3

So we don't have an app as an adjunct to the way that we do things. Now we have an app so that it disrupts the pathway. So that should be change our pathways. Um, and, and, you know, we've got a of consultant rheumatologist who has been front and center, hasn't she, in terms of, in terms of leading that change, and we're starting to do that with many other of our long-term conditions. So, um, I think we're, I think we're getting greater traction in terms of, in terms of some of the, um, some of the, the, the work that we're doing around digital and, and that gives that gives us great excitement people. Haven't got a lot of head space for transformation. So, so when we're doing it, we need to keep it simple and we need to, we, you know, we need to, we need to make the change and the transition as easy as possible. Um, but certainly the will, is there

Speaker 2

Excellent. And also in terms of the simplicity, I like it and make things tangible, you know, take your people on the journey. Um, we got this platform think big act now. Um, and we tend to find that sometimes when we think big, we shrink because there's a black hole confidence that we're not too sure what the destination will look like. Um, have you discovered that when you've transformed a service that you discovered new capabilities, new ways of working new pathways that were not fathom in the beginning?

Speaker 3

Oh, that that's a massive question. We aren't ready. [inaudible] it. Wasn't in the script. I'm joking. Um, so, okay. So I think, I think we often scare people with the word transformation, um, and this is about thinking big, but it, you know, very, very little change, um, in our environment starts from a place of you. You, you are, you know, I'm, I'm, you know, I'm, I'm, I'm entirely transformed from one day to the next. So very, very little of what we do is to transformation. And I think part of the thinking big is allowing people to see the vision and allowing, as you described Atlas, that, that those kinds of changes, those unexpected opportunities to emerge and it to be safe to go and take them to take those opportunities to fail and to learn and to be brave and to try it again. And I think, I think that the trick around transformation is to, is to not overcomplicate it. Um, but actually to create a culture of that psychological safety whereby people can genuinely continuously improve. Um, and then we'll find ourselves in three, four years time, um, as long as the vision is right. So some of the direction of travel is right. We're just allowing people aren't we to, to evolve their way into that. And I think that's, it's far more of a helpful approach than, than kind of running big, big transformation programs. Um, so, so, yeah, so I think, I think that, I think people feel more comfortable with that as a concept.

Speaker 1

Yeah. Yeah. It's a much more agile way of operating. It's a much more, um, fluid free to foot way of operating isn't it, but having the strategic intent clear, but recognizing on the way we've got a lot of learning to do, we got stuff that we'll fail, stuff that we'll succeed and trying to, but keep people on that journey and know it's a safe, a safe journey.

Speaker 3

Yeah, yeah, yeah. And, you know, we are, we're lucky. Um, you know, so we were the first integrated care organization in the country. Um, we're small and very perfectly formed. And actually I always under, you know, we underestimate just how, how, um, we've attracted innovative innovators and we genuinely have attracted some significant innovators. So if I think about one of our colleagues, so, um, so Nick

Perez who works part-time for health education, England has done she huge amount of work around immersive technology and artificial intelligence and how that supports the development of, of education and learning platforms. Um, you know, so there's that, we've got some absolute pockets of great innovators and sometimes as long as, as long as the direction of travel is, is, is clear, um, allowing those people to just flourish and develop their ideas, um, for, for the good of our, of our services, I think is it's probably sometimes doing not a lot for letting people get on with it is the right thing to do.

Speaker 2

No, that's, that's wonderful because, um, when you talks about the psychological safety, I really love that line. You know, being, being brave as well as the common theme that we're having across, um, this think big act. Now, I just want to ask you very, very quickly, you talked about this, the pockets that you have, where there's great innovation, did you actively go out seeking these innovative people?

Speaker 3

So I think, um, so I've only been here the last two years, so I can't take any credit for any of this at all. Um, however, I think it's evolved as with all great organizations it's evolved. So we we've had a culture of being innovative for, for decades. Um, we, you know, we've got, we've got, uh, you know, nationally, we've got, we've got kind of national leading day surgery practice. Um, and, and, and in terms of our models of health and social care integration, they're, they're, they're, they're beyond what you would normally see. I think, I think, uh, innovative people are attracted to organizations that are seen to innovate on, they say, so when, so I just happened to have arrived at a place where it's great people with great ideas. Um, and I guess the trick for me, and I'm still learning, so I don't always get this right.

Speaker 3

But the trick for me is to not get in their way, but to set a clear enough vision with, with the board around, around what we're trying to achieve and then, and help those innovators have the conditions, the right conditions. So they can feel safe. They do feel supported. They can take, take risks and make mistakes and celebrate that success. Um, uh, and, and for, for the organization to work with them rather than against them. And I think at times, at times as, as, as, uh, as leaders, that's not always easy to do. Um, so try not to control it too much is, uh, is probably my, uh, my big lesson over the last year.

Speaker 1

Yeah. It is a big lesson. That one is for all of us, isn't it? Because we want to, we think internally, so I'm conscious of running out of time, but if, if you were talking to other trusts, what would, what would be your one or two takeaways down that you would say like, come on, if we're going to hit this backlog, if we're going to really make an impact, this is bear these two in mind, this and that might be processed. It might be people focused. It might be, I don't know, but what would be the big couple of takeaways for you?

Speaker 3

Um, so firstly, I would say, um, you know, uh, was it Henry Ford? So do you know, uh, we don't need to faster horses. You know, we need any cars, you know, if you, if you need to get, we need to disrupt what we're doing when we can't just keep doing what we're doing more efficiently. And if I look at what, uh, what often we're advised do it's about doing what we do now, well, better, faster, cheaper. Um, actually we've got to, we've got to stop looking at the horse and start looking at the car and wait. And, and that I

think is, is the big ticket for me. Um, this is where we're not, we are not sustainable as we are. So how do we disrupt this using digital as a platform? How do we support our communities to work, to accept and embrace that digital platform?

Speaker 3

You know, the banks can do it. If the shops can do it, I'm sure we can do it. You know, where we're universally loved don't we in this country and rightly say so, so actually, if we have the right relationship with our customers, we give them what they need to in order to feel well and safe at home. Um, I think that that would be my take home messages. Let's be brave, um, and, and harness the potential of the technologies that are out there, but let's commit to disrupting the pathway, um, but do it with our local people so that they feel safe and come with us. Thank you. I'll be on the journey with you.

Speaker 1

I've got to comment on one thing before we, before you leave us with, we've got a break in a minute. I love the use of your word customer throughout this call. Um, right, right. At the beginning of this conversation, you used it and you've used it repeatedly and it's funny by using it, it reframes what you're looking at markedly, doesn't it? Um, but you, you're still unusual and using a word like that in,

Speaker 3

Um, I'm probably going to be unpopular as well. It'd be the first time.

Speaker 1

Yeah. From my side. Thank you so much. That was really good. Really good. It was fascinating. Yeah. Yeah.

Speaker 2

What can I say? That was an excellent close and truly inspirational as well. Um, as a condition, someone that feels passionate about empowering patients, the fact that you flip this script first on patients as customers, uh, reframe the whole dynamic, um, creating an environment that is conducive for innovation to flourish, um, where people are psychologically feel safe, you know, so much great innovation can only take place when people are scared. I'm not scared to fail. You know, um, during the way of that is a massive, um, lifting of a, of a block, a blocker, really. So I was just listening. I was in awe. I pinched a lot of words that you were saying, that's what I was typing away. So plagiarism is going to be evidence. So, no, thank you very much. I really enjoyed it. And, um, yeah, lots of lessons there.

Speaker 1

Adele, thank you so much for joining us today and good luck with everything you're doing and from our side. Thank you once again. Yeah. Thank you.