Supercharging digital transformation in healthcare with confidence to commit

Staying true to the vision and moments that matter while steering significant change

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EY

Building a better working world

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Staying true to the vision and moments that matter while steering significant change

Few areas of healthcare will remain untouched by digital technology. In an already complex environment, to digitally reimagine an organisation and steer the course of digital transformation, gives rise to extraordinary challenges for leaders of healthcare organisations.

Digitally enabled healthcare holds great promise for advancing innovation in diagnosis and treatment, integrating care, improving access to rural and remote populations and supporting self-management. Yet despite this potential, many digital transformations fail or fall short of expectations. This in part is due to technology overshadowing strategy and a failure to understand that the real challenge is changing the organisation. In any digital transformation, the hard work lies with the transformation, not the digital.

> "
> At an organisational level, digital transformation can be understood as changes that affect multiple dimensions within an organisation, requires a re-definition of strategy as well as a change of organisation routines, where the outcome is significantly different to the original state.
>
> Berghaus and Back (2017)[1]

Not every healthcare organisation is interested in ambitious large-scale change. In fact, most digital initiatives are just digitising existing processes with minimal impact on other aspects of operations. However, for organisations that want to pursue transformative change, the task for leaders is how to bring it all together and supercharge the effectiveness of executing digital transformation. This needs to deliver confidence in and commitment to the significant investment that lies ahead while staying true to the vision and the moments that matter for both patients and staff.

Value lies in the sweet spot where human and clinical need meets technological capabilities. To view digital transformation as only a technical challenge is a little like the tail wagging the dog. Modernising through digital is transformative, not just a technology project.

Transforming healthcare organisations comes about through learning from past experiences and envisioning organisational and ecosystem views of the future, alongside the technical aspects. To do otherwise runs the risk of failure.

2

An uneven track record

Despite large numbers of health systems and organisations making a significant investment in complex technology implementations, failure rates have been consistently high and projects often controversial and delayed.[2]

The consequences in terms of financial investment, organisational effort and time lost can be significant. User, technical and functional factors are primary reasons for failure. This includes repeating mistakes of the past by not learning and adapting from the experiences of others. Failure can arise due to a mismatch between expected outcomes and the limitations of what technology can deliver and up to 65% of failures reportedly relate to inefficiencies in project management.[3]

> "
> Healthcare organisations, unfortunately, have created a perfect system for not innovating; many are stuck in their ways or have built their own obstacles.

KLAS Research (2022)[4]

The literature suggests that implementation failure is more likely in complex innovations or settings. This is true of technology programs that require major changes in organisations or wider care systems and can lead to nonadoption, people abandoning technologies and difficulties with scale-up and spread.[5,6] Technology innovations are more likely to be accepted if there is a good fit with existing work and routines and limited opposition to the implications of the innovation.[7]

Historically, leaders have pursued major change programs as a rational and logical journey. However, new research on organisational transformation by the University of Oxford Saïd Business School and EY teams finds that managing human factors and the emotional journey of change are important to the success or failure of a transformation. Negative emotions among workers are found to increase by 25% in successful transformations but by more than 130% during underperforming transformations.[8] The stakes are high, and leaders need to harness both the rational and emotional power of their people to achieve transformation success. Effective organisational change can be driven by paying attention to the human factors that are so often identified as one of the root causes of failure.

Refer to Featured Insight The Human cost: Six drivers for transformation success.

85%
Of senior leaders have been involved in two or more major transformations in the last five years, of these, two-thirds experienced at least one underperforming transformation.

EY and the University of Oxford Saïd Business School study, 2021

There is a lot at stake for leaders contemplating digital transformation as they weigh what they have to get right to beat the odds. In particular, whether digital transformation solves a big enough problem and delivers enough value to justify the pain of disruption.

Three key outlooks that contribute to successful digital transformation are:

1. **Steering a true course for sustainable change.**
   Confident decision-making and effective execution of digital health investments will achieve organisational goals and enduring value.

2. **Positioning the whole as greater than the sum of the parts.**
   Shift from a linear single solution outlook to that of an ecosystem built around creation of value for the future.

3. **Preparing our people for the healthcare of tomorrow.**
   Realising digital transformation means putting humans at the centre as decisions made today build for tomorrow.

To do this well, organisations need to be well prepared. An evidence-based digital health transformation framework can build confidence and commitment to the significant investment ahead.

Featured Insight

The human cost: Six drivers for transformation success

In 2021, EY and the University of Oxford Saïd Business School surveyed 935 senior leaders and 1,127 workforce members from 23 countries and 16 industry sectors. In-depth interviews were also conducted with 25 transformation leaders across more than 10 sectors. The study examined organisational change through transformation. The study found that the rate of transformation failure is high, but it also carries a human cost that organisations can no longer afford.

Six key drivers, if done well, will maximise the emotional impact and increase the likelihood of a successful transformation by 73%, almost 2.6 times higher than organisations with low adoption practices in these areas.

1. Lead
Adapting and nurturing the necessary leadership skills are the top driver of transformation regardless of success or failure. This requires adapting and growing the necessary leadership skills, including leaders investing in self-transformation to develop the necessary capabilities.

2. Inspire
Creating a vision for all to believe in. Crafting and communicating a compelling vision that sets the tone and serves as the foundation for the transformation.

3. Care
Building a culture where people's opinions are embraced and encouraged. Proactive creation of psychological safety, encouraging people to speak up and direct solicitation of opinions.

4. Empower
Setting clear responsibilities and being prepared for change. Transformations are not linear but full of twists and turns. Leaders need to provide structure and discipline but also creative freedom to explore and innovate.

5. Build
Using technology and capabilities to drive visible action. The right technology is central to the success of organisational transformation. Foster the right digital mindset and skillset through learning and emotional support to convince all of the vision.

6. Collaborate
Finding the best ways to connect and co-create. Creating a culture that fosters connectivity and creativity and one that delivers engagement and meaningful work.

Success doesn't lie in doing well across only one of the drivers. Organisations need to adopt leading practices across all of them to maximise the likelihood of success which can be achieved through putting humans at the centre.

Read more about this study at
"How transformations with humans at the center can double your success."

3

Strategy outlook:
Steering a true course
for sustainable change

Confident decision-making and effective execution of digital health investments will achieve organisational goals and enduring value.

Digital transformations place heavy demands on leaders. So much rests on driving pivotal change despite short-term pressures and on staying true to the transformation vision. The technology dimension is important but the people, organisation, processes and culture shape success. Effective leadership demands setting sight firmly on the end goal and not becoming lost in the detail of managing a technology project.

As stewards of the organisation, leaders and their boards need to be deeply engaged and ensure that technology is driven by strategy, and not the other way around. This is because transformative digital health technologies are major investments and should stand the test of time, taking an organisation into the future. To take the bold steps towards a new vision and to stay the course in often lengthy and complex change programs, leaders need to feel confident in the outcomes of their investment as each incremental change falls into place.

The confidence to commit comes from there being a clear link between strategy, technology and creation of value for the organisation. Transformation in the digital era will be purpose-led, where organisational purpose becomes the compass that guides decision-making and delivers wider stakeholder value.[9] However, the agile nature of the change process can create a challenge around loss of direction. Purpose traceability, or not losing sight of the reasons and goals for change is a powerful source of engagement. Value arises when teams work to a clear set of shared priorities and roadmap rather than randomly pursuing technology projects across the organisation. This is the case whether the organisation's transformational goals are introducing digitally enhanced care models, rolling out electronic record systems, replacing outdated information infrastructure, or underpinning a new capital development.

Keeping transformation intent alive through a guiding digital health framework

Steering through organisational change calls for a robust assessment of risks, opportunities and conditions of play that the future may hold. This includes the basic building blocks of business case development and project planning. Most importantly, leaders need to deeply understand the human factors, or how people interact with technology, the complexities of individual and team communications, and different decision-making styles and how these influence performance.

The digital health transformation framework (hereafter the "Framework") is an evidence-based decision framework that healthcare organisations can employ for major transformation projects. (Figure 1) It is non-linear and

iterative and draws upon learnings from experience. The Framework provides guardrails for the design and execution of substantial change programs and builds confidence in and commitment to the significant investment that lies ahead. It has been extensively used in Australian jurisdictions and has been adapted over time to incorporate learnings from the field as health services make effective decisions around programs of work.

Drawn from the literature and informed by experience, the Framework is based on leading practices in digital health transformation and lessons learned from the experiences of others. It is an integrated account of the technical, human and organisation dimensions of disruptive change. The relationship between the dimensions is complex and there is no prescriptive or linear approach to a successful transformation. Rather, this occurs through stages, with traceability of decisions and a transparency of compromises made and any flow-on effects.

Forward looking, the Framework prompts decision-makers to think clearly about their vision and the how, what and why of change. Using the Framework brings structure and rigour to an organisation's strategy and helps answer the questions of:

?

Why are we doing this?

In the context of risk and goals

?

What gives confidence to commit to a digital transformation program?

In the context of organisational readiness to change and current level of digital maturity

?

What is the benefit sought and value to be gained from the transformation?

in the context of the quadruple or quintuple aim in healthcare and reinforcing the purpose-led focus of change through delivery.

Four domains that frame success

Four domains frame success. These bring together the clinical stewardship and organisational goals for your digital future, enable new and hybrid workflows, and set up the implementation and transition to your digital ecosystem. The end goal is incorporating technology-driven new ways of organising and delivering care into business as usual. Each domain includes several subdomains within which sit more specific components. (Figure 2)

For leaders, viewing transformation in the context of a larger ecosystem brings a useful perspective. This requires thinking about change with a whole-of-system lens and the movement of people, information and activities across the moments that matter in a patient's healthcare journey.

At present, the health model is built upon complex, vertically integrated and siloed systems. In the future, it will be integrated, connecting the many threads of health, social and community services that keep people well and at home. In terms of organisational strategy, this foreshadows making big bets on new care models and the technologies that underpin these models. Potentially, these may significantly alter the routines and activities of the entire organisation. Consider for example, the ecosystem that needs to be created to support the patient journey across different services, systems and geographies, meeting their needs with real-time clinical decision-making.

Figure 1:
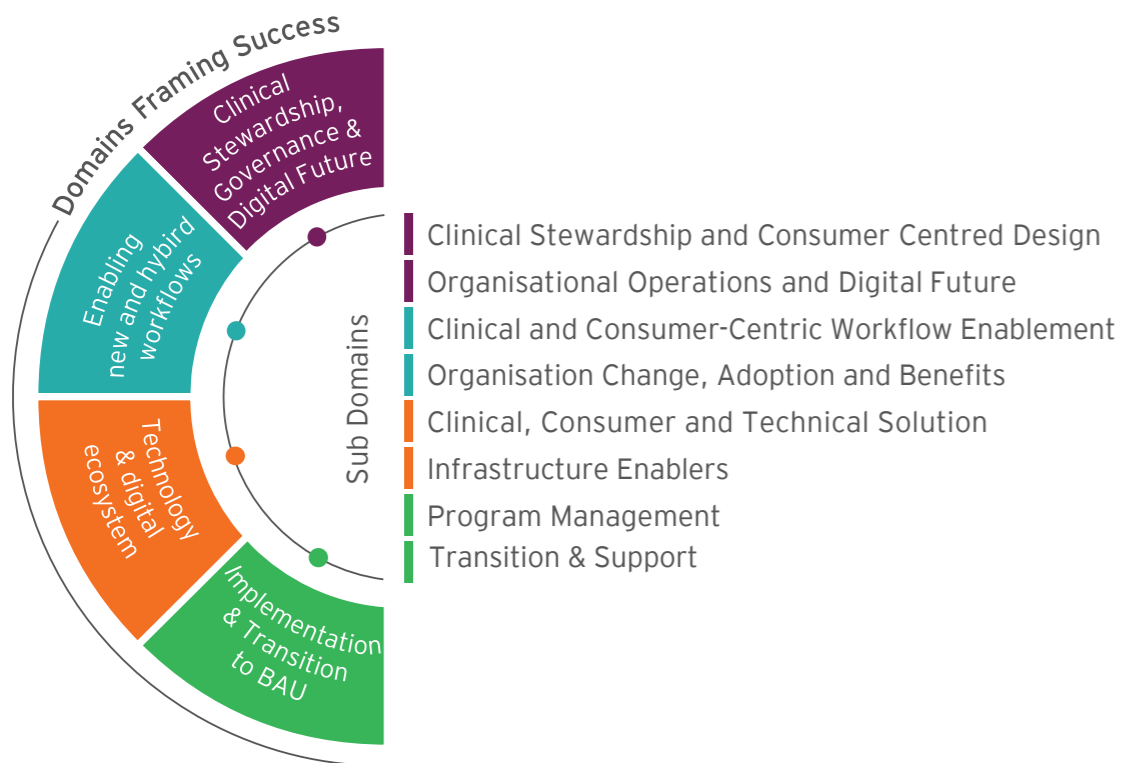The digital health transformation framework

Figure 2:
Subdomains of the digital health transformation framework

Central to this outlook

Confidence is a major prerequisite for a successful digital transformation. Leaders must have a high degree of confidence that the transformation process will deliver the vision, that the goals are ambitious and that investment decisions will result in the benefits sought.

Leaders face hard choices around what to pursue and where to invest scarce resources. For the confidence to commit and to stay the course, leaders need to validate important factors of organisational success to retain confidence in realising benefits, goals and ROI. Getting the process right is important to avoid the consequences of failure including a crippling impact on any future transformative visions and programs.

Leaders need to be alert to the limitations of seeing digital transformation only through the lens of technology. A framework built upon iterative cycles of review and adjustment guides leaders and keeps them honest to their stated mission and focused on the end goal.

Steering a transformative technology program in a complex environment calls for non-linear, iterative and learning approaches rather than the straight road of rational project management. This allows for driving transformation that aligns with the overarching ambition and effective execution of investments while ensuring there is room for the next horizons of technology and change.
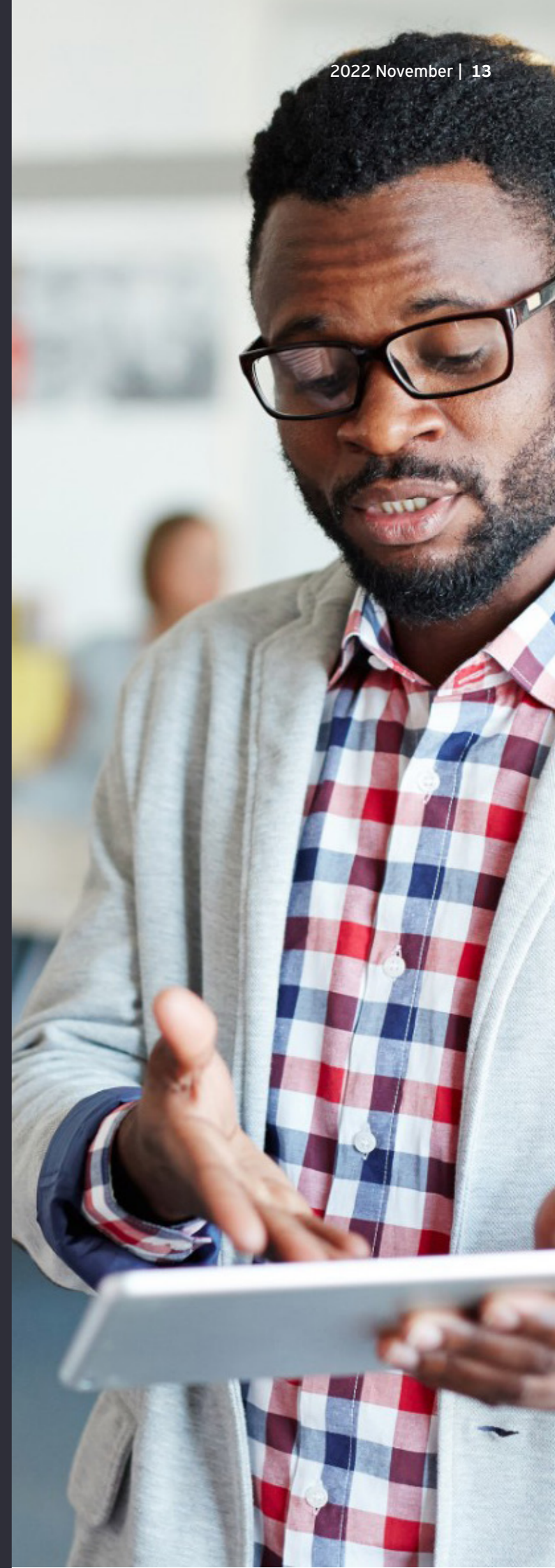
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Technical outlook: Positioning the whole as greater than the sum of the parts

Shift from a linear single solution outlook to that of an ecosystem built around creation of value for the future.

Tomorrow's patients will be looking for something more from healthcare. Accustomed to on-demand and self-directed experiences in other areas of their lives, they will increasingly expect healthcare to deliver digitally-enhanced services that are engaging and convenient. More often than not, what they currently experience is an inefficient industry that is difficult to navigate. Integration between different types of services, such as GPs and hospitals, is challenging as are persistent variations in outcomes and the postcode lottery of health inequities.

However, better integrating and joining-up care is on the horizon for all health systems, including Australia. Globally, policy interest lies in joining up the many threads of health, social and community services and is a long overdue recognition that working together, rather than in fragmented silos, achieves better outcomes.[10,11] The recently introduced Integrated Care Systems (ICSs), in England's National Health Service, are but one example of a long and slow evolution in healthcare towards better integrating and coordinating care.

This is where ecosystems come into play. Ecosystems can be thought of as a web of interdependent actors and relationships that work in partnership to create value exchange between partners.[12] As such, they can create dynamics that can reshape industries. In healthcare for example, ecosystems offer promise to make healthcare experiences personalised and more complete, mixing and matching service offerings from a variety of providers into a comprehensive whole. (Figure 3) This is an important advance in an industry where at present, disconnected systems (both physical and technology) can create clinical and business risk.

As healthcare organisations move from just "doing digital" to "being digital" and weaving digital into every aspect of the organisation, leaders will need to see the sum of the parts arising from incremental changes. This will come about through

‣ Understanding the long-term horizon and how healthcare ecosystems will reshape services, networks and relationships.

‣ Adopting a portfolio management perspective to governance and technology investments.

‣ Actively partnering with others to achieve an optimal mix of services, skills and capabilities rather than trying to go it alone.
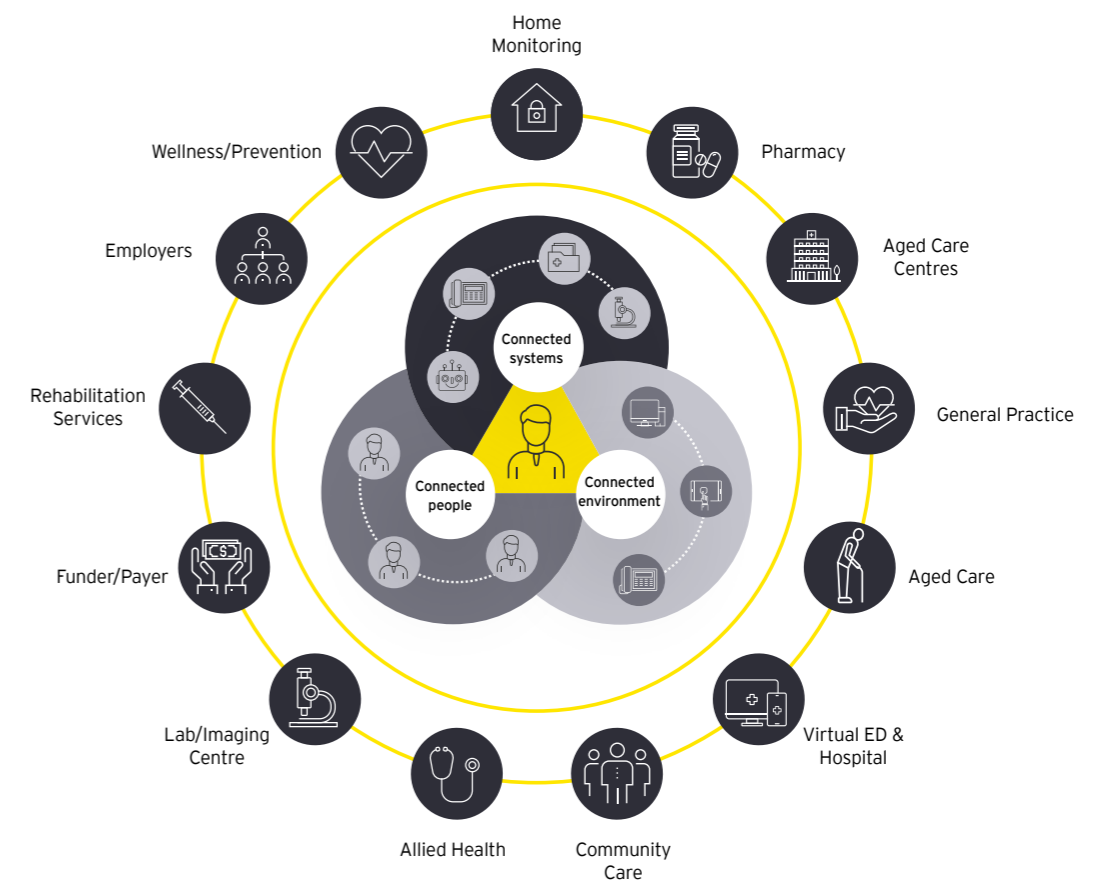

Figure 3:
A connected health ecosystem organised around an individual

A team sport of ecosystems and partnering

Ecosystems should be centred around the patient and create better experiences and ultimately better health outcomes by drawing together parties through a virtual backbone of exchange. This may be across the continuum of care, include preventive models and at-home monitoring and also take the wider determinants of health into account. Platforms act as the glue that holds an ecosystem together. By organising transactions and interactions, they bridge the information and communication gaps between stakeholders and care settings. Key attributes of platforms include opportunities for cooperation, network effects and value creation: the more users, the greater the benefits. (Refer to Featured Insight, What is important in an ecosystem?)

For leaders of healthcare organisations, this means how best to reconfigure as an ecosystem to reach the full potential offered by digital transformation. In particular, what may be better done by other members of an ecosystem and partnering for outcomes that result in better health outcomes, improved healthcare experiences and integrated and coordinated care.

Healthcare ecosystems are expected to further evolve and in the future are likely to be defined by the needs of different populations and care journeys. For example, this may range from ecosystems catering to the needs of healthy patients with personal wellness goals through to more complex ecosystems that address the needs of patients with multiple chronic conditions.

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As the health system becomes more and more connected, it will become more difficult to function as a solo entity and collaboration and partnering will become increasingly important.

For an ecosystem built upon partnerships that stand the test of time, the nature of the relationship must be articulated, including clarity around control: what can be delegated to partners in the ecosystem and what must be retained by the organisation. Working with other organisations across wider geographies and in different functional areas brings benefit as well as risk.

Alliances that blend the special capabilities of one partner with the expertise of another to solve problems may outweigh the costs of going it alone. Outside partners bring talent, capital, scale or unique skills that may be too expensive or too time consuming to build internally. Tapping into the expertise of others can reduce exposure to risk, spread costs, expand scale and enter new geographies or service areas, or access complementary skills. However, leaders must be alert to the fact that sustaining a mutually beneficial partnership demands considerable effort and resources, not only at the outset but also over the course of the relationship.[13]

Incremental change as the ecosystem evolves

An incremental approach to digital transformation allows for anticipation of future technologies to be introduced as the ecosystem evolves. Major change programs can be several years in duration and a flexible and agile approach allows healthcare organisations to benefit as technology matures and understanding of value grows.

Beyond immediate need, leaders need to weigh up the long-term vision of a modernised organisation. This must deal with the difficult problem of aligning the vision for digital transformation with the pre-existing built environment or installed base and avoiding taking on additional technical debt. The long-term vision also needs to be flexible enough to incorporate emerging technologies and service delivery trends including such things as artificial intelligence, augmented and virtual reality, virtual care and telehealth experiences for patients and technologies that support the workforce to efficiently deliver high-quality care. (Figure 4)

Featured Insight

What is important in an ecosystem?

Intelligent health systems of the future integrate the physical and virtual health experience as an interconnected ecosystem. Creating and sustaining a health ecosystem requires a flexible information architecture – one that not only spans the health and social dimensions of an individual's life journey but also realises the immense value of health data in accelerating novel approaches for better and more efficient health and care.

Key to this is the shift in the dynamic form of technology necessary to support the decentralised nature of virtual and technology enhanced care. This means moving from individual components to becoming digital platforms of coordination that deliver network effects, value and benefit.

Ecosystems are built around

- ‣ Flexible information architecture with key features including usability, interoperability, standards and flexible integration of third-party applications

- ‣ Core qualities of governance, user-centricity, safety and security

- ‣ Data and terminology standards that are shared and form a common language between systems

- ‣ Partnering with others in relationships that bring complementary skills and capabilities

For some healthcare organisations, incorporating virtual and technology enhanced services will mean a significant reshaping of the physical footprint, shifting from capital intensive to capital light models in a smaller built environment. Technology assets will become digital coordination platforms necessary to support the decentralised nature of virtual care services

Advanced technologies collect and share data and readily integrate new sources of data, such as from wearables and remote patient monitoring. Data science models inform clinical decision making. For example, machine learning algorithms and intelligence functions convert data into actionable insights around population health and clinical decision support.

Capital efficiency

Data as a core asset

Value-based care

Digital-also

Value-based care models and reimbursement are structured around metrics that reward high patient satisfaction, outcomes and quality. System improvements become possible through analysis of indicators of variation and trends apparent in routinely data collected directly from patients such as patient-report experience and outcomes measures (PREMS and PROMS).

Digital-also is a mindset of seeing solutions through a digital lens. This means approaching a new opportunity or problem with a lens that the solution should be as digital as possible. For example, virtual or digitally enhanced service delivery or the underlying platforms that power the care delivery process and networks.
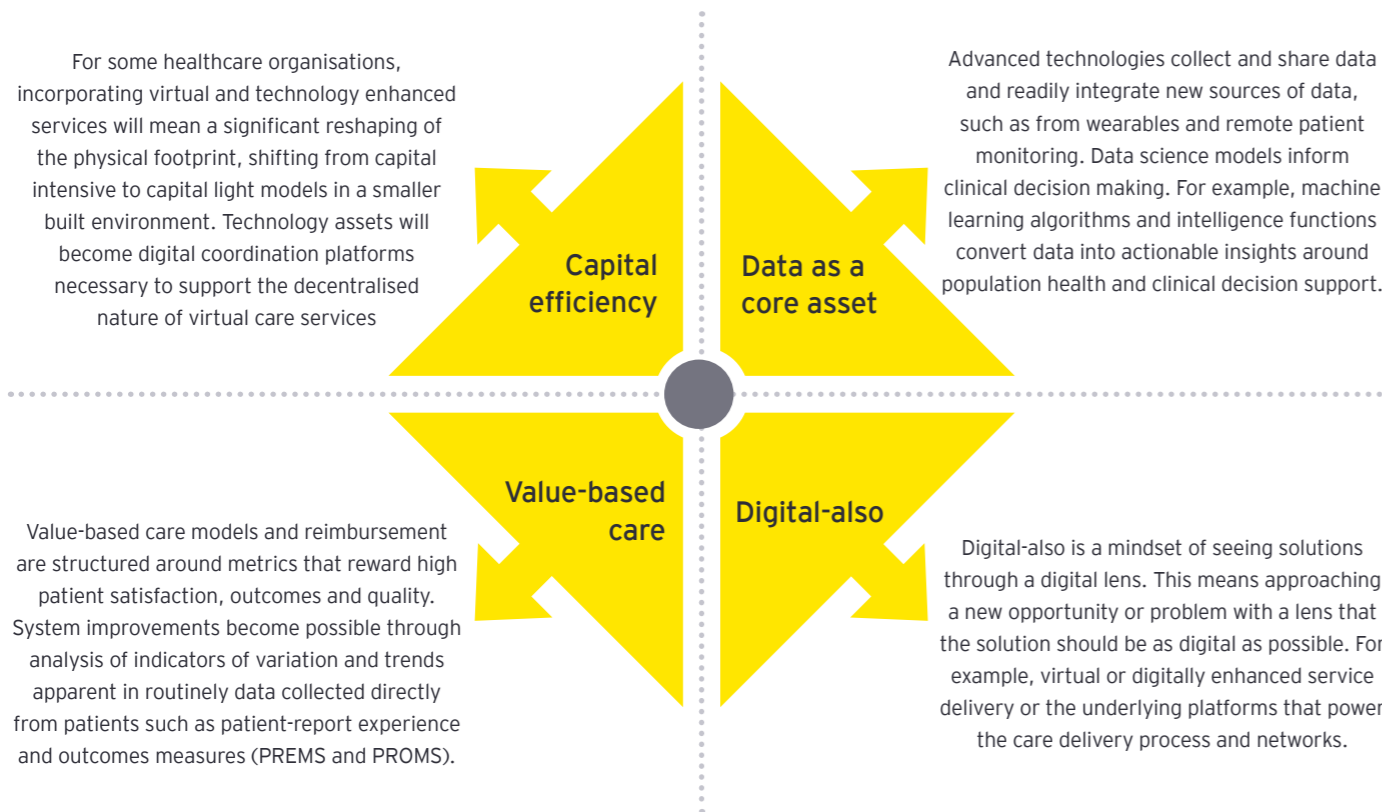
Figure 4:
Future trends shaping healthcare

To ensure investment is directed to areas where it will provide maximum benefit, decisions should be guided by a portfolio management approach to the governance and investment strategy. Technology investments that happen on a business case by business case basis result in fragmented decisions made without the benefit of any overarching strategy or direction.

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A portfolio management approach to investment allows for investments that balance remediation with transformation.

In contrast, a portfolio management approach to investment aligns long-term benefit with the organisation's projects and strategy. This allows for investments that balance remediation (through investing on the basis of need or risk) with transformation where value is generated through innovation. This also supports the continual and incremental growth in organisational readiness and passage through different stages of digital maturity. Key investment areas to weigh include infrastructure, clinical systems, business systems and the digital future including interoperability and the foundations of eHealth.

Central to this outlook

Healthcare organisations are on a transformation journey from just "doing digital" to "being digital". This is a shift from just understanding technologies to becoming focused on how to execute and weave digital into every aspect of an organisation. This calls for a long-term horizon and a portfolio perspective that aligns transformation with strategy, rather than pockets of unrelated projects occurring in isolation. For leaders, this means a shift in perspective from a linear single solution outlook to that of an ecosystem built around the sustainable creation of value for the future. There are limits to what can be achieved by going it alone and value arises through interactions with a growing web of stakeholders in the broader ecosystem. For healthcare organisations, this means deciding upon the right fit – whether to lead, partner or follow in the footsteps of others.

Technology brings capabilities to create common platforms to provide advanced support across all tasks and information needs relevant to a clinical encounter or patient journey. Platforms will form functional ecosystems to deliver network effects, value and benefit. A highly interconnected health ecosystem will uplift the end-to-end experience for consumers and the health workforce. To this end, an ecosystem supports better connecting and integrating care by joining up the many threads of health, social and community services keeps people and populations healthier, independent and at home.

5

Human outlook:
Preparing our people for the healthcare of tomorrow

Realising digital transformation means putting humans at the centre as decisions made today build for tomorrow.

As the health industry slowly evolves into a more agile model aligned to the digital economy leaders will need to weigh where their best bets lie. As leaders look ahead, they need to chart a course to bridge the gap between the organisation of today and the differentiated ecosystem of tomorrow.

This requires

- Re-thinking strategy and the vision for digital technology as ultimately transforming how the organisation does its work

- Creating a digitally enabled workplace and workforce where digital capabilities are integrated alongside clinical practices

- Building the culture, capabilities and partnerships to operate within ecosystems

Laying the groundwork and managing through the cross-over or transition from the business of today to that of tomorrow is where the leadership tasks fall.

This calls for digital era leadership at two levels. First, to pursue the vision and direction for the organisation to embrace contemporary clinical, technological and policy shifts. Second, a shift in managerial assumptions from the traditional to the digital era to drive the vision of technology enhanced healthcare and rally people around common goals.

Digital era leadership and a willingness to disrupt

Digital transformation challenges leaders to adapt organisational strategy, structure and culture to the requirements of the digital-age. To this end, leaders need the ability to filter the noise of multiple initiatives, manage innovation and change cycles and focus the organisation on the end goal. For success, maintaining momentum is important, as is the ability to adjust and course correct as innovative technologies constantly emerge and demonstrate value.

The scale and complexity of digital transformation demands a shift in leaders' mindsets so they can reimagine their organisation in a fundamentally different way. The literature suggests that successful digital transformations occur in an agile environment that builds workforce empowerment, rather than a rigid and hierarchical governance structure.[14] A key role of leaders is to set the transformation ambition, continually envision and drive purpose and to achieve the fine balance between aligning change and progress with the autonomy of agile teams.

Foundational or traditional leadership skills are important, but a new set of knowledge, skills and capabilities are required to lead in the digital era. These include such things as balancing humans with technologies, given the major impact that technology has on working lives. Persistence and remaining focused and managing change fatigue are important, as are purposeful communications so that all feel connected and part of the shared purpose. (Figure 5)
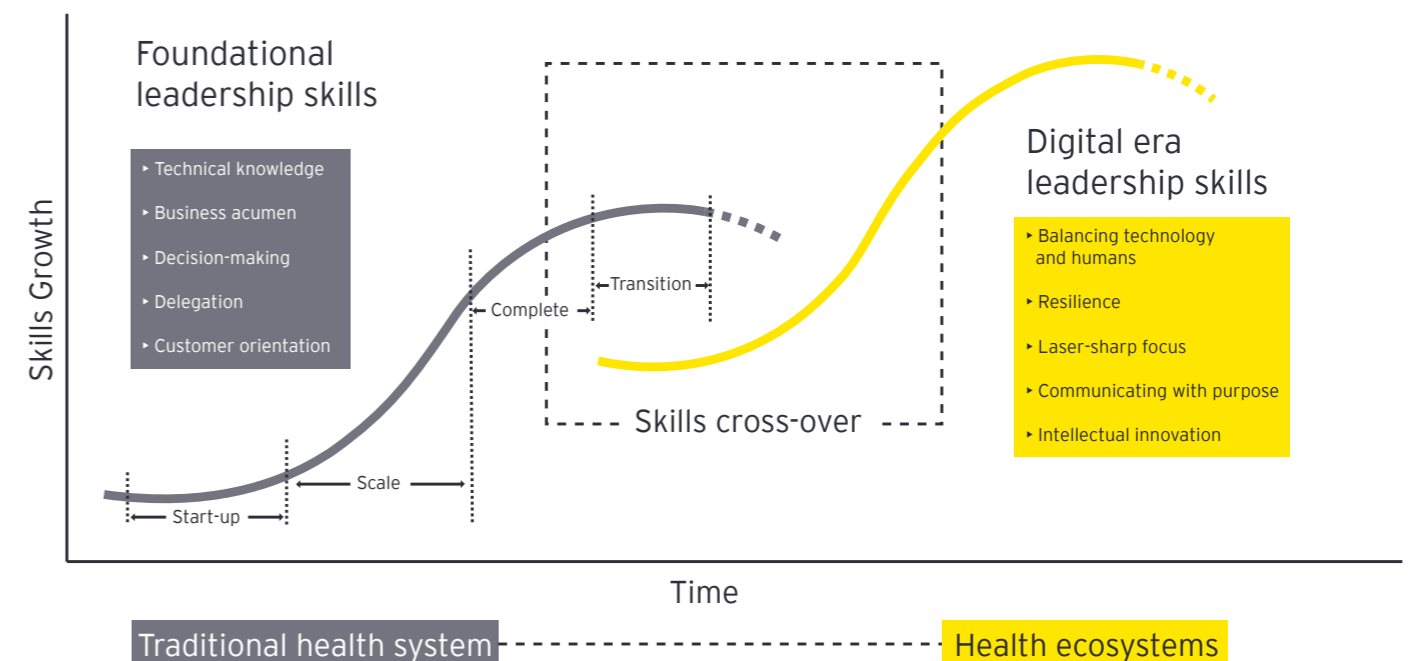

Figure 5:
Digital era leadership skills

Source: EY analysis

Research into digital transformation points to digital era leadership skills including such qualities as adaptability, being visionary and engaged and being open to communication and interaction from all stakeholders.[15,16] New skills that provide the foundation for organisational transformation include collaboration, engagement and co-creation and the formation of agile teams that are fast, cross-functional and self-directed. The University of Oxford Saïd Business School and EY teams study notes that successful transformations arise from a whole of team approach, with leaders operating from a "we not me" attitude to collaboration and communication.[17]

Leaders must own the vision and actively build their leadership role in creating a more agile culture and organisational design. This includes understanding organisational readiness to change and inspiring people to adopt disruptive change initiatives. Patience is required to spend sufficient time on the emotional side of change management and supporting stakeholders to learn and come along the change journey. The literature suggests that it is the soft skills of management, including adaptability, creativity, curiosity and comfort with ambiguity that greatly contribute to successful digital transformations.[18]

Sustainable transformation

Healthcare organisations are not natural digital natives – their strengths typically don't lie in bulding new businesses that combine digital know-how with clinical, administrative and health system expertise. The timing and scale of capital investments, not to mention cost and reimbursement, are just some constraints to transformation programs. Human factors such as clinical appropriateness and fit with the patient are paramount. Cultural resistance to changing practice patterns, professional roles and career trajectories, clinical concerns, and staff and patient digital literacy are also key barriers to technology driven change.

Organisational, human and technology factors shape a successful digital transformation. Existing organisational policies and infrastructure, local level readiness and culture, and the capabilities and beliefs of the workforce shape digital transformation. In particular, the literature suggests that workforce beliefs, behaviours and attitudes towards and expectations of digital health technologies significantly influences users' willingness to engage and learn.[19]

In determining how best to introduce disruptive digital health technologies three factors must be considered:[20]

Organisational factors	Local context, governance, leadership and culture, end-user involvement, training and education, and resourcing
Technology factors	Usability, interoperability, infrastructure, regulation, standards and policies
Human factors	End-users skills and characteristics, perceived benefits of digital health technologies and digitally enabled models of care and beliefs as to how these may impact and change the health system
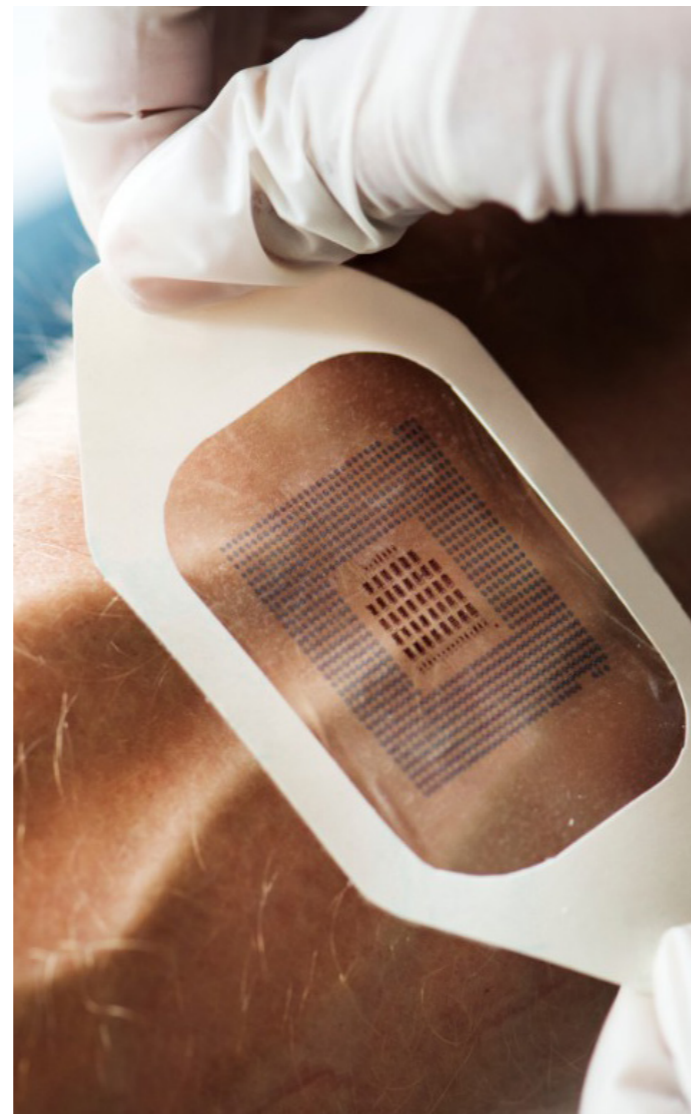
Central to this outlook

Navigating through transformative changes is not for the fainthearted. Leaders need a strength of purpose to act as the catalyst for change and create the conditions under which an organisation will achieve its ambitions.

Digital health technologies significantly change the "how" things are done in healthcare. For many organisations, the "what" to change calls for new strategic directions and large-scale technology driven transformation.

Successfully introducing disruptive technologies draws upon a suite of digital era skills. This includes leadership and governance competencies that keep pace with the changing technological environment and that actively build user trust and confidence in a maturing ecosystem.

For leaders, this means setting up the management dynamics in the organisation to create the right conditions for change and technology acceptance. A key role is to lay the groundwork that not only supports the business of today but sets in motion the business of tomorrow. Leaders must rise above everyday demands to focus on the longer-term and on opportunities presented by technology for value creation. To do this, requires a willingness to disrupt and an ability to see beyond organisational silos and bring people together along the journey.

6

Final thoughts

Value lies in the sweet spot where human and clinical need meets technological capabilities.

Technology transformations are complex, multilayered and dynamic. In introducing new models of care and ways of working healthcare organisations can't revert to a single solution default setting. The future of healthcare is that of ecosystems built around the sustainable creation of value. There are limits to what can be achieved by going it alone and value arises through interactions with a growing web of stakeholders in the broader ecosystem.

Digital transformation of an organisation can be long, difficult and littered with diversions. It is easy to drift off course and lose sight of the purpose and end goals. To be convinced that the considerable investment in digital transformation will return value, leaders need a roadmap and framework for confident execution. This gives the ability to fluently articulate the value of digital technologies to the organisation's future. However, what makes a digital transformation journey truly successful is concentrating on getting the people element right.

> " Fully realising digital transformation requires leaders to remain true to the transformative vision, appreciate that the whole will be greater than the sum of the parts and pay attention to the emotional journey of change.

Questions for leaders

Leaders should ask several questions as they consider the strategy, technical and human perspectives of digital transformation.

Strategy outlook	Technical outlook	Human outlook
Steering a true course for sustainable change	Positioning the whole as greater than the sum of the parts	Preparing our people for the healthcare of tomorrow
1. Has enough effort been put into thinking about the value to be gained from a digital transformation and what changes and moments that matter drive value?	1. What is the digital vision and strategy for our organisation and does this go beyond just implementing technologies to ultimately transforming how the organisation works?	1. Are we pursuing a people-first or a technology-first approach to our digital transformation and investment strategy?
2. Is the digital transformation program focused on something that is "big" enough to make a change and to warrant the effort?	2. What is our core offering and what are the minimum viable arrangements that need to be in place to support partnering with others including talent, infrastructure, operating model and capital?	2. What changes do we need to make in our capabilities, systems, infrastructure and technology, organisational culture and behaviours to deliver the results we seek?
3. Are we confident that our decisions are taking us towards the right change goals and that we know the impact of any compromises that we make?	3. What operating models, trust and governance structures and technology would we need to operate within a platform-based ecosystem?	3. What do we need to have in place to nurture and accelerate digital era leadership competencies and capabilities in our board and leadership teams?

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