



The digital era; a seismic change & an opportunity to reimagine your business

Last year, the UK was named the least productive European nation in the G7 and latest figures suggest that things have not improved; in fact, some claim these productivity challenges are one of the biggest economic threats facing Britain. The STP (Sustainability and Transformation Plan) displays an attempt to reform NHS operations thereby raising these figures. This, alongside the intense and constant pace of change caused by the digital era means the Public sector must prepare for change.

The Brexit vote in June 2016 evoked further uncertainty for our health care system. The lack of clarity and assurance for the financial future of not just the NHS but the country as a whole has created immense pressure for all involved. Being able to thrive and offer the best services possible to patients in today's turbulent environment requires a new technique and in fact, a new outlook – where preconceptions need to be thrown out of the window and an agile mind-set needs to be applied, to reimagine the way things are done and be open to questioning assumptions, methods and pre-conceived beliefs.

Depending on your views, this might be daunting, exciting, or both. These changing times alongside the development of STP can be seen as the perfect opportunity to ensure

your local services are not operating in a 'just business as usual' sense. In this age of disruption, only the quickest to respond, the fastest to change – or even transform – will survive and thrive. With patients relying on you to meet their requirements and help keep them as healthy as possible, staying agile and prepared is essential.

In this white paper, we explore why this state of affairs should be a catalyst for change and how local services can turn this into an opportunity. We have identified three major areas for improvement in order to maintain patient satisfaction and an organised department:

> **Your workforce:** reimagine staff operating at their full potential, using digital technology to adapt and enhance the agility of the team to improve the services provided.

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> **Your leaders:** reimagine your management team, gaining control by having connected, real-time information on the performance of your area, providing actionable insights to spot fluctuations and predict trends to ensure you accommodate all patients' needs.

> **Your customer service:** reimagine transforming the service you deliver your patients, making a positive impact on their everyday life, driving satisfaction and improving health.

The white paper will provide a framework from which you can establish if you're well-placed and hence ready to see the digital era as an exciting opportunity to reimagine your business to adapt with confidence to grow and prosper.

Your reimagined workforce: agile; dynamic; engaged

The impact of digital technology is arguably a seismic change, where the norm is no longer relevant, effective or appropriate. Nowhere is this more visible than within the workplace, causing a significant digital dilemma for organisations. What is this exactly? Increasingly, our expectations are being set by our own personal digital experiences, primarily outside of work. Fast and reliable connection to the internet, with use of the latest technology devices and access to your digital channel of choice, is now the norm.

Given value is based on personal expectations, how do we react and anticipate expectations within this digital era in order to maintain an engaged and responsive workforce? Ask yourself, what will be the impact if staff continue to receive the same digital experience you have always provided?

Historically people have often spent their entire careers doing the same job, using the same skills and competencies, however, this is simply no longer the case. If change isn't embraced, the danger is that those talented, dynamic individuals will simply move or turn to private healthcare organisations.

A study by PwC; Millennials at Work: Reshaping the Workplace, exemplified this point, revealing that technology is often a catalyst for intergenerational conflict in the workplace and many millennials feel held back by rigid or

outdated working styles. It also found that over a quarter of millennials now expect to have six employers or more, compared with just 10 percent in 2008.

But the challenge of retaining dynamic millennials won't be the only consequence. Without providing the latest digital tools on a day-to-day basis, the resulting execution of daily tasks are carried out in the same inefficient ways they always have been. The results are well-reported - low productivity, inefficiencies, inability to change, meaning patients aren't receiving the healthcare they deserve. So how do you start considering the move to a more agile workforce underpinned by flexible working practices?

Agility for efficiencies

Investing in the latest tools and educating employees on the latest digital technology allows staff to be efficient and encourage a culture of innovation. By ensuring any manual, often repetitive processes that can be automated are, organisations can introduce new capabilities with minimum disruption, freeing up employees to create a flexible, agile and productive workforce.

> Are employees empowered with the right tools to be agile?

> Have you automated your manual processes, freeing up staff from low value-add activities that can be time consuming, frustrating and prone to human error?

> Does your workforce have secure access to the right information from any device, from any location?

> Have you considered how the latest technologies – from cloud, social, mobile – can save time and free up employees to more value-add operations and tasks?

> Have you ever audited processes to identify inefficiencies and re-think how tasks are carried out?

Agility for a collaborative digital workplace

The millennial workforce introduces a new kind of employee, with different outlooks and aspirations. This 'born-digital' generation demands a world responsive to its needs and expectations of

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what work is like. In fact, Gartner defines the digital workplace as one which enables new, more effective ways of working; raises employee engagement, agility and exploits consumer-oriented styles and technologies.

Workplace agility is important for employees who are better able to communicate and collaborate, as well as work more efficiently. It helps to liberate the workforce with a culture of autonomy, accountability and empowerment; these employees, who are often on the front-line dealing with patients, receive that direct feedback about what change is required from a product or service perspective.

Today's technology can facilitate this. By using a clinical patient management system such as Advanced's Adastra, every interaction with patients can be captured and made accessible to all the right people. This helps you manage episodes of care quickly and safely thereby encouraging efficiency and clarity within your organisation.

- > Do your employees have access to centralised systems to capture patient data and service history?
- > Do your employees have the right data from which to make informed decisions, spot threats and identify opportunities to improve?
- > Are your employees empowered to work seamlessly across platforms and devices to collaborate in new ways?

Agility for attracting talent

Just as evidence points to the fact that moving towards more agile working practices are becoming smarter, they're also the most likely to attract the top talent of tomorrow. This is

particularly important within the public sector as securing the best talent is a great way of ensuring the public receive the best kind of treatment. Reimagining your business now means embracing new ways that people want and expect to work, thereby adapting your business to put your workforce at the heart of it.

Businesses need to be able to identify, appeal to and inspire a diverse talent pool; the key to successfully building an agile workforce. This is becoming more evident with the impact of millennials (aged between 19 and 35) in the workplace. A study by Cisco revealed nearly one-third of staff have little faith in their superior's ability to embrace new digital ways of working, that nearly one third (29%) of UK businesses are still not bringing any sort of digital technologies into their environment, with workers clueless about any digital technology roll-outs. 40% of those surveyed said that digital technology was not explained effectively to them by their employers when introduced, with 57% saying they would have liked more information on how to use it.

To build the capabilities they need to succeed in the future, businesses need to up their digital game to retain and attract the most dynamic talent.

Advanced is itself going through a major business transformation programme designed to support future growth plans and recruitment is one of the strategic pillars to ensure this is successful. [Alex Arundale, Group HR Director at Advanced](#) talks about her vision to ensure the right talent is attracted and retained. *"Our vision is to have a dynamic, motivated and engaged workforce that reaches its potential and has the right skills and experience to support our business goals."*

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We are passionate about investing in our people but in also recruiting dynamic, high performing and motivated individuals. They are key to our future expansion.

We are recruiting 1,000 new staff members over the next 18 months through our innovative talent acquisition programme. We are committed to ensuring new employees are equipped through this programme with the technology, digital and business skills the UK economy needs.

Our high performing entry-level talent acquisition programme is designed to attract Britain's best talent. We're passionate about having a recruitment programme that avoids unconscious bias and is based on skills and competency with candidates from diverse backgrounds.

We believe candidate ability should be measured by capability and potential, ensuring everyone is given a chance. CVs are thrown out the window. To date, we're proud to say that 96% of new hires in Birmingham are millennials, and 40% are female."

- > How often do you re-consider your IT policies from an employee engagement perspective?
- > Do you have policies on mobile access and how inclusive are they?
- > Do you have a 360-degree feedback strategy with employees to encourage feedback on digital policies/working practices etc?
- > How many employees leave because of a lack of digital ways of working?
- > How many staff members do you recruit because of your innovative engagement strategies and policies on digital technology?

Your reimagined leadership: insightful; agile; ahead of the game

With every industry experiencing or bracing itself for radical disruption, management need to find new ways of not only keeping up, but keeping ahead of the game. For instance, NHS Trusts need to agree Sustainability, Transformation Plans (STP) with NHS Improvement to improve the efficiency and quality of their back offices services, whilst also reducing costs. This challenge will require Trusts to adopt the digital era to transform their services. Taking advantage of the latest technology advances such as eInvoicing, mobile, predictive analytics, cloud computing, whilst also exploring the benefits of consolidation.

Digital technologies afford company leaders the opportunity to gain control quickly and in real-time with data-driven insights. With this digital reality calling for an increase in productivity and efficiency, is it time to stop and re-think the way business leaders can best lead their organisation to succeed?

According to analyst firm IDC, when asked about their company's attitude towards digital disruption, 43% of executives said their organisations did not recognise it as a priority, with a further 32% taking a "follower" approach. In other words, only 25% of companies are proactively responding to the threats and opportunities of digital.

So how do you move to become a connected, agile leadership team and why see it as a priority?

Agility for decision-making

If leaders had access to real-time information across their company, with up-to-date business forecasts into one financial view of the year to date against the year-end targets, begin to imagine how it might transform their world.

With data held integrated in centralised systems, there's no need for time-consuming data set comparisons. Imagine the potential impact with leaders freed up to make decisions faster with confidence in a streamlined and connected view.

- > How much time do you spend getting an up-to-date view of the business?
- > Can you think of examples that demonstrate how digital technologies have reshaped the way your organisation operates?
- > Do you have a technology infrastructure that is connected across the organisation, providing one view of the business?
- > How important is understanding the role and benefit of digital technologies within your future strategy?
- > Do you have a data-driven analysis approach within your organisation?

Agility to stay ahead of the game

The level of disruption witnessed as a result of the digital era has shaken up every single industry. Whether directly, as with Uber or Airbnb, or as observers of associated industries, leaders are operating with a sense of anxiety

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and confidence based on the business heritage which has been knocked. With the rise of innovative on-demand services led by online and mobile technologies, leaders are under pressure to imagine the possibilities that may affect their sector and essentially, predict and prepare for the unknown.

However, by altering your mind-set, this changing playing field gives every single organisation a chance to reimagine their future - seizing new opportunities gives everyone the opportunity to transform and rebuild the future and reimagine your reputation. Digital technologies need to become the backbone of a business to ensure they have the capabilities to innovate quickly - before the competition. A connected infrastructure will ensure leaders have the insight to spot an opportunity and assess its value, equipping teams with the right talent within the organisation to transform the service given.

- > How quickly would it take to change your service strategy and more importantly, are you in control of these processes?
- > Do you see digital disruption as a threat?
- > Do you see digital transformation as a priority?

Your reimagined customer service: responsive; excellent; innovative

Customer service was one of the first areas of business to be transformed by digital technologies; looking at the UK Institute of Customer Service 2016 Customer Satisfaction Awards, it is clear to see that innovative online brands are increasingly dominating with Amazon scooping UK Customer Satisfaction Index - Amazon's personalised customer experience has arguably set the bar for consumer expectations. Despite being in different sectors, this is food for thought for the NHS because as consumers begin receiving immediate service, efficiency and 24/7 assistance, these become expectations and the 'new normal' which will be expected through all areas of their lives - healthcare included.

Customer service has become intrinsically linked with the success of an organisations brand ethos around quality, excellence and capability. With all

of the recent stigma and uncertainty around our national healthcare system and funding behind it, falling behind with the digital changes will do nothing to help regain our reputation.

Agility to surprise and delight

Research by Gartner reveals that by 2017, 89% of marketers expect customer experience to be their primary differentiator.

Organisations that haven't invested in the latest digital technologies - are holding back the possibilities of excellence in customer service and resulting in a genuine disconnect between the digital consumer expectation and how organisations are trying to better serve them.

It's simple; businesses not in control will negatively impact the experience patients have when engaging with your organisation. Whether it's on the phone, online or increasing via social media channels, by transforming your service to make it real-time, secure and personalised, the rewards will be in loyalty and increased revenues. It will also motivate and inspire your patient's service.

- > Have you invested in the latest technologies to ensure customer service is excellent?
- > Can you evolve to meet your patients' changing needs?
- > Is your customer experience aligned across all patient touch points - marketing, operations, customer service, finance and HR, with all departments working on keeping and developing, that customer?

Today patients demand new ways of learning about, trying, exploring, adopting and being social about your products and services.

- > Do you have forums in place to secure feedback from patients about your service - whether face-to-face or via online groups?
- > When was the last time you acted upon feedback to improve your service?
- > Do you have methods to track technology innovations and analyse the resulting opportunity for your sector?

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Are you in the right place to reimagine your organisation?

The digital era is resulting in processes becoming more transparent, making it clear which areas have been agile enough to adapt, which are failing to embrace the digital opportunity and keeping up with the new way of working – and therefore the competition.

Leveraging the power of a digital organisation is no longer simply about incorporating digital technologies into the organisation. It's about reimagining the organisation—and the culture within it—to drive innovation, to drive change, to drive your success. The question for every organisation therefore has to be: are you in the right place to reimagine?

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