

# What is “digital methodology” in eye care transformation?

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# What does digital mean?

Lots of different things to different people:

1) Stuff to do with technology and IT.

2) “Applying the culture, processes, operating models and technologies of the internet-era to respond to people’s raised expectations”.

3) A way of working

# Internet-era Way of Working

To Add:  
- What the below means  
is you're doing role  
x, y or z. (as CEO)

- ① DESIGN SERVICES TO MEET USER NEEDS,  
NOT ORGANISATIONAL CONVENIENCE  
- Trust data & insight over intuition
- ② KEEP TESTING YOUR RISKIEST ASSUMPTION  
WITH ACTUAL USERS  
- ~~ensure any design~~ <sup>the operating model</sup>  
that might seem best
- ③ THE UNIT OF DELIVERY IS THE EMPOWERED  
MULTI-DISCIPLINARY TEAM  
- Hire specialists for attitude & aptitude  
- Bring in operations early  
- own your process  
- Scale by adding teams
- ④ DO THE HARD WORK TO MAKE THINGS SIMPLE  
- that might mean starting again from the outcome backwards  
- No innovation until you fix all the broken things
- ⑤ ITERATE AND INCREMENT. REPEAT
- ⑥ START SMALL, OPTIMISE FOR MOMENTUM AND  
LEARNING FROM USER FEEDBACK  
- Continuous Deployment is vital  
- Can you run a process
- ⑦ BUDGET FOR CONTINUOUS IMPROVEMENT;  
DE
- ⑧ MAKE THINGS OPEN; IT MAKES THINGS BETTER  
- Use the tools of the open internet
- ⑨ SHOW THE THING; VALUE SHIPPING OVER DOCUMENTATION  
RAG STATUS
- ⑩ YOUR TECHNOLOGY SHOULD BE SMALL PIECES,  
LOOSELY JOINED; TAKING ADVANTAGE OF  
CONSTANT COMMERCIALISATION; CONTINUOUS DEPLOYMENT

BREAK ANY OF THESE RULES SOONER  
THAN DO ANYTHING BARBARIC  
+ Bygones operations early

DONE

## The context

Build on the lessons learnt during COVID around shorter lines of command and starting with 'what do we need?' rather than 'what do we have?'

Pilot one of the initial findings from the Laura Wade Gery review by bringing together expertise from NHSEI, X, and D early on the process

Need to bring together all the different elements of the eye care programme e.g., GIRFT, outpatients, transformation

Apply this approach to our recovery efforts, LTP goals, as well as to more forward-looking transformation

## Our objectives

Set out a **bold but grounded digital approach** to transforming eye care, to improve clinical outcomes, patient experience and productivity

In so doing, **create a replicable model** for NHS transformation, focused on **what** opportunities for improvement to embrace, and **how** to scale their adoption across a federated system.

## How is this digital approach to transformation different?

**Empowered** multi-org, multi-disciplinary, 100% dedicated teams.

**Focussed** on outcomes, obsessed with meeting user needs.

**Starting small and fast**, iteratively identifying and testing assumptions.

**Working in the open**, thinking out loud.

**Active, engaged, empowering governance** to overcome barriers as soon as they arise.

## In practical terms this means

**Difference cadence to normal.** Daily stand-ups, weekly planning meetings and retrospectives.

**New job titles** to those we are used to with a significant focus on user research.

**Regular engagement with sponsors,** up to weekly to overcome barriers quickly.

**Working in the open.** Show and tells, blogs, weeknotes etc.

**New tools for collaboration.** Trellos, Miro boards etc.

# A future vision for ophthalmology

**“Supporting safer, more timely decisions, closer to the home and community”**



## **Virtual diagnostics and digital hubs**

**A regional hub that receives clinical data from other settings, and returns the right clinical expertise needed to support care in non-hospital settings.**

A future-proofed model that enables continuous pathway innovation with an eye on clinical AI. |

**The First Starter**



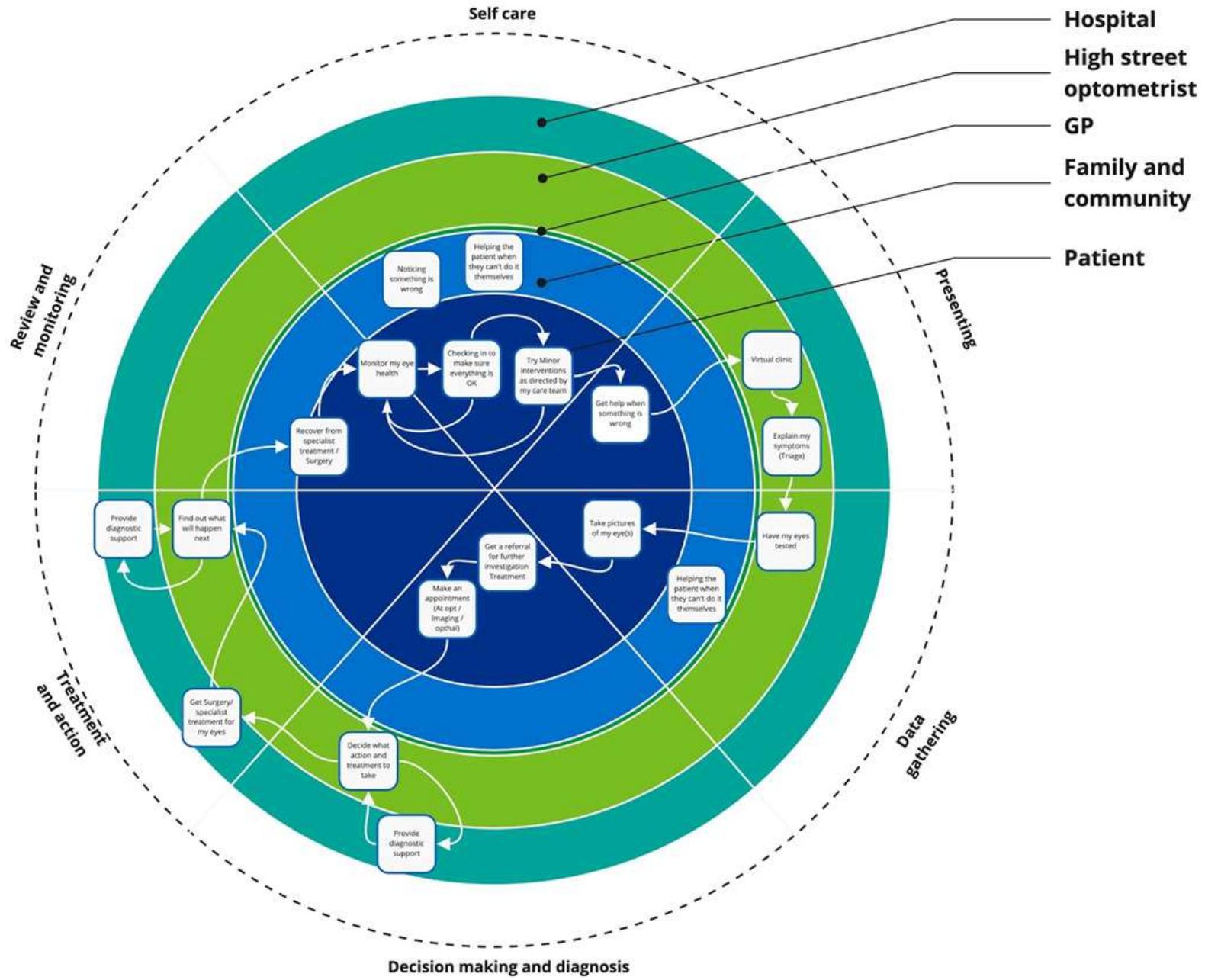
## **Home monitoring**

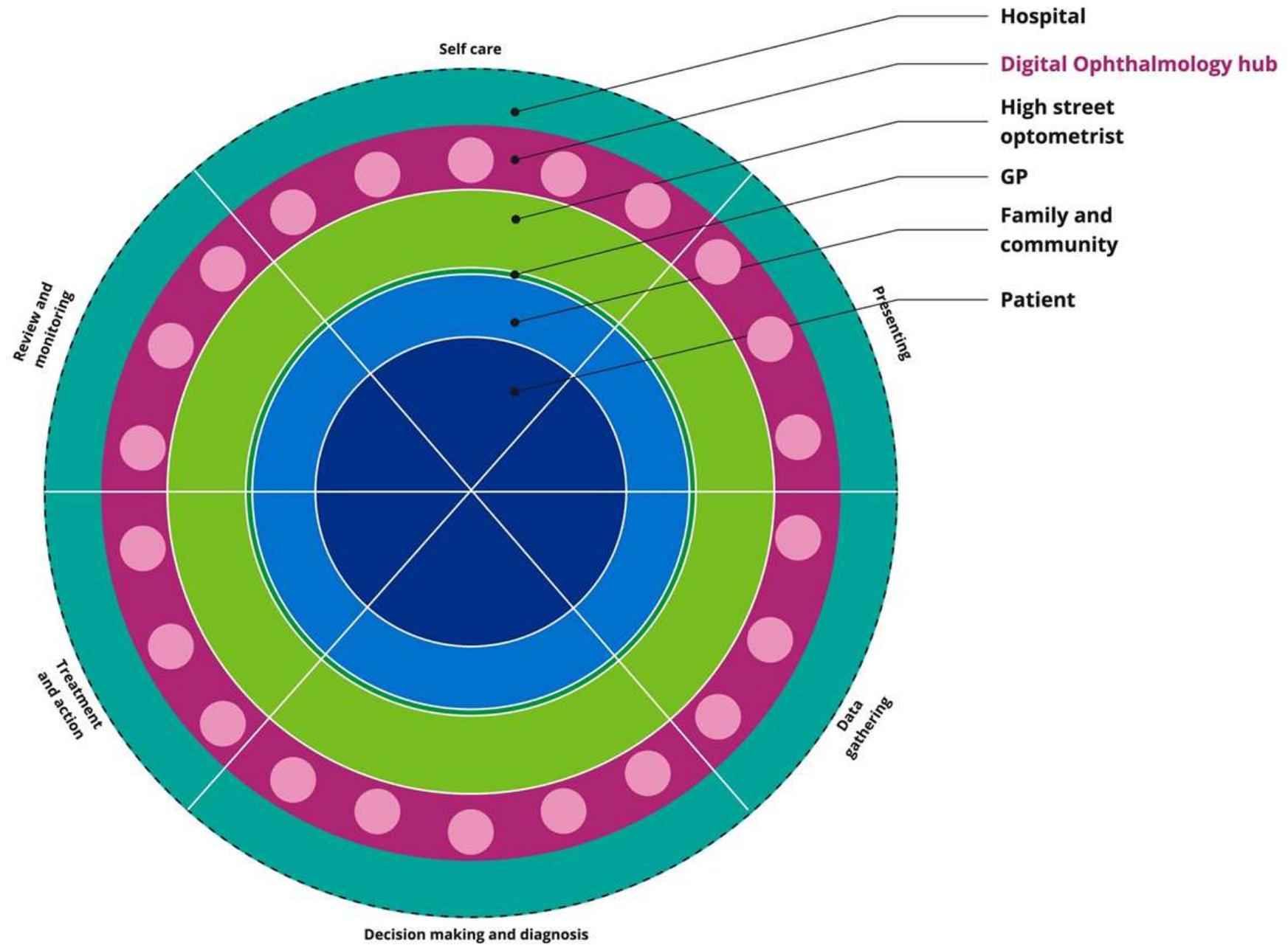
**A scalable model to provide patients with the tools they need to manage their eye conditions at home.**

Support scaled integration of home vision and symptom monitoring, patient-initiated follow-up, and easy access to advice and information.

**The Fast Follower**







## Update

**Digital Eyecare Hubs.** Proto-hub in place receiving OCT enhanced referrals across areas of South London into a centralised hub, initial engagement with NCL beginning, exploring opportunities to connect tertiary to secondary care.

**Eye Care at Home.** Team is now 2-3 weeks old, still in discovery.

**Thanks**