

Summary of PEARL Exercise on the NHS

Note: Information for this exercise was taken from:
Computer Weekly 20th March 2003
www.doh.gov.uk/ipu/whatnew/deliveringit/deliveringit.htm
The economist, 19th October, 2002.

P Participants

Who? IT suppliers and the Local Service Providers that make up the Industrial Consortia

Why them? They provide the software, equipment and skills

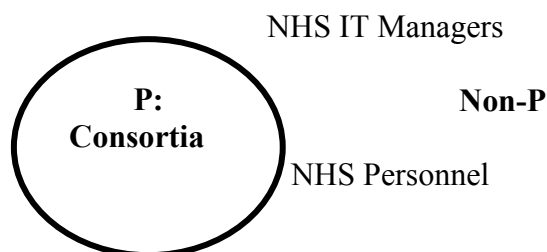
What is their role? Developing a standardised IT system.

“New business processes must fit unmodified software and not the other way around”.
The Economist, 19th Oct 2002.

Who is excluded? NHS IT Managers, Trusts, Hospitals, GP Surgeries.

Why excluded? A perceived lack of progress -so there has been a change in strategy

Boundary



Transitory Participants? Department of Health
IT Consultants
Contract Specialists

E Engagement

Tools for Engagement

Contract Novation and Policies for the application for and award of Contracts

Times Scales

Tight deadlines, all fixed. (General Election)

The process and timescales for engaging Medical Consultants is still unclear. (Last week it was announced there will be some discussion).

Environmental Influences

There is a political agenda

There are varying rates of progress in different regions.

NHS IT Managers discontented and there is some disquiet in the IT Profession

A Authority

Formal Authority is wielded by:

Government
Ministry
Richard Granger

In the future the Consortia will wield some power.

Environmental Influences:

Electorate (General Election in 2 years)
Media

Authority embedded in Tools of Engagement:

Contracts being used, ensuring limited flexibility.
Embedded authority underpinning the contracts is the Government

r relationships

Consultants – might create many demands and requirements, arguing these will directly affect patient welfare

Very powerful group. Government in current Contract Negotiation.

Other Medical Practitioners and Administrators may also use their position to undermine the integrity of the IT wrt patient care.

The obvious commodity of power of the consultants and medical practitioners is the experience of treating illness and so each group can draw upon this to comment on the potential effects on patient care.

NHS IT Professionals changing role

- There is a possibility they will use their skills to work against the project

LSP and IT Consortia professionals embarking upon very long-term relationships with NHS

Unsuccessful IT companies face difficulties

- Also the current hiatus in contracts being awarded is creating difficulties for small, but necessary, specialist software companies.

L Learning

Situation:-

Complex!

Participation is limited and controlled.

The IT will be 'rolled out' and people will have to work with what they are given to a large extent.

Government promises, electorate expectations and media reports will influence perceived success.

Approach:-

Contracts and Committees

This is not a collaborative venture -reform is on the agenda, as is standardisation.

Systems Ideas?

This workshop has offered ways in which systems ideas can help to manage some of the issues.