



Disruptive Digital Technologies... Who should be disrupting whom?

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Disruption – so what are we talking about?

- Disruption generally solves “big” problems
 - for the people who have to make the greatest change!
- And generally at scale
 - LOTS of people have the problem being solved...
- Sometimes solving problems we didn't even realise we had!
- By implication, ALWAYS massively **changes** the way we “do things”
- Historically, disruption has come from OUTSIDE the industry being disrupted

Let's talk about change – By Mandate

- Needs no explanation to this audience!
- Often associated with expensive, lengthy “change and adoption programs” staffed by hundreds of external contractors and experts that don't actually practice the work being changed...
- Generally trying to change people who don't see any reason to change / don't want to change...
- Often the benefit of these changes is not immediately or directly seen by the people doing the most change...

Let's talk about change – By Disruption

- Change is WANTED by a critical mass of parties to the change
- Change generally brings about a sense of “ease”, “delight”, “wow”, and other pleasurable sensations not previously associated with the task
- Generally the following sorts of comments are made post change:
 - “it just works”
 - “it just makes sense!”
 - “how did we do this before xxx?”,
 - “you gotta get this app”
 - “what, you can still ring for a taxi?”

So what's the secret?

- What's in it for me? (WIIFM)
 - Cheaper / More "X" for same financial investment (for me)
 - Less effort / More "X" for same effort investment (for me)
 - Quicker / More "X" for same time investment (for me)
 - Better quality "X" (measured by me)
 - Trendy / Fashionable (to me)
 - Safer (for me?)

- Summary term - Delight? Pleasure?

Does Disruption make EVERYBODY happy?

- Almost by definition, NO!
- The greatest disruption occurs when there is a **WIIFM for MANY** affected parties by changing to the new way of doing things
- This does not mean that ALL parties affected are better off.
- **“Better never means better for everyone... It always means worse, for some.”**
 - [Margaret Atwood, The Handmaid's Tale](#)
- Often worse for the doctors, it seems...

WIIFM for many, but not for all...

- David Pencheon's example - John - QMC NHS - Food Catering
- **Winners**
 - Pollies
 - Community
 - Farmers
 - Unemployed
 - Executives
 - Patients, Staff
- **Losers**
 - Old food outlets
 - The food trucking company and supply chain providers

How do we increase the chance of success?

- Creating great solutions to problems is ideally not just good luck
- Increasingly, science is behind good design, the science of **User or Human Centred Design**
 - Allows those of us that are not “gifted” to achieve great results!
 - Gets around the issues mentioned by Ford and Wachter earlier today
- **Beware of “work as imagined” aka “design by expert committee”**
- In the end, whatever the solution is, it has to be
 - **Usable**
 - **Useful** (& Safe and of high Quality etc.)
 - But most importantly – **USED** (preferably by choice, not mandate)

Disruption – “it will never happen to us...”

- Currently you have a lot of control
- Hard to see that changing quickly, but strange things still do happen...
- There is a fair degree of unhappiness with the current service...
- Lots of clever people are looking very closely at what you do for opportunities to disrupt you
- Incentives are changing
 - payment for... outcome, patient experience , healthy behaviour
- Barriers are dropping - My Health Record, FHIR, SMART on FHIR, (HealthKit)
- General public is increasingly thinking
 - “this device / digital solution(s) should help me with my health care”

Disruption – so who should drive it?

- The Patient?
- The Government?
- Private Payers?
- The Lawyers? (Jen Morris' example)
- The nerds? (Engineers, software developers, technicians)
- The people who DO the business of healthcare?
- People we would never think of...

Disruption – if we leave it to the nerds...

- AI - replacing doctors
- Robots - replacing surgeons / procedural clinicians
- Video - replacing face to face consultation
- Chatbots - replacing telephone / text chat support services
- Genomics - answer to all ills
- Personalised Medicine - really? we would never think of this!
- Big Data & Data Analytics - can we really call this disruption?
- PREMs and PROMs - who do you want in charge of this?
- Internet of Things - now we are talking!

Disruption – what can a physician do?

- **Focus on** being clear about what your big **problems** are (not solutions)
- **It's not all about you** – consider the problems of your patients, their carers, your staff, other organisations you interact with
- **Make everybody aware** of those high priority problems ?RACP role
- Be an active member of the eHealth reference group of the RACP (and maybe change the name to digital health) – **avoid reactivity**
- Shape your materials to the audience – **User Centricity always**
- **Be involved** - in the discussions about new technologies - the innovation conversations, the “chatter” about disruption!

Thought provoker – surely we can do better?

- Making Appointments... Some Examples...

1



2



3



Low Hanging Fruit? Aka things that bug me

- Appointment making process
 - Including pre-, in- and post- practice workflow
- Circle of Care issues
 - Who are the clinicians involved, and why
 - Who are the important social supporters
 - Who comprises the caring team
 - Who are the family members
 - How do I find all the legal parameters of care (AVO/ Guardianship etc.)
 - How do I contact all of the above?

Disruption isn't the only way...

- A visit to the Dentist...
 - Google search
 - Site with detail of qualifications and experience of clinicians
 - Glass of water on arrival (note almost empty waiting room)
 - Appointment times that correlate with time seen...
 - Screen on the ceiling – movie of my choice
 - Almost painless local anaesthetic
 - Notifications (but note no automation of making appointments)
 - Cameras/Video to show me what is going on
 - Financial transparency
 - Staff that really seemed to care!
 - High quality outcome!

Thank you for your time

- Please ask lots of questions through the RACP Congress app!
 - (I'll keep an eye on twitter too - @DrJaffleOz #racp18)
- And remember as David Pencheon said this morning:
“Use your collective voice” to be the disruptors,
and/or the winners of disruption, but ideally NOT the losers...