

HIMSS[®] 26

EUROPE

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#HIMSS26EUROPE

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EXPERT **INSIGHTS**
EXCEPTIONAL **IMPACT**



How do you sustain high performance as a leader when clinicians are exhausted, systems are complex, and technology keeps changing?

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We're all tired

Reality vs What does this mean combined

Reality:

- 41% of NHS staff report feeling unwell due to work-related stress.
- 31.47% of NHS staff describe themselves as burnt out.
- Mental-health symptom rates among healthcare workers are nearly **double** those of the general European population.
- 40–60% of healthcare workers globally report high levels of emotional exhaustion or burnout symptoms, depending on role and region.

What does this mean?

- Burnout is a system problem:
 - Fatigue impairs decision-making and communication
 - EHR use contributes to clinician stress and burnout
- Healthcare is a complex adaptive system:
 - Cause and effect are not linear
 - Fixing one problem often creates pressure elsewhere

How do you sustain high performance as a leader when clinicians are exhausted, systems are complex, and technology keeps changing?

Psychological Safety

What they all say

“A shared belief that the team is safe for interpersonal risk-taking.”

- Speaking up
- Learning and improvement
- Team performance

How do you sustain high performance as a leader when clinicians are exhausted, systems are complex, and technology keeps changing?

What effective Leaders focus on

1. Clarity of purpose
2. Reducing unnecessary load
3. Psychological safety
4. Learning over blame

Key message:

- You don't sustain high performance by pushing harder – you design systems that make it possible.



How do you sustain high performance as a leader when clinicians are exhausted, systems are complex, and technology keeps changing?

North West London Virtual Hospital

7 day service

0 – 150yr

Patients from birth to 150yrs

600

600+ Virtual beds across NWL 2.7 million patients across NW London.

4

Currently using 4 main remote monitoring platforms.

100%

100% beds are tech enabled. 60 – 100% of patients tech enabled (varies by pathway)

How do you sustain high performance as a leader when clinicians are exhausted, systems are complex, and technology keeps changing?

How have we done it

- Digitize and integrate
- Learning and Feedback
- Clinical Supervision
- Patient engagement
- Recruitment

“Make the right thing the easy thing”





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Thank you

