

**What's not working ?
(local and central government focus)**

Analysis not valued

- Analysts traditionally seen as admin/ clerical- NHS very hierarchical
- Clinicians more highly regarded
- Clinicians do not consider resource constraints
- Business case not good enough
- Centre does not set standards for analysis

Poor communication

- Managers not educated about analysis
- Analysts not trained in soft skills
- Solutions can be too unidisciplinary
- Solutions not pitched to short-term needs

Capability problems

- Few/no senior managers with OR/ analytics background
- No plan/strategy for OR/analytics
- Analysts fragmented
- No career planning for analysts
- Chief Info Officers focus on IT not analysis
- Lack of opportunities to scale up analysis
- Lack of appropriate software

Data Problems

- Collection of data
- Clinicians "own" data but don't value/ collect it
- Data has become a regulated commodity
- No national leadership on data

Meeting some Specific Analytical Challenges

- Interventions rolled out before analysts can get involved
- Missing pieces of national work on key issues
- Dealing with the urgent
- Yo-yo between a focus on process and on outcomes
- Wrong questions asked