

# ORANGE GROUP: What's not working ? *(local and central government focus)*

## **Analysis not valued**

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

## **Poor communication**

- Analysts not trained in soft skills
- Managers not educated about analysis
- 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 appropriate software
- Lack of opportunities to scale up analysis

## **Data Problems**

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

## **Meeting some Specific Analytical Challenges**

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

