

Where does your data get stuck?

A practical guide for leaders in healthcare and life science: six steps from data to decision, a checklist and a worksheet.

HEALTHCARE AND LIFE SCIENCE

Contents

1. Why time disappears in the handovers
2. The six steps
3. Checklist
4. Do the maths
5. How to get started
6. Next step

1. INTRODUCTION

Why time disappears in the handovers

In healthcare, data is both the most valuable and the most sensitive thing an organisation has. Many leaders find that the data exists but does not reach the people who need it. Others find that security and privacy requirements slow down every new idea.

The challenge is rarely a lack of data. It is getting data from devices, records and systems to clinicians and management without compromising security. Along the way, data often gets stuck: with a specialist, in a manual access process or in a solution nobody trusts.

This guide walks through the six steps data typically follows from collection to decision. For each step we describe what happens, the signs to look for, what you can do yourselves, and where technology can help.

How to use this guide

- 1 Read the six steps and mark the ones that sound familiar.
- 2 Fill in the checklist with a colleague from another part of the process.
- 3 Use the worksheet to cost your three biggest time drains.
- 4 Choose one step to start with. Not six.

This guide is written for leaders. It requires no technical knowledge, and you can use it whether or not you work with BCT.

2. WHERE THE TIME GOES

The six steps

Here are the six steps the work typically follows. For each step: what happens, signs that time is disappearing, what you can do yourselves, and where technology can help.

01 Collection

Data comes from devices, records, registries and clinical systems. It sits in many different places and formats.

SIGNS THAT TIME DISAPPEARS HERE

- It is unclear where the most important data lives.
- Data is collected that nobody uses.
- The same information exists in several systems and does not match.

WHAT YOU CAN DO YOURSELVES TOMORROW

- Map your most important data sources.
- Choose one area where data should be brought together first.

WHERE TECHNOLOGY CAN HELP

Data is gathered and structured so it can be used safely, without being copied around in spreadsheets.

02 Access and security

Who is allowed to see what? Access is often granted and removed by hand, and it can be hard to give a precise answer when someone asks.

SIGNS THAT TIME DISAPPEARS HERE

- You cannot say within minutes who has access to which data.
- Access is granted by hand and not removed when people change roles.
- Fear of mistakes stops new projects.

WHAT YOU CAN DO YOURSELVES TOMORROW

- Appoint an owner for each important dataset.
- Review the access rights to one system.

WHERE TECHNOLOGY CAN HELP

Clear roles and access rules that can be documented. Security then makes data easier to use, not harder.

03 Analysis

Analyses and reports are produced by a few specialists. Getting answers takes a long time, and management waits.

SIGNS THAT TIME DISAPPEARS HERE

- Only a few people can produce the analyses management asks for.
- Weeks pass from question to answer.
- The same reports are made by hand every month.

WHAT YOU CAN DO YOURSELVES TOMORROW

- Find the three reports most often made by hand.
- Ask management which answers they are missing.

WHERE TECHNOLOGY CAN HELP

Standard reports that produce themselves, and AI that makes complex data easier for more people to use.

04 Decision support

Clinicians need to trust the answers and recommendations they get. If they cannot see what an answer is based on, it will not be used.

SIGNS THAT TIME DISAPPEARS HERE

- Users do not trust the numbers.
- AI solutions are piloted but never adopted.
- It is unclear how a recommendation was reached.

WHAT YOU CAN DO YOURSELVES TOMORROW

- Ask users what it takes before they trust a number.
- Choose one place where decision support adds the most value.

WHERE TECHNOLOGY CAN HELP

Solutions where every result can be traced back to the data it is based on, so clinicians can verify it.

05

Everyday use

New solutions have to fit into a busy day. If they need extra clicks or a new system, they will not be used.

SIGNS THAT TIME DISAPPEARS HERE

- New solutions stop being used after the first few months.
- Staff keep their own spreadsheets on the side.
- Solutions do not fit into existing workflows.

WHAT YOU CAN DO YOURSELVES TOMORROW

- Track how much new solutions are actually used.
- Involve users before anything is built.

WHERE TECHNOLOGY CAN HELP

Solutions are built into the workflows that already exist instead of adding a new system on top.

06

Operations and documentation

Healthcare solutions must be up all the time, and it must be possible to document to the authorities how data is used.

SIGNS THAT TIME DISAPPEARS HERE

- It is unclear who is responsible for operations.
- Solutions are not improved after launch.
- Documenting for the authorities takes a long time.

WHAT YOU CAN DO YOURSELVES TOMORROW

- Appoint someone responsible for each solution.
- Make a fixed plan for updates.

WHERE TECHNOLOGY CAN HELP

Managed operations, monitoring and documentation, so the solution runs reliably and improves over time.

3. FIND YOUR TIME DRAINS

Checklist

Tick the questions where the answer is “too long”, “too many times” or “we don’t know”. Each tick is a place where time and money are probably disappearing. Ideally, do it with a colleague from another part of the process.

01 Collection

- ☐ In how many places does your most important data live?
- ☐ How much data do you collect that nobody uses?

02 Access and security

- ☐ Can you say within minutes who has access to which data?
- ☐ Is access granted and removed by hand?

03 Analysis

- ☐ How many people can produce the analyses management asks for?
- ☐ How long does it take from question to answer?

04 Decision support

- ☐ Can clinicians see what an answer or recommendation is based on?
- ☐ Do users trust the numbers?

05 Everyday use

- ☐ Are new solutions still used after three months?
- ☐ Do they fit into the workflows that already exist?

06 Operations and documentation

- ☐ Who is responsible for keeping the solution running and improving?
- ☐ Can you document to the authorities how data is used?

Three ticks or more? Then there is usually something to gain, and it is worth taking a closer look.

4. WHAT DOES IT COST YOU TODAY?

Do the maths

It is easier to prioritise when there is a number on it. Use the table to cost your three biggest time drains. The figures do not need to be precise. A good estimate is enough to see where there is most to gain.

Hours per week × number of people × hourly rate × 46 weeks = EUR per year

Task	Hours/week	People	Rate (EUR)	EUR/year
Example: Manual reports	4	3	70	38,640 EUR
1.				
2.				
3.				
Total				

The example is for illustration only. Use your own figures. Remember that time is not the only cost: lost orders, errors and delays often cost more than the hours.

GOOD QUESTIONS TO ASK WHEN YOU DO THE MATHS

- Who does the task, and how often?
- What would they spend the time on if the task disappeared?
- What does an error or a delay cost when it happens?
- What happens when the person who knows the task is ill or leaves?

5. NEXT STEPS

How to get started

Once you have found your time drains, it is tempting to fix them all at once. That is rarely the best approach. Here are five tips from the projects we have been part of.

1. Start with one step

Choose the step that costs the most and solve it first. It delivers results quickly and experience for the next ones.

2. Measure before you build

Write down how many hours, errors and days are involved today. Then you can see whether it works.

3. Talk to the people who do the work

They know where it hurts. Solutions built together with them get used.

4. Build on what you have

You rarely need a new system. Often it is about getting the systems you have to work together.

5. Agree price and extent up front

A fixed price and a clear plan make it easy to decide and easy to follow up.

A REAL-WORLD EXAMPLE**Sykehuspartner – health data in Norway**

Sykehuspartner supports most of the regional health authorities in Norway. BCT built governance, security and operations around a large data platform so healthcare staff can use data safely. The decisions affect the treatment of around 3 million people.

Result: Secure data access for 90,000 healthcare professionals.

6. NEXT STEP

Let's have a no-obligation chat

This guide gives you a good starting point. If you would like help taking the next step, the easiest way is to call or email us. It is free and without obligation, and you will get an honest answer about whether there is something to gain.

1 Call us for a chat

A conversation of about 20 minutes where we listen to where your time goes and share how others have approached it. No sales pitch.

2 Book a Shadow Walk

We follow the work at your company for ½–2 days and put numbers on where the time and money go.

3 Get a concrete plan

About a week later you receive a report of typically 50–75 pages with an action plan and a financial overview. Fixed price, and you own what we build.



CALL OR EMAIL DIRECTLY

Jesper Luff Olesen

VP of Growth

(+45) 39 39 42 43

jl@blackcapitaltechnology.com

Book a Shadow Walk: blackcapitaltechnology.com/en/the-shadow-walk/booking/

You set the pace. Many start with a short chat and come back when the timing is right.