**Case 1:** How agile can solve the problem

**Introduction**

NHS civilian IT Project.

**¿** **Who failed?**

The National Health Service (NHS) in England is the publicly funded healthcare system. It is the largest and oldest single healthcare system in the world.

**What did they try to do?**

The NHS had big plans to create a unified electronic health record system for all British citizens. Intended to serve 40,000 doctors and more than 300 British hospitals, this project was to be one of the world's largest IT projects ever attempted.

If you are familiar with the IT industry, you will know the there is a high failure rate of many of its projects. This project was the largest ever attempted, so it was meant to be risky and cause a number of problems.

It's also worth to mention that the NHS is a taxpayer-funded organization, making the failure of this project even more notorious than Target's go-to-market setback.

**Why they failed?**

The NHS bit off more than it could chew and started too big, too fast. This project was astronomical in size, and it would always be difficult to complete it successfully.

Brian Randell, a member of the group of scholars who cared about the project and co-authored a dossier describing his concerns and those of others, had this to say about the project: Serving 40,000 Doctors and more than 300 hospitals, it was the largest civil IT project in the world. In fact, its malicious main core, a nationwide Electronic Health Registry (EHR) facility, dramatically illustrates one of the most serious causes of major IT project failures.

The system of systems that supposed to provide by EHR was initially designed by a large core team and was intended as a complete "big-bang" replacement for the current, old and varied EHR systems.

It would have been much better to employ evolutionary acquisition, that is, specifying, implementing, and evaluating a sequence of increasingly comprehensive IT systems, in a process that was controlled by the stakeholders who were most directly involved, rather than by some distant central. Bureaucracy.

The authority, as well as the responsibility, should have been left from the beginning in the trusts of hospitals and general Doctors to acquire IT systems that were adapted to their environments and priorities, and also, in order to complete with minimum restrictions, and to use services centralized (for example, for system support and backup) when they chose.