A SHORT GUIDE

What never reaches your data

Health AI learns from what gets recorded.

Patients under-report. Clinicians under-document.

What doesn't fit a code never reaches the data.

I teach organisations to hear the people inside them.

THE PART NOBODY SAYS

AI can read your lab results, but it cannot read the room.

AI can hear the words “I'm doing fine,” but it cannot understand that they mean “I'm falling apart.”

Every study has a part like that. **The part that does not show up until someone says it out loud.**

RESEARCH

A meta-analysis of 63,134 employees links silence to worse job attitudes and performance outcomes. Psychological safety explains much of that silence.

Hao et al. 2022, Journal of Business and Psychology. 168 samples.

TRY IT WITH YOUR TEAM

10 MINUTES · PAPER AND A BLINDFOLD

Build a paper plane. One builder, blindfolded. One guide, who speaks and never touches the paper.

01	Two minutes. Then swap.
02	Say once, then stop talking: “Guide with words only.”
03	Guides, how many of you thought your words were clear? Builders, what did you hear?
04	Where does this happen in your work?

Clear to the guide. Confusing to the builder.

THEN IN PAIRS, TWO MINUTES EACH

Think of one patient. What part of their week never reaches your data?

RESEARCH

A structured team conversation about what just happened, repeated, measurably improves performance.

Tannenbaum and Cerasoli 2013, Human Factors. Keiser and Arthur 2020, Journal of Applied Psychology.

WHAT WORKS

Most of these cost nothing. They cost a decision.

01	Agree purpose and roles first. One page, before the first meeting.
02	Let patients help set the question.
03	Involve early, from priorities to protocol.
04	Train both sides.
05	Open the door to everyone affected. Include the people who cannot get to your sites.
06	Give them a seat in governance. A named decision and a named owner.
07	Report what changed because of them.

A participant is in the study. **A patient expert helps shape it.**

I suggest you have someone on board for three months: a patient expert.

RESEARCH

Training sticks when colleagues and bosses back it.

Hughes et al. 2020, Human Factors (meta-analysis).

Ask one patient what your data field missed.