



# Digital strategy

2021-2024

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# Foreword (CEO)

Easier access to information, including through digital technology, is reshaping the way we live our lives, and the way we access and interact with services. It holds promise for many, and a risk for those who are excluded from the digital world.

This became clear as 2020 propelled us into a digital future at speed. Microsoft Teams meetings with colleagues and Zoom catch ups with our families and friends became part of our everyday lives and showed us how digital technology can keep us updated, connected, and informed. Clinical services adapted the way they work, with consultations and multi-disciplinary team working delivered safely at scale.

The launching of this digital strategy forms the start of our next stage of digital evolution and aids the Trust's overall digital maturity by nurturing and developing a culture that embeds digital options and digital efficiencies in everything that we do.

One of our values is to be 'relevant today, ready for tomorrow'. This means providing the best services today while at the same time remaining agile in the way we work and being prepared for the next steps and whatever the world throws at us.

The views of our staff, service users and carers from their day-to-day experiences of the Trust's services are critical in driving forward the Trust's digital agenda and in designing fit for purpose, secure and robust digital solutions. No one can be left behind in this set of changes.

This strategy sets out how digital technology will enable us to:

- Provide better experiences for our staff, service users, carers, and communities
- Address digital exclusion and inequalities
- Ensure inclusive developments that reduce inequity
- Strive to be the best we can be digitally
- Improve our digital maturity
- Work in collaboration and partnership to drive forward our digital agenda
- Improve the delivery of joined up seamless care through shared information and systems
- Ensure continuous engagement, consultation, and feedback
- Learn from the Covid-19 digital response
- Improve digital skills and competency
- Enables our workforce to work in more agile and flexible way that supports well-being
- Improves productivity and efficiency of services
- Makes best use information to support decision-making

We hope our digital ambition will improve services for staff, service users, their families and carers, and our health and care partners.

**Rob Webster CBE**  
Chief executive

# 1. Executive summary

This revision of the Trust's digital strategy provides a summary of our progress to date and showcases our achievements in advancing the organisation's overall digital maturity. This strategy states our aspirations, intent, and commitment in continuing to make a positive difference to improve the health and wellbeing of the people we care for, enabled by digital.

This revision outlines the importance of digital and summarises what we mean by being digital, demonstrating that digital is not just about the technology but about our mindset, culture, organisational values, and guiding principles. We all have a role to play in shaping and influencing how the organisation and our constituent services become 'digital by choice'. Digital innovation is less about the technology but more about its application coupled with digitised processes and adoption by staff, service users and carers alike.

The views and experiences of our staff together with those of our service users and carers are critical in driving forward the digital agenda as their in-depth knowledge from their day-to-day experiences are paramount to designing fit for purpose and robust digital solutions. This will also require close collaboration at all levels internally and externally with our partners to realise our aims and objectives as both nationally and locally there are increasing demands on finite resources, especially as the needs of the general population evolve.

To support the delivery of the digital strategy, we have identified the following outcomes:

- Championing digital inclusion, digital equality, and thus ensuring that no-one is left behind.
- Keeping our staff, service users and carers' information safe.
- Digital being integral throughout the organisational culture.
- Adopting and learning from digital best practices.
- Developing a digitally capable workforce that embraces flexible and adaptable work-life balance.
- Designing services that are fit for today and ready for tomorrow whilst being in a state of readiness for the future.
- Reduce duplication and waste in processes to optimise care delivery, ways of working and improve service user, carer, and staff experience.

These outcomes will be supported through a digital roadmap that plots our path towards further digital maturity, underwritten by digital milestone delivery plans which consider the required resources necessary and available to implement this strategy. The digital milestone delivery plans will contain the prioritised programmes/projects that have been endorsed by the executive management team and approved by the Trust Board, aligning to national and regional strategies whilst also influencing plans at place, care setting and integrated care system levels.

## 2. Purpose of this strategy

This document sets out the digital strategy for South West Yorkshire Partnership NHS Foundation Trust (“The Trust”) over the next three years. This is a revision which supersedes the Trust’s digital strategy that was approved in January 2018 and aims to build upon the achievements and successes to date. It is almost three years since the preceding strategy was produced and approved, which is a long time in digital terms and this revision is timely given the heightened focus on digital largely due to the coronavirus pandemic (Covid-19).

Digital technologies and solutions are increasingly becoming more prevalent in our everyday lives. Therefore, we must ensure that digital is aligned with other strategies across the Trust, as digital is a key enabler in how we move forward and improve services to all, whilst also having a clear line of sight to regional and national strategies.

Within this strategy, we explore why digital is vital, relevant both today and in the future in the services that the Trust provides, but more importantly how digital can assist with improving the experiences for our staff, service users, carers and the wider communities we serve.

To drive forward our digital agenda, we need to have an appreciation of our digital journey to date including the role that digital has played in our response to the Covid-19 pandemic. From this, we can continue our digital evolution and maturity, setting out our digital vision and key themes for 2021 and beyond.

Whilst the preceding digital strategy had more of a focus on the technical dimensions of digital, this revision places a greater emphasis on digital enhancement and innovation with clear attention on the following key objectives:

- » **Improving the digital skills and competencies of our staff**
- » **Improving the digital capabilities of our service users and carers**
- » **Addressing barriers to digital inclusion and digital inequalities through working with partners**

To support the delivery of the digital strategy and achievement of these key objectives, which are for the benefit of the person, people, and communities at the centre, we have set out to achieve the following outcomes:

- Championing digital inclusion, digital equality, and thus ensuring that no-one is left behind
- Keeping our staff, service user and carers’ information safe
- Digital being integral throughout the organisational culture
- Adopting and learning from digital best practices
- Developing a digitally capable workforce that embraces flexible and adaptable work-life balance
- Designing services that are fit for today and ready for tomorrow whilst being in a state of readiness for the future
- Reduce duplication and waste in processes to optimise care delivery, ways of working and improve service user, carer, and staff experience

The realisation of these outcomes and associated benefits will be underpinned by a digital roadmap that plots our path towards further digital maturity, underwritten by digital milestone delivery plans which consider the required resources necessary and available to implement this strategy.

The remainder of the document through sections 9-14 concentrates on delivering the strategy, setting out the digital implementation domains and our approach, built around a robust leadership and governance framework that drives the digital agenda.

The final section outlines what the future will look like for all our stakeholders.



# 3. About the Trust

South West Yorkshire Partnership Foundation Trust is a specialist NHS Foundation Trust with an income of approximately £230m that provides community, mental health and learning disability services to the people of Barnsley, Calderdale, Kirklees and Wakefield. We also provide some medium secure (forensic) services to the whole of Yorkshire and the Humber. All our services are focused on principles of recovery and co-production, working with the strengths of each person and those of their carers and wider community.

The Trust also provides services that promote health-producing communities and prevention through supported self-care, recovery focused approaches, peer support and community involvement, volunteering and supported employment. The Trust's recovery colleges, linked charities Creative Minds, Spirit in Mind, Mental Health Museum, and significant volunteering services, as well as Altogether Better (a national organisation that is hosted by the Trust) further contribute to this.

Our daily mission is to help people reach their potential and live well in their communities. We employ over 4,500 staff, in both clinical and non-clinical support services, who work hard day in day out to make a difference to the lives of service users, families and carers. How we work is as important to us as what we do, and our values really matter to us. Set out below are our vision, mission, and values.

## Our vision

To provide outstanding physical, mental and social care in a modern health and care system

## Our mission

We help people reach their potential and live well in their community

## Our values

We put the person first and in the centre

We know that families and carers matter

We are respectful, honest, open and transparent

We improve and aim to be outstanding

We are relevant today and ready for tomorrow

### 3.1 Who we serve

We primarily serve 1.22m people who live across South and West Yorkshire in the local authorities of Barnsley (239,300), Calderdale (209,800), Kirklees (440,000) and Wakefield (332,000) as shown in Figure 1 below.



Figure 1 – SWYPFT geography

Most of the care we provide is delivered in local communities. This means we work in all the villages, towns, and cities from Todmorden and Hebden Bridge in the west, to Castleford and Pontefract in the east and to Hoyland and the Dearne Valley to the south of Barnsley – and all points in between. Our population lives in a mix of rural and urban areas.

From a digital perspective, the Trust's preceding digital strategy placed digital as an integral part of our service delivery that supports our ability to develop our service models and enabling workforce agility.

Over recent years, we have focused on improving the underlying technical IT infrastructure, consolidating systems and telecommunication platforms, replacing/upgrading network connections and associated network hardware, whilst improving performance and resilience significantly. Some of the notable digital achievements are summarised on page 18, together with an insight into our digital technology footprint.

While this work to date has been very much behind the scenes, it has provided the Trust with the necessary sturdy foundations from which to develop its digital footprint further. This has never been more evident than in recent times and it has successfully enabled the Trust to respond rapidly and flexibly to the Covid-19 pandemic through its effective digital capabilities.

Delivery of this digital strategy is based on the Trust's priorities as shown in Figure 2 below, which are closely linked to national initiatives, regulatory findings, and assessment of local care needs through close collaboration with integrated care system (ICS) representatives, service users, carers and families, staff, governors, and partners.

## Our strategic objectives are:

### Improve health



### Improve care



### Improving resources



### Make this a great place to work



Figure 2 – Trust priorities

Our digital vision, themes and ambitions discussed later within this document are also in line with national requirements relating to improving quality and access to care with inclusion at the core. Our digital aims and objectives set out to enable the Trust to address the challenges presented by an ageing population with changing health needs, including those linked with long-term conditions and those triggered by lifestyle choices. This digital strategy also takes account of wider Trust strategies as outlined in Section 6 on page 17 recognising that digital is a key enabler that supports wider delivery aspirations.

These challenges mean that the health and social care systems we operate in must constantly adapt to become ones which are based on more proactive, predictive models that identify potential problems at an early stage and work closely with service users and partners to tackle them via integrated service pathways supported by digital solutions and information.

It is extremely important to take into account national, regional and place-based context and digital strategies in our approach, as outlined in the section below. However, it is equally worthy of mentioning that strategy alignment is a two-way process, in how we actively engage in helping shape and contribute to supporting ICS objectives and in delivering the Long Term Plan ambitions. Integrated care proposals cement the role of places and provider collaboratives, further emphasising the importance of partnerships and integrated approaches across services, systems, and places.

# 4. National and regional digital context

## 4.1 National digital context

National policy emphasises the continuous focus and striving for digital across the health and care system. As such this helps to nurture our thinking around how digital can shape and influence strategic direction. There are some key drivers for change as summarised in Figure 3 below.

### The Five Year Forward View (Oct 2014)

Set out how quality in health care was derived, built on three key aspects, namely patient safety, clinical effectiveness, and patient experience. All of which equally remain valid today. High quality health and care services exhibit all three of these characteristics in harmony through a caring culture, professional commitment and strong leadership that are combined to deliver services to those we serve.

### The Wachter Review - Making IT Work (Aug 2016)

Harnessing the Power of Health Information Technology to Improve Care in England sets out that for the NHS to continue to provide high quality healthcare it must modernise and transform making vast changes in culture, structure, governance, workforce, training and digital. With significant emphasis on the latter point and with a focus on several crucially important principles, namely:

- Digitise for the correct reasons
- It is better to get digitisation right than do it quickly
- Return on investment from digitisation is not just financial
- When it comes to centralisation, the NHS should learn, but not over learn the lessons of the National Programme for IT (NPfIT)
- Interoperability should be built in from the start
- While privacy is important, so too is data sharing
- Health IT systems should embrace user-centred design
- Going live with a health IT system is the beginning not the end
- A successful digital strategy must be multifaceted and requires workforce development
- Health IT entails both technical and adaptive change

### The Carter Review - NHS operational productivity (May 2018)

Published in 2018, this highlights that mental health and community services face several challenges which can be supported to overcome through operational and structural improvements. The review identified four key areas where operational service improvements are to be made, namely staffing, contract specification, technology, and delivery.

### The Topol Review (Feb 2019)

Explores how technology will impact on healthcare and its workforce, focusing on the impact of digital health, genomics, robotics, and artificial intelligence in the future. This review outlines that during the next twenty years, most of all jobs in the NHS will require some element of digital skills. To be ready for this we need to consider the skills and needs of our workforce, both now and in the future so that we can inform the necessary plans addressing any variation in digital literacy, whilst striking a balance between ensuring personalised, human-centric care remains at the core, but where process automation delivers efficiency gains. However, to be truly effective, this must be considered and consistent across our partners and within the whole systems in which we operate.

### The NHS Long Term Plan (Jan 2019)

Emphasises the need to accelerate the redesign of patient care to future-proof the NHS for the next decade. The plan outlines how this will be achieved, through secured/improved funding and growth, increasing expectations and demand from the public. Throughout the last few years of austerity there has been constant concerns regarding levels of funding, staffing, increasing inequalities and pressures from a growing and ageing population. Digital innovation and digital evolution of services are critical to achieving this and in the ambitions set out to deliver a model of care that is fit for the 21st century.

Figure 3

## 4.2 Integrated care system (ICS) and place-based digital context

The Trust has a proven track record of working with our partners and has established good working relationships across the systems we form part of. The Trust has active participation across the West Yorkshire and Harrogate Health and Care Partnership as well as place-based working within Calderdale, Kirklees, and Wakefield. In addition to this, the Trust also works across the South Yorkshire and Bassetlaw ICS and Barnsley place. It is recognised that we need to strike a balance between ICS, place, and organisational priorities.

The Trust's digital strategy takes account of these multi-layered networks and strategies to complement our organisational digital priorities with those at place and ICS levels, all of which have their own diverse needs and priorities. This includes key themes such as moving towards paperless working, interoperability that enables and promotes the wider data sharing, shared care record capabilities offering access to electronic care information to inform care delivery and population health management which supports future planning of services based on the needs of the populations we serve.

Through close alignment with ICS digital strategies and place-based digital plans, this provides clear line of sight from which we actively engage, collaborate, shape, and influence moving forward both our own and the wider collective digital agendas with support of our partners across health and social care.

The developing Yorkshire and Humber Care Record is the cornerstone to enabling and achieving this and is underpinned by the [Digital Health and Wellbeing Charter for Yorkshire and Humber](#) which sets out the strategic commitments of the constituent ICSs across the region. The charter outlines the principles and standards that seek to develop and mature our collaborative working to ensure partners maximise the benefit from our collective digital delivery for the benefit of our service users, carers, workforce and the wider health and care systems.



# 5. The importance of a digital strategy

## 5.1 Why digital?

This document sets out the digital strategy for South West Yorkshire Partnership NHS Foundation Trust over the next three years. This is a revision which supersedes the Trust's Digital Strategy 2018-21 that was approved in January 2018 and builds upon the achievements and successes to date.

All things digital are fast becoming part of our everyday lives both in the workplace and our personal home environments. Digital technologies, solutions and processes provide the opportunity and ability to change the way in which we engage and deliver services.

In order to do this, both effectively and efficiently, we must work collaboratively with our partners across the health and social care spectrum including the voluntary sector, whilst also actively consulting, engaging and involving our service users, carers and the wider populations we serve in framing and redesigning services. We must also ensure the needs of the individual are placed at the heart of all we do. This approach will help to enhance the services we provide and experiences of those receiving care, improving outcomes for all.

The potential that digital can provide to support service improvements is huge, especially when coupled with the growing expectations of the general public which are born out of how they engage and interact with services in other parts of their everyday lives. With access to services required being based on individual needs, digital is fast becoming the norm. Covid-19 has accelerated and highlighted this need further.

[The Five Year Forward View \(October 2014\)](#) set out how quality in health care was derived, built on three key aspects – namely patient safety, clinical effectiveness, and patient experience, which equally remain valid today. High quality health and care services exhibit all three of these characteristics in harmony through a caring culture, professional commitment and strong leadership.

The Trust's mission and values are built upon the quality aspects outlined in the Five Year Forward View.

The [NHS Long Term Plan](#), launched in January 2019, emphasises the need to accelerate the redesign of patient care so as to future-proof the NHS for the next decade. It outlines how this will be achieved, through secured/improved funding and growth; increasing expectations and demand from the general public, and again building on the foundations and principles established by the Five Year Forward View and evident progress made

Digital is at the heart of the redesign and future-proofing of the NHS and through sustained investment, this will deliver an NHS where digital access to services is widespread and where service users and their carers are empowered to better self-manage their health and conditions.

*"Digital technology has the potential to shift the balance of power between clinicians providing care to patients receiving care." **Prof. Darzi, 2018***

However, the emphasis placed on digital as part of the Covid-19 pandemic response has further heightened the necessity to consider the needs of the person in our approach, an example of this is stated below.

*"The Covid-19 pandemic has meant that, like many providers, we have had to accelerate our remote and digital intervention capacity to continue to be able to offer vital support to people at this challenging time. Our experience is that our digital approach must be informed by what people find useful and driven by the ability and willingness of people to adopt them. Within our community and wellbeing services we are now supporting approximately 2,000 of the most complex and vulnerable people remotely, using predominantly telephony and supported access to various online self-help resources. A particular priority has been on digital inclusion and ensuring that no individuals are left behind due to a lack of access to devices or a lack of skills to use this type of service."*

**Brendan Hill, Chair, Association of Mental Health Providers' Covid-19 Digital Reference Group; CEO, Mental Health Concern. Digital Inclusion in Mental Health (December 2020)**

This digital strategy calibrates our key priorities in achieving the Trust's digital ambitions, setting out what we are going to focus on over the coming years and our approach to delivering against the organisation and system objectives.

We are privileged to have solid digital foundations and more critically a rapidly evolving workforce empowered and eager to embrace digital technologies/solutions that are focused on improving the health and wellbeing outcomes for all, staff, service users, carers and the communities we serve.

A key value that is integral within this strategy is how we can all contribute and benefit from choice and use of digital through design, delivery, monitoring, review and improving the quality of care we provide. Effective communication will allow for better engagement, collaboration and empowerment of those within our care or receiving services, and by promoting and having access to their own electronic care records enabled by digital they will be more in control of their own health needs and wishes.

## 5.2 To benefit our service users, carers, and our staff

Below are some of the benefits that our digital journey will deliver to our service users, carers, and staff.

### Benefits for our service users and carers

- Ensure our service users and carers experience seamless care regardless of their digital capability or interest, whilst supporting a reduction in inequalities and access to digital technologies.
- Ensure our service users or their carers do not have to repeat their details every time they have an intervention with a new care professional.
- Ensure patient safety throughout our services enabled by digital technologies that enhance informed care delivery and clinical interventions.

- Service users and carers are assured that digital information recorded and held by the Trust remains safe, secure, and accessible only by those involved in delivering care.
- Empower service users and their carers so that they have control over their care needs and requirements.
- Enable service users and carers to support self-management of their conditions and overall health and wellbeing through effective close collaboration where the needs of the individual are placed at the centre and understood.
- Provide service users and carers with additional timely means of accessing services and their interactions with care professionals involved in the delivery of their care, more in keeping with how we interact digitally with other services in our everyday lives.
- Empower and support a service user's wider support network (carers, friends, family, and neighbours).
- Access to a range of digital offers including creative and cultural activities that promote connections, peer support and harness individual strengths.

## Benefits for our staff

- Enabling more time to be devoted to service user care by reducing the time required to be spent on administrative duties through more streamlined digital capabilities.
- Providing timely and appropriate access to digital care information when required regardless of location, supported by agile working.
- Improved opportunities for collaborative working across the health and care systems coupled with better support.
- Improved work-life balance, job satisfaction, and the Trust being a great place to work.
- Improved use of information to enable better understanding of best practice, productivity, and efficiency.

It is not only service users, carers, and our staff in focus but also the wider communities and volunteers who are fundamental for making connections within care providers, service user family and friends and their support networks. We must also be mindful of changes in digital preferences in our thinking and when considering service redesign. This is evident in Figure 4 below which highlights some of the key findings of the [Ofcom Communications and Market Report \(2019\)](#).

- **Internet take-up and smartphone ownership are both unchanged in 2019.** Household internet take-up remains at 87%, and 79% of UK adults personally use a smartphone.
- **Consumers are upgrading to faster broadband.** The number of fibre-to-the-cabinet connections overtook standard broadband copper connections for the first time this year, and the number of superfast broadband lines increased by 17% as people upgraded from standard broadband services.
- **And people are using more data.** The volume of data used on fixed and mobile connections both grew by around a quarter, with 240GB being used on average each month per fixed broadband connection and 2.9GB in an average month being used on each mobile data connection.

- **Much of the growth in data use is driven by online video.** Fifty-eight per cent of people watched on-demand video services, up from 53%. This is driven by increased use of subscription video-on-demand services such as Netflix and Amazon Prime Video. There was no change in the proportion of people watching the public service broadcasters' free catch-up services (BBC iPlayer, ITV Hub, All4 and My5), and for some age groups, this declined.
- **The total volume of voice calls has fallen, but people are using their mobiles more for calling – and using their landlines less.** The volume of minutes originating from fixed-line connections fell again in 2019 (by 17%), while the volume of minutes originating from mobiles went up by 5%. Losses in revenues from fixed voice services contributed to a 4% real-term decline in fixed telecoms revenues year-on-year.
- **And the volume of traditional text messages continues to fall.** More than 5 billion fewer traditional SMS and MMS messages were sent in 2018, as people switched to messaging services such as WhatsApp. This will also have contributed to the increased data volumes on mobile connections.

**Source:** Ofcom Communications Marketing Report (2019)

Figure 4

Evidently, the recent issues brought about by the Covid-19 pandemic at the start of 2020 have placed significant strain on services and digital has been at the forefront of our collective response. This only serves to place additional emphasis on the importance of digital, heightening the need further.

However, whilst digital is a common enabler we must ensure that we leave no one behind in our thinking and approach, being mindful that there remains a proportion of our service users, carers and the wider communities we serve that are not digitally enabled for a variety of reasons. Therefore, digital will not necessarily replace face-to-face services but will need to complement and enhance choice whilst delivering services tailored to individual needs.

The detail that is set out in this strategy is extremely ambitious and will require skills, engagement, active participation, drive, and determination from all. It will also require appropriate resources to be made available. We are on this digital journey together and we all have a role to play in shaping and influencing the services we provide and receive. This digital strategy is an ambition that is reinforced and propelled by the Trust Board, executive management, and our senior leaders and needs to be owned and delivered by us all, actively working together. Therefore, we need to ensure that we have an entrenched digital culture and ethos.

## 5.3 Developing a digital culture

The term 'digital' gets mentioned a lot in our everyday lives whilst at work and at home. It is also important to consider why organisations strive to be digital. From a Trust perspective it is about being relevant and viable today, tomorrow and in the future. Becoming digital is predicated by also developing a culture where you understand and meet the needs of our staff, service users, carers, and communities we serve digitally. To this end, developing a digital culture requires a step change in achieving digital maturity by:

- Ensuring digital services that are accessible anywhere to all who need to use them, which can operate 24/7 and be available on demand, with automated computer processing to remove or minimise the need for manual intervention.
- Developing high quality digital services which are designed so that they are beneficial to all receiving care and where care is centred around the individual's need.
- Ensuring that our service users receive timely responses and feedback and where they do not have to wait hours, days, or weeks and in a manner that is preferable to them.
- Providing digital opportunities for service users to influence and co-produce care and services
- Digital services should be easy to use, intuitive and should be designed from an end user perspective.
- Creating intelligence through electronic systems being able to process the data and information from various sources and consolidate, extrapolate, manipulate, and convert it with minimal user intervention. This will inform improved decision-making capabilities in delivering care to anticipate individual care requirements, as well as predicting future service demands that support design and planning.
- Digital should be a driver at the heart of change, whereby a truly digitally enabled service defines the business and clinical processes, rather than simply regurgitating existing manual/paper processes albeit that have transferred to digital means.
- Digital platforms and environments should be subject to regular improvements with minimal adverse impact on those accessing digital services. End users want enhancements that improve their digital experiences with little or no disruption to service access and availability.

It is important that we all appreciate and understand our role in becoming digital by choice. Digital does not sit solely with corporate support services such as the IT function, it spans the entire workforce and extends out to our partners, suppliers, and key stakeholders alike. This approach enables the opportunities for digital innovation, revising how we re-design our services, how we conduct our business to add value, create benefits, improve quality, address inequalities, improve health outcomes and make the most effective use of available resources. Digital as an enabler also cuts across all aspects of Trust business. Therefore, the digital strategy needs to take account of numerous other Trust strategies which together work towards achieving the organisation's strategic goals and objectives, as shown in Figure 5 below.

# 6. How the digital strategy supports and enables other strategies

An essential enabler to effective communication, engagement and involvement and aims to help reduce inequalities, underpinned by our digital infrastructure and supportive technologies.

## Equality, involvement, communications, and membership strategy

Focuses on diversity and health inequalities with the aim of identifying, understanding and reducing inequalities which affect our service users, communities and workforce. It takes into account the voices of service users, carers, families and friends, our staff, board members and people who live in the local communities we serve.

Ensuring that digitally enabled care pathways are co-designed based on the service user journey, digitally enabled care pathways and ways of working are safe, equitable and enhance quality, and to make sure the Trust change approach and quality improvement approach underpins implementation programmes.

## Quality improvement strategy

Sets out our commitment to providing high quality care for all while achieving our organisational mission which is to help people to reach their potential and live well in their communities.

Through the effective use of technology to support the streamlining of transactional and routine work, e-rostering, leave and appraisals and provision of digital packages to support education, training and learning as well as ensuring compliance with mandated training and maintaining up-to-date skills to deliver high quality services and care.

## Workforce strategy

Sets out a strategic approach to leadership, management and development to ensure the Trust is well led and has the right people to achieve the strategic direction, deliver the mission and demonstrate the values.

Flexible, scalable and secure access to digital services from Trust, partner and remote locations via Trust issued devices that delivers effective and efficient agile working.

## Estates and facilities strategy

Provides a framework for the management and maintenance of the Trust's estates.

Reducing the carbon footprint will be a key consideration of the adoption and replacement of digital technologies together with supporting staff in its use in an efficient and effective manner.

## Sustainability strategy

Supports seeking the views of people who use our services and responding appropriately to feedback, including when things go wrong.

An essential enabler to ensuring that all data, information and Trust assets support the monitoring and management of risk at all levels within the Trust.

## Pharmacy and medicines optimisation strategy

An essential framework to support meeting our strategic objective – to maximise the benefits of medicines whilst minimising the clinical and financial risks.

An enabler that supports patient safety that helps to reduce risk and harm to those receiving care.

## Patient safety strategy

Provides a framework which will help us to 'do no harm', reduce harm to those who use our services and monitor and improve patient safety.

Digital systems and automation will be used to underpin and transform the delivery of medicines management, optimisation and pharmacy services, including electronic prescribing and administration systems, stock control and dispensing systems, and clinical record system.

## Risk management strategy

Ensuring the safety of the people who use our services, staff and the public via an integrated approach to managing risk.

An essential enabler to ensuring that all data and information that the Trust holds remains secure, confidential and accessible only where there is a defined legitimate need.

## Information governance strategy

Sets out the Trust's responsibility and accountability for demonstrating compliance with the data protection principles by managing risks to the fundamental rights and freedoms of individuals.

Supported through the development of appropriate guidance that takes into account the particular technical requirements of electronic media, adhering to the acceptable use of information technology and person identifiable information policies and procedures.

## Records management strategy

Sets out an overarching framework for integrating the Trust's records management arrangements which defines our approach for improving the quality, availability and effective use of records in the Trust.

Figure 5 – Strategy alignment

# 7. Our digital journey so far...

The Trust recognised that delivery of the 2018-21 digital strategy was dependent on a robust future-proof digital technology approach and delivery plan. Our digital journey since 2018 has so far delivered the following notable successes:

- ✓ Completion of the planned strategic 3-year programme that began in 2017/18, modernising the Trust's core IT infrastructure. This incorporated significant network enhancements that improved resilience, removal of single point of failures, cyber security safeguards, improved business continuity and disaster recovery capabilities and increased application availability.
- ✓ Replacement of N3 network connections with new Health and Social Care Network (HSCN) connectivity across Trust main hub sites as well as significantly improving network performance and increasing the bandwidth.
- ✓ Attained significant assurance rating for cyber security governance following audit.
- ✓ Continuous attainment of satisfactory compliance against the Data Security and Protection Toolkit (formerly the Information Governance Toolkit).
- ✓ Implementation of SystmOne across the Trust as its primary electronic care record system spanning both mental health services and physical health community services.
- ✓ Established business intelligence capabilities and solutions that provide deep data dive comparative analysis via dashboards launched to support understanding of performance, productivity, and service variation and is readily available to all staff.
- ✓ The Trust achieved full compliance for General Data Protection Regulations (GDPR) as at 31 October 2018.
- ✓ A BS10008 accredited scanning bureau and document scanning solution in place.
- ✓ Established a Trust digital strategy group which oversees and co-ordinates initiatives which explore new and emerging digital opportunities to bring about further digital evolution across the organisation.
- ✓ Launched a Trust staff app (My SWYPFT)
- ✓ Implementation of the Orcha app in clinical pathways for children and young people
- ✓ Deployed Microsoft Windows 10 and Microsoft Office365 across the entire Trust end user computer estate.
- ✓ Rapid deployment of video conferencing and consultation solutions such as Microsoft Teams and AccuRX that have been successfully adopted within the Trust and in response to the Covid-19 pandemic, together with innovations such as 'Virtual visitor' which have enabled service users under our care to remain in contact with family and friends remotely.

While digital technologies are the supportive enablers in driving forward digital maturity, truly becoming a ‘digital by choice’ organisation can only be realised if digital technologies are harnessed together with associated business processes that complement and work in harmony with our major key asset, our workforce. As part of the Trust’s overall digital infrastructure our staff have been digitally enabled and equipped as follows:



**2000** desktop computers all of which use supported Microsoft operating systems.



**3500** laptop computers all of which use supported Microsoft operating systems, enabling staff to work in an agile and flexible manner.



**5700** user accounts (including staff from partners who work within integrated teams and students placed with the Trust).



**5800** Microsoft Office365 software licences covering the entire Trust’s end user computer estate.



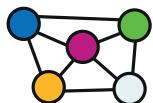
Over **1000** smartphones



**1900** voice-only mobile phones



**2000** digital desk phones rationalised from 4000



Over **3100** Trust staff with remote access to the corporate network to enable agile working using encrypted virtual private network (VPN) solution and/or 4G mobile network connectivity.



Services operating across **100+** sites and all have secure Wi-Fi connections for seamless staff access to the Trust corporate network.



**SWYT corporate Wi-Fi** is available across all Trust sites. **Patient/public Wi-Fi** (NHS Wi-Fi) across designated Trust sites to improve access for our service users. **Govroam Wi-Fi** across the Trust to provide access for our partners when on-site. **Eduroam Wi-Fi** across the Trust to provide access for our students on placement with the organisation.



Over **50,000** paper records (**8.3m** pages) have been scanned and made digitally available as at 31 August 2020 since this was initiated in April 2017.

This has assisted the Trust in maintaining services and supported its staff in remaining operationally effective throughout these uncertain and challenging times. This also provides a stable and resilient infrastructure and environment from which to continue our digital evolution over the next 3 years or so.

# **8. Our digital vision and key themes for 2021 and beyond**

## **8.1 Striving to be the best we can be digitally**

Digital is a key enabler and component of change, both in terms of the more efficient transactional operational service delivery and in evaluating emerging innovative technologies that offer potential to drive forward improvement.

This strategy emphasises the need to ensure that technology when coupled with transformation is the cornerstone from which to deliver and realise digital excellence. However, it must be stated that this is not about embedding technology within existing traditional business processes through transformational change, it is about developing new business processes adapted to align with digital technology and its application. This is a fundamental approach in ensuring that digital plays a strategic role in helping the organisation live its values and realise its strategic goals through delivering world-class effective, safe, quality care.

## **8.2 Improving our digital maturity**

Since the last digital maturity index self-assessment was submitted by the Trust in 2017, significant progress has been made in several areas, most notably:

- Development of a business and clinical intelligence solution which has enabled the Trust to improve its decision-making capabilities and performance monitoring.
- Improvements to enabling IT infrastructure
- Adherence and compliance to standards
- Ongoing work initiated during 20/21 to introduce electronic prescribing and medicines administration (EPMA)

This digital maturity self-assessment identified that areas of informatics such as information governance, leadership and strategic alignment all appear to be relatively “mature”, whereas the more complex or newer initiatives such as remote and assistive care or digital transfers of care require further focus.

Across the wider system, in August 2020, The West Yorkshire and Harrogate Health and Care Partnership’s 5-year digital strategy has digital maturity as one of its 10 priority areas. In support of this, PA Consulting were commissioned to undertake a piece of work to understand from a digital perspective “where are we now” and “where do we want to be” across the ICS and within each of the 6 constituent places. This would help to determine what actions need to be taken to support the effective delivery of the ICS digital strategy. Covid-19 also led to rapid deployment of technology and a step-change in the level of collaborative working. Initiatives that had been planned for significant periods of time were delivered in weeks and there has been pragmatism in decision-making and collaboration between organisations on an unprecedented level.

Building on this, the Healthcare Information and Management Systems Society (HIMSS) assessment framework provides an industry recognised benchmarking resource from which to gauge the Trust’s level of digital maturity in hospitals, identifying strengths and areas for

development focus. Therefore, the Trust's overall digital maturity ambition is that we reach HIMSS stage 7 or comparable rating.

The digital maturity assessment findings and recommendations will inform both place-based and ICS-wide plans which will provide alignment of intentions with the ICS digital strategy.

## **8.3 Working in collaboration enabling the delivery of joined up care and support**

To drive forward our digital agenda, it is important to recognise and understand that we cannot do this in isolation, be it internally within the organisation or externally across the wider systems and environments in which we operate.

Digital may predominantly be the traditional domain of the information management and technology (IM&T) function. However, to truly realise the potential that digital has to offer, this can only be delivered by collaboration and working in partnership, blending digital technologies with robust clinical/operational practices through inclusive transformation.

Therefore, regardless of the proposed digital solution and/or its application in practice, responsibility rests with us all. This requires creating and nurturing an environment that promotes honesty, openness and transparency, balancing innovation with pragmatism to ensure solutions and outcomes are fit for purpose and meet with the needs of those who they are intended to benefit, be they care professionals, service users, carers or the wider communities we serve.

## **8.4 Better experiences for our staff, service users, carers and communities**

Digital technology coupled with fully considered and adapted business and clinical processes help to transform how we provide services for those within our care. It is critically important to ensure that everyone has a voice as we strive to provide the best care and experience for all, and in complying with the wishes, aspirations and needs of the individual.

To design digitally enabled care, it is essential that the approach is totally inclusive and all that we do has the person at the centre. To achieve this, we must ensure that no one is left behind and that we find ways to address any perceived barriers or bridge gaps in the digital divide.

A common theme is that we cannot achieve this alone. Service users, carers and our wider communities have needs beyond the remit of the Trust's services, therefore we need to work in harmony with our partners to truly deliver positive experiences, by reducing duplication and waste and improved outcomes for all.

## **8.5 Insight driven change through continuous engagement, co-production, and feedback**

It is important to understand the existing challenges that our staff, service users, carers and their families experience when using digital services, as this provides the baseline from which to consider and evaluate digital enhancements and further innovation opportunities.

Taking learning from previous successful digital initiatives undertaken by the Trust, it is our aim

to build an extensive engagement approach by establishing a continuous programme of active and inclusive co-production for all digital developments focused on service re-design and service improvement at all levels, as appropriate. This is invaluable in helping to influence, shape, and bring to life this strategy and the inherent collaborative programmes of work that serve to deliver the strategic objectives, realise clinically/operationally 'fit for purpose' digital solutions and which also bring about positive changes to our service users and carers.

Our service users, carers, and staff have conveyed their requirements of how they want the Trust to support them digitally, as summarised below.

## **Our service users and carers have told us:**

- Electronic surveys provide a good and easy way of providing feedback which identifies good practice and areas for service improvement.
- Good at communication with one another but need to not become reliant on technology, still use the written word and face-to-face contact.
- Reduce the dependency on technology at the expense of more time to maintain contact and face-to-face communication.
- Not everyone is IT literate or has access to equipment. Use more than technology to reach people.
- Provide a choice between a physical appointment attendance or virtual consultation.
- An easy to navigate website with a better search capability.
- People like the use of technology and text messages were cited as a good way to reach service users.
- Ask how people want to receive information and communications as a standard question including formats and language preferences.
- Having text reminders for appointments is helpful but it doesn't seem to be for every appointment?
- Think of different ways to communicate such as TV screens.

**Source: Involving people strategy: Engagement and equality report of findings (September 2020)**

## **Our staff told us:**

- Work-life balance and digital solutions that are simple to use that aid my overall wellbeing
- To enable me to stay connected with my colleagues when working remotely in the community or at home, maintaining peer and manager support.
- To improve access to partners across the system which supports effective partnership working
- Reduce the administrative burden which frees up time for service user focused care delivery.
- Telephone/video consultation with service users may be more convenient and beneficial to both the service user and care professional, where clinically appropriate.
- May help to reduce waiting times for service users accessing appointments
- May help in reducing social isolation by connecting more regularly with service users and access to online materials where there is a preference

## Learning from the Covid-19 digital response

In addition to the feedback above, an outcome of the Covid-19 pandemic and the Trust's digital response is that we have been able to obtain further feedback from staff, service user, and carer experiences, and the benefits to them that we can consider and plan to take forward. This is summarised in Figure 6 below.

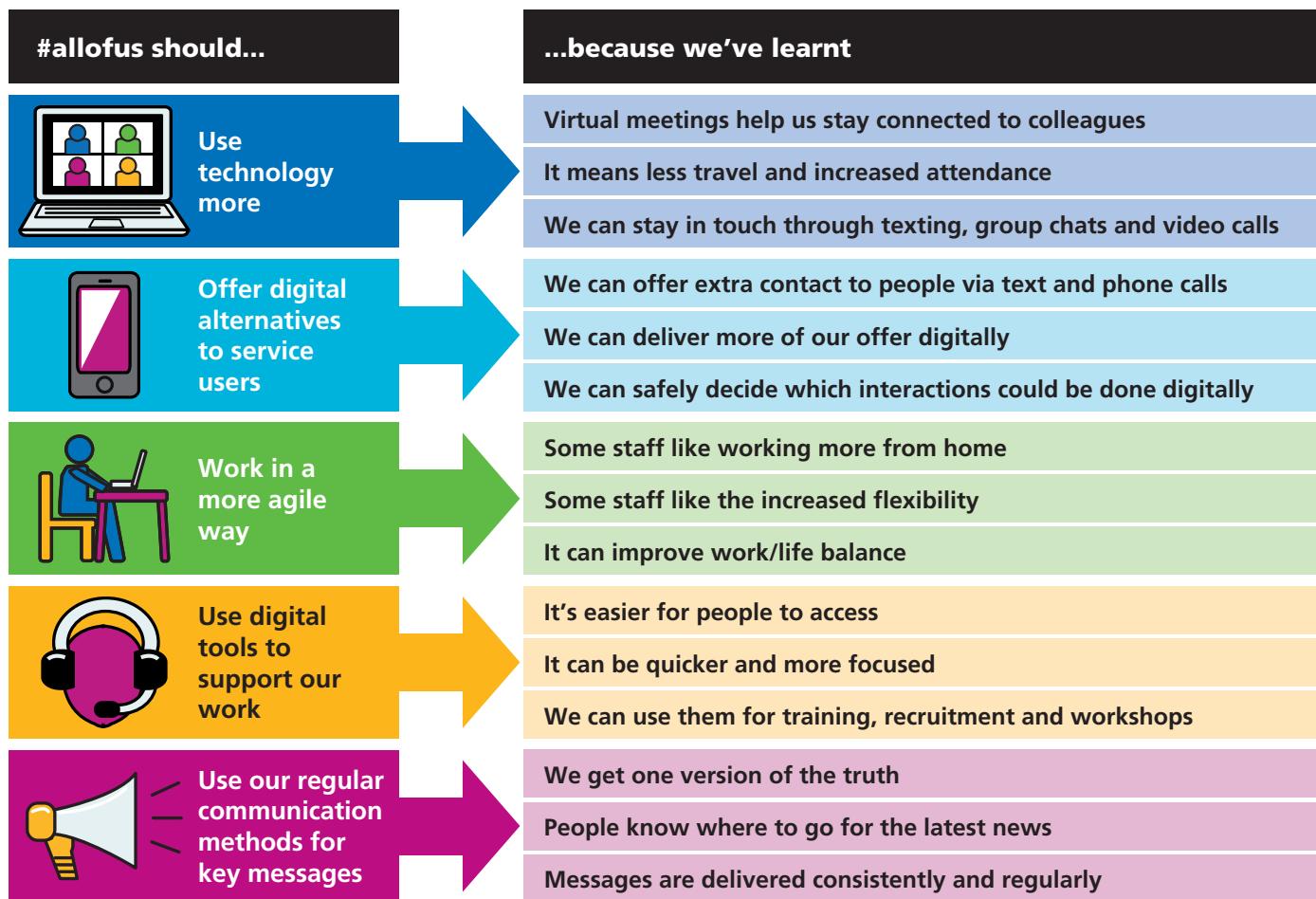


Figure 6 – Learning from digital

The speed in which staff have embraced and adopted digital solutions and technologies such as Microsoft Teams and video consultations in support of the Covid-19 response has been tremendous. However, as services are reset and restored, the continuation of digital solutions adopted may require adapting to make them more sustainable. This exposure has also emphasised the need to ensure that the digital skills, capabilities and competencies of our staff and stakeholders need to be comprehensively considered in our approach.

## 8.6 Improving digital skills and competency

### Improving the digital skills and competency of our staff

The Trust's workforce is our greatest asset and to be truly digitally excellent, our staff need to have access to the necessary IT equipment and information systems, as well as being armed with the requisite digital skills, to be fully conversant, competent, capable and confident in their use of digital solutions. This will in turn promote high-quality care provision and help to meet the expectations of our service users and carers. However, exhibiting good digital knowledge, skills and capabilities is not about developing technical proficiency. It's in recognising that when coupled with an assured outlook, it is how digital solutions can be applied during effective care delivery, therefore improving care and helping to create positive health outcomes.

Our clinical and operational leaders will continue to inspire and spearhead the shift towards digital solutions, where it is appropriate to do so, by embracing change and supporting individual staff as their jobs and associated working practices transform. It is also important that the use of digital technology is not seen as a lesser service offer for care but is seen as an integral enhancement that extends choice for our service users and carers, bringing about improvements to care outcomes and personal experiences.

[The Topol Review](#) predicts that within 20 years, 90% of all jobs in the NHS will require some element of digital skills, meaning that all staff will require digital literacy. To enable this, opportunities to develop digital skills must be easily accessible to staff and allow the individual to self-assess their own training needs based on their own perceived levels of digital capabilities. The Trust is committed to empowering staff through nurturing and developing digital capabilities for all, as it is inevitable that digital will play an ever-increasing role in all aspects of job functions.

We will work closely with the learning and development team, management, staff, and our partners in exploring ways in which we can determine self-assessment and identify learning requirements as part of personal development planning cycles. This will in turn inform our training and development programmes and influence methods of learning to improve digital literacy. Our approach to digital training and skills development will be innovative and cognisant of individual learning styles, especially given the diverse and complex needs of our staff. To support this, we will adopt the principles outlined in the Health Education England's [A Health and Care Digital Capabilities Framework \(2018\)](#) as outlined in Figure 7 below.



Figure 7 - Six domains of digital literacy (Source: A Health and Care Digital Capabilities Framework 2018)

Further details regarding these six domains are provided in Appendix A.

# Improving the digital skills and competency of our service users and carers

Whilst a proportion of our service users and carers will be digitally switched on in their personal lives using social media and consumer services such as online shopping, banking etc., we must also be mindful that not all our service users and carers will be digitally enabled, digitally literate or digitally interested.

Therefore, we need to ensure that the desires of all are fully catered for both in the design and delivery of our services now and in the future. We also need to work closely with our partners, including third sector organisations in exploring how we can overcome negative perceptions of digital capabilities, address digital inertia, peaking interest to ensure that no-one is left behind. However, we must recognise that digital is not a substitute for direct face-to-face contact and interactions.

## Digital preferences

To do this, we need to have an awareness of the needs of those who are using our services and understand how personal preferences are changing for accessing digital services in everyday lives. Figure 8 below provides a brief insight into the changing digital consumer landscape.

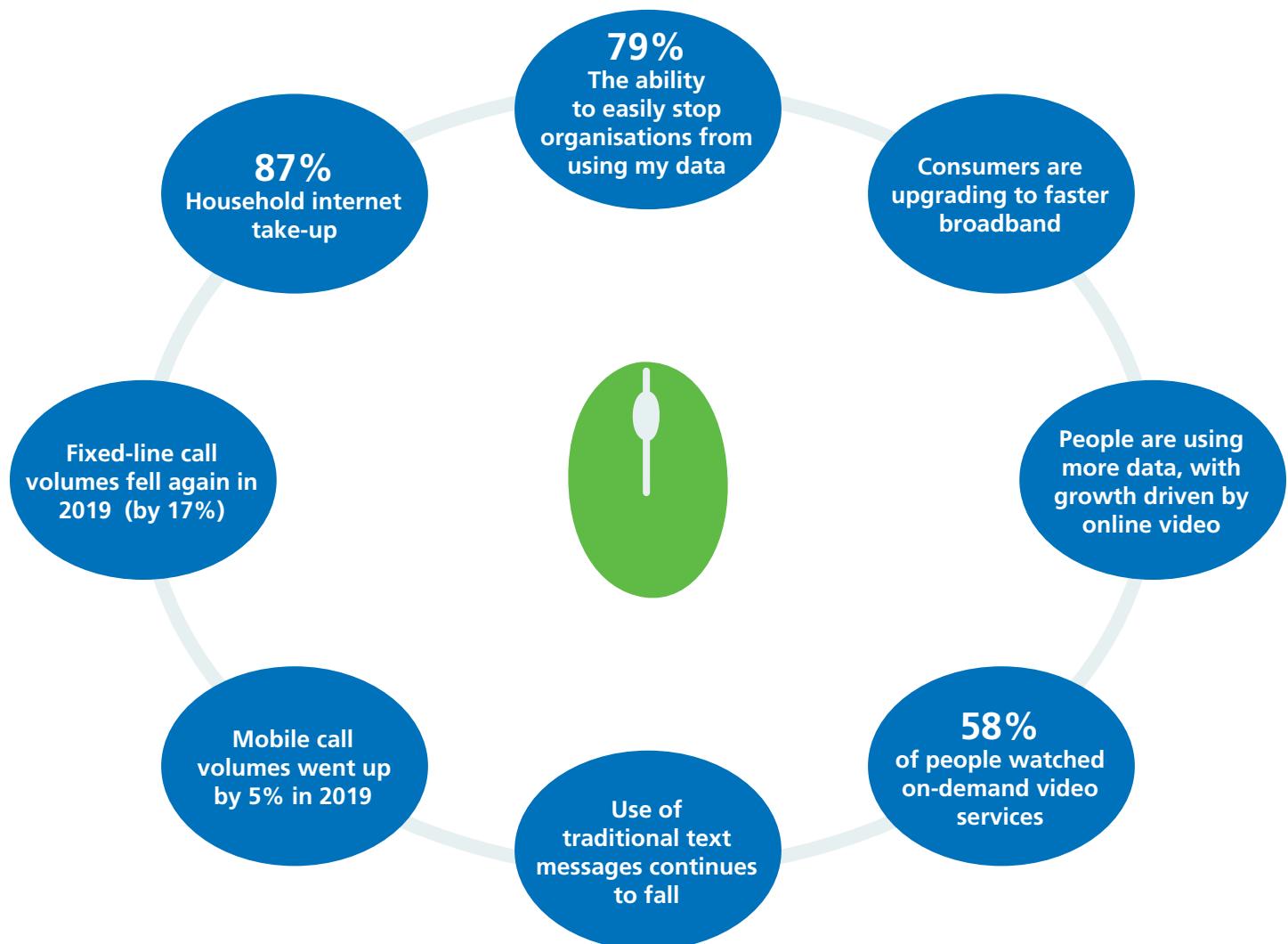


Figure 8 – Changes in digital preferences (Source: Ofcom Communications Marketing Report 2019)

## Adults

In recent years, there has been a rapid rise in personal preferences for the use of mobile devices to access the Internet, with smartphones being the most popular device for accessing the Internet as shown in Figure 9 below.

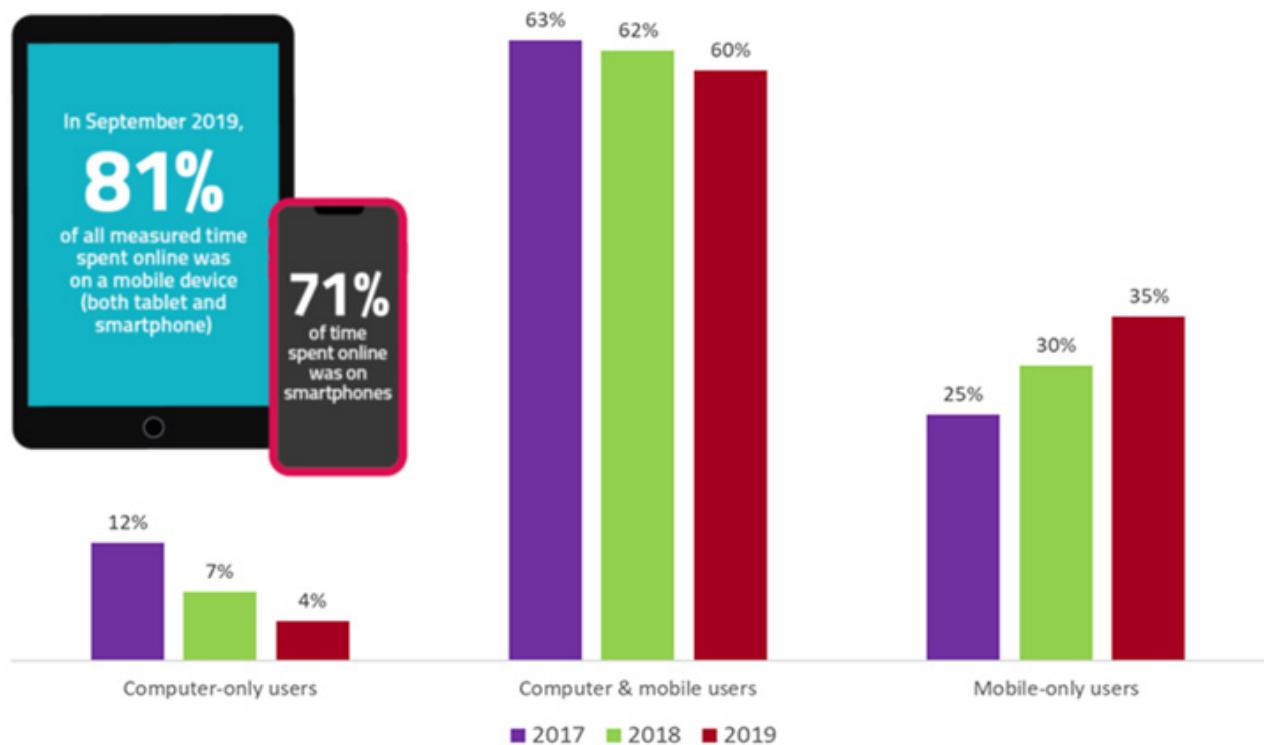


Figure 9 – Devices used for accessing the Internet (Source: Ofcom Online Nation Report 2020)

## Children

Children are becoming ever more digitally enabled with increased usage and ownership of mobile devices such as tablets and smartphones as shown in Figure 10 below.

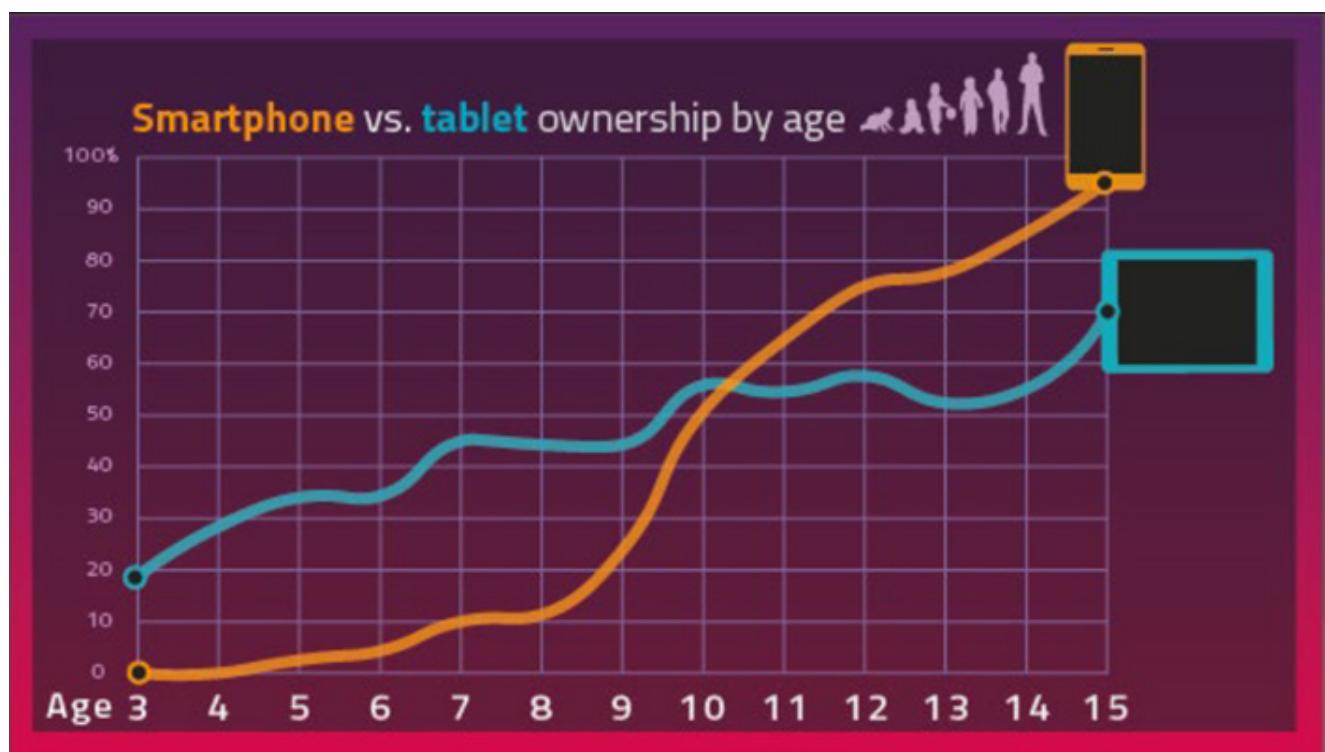


Figure 10 – Digital device use by children (Source: Ofcom, Children, and parents: Media use and attitudes report 2019)

Taken from the Ofcom 2019 report into [use and attitude towards digital media by children and parents](#), Figure 11 provides further insight and context into what the devices are being used for by children for when accessing online services.

## Children

### As they prepare for secondary school.

- Use of smart speakers among children aged 5-15 has doubled over the last year. This means that, for the first time, they're more widely used than radios.
- More children watch video-on-demand (VoD) than watch live broadcast TV. Viewing of VoD has doubled over the last five years. One in four children do not watch live broadcast TV at all.

### Popular platforms and online activities

- YouTube remains a firm favourite among children. 5- to 15-year-olds are more likely to pick YouTube as their platform of choice over on-demand services such as Netflix, or TV channels including the BBC and ITV.
- Children's social media use is diversifying. WhatsApp in particular, has gained popularity over the past year, joining Facebook, Snapchat, and Instagram as one of the top social media platforms used by children.
- Newer platforms such as TikTok and Twitch are gaining popularity. TikTok is used by 13% of 12- to 15-year olds – up from 8% in 2018 – while Twitch is used by 5%.
- Girl gamers are on the increase. Almost half of girls aged 5-15 now play games online – up from 39% in 2018.

### Online engagement and participation

- Rise of the 'vlogger next door'. While high-profile YouTube stars remain popular, children are now increasingly drawn to influencers who are often local to their area, or who have a particular shared interest – known as 'micro' or 'nano' influencers.
- Elements of children's critical understanding have increased. Awareness of vlogger endorsement and how the BBC is funded have both increased; while understanding of how search engines (such as Google) work and the ability to recognise advertising on these sites are both unchanged since 2018.
- The 'Greta effect' and online social activism. 2019 saw an increase in older children using social media to support causes or organisations, while one in ten signed an online petition of some sort.

### Staying safe online

- Children are seeing more hateful online content than they used to, and several children in our Media Lives research reported seeing violent and other disturbing content online. Half of 12-15s say they have seen something hateful about a particular group of people in the last year – up from a third in 2016. Four in ten took some form of action, but the majority ignored it.
- Parents are also increasingly concerned about their child seeing self-harm related content online and some elements of online gaming. Almost half of parents of 5-15s are concerned about their child seeing which might encourage them to harm themselves, up from 39% in 2018. There have also been increases in the proportion of parents of 12-15s worried about in-game spending (from 40% to 47%) and game-related bullying (32% vs 39%).
- Fewer parents feel that the benefits of their child being online outweigh the risks compared to five years ago. Just over half of parents of 5-15s feel this (55%), compared to two-thirds (65%) in 2015. However, there are indications that more parents are talking to their child about online safety (85% of parents of 5 compared to 2018 (81%).

Source: Ofcom: Children and parents: Media use and attitudes report 2019

Figure 11

The information outlined above regarding the ever-evolving preferences for digital devices and means of accessing to online services by both adults and children provides a valuable insight into how we need to consider such changes and trends, especially when designing and provisioning services.

## 8.7 Digital exclusion and inequalities

As the internet is increasingly being used within areas of life, digital provides a range of opportunities and benefits for us all. However, those who are currently digitally excluded or have no interest in digital at all are missing out. It is safe to say that we are in an ever-increasing digital age and those who are not actively engaging in the digital space, whether that be due to circumstance or personal preference, will remain at risk of being digitally excluded.

The introduction and wide-scale adoption of technology means that the dependency on having digital skills are increasingly important for connecting with others and accessing information and services, both in the workplace and home life. Some of the potential digital exclusion factors impacting staff, service users and carers are shown in Figure 12 below.

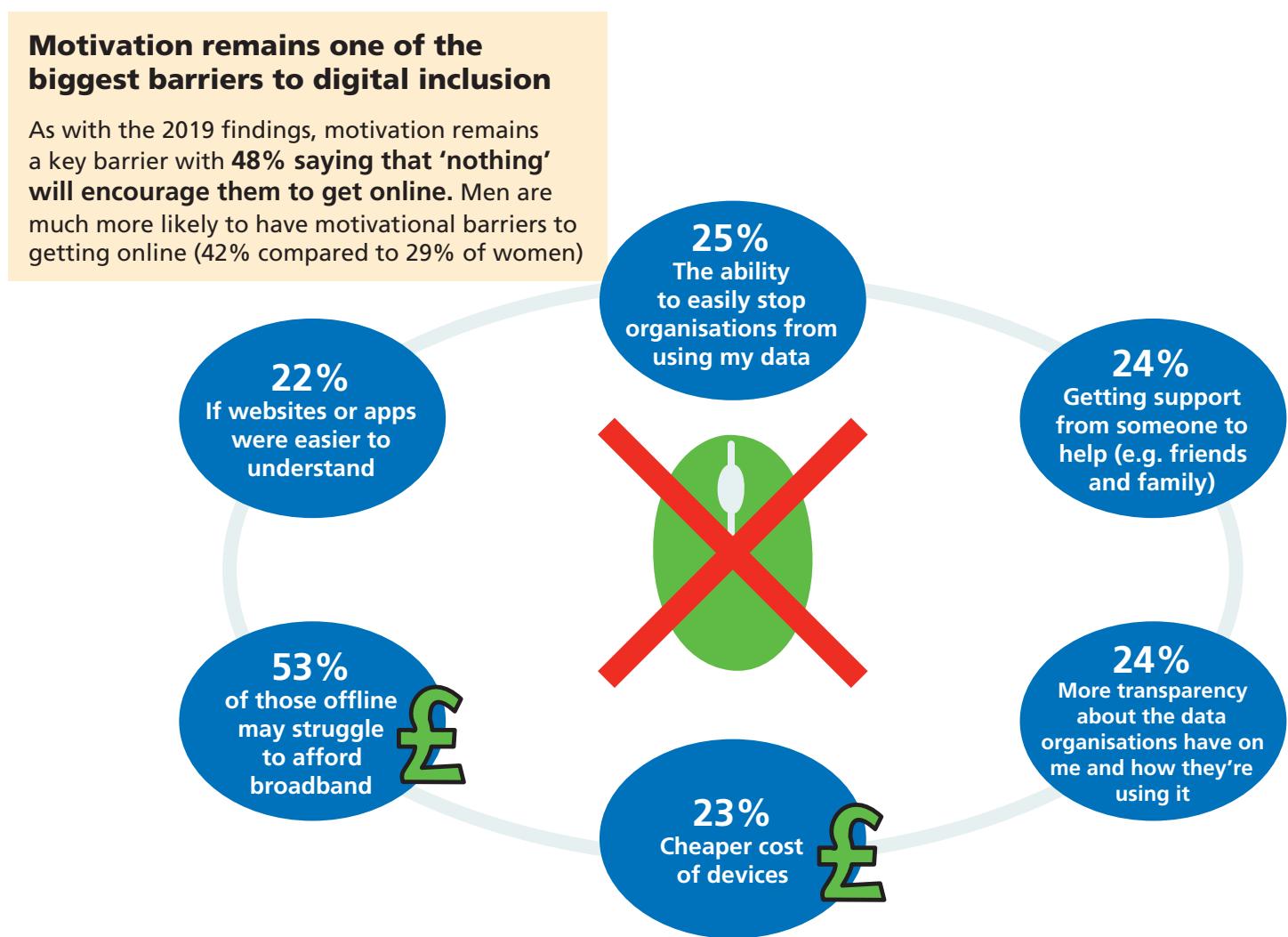


Figure 12 – Barriers to digital engagement (Source: Lloyds Bank UK Consumer Digital Index 2020)

The [Lloyds Bank Consumer Digital Index](#) 2020 report found that in the UK:

- An estimated 9 million (16%) are unable to use the internet and their device by themselves (reduced by 1.2 million in the last year).
- Age remains the biggest indicator of whether an individual is online with motivation/interest being cited as the key barriers.
- Digital skills can be a lifeline for people and are even more likely to be at this moment in time.

- Digital capability can also unlock people's potential in their professional lives, 71% of highly digital citizens say the internet has helped them improve their future work prospects.
- The UK workforce is still digitally underpowered – support with confidence and capability could unlock productivity for UK industry. An estimated 17.1 million (52%) people in the workforce lack digital skills in the workplace.
- Employers could do more, and may need more support, to effectively motivate and upskill their employees. 23% of the population have received digital skills training and support from their employer.

## **How we will aim to tackle digital exclusion and digital inequality**

We need to be cognisant of this in our thinking and approach, as there is a real danger that if not taken into account, we could only serve to further widen the existing digital divide, leading to increased inequalities in accessibility, experiences and outcomes for those accessing our services. The recent learning from the Trust's Covid-19 digital response and subsequent feedback has served to emphasise this further.

We will adopt the four common principles for digitally inclusive services as stated within [Digital Inclusion in Mental Health \(December 2020\)](#), namely:

1. Understand the needs of people who use your services
2. Prioritise flexibility and adaptability
3. Ensure ongoing communication and feedback
4. Provide a personalised approach

Whilst this guide has a focus on mental health, these principles are relevant to all our services.

We will proactively continue to explore all avenues to mitigate this as far as possible. Through effective service planning, design, equality, and equality impact assessment processes, we will listen to our service users and carers to further understand both individual and collective potential barriers to enabling digital inclusivity. There may be other factors to consider such as lack of private space in a person's home from which to remotely interact digitally.

We will take this learning and will work collaboratively with all stakeholders to explore how we can address digital exclusion factors, ensuring equity for all by developing digital enabled care pathways which increase inclusion opportunities. We will measure improvement in levels of digital inclusion within our services and across the organisation to evaluate our approach.

We will serve to influence as well as incorporating learning from across the system into our thinking and approach, for example taking outputs from work across both West Yorkshire and Harrogate and South Yorkshire and Bassetlaw ICSs, positively championing digital inclusion in all that we do.

Within the Trust, in addition to continued face-to-face physical appointments by default, we will look to further develop digital access appointments via video and telephone consultations where appropriate. This will be an enhancement rather than being perceived as being a lesser

service offer, centred around individual service user preferences. However, we must recognise that digital interventions may not be appropriate for particular specialist services or certain clinical activities, and for some service users and their carers.

We will continue to assess the learning from areas where digital interventions are working extremely well, such as in perinatal mental health services. We will adopt/adapt for wider service application where this is relevant, clinically appropriate and supports the wishes of our service users and carers.

We will also continue to consider our operating environment in terms of our physical estate, access, and safe usage when providing a blended approach between physical face-to-face appointments and digital interventions.

Our approach will also account for national, regional, place/commissioner requirements, expectations and assumptions for future digital service delivery which is balanced against service quality and efficiency, clinical safety and risk, and service user preference and experience.

## Benefits of digital inclusion

There is clear evidence that being digitally active is beneficial to those who have access to online services. The Office for National Statistics report: Exploring the UK's digital divide (2019) identified five areas in which individuals who acquire basic digital skills are able to benefit, as outlined below in Figure 13.

- **Earnings benefits:** These relate to increased earnings of between 3% and 10% through acquiring digital skills.
- **Employability benefits:** This reflects the improved chances of finding work for someone who is unemployed and an increased likelihood that someone who is inactive will look for work.
- **Retail transaction benefits:** Shopping online has been found to be 13% cheaper on average than shopping in-store.
- **Communication benefits:** Basic digital skills can enable people to connect and communicate with family, friends, and the community 14% more frequently.
- **Time savings:** These relate to the time saved by accessing government services and banking online rather than in person, estimated to be about 30 minutes per transaction.

Source: Office for National Statistics: Exploring the UK's digital divide (2019)

Figure 13 – Benefits of being digitally enabled

Digital skills can be a lifeline for people, and this has never been truer than at this present moment in time.

For people with high digital engagement, there are significant lifestyle and wellbeing benefits, as outlined in the Lloyds Bank UK Consumer Digital Index 2020 report, which states:

- 87% say it helps them to connect better with friends and family
- 84% say it helps them to organise their life
- 55% say it makes them feel more part of a community
- 44% say it helps them to manage physical and mental well-being.

All these factors will inform how we will serve to deliver the aims and objectives set out in this strategy.

The section that follows describes how the strategy will be implemented and delivered.

# 9. Delivering the digital strategy

Taking account of the main considerations and topics articulated earlier within this strategy, this section states how we will support implementation of the strategy whilst also recognising there will be numerous new and emerging themes, as well as key risks and challenges.

Our approach will be built around a robust leadership and governance framework that drives the digital agenda, also setting out our guiding principles, our digital offer to you and our digital ask of you in supporting each other in our digital journey over the next three years.

Over recent years, the Trust has recognised the importance of digital and has supported this through continuous investment programmes . Building on the many achievements born out of the preceding digital strategy, this revision has highlighted several areas within the next five years that are necessary in driving forward the Trust's digital agenda, and which deliver real digital benefits for our staff, service users, carers and wider communities.

The digital strategy is fully in tune with our mission, vision, strategic objectives and ambitions as outlined earlier, with delivery and implementation based around the development of a milestone delivery plan. This includes seven cross-cutting domains that serve to achieve the three key digital objectives and deliver the seven digital outcomes stated in Section 2, as summarised below.

## **Launching the digital strategy**

The launch of this digital strategy forms the start of our next stage of digital evolution. However, to deliver the strategy we must establish the necessary implementation plans to achieve this. Digital also spans a myriad of themes which must be co-ordinated and underpinned by robust governance, as in other areas of Trust business. The constant will be competing pressures, demands and requirements and the need to balance off against available resources, capacity and capabilities. This will require careful and considered management, necessitating prioritisation supported by effective engagement, consultation, and communication.

## **Digital infrastructure**

Ensuring that the Trust has a strategically aligned, resilient and robust digital infrastructure (network/end user computing hardware and software) that guarantees end user accessibility, with enhanced business continuity, disaster recovery measures and safeguards against potential cyber security threats, aiding organisational assurance. This domain provides the foundations from which all other digital domains are built upon.

## **Digital care records**

Digital care record information systems are the cornerstone of the Trust's digital capabilities which support clinical and operational frontline services in providing high quality care and service provision. Digital care records provide the basis from which to support business intelligence and data analytics, interoperability in the exchange of information and electronic messaging capabilities. This domain focuses on the creation of a comprehensive digital care record and the eradication of paper records where possible.

## **Digital information sharing**

There are numerous information systems both within the Trust and wider within our partner organisations across our geographic footprint, many of which function in isolation and staff from different organisations cannot access where there is a clear need to support direct care. This leads to staff carrying out time-consuming activities to overcome these obstacles and has the potential for clinical risk and patient safety concerns. This domain will focus on improving the ability to share and access information digitally where it clinically appropriate to do so and where there is a legitimate need.

## Digital intelligence

The use of business intelligence tools helps to deliver information in a more standardised and user-friendly way e.g. via dashboards. Such developments increase the use of forecasting, benchmarking, and statistical techniques to deliver information rather than data, whilst also supporting the delivery of care, improving data quality and accuracy. This domain arms the Trust with the capabilities from which to inform future service planning based on the ever-changing needs of the populations we serve, enabling continuous service improvements ensuring that we remain relevant for today and tomorrow.

## Digitally enabled workforce

Equipping Trust staff with digital skills is critical in the full utilisation of digital technologies, systems, and information. By improving such capabilities, all staff are provided with the appropriate digital skills to use current and future digital solutions in line with changing demands. This domain focusses on the Trust's workforce becoming digitally excellent, to be fully conversant, competent, capable, and confident in their use of digital solutions.

## Digitally enabling service users and carers

To provide our service users and carers with access to services and care that has digital embedded within the service offer. This will be more in keeping with how they prefer to engage with other services digitally in everyday life. This domain will also be concerned with championing digital inclusion and addressing digital inequalities in terms of access and capability for our service users, carers, their families, and the wider communities that we serve.

To support the implementation and delivery of the digital strategy, the seven digital domains have been mapped against the Trust's priorities as shown in the matrix below.

Digital domains	Improve health	Improving resources	Improve care	Make this a great place to work
Launching the digital strategy			✓	✓
Digital infrastructure			✓	✓
Digital care records		✓	✓	✓
Digital information sharing		✓	✓	✓
Digital intelligence	✓	✓	✓	✓
Digitally enabled workforce		✓	✓	✓
Digitally enabling service users and carers	✓	✓		

This will be underpinned by a dynamic digital milestone delivery plan, detailing the constituent scheme, projects and timescales that aid the delivery of the digital strategy. A summary of these digital work programmes is included in Appendix B, which provides a high-level summary of the key initiatives within the respective digital programmes of work that support delivery of the digital strategy and achievement of the Trust's digital objectives.

## 9.1 Launching the digital strategy

<b>Why?</b>	<b>Where are we now?</b>	<b>Where do we need to be?</b>	<b>What does success look like?</b>
The launching of this digital strategy forms the start of our next stage of digital evolution and aids the Trust's overall digital maturity by nurturing and developing a culture that embeds digital by choice in everything that we do.	<ul style="list-style-type: none"> <li>Established the necessary plans from which to conduct an effective engagement, communication, and consultation campaign to raise awareness and stakeholder support for the revised digital strategy.</li> <li>Have in place robust governance and prioritisation mechanisms that support the effective delivery of the digital strategy.</li> <li>Established the foundations from which to further develop a culture of digital innovation across the organisation.</li> <li>Signed up to the <a href="#">Digital Health and Wellbeing Charter for Yorkshire and Humber</a>.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of the engagement, communication, and consultation campaign, with feedback from all stakeholders considered and incorporated as appropriate in the final draft of the revised digital strategy.</li> <li>A well-established communications plan ensuring awareness of digital updates with feedback channels throughout the strategy's progression, confirming alignment with stakeholder needs.</li> <li>Effective digital collaboration and integrated approach to multi-disciplinary team working in support of digital solution introduction and adoption, which is clinically led and supported by digital corporate services.</li> <li>An ethos of benefits realisation that demonstrates tangible return on investment (quantitative benefits) together with evidential service improvements and positive service user outcomes (qualitative benefits).</li> </ul>	<ul style="list-style-type: none"> <li>An approved revised digital strategy which effectively enables and supports wider Trust strategies.</li> <li>Clear alignment between the Trust's digital priorities and with place, ICS, and national digital agendas and adoption of digital design principles and technical standards.</li> <li>A digital strategy that is owned throughout the Trust.</li> </ul>

## 9.2 Digital infrastructure

Why?	Where are we now?	Where do we need to be?	What does success look like?
To ensure that the Trust has a strategically aligned, resilient and robust digital infrastructure incorporating enhanced business continuity and disaster recovery capabilities, effective cyber security safeguards, controls, and measures, given the increasing organisational dependency and reliance on the digital environment.	<ul style="list-style-type: none"> <li>Robust, resilient, flexible, and scalable IT infrastructure with a blended environment between on-premise (Trust data-centre hosted) and off-premise (private cloud hosted) digital solutions with effective capability, capacity, and performance.</li> <li>Proactive replacement programmes and approaches to network and compute estate</li> <li>Centralised management and control of network and compute assets across the Trust IT estate.</li> <li>Robust and accessible corporate Wi-Fi connectivity across all sites where the Trust provides services from.</li> <li>Established public/patient Wi-Fi accessibility across designated service-user facing areas across the Trust.</li> <li>Established Trust-wide unified communications and separate desk and mobile telephony capabilities.</li> <li>Effective cyber security controls and measures that safeguards the Trust, our staff and service user's data and information.</li> <li>Fully deployed Microsoft Windows 10 and Advanced Threat Protection across its end user compute estate, providing a further layer of protection and assurance against the constant threat of a cyber-attack.</li> <li>Established print-on-demand solution across the Trust estate.</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of cloud-first in line with national direction and strategy, where appropriate</li> <li>A network (core and edge) and end user computer estate that is appropriately and timely patched and maintained with vendor support.</li> <li>Expand the availability of appropriate centrally managed end user compute devices that are fit for purpose and aligned to roles.</li> <li>An end user compute environment that is easy to use and which is consistent in terms of access to services and general operating performance.</li> <li>Enhance and expand the Wi-Fi capabilities across the Trust for corporate use and service user/public access.</li> <li>A consolidated and rationalised unified communications and telephony platform across both desk and mobile.</li> <li>Achievement of cyber essentials plus and nationally mandated cyber standards.</li> <li>A rationalised print-on-demand estate where printing is only conducted when necessary.</li> <li>Proactive contract management ensuring optimum performance, whilst continuously demonstrating value for money.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of a state-of-the-art sustainable, responsive, flexible, and scalable digital environment with seamless connectivity and guaranteed performance.</li> <li>Cyber essentials plus accreditation achieved and continued compliance maintained, keeping the organisation, its staff, service users and carers safe and their data secure.</li> <li>An infrastructure that is easy for end users to access and use</li> <li>A responsible IT/digital service whereby performance remains within agreed/acceptable tolerance levels and in keeping with end user expectations.</li> <li>Excellent end user feedback from their experiences of accessing and utilising the Trust's digital infrastructure.</li> </ul>

## 9.3 Digital care records

<b>Why?</b>	<b>Where are we now?</b>	<b>Where do we need to be?</b>	<b>What does success look like?</b>
<p>The Trust's electronic care record systems coupled with the digitisation of existing paper records provide the foundations from which to truly develop a Trust digital care record.</p> <p>The needs of our front-line clinical and operational services are constantly changing in line with national, regional, and local commissioning requirements. Therefore, we must ensure that the electronic care record systems continue to evolve in-step with the business and support service improvement.</p> <p>Digital care records provide the basis from which to support business intelligence and data analytics, whilst enabling interoperability in the exchange of information and electronic messaging capabilities.</p>	<ul style="list-style-type: none"> <li>SystmOne has been successfully deployed across mental health, learning disability and physical health services.</li> <li>Major service re-design is progressing well to integrate neighbourhood teams within SystmOne across Barnsley.</li> <li>A Trust-wide programme of SystmOne optimisation is progressing with the mental health care plan fully implemented, and FIRM risk assessment and task management currently being implemented.</li> <li>PC-MIS has been comprehensively deployed across the Trust's Improving Access to Psychological Therapies (IAPT) services</li> <li>A well-established and BS10008 accredited scanning bureau in place.</li> <li>A paperlight accreditation process is in place with several services having successfully achieved accreditation, supported by the paper digitisation team.</li> <li>Electronic Prescribing and Medicines Administration (EPMA) is a key development currently being implemented with initial focus on inpatient services.</li> </ul>	<ul style="list-style-type: none"> <li>SystmOne has been comprehensively deployed across mental health, learning disability and physical health community services and respective programmes of work completed.</li> <li>All archived and active paper records have been comprehensively digitised, and all services have completed the paperlight accreditation.</li> <li>EPMA has been implemented in inpatient services and community services.</li> </ul>	<ul style="list-style-type: none"> <li>The Trust is a beacon site for its use of SystmOne.</li> <li>All paper records have been destroyed with the Trust having a comprehensive digital care record.</li> <li>Reliance upon paper prescriptions has been replaced with digital capabilities and reduced risks associated with medicines administration.</li> <li>Clinical systems that enable clinical processes, improve safety, and reduce errors.</li> <li>Optimised clinical record system that releases time to care.</li> </ul>

## 9.4 Digital information sharing

<b>Why?</b>	<b>Where are we now?</b>	<b>Where do we need to be?</b>	<b>What does success look like?</b>
<p>This is fundamental to enabling the Trust to improve information sharing capabilities with partners and stakeholders through interoperability and integration opportunities, flexibly at an organisational, place or regional level.</p>	<ul style="list-style-type: none"> <li>The Trust has an established integration solution that provides the capability from which to transfer and receive electronic information securely.</li> <li>Linked to the above, the Trust also has a clinical portal in place which provides a holistic, virtual summary care record view.</li> <li>eReferral Service (formerly Choose and Book) has been in operation for several years in physical health community services, where applicable.</li> <li>SystmOne data-sharing has been enabled supporting the sharing of the SystmOne Mental Health record with the wider SystmOne community (primary care, child health, acute partners), where legitimate clinical relationships exist. This also extends to EMIS GP practices through GP connect linking the SystmOne record with the EMIS record.</li> <li>Exploration of wider integration avenues that support information sharing via Yorkshire and Humber Care Record and place-based shared care record opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Existing Trust integration capabilities are exploited further to enable the wider sharing of information with our partners locally, at place-level and regionally where appropriate</li> <li>eReferral Service (ERS - formerly Choose and Book) is established and in live operation within mental health services where appropriate and clinically safe, and incorporates provision of specialist remote advice and guidance with partners.</li> <li>Improved information sharing and interoperability through the integration and adoption of the Yorkshire and Humber Care Record (Y&amp;HCR) and place-based shared care record (SCR) capabilities.</li> <li>Wider adoption of e-correspondence to replace traditional paper-based communications, with the latter only being used as a last resort.</li> <li>Delivery of seamless care and inter-connectivity between organisations which support care pathways and information flows.</li> </ul>	<ul style="list-style-type: none"> <li>Trust staff can access partner information electronically in a timely manner that reduces risk and overheads for enquiring/chasing required information to support care.</li> <li>Improved digital care pathways and electronic workflow across the system that delivers demonstrable positive service user experiences and outcomes.</li> <li>Electronic communications, messaging and correspondence is widespread and is the default/dominant channel.</li> </ul>

## 9.5 Digital Intelligence

<b>Why?</b>	<b>Where are we now?</b>	<b>Where do we need to be?</b>	<b>What does success look like?</b>
<p>Developing an effective and mature digital intelligence capability is necessary for collecting, recording, and utilising high-quality data to:</p> <p>Firstly, support operational service delivery and performance monitoring decision making.</p> <p>Secondly, to inform future service planning based on the ever-changing needs of the populations we serve, enabling continuous service improvements ensuring that we remain relevant for today and tomorrow.</p> <p>Underpinning digital intelligence is the need for ensuring high quality data to inform care. In addition, our service users demand that their data in which we hold for them is recorded and maintained accurately.</p>	<ul style="list-style-type: none"> <li>We have well-established business intelligence expertise and business intelligence solutions within the performance and information function. These support the organisation's operational service line reporting requirements through locally tailored dashboards and reporting provision.</li> <li>Commenced benchmarking through model hospitals to ascertain notable strengths and areas for further development in comparison with our peers.</li> <li>Active participation in place and regional level business intelligence forums that support specific needs/ purposes, albeit of a more reactive nature.</li> <li>We have appropriate policies, procedures, and processes (data protection and security/ information governance, records management) in place that relate to the accurate and consistent collection, recording storing and disposal of data and information. However, we need to ensure continued operational due diligence and cyber vigilance across the Trust at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop adaptive and flexible business intelligence capabilities that meet the needs of the organisation, local commissioning at place requirements and regional/national statutory obligations.</li> <li>Provide easy access to operational information that provides high-level summaries as well as offering drill down to analyse data at varying levels.</li> <li>Strive to make information and data available in as timely manner as possible whilst continuing to report on data quality.</li> <li>Better understand the link between service performance, service user experiences and health outcomes to inform service improvements</li> <li>Support the establishment of business intelligence competencies at all levels across the system that further support predictive analysis, modelling, and population health management capabilities across the care systems, and which inform future pathway developments.</li> <li>Enhance our policies, procedures, and processes to enhance our duty of care in respect to the confidential information we control, including staff awareness and training at all levels from Board to ward.</li> <li>Improved productivity and efficiency.</li> <li>Effectively address variation in receiving care.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively designed contract management compositions building on business intelligence and performance information through strong collaborative working relationships with commissioners that focus less on activity and more on efficient patient pathways, positive care outcomes and reduced inequalities.</li> <li>Effective system-wide, integrated population health management and business intelligence capabilities.</li> <li>Effective and mature business intelligence analyst networks are in place to support information, knowledge and skills exchange benefitting organisations, place and wider systems including research capabilities and liaison with academia and industry.</li> <li>Our service users, carers, and the wider communities we serve have confidence in the Trust's management and control of their personal, sensitive, and confidential data.</li> <li>Real time data is being used as insight to drive quality improvements across the organisation</li> </ul>

## 9.6 Digitally enabled workforce

Why?	Where are we now?	Where do we need to be?	What does success look like?
<p>Our workforce is our greatest asset and to be truly digitally excellent, our staff need to be fully conversant, competent, capable, and confident in their use of digital solutions which promote high quality care provision.</p> <p>Exhibiting good digital knowledge, skills and capabilities is not about developing technical proficiency but in recognising that when coupled with an assured outlook, it is how digital solutions can be applied during effective care delivery which improves care and creates positive health outcomes.</p> <p>To achieve this, we need to plan for new and innovative ways of working now and in the future, supported by effective learning, education and training which is tailored to the individual and available through different channels.</p>	<ul style="list-style-type: none"> <li>We have an agile and IT enabled workforce which is flexible, scalable, and adapted to the needs of services and specific staff roles, with staff issued with laptops, VPN and 4G based on need.</li> <li>The Trust has issued over 1000 Android smartphones and has approximately 1900 voice-only mobiles in operation.</li> <li>Widespread use of unified communications and collaborative digital solutions such as Skype for Business and more recently Microsoft Teams for remote conference calls, meetings, and instant messaging.</li> <li>Established Trust-wide available corporate digital solutions such as Electronic Staff Records (ESR), e-learning, e-rostering, e-expenses and more recently e-appraisal capabilities, with electronic process flows and forms.</li> <li>Launched a Trust staff app</li> <li>Trust intranet offering electronic access to Trust documents, policies, procedures, guidance and information materials and communications.</li> <li>Digital networking such as i-hub.</li> <li>Inconsistent use of variable digital dictation systems for historic reasons which have led to service/staff inequalities.</li> </ul>	<ul style="list-style-type: none"> <li>Make enhancements to agile working in terms of technical advancements, policy/procedural changes that further support ease of use and flexible working arrangements.</li> <li>Further develop our collective use of available functionality within Microsoft Teams</li> <li>Replace the current SharePoint platform which the intranet and corporate electronic process flows/ forms are dependent on and improve collaboration capabilities further.</li> <li>Expand the portfolio of corporate digital solutions e.g. introduce eTraining capabilities for mandatory and specialised training needs, where applicable.</li> <li>Introduce robotic process automation (RPA) to replace manual administrative processes which support digitalised workflow.</li> <li>Adopt Artificial Intelligence (AI) technologies to support staff with undertaking tasks that can be algorithm-based which deliver effectiveness and efficiencies and reduced associated overhead.</li> <li>Continue to develop digital networking capabilities and staff app functionality</li> <li>Introduce a Trust-wide digital dictation solution.</li> <li>Improve access to digital technology, equipment, solutions, information, and devices across the workforce, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver a digital infrastructure that continues to provide accessibility, application availability and which enables staff agility to work from anywhere securely.</li> <li>Staff can communicate and collaborate digitally more readily in a reliable and secure manner.</li> <li>A digitally trained and enabled workforce that has access to innovative virtual training and education opportunities.</li> <li>The Trust has a reputation for supporting a digitally enabled and capable workforce that efficiently balanced service needs with individual aspirations, and that also complements the Trust's values and behaviours. This will enable us all to develop and build on our respective digital capabilities which will serve to drive forward cultural change.</li> </ul>

## 9.7 Digitally enabling service users and carers

<b>Why?</b>	<b>Where are we now?</b>	<b>Where do we need to be?</b>	<b>What does success look like?</b>
<p>To provide our service users and carers with access to services and care that has digital embedded within the service offer that is more in keeping with how they engage with other services digitally in everyday life. Leading to personalised services that offer greater choice, tailored options in line with their wishes and needs, placing the individual in better control of their own care, education, and self-management interventions.</p> <p>We also need to recognise and address digital inequalities in terms of access and capability for our service users, carers, their families, and the wider communities that we serve.</p>	<ul style="list-style-type: none"> <li>• Provision of patient/public Wi-Fi (NHS Wi-Fi).</li> <li>• Mix of paper and electronic service user correspondence, the default being paper currently.</li> <li>• SMS services for appointment reminders across Trust services.</li> <li>• Telephone and video consultation capabilities providing an alternative option to physical appointment attendance, where preferred by the individual and where clinically appropriate.</li> <li>• Provision of virtual visitor solution that allows service users in inpatient services to maintain contact with family and friends remotely, where physical attendance may be limited.</li> <li>• Electronic surveys to provide feedback</li> <li>• Several services are actively using ORCHA and promoting apps through their services.</li> </ul>	<ul style="list-style-type: none"> <li>• Enabling service users to have access to their own electronic care records and care plans, and to access service digitally making appointments.</li> <li>• Support a shift change from paper correspondence to digital correspondence where possible with paper forms being used as a last resort.</li> <li>• Improving communications between service users, carers, and care professionals through various digital means e.g. telephone/video consultation, email, digital correspondence, text (SMS) and instant messaging akin to service user preferences.</li> <li>• Introduce innovative digital solutions that support quality care and self-management through assistive, artificial, and wearable technologies.</li> <li>• Improve the overall experience from approaching the Trust's 'front door' through to reaching the 'exit', access to information via the Trust website, virtual self-arrival, navigation around the Trust sites.</li> <li>• Work with partners across the system and with our service users, carers, and wider communities to identify factors that contribute to digital inequalities and collectively devise plans to address these.</li> <li>• Improve patient safety throughout digitally enabled services.</li> </ul>	<ul style="list-style-type: none"> <li>• Service users and carers have access to their own digital care records and can converse with care professionals electronically via confidential and secure means.</li> <li>• Easy to access services that lead to preventative care management, positive experiences and health outcomes for our service users, carers, and their families.</li> <li>• Digital capabilities within services are a more viable, favourable, and convenient quality proposition to service users and carers rather than a lesser service offer.</li> <li>• Clear and articulated alignment with the regional digital health and wellbeing charter.</li> <li>• Reduction in digital inequalities and the wider digital divide.</li> </ul>

# 10. Guiding principles for digital

To support our thinking, approach and delivery of the digital strategy and the inherent digital domains as summarised above, we have set out several guiding principles which our digital intentions will be based upon. These guiding principles presented below in Figure 14 are consistent with the Trust's mission, values, and behaviours, and take account of our experiences and work to date, and feedback received in support of the digital agenda. Our guiding principles for digital are:

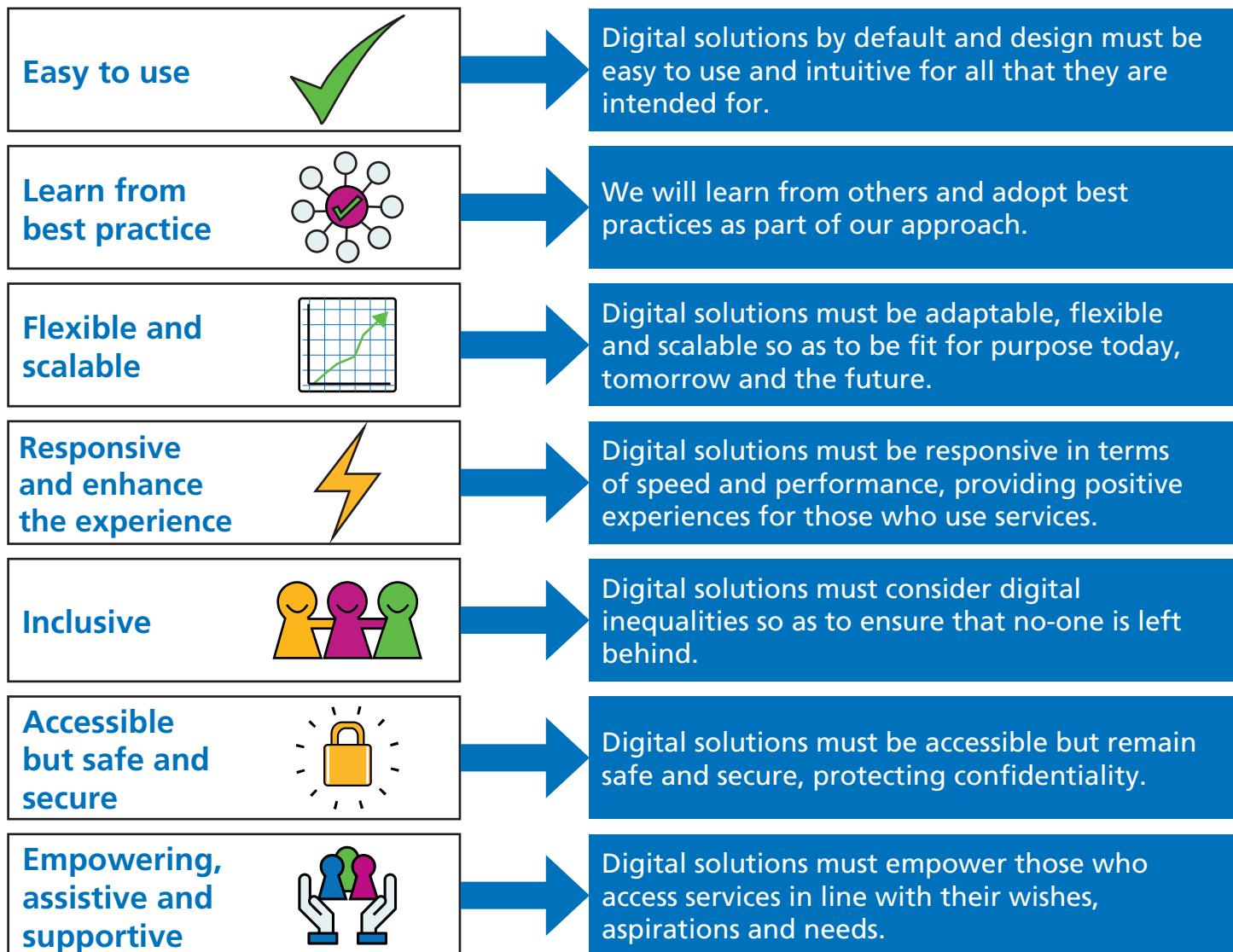


Figure 14 – Digital guiding principles

Now and in the future, the Trust must remain flexible and open to exploring new and innovative digital opportunities. It is recognised that technology is always evolving, and new imaginative digital solutions offer potential for service transformation. These guiding principles will be at the heart of our programmes of work which support the implementation and delivery of the digital strategy.

To ensure that digital innovation opportunities continue to make an effective and positive difference, we all need to work together and collectively take responsible for shaping, influencing, and driving digital changes that have the potential to deliver improvements within the environments, services, teams in which we work. Therefore, digital is not the sole remit of the IM&T functions.

# 11. Our digital offer

The IM&T function has a good standing within the organisation and a proven track record of providing high quality IM&T services and support, but we want to build on these solid foundations and develop a wider reputation for digital excellence and innovation. This will need a collective effort from other support services and frontline clinical services alike, so that together we can bring about significant digital transformation. To support this approach, we will:

- Provide the technical expertise, robust technical-enabled change programme and project management skills and will look to develop new digital capability and capacity across the entire team.
- Ensure that we can provide the most effective and efficient services. It is imperative that we are actively engaged and involved in all aspects of need, so that we can understand the ask, assess potential solutions and opportunities, explore prospective funding sources, support business case development from a technical/digital perspective and finally support implementation and transition to business as usual.
- Help to develop fit for purpose digital solutions that are best derived from working together across corporate support services and frontline clinical services together. Collaboration between all stakeholders including service users and carers is critical to this. This approach will aim to deliver digital solutions that comprehensively meet the needs of the organisation and those receiving care.
- Work together to capture learning, experiences, and outcomes where we have introduced digital changes so that we can understand and bring to life stories from a variety of views. This will help to raise awareness of the potential benefits and value that can be derived.
- Work together with other corporate support functions and in active consultation, we will develop digital training programmes that are tailored to the individual, recognising different learning styles, timing and how/where training is to be conducted. This will be a blended approach with a balance between traditional physical classroom style training and digital remote e-learning opportunities.
- Recognise the need to improve on consultation and communications, building on effective engagement already established across the Trust through our forums and networks with staff, service users, carers, and the public. This approach will be imperative in ensuring that digital solutions are all-inclusive.

## 12. Our digital ask of you (staff)

We want to develop our interactions and relationship with staff at all levels across the Trust as we look to work together in harmony to drive forward our collective digital aspirations.

For more traditional IM&T-led digital initiatives, we will seek to consult and engage throughout the life cycle at every stage from initial conceptualisation, planning, mobilisation, design, development, implementation, and operationalisation. This approach will help to ensure that the requirements of our frontline services and care professionals, together with the needs/wishes of our service users and carers, are fully considered, understood, and accounted for.

However, it must be stated that not all digital opportunities will be led by IM&T. In such instances, the IM&T teams will play an active support role in digital change schemes so that we can ensure any solutions can operate effectively within the Trust's digital infrastructure and comply with information governance, data security and protection requirements keeping our staff, service users and carers safe, along with their personal and sensitive data.

It is critically important that our staff become experienced, knowledgeable, and perceptive when introducing digital opportunities and in adapting traditional processes and procedures to fit with new ways of working. This will enable our clinicians and operational services to effectively drive change that delivers care-centric service improvements, with facilitation and support by digital corporate services that incorporate IM&T. Therefore, we ask that you:

- Actively engage and work with us so that we can capture and understand your working experiences and aspirations for improvement which digital opportunities may support.
- Provide feedback (positive and negative) in terms of your experiences of using digital technologies in your roles and when trialling new digital prospective solutions. This will help to inform wider Trust plans and influence how we adopt and use new digital opportunities, or not in some instances where there are no perceived benefits.
- Help us understand your needs in terms of developing digital skills and competencies which will help to determine how we can shape our service offers for education, training and development that provide digital capability.

# 13. Digital leadership, governance, prioritisation and financial oversight

## 13.1 Digital leadership

Figure 15 presents the eight elements of good digital leadership as compiled by Health Education England/NHS X: [A new era of digital leadership](#):

- The board understands the changes being brought about by the use of data, information, knowledge and technology in health and care. The board understands the opportunities and risks of these changes and the changing expectations of staff, stakeholders, patients, service users and the public.
- The board and wider organisation has a culture of open discussion, experimentation and sharing, led by visible leaders.
- Everyone within the organisation understands users' needs, as well as organisational performance, and are empowered to act to improve them.
- The organisation has a suitably skilled and empowered workforce.
- The organisation is supportive of cross-functional, non-hierarchical structures as well as traditional hierarchies. Trust leaders consider where power to affect change should be, inside and outside of the organisation.
- The processes that the organisation uses to underpin its functions are fast, integrated, light and meet patient, service user and staff needs.
- The risks associated with use or adoption of digital are understood, weighted appropriately against benefits and appropriate assurance is available.
- The organisation is supported by technology that is scalable, interoperable, flexible, fixable, resilient and fit-for-purpose and the board understands how to assure itself of this.

Source: [A new era of digital leadership, NHS Providers, July 2020](#)

Figure 15

This strategy revision serves to adhere to the obligations of these eight elements of good digital leadership and our digital achievements to date, coupled with the many points considered within this document as supporting information. The Trust is fully aware of the need for ensuring effective digital leadership and executive management support from the top down, which the Trust Board proactively sanctions and observes through its well-defined key digital leadership roles as summarised below.

### Director of finance and senior risk information officer (SIRO)

The director of finance has overall responsibility for the strategic direction of digital services and works with the executive leadership team to foster a culture across the Trust reinforcing the use of the digital solutions as a requirement for all staff and to ensure best use of available resources. The Trust Board is the vehicle to deliver the digital strategy across our Trust.

The director of finance is also the senior information risk officer responsible for leading and fostering a culture that values, protects and uses information for the success of the organisation and benefits of its service users. The role provides a focal point for managing information risk, incidents and is concerned with the management of information assets and compliance.

## **Director of strategy**

The director of strategy is responsible for supporting the Trust Board to set the Trust strategy and strategic direction including agreeing the annual priorities. The director of strategy is also the Trust executive lead for digital which embraces digital inclusion, and who plays a key role in shaping and enabling change to the way we deliver care in line with the Trust strategic direction. This includes the leadership of numerous boards that drives and oversees the delivery of major change programmes across the Trust and wider systems.

## **Director of nursing and quality (Caldicott Guardian)**

The director of nursing and quality has overarching responsibility for ensuring that our digital strategy meets the needs of our clinicians, service users and carers. This includes full oversight of all digital enabled change programmes. Ensuring that they always meet the required safety and quality standards, whilst enhancing the delivery of care and the lives of service users, carers, and the public.

The director of nursing and quality also has Caldicott Guardian responsibility acting as a champion for data confidentiality and ensuring such requirements are reflected in organisational strategies, policies and working procedures for staff. Overseeing all arrangements, protocols, and procedures where confidential information may be shared with external bodies including disclosures to other public sector agencies and other outside interests.

## **Digital lead**

The assistant director of IT services and systems development assumes the role of digital lead for the Trust providing leadership on digital health and care, technology, information and setting standards and priorities for the Trust. This role also plays a prominent and active role on behalf of the Trust locally at place, regionally at ICS and at national levels.

## **Chief clinical information officer (CCIO)**

The CCIO role provides clinical leadership and a vital voice for clinical/nursing strategy in overseeing how digital solutions are being implemented and used across the Trust. The CCIO works closely with the digital leaders and across clinical networks, taking responsibility for the development of clinical standards and policies that support delivery against the strategic digital agenda and excellence in service user care. The CCIO role will be pivotal in bringing about a clinical informatics and digital culture within the Trust.

## **13.2 Governance**

Our digital governance and management arrangements are robustly reinforced by the Trust Board and executive management team, supported by skilled medical, clinical, and non-clinical staff.

We pride ourselves on being an open and transparent organisation which constantly strives to improve engagement with and listen to our service users, carers, their families, our local communities, our partners and staff to ensure a positive and fully inclusive environment and experience for all.

Figure 16 below describes how digital is reported through the organisational governance structures to provide assurance on the delivery of the digital strategy.

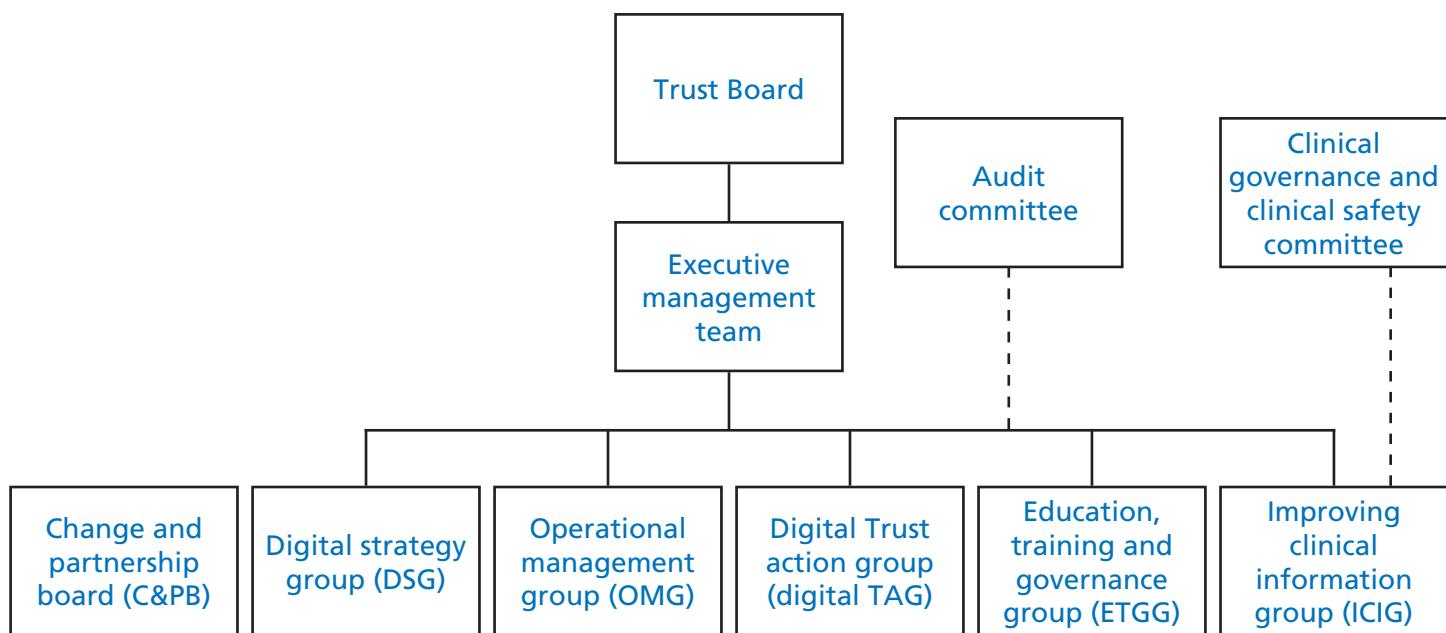


Figure 16 – Trust digital governance

## Trust Board

The Trust Board is our governing body and is responsible for setting the strategic direction of our organisation. It is made up of executive and non-executive directors, who are responsible for the day-to-day running of the Trust, implementing the Trust's long-term plans and in meeting local/national standards and performance targets.

## Executive management team (EMT)

EMT puts into action the strategic direction and priorities set by the Trust Board. EMT is responsible for the day to day running of the Trust, making sure that resources are in the right place to provide high quality care and achieve our mission and objectives. EMT is held to account by the Trust Board. EMT has oversight of the digital strategy milestone delivery plan, monitoring progress of agreed programmes of work and potential exploration/digital opportunities, as well as considering proposals for the introduction of new and emerging digital solutions at pace.

## Audit committee

The audit committee maintains oversight of the systems and processes that provide controls, assurance, and governance in the Trust, ensuring independent verification on systems for risk management and scrutiny of the management of finance.

## Change and partnership board (C&PB)

The C&PB drives and oversees the delivery of major change programmes across the Trust providing a key vehicle for the governance and assurance as part of implementing digital initiatives, thus ensuring that new digital technology solutions are aligned to the Trust objectives and facilitate real clinical transformation whilst meeting operational need.

## **Digital strategy group (DSG)**

The DSG oversees and co-ordinates the digital initiatives and programmes of work in support of delivery against the Trust's digital strategy aims and objectives. Also informing business case development for Trust-wide deployment as appropriate, from which to bring about further digital evolution with a focus on clinical application and utilisation.

## **Operational management group (OMG)**

OMG oversees all operational policy, development, delivery, and performance issues. OMG functions as the senior operational decision-making forum integrating service management leadership, professional/clinical leadership, advice/guidance, and assurance purposes in support of EMT.

## **Digital Trust action group (Digital TAG)**

The purpose of the Trust's digital Trust action group (TAG), formally information management and technology (IM&T) TAG, is to provide the organisation with appropriate evidence, assurance and governance regarding its digital assets, processes, and resources. The digital TAG provides expert advice to the Trust Board and director lead responsible for IM&T.

- Developing and reviewing digital priorities, plans, aspirations, and requirements in line with the changing needs of the organisation via the annual planning process
- Producing reports for OMG and EMT approval, including the determination and oversight of the digital (IM&T) capital programmes
- Receiving, considering, and approving/rejecting proposals for the introduction of new digital assets into the organisation ensuring compliance with Trust standards, policies, and infrastructure
- Providing oversight, coordination and delivery of evidence required to comply with national standards, including the Data Security and Protection Toolkit (DSPT)

## **Education and training governance group (ETGG)**

The role of the ETGG is to provide assurance that the Trust's education, training, learning and development activities are resourced appropriately and aligned to strategic and statutory priorities, with oversight for monitoring and delivery of the Trust-wide mandatory and core training matrix, and associated work plans. The ETGG also review relevant Trust policies and procedures, including those that ensure continuing compliance with national, regulatory and local assurance/quality standards. Digital has a key role within this group in support of the development of the Trust's education, training, and learning agendas.

## **Improving clinical information group (ICIG)**

Brings together information management, information governance, health records and clinical governance experts with operational, clinical and administrative staff to support and develop record keeping and information governance standards. ICIG has overseen the collating and approval mechanisms in respect of rapid digital improvements and key decisions made to ensure appropriate robust governance is maintained during the Trust's response to Covid-19. This group reports to the executive management team and the clinical governance and clinical safety committee.

## 13.3 Digital prioritisation

The delivery of the digital strategy and its constituent programmes of work requires diverse mindsets and attitudes to truly enable this step change. To make this happen, we need to modify how we redesign and develop services moving forward, placing digital at our core, and embedding this within our organisational culture and sub-cultures. This timely revision of the Trust's digital strategy provides the opportunity to consider the learning from the past and our collective recent Covid-19 experiences and use this to shape and influence our future digital strategic direction.

The Trust's digital response to the Covid-19 pandemic has accelerated the digital plans in a matter of weeks rather than several months that would have been required traditionally and heightened the emphasis placed on digital technologies.

However, the key to moving forward the digital agenda is to continue to build on the momentum that Covid-19 has brought about and not simply allowing a return to how things were pre-Covid-19. Together with our partners, we all face these same challenges, and along with our service users and carers, we must remain mindful of the impact such change is having on all, and wider within our everyday lives, so we cannot approach this in isolation.

To support this approach, it is of critical importance that the constituent programmes of work that drive forward the digital agenda are totally aligned with the needs of the organisation, its staff and those receiving care and are focused on:

- **Increasing demands and growing digital expectations**
  - **Our staff:** Must have the digital skills and capability which remain in step with digital solutions both now and in the future and that are tailored to specific job roles.
  - **Our service users and carers:** We must also look to surpass the expectations of our service users, carers, and the wider communities in delivering outstanding digital service experiences, recognising that there is variation in digital uptake and interest. We need to work with our partners to explore all avenues to bridge the digital divide and improve overall digital literacy for those accessing our services.
- **Managing expectations and balancing capability:**
  - **Digital maturity:** Progression is very much dependent upon the availability of resources which determine the pace of change. Over recent years, the Trust has invested significantly in support of its digital agenda.

Whilst the strategy outlines at a high level the planned priorities over the next 3/4 years, the annual planning cycle is the mechanism whereby actual prioritisation takes place with digital priorities identified and agreed for the forthcoming year. It follows active consultation with clinical and operational leaders ensuring alignment with the needs of the organisation and its constituent services.

These priorities are further refined accordingly subject to the levels of capital investment available to support the various digital initiatives. Other key factors that influence the prioritisation process beyond availability of financial resources are:

- Organisational/clinical risks.
- Meeting compliance with mandated national/regional targets and timescales.
- Organisational/business development unit/service priorities.
- Benefits to the Trust in terms of efficiency gains and return on investment opportunities.

## 13.4 Financial oversight

Digital investment can be categorised as follows:

- **Sustainability:** Supporting ongoing replacement programmes and maintenance that addresses approaching issues in a timely manner and therefore prevents problems happening that could be avoided through effective planning.
- **Enhancement:** Making improvements to existing digital solutions and systems, adapting existing business processes and procedures as appropriate.
- **Innovation:** Providing the opportunity and capabilities to introduce new and emerging digital technologies and solutions together with the development of innovative business processes that support new ways of working.

In recent years and in recognition of the ever-increasing demand for digital capabilities, the Trust has supported this through significant year-on-year investment. Table 1 below, provides a high-level summary of the investment made by the Trust over the last four years.

	2017/18 £'k	2018/19 £'k	2019/20 £'k	2020/21 £'k
Informatics Budget	6,532	7,454	9,101	7,942
Digital Capital Budget	1,681	2,299	2,558	2,047
Total Budget	8,213	9,753	11,659	9,989

Informatics Staffing	2017/18	2018/19	2019/20	2020/21
Headcount*	62.85	62.90	68.98	62.91

\*Staffing costs are included in the Informatics Budget

Table 1 – High-level digital investment summary

The digital priorities within the Trust are predominantly leveraged by the digital capital budget allocation, defined across the Trust via annual planning processes. Digital priorities are determined and agreed based on the capital allocation available to the Trust, with the level of investment available setting the pace in terms of digital development opportunities and associated prioritisation challenges. This also requires careful management of expectations based on needs and demand.

The Trust also has a proven track record of successfully bidding for external additional sources of funding that support digital opportunities over recent years. Moving forward and to further support collaborative working opportunities, capital funding available locally, regionally, and nationally will be considered across the systems in which the Trust operates and determined/approved at integrated care system level.

# 14. Key risks and challenges

We are aware that such wide variety of changes will face challenges. However, the key risk for us as an organisation would be not to progress with our digital ambitions and just sticking to a traditional way of IT delivery. The key risks and challenges we face in delivering our digital strategy are outlined in Table 2 below:

<b>Challenges and risks</b>	<b>Mitigations, controls, and measures to address</b>
Establishment of a comprehensive and fully inclusive digital strategy	<ul style="list-style-type: none"><li>• Ensure robust awareness, engagement and consultation approach across all stakeholder groups, forums and networks in the production and development of the digital strategy prior to Trust approval and formal launch.</li></ul>
Engaging staff in taking collective ownership of the digital strategy and programmes of work.	<ul style="list-style-type: none"><li>• Continuous proactive programme of engagement, consultation, and communication throughout the life of the digital strategy which is inclusive at all levels.</li><li>• Create new digital forums or adopt existing networks to include digital as a core domain</li><li>• Appoint CCIO and CNIO roles and potentially a supporting network of digital champions across the organisation to help nurture the potential for digital innovation.</li><li>• Ensure benefits of digital opportunities are realised and that staff are the recipients – adding value.</li><li>• Provision of digital facilitation and programme/project support from digital corporate services.</li></ul>
Resistance to change and in adopting new ways of working	<ul style="list-style-type: none"><li>• Effective stakeholder engagement</li><li>• Robust change management approaches (e.g. PDSA cycles)</li><li>• Benefits management with a focus on identification, measurement, and realisation for intended benefit recipients</li></ul>
Financial constraints	<ul style="list-style-type: none"><li>• Ensure continued focus and promotion of digital innovation and opportunities that deliver efficiencies and return on investment</li><li>• Continued prioritisation of the digital agendas as part of annual planning and capital planning cycles to enable required pace of digital progression.</li><li>• Continue to explore/exploit external funding sources from which to drive forward digital progression at all levels, organisation, place, ICS, care setting etc.</li></ul>
Ability to meet expectations of staff, service users and carers	<ul style="list-style-type: none"><li>• Effective and robust programme of communications for awareness, engagement and consultation regarding plans, priorities etc.</li></ul>
Ensuring that the digital solutions, data, and information we control remains safe	<ul style="list-style-type: none"><li>• Ensure compliance with data security and protection standards</li><li>• Proactive and robust cyber security controls and measures are in place</li><li>• Work towards achievement and attainment of Cyber Essentials Plus</li><li>• Utilise cyber services available/offered by NHS Digital</li><li>• Independent audit and assurance mechanisms</li></ul>
Capacity and capability limitations	<ul style="list-style-type: none"><li>• Create, develop and access personal/professional digital development programmes at senior decision-making, operational and technical levels</li><li>• Establish and maintain robust future talent management and career development plans</li><li>• Explore opportunities for collaborative working to make best use of available knowledge, skills, and experience and to enable economies of scale for specialist/scarce resources</li></ul>
Conflicting and/or competing priorities within the Trust	<ul style="list-style-type: none"><li>• Frequent and periodic review of Trust priorities including the digital agenda and areas of focus as part of annual planning and capital planning cycles to enable required pace of digital progression, including robust risk and impact assessments to articulate and gauge priority ratings.</li></ul>

Table 2 – Key risks and challenges to delivering the digital strategy

Key challenges and risks will be mitigated in line with our risk management strategy and organisational risk appetite. This will be done through detailed action planning to underpin implementation of the various schemes in support of delivering the digital strategy.

# 15. Our digital future – what will it look like?

This strategy articulates the complexity, breadth and scale of the Trust's digital aspirations and ambitions. Delivery of the strategy will be co-ordinated through effective and robust business planning and performance management frameworks in place to monitor the implementation of the digital milestone delivery plans. Throughout the next three years, the Trust Board will be kept apprised of overall digital progression, receiving updates twice a year (April and October) and on an ad-hoc basis for specific digital initiatives requiring Board approval in line with Trust governance.

During the life of this strategy, it is important that the digital strategy continues to align with the Trust's strategic objectives and plans, and with the wider national/regional priorities. The digital milestone delivery plans will take account of any changes to the digital landscape periodically throughout this time.

To ensure that the outcomes from the various digital initiatives meet the stated objectives and deliver against the anticipated benefits, robust benefits management and realisation activities form an integral part of project plans. Following completion of projects and live deployment of the digital solutions, benefits management review will be performed with key stakeholders to ensure benefits are realised for the intended recipients and included in the Trust Board update reports on progress against the delivery of the digital strategy. Achievement of the aims and objectives set out in this strategy will serve to enable the following for our key stakeholders as summarised below.

## For our staff

- ★ Staff are fully conversant and confident in the use of digital solutions and technologies at their disposal which are fully embedded within administrative, clinical, and operational best practice working process.
- ★ Staff have a harmonious and reliable experience of using digital solutions and technologies which is consistent in terms of connectivity, accessibility, and user interface regardless of where, how, and when they work.
- ★ Doing things digitally helps to make everything we do more efficient, and we do not have to waste time or duplicate effort. This makes more time for me to focus on the work that really matters.
- ★ Staff can readily see how digital benefits them in performing their roles, delivering demonstrable service improvement and efficiencies, reducing duplication of effort and releasing time for more important, stimulating and quality work that also contributes to job satisfaction.
- ★ Staff will feel supported and empowered to do their jobs to the best of their abilities, enabled by joined up digital pathways, and accessibility of timely and accurate information in a streamlined manner which supports effective care delivery and reducing clinical risk.
- ★ Staff feel valued and supported in working for a digitally advanced and mature organisation, aiding personal/professional development.
- ★ Increased reliance upon digital solutions and technology is not adversely impacted and when problems occur, staff know who to contact to resolve as quickly and seamlessly as possible.

## For our service users and carers

- ★ I do not have to repeat my information and details constantly and have confidence that during my care, care professionals have access to this and treat this confidentially.
- ★ I am more informed about the care that I am receiving, the options that are open to me and what I can expect from accessing services.
- ★ My needs, wishes and aspirations are comprehensively considered, and I feel listened to and actively in control of the care that I receive.
- ★ I have access to my digital care record which I can contribute to, and have confidence that the Trust will ensure my information is accurate, remains confidential and only available to those that need to see my records which is consistent with the consent I have given.
- ★ I can use digital technology available to me which helps me to find information, control my own appointments, access my own digital care record and electronic correspondence, helps me to manage my conditions and contact those involved in my care in ways that are preferable and convenient to me.

## For the Trust

- ★ The Trust can easily share information efficiently, securely and safely electronically with our service users and carers in a manner of their choice, demonstrating fully inclusive, joined-up working that puts people first and in the centre and know that families and carers matter.
- ★ The Trust has a well-established reputation for digital excellence and is recognised for providing world-class services to all.
- ★ We are an organisation that embodies continuous digital innovation, learning and development which exceeds expectations.
- ★ The Trust can easily demonstrate that it is a great place to work.
- ★ The Trust remains relevant today, tomorrow and in the future.
- ★ Digital technology helps us to deliver care differently in the community and wider healthcare system that meets the population's needs now and in the future.
- ★ It helps to remove boundaries between organisations to ensure that patients are receiving care in a way that best meets their needs improving wellbeing and delivering a sustainable system.

## Across our wider healthcare systems

- ★ The Trust can readily share data and information efficiently and safely electronically with our partners in support of collaborative working both in the delivery of care and in support of future service planning, design, and improvements in line with the populations we serve.
- ★ The Trust fully aligns with and advocates the adoption of the regional digital health & wellbeing charter and supports the application of the digital design principles and standards.
- ★ The Trust has an excellent standing and reputation for digital innovation and collaborative partnership working at all levels in which we operate.

# 16. Summary

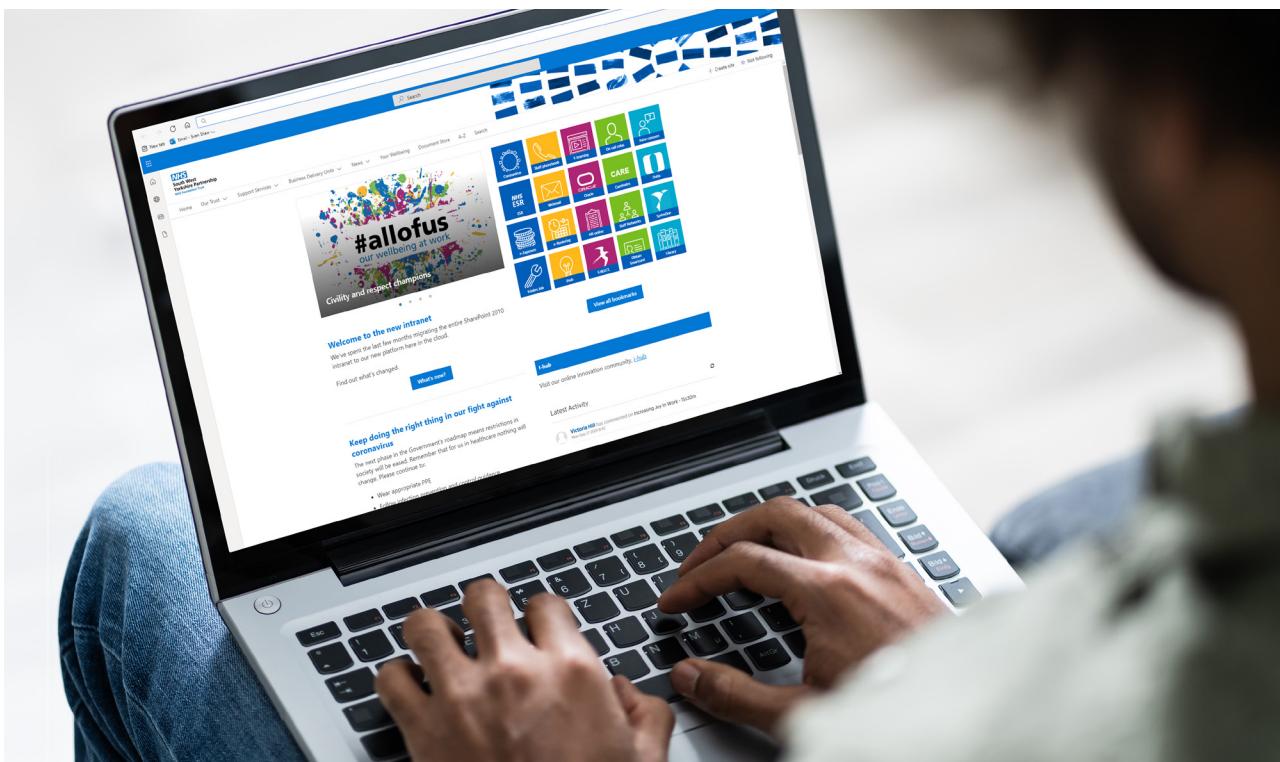
The detail contained within this strategy sets out our vision and aims for the next three years and following the launch of this digital strategy, starts our next stage of digital evolution. The implementation of various digital initiatives within the seven domains, will serve to drive forward the Trust's overall digital maturity, through exploring new and innovative technologies, adopting best practice, and also taking learning from our partners, the wider systems and the NHS nationally.

One of our values is to be 'relevant today, ready for tomorrow'. This means providing the best services today while at the same time remaining agile in the way we work and being prepared for the next steps and whatever the world throws at us. To do this, the views of our staff, service users and carers from their day-to-day experiences of the Trust's services are critical in driving forward the Trust's digital agenda and in designing digitally enabled and inclusive services ensuring no one is left behind.

This strategy emphasises the need to ensure that technology when coupled with transformation is the cornerstone from which to deliver and realise digital excellence, developing a culture that embeds digital in everything that we do. This approach is fundamental in ensuring that digital plays a strategic role in helping the organisation live its values, and realise its strategic goals by delivering world-class effective, safe, quality, individual-centric care.

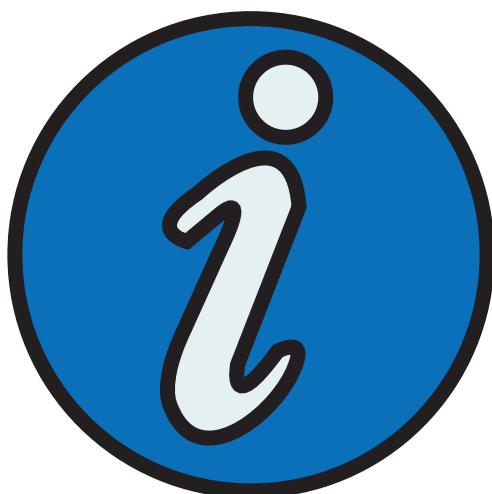
In addition, by building on our digital response to the Covid-19 pandemic, we will continue our digital transformation, supported through a digital roadmap that plots our path towards further digital maturity, underwritten by digital milestone delivery plans that account for the required resources necessary and available to implement this strategy,

Finally, it is clear that through strong collaborative working across the health and social care systems in which we operate, this approach will serve to address and overcome challenges that we face together whilst also helping to shape and influence how we can collectively improve quality and access to care with inclusion at the core.



## **17. Further information and enquiries**

All requests for further information, comments, or enquiries in relation to this strategy should be directed to the assistant director of IT services and systems development.



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# 19. Appendices

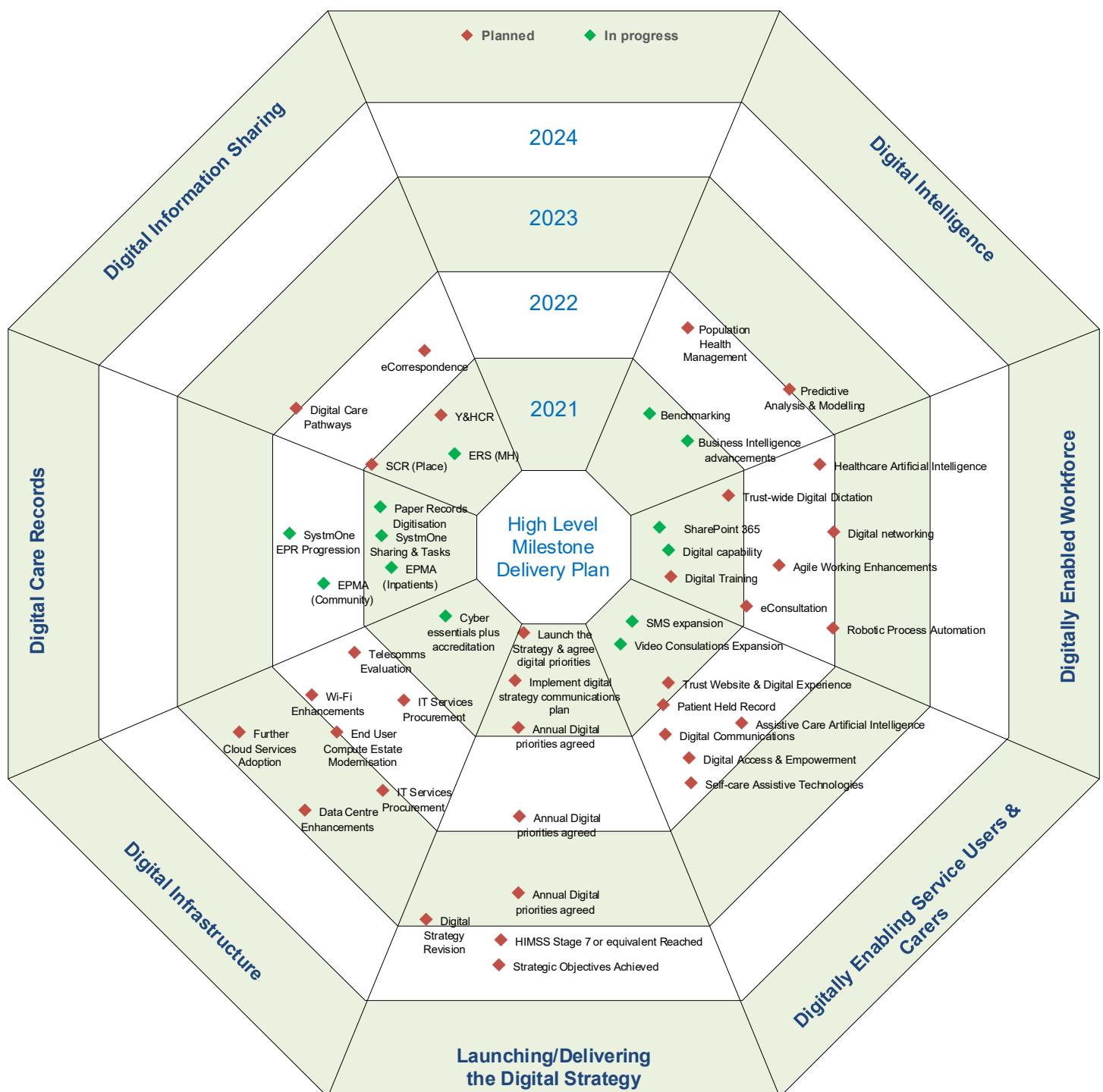
## Appendix A

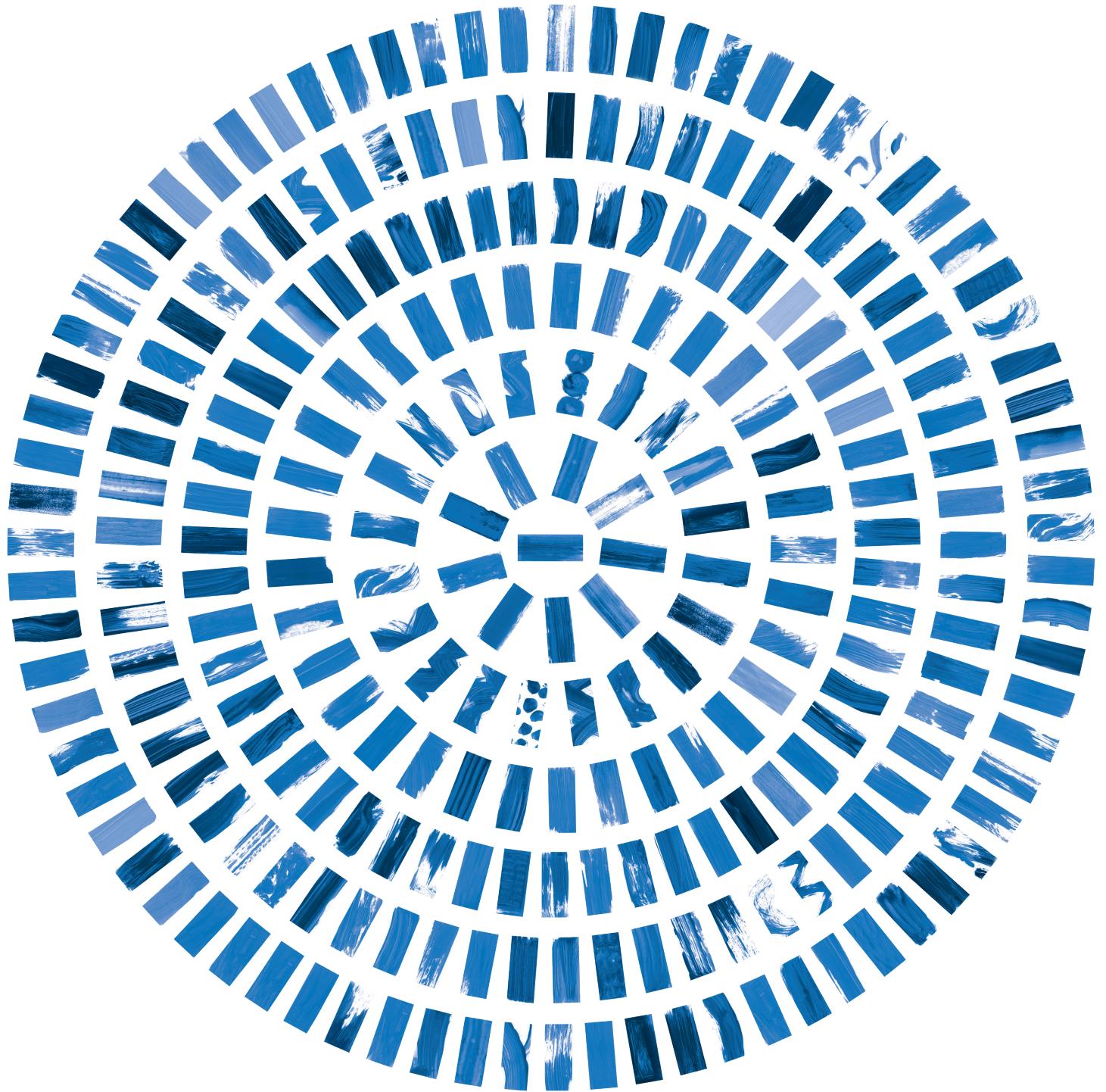
Summary of the six domains of digital literacy in respect of the Digital Literacy Capability Framework (2018) as outlined in Figure 7 on Page 24.

Domain	Description
Information, data, and content	<ul style="list-style-type: none"><li>a. The ability to find, manage, organise, store, and share digital information, data, and content.</li><li>b. The ability to understand and act upon appropriate guidelines, protocols, regulations and safeguards in the use of differing media, information, data and content to meet legal, ethical, cultural and security rules, requirements and expectations when working with personal, public, professional and/or confidential information, data and content.</li><li>c. The ability to critically analyse, evaluate and/or interpret information, data, content, and their sources.</li><li>d. The ability to understand and adhere to digital copyright, intellectual property and privacy rules and regulations.</li><li>e. The ability to work with and champion the effective, secure, appropriate, and innovative use of information, data, and content to solve problems, make decisions and to achieve successful outcomes for specific goals and objectives.</li></ul>
Teaching, learning and self-development	<ul style="list-style-type: none"><li>a. The ability to use digital technologies and tools for personal learning and professional development</li><li>b. The ability to use a wide range of digital technologies and tools in teaching, coaching, mentoring others</li><li>c. The ability to demonstrate and champion a positive attitude in seeking out appropriate and innovative digital technologies to enhance learning for self and others</li><li>d. The ability to design digital tools/resources/activities to support the teaching and learning of self and others</li><li>e. The ability to manage/monitor the learning and development of self and/or others through digital technologies and tools.</li></ul>
Communication, Collaboration and Participation	<ul style="list-style-type: none"><li>a. The ability to use a wide range of digital technologies to communicate with people and to understand the different nature, purpose, and function of different methods of digital communication, acting accordingly and appropriately.</li><li>b. The ability to use digital technologies to communicate respectfully and appropriately with all people and to recognise one's responsibility to not engage in or allow others to engage in inappropriate, irresponsible, offensive, or harmful communication activities.</li><li>c. The ability to work collaboratively with others using digital technologies and tools to produce shared outcomes to meet shared goals.</li><li>d. The ability to participate actively in and across digital networks.</li><li>e. The ability to demonstrate and champion ethical, positive, sensitive, and appropriate attitudes and behaviours in communicating, collaborating, and participating with anybody and everybody.</li></ul>
Technical Proficiency	<ul style="list-style-type: none"><li>a. The ability to use a wide range of technical devices in a personal and professional context both individually and with others</li><li>b. The ability to use a wide range of software and applications for personal and professional use both individually and with others</li><li>c. The ability to resolve technical challenges and problems both individually and with others</li><li>d. The ability to use technical knowledge to problem solve and achieve expected outputs</li><li>e. The ability to support others with resolving technical challenges and problems and/or acting on technical opportunities.</li></ul>
Creation, Innovation and Research	<ul style="list-style-type: none"><li>a. The ability to create new digital resources and/or curate existing ones working individually or in collaboration with others</li><li>b. The ability to use devices, technologies, techniques and applications in research, quality improvement, audit, and scholarly activities</li><li>c. The ability to use digital technologies to support or create new ideas, methods, solutions, and decisions</li><li>d. The ability to act as a digital champion or change agent</li><li>e. The ability to lead on and champion the effective, appropriate, creative, and innovative use of digital technologies in research, scholarship, and other activities.</li></ul>
Digital Identity, Wellbeing, Safety and Security	<ul style="list-style-type: none"><li>a. The ability to develop, promote and safeguard appropriate digital identity/identities that support a positive personal and organisational reputation</li><li>b. The ability to use digital technologies in ways that support personal wellbeing and safety and the wellbeing and safety of others</li><li>c. The ability to recognise and act upon digital situations and events that might compromise personal, professional, or organisational security</li><li>d. The ability to demonstrate and champion ethical, positive, healthy, and appropriate attitudes and behaviours in relation to digital identity, wellbeing and safety of self and others</li><li>e. The ability to understand and manage the impact of own and others' activities on the environment.</li></ul>

## Appendix B

The diagram below provides a high-level summary of the key initiatives within the respective digital work programmes that support delivery of the digital strategy and achievement of the Trust's digital objectives.





If you require a copy of this information in any other format or language please contact your healthcare worker at the Trust.