

# Digital Strategy

*Digital technology to transform outcomes for patients,  
carers and communities*



# 2018-2021

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## 1.0 Introduction

A successful NHS organisation recognises the need to make best use of technology to enable delivery of its clinical services and support operational staff and management. The aim is to remain proactive in terms of planning and implementing key strategies, and developing programs and projects that deliver continual improvements to our use of digital technology to deliver sustained high quality patient care.

Our Trust digital strategy seeks to achieve this aim by using digital technology to transform outcomes for patients, carers and our community over the next five years. It takes into account feedback from key stakeholders and national healthcare targets set by NHS Digital, NHS Improvement, the Department of Health and NHS England.

It articulates how our digital aims and goals will lead to actual changes on the ground, and the benefits that these changes will bring to our patients, their families, carers, our staff and our wider communities. We are committed to work with our communities and partners to improve health outcomes for everyone with high quality health care in the right place, at the right time, delivered by the right people.

We know that to achieve our goals, we must give our staff the digital skills and digital technology they need to develop and grow.

The Trust digital transformation programme will complement and align to the work overseen by our commissioners and outlined in our regional Sustainability and Transformation Partnership (STP) plans and Local Digital Road maps (LDRs). We will work in partnership with our commissioners to ensure our digital systems support the safety and quality of integrated care.

We are working hard to improve the way we use digital technology. Whilst many of the changes we have introduced have not yet had the time to fully take root we will continue to do everything we can to deliver digital skills and technology with our most important asset: our hard-working and committed staff.

*Our new digital strategy brings together the previous Trust digital and IM&T strategies into a single document, which explains how we intend to use digital technology and expertise to deliver our strategic goals in the next five years.*

*It spells out how digital technology and expertise will support the delivery of lasting changes on the ground, and the benefits that these will bring to our patients, carers, their families and wider communities.*

This strategy brings together and enhances the previous Trust digital and IM&T strategies and is fundamental to the achievement of our goal to be “digital by default”. This key strategy being a requisite to delivery of one of our most important aims, which is to ensure our staff have the digital skills and technology they need to adapt to, and prosper in, within a healthcare environment which must continue to change if it is to meet the increasingly complex needs of a growing and ageing population.

The strategy also ensures that the Digital Delivery Plan will support and enable delivery of the Trust’s transformation programme.

Consultation on the Digital Delivery Plan is being undertaken with a cross section of staff via the Trust intranet and business delivery unit structures, and with our patients, carers and the public via our website.

**The digital strategy** is also supported by a number of other enabling strategies including the following

- **Our quality strategy** outlines the framework for ensuring that quality is at the heart of all we do.
- **Organisational development** (OD) strategy contains the essential enablers to a successful organisation (structure, strategy, systems, shared values, skills, staff and style). Quality is an essential underpinning component across the 7 strands.
- Our **communication, engagement and involvement strategy** sets out the framework to ensure service users, carers, staff, stakeholders and local communities have a say in how services are planned and delivered and can have access to relevant information in a timely manner through a variety of methods.
- **Equality strategy** focuses on diversity and health inequalities with the aim of identifying, understanding and reducing inequalities which affect our service users, communities and workforce.

The Trust quality strategy defines quality as the achievement and/or surpassing of best practice standards and there are three key components as follows:

### **Safety**

The first dimension of quality must be that we do no harm to people. This means ensuring that the services we provide are safe and that people should not fear harm. We must learn from our mistakes and avoid all errors wherever possible.

### **Person Centred**

Our services should be provided in a personal way with dignity and respect, with the person first and in the centre. This means we need to listen to what people say about what they require and respond appropriately.

### **Efficient and Effective**

Our services must demonstrate value for money and understand the benefits of the interventions that we undertake to achieve the outcomes that people are asking for. The outcomes need to be real for people who receive our services and for their families and carers. Things like getting back into work and feeling symptom free or able to live an independent life. We believe that there are opportunities where we can improve quality and reduce cost.

Achievement of these three components is at the centre of our digital strategy and supporting Digital Delivery Plan

## **2.0 Context**

### **Our mission, vision and values**

The way we use digital technology to support the delivery of our services has a direct bearing on our patients' and carers' experience of the Trust and – most importantly of all – their health and wellbeing. It also affects the morale of our staff and their job satisfaction and the efficiency of our operations.

### **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

For 2017/18 the Trust identified a new priority, to support staff and patients to be “digital by default” and this was supported by the original Digital Strategy (2017-2020) that laid out plans to become a digitally-enabled organisation, helping people to reach their potential and live well in their communities. The priorities are described in Figure 1 below:



Figure 1 – Digital Strategy Priorities

The Trust recognised that delivery of the digital strategy was dependent on a robust future-proof digital technology approach and delivery plan. Therefore the strategy has been enhanced to include digital technology as a key enabler, and to ensure that we:

- use digital technology to be a key enabler to foster a culture in which safe, high-quality care is tailored to each person’s needs and which guarantees their dignity and respect;
- use digital technology to evidence the achievement of excellent outcomes for patients, carers and our community;
- improve digital capability while stimulating digital innovation, raising morale and supporting good decision-making;
- deliver a single electronic care record to support and enable the delivery of first-class care;
- use digital technologies to assist the engagement with and listening to our patients, carers, families and partners so they can help shape the development and delivery of our services;
- use digital technology to improve accountability, and close and productive working relationships with other providers and our partners.

Therefore all of our digital technology aims have been mapped against the objectives within the Trust digital strategy.

## 3.0 Our Trust, technology and the people we serve

### 3.1 Our Trust

We are a specialist NHS Foundation Trust with an income of approximately £200 million 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. We work hard to ensure we are accountable and deliver the best possible services in a highly competitive market.

We are a multi-specialty healthcare provider committed to providing the highest quality healthcare to the communities we serve in line with the Trust vision, mission and values described above.

Our governance and management arrangements are robust and include a Members' Council, Trust Board and Executive Management Team. They are supported by skilled medical, clinical and non-clinical staff.

We are regulated by several bodies, including NHS Improvement (NHSI). NHSI is the organisation responsible for improving healthcare and ensuring NHS foundation trusts and NHS trusts are well-led and can deliver high-quality, sustainable care.

In April 2017, the CQC re-rated our Trust as **GOOD**. Their feedback and subsequent evidence of clear improvement has helped us develop our strategy and transform services.

We strive to be an open and transparent organisation which engages with and listens to our patients, carers and their families, and staff to ensure a positive experience of our services.

### Section 3.2 Our supporting technology

There are currently two main clinical systems and a number of corporate systems being used within our organisation. The two clinical systems are SystemOne and RiO and our main corporate systems include Datix, Electronic Staff Record (ESR), and Agresso Finance system. Of our two main clinical systems, we have been using TPP SystemOne since 2008 across our community services. The majority of our services that are using SystemOne are paper-lite. We implemented RiO as the mental health system in 2006.



Following a comprehensive and robust procurement process during the first half of 2017, SystemOne will be the foundation of our electronic patient record across all services from January 2019 onwards.

Our information technology infrastructure includes;

- Inventory of 4,800 desktops and laptops
- 650 smartphones
- 5100 user accounts (including staff from partners who work within integrated teams and students placed with the Trust)
- We have services operating across 107 sites
- The majority of our sites we operate from have secure Wi-Fi connections for seamless staff access to the network in support of “mobile” working. Work is included in the plan to improve access in those buildings where the service is not as reliable. Patient (as defined in their care plans) WiFi is established within the Forensic Unit in Wakefield and plans are being developed for wider access across the Trust (as part of national plans for the availability of NHS WiFi to patients/public)
- We use supported Microsoft operating systems and are working towards rolling out the latest Microsoft office packages
- Remote access is currently available for in excess of 2,300 Trust staff working in a mobile manner using a secure encrypted virtual private network (VPN) solution and/or 4G mobile network connectivity

Our Information Management infrastructure includes;

- The use of SQL Server Reporting Services, Analysis Services & Integration Services and SharePoint for reporting purposes
- A developing data warehouse containing data from RiO, SystemOne and Datix
- A central scanning bureau for legacy health records
- Suite of reporting covering performance, operational management and clinical record keeping measures, delivery of national datasets including the mental health minimum dataset.

Steady progress is being achieved in both corporate and operational systems, however our challenge going forward is to implement at pace, and to provide, with our partners, appropriate levels of integration for digital care records across all care settings by 2020. This includes e-prescribing, patients having access to and able to manage their electronic health records; become paperlight by 2020, interoperability with local authorities and other NHS providers, primary care and across the STP.

## 3.3 Involvement

### People as digital partners

#### Digital technologies in the UK

There has been an exponential growth in the public's use of digital technologies - namely accessing the internet through smartphones and tablets, the use of mobile applications (apps), wearable technologies, online social networking and gaming. This presents an unprecedented opportunity for health and care services to transform how care is provided and how service users are engaged and involved.

- **93%** of adults personally used/had a mobile phone in 2016<sup>1</sup>, **71%** had a smartphone
- **54%** of UK households have a smartphone, a big increase from just 2% in 2011<sup>2</sup>
- **44%** of children aged 5-15 had their own tablet in 2016<sup>3</sup>
- **16%** of 3-4 year olds had their own tablet
- **72%** of internet users have a social media profile
- **16-24** year olds have the highest level of social media use
- **80%** of 35-44 year olds used social media in 2015 – the most marked increase over the last eight years, up from just 12%<sup>4</sup>
- **69%** of internet users have completed government processes online, for example completing a tax return
- **78%** of internet users have gone online to find out about health issues
- **165,000** health related apps are available to download
- **14%** of adults in the UK are non-users of the internet, **6 in 10** of those people were aged 65 or over, **50%** were from lower income households<sup>5</sup>
- **54%** of people who have never used the internet are registered as disabled
- **37%** of people who are digitally excluded are social housing tenants<sup>6</sup>.

As we deliver services to some of the most vulnerable and excluded people in our society, issues of digital inclusion are a critical factor addressed within this strategy.

We will commit to addressing the challenges outlined above through our strategic goals and our quality improvement strategy and supporting objectives, and also by working with our patients, their carers and families and our staff to:

- co-produce our patient portal with our patients and carers

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<sup>1</sup> [Ofcom Facts and Figures](#) (2016)

<sup>2</sup> [Ofcom Facts and Figures on use of Tablets](#) (2015)

<sup>3</sup> [Ofcom children and parents media use and attitudes](#) (2016)

<sup>4</sup> [Ofcom Adults' media use and attitudes](#) (2015)

<sup>5</sup> [Ofcom Adults' media use and attitudes](#) (2015)

<sup>6</sup> [Government Digital Strategy](#) (2013)

- electronically capture carers' stories so we can learn from their experiences and provide them with the best possible support;
- with our patient and carers, co-create digital experience targets aligned to our digital aims for all of our business units so they become part of our day-to-day work and influence our relentless drive to improve the quality of our services.



- encourage our members, governors, patients and carers to lead the development of the electronic patient-held record and the STP-wide electronic shared record.
- provide Wi-Fi to the public in our buildings (NHS WiFi)
- provide Wi-Fi and digital technology to support the recovery of our patients
- expand the use of self-management technologies to support physical and mental health education, so enabling our patients to become digital by default with their contact with our services.
- expand the use of apps to support patients and carers to support self-care.
- use electronic systems to support care delivery closer to home



These commitments will help us remain focused on the things that matter most to our community and assist us to show we can use their feedback to deliver measurable and sustainable improvements.

## 4.0 Our Stakeholders

Local Digital Roadmaps set out how local systems will deliver the digital commitments of the Five Year Forward View and the Personalised Health and Care 2020 reports. They are about ensuring that information reduces inequalities and benefits all. Our Recovery Colleges will be utilised to train and support service users to become digitally enabled, thereby helping to reduce digital exclusion. We have been fully engaged in the creation of Local Digital Roadmaps (LDRs) in the places we operate.

We will work in collaboration with our STPs and local partners to deliver the wider digital roadmap as outlined below in Figure 2:

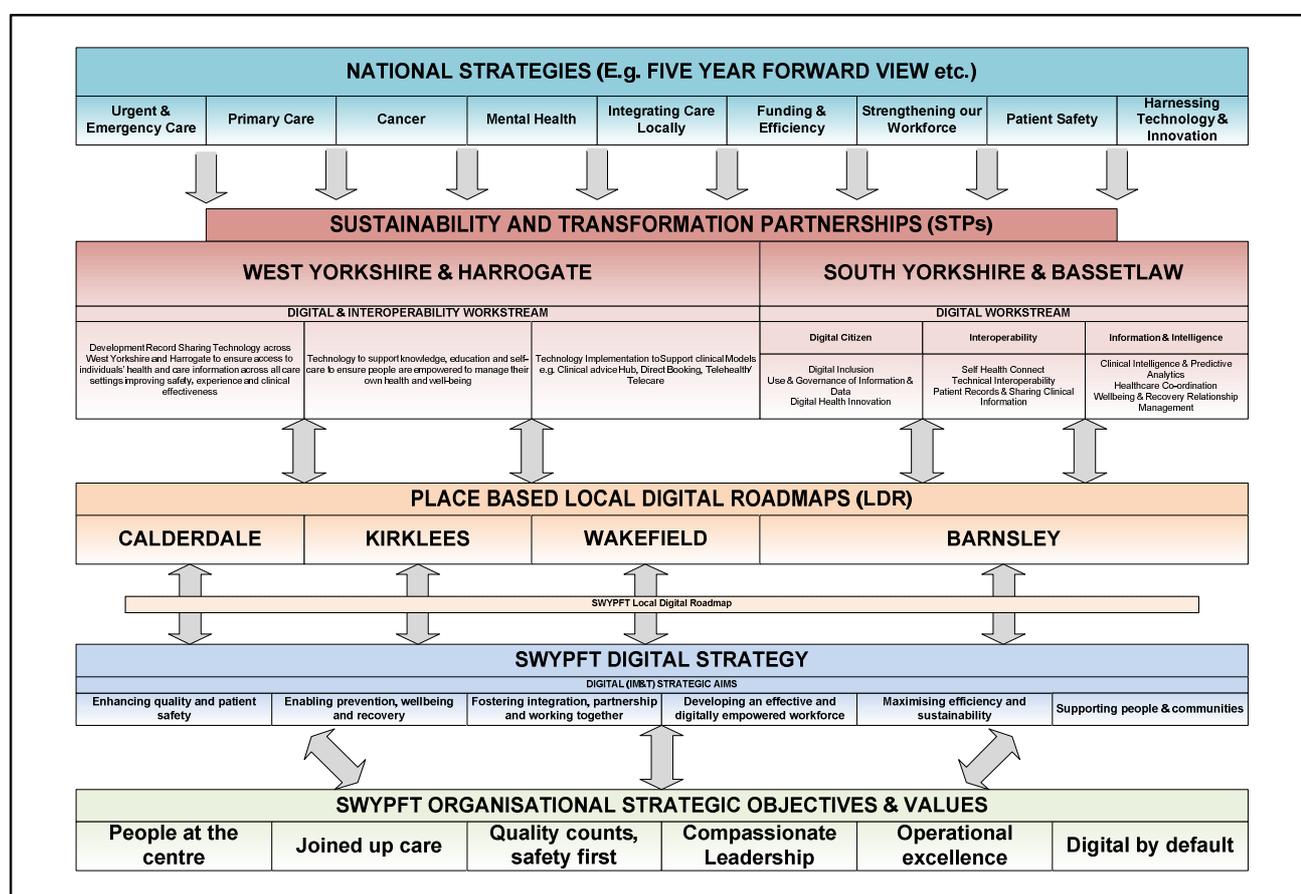


Figure 2

## ***5.0 National guidance and local governance***

This strategy has been developed using guidance stemming from the National Information Strategy 'The Power of Information' published by the Department of Health in May 2012, providing a steer on what would be the most effective use of Information Technology in the NHS. This in turn shaped the contents of the Trust's previous Informatics Strategy 2014-17, which outlined our approach to support integrated care across local health and social care sectors. This being through the ability to utilise the latest technology and security shared access to patients' and carers' information, contributing to best quality of care received by service users

It also reflects on other more recent frameworks including the Five Year Forward View, which emphasised the importance of using technology to support change, and makes a commitment that by 2020 there will be fully interoperable electronic health records. This was supported by a Government commitment in Personalised Health and Care 2020 that "all patient and care records will be digital, interoperable and real-time by 2020."

This document sets the overall approach on how the Trust intends to develop and evolve its technology amongst staff and key partners that will support building efficiency in terms of delivering health care to patients, carers and their families and is linked to the work of the two Sustainability and Transformation Partnership (STP) Boards.

The diagram below (Figure 3) describes how digital performance reports through the organisational governance structures to provide assurance on the delivery of this Strategy.

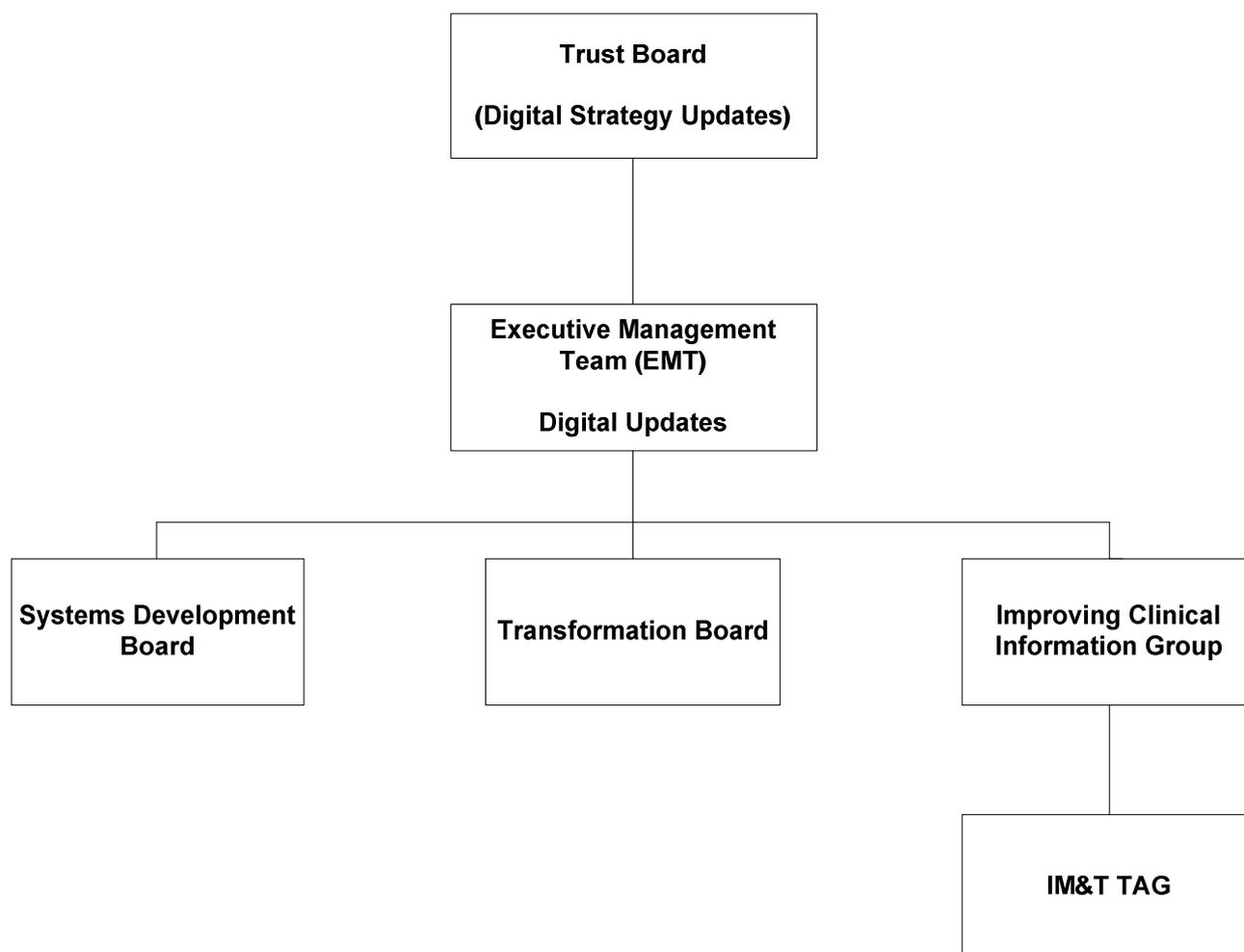


Figure 3

### Systems Development Board

The primary purpose of the Systems Development Board is to ensure that Trust clinical information systems (including portal and interoperability/integration developments) and associated processes are implemented in a manner which best supports the delivery of patient care. In addition the Board will ensure that these systems support the clinical, business and contractual requirements of the Trust. The Systems Development Board holds delegated executive powers and is the primary group for all operational clinical information system information governance processes and is chaired by the Senior Information Risk Owner (SIRO).

It is recommended in this strategy that the existing RiO user groups will transition during 2018 to become respective SystemOne user groups. SystemOne user groups and clinical system projects report into the Systems Development Board.

### **The Improving Clinical Information Group (ICIG)**

Meets every 6 weeks bringing 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. This group reports to the Executive Management Team and the Clinical Governance & Clinical Safety Committee.

It is also recommended that during quarter one 2018/19, the Trust review its digital and IM&T governance arrangements to ensure they meet both the legal requirements (General Data Protection Regulation, GDPR) and the delivery of the Trust Digital Strategy, ensuring there is a “golden thread” of governance from ward to board.

### **IM&T Trust Action Group (TAG)**

To support the ICIG, the IM&T TAG meets quarterly and focuses on ensuring all information assets are identified across the Trust and that these information assets are appropriately managed and secure.

### **Transformation Board**

This Board drives and oversees the delivery of major change programmes across the Trust. Previous digital technology implementations were managed separately from this and therefore were not integrated with business need and wider change programmes. Learning from this, the Transformation Board, will be the key vehicle for the governance and assurance of the SystemOne mental health implementation. This will ensure the new system is aligned to the Trust objectives, facilitates real clinical transformation and meets operational need.

## ***6.0 Our digital technology aims and goals***

Our Trust strategic direction, and the supporting annual planning process, lays out key objectives and supporting measures to achieve our ambitions and deliver key improvements. They are linked to government initiatives, regulatory findings and local health needs assessments based on discussions with the STP representatives, patients, carers and families, staff, governors and partners.

Our Digital aims and goals are in line with national requirements relating to improving quality of and access to care. These aims ensure that the Digital Technology plan is aligned to delivering not just our Digital Strategy but the Trust Quality Strategy. They are designed to tackle the challenges presented by an ageing population with changing health needs, including those linked with long-term conditions and those triggered by lifestyle choices.

These challenges mean health and social care systems must change from the traditional ‘see, treat and discharge’ model to one which ‘identifies problems at an early stage and works with patients to tackle them via integrated services supported by shared technology and information’.

The benefits that have been achieved from our previous IM&T Strategy (during 2014 to 2017) are summarised in Table 1 below and include:

IM&T Initiative	Benefit Achieved
<p><b>Reprovisioning of IT Services</b> Completion of a major procurement that resulted in a single IT Service provider (Daisy) replacing the two previous incumbent IT Service providers (The Health Informatics Service and BHNFT IT)</p>	<ul style="list-style-type: none"> <li>• Single Integrated Trust Network</li> <li>• Provision and development of services to recognised industry standards</li> <li>• Seamless transfer of services</li> <li>• Improved standardisation and service maintenance</li> <li>• Improved access to new and emerging technologies and solutions</li> </ul>
<p><b>New Mobile Telephone Contract</b> Replacement of the Trust’s previous mobile telephone contract</p>	<ul style="list-style-type: none"> <li>• Improved contract terms</li> <li>• Reduced costs</li> <li>• Improvement from 3G to 4G capability</li> </ul>
<p><b>New Desk Telephone Contract</b> Replacement of the Trust’s legacy 5 telephone platforms and contracts for desk telephony services</p>	<ul style="list-style-type: none"> <li>• Single integrated desk telephony solution</li> <li>• Improved contract terms</li> <li>• Reduced costs and associated overheads</li> <li>• Enhanced telephony services</li> </ul>
<p><b>Wireless Network Infrastructure</b> Implementation of wireless networking access across the Trust estate</p>	<ul style="list-style-type: none"> <li>• Improved network accessibility</li> <li>• Enhancements to network infrastructure</li> <li>• Supports mobile working opportunities</li> </ul>
<p><b>Improved mobility</b> Deployment of mobile working capabilities across predominantly clinical services through an agreed work programme prioritised by BDUs</p>	<ul style="list-style-type: none"> <li>• 2,300 clinical staff now have access to a type of mobile working</li> <li>• Reduces operational footprint of services</li> <li>• Makes best use of available accommodation and office space</li> </ul>
<p><b>Business Intelligence Programme (Phase One)</b> Establishment of a data warehouse integrating Trust Systems to provide “intelligent” internal reporting</p>	<ul style="list-style-type: none"> <li>• Improved internal operational reporting content</li> <li>• Improved development turnaround time</li> <li>• Improved data verification and quality</li> </ul>
<p><b>New VPN Solution</b> Implementation of a new VPN solution that replaced the previous end of life solution</p>	<ul style="list-style-type: none"> <li>• Improved performance and end user experience</li> <li>• Reduced costs</li> <li>• Improves Mobile Working capabilities</li> </ul>
<p><b>Text Messaging Solution</b> Replacement of the expiring National solution to provide automatic system generated text messaging</p>	<ul style="list-style-type: none"> <li>• Continuity of service e.g. eRostering for bank staff notifications, client notifications for appointment reminders (SystemOne)</li> </ul>

IM&T Initiative	Benefit Achieved
<p><b>Deployment of SystemOne for Community/Child Health Services</b> Deployment of SystemOne and ongoing service redesign in support of New Models of Care and partnership working</p>	<ul style="list-style-type: none"> <li>• Improved access to client information and clinical interventions</li> <li>• Continued progression towards the establishment of the electronic care record (community and child health)</li> </ul>
<p><b>Community &amp; Child Health Information System Contract Re-provisioning</b> New system or new contract arrangements for the provisioning of a clinical information system to provide functionality to support community &amp; child health service requirements</p>	<ul style="list-style-type: none"> <li>• Continuation of clinical services with minimal impact/disruption</li> <li>• Reduction/negation of organisational risks associated with expiry of national contract</li> <li>• System that meets requirements of clinical services in community/child health most effectively</li> </ul>
<p><b>Clinical Portal &amp; Trust Integration Solution</b> Procurement and Implementation of the Trust's proposed Clinical Portal and Integration Solution</p> <p>Phase 1 - initial Clinical Portal development and implementation of integration solution completed</p>	<ul style="list-style-type: none"> <li>• Improved access to clinical information across different care settings/disciplines</li> <li>• Reduced overheads associated with utilising/accessing multiple clinical information systems</li> <li>• Reduced clinical risks</li> <li>• Improved ability to share/transfer information electronically through electronic data transfer capabilities</li> </ul>
<p><b>Information Governance</b> Achievement of Information Governance Toolkit to level 2</p>	<ul style="list-style-type: none"> <li>• Maintains Trust IG rating and standards</li> <li>• Compliance to National Standards</li> </ul>

Table 1

This new Digital Strategy combines the previous IM&T Technology and Digital strategies spanning the period 2017-2021 and builds on the achievements outlined above and aligns Digital Technology delivery to real digital benefits for our staff, patients, carers and the wider communities we serve. In order to deliver we need to ensure that communication and engagement is robust and at the centre of all we do.

## Aim 01 To enhance quality of care and patient safety

**Digital Goal :** We will embed digital in our culture and all we do, including service model redesign and innovation, ensuring that digitisation supports delivery of the Trust Quality Improvement strategy objectives.

### What we will do

#### We will:

Ensure that the Trust Digital Technology systems are fit for purpose to support excellent care delivery, by:

- The successful implementation and continuous development of SystemOne for Mental Health Services from January 2019, underpinned by support to clinical and operational transformation
- Work in partnership to ensure that there is a strong digital platform for delivery of IAPT services
- Continuation of SystemOne development for Community Services in support of service redesign and development of new models of care under alliance arrangements
- Demonstrate that we listen, respond and learn from complaints, incidents and near misses
- Support and enable excellent clinical practice and services;
- Comply with and improve against CQC and other regulatory requirements;
- General Data Protection Regulations (GDPR) compliance from 25th May 2018;
- Continuous awareness, management and monitoring of safeguards to protect against the threat of cyber attacks
- Ensure that robust digital technology business continuity systems are in place

### How will you know we have achieved it?

#### We will demonstrate:

- SystemOne established as the Trust's main electronic care record solution spanning both Mental Health & Community Services by January 2019;
- Continuous development of the specialised digital technology system for IAPT as part of the further development and enhancement of the digital care record.
- We have plans in place to meet the national electronic prescribing deadline across our services by 2020;
- That our clinical services are paperlight by 2020;
- We will deliver a Trust intranet that is fit for the future.
- That we are improving our digital maturity annually evidenced by continuous delivery and provision of safe and effective operational clinical care, strategy updates to the Board on a bi-annual basis, IG Toolkit compliance and an annual audit plan;

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## Aim 02 To Enable prevention, wellbeing and recovery

**Digital Goal** : We will champion digital inclusion for people accessing and caring for those accessing our services

### What we will do:

#### We will:

- Maintain our commitment to the carers' charter
- Ensure that patient and carer involvement is at the centre of the delivery of this goal. Working to co-produce a detailed delivery plan for access with our patients, carers and the public an access plan supported by training.
- Empower people to use technology so they can manage their own health and social care needs;
- Deliver responsive care that improves health and reduces health inequalities;
- Ensure our technology solutions support the delivery of E-access to prevention and recovery solutions e.g. patient portal;

### How will you know we have achieved it:

#### There will be:

- Patient and carer leadership in the members and our patient experience team; Assistive technologies to support the self-management of health needs;
- Carer specific Apps to support them in their role
- Technologies and applications for social prescribing;
- Opportunities for the deployment of "APPs" for our staff, patients and carers;

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## Aim 03 To Foster integration, partnership and working together

**Digital Goal** : We will engage with and learn from internal, regional, national and international digital best practice

### What we will do:

#### We will:

- Our Digital transformation programme will complement and align to the work overseen by our commissioners and outlined in our regional Sustainability and Transformation Partnership (STPs) plans and Local Digital Road maps (LDRs).
- We will work in collaboration with our partners and commissioners to ensure our Digital systems support the safety and quality of integrated care.
- Foster innovation to develop new digital health and social care service delivery models;
- Strive to use digital technology to maximise our research-based approach through

education and teaching initiatives;

- Work together with voluntary, statutory/non-statutory agencies and the private sector [building on delivery partnerships and creative minds];
- Enhance our Data Warehouse Build & Business Intelligence reporting to continually meet the needs of the organisation and support improvement in health outcomes
- We will develop System Interoperability & Integration to improve access to information and sharing of information internally and externally with our partners;

#### **How will you know we have achieved it?**

We will demonstrate:

- Our systems are able to share information with our partners' systems;
- Our ability and commitment to provide resources and leadership for the delivery of local digital road maps;
- Engagement with digital incubators and universities to rapidly develop technologies to support our ability to deliver excellent services;
- Compliance with the MHRA Position Statement and Guidance Electronic Health Records

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## **Aim 04 To Develop an effective and digitally empowered workforce**

### **Digital Goal : We will develop digitally enabled practitioners and support staff**

**What we will do:**

**We will:**

- Appoint a Chief Clinical Information Officer during 2018;
- Undertake an assessment on the benefits of HIMSS Accreditation during 2018/19
- Ensure we support staff to develop IT skills for life;
- Ensure staff have access to the right information at the right time to deliver excellent care;
- Ensure Trust staff have access to robust care and on-line resource information such as NICE Guidance.
- Exploit digitisation to enable transformation and organisational development through innovation
- Implement an End User Computing Replacement Programme from 2018/19 that replaces existing desktops and laptops ensuring staff have access to the most up to date digital tools.
- Become Paperlight/Paperless (including continued archive/existing paper records scanning) in support of the drive towards achieving a paperlight/paperless NHS by 2020 as part of wider Digitisation;
- Develop workforce & succession planning - to ensure effective provision and delivery of

digital technology services and that the digital technology specialists are suitably skilled and that the workforce planning reflects succession planning dimensions as part of the wider service offer;

- Continue our development and roll-out of application technologies such as ORCHA

### **How will you know we have achieved it?**

#### **We will demonstrate:**

- Our Chief Clinical Information Officer is a leading influence in the delivery of our electronic patient record;
- Our staff have the right digital equipment and skills to carry out their role with a focus on application rather than merely **the use of** technology which supports freeing up time to care as an outcome of the transformation/changes;
- Our systems are user friendly and intuitive to use for staff, patients, carers and the public;
- We have digital technology that supports robust clinical/business processes;
- Our systems provide structured information for business intelligence;
- Our use of technology will allow mobility and include rich information to deliver high quality care.
- We will further establish means from which to capture thoughts, suggestions etc. to nurture digital innovation opportunities e.g. iHUB

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## **Aim 05 To Maximise efficiency and sustainability**

**Digital Goal : We will embed digital in our culture and all we do, including service model redesign and innovation**

#### **What we will do:**

#### **We will:**

- Ensure Technology enables us to be a flexible organisation that responds positively to business opportunities;
- Exploit technology to be a leading provider of integrated services;
- Use our technological advantage to exceed requirements set by NHS Improvement regarding financial sustainability;
- Bring state-of-the-art digital care to the patient at home;
- Continue with Strategic Data Centre Developments that focus on the development and modernisation of the existing Trust Data Centres at Fieldhead and Kendray, that will also provide improved business continuity/disaster recovery capabilities;
- Implement the new Health & Social Care Network (HSCN) that replaces the existing

National NHS Network (N3) across all Trust sites;

- Evaluate and replace/update the Trust Corporate Email Platform (Microsoft Exchange/Outlook v NHS Mail);
- Have Trust wide deployment of Patient/Public WiFi Access (NHS WiFi);
- Support eCorrespondence in recognition of the growing demand for the ability to generate, send and receive electronic messages that replace traditional paper-based processes and builds on the work to send discharge summaries electronically in 2017/18;
- Complete the Migration to Windows 10 from Windows 7;
- Enhance and improve the Trust's Internet/Intranet presence and accessibility to information

### **How will you know we have achieved it?**

#### **We will be able to demonstrate:**

- All information is entered into a system once and used again many times;
- Improvement the capability of business intelligence for making informed decisions;
- Greater use of the information held in corporate systems to support transformation programmes across the Trust.
- We have the right digital equipment and systems to provide our services;
- Improved resilience, business continuity and disaster recovery capabilities;
- We will be paperlight/paperless by 2020;
- Development of the Trust's website(s) and Intranet to improve access to information and signposting of services.

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## **Aim 06 To Support people & communities**

**Digital Goal : We will champion and enable digital inclusion for people accessing our services**

### **What we will do:**

#### **We will:**

- Ensure our staff have access to eLearning that is up to date, robust etc.;
- 'Make every contact count' via an integrated approach designed to make communities healthier;
- Make best use of eConsultation which explores the opportunity to optimise use of technology such as Skype for Business for use in remote consultations between clinicians and clinicians/patients;

- Development of a Patient Portal that enables service users to have access to their own electronic care record and to improve the ability to communicate with care professionals involved in delivery of their care more effectively;
- Provide our patients, carers and our communities with access to health technologies via strategic hubs across our Estate to support their day to day living activities.

#### **How will you know we have achieved it?**

##### **We will;**

- Ensure absolute confidentiality of the individual patient record and only share patient details where needed for delivery of care;
- Ensure our patients have access to their own digital information
- Use technology for social prescribing;
- Use technology to support learning and development for our staff;
- Deliver demonstrable improvements in patient experience and feedback;

## ***7.0 Our Digital Technology Delivery plan***

This enhance digital strategy is supported by our Digital Technology Delivery Plan to ensure we have the technology in place to deliver and exceed our digital aims.

The Trust has a robust business planning and performance management framework in place to monitor the implementation of our Digital Technology Delivery Plan and is supported by groups across our operational and business teams. The Digital Technology Delivery Plan and detailed project plans describe key initiatives for implementation and link to measures that demonstrate which milestones have been achieved.



**Figure 4 - Summary Digital Projects**

The capital programme for 2017/18 is approved and in the process of being delivered, and 2018/19 is going through the approvals process presently.

Future years will be subject to Trust annual planning process and Trust priorities, as well as, successful bidding for additional national funding and via the STPs.

The capital spend is needed for two areas of investment;

- Continue to provide current capabilities that we have already implemented, in line with the Digital Delivery Plan
- To invest in new technology of software to provide cash and non-cash releasing benefits. This plan, includes Information sharing, electronic prescribing, document management system, patient apps as per the Trust priorities matrix

Availability of funding may result in re-prioritisation of our implementation plan based on the needs of the organisation and people we serve.

## 8.0 Evaluation and review

### *Implementation and monitoring*

The respective roles and responsibilities for the delivery of the Digital Technology Plan are;

#### **Director of Finance and Senior Information Risk Owner (SIRO)**

The Director of Finance has overall responsibility for the direction of Digital Technology and works with the executive leadership team to foster a culture across the Trust reinforcing the use of the digital systems as a requirement for all staff; promote the digital agenda within the membership and lead the Digital Technology programme for our Trust and with partner organisations.

#### **Director of Strategy**

The Director of Strategy is responsible for the delivery and implementation of the Trust Strategic Direction and plays a key role in changing the way we deliver care; this includes the leadership of the Transformation Board, this Board drives and oversees the delivery of major change programmes across the Trust, and will be the key vehicle for ensuring that our Digital Technology strategy enables clinical and operational excellence.

#### **Director of Nursing and Quality (Caldicott Guardian)**

The Director of Nursing and Quality has overarching responsibility for ensuring our digital strategy meets the needs of our clinicians, patients and carers and will have full oversight of all digital change programmes. Ensuring they always meet the required safety and quality standards and enhance the delivery of care and the lives of patients, carers and the public. The Caldicott Guardian is responsible to act as a champion for data confidentiality and ensure these are reflected in organisational strategies, policies and working procedures for staff and oversee 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.

#### **Senior Information Risk Owner (SIRO) (Director of Finance)**

The Senior Information Risk Owner is responsible for leading and fostering a culture that values, protects and uses information for the success of the organisations and benefits of its service users. The role provides a focal point for managing information risk and incidents and is concerned with the management of information assets.

#### **Chief Clinical Information Officer (CCIO)**

A CCIO provides a vital voice for clinical strategy in overseeing the digital technology being implemented in the Trust. CCIOs should communicate and support the SIRO and digital technology functions in delivering efficient, cost-effective and adaptable technology products which can meet and improve overall healthcare and the patient journey.

As part of our commitment to ensuring Digital Technology technologies deliver and support excellent patient care the Trust will appoint a CCIO during 2018/19.

### Reporting

The Board will receive updates twice a year, in addition to individual project updates where required, e.g. SystemOne implementation.

### Risks

Key risks identified in the delivery of this strategy are outlined below. They will be mitigated in line with our risk management strategy and risk appetite. This will be done through detailed action planning to underpin implementation.

Risk	Consequence	Mitigations
A lack of collective commitment and buy-in	Inability to implement the strategy and realise associated benefits	Effective communication, engagement and training
Resistance to new ways of working and new technologies e.g. SystemOne	Inability to implement the strategy and a sub-optimal implementation of SystemOne	Effective engagement, demonstrating benefits and co-production approach
Slow pace of change that does not keep up with digital advances	Loss of competitive advantage Lack of continued engagement	Robust change management programme, with regular progress reporting Input from internal and external experts
Inability to meet expectations of service users and staff	Dissatisfaction with services Inability to effectively meet people's needs	Prioritisation of work programmes Effective engagement and co-production
Inability to effectively communicate, engage and involve people	Sub-optimal implementation of strategy Systems and processes may not be fit for purpose	Communication and engagement plans in place and implemented effectively Co-production approach
Insufficient resources in terms of funding to invest in new digital tools	Inability to realise benefits of this strategy Sub-optimal implementation Loss of competitive advantage	Prioritised investment programme
Insufficient resources in terms of capacity within both BDUs and support services	Inability to realise benefits of this strategy Sub-optimal implementation Loss of competitive advantage	Workforce plans Priority programme approach Effective communication and engagement

Risk	Consequence	Mitigations
Failure to identify and successfully bid for external funding.	Inability to realise benefits of this strategy Sub-optimal implementation Loss of competitive advantage	Horizon-scanning for opportunities Effective networking Effective bid management process

## 9.0 The future

The need to become a more digitally enabled organisation is imperative. We need to learn to make better use of digital technology to improve our ability to provide care in more efficient ways.

By delivering this digital strategy we will transform outcomes for patients, people and carers within the wider Sustainability and Transformation Partnership and across the communities we serve.

## 10.0 Contact Us

All requests for further information, comments or enquiries in relation to this strategy should be directed to the Head of IT Services & Systems Development.