

Outstanding

Our journey continues...

Digital Strategy @North Staffs Combined Healthcare NHS Trust

Our strategy for 2020 and beyond



Our Digital Strategy

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1. Foreword

We are very pleased to introduce to you our Digital Strategy. This is a key organisational strategy which describes the priorities and methodology for how we as an NHS Trust will continue to deliver services which aim to meet the needs of our local population over the next five years.

One of the most important components of our future success will be how well we embrace the opportunity provided through digital innovation. Over recent years the Trust has made significant improvements in our use of technology but there remains a long way to go.

The impact of the COVID-19 pandemic has changed the landscape of delivery across health care services. This has resulted in an accelerated transition to alternate models of care for staff and patient interaction. Our Clinical Services Teams have actively embraced digital technology as an enabler to overcome social distancing challenges. The speed and agility of the digital response to the pandemic has raised the expectation of leaders and staff highlighting the continued importance of digital capability and infrastructure.

The Trust has developed a successful partnership with DXC Technology as part of the Lorenzo Digital Exemplar (LDE) programme and this is a key relationship in supporting the Trust to become a Digital by Choice organisation, with a national reputation as a leader in the use of digital technology to improve services for the whole population.

To underpin the delivery of our Digital Strategy the Trust have agreed a set of digital principles on which to base future digital programmes, including.

- **Strategic** : As a Digital by Choice organisation developing a national reputation as a leader in the use of digital technology, that enables. The delivery of excellent care services to help people who use our services and carers to recover and improve their wellbeing. Staff and partners to work together easily and effectively using innovation and interoperability to support the delivery of excellent care services and recovery.

- **Organisational** : We will adopt the principles that our technology must support the delivery of high quality safe effective care fit-for-purpose for today and future proofed for tomorrow. As we move to become a “Digital by Choice” organisation, we will adopt the following core principles. Our deployment of technology must be; Able to allow us to share information effectively with people who use our services and partners. Able to show value for money through standardisation.
- **Staff** : Our technology will be fast and accessible for everyone, providing the right information for staff and people who use our services at the right time and right place. As a “Digital by Choice” organisation our technology will be Standardised so that it is easy for people to use. Personalised to satisfy individual requirements supporting flexibility of working practices. Focused on freeing up clinical time to provide enhanced care services.
- **Service User** : We will adopt the principles that our technology must be able to allow us to share information effectively with service users and support their involvement in the management of their care. Our digital solutions will be; Co-designed with people who use our services. Inclusive ensuring no one left behind. Putting people in charge of their information and health.

Our ambitions for the future will only be realised if our core infrastructure is the best that it can be. There are a number of enabling functions in which we will invest in the next strategic period including our buildings, our leadership capability and capacity, and our governance – and our information systems and informatics capability is high on that list as it is recognised as a critical enabler of our success.

Chris Bird
Executive Director of Partnerships,
Strategy and Digital

Directorate Leads



Chris Bird
**Executive Director of Partnerships,
Strategy and Digital**



David Hewitt
Chief Information Officer



Suvanthy Subarrayan
Chief Clinical Information Officer

Our vision, values and strategic themes

Our vision

Our vision is “To be Outstanding” – in all we do and how we do it.

To be Outstanding
In ALL we do and HOW we do it

We are on a continuing journey towards that vision that we call “Towards Outstanding”.

Our values

In delivering our services – as well as in all of our working relationships with service users, carers, families, stakeholders and each other, we are guided by our Proud to CARE values – to be compassionate, approachable, responsible and excellent.



Our quality priorities

Our quality priorities are the four key areas which evidence that we are delivering high quality care and treatment to those using our services in a way that is person-centred

To provide services that are safe, personalised, accessible and recovery-focused.

These guide all we do and are the benchmark against which we judge how we perform.



Our Strategic Themes

In creating our strategic themes, we have considered the national aspirations in the NHS Long Term Plan and NHS Mental Health Implementation Plan 2019/20 – 2023/24 alongside local priorities set out in the Staffordshire & Stoke-on-Trent System Plan.

Our Trust Board has agreed four strategic themes for the following four years to 2023/24.

These are:

Quality
We will provide the highest quality, safe and effective services

People
We will attract, develop and retain the best people

Partnerships
We will actively promote partnership and integrated models of working

Sustainability
We will increase our efficiency and effectiveness through sustainable development

We believe it is not just what we do that is important, it is the way in which we do things that sets us apart.

Our vision, values, quality priorities and strategic themes come together to build a cohesive offer to our service users, staff and all our stakeholders to continue to strive to improve our services.

Digital Strategy Aims

“The quality strategy sets out our approach to continuous quality improvement in the pursuit of high quality mental health and learning disability services”

Scope

It is critical that the Trusts Digital by Choice Strategy does not exist as a separate entity and is aligned to the wider objectives of the Trust, region and national policy framework. The scope of this strategy therefore encompasses a wide range of stakeholders who will be integral to the successful delivery of our ambition:

- Service users, carers and their representatives – who will be able to use digital services to access services, learn more about their care and interact with clinicians
- Trust colleagues - who will use our digital services to enhance care delivery
- Partner organisations – with whom we will develop new opportunities for digital transformation

Priorities

The following key priorities have been identified for their ability to underpin our delivery across the multi-project nature of our digital programme:

- **Strategic Relationship** – Maximise value from our partnership our strategic change partner who can provide transformation capacity and capability to enhance our ability to move at pace
- **Channel Shift** - develop digital platforms as an alternative to traditional models of service delivery which will increase resilience and create new opportunities
- **Data Driven** – to recognize the strategic asset value of Data & Information and derive maximum value for our service users and support the proactive management of health and care across our population

Development

This Digital Strategy has been developed via a working group including the Director of Partnerships, Strategy & Digital, the Chief Information Officer, Deputy Chief Information Officer and the Clinical Chief Information Officer. The group also benefitted from external subject matter expertise who has guided and advised on content, areas of focus and the critical success factors needed to enable delivery.

The working group has run a number of focus groups with colleagues from across the organization to develop an understanding of the issues that affect them and has engaged with colleagues from across the system including recognized experts in primary care digital transformation, the Chief Information Officer for the Staffordshire & Stoke-on-Trent system and the GP Lead of the system-wide Digital Programme Board.

There has also been two Board Development sessions to build a sense of shared purpose with Board members and an opportunity for the Board to influence and shape the final design of this strategy.

Quality

We will provide the highest quality, safe and effective services



Where are we now?

The focus over recent years has been to implement a Trust wide Electronic Patient Record (EPR) to provide an integrated patient record solution. This has improved the patient experience, for example, by reducing the need for patients to give the same information to different member of staff and has increased productivity by reducing delays in accessing paper medical records.

Clinical staff have access to systems which support them to assess, plan care and treat patients effectively which enables staff to work more efficiently and free up time for face-to-face patient care.

The Trust has worked in partnership to support the procurement and implementation of a system-wide Integrated Care Record which will further enhance quality of care by enabling clinicians to access a consolidated patient-level care record enabling a holistic view of a patient's health and care needs.

Services have been actively embracing digital technology to support the ongoing delivery of high quality, safe and effective care during the COVID-19 pandemic. Using solutions such as video conferencing for multidisciplinary team meetings and direct patient interactions. Building upon the digital innovations delivered through the digital exemplar programme the Trust was able to react in a timely manner to this new care deliver model.

Where do we want to be?

We will adopt the principles that our technology must support the delivery of evidence-based high quality, safe and effective care services to help people who use our services and their carers to recover and improve their wellbeing.

We will continue to enhance our national reputation for improving care delivery through digital transformation.

We will implement a technology infrastructure that connects users to the right resources with the highest possibly cyber security ensuring they are all adequately and professionally supported.

All staff have access to relevant information any place any time across multiple systems and organisations enabling them to deliver safe and effective care.

We will continue to optimize our EPR as part of the Lorenzo Digital Exemplar programme to achieve high end-user satisfaction built on a platform of direct engagement with staff.

We will achieve this by?

Our approach to achieving consistently high quality will be built on key elements from the three-underpinning digital enabling work streams.

- Maintaining the momentum towards a digital future established in response to the pandemic both in clinical service delivery and corporate resilience to support more agile ways of working
- Enabling the Trust to respond in an agile way to changes in demand and expectation from regulators and service users through developing a deeper appreciation of patient demand patterns
- Delivering maximum value through the delivery and embedding of digital transformation.
- Device Mobility - through the expansion of the Trusts mobile device estate and dedicated applications to support staff accessing the information they require from any location.
- Clinical Portals - optimizing and enhancing our existing EPR platforms to provide staff with the ability to access and record information into the system in line with clinical pathways.
- Patient Portals - Public citizen, patient and service user portal; integrated social platforms; information management; tasking and scheduling activities; alerts and notifications
- Cyber Security - protecting information and infrastructure by implementing all mandated cyber security standards and where possible advancing upon the standards to provide an even greater level of assurance.
- Staff Training - to ensure staff have the knowledge to access and use the systems and technology they require to effectively support their role.

Measures of success

- Periodic reviews (audit, internal assurance visits, peer reviews, user satisfaction surveys) to monitor the impact digital transformation is having on care delivery
- Feedback from our workforce seeing positive relationships with all staff and in services accessing digital services.
- Feedback from our service users, evidenced by key measures agreed with partners and people who use our services.

People

We will attract, develop and retain the best people



Where are we now?

The Trust has invested heavily in the training and development of its staff to support the implementation of the EPR record. This initial period of mobilization has been sustained through programmes such as 'Raising our Service Excellence' (ROSE) which has been deployed across our estate to ensure visibility and access to colleagues using the EPR.

The Digital Team engages with Operational Directorates on a routine basis to ensure there is an open dialogue between the end-users of our systems and the team supporting its application.

The Covid-10 pandemic has been a catalyst for a significant culture shift towards the use of Digital solutions. Staff are now eager to embrace new technology rather than being hesitant in changing their ways of working. It is essential that we maintain the momentum of the delivery of digital transformation to capitalize from this new perspective and support the delivery of new care models and working practices.

Where do we want to be?

"Digital competency is no longer a nice to have, within 20 years, 90% of all jobs in the NHS will require some element of digital skills"

Professor E Topol, Preparing the healthcare workforce to deliver the digital future

All staff should have the ability, tools and connectivity to do their job providing access to the right information, at the right time and right place. We will ensure that health and care information is recorded electronically and will implement a range of new technologies aimed at improving the efficiency and effectiveness of our digital tools.

We want our staff to be confident with digitally enabled services and to recognize the opportunities to use digital technology to increase efficiency, improve outcomes and enhance care. Digital service delivery will become embedded into care pathways.

We want an open and constructive dialogue on 'what can digital do for you' to ensure that digital transformation is aligned to those issues our colleagues feel will have the most beneficial impact on their role.

We will achieve this by?

Our approach to supporting our workforce will be built on key elements from the three-underpinning digital enabling workstreams.

- Develop Digital leadership to integrate digital thinking at the highest levels within our organisation and ensure senior level representation and responsibility for overseeing digital technologies are implemented effectively and safely
- To focus on cultural readiness and engage with key health professionals to support the development and implementation of digital solutions. This recognizes that the strongest driver of staff engagement is the sense that individuals are valued and listened to.
- To provide Digital upskilling opportunities to ensure staff not only know how to use the technology available but are able to apply digital to transform their working practice.
- Launch a programme of workforce engagement to codesign and coproduce digital service improvements and ensure that we continue to be sighted on the issues affecting their role
- Enable the transformation to integrated care teams through the provision of multi-organisational applications and integrated tools
- Introduce technologies that enhance the value of our workforce and reduce the gap between required and available resources

Measures of success

- Relevant measures in the Staff survey
- Evidence of digital coproduction and co-design in service transformation
- Digital Literacy and Leadership programmes made available across the Trust

Partnerships

We will actively promote partnership and integrated models of working



Where are we now?

The Trust benefits from a number of positive relationships with a range of partners which have been focused predominantly on the establishment and operation of technical architecture and/or the provision of clinical systems. This includes a strategically important partnership with the Staffordshire & Stoke Health Informatics Service hosted by Midlands Partnership NHS Foundation Trust from who the Trust commission a shared service for delivery of digital infrastructure and connectivity.

Building upon existing digital partnerships the Trust has enhanced and solidified the relationships with partners to deliver cross organisational systems and improve the availability of service user information to clinical staff. This was essential in ensuring that the Trust was able to play a key role in the development of the initial regional digital response to COVID-19.

The Trust is one of only four organisations nationally, and the only Mental Health Trust, to be part of the Lorenzo Digital Exemplar programme. This has provided a platform to build strong relationships with DXC Communications (license holders of the Lorenzo EPR), NHS England (who provide oversight to the LDE programme) and the other acute Trusts within scope of the programme. This partnership with DXC will become even more important in driving forward the transformation as part of the NHSx Digital Aspirants Programme and the transition of the EPR contract to the Trust.

Where do we want to be?

We will move towards full digitisation across the Trust allowing the effective sharing of information with partners and establishing integration of systems to support the delivery of integrated care pathways. We will look to collaborate with our partners to share ideas and deliver technology effectively and efficiently.

The Trust will continue to develop strategic value from partnership working and collaboration with organisations. This is vital if we are to realise our ambitious digital programme. We will continue to seek opportunities to share our digital journey on national platforms to increase our reputation.

It is also acknowledged that digital transformation must be done on the back of a resilient and robust technical infrastructure that generates confidence in both the availability and effectiveness of local systems as well as our ability to deliver on a broader scale.

We will achieve this by?

Our approach to effective partnerships will be built on key elements from the three-underpinning digital enabling workstreams.

- Engage and collaborate with service users and clinical colleagues to co-design options for empowering service users and their representatives to take more control of their own care through multi-way information sharing and utilisation of telehealth and wearable technology
- Review the service provision delivered through the shared service arrangements to improve the consistency of experience for all users across all our estate and the geographies we serve
- Improve the integration and interoperability between Trust systems and other organisations within the local health and care economy
- Continue to work in partnership and collaboration to derive maximum value from digital investment
- Identify new opportunities by regularly participating in NHS E/I/X support networks and development programmes and continually seek funding opportunities for pilot and fast follower projects
- Work with suppliers of Cloud services to provide flexibility to scale services based on requirement and to access large scale and cutting-edge technology,

Measures of success

- An improvement in the Trust's Digital Maturity Index position
- 360 surveys on Trust influence and reputation in digital services
- Resilient and reliable digital infrastructure
- Pooled or collective arrangements in place for cross-organisation digital services (e.g. cyber-security)
- Development of new partnership arrangements with new organisations

Sustainability

We will increase our efficiency and effectiveness through sustainable development



Where are we now?

The Trust's focus in recent years has been to complete the implementation of its Electronic Patient Record. This has ensured that the main clinical record system is designed to support efficient and effective modes of working.

This continued focus on EPR service development has seen recent developments such as the launch of Lorenzo Community Aide which avoids the risk of duplication of record capture and input for those staff who travel to rural parts of our geography with limited internet provision.

The Trust has recently embraced a more flexible working environment enabling remote and flexible working through digital collaboration and online interactions. Supporting improvements in productivity by limiting the need for physical travel between locations for staff and service users and has related benefits through reducing the expense and pollution of travel.

Where do we want to be?

We want to lead the way in using digital development to provide tools and technologies to support new and innovative ways of service delivery.

At its most fundamental level, this means that all staff have access to relevant information any place any time across multiple systems and organisations enabling them to work effectively from any location.

But our ambitions stretch beyond this to establishing a national reputation as a leader in the use of digital technology to deliver sustainable healthcare. This means our technology must be fit-for-purpose today but future-proofed for tomorrow by achieving value in both use of resources but delivering value environmentally and socially.

We will achieve this by?

Our approach to ensuring sustainability will be built on key elements from the three-underpinning digital enabling workstreams.

- Population health management tools to support staff to proactively look at conditions and underlying factors to deliver appropriate care to service users.
- Channel shift – delivery of services via digital platforms to complement and/or offer an alternative to traditional modes of delivery
- To work with colleagues in Finance & Performance to deliver a new Business Intelligence strategy which can use data to drive a cultural change away from retrospective analysis to future scenario modelling
- Video Conferencing based conferencing facilities to enable staff to communicate effectively to support clinical and non-clinical activities. Reducing the travel and time taken moving between meetings.
- Cross organisation authentication implementing infrastructure to support directory services for credential and identity management across organisations to ensure staff are able to access information they require.
- Cloud services infrastructure and applications to deliver efficiencies through use of large-scale systems and infrastructure to deliver core ICT services effectively and efficiently.
- To classify IT infrastructure as a commodity that can be purchased and ensure we have appropriate 'expert customer' arrangements to place to support monitoring
- Cyber Security - protecting information and infrastructure by implementing all mandated cyber security standards and where possible advancing upon the standards to provide an even greater level of assurance

Measures of success

- Cyber security standards achieved
- Periodic reviews using difference mechanisms such as audit, internal assurance visits and peer reviews
- An improvement in the Trust's Digital Maturity Index position
- Case studies of impact of digital transformation

What's next?

How will we launch our strategy and translate vision into action?

- Launch of the strategy at Trust Board in October 2020
- Engagement with key stakeholders on detailed action plan to support delivery (including staff, partners and service users)
- Building upon the response to the COVID-19 pandemic to ensure we keep the positive transformations to define the new normal. Ensuring that digital is able to support and enhance the new care pathways in the future health and social care landscape
- Review of digital governance structure to ensure delivery of strategic aims together with management of business as usual requirements
- Development of communication programme including communication channels with teams across the Trust
- Staff engagement with target groups on specific areas of the strategy.

How will we monitor implementation and impact?

- Governance oversight for the Trust's digital programme is via the Finance & Resources Committee
- The Trust is also required to provide regular updates to national bodies on the progress being made in relation to the Lorenzo Digital Exemplar programme and the Digital Aspirant programme
- The progress on delivery of the key aims of the Digital Strategy will be included within the quarterly update to Trust Board as part of the overall Trust Strategy governance arrangements

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