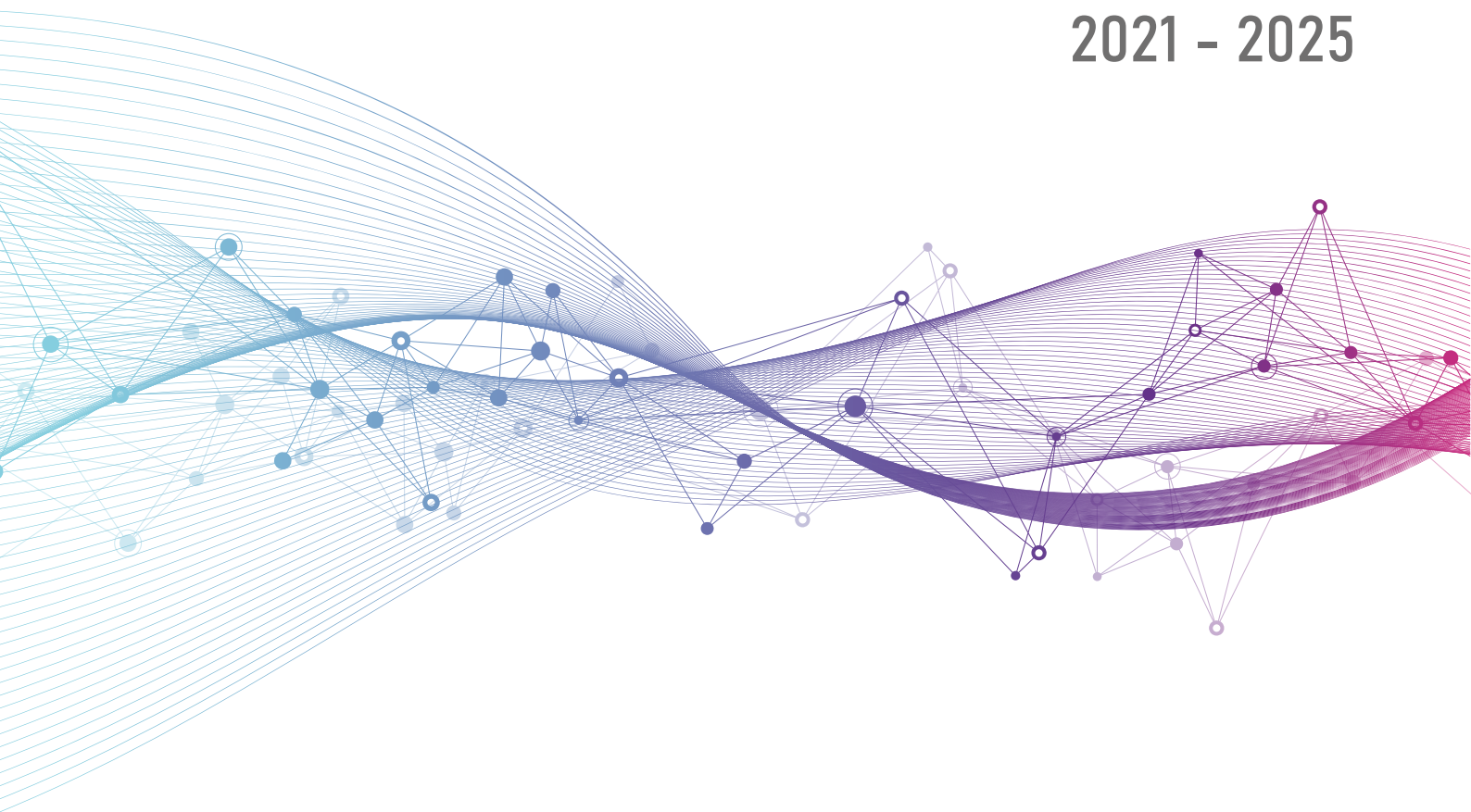


Digital Strategy

2021 - 2025



Executive Summary

As our society rapidly embraces and adopts technology the NHS cannot stand still. Our Digital Strategy describes our five year plan to achieve our organisation, local and national ambitions for digital transformation, integration and innovation. Improving people's health, well-being and care experiences, through the effective use of data, digital technology and technology-enabled care.

This document explains how we will work towards our Digital priorities to achieve our vision:

To become a fully digital Trust.

Our vision means that we intend to integrate digital solutions into every interaction to improve the quality and experience of care. We have identified five strategic aims that will help us in our journey:

**Empower people; Enable clinicians; Integrate systems;
Revolutionise information; Build the future.**

Our vision is not just about IT systems and equipment, it is about developing a digital culture within the Trust. Gaining a collective understanding and mindset where we confidently use information and digital solutions to improve care experiences and aid decision making; contribute to how we can operate responsibly as an anchor institution in Gloucestershire; add value and increase efficiency; and effectively transform services to make the most of digital and technological innovation. Coproduction and collaboration are key to how we will achieve our vision, working with the population we serve, services that deliver and support care, local partners and NHS Digital.

This journey will include:

- Increasing access for people using services, enable people to self manage and interact with the NHS more effectively from their own homes.
- Ensuring personalised care approach programmes and resources are integrated into clinical systems.
- Making sure people have options so that they are not digitally excluded and support personalised care
- Building a digitally skilled workforce with the right technology, training and infrastructure in place to support planning, digitalise processes and improve mobile working.
- Ensuring that technology and information is available in the right place, for the right person, at the right time and on the right device.
- Collaborating with Gloucestershire's Integrated Care System partners to build a robust digital infrastructure capable of supporting joined-up accessible health records and data sharing.
- Revolutionising data and information consumption to enhance quality improvement, research and evidence based practice as well as support complex modelling, cost reduction and decision making.
- Transforming and integrating infrastructure and technology ensuring they are fit for the future reflected by increasing our digital maturity index

Introduction

The NHS policy, 'The future of healthcare: our vision for digital, data and technology in health and care' (2017) outlines specific ambitions for NHS organisations to support health and care provision. To quote the highly regarded Wachter report "... **the one thing the NHS cannot afford to do is remain a largely non-digital system. It is time to get on with IT**".

This Digital Strategy is our response to that challenge.

This strategy does not sit in isolation but as one of six integrated enabling strategies for Gloucestershire Health and Care NHS Foundation Trust (GHC) first five year plan 'Our Strategy for the Future' 2021-2026.

As a new organisation formed in October 2019 from two high performing NHS Trusts, our digital transformation and ambitions build on the strengths of our legacy trusts. Our merger programme dominated our attention during 2019 in bringing together a number of diverse information systems. This included both clinical and non-clinical systems ensuring we provided colleagues with access to relevant information and technology from any location and at any time in all of our services.



This digital strategy encompasses a much broader scope and set of ambitions that will explain how we will contribute towards our mission:



Enabling people to live the best life they can

And how we will work towards achieving our overarching vision:



Working together to provide outstanding care

The GHC Information Technology (IT), Clinical Systems and Business Intelligence (BI) teams are the key enablers working together to making our ambitions a reality. Collaboration with Gloucestershire's Integrated Care System partners and NHS Digital national team will be essential to achieving our organisational and local delivery ambitions ensuring our health and care system is collectively fit for the future.

Our road to embracing digital will see us remove digital friction, implement enabling technologies, ensure technology is aligned to roles, and enable high quality data at the point of care. Additionally we will improve digitisation of interactions for people using services, and the automation of related processes, enabling data sharing across the system. Finally we will reflect our growing wealth of data back to decision-makers at all levels of the Trust through compelling self-serve Business Intelligence.

Where we are... and where we want to be

2019

- Merger
- Integration of Trust systems

2020

- EPMA roll out in mental health services
- Office 2010 replacement
- Total mobile project progressed
- BI system integration progressed
- Covid response
- Rapid roll out of virtual consultations and MS Teams
- Mobile access infrastructure upgrades

2021

- CAMHS online PHR portal launch
- Digital inclusion project launch
- Community mental health clinical system review
- E-Obs roll out in mental health services
- Integrated rostering roll out

2022

- Implement further use of enhanced medical equipment
- Progress clinical system review recommendations
- ICS information sharing in place

2023

- Digital skills and training programme roll out
- ICS system optimisation of real time monitoring to support clinical decision making

2024

- Further develop artificial intelligence to enable proactive use of data
- GHC fully cloud transitioned

Case Study

Berkeley House: First inpatient facility using e-prescribing enables high quality care and sustainability



Simon Eddy
Developing Advance Nurse
Practitioner for Learning
Disabilities and Autism

“We’ve only had e-prescribing a few weeks and need to iron out a few challenges from poor wifi signal but we can already see the significant benefits e-prescribing brings to both staff and patients. No more rewriting charts, interpreting handwriting, storing mountains of paper medical charts and needless trips to the GP for a signature. It is also easier to report, analyse and review medicinal history.

The advantages are clear - safer prescribing, quicker implementation of medicinal treatment, reduced time spent on admin and reduced costs.”



Berkeley House is a learning disability assessment and treatment inpatient unit for adults with learning disabilities and autism.

Case Study

Rapid expansion of remote working kept people safe and made sure services could maintain care through lockdown



Hannah Borne
Speech and Language Therapist

"Video consultations have benefitted our patients in a number of ways. Many of our less mobile patients have commented on the convenience of being able to access therapy from within their own homes instead of travelling to clinics. Others said that virtual appointments are less stressful. People also reported they can fit appointments more easily in to their working day."



What people said about using video consultations:

"Easy to access on the internet. My therapist was really helpful and had lots of patience with me."

"All connections work well today and I appreciate the continued support."

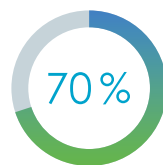
"As a clinically at risk person, I have benefitted from being able to work safely from home."

Learning from our Covid response

The impact of the Covid-19 pandemic has changed the landscape of delivery across our health care services. This has resulted in an accelerated transition to virtual consultations and digital approaches to communication and service delivery.

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.

Across Gloucestershire we use a shared network which includes primary care and acute sites/services enabling colleagues and partners to securely and safely share information with each other as well as offering the opportunity to work across.



3,320 colleagues using portable devices

From 0 to 18,396 virtual meetings held



15 new WiFi hotspots created in car parks

From 0 to 55 services using Attend Anywhere with over 1,000 appointments per week



30,000 support calls - 98.9% closed first time. Average of 14 seconds response rate to calls

6 new consultation pods installed



The bigger picture and national drivers for change

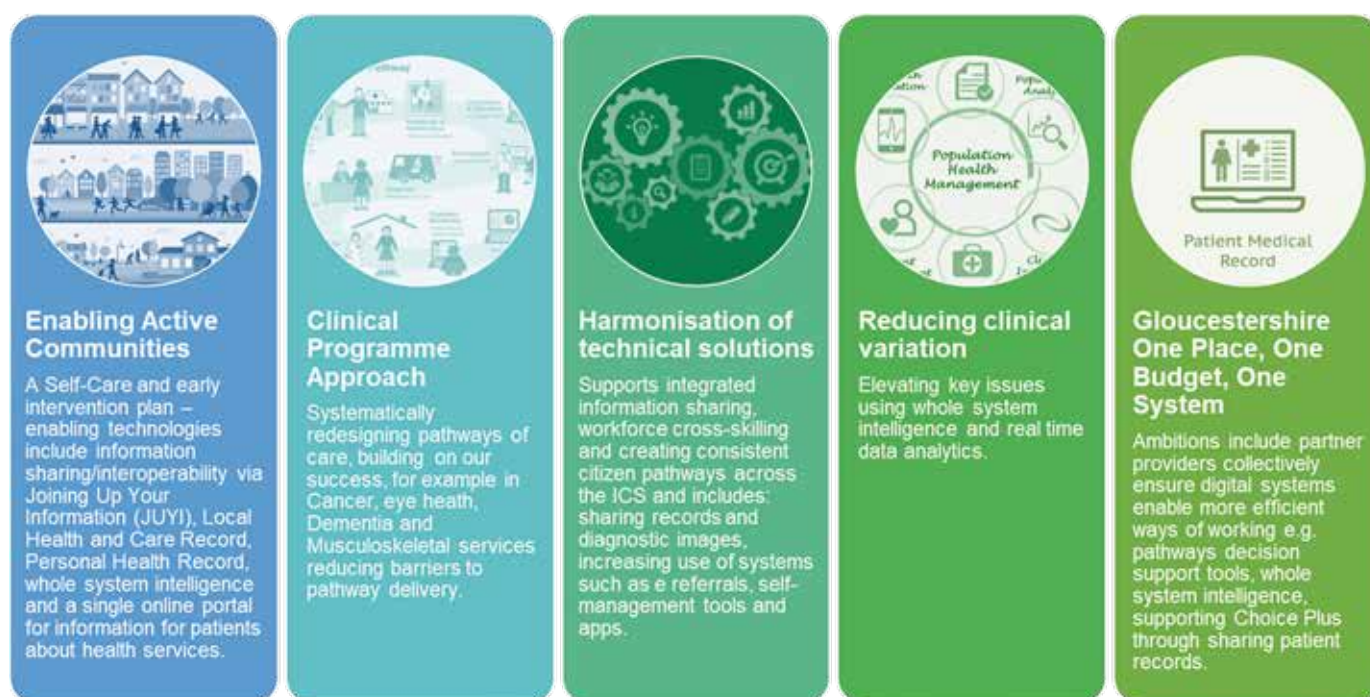
Across Gloucestershire we use a shared network which includes primary care and acute sites/services enabling colleagues and partners to securely and safely share information with each other as well as offering the opportunity to work across.

Fundamental to this strategy is recognition that the people of Gloucestershire's health and care journey goes beyond interactions with GHC as a local anchor institution. Innovation and integration of our digital approach with Gloucestershire Integrated Care System (ICS) projects is key to delivering joined up care and improving health outcomes. To this end, our priorities align with the ICS vision and aims:

ICS vision: *To empower people to manage their own health and to be able to quickly access high quality person-centred care within their localities.*

ICS aims include: *to give more capabilities to people to self-manage and co-create care, to improve health outcomes and reduce bureaucracy across the system.*

Key ICS digital initiatives and projects which we are involved with include:



There are also a number of National catalysts to help our journey over the next five years, including:

- The NHS Long term Plan and national launch of Local Digital Roadmaps.
- The publication of the Wachter Review on using health information technology to improve care
- The appointment of a Senior Clinician-led Digital Team at NHS England.
- The development of NHS Digital and NHS X the national agencies for digital transformation and their retained health and social care brief
- A heightened level of focus on the digitisation of the NHS Institute for Innovation and Improvement (NHSI) services by supporting and driving the Digital Maturity Programme through the investment in the Global Development Exemplar (GDE).

Case Study

Let's Talk: Better health, high quality care and sustainability can come through the use of data and analytics: enabling complex modelling, forecasting, continuous improvement and resource targeting



Alex Burrage
IAPT Clinical Lead

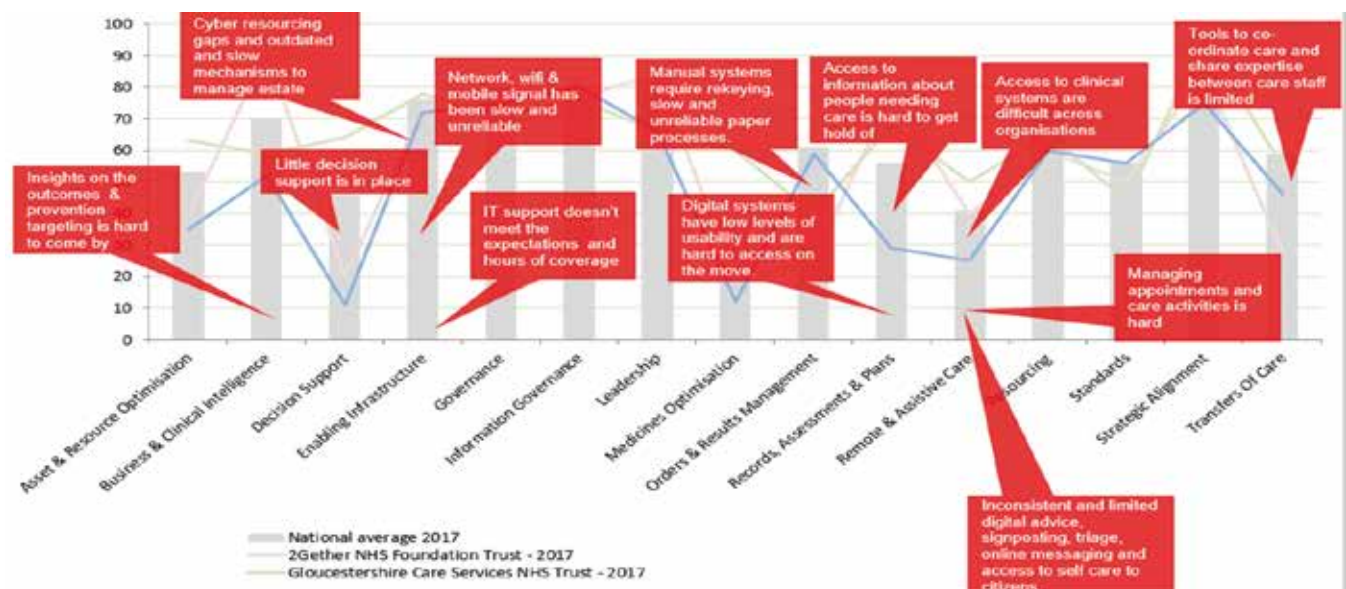
Let's Talk, our Improving Access to Psychological Therapies (IAPT) service, use business intelligence to transform services and monitor the impact of care.

Alex said: "Forming a close working relationship with the Business Information team has been crucial to the development of our IAPT service. Information supports change, ongoing review and reporting. We can understand what's working well and have the tools to undertake further development."

Key challenges for our digital strategy

Assessment of our digital maturity helps us understand areas for development and identify priorities. There is an added complexity in working with a dual focus: managing our own Trust's transformation plans and as an ICS partner aligning multiple programmes of work challenges ahead. By increasing our digital maturity we can assure improvement benefits our population and ensure alignment with our system partners.

Our digital maturity challenges:



Digital change will be transformation-led with projects and priorities aligned with Trust objectives and wider system transformation initiatives. The complexity of step by step changes will be managed through a structured project framework. We will co-design digital advances with people receiving and providing services to ensure solutions are fit for purpose, using data and people stories to measure success and sustainability.

GHC's key challenges and actions we take to support delivery of our Digital Strategy are summarised in the table below:

Challenge	Mitigations
Engagement of staff in the ownership of the digital agenda	Using digital champions in the organisation
	Creation of digital forum, innovation group and other networks
	Better access to meaningful data and insights
	Access to central IT support for local digital projects
Funding limitations	Complete benefits analysis of digital solutions to support funding for additional resources as required
	Identify where there are gaps in resources to support priority planning
	Accessing central government funds and ICS wide project funds for digital projects
Technical system barriers	In-house IT function to provide expertise on technical systems
	Adhering to standardised use of external IT systems to minimise customisations that have a high degree of support reliance
	Alignment with ICS wide system development
	Agile system design for future interoperability assurance
Skills and human resource limitations	Accessing the wider public sector and higher education sector to learn from others or to use external skills that work not for profit
	Foster partnership working with other analytical teams in the ICS
	Work as an ICS to identify key skill gaps and collectively fund resources in this area
	Work smarter across the ICS to deliver projects and programmes learning from others and supporting implementations with the same project teams

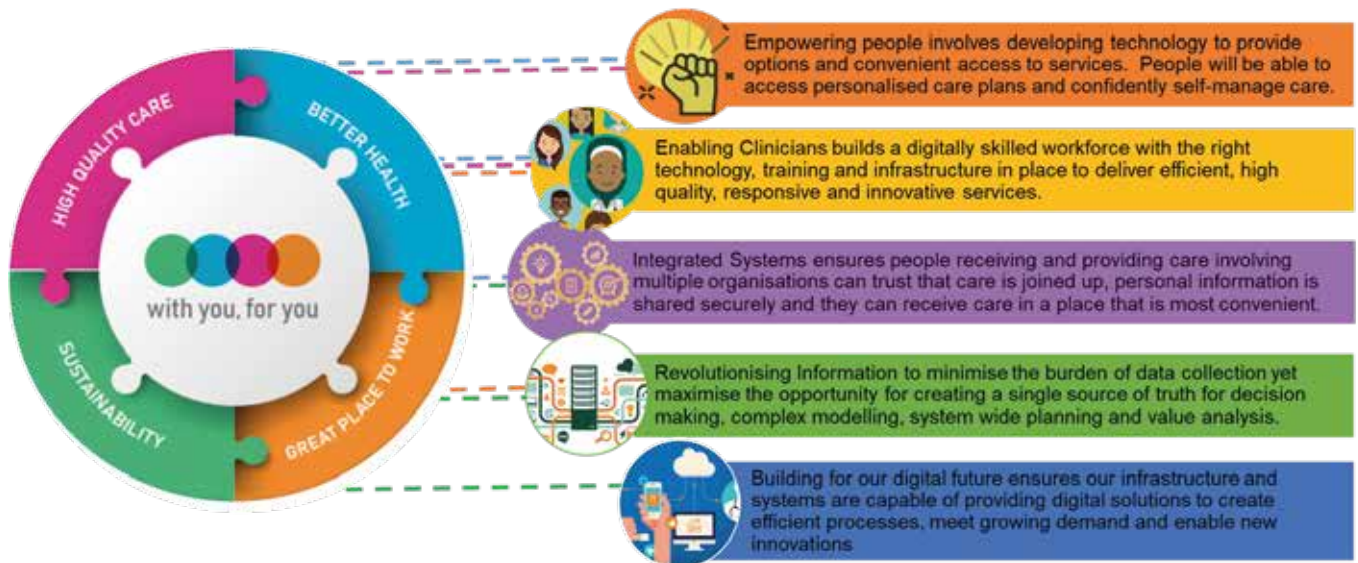
Our ICS shared key risk is not progressing our digital ambitions and just sticking to a traditional & siloed way of IT delivery. This would negatively impact delivering at scale objectives such as increased self-care and personalised care; improved joined-up working; and use of Population Health Management approaches to support health and care planning. Lack of resources and funding for digital solutions is a key challenge for both GHC and the ICS. The digital teams will address these challenges with prioritisation and robust benefit analysis.

The challenge is to arrive at a comparable level of digital integration to avoid disjointed or incomplete information. To mitigate against this Gloucestershire has adopted the Global Digital Exemplar Model. This enables organisations to make changes at a pace matching business demands.

Challenge	Mitigation
Insufficient resources to support system wide development	Identify where there are gaps in resources to support priority planning
	Agree ICS digital workstream goals and develop 'road maps' to articulate how different organisations can achieve these.
Multi-organisation digital alignment and system interoperability	Global Digital Exemplar model - blueprinting and fast following: progressing with ready teams, learn and adapting.
	Collaborative study and review to enable adaptation for system wide scale-up plans.
	ICS technology platform managed by unified technology teams

How will we know our digital ambitions benefit the people we serve?

Coproduction and collaboration are key to how we will achieve our Trust's strategic aims and our digital ambitions. We have completed an analysis of our digital aims to assess how they support the Trust's overarching strategic aims:



Before and during digital strategy development, we undertook and were involved in a series of engagement, co-design and participation events with people who use our services, colleagues and system partners. Our goal was to make sure we understood what benefits or important outcomes our colleagues and people who use our services wanted to experience through improved digital technology.

As part of our ICS digital group we used this information to create a series of problems and outcomes so that we can easily see the link between what we are doing and the benefits people will experience. We will continue to assess and adjust our action plans over time through consultation.

In 2020...

As a GP I don't know who in the practice is at greatest risk of developing a chronic disease so I can help.

In 2024...

As a GP I can see which patients have the greatest risk factors in my PCN and the social segment they are in. I work with a virtual multidisciplinary team to develop an appropriate menu of interventions, which I then agree a plan with the patients, tracked via an online consultation and digital diary.

In 2020...

As a multidisciplinary team, we can't get video conferencing to work. This means that there is less collaborative working and joint decision making is delayed until we can find time to meet in person.

In 2024...

As a multidisciplinary team, we now meet virtually with ongoing messaging episode alerts and task assignment based on what's happening to the people we are caring for together. We don't have to wait for meetings to act and can set up ad-hoc video calls, where we share images, investigations and update the same shared care plan.

In 2019...

As someone being diagnosed with a suspected long-term condition, I don't know what the next steps are, what I can do now to help myself and how long I'll need to wait. This creates anxiety, feelings of powerlessness and causes me to put plans on hold.

In 2024...

As someone being diagnosed with a suspected long-term condition, I use the NHS App to triage to an appropriate set of local services to support me, including online options. I also can see a status of test results and a record of previous consultations.

Our GHC Digital Approach and Aspirations

Our Digital Vision: To become a fully digital Trust.

Improving our patients' health and wellbeing and their care experience, through the effective use of data, digital technology and technology-enabled care with collaboration at our core. This means that we will ensure information is available in the right place, for the right person, at the right time and on the right device.

To deliver our vision we have identified five strategic aims that align with the NHS Digital Transformation Program and GHC's strategic intentions. Against each of our aims, we have identified over arching goals, a number of objectives and measures of success.

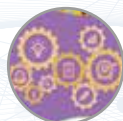
DIGITAL GHC



Empower people: Provide convenient access to services and health information for people to self manage and support personalised care.



Enable clinicians: Build a digitally skilled workforce with the right technology training and infrastructure in place to deliver efficient, high quality, responsive and innovative services.



Integrate systems: Work in collaboration with partners to improve system wide health and care transformation to improve planning and delivery of services through the greater use of shared data.



Revolutionise information: Delivering secure, robust and reliable data analytics that can be easily and rapidly accessed across the organisation and health care system.



Build the future: Provide convenient access to services and health information for people to self manage and support personalised care.

All our digital aims, objectives and planning decisions align with our Trust values and are grounded in the principles developed by National Voices and the NHS Empowering Patients and Communities Board:

Every service must be designed around user needs whether the needs of the public, service users, carers, clinicians or other staff.

User Need



It is critical that we maintain public trust in how we hold, share and use data.

Privacy & Security



We develop our technology so that data and clinical systems are built to enable safe sharing of information between clinicians, teams and partners in our ICS system.

Interoperability & Openness



We will design services created in partnership with citizens and communities with a focus on equality and narrowing inequalities.

Inclusion



Digital Strategic Aim One: Empower People

Provide convenient access to services and health information so that people can self manage, access services more easily and contribute to personalised care.

Our goals over the next 5 years are to ensure that:	Objectives and actions
<ul style="list-style-type: none">• People will be able to access and maintain their own health records, manage their illness, record physical observations and contribute to recovery plans.• People will consistently be able to choose how they communicate with health care professionals, book appointments and have options in how appointments are conducted – virtual video, telephone or face to face.• All data sharing, new technologies and digitally-enabled models of care improve people experience of care, keep personal information safe and promote equality.• People are able to participate and contribute to designing digital solutions.	<ul style="list-style-type: none">• Develop a secure patient portal, provide digital tools and advice that helps people better manage their health and conditions at home or convenient place.• Support digital implementation of the comprehensive model of personalised care.• Expand our range of digitally enabled models of care building on our Covid19 experiences: e.g. improving video consultations options; self-care digital therapies; and digital linking of health monitoring equipment.• Prepare our systems for E-referrals and E-booking technologies.• Develop, review & implement Trust and system wide digital inclusion programme supporting technology in people homes and training packages to suit people's needs (NHS App, 'widening digital participation' and 'digital smarties' programmes).• Develop and test 'digital front door' access solutions starting with children's mental health services to enable expansion to other services.• Align with the trusts people participation plan to ensure representation in appropriate digital projects.

Key areas of work over the next 12 months:

- Digitally enabled self care
- Learning from our Covid-19 response and produce a detailed review to develop a long term strategy of video conferencing.
- Review and develop options for an integrated electronic appointment booking system.
- Review and develop an integrated approach to 'digital inclusion' learning from peoples experience during the Covid-19 pandemic.

Measures of Success

- Periodic reviews (audit, internal assurance visits, peer reviews, user satisfaction surveys, feedback from colleagues and partners) to monitor the impact digital transformation is having on care delivery.
- Measure against specific project success criteria as agreed with partners and people who use our services.

Digital Strategic Aim Two: Enable Clinicians

Build a digitally skilled workforce with the right technology, training and infrastructure in place to deliver efficient, high quality, responsive and innovative services.

Our goals over the next 5 years are to ensure that:	Objectives and actions
<ul style="list-style-type: none">• Colleagues can communicate effectively with each other and across organisations in order to share information and decision making.• Colleagues can consistently and safely access information when they need it, where ever they are - right place, right information, right time and right device.• Colleagues have the essential skills to make the best use of digital transformation and information.• People can easily engage with Digital services to get support for projects, innovations & developments.	<ul style="list-style-type: none">• Provide appropriate technology, build infrastructure and develop training packages involving the people that will be using them.• Collaborate with service improvement champions to digitalise processes and support smarter working using appropriate technology e.g reducing the need for paper, save time, increase efficiency and data security.• Support clinical and corporate service colleagues use information wisely to enhance decision making, monitor performance and progress, improve services, contributing to research and evidence-based practice.• Building our digital culture by placing technology as a key founding element of excellent and safe health care.• Increase the number and spread of clinical and operational staff who are directly engaged in digital transformation• Support the formal development of clinical and digital leadership through regularly enrolling people in the NHS Digital Academy.• Develop and improve digital front door enabling colleagues to request project support and explore improvements and innovation.

Key areas of work over the next 12 months:

- Ensure a consistent user setup of hardware and software for all staff across the trust
- Invest in digital skills and training to improve competency and capability of our workforce both through recruitment, retention and ongoing skills development.
- Further embed the use of collaboration tools to support clinicians working effectively within the Trust but also within the wider ICS.
- To increase the number and spread of clinical and operational staff who are directly engaged in digital transformation

Measures of Success

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

Digital Strategic Aim Three: Integrate Systems

Work in collaboration with partners to improve system wide health and care transformation planning and delivery of services through the greater use of shared data and joined up clinical systems.

Our goals over the next 5 years are to ensure that:	Objectives and actions
<ul style="list-style-type: none">• People are able to reliably and consistently receive effective health and care interventions in the place that is most convenient for them.• People involved in providing and receiving care can access and contribute to shared multi-disciplinary and multi-agency clinical records, decision making and care plans at the right time, remotely and in a usable format.• People are supported and enabled to manage their care effectively where they live, maximizing independence and minimizing risk.• All business processes, standards, systems and technology are supported with a robust infrastructure to enable cross boundary working.	<ul style="list-style-type: none">• All clinical systems will be reviewed in 2021 and a new Clinical Systems Vision will be agreed and shared by the end of 2021/2022• Integrate data from multiple clinical systems across the Trust enabling full representation of activity and performance in one view.• Continue our programme to rationalise corporate and clinical systems ensuring alignment with national standards by 2022/23• Rationalize, develop and harmonise technology and infrastructure to join up information and interoperability between multiple organisations effectively, safely and securely, including:<ul style="list-style-type: none">○ E-rostering and E-Job planning systems.○ Electronic patient records• Provide technology and develop training packages to suit people's needs.• Work with Ambulance services to ensure Mental Health Crisis plans are available through the National Record Locator by 23/24.• Ensure local implementation of the child protection sharing solution as part of the national delivery by 2022/23

Key areas of work over the next 12 months:

- Develop, align and rationalise GHC corporate and clinical systems.
- Explore and agree technical design decisions to enable system partners operational systems to align and enable interoperability.
- Integrate from multiple systems and enable data presentation.

Measures of Success

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

Digital Strategic Aim Four: Revolutionise Information

Delivering secure, robust and reliable data analytics that can be easily and rapidly accessed across the organisation and health care system.

Our goals over the next 5 years are to ensure that:	Objectives
<ul style="list-style-type: none">• Colleagues and system partners have access to reliable, robust data and information.• Colleagues can confidently use powerful data interrogation self-service tools and compelling dashboards to effectively support decision making, drive change, improvement and target resources.• People can be assured that increases in data use and sharing consistently maintains legal and regulatory compliance with cyber security and information management standards.	<ul style="list-style-type: none">• Ensure digital technology and infrastructure is in place to enable data collection, interpretation and presentation simply and intelligently through Business Intelligence (BI) Analytics tool.• Expand implementation of BI Analytics tool enabling reports, dashboards and alerts to be viewable on all devices.• Increase professionalised informatics accreditation and achievement of professional analyst standards.• Collaborate with teams to digitalise processes and upgrade technology to minimise the burden of data collection.• Continue to develop predictive analytics capable of modeling and forecasting future capacity, demand and performance.• Develop systems that are interoperable enabling safe open access across system platforms.• Work with the wider health community to support the safe, lawful and secure utilisation of population health data to inform future delivery and present a single patient pathway across all organisations.

Key areas of work over the next 12 months:

- Roll out of real time, point of contact performance and activity monitoring dashboards.

Measures of Success

- All systems information available through the trusts data warehouse and BI system
- Data quality improvements
- Population Health solution in place across the ICS

Digital Strategic Aim Five: Build the Future

Develop our digital infrastructure and systems so that they are fit for the future - digitise processes, contribute to clinical research, evidence based-practice, life sciences and support our Trust’s sustainability ambitions.

Our goals over the next 5 years are to ensure that:	Objectives
<ul style="list-style-type: none">• Our digital maturity index increases to HIMSS stage 7 or an equivalent measure.• Support the NHS vision that internet first should be the direction of travel offering improved flexibility, connectivity and a reduction in costs.• New systems are, where appropriate, cloud hosted, web based and browser agnostic in line with the vision presented in The Future of Healthcare.• Provide digital solutions that support different approaches to recruitment.	<ul style="list-style-type: none">• Transform and consolidate GHC clinical systems, modernising our network, aligning devices and technology.• Develop and test technological advances as they emerge.• Investigate and develop transition of local systems to the cloud as part of local server infrastructure refresh plans by FY 24/25.• Investigate and embrace the use of artificial intelligence capable of supporting a shift from reactive and retrospective analytical approaches to a proactive use of data.• Investigate and review automation opportunities across the trust to remove repetitive manual tasks both for clinicians and corporate staff.• Work within our ICS to support the development of population health management systems.

Key areas of work over the next 12 months:

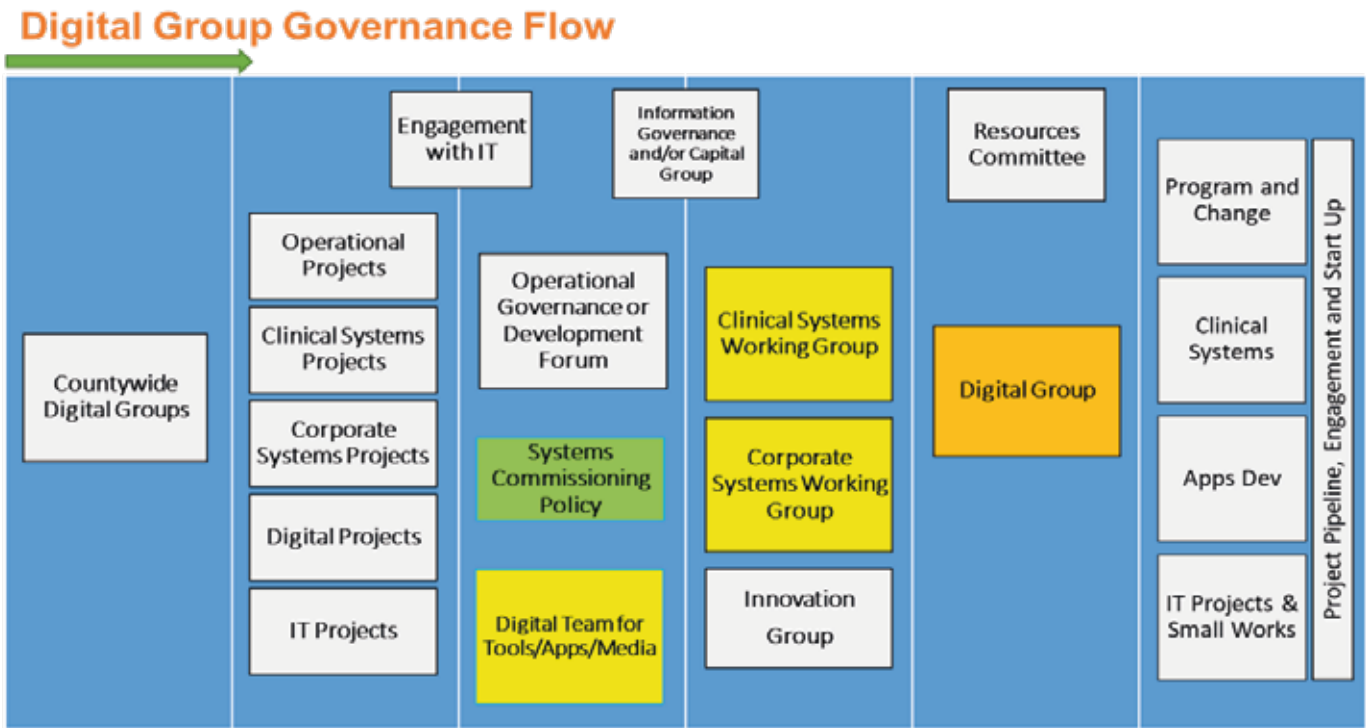
- Progress digital and technological innovation and improvement projects including: electronic prescribing and medicines management roll-out to all services; electronic paper free correspondence across all our services;
- Progress with the ICS implementation of a population health management solution
- Work with the ICS to finalise the information sharing roadmap for Gloucestershire for the next 5 years

Measures of Success

- 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

Delivery and Governance

Scrutiny and oversight of progress of our Digital Strategy and priorities will happen on various levels within the governance and assurance structures of both our Trust and ICS. In order to launch this strategy it was scrutinised by our Finance and Resource Committee before approval by our board of directors.



With such a large complex plan over the next 5 years there are a number of interdependencies and support required both with within GHC and within the wider ICS. This translates into a programme of work, such as the one below, that will be updated yearly based on requirements and developing priorities.

	2020/21	2021/22	2022/23	2023/24
Workforce & Delivery	Digital Workforce development programme	Board level CIO & CCIO		
	Digital governance reshape	Delivery processes harmonised	NHS Team convergence	
Empower Patient	NHS App & GP Online Consult	OP&Care Home Online Consult	Digital 1st for GPs	PHR & Maternity Record
	Website & app consolidate	Self Care Apps full roll out	E-redbook	NHS remote & telecare
	Digital-only patient letter options			
Digital Maturity	IP Acute EPR roll out (inc ePMA)	EPR in ED & OP	EPR: Cancer	EPR CDS
	Mobile MH & Community EPR & ePMA	GP PCN mergers		GP Futures migrations?
	Social Care Case Mgmt System	2ndary care e-rostering	GP e-rostering	E-Rostering across ICS
Information Sharing	Docs & correspondence sharing	Clinical Image and Labs sharing		
	Clinician to Clinician Messaging & real-time collaboration		System-wide direct booking & e-referrals	
	UTC 111 system integrations			Patient flow monitor & alerting
	JUWI dev & feeds	Shared Care Plans		LHACR Direct care, PHR and PHM delivery
	MH & Urgent real-time demand & capacity	Real-time acute bed state	Full automated real-time demand & capacity	
Infrastructure	ICS Network Redesign	Single sign on & desktop	Wifi Upgrade	ICS-wide Unified Comms
	ICS Cyber Security Programme			ICS Data Centre & Server Consolidation (inc cloud review)
	Windows 10	Office 2010 replace	Collaboration tools	
PHM (WISG)	PHM reporting tool roll out	ML low level in use		
	PHM as BAU in Clinical Progs, PCNs & Localities			
	ICS PHM platform implement & procure			LHACR data for research & insights

It will be operationally managed via the Digital Group who will receive an update every 6 months to ensure work is progressing as required, the governance flow of all digital projects is illustrated on the previous page.

Conclusion

By pursuing our vision, we will build solutions where we put the citizen at the centre of solutions we provide. We will act with the interest of the local health economy in everything we do and ensure collaboration is built into our digital solutions from the outset rather than added as an afterthought. Collaboration will not stop at technology as we will share our resources and learning to ensure that as a community we are not re-inventing solutions.

We will accelerate our digital transformation by assimilating existing best practice solutions into our organisation. As a Trust we will learn from implementations elsewhere in the NHS and beyond, recognising that others also have the skills and ability to create transformational solutions which we can assimilate into our operations.

Executing our strategy means quality, safety and patient experience will improve by using our digital solutions to create an environment in which the right information is available to staff at the right time. By listening and co-designing solutions with all stakeholders, we will provide innovative, intuitive and vastly improved ways for people to interact with the NHS.



working together | always improving | respectful and kind | making a difference