

## Board of Directors - Public

### SUMMARY REPORT

Meeting Date: 23 November 2022  
Agenda Item: 18

|   |  |    |
|---|--|----|
| <b>Report Title:</b>  | <b>Digital Strategy (2021-2025) Annual Review</b>  |    |
| <b>Author(s):</b>   | Phillip Easthope, Executive Director of Finance, IMST & Performance  |    |
| <b>Accountable Director:</b>  | Phillip Easthope, Executive Director of Finance, IMST & Performance  |    |
| <b>Other meetings this paper has been presented to or previously agreed at:</b> | <b>Committee/Tier 2 Group/Tier 3 Group</b>   | NA |
|   | <b>Date:</b>   | NA |
| <b>Key points/recommendations from those meetings</b>                           | Finance & Performance Committee receive quarterly updates from the Digital Strategy Group detailing progress against delivery - last received in October 2022. |    |

### Summary of key points in report

The attached report details delivery against the Strategy.

Significant progress has been made in delivery against a number of key projects, including Electronic Patient Record (EPR) and data centre programmes.

Delivery against the breadth of other programmes has been more challenging and a key part of the next steps is to refresh and develop delivery plans.

The report shows progress against the six programmes detailed in the Digital Strategy as well as the new data centre, which is a major programme nearing conclusion.

### Recommendation for the Board/Committee to consider:

| Consider for Action | Approval | Assurance | X | Information |
|---------------------|----------|-----------|---|-------------|
|                     |          |           | X |             |

There is good assurance for the progress of the EPR and data centre programmes.

There is negative assurance for the progress of other digital strategy programmes at the same time as other major change initiatives.

| Please identify which strategic priorities will be impacted by this report: |     |   |    |   |
|---|-----|---|----|---|
| Covid-19 Recovering effectively   | Yes |   | No | X |
| CQC Getting Back to Good – Continuing to improve                            | Yes | X | No |   |
| Transformation – Changing things that will make a difference                | Yes | X | No |   |
| Partnerships – working together to make a bigger impact                     | Yes |   | No | X |
|   |     |   |    |   |

| Is this report relevant to compliance with any key standards? |     |   |    |   | State specific standard   |
|---|-----|---|----|---|---|
| Care Quality Commission Fundamental Standards                 | Yes | X | No |   | <i>The digital strategy is an enabling strategy and many of its programmes are dependencies for other transformational change</i>             |
| Data Security and Protection Toolkit                          | Yes | X | No |   | <i>The strategy programme 'secure and sustainable infrastructure' has a direct impact on our ability to meet and maintain DSPT compliance</i> |
| Any other specific standard?                                  | Yes |   | No | X |   |

| Have these areas been considered? YES/NO     |     |   |    |  | If Yes, what are the implications or the impact?<br>If no, please explain why |
|--|-----|---|----|--|---|
| Service User and Carer Safety and Experience | Yes | x | No |  | Benefits detailed in the slides   |
| Financial (revenue & capital)                | Yes | x | No |  | Delivery will require more resourcing to increase the capacity to change      |
| Organisational Development /Workforce        | Yes | X | No |  |   |
| Equality, Diversity & Inclusion              | Yes | x | No |  |   |
| Legal  | Yes | X | No |  |   |
| Environmental Sustainability                 | Yes | X | No |  |   |

# Digital Strategy Review

Trust Board  
November 2022

# Our Digital Strategy 2021/22 - 2025/26



## Our Vision

To improve the mental, physical and social wellbeing of the people in our communities.

## Strategic aims

- ▶ Deliver outstanding care.
- ▶ Create a great place to work.
- ▶ Ensure effective use of resources.
- ▶ Ensure our services are inclusive.

## PRINCIPLES

We will ensure digital services provide:

- ❖ More time to work directly with service users supporting outstanding care
- ❖ Flexible technology that 'just works'
- ❖ Effective health benefit outcomes
- ❖ Accessibility & inclusivity by co-design

## PRIORITIES

What will we do?

- ❖ Implement a new Electronic Patient Record System
- ❖ Use data to drive healthcare
- ❖ Use digital solutions to enhance care and productivity
- ❖ Ensure our technology is secure and sustainable
- ❖ Use digital services to improve the therapeutic environment
- ❖ Improve everyone's digital skills

## BENEFITS

What will this strategy support?

- ❖ Deliver outstanding care
- ❖ Create a great place to work
- ❖ Make effective use of resources
- ❖ Ensure our services are inclusive

Supporting the delivery of our



Clinical and Social Care Strategy

- ❖ Increased capital and revenue funding for new sustainable and secure technology
- ❖ Additional staff to support the design, delivery and training for digital services
- ❖ Co-design capability and capacity to meet NHS standards

## RESOURCES

## PARTNERSHIPS

Who will we work with to deliver our improvements?

- ❖ People who use our services
- ❖ Our staff
- ❖ Our partners across Sheffield and South Yorkshire



# SHSC Digital Strategy

- Investment one – RiO Electronic Patient Record
- Investment two – New Data Centre and Data Warehouse design
- Investment three – Improved Wi-Fi and supporting infrastructure
  
- Enabling Projects - Levelling Up
  - Smart card provision and registration authority bureau
  - Data Driven Healthcare
  - Digital prescribing for substance misuse
  - SMS and letters service
  - Trust Integration Engine
  - Foundational IT skills
  - Data warehouse refresh for statutory reporting



|                          |                         |
|--------------------------|-------------------------|
| <b>Digital Strategy</b>  |                         |
| <b>Date of update</b>    | 04/10/2022              |
| <b>Reporting period</b>  | 12/07/2022 – 09/11/2022 |
| <b>SRO</b>               | Phillip Easthope        |
| <b>Programme Manager</b> | Karyn Whitaker          |

| Strategy Health Card – Programme Status      |          |       |       |           |       |        |                        |         |
|--|----------|-------|-------|-----------|-------|--------|------------------------|---------|
|  | Progress | Scope | Costs | Resources | Risks | Issues | Stakeholder engagement | Overall |
| <b>Electronic Patient Record (EPR)</b>       | Amber    | Green | Green | Green     | Amber | Amber  | Green                  | Amber   |
| <b>Data Driven Healthcare</b>                | Red      |       | Amber | Red       |       |        |                        | Red     |
| <b>Modern and Flexible Working</b>           | Red      |       | Amber | Red       |       |        |                        | Red     |
| <b>Secure and Sustainable Infrastructure</b> | Red      |       | Red   | Red       |       |        |                        | Red     |
| <b>Digital Services for Therapeutic Env.</b> | Red      |       | Red   | Red       |       |        |                        | Red     |
| <b>Improving Digital Skills</b>              | Red      |       | Red   | Red       |       |        |                        | Red     |
| <b>New Data Centre</b>                       | Amber    | Green | Green | Amber     | Green | Green  | Green                  | Amber   |

### Status justification

- EPR programme currently consumes most of our digital change resource. The status above was reported to the last EPR programme board
- Additional project management capacity has been engaged, but directed towards dependencies emerging from the EPR programme, e.g. Smartcards and prescribing
- No staff capacity to establish the other programmes, consequently no defined scope, risks and issues
- Red rating for resources reflects the lack of programme and project capacity, one project manager is progressing Wi-Fi refresh, but they are moving to a new role
- Some funding is available where costs are rated as amber, however this funding cannot be fully utilised without the necessary staffing resource
- A red rating of costs shows that no sources of funding have been identified at this time with a dependency on programme management resource to develop the case
- Progress on Data Driven Healthcare is currently focussed on the new EPR programme aiming to support continuity of statutory reporting for go-live.
- While the new data centre project is not part of the digital strategy it represents many years of work and a major investment (£2.75M), which is in the final stages of delivery. Digital Strategy Group could usefully serve as the programme board for the final stages of this work.

# 1. Implement a new EPR

## Deliverables

- Fit for purpose electronic patient record available Trust wide
- Private Cloud hosted resilient platform
- Cessation of use of non-compliant, difficult to support and develop legacy systems
- Integration with the NHS National Spine through NHS Smartcards

## Progress

- System configuration now underway
- Form development for clinical teams now in progress

## Expected benefits

- Increased efficiency through reduced operational costs and improved outcomes
- Integration capabilities to support whole system perspective
- Improved data quality

## Timeframe for delivery

- First service to go-live due March 2023
- Cessation of legacy patient record system Q2 2023





## 2. Use data to drive healthcare

### Deliverables

- Creation of a Business Plan to underpin Performance Framework aligned to Digital Strategy
- Automation of IPQR

### Progress

- IPQR being further refined to underpin performance improvement
- Required team resources under review
- KPI's to be agreed

### Expected benefits

- improved evidence base for change and benchmarking.
- Focus on efficiency and outcomes as well as inputs.
- Business intelligence being used to underpin clinical and corporate decision making
- Use of predictive analytics to drive service design
- Engagement with clinical teams to support patient pathways and performance reporting

### Timeframe for delivery

- Business Plan to support Performance Framework March 2023
- IPQR automation Q2 2023





### 3. Use digital solutions to enhance care and productivity

#### Deliverables

- Improved access to wi-fi across all Trust premises, supporting the use of mobile devices in patient care settings
- Improved and simplified Guest wi-fi capabilities
- Reporting and alerting systems within RiO EPR system
- Revision and focus on opportunities with clinical and corporate video conferencing

#### Progress

- Laptop refresh supports staff in working in Agile ways
- RiO deployment underway.
- Wi-fi upgrades currently underway + associated comms

#### Expected benefits

- Increased focus on patient care through reduction in need for desk based working models
- Reduction in travel time for clinical staff through the use of video calling

#### Timeframe for delivery

- Wi-fi deployment currently underway
- RiO Phase 1 Go-live March 2023
- Clinical video-conferencing business case due Feb 2023



## 4. Ensure our technology is secure and sustainable

### Deliverables

- DSPToolkit >95% compliance
- Reporting to DSG provide assurance regarding systems patching
- Device tracking and mobile device management (MDM) software deployment

### Progress

- Routine and emergency patching undertaken in line with NCSC recommendations
- DSPToolkit to assure systems and process security being completed
- Software licencing under review to include MDM capabilities

### Expected benefits

- Secure, resilient systems with minimal downtime
- Informed, aware staff
- Cyber Essentials and Cyber Essentials + accreditation

### Timeframe for delivery- what and when

- DSPToolkit submission due end of June 23
- Assurance reports to be received by DSG February 23 onwards



## 5. Use digital services to improve the therapeutic environment

### Deliverables

- Improved access to wi-fi across all Trust premises
- Access to On-demand streaming services for service users
- Business case to support unobtrusive and easy to use remote monitoring and wearable technologies for clinical teams.
- Digital Transformation roadmap developed in consultation with clinical teams

### Progress

- Wifi roll out underway
- Discussions underway re streaming solutions across ICB
- RiO EPR Phase 1 go live March 2023

### Expected benefits

- Increased clinical time to support patient needs
- Improved patient experience through self selection of streamed entertainment options
- Improved service responsiveness through remote monitoring

### Timeframe for delivery

- Wi-fi roll out underway to be completed by April 2023 subject to resource availability
- Business case development re wearables for March 2023
- Digital Transformation Roadmap – April 2023



## 6. Improve everyone's digital skills

### Deliverables

- Promotion of online training materials to support upskilling for staff
- Redesign of Training function to support core skills development as well as clinical systems training
- Creation of Digital Champions – Service based focus group to support digital advocacy

### Progress

- Scoping work to re-shape Training function underway
- Online RiO training in development

### Expected benefits

- Increased appetite for engagement with technology
- Improved patient outcomes through the adoption of new models of clinical practice

### Timeframe for delivery- what and when

- Training materials development currently underway – ongoing as RiO evolves
- Core training materials promotion & development – start January 2023 – ongoing
- Digital Champions Group – Initiation meeting January 2023



## Risks

| Ref | Description   | Owner       | Impact | Likelihood | Score | Mitigation   | Current Score |
|-----|---|-------------|--------|------------|-------|--|---------------|
| 1   | Reduced capacity for BAU and strategy work due to unplanned needs resulting in slower than anticipated progress   | Andrew Male | 4      | 5          | 20    | Provide view of planned work to stakeholders and encourage early communication of upcoming work. Recommendation to expand PM and BA capacity to work with stakeholders would have the biggest impact | 20            |
| 2   | Reduced staffing and long-term vacancies due to market conditions and tighter controls on use of contractors leading to more single points of failure and slower progress | Andrew Male | 4      | 4          | 16    | Engage with HR to utilise recruitment agencies for permanent roles and seek to create more competitive packages for technical staff.   | 16            |
| 3   | Other strategies cannot realise their aims due to digital programmes being tackled sequentially leading to sub-optimal outcomes.  | Andrew Male | 4      | 5          | 20    | Work through digital strategy workshops to seek alignment so that all strategies identify common objectives.   | 20            |
| 4   | New major projects emerge expanding the scope of the digital strategy leading to a perception of a static position from the original aims.                                | Andrew Male | 3      | 4          | 12    | A clear view forward view of the services and contracts that are set to expire in coming years to provide a more realistic operational and strategic plan.   | 12            |

## Risk narrative

As with the issues this is a preliminary list and overlaps with the issues identified. The mitigations at this point are largely actions to take forward and therefore are not influencing the starting risk score.

The ownership of both risks and issues further highlights the lack of capacity for delivering the strategy. The senior leadership team of IMST are generally focused on operational management and often in hands-on technical work.

Several vacancies have been through two, three or four rounds of recruitment. This is a common theme for technical roles across the NHS, however we recognise that in many cases our roles are one band lower than some other Trusts, this is a particular issue at band 7.

## Issues

| Ref | Issue description  | Owner       | Impact   | Update  | Status |
|-----|--|-------------|--|---|--------|
| 1   | Insufficient programme, project and technical staff capacity to progress digital strategy programmes in parallel.                        | Pete Kendal | Programmes will need to be prioritised and tackled sequentially, which will have an impact on other strategies that have dependencies on digital | CDIO will provide a view into upcoming workshop on priority and the impact of some programmes not commencing for up to 18 months or more. | Open   |
| 2   | IMST staffing establishment covers core maintenance and some small service improvements, but not sufficient for transformational change. | Pete Kendal | Long lead times for system upgrades and renewals and very limited capacity to progress strategic changes   | IMST prioritising backlog of work regularly and providing a forward view on a quarterly basis.  | Open   |
| 3   | Vacancies within IMST impacting maintenance and renewal work, reducing the already limited capacity for strategic change.                | IMST SMT    | Longer lead times for system upgrades and renewals, further limits capacity to progress strategic changes  | Discussions with HR on different approaches to recruiting and retaining staff.  | Open   |

## Issue narrative

This is a preliminary list as the first exercise in identifying high-level issues and moving the delivery of the digital strategy into a programme board mode. Over time highlight reports for each programme will identify their own risks and issues, but it is likely there will be common challenges and therefore it may be useful to maintain a view of strategic level issues and risks.

The common element for most of these issues is capacity. One step that was taken in the last planning round was to benchmark our staffing capacity and submit a case for expansion. Approximately ten roles were identified in the case and two have been approved to progress. The first an Information Governance Manager and the second an additional Project Manager. The first recruitment has been successful, and we are current recruiting to the second.

## 7. Next Steps

### **Review, development and publication of a Transformation Delivery Roadmap (April 2023)**

- Correlate the Digital Strategy ambitions against tactical delivery plans, themed by clinical service priorities and assured in terms of delivery and operational priority by the DSG membership.
- Review IMST Governance models and meeting attendance
- Rebrand from IMST to SHSC Digital to align to other Digital functions within the NHS

### **Onboard additional resources to accelerate delivery (Jan/Feb 2023)**

- Specialist Talent Sourcing project underway to recruit into difficult-to-fill substantive vacancies. Corresponding reduction of contract and agency staff.

### **Develop delivery plans for delivery of 'Levelling Up' work (Jan 2023) – Slide 2**

- Utilisation of underspent capital allocation to bring in programme and project management resource on a fixed Managed Service Contract basis in support of the development of capital assets. (Jan 2023)
- Formalise and resource project management and governance for work which is already underway.

### **Support for the development of the CNIO/CSO role (Jan 2023)**

- Supporting clinical practice and managing clinical system developments including risk management