NHS GRAMPIAN

Service Transformation through Digital – a Strategy 2020-2025

1. Actions Recommended

The Board is asked to

- Endorse the objectives and strategic priorities set out in the eHealth sector 'Service Transformation through Digital: a Strategy 2020-2025' which aligns to and supports: NHS Grampian's Clinical Strategy, Scotland's Digital Health & Care Strategy, Local and Regional Delivery Plans for Acute Services and Health & Social Care Partnerships (H&SCPs).
- Note there is a risk that our digital aims and ambitions cannot be achieved if programmes, projects and initiatives are not funded appropriately. A financial plan is being developed to support key aims of the strategy for the next 3-5 years.
- Note the overall progress to date and ongoing focus within the paper in taking forward a number of key actions to support the development of a Digital Strategy and progression of various high profile digital programmes.

2. Strategic Context

The key strategies and plans relevant to this topic concern:

- Grampian Clinical Strategy 2016-2021
- Strategic plans of the Aberdeen City, Aberdeenshire & Moray H&SCPs
- NHS Scotland Digital Health & Care Strategy

The clinical strategies and plans of Grampian and its Health & Social Care Partnerships align to the principle that people should be supported to remain active and well and to manage their own health & care issues much more; to maintain their independence and quality of life.

Where possible, this requires a key step change be made:

Unscheduled care should shift → to planned care
Planned care should shift → to self-management
Self-management should shift → to prevention

A key area discussed in the Grampian Clinical Strategy (2016-2021) is 'Enabling Transformation' in relation to: Developing the Workforce, Information Sharing and Management, Continuous Improvement, Networking & Collaboration and Clinical Infrastructure.

Digital and technological innovation is described as an essential enabler.

National Context:
The national Digital Health & Care Strategy describes how NHS Scotland will use technology to reshape and improve services, support person-centred care and improve outcomes.

This national strategy is therefore about how care for people in Scotland can be enhanced and transformed through the use of digital technology. It is not specific to individual specialisms, groups or organisations: it encompasses the whole range of health, social care and wellbeing services commissioned and provided by Health Boards, by Integration Authorities and by Local Authorities and their third and independent sector partners. Importantly, it extends as well to informal care, self-care, prevention and public health.

Scotland's overall digital strategy provides the lead for:

- supporting digital transformation by delivering public services that meet the needs of the public
- effective use of data
- developing standards and assurances
- improving and extending our broadband and mobile networks
- increasing digital participation
- making sure Scotland is a world leader in cyber resilience

It focuses on how digital can support this aim whereby, as a citizen of Scotland: '*I have access to the digital information, tools and services I need to help maintain and improve my health and wellbeing. I expect my health and social care information to be captured electronically, integrated and shared securely to assist service staff and carers that need to see it…*'

Digital technology and data will be used appropriately and innovatively:

- To help plan and improve health and care services
- Enable research and economic development
- Ultimately improve outcomes for everyone
- Enabling this requires us all to work collaboratively across six key areas, or domains: National Direction and Leadership ▪ Information Governance, Assurance and Cyber Security ▪ Service Transformation ▪ Workforce Capability ▪ National Digital Platform ▪ Transition Process.

Importantly, the interconnected linkages between these strategic plans and the proposed 'Service Transformation through Digital Strategy' are clear, with recurring references to using digital technology and innovation.

3. **Key matters relevant to recommendation**

Digital technology therefore must be central, integral and underpin the necessary transformational change in services in order to improve outcomes for all.

To enable NHS Grampian to understand how digital technology can support the interconnected linkages described in the aforementioned Grampian clinical strategy and H&SCP strategies - a quadruple aims model has been devised.

The Aims are to provide:

1. Better health and social care outcomes
   - Safer healthcare environment
   - Enabling self-management
   - Fostering innovation and research

2. A better experience of health and social care for citizens
   - Reducing secondary impacts of ill-health patients and their carers
   - Fewer digital boundaries between health and care services
   - Increased access to their data and more transparency on how it is used.

3. A better experience for staff
   - Increased confidence with digital technology
   - Accessible and secure electronic records
   - Improved efficient working practices

4. Affordable health and care services
   - Robust investment management
   - Effective change management
   - Standards based environment

NHS Grampian and partners will exploit digital technology to improve health and care, enable staff to work to the best of their abiliities and support financial sustainability.

The goal is to modernise services. To do this will require universal adoption of electonic records and for relevant information to be accessible to all who need it – citizens, clinicians, care providers and analysts. In turn, those electronic systems need to be safe, secure, accessible and reliable.

The proposed strategy sets out an opportunity to create a digital and interoperable health and social care system, supporting improvement in the safety, effectiveness, efficiency and citizen-centred nature of the services we offer.

Influence the creation of a modern digital environment with H&SCPs, Local Authority and business partners.

Governance

A Digital Transformation Delivery Group has been established to primarily oversee delivery of a digital vision and 5-year strategy for Grampian to support investment and decision making within an integrated care system and regional alignment framed with partner organisations. Governance structure detailed overleaf.
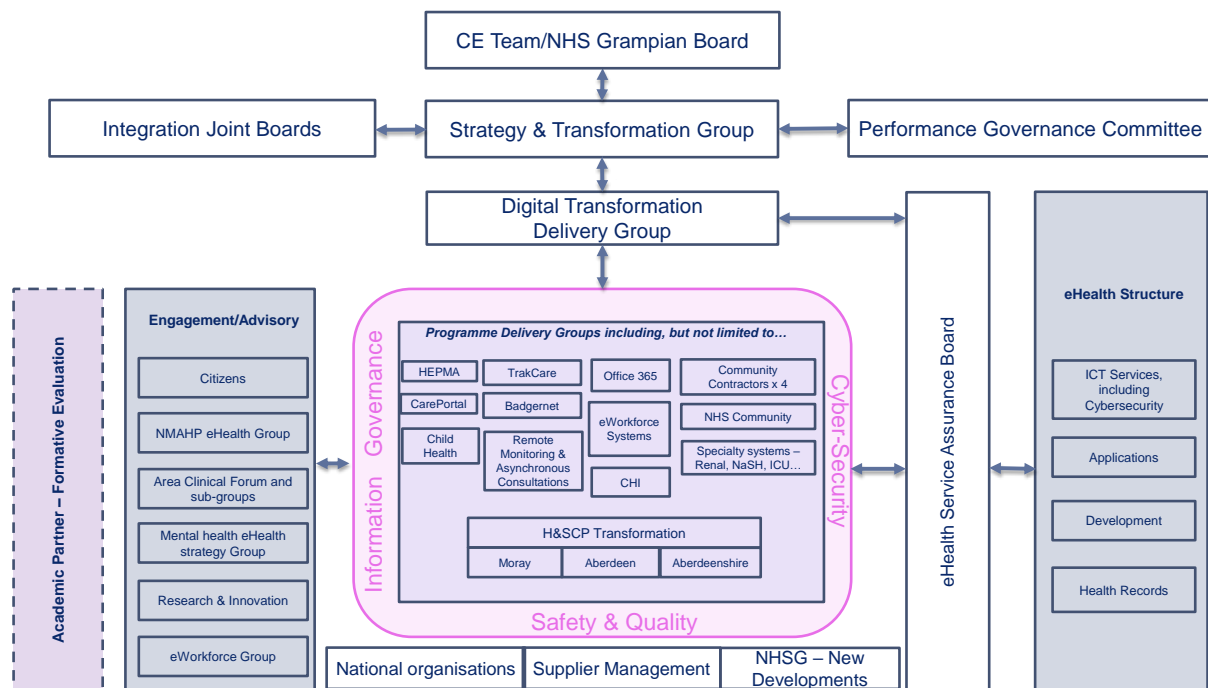
Consultation Process

An extensive consultation process has been completed to ensure involvement from key partners, stakeholders – including staff, patients and public. With their feedback incorporated into the development of this strategy.

Strategic Priorities 2020-2025:

1. *Co-designed Service Transformation*
   - *Supporting Self-Management*
   - *Telehealth & Telecare*
   - *Workforce Development*
   - *Research & Innovation*
   - *Medical equipment as an enabler of service transformation*

2. *Doing More with Electronic Information*
   - *Electronic Records*
   - *Analytics*
   - *Automation & Augmented Intelligence*
   - *Workforce & Business Systems*

3. *Infrastructure, Cybersecurity, Information Governance*
   - *Information Governance*
   - *Clinical Safety in IT Implementations*
   - *Cybersecurity*
   - *Information Availability & Durability*
   - *Underpinning Infrastructure*

4. Resourcing the Strategy
- *Investment - local, regional and national programmes*
- *Risks*
- *Laying the foundations for a digital future*

5. Evaluating the implementation of the strategy
- *A core strand to support safe, efficient and effective change in a complex system.*
- *A formative and iterative process*
- *Engage academic partners to scope & design a framework for the evaluation process, map & engage stakeholders and agree core outcomes*

The 'Service Transformation through Digital Strategy' is a live document that will be reviewed and updated annually through the Digital Transformation Board. It will incorporate feedback ongoing from key partners and stakeholders and from the results of the ongoing evaluation. Regular updates will be provided by eHealth to SLT on a 6 monthly basis, or as required.

Finally, this strategy builds upon the significant technology investment that has been made over the last 10 years. Several significant digital programmes are currently in progress to support and benefit the workforce, patients and clinical care delivery.

The table below provides a high level summary of digital programmes currently active within Grampian.

Digital Programme	Description
HEPMA	Hospital Electronic Prescribing and Medicines Administration – Regional/Local business case approved.
EPR	Electronic Patient Records (EPR) – progression across Acute In-Patient/Out-Patient, Mental Health EPR, AHP EPR, and COVID-19 EPR. Other local and national initiatives covering COVID-19 alerts, monitoring, testing, reporting & bed management. Enabling access to systems across a broader spectrum of professional staff groups and students.
Office 365 + Windows 10	Productivity & Collaboration solution for improved communication and sharing. National/Local funding. • Implementation of Office 365, Teams and migration to NHS Scotland email@nhs.scot.
Covid-19 Response/Recovery	Additional local funding allocated for Digital systems & equipment for remote working (clinical and home): • More computers and equipment provided. • Scale up of Near Me (remote clinical consults) and phone consulting – including group consultations and greater inter-operability between systems for wider collaboration. • Flexible/remote working solutions for the workforce. • Test and Protect system implemented

GP IT Re-provisioning	GP Clinical System replacement (in progress but schedule delayed to 2021) National business case with local implementation costs anticipated.
National Digital Platform	Various initiatives funded via NES Digital Service (NDS) for clinical systems such as: • ReSPECT – recommended summary plan for emergency care & treatment • OpenEYES – ophthalmology EPR system
Cybersecurity	Systems & process improvements + staff development to ensure compliance with NIS Regulations 2018 and Cybersecurity essentials. • Additional technology tools implemented to provide more Cyber-threat assurance
Infrastructure	Improvements to critical infrastructure assets related to IT, Property and Digital Estate. Programmes such as: • Baird & Anchor Hospitals • Elective Care Centre • City Fibre Deal - Fibre Network Cable Infrastructure to expand and improve network connectivity through Aberdeen City and Aberdeenshire for business and community. Scot Gov/LA funded – NHS access to circuits at low cost. • Utilisation of Aberdeen City Connect WiFi to support virtual visiting in hospital.

4. Responsible Executive Director and contact for further information

For any further information in advance of the Board meeting please contact:

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Additional supporting information
Service Transformation through Digital – a Strategy 2020-2025