Draft – For Comment

NHS
England
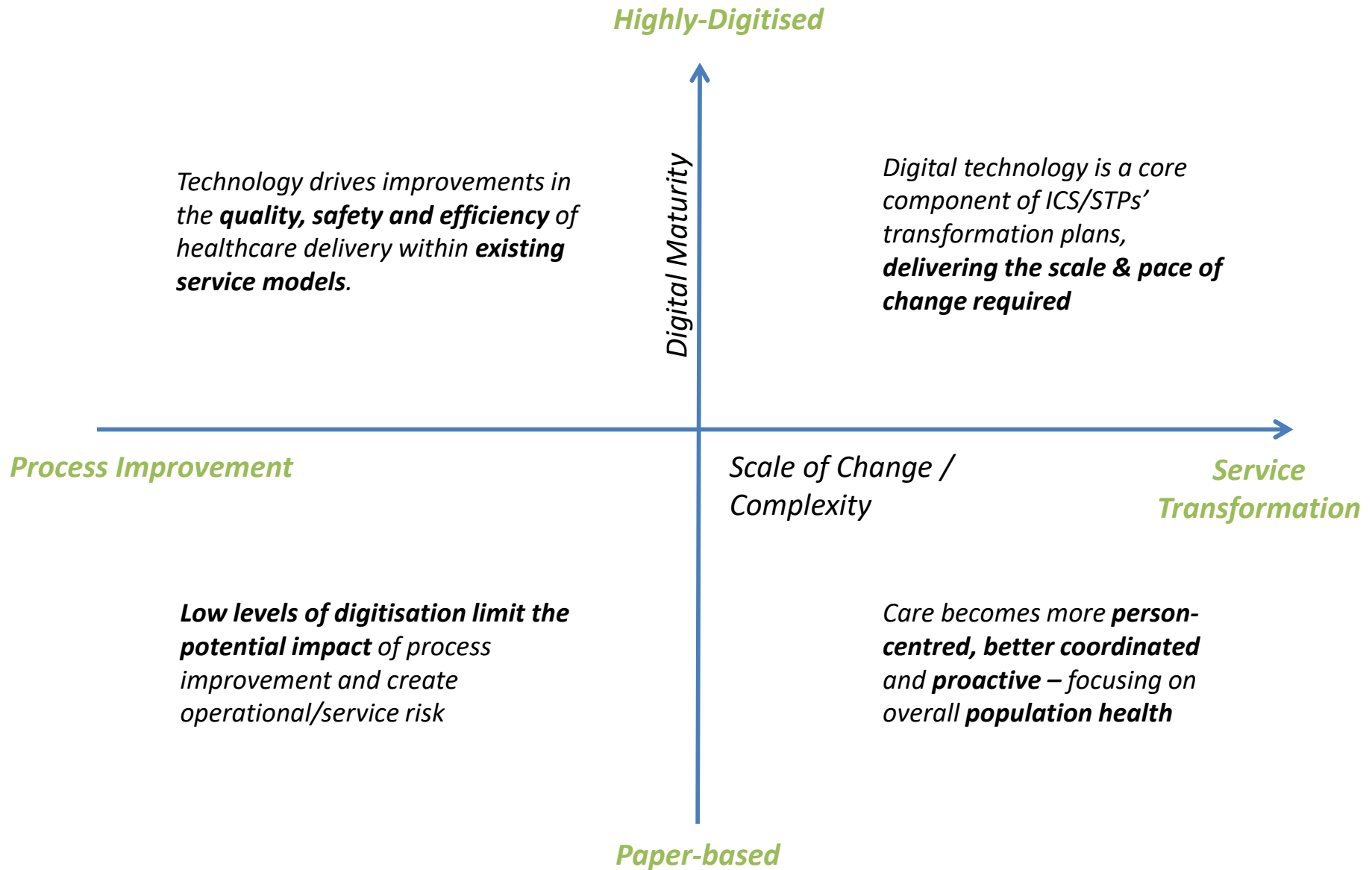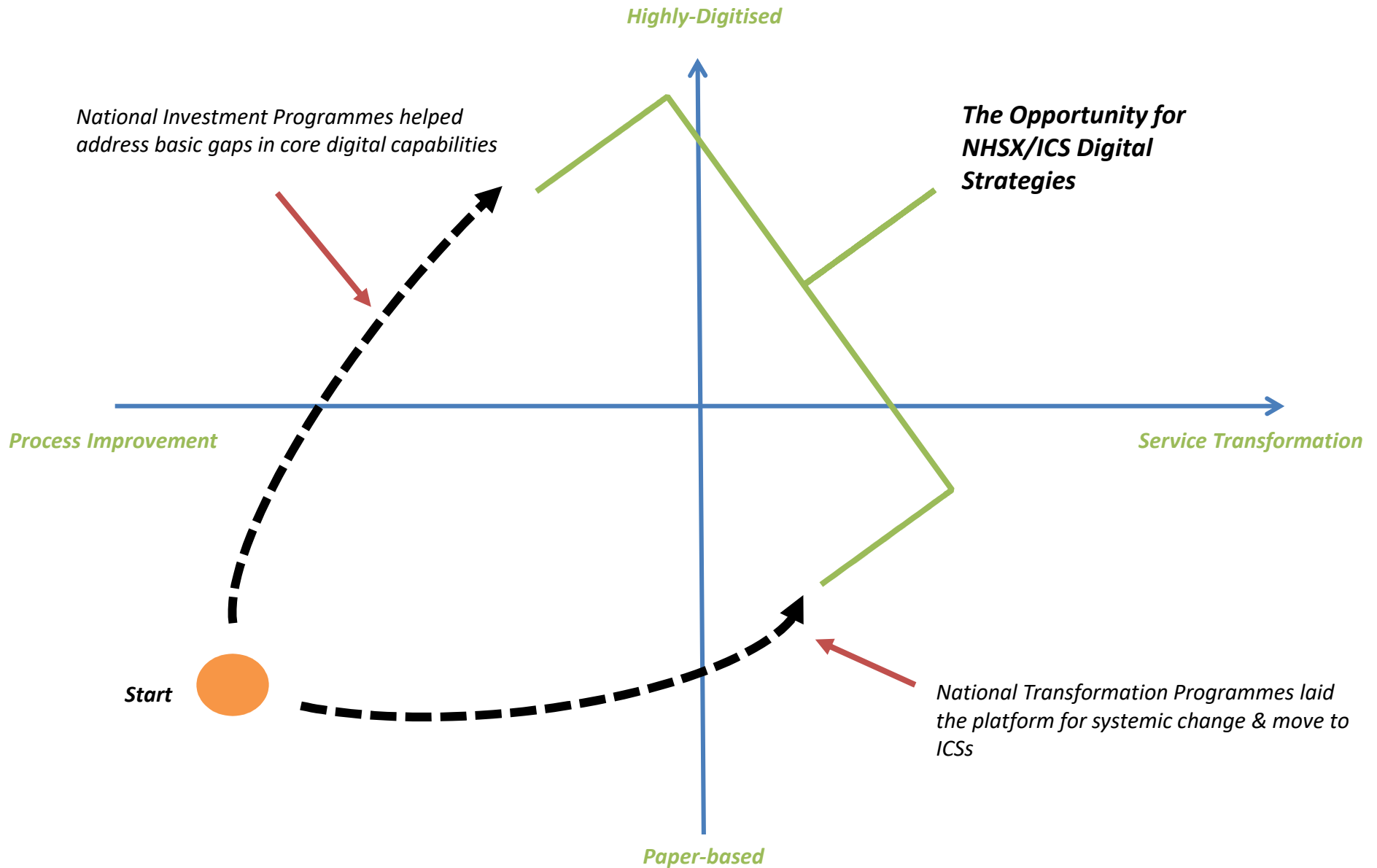
Rob Parker (Associate CIO, NHSX)
Paul Rice (Director of Digital Transformation, North East & Yorkshire)
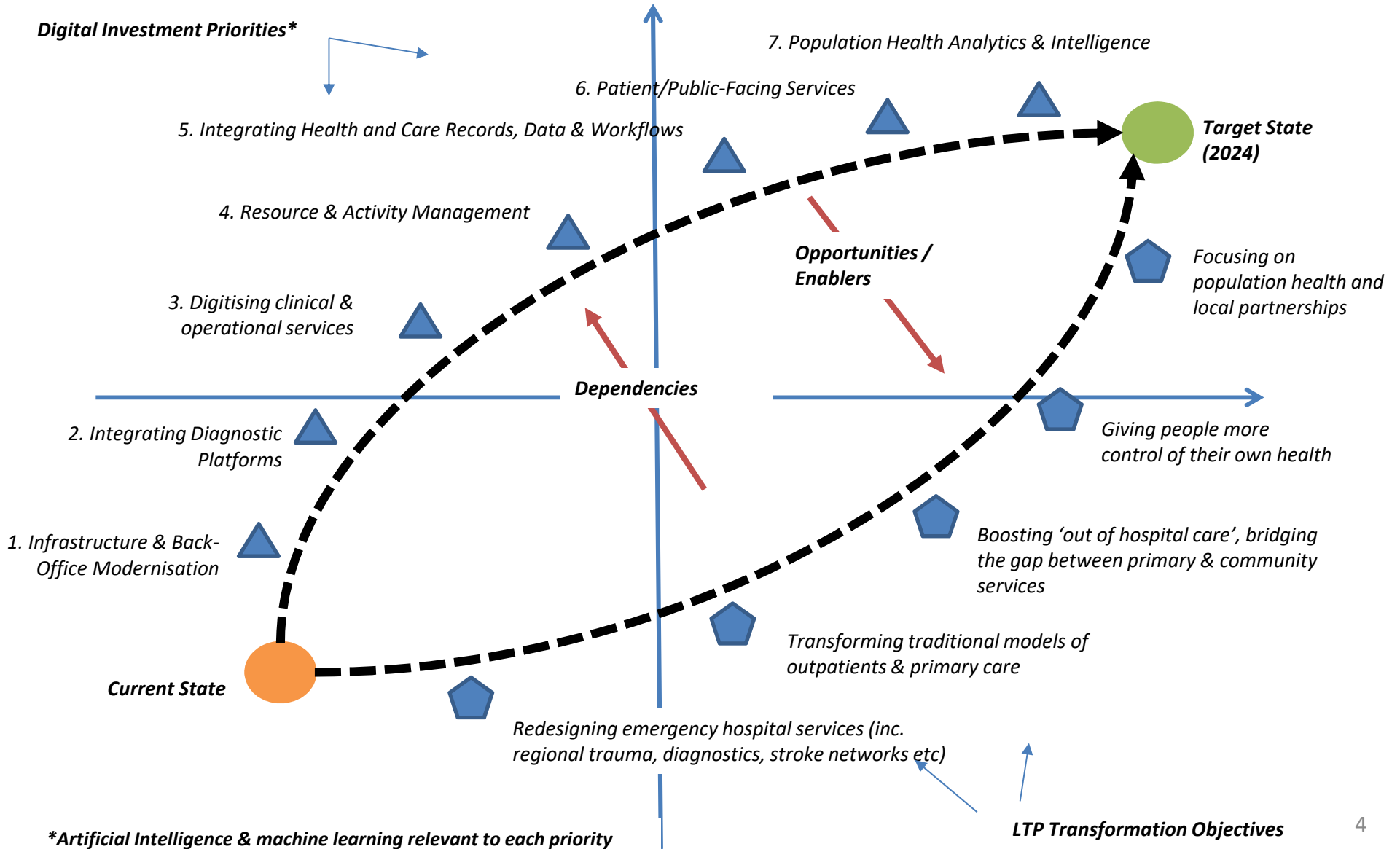
What We're Talking About

- *Digital Investment & Transformation since NPFIT*
- *Supporting ICS development – Looking forward*
- *Defining What Good Looks Like*
- *Digital Strategy Development*
- *National, Regional and Local Delivery Models*

Digital Maturity & Transformation (Summary)

NHS England

Highly-Digitised

Digital Maturity

Technology drives improvements in the **quality, safety and efficiency** of healthcare delivery within **existing service models**.

Digital technology is a core component of ICS/STPs' transformation plans, **delivering the scale & pace of change required**

Process Improvement

Scale of Change / Complexity

Service Transformation

Low levels of digitisation limit the potential impact of process improvement and create operational/service risk

Care becomes more **person-centred, better coordinated** and **proactive** – focusing on overall **population health**

Paper-based

Digital Investment & Service Transformation: the last 5 years

Highly-Digitised

National Investment Programmes helped address basic gaps in core digital capabilities

The Opportunity for NHSX/ICS Digital Strategies

Process Improvement

Service Transformation

Start

National Transformation Programmes laid the platform for systemic change & move to ICSs

Paper-based

Digital Investment Priorities & LTP Objectives

NHS England

Digital Investment Priorities*

7. Population Health Analytics & Intelligence

6. Patient/Public-Facing Services

5. Integrating Health and Care Records, Data & Workflows

4. Resource & Activity Management

3. Digitising clinical & operational services

2. Integrating Diagnostic Platforms

1. Infrastructure & Back-Office Modernisation

Current State

Dependencies

Opportunities / Enablers

Target State (2024)

Focusing on population health and local partnerships

Giving people more control of their own health

Boosting 'out of hospital care', bridging the gap between primary & community services

Transforming traditional models of outpatients & primary care

Redesigning emergency hospital services (inc. regional trauma, diagnostics, stroke networks etc)

LTP Transformation Objectives

*Artificial Intelligence & machine learning relevant to each priority

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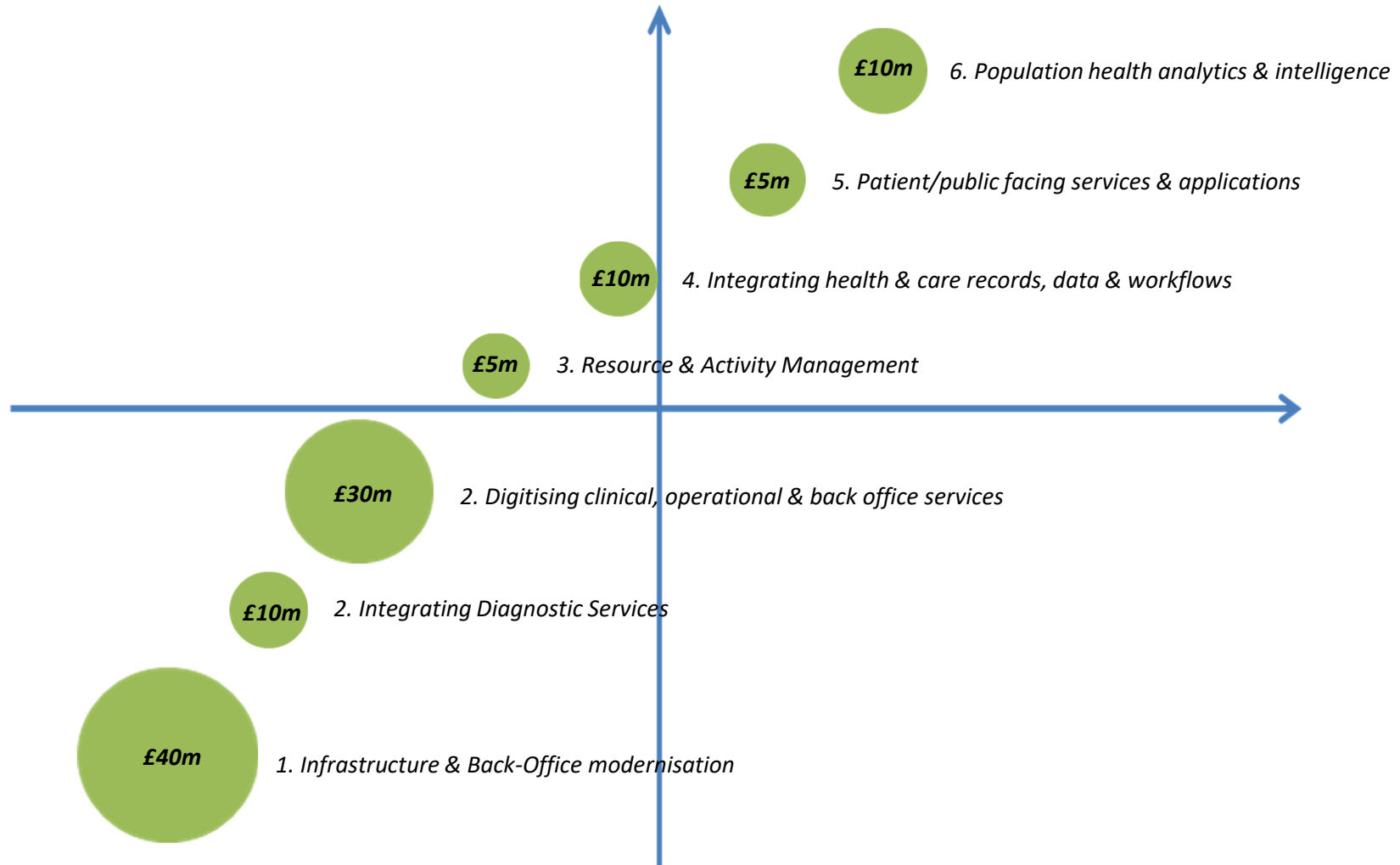
Digital Investment Priorities: Agreeing 'What Good Looks Like'

Digital Investment Priority	Basic	Developing	Advanced
Infrastructure Modernisation			
Integrating Diagnostic Services			
Digitising Clinical, Operational & Back-Office Services			
Resource & Activity Management			
Integrating Health & Care Data, Records & Workflows			
Patient-Facing Services & Applications			
Population Health Analytics & Intelligence			

£10m — 6. Population health analytics & intelligence

£5m — 5. Patient/public facing services & applications

£10m — 4. Integrating health & care records, data & workflows

£5m — 3. Resource & Activity Management

£30m — 2. Digitising clinical, operational & back office services

£10m — 2. Integrating Diagnostic Services

£40m — 1. Infrastructure & Back-Office modernisation

Replacing mission-critical on-premise IT hardware

Migrating clinical applications to cloud

Providing mobile devices for community teams

Establishing a shared IT service function

Deploying ePrescribing, eObservations and other modules

Deploying or extending a shared EPR platform

Single sign-on & bleep replacement

Integrated system-wide command centre

Consolidated, longitudinal health and care record/plan (LHCR)

Condition or pathway-specific self-management apps

Population Health Management

Single-source registries & risk stratification tools

Dr Paul Rice PhD

Regional Director of Digital Transformation
North East and Yorkshire

7th November 2019

NHS England and NHS Improvement

Digital Transformation

@PetiotEric
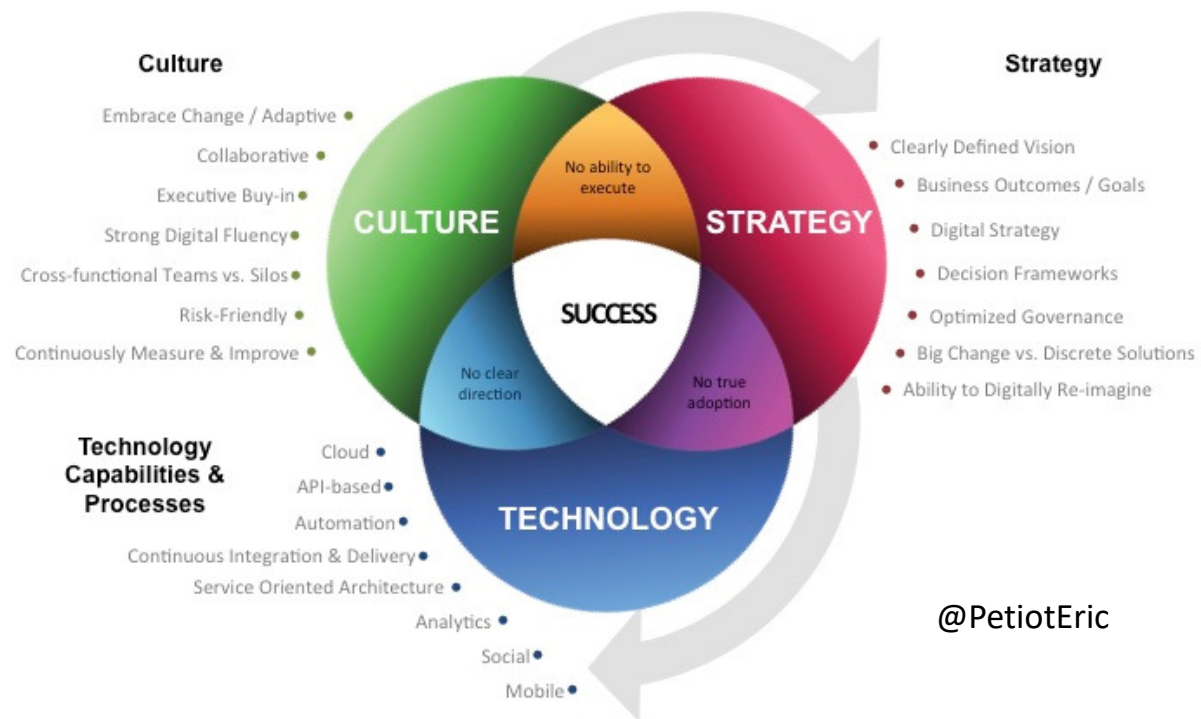
"We've changed the language of our IT now at the Cleveland Clinic to mirror that of our quality and safety," Marx explains. "So for us, culturally, everything is 'patient first.' Everything is focused around safety, and quality of care."

For example, the IT team approaches its work as if they and the clinicians are on the same mission – which, of course, they are.

"We use the same language that they do," said Marx. "We don't call it 'downtime.' We call it a 'serious safety event.' And we treat that exactly like the rest of the organization would treat a serious safety event."

Another is that the IT team thinks in terms of care pathways. "We've adopted the ITIL framework, and everyone has to be ITIL certified as a condition of employment," he said.

"But we don't talk about it that way in front of our customers, we talk about care pathways. Just like we have clinical care pathways to ensure we have the adoption of best practices, we do the same on the IT side. We've hardwired in these processes."

"Leading Innovation and Enterprise Transformation" Ed Marx – CIO Cleveland Clinic

NHS

Long Term Plan: Initial Reflections

I tend to agree with the view that

"Plans are useless but Planning is Everything"

Anna Charles Blog

Kings Fund

26th September 2019

Our (new) digital assets

Our regional assets:
- Yorkshire and Humber Care Record = £15m
- DIH – Data-CAN = £8.3m
- NPIC = £17.1m
- YIC = £6.1m
- **= £46.5m invested in data assets in our region**

Local Health Care Record Exemplar

Digital Innovation Hub
- Supporting the bid; convening partners; linking ind
  NHS and academia

Access to the emerging AI Hub Funding
- Up to £150m over 3 years
- Large proportion targeted at NHS resourcing

Empower the Person: Empower our workforce

Sector by Sector; Profession by profession

BDRW Programme

Topol Review

LTP and Interim Peoples Plan

Leadership & culture | Capacity & Supply | Digital Literacy | Professionalism | Digital Academy

New/ Current Workforce
- Inductions & Expectations
- Sacred learning time/ Capacity to innovate
- JDs / PS inclusive of digital confidence
- E-App to include digital objectives
- CPD
- Supervision / Action Learning Sets
- Development of digital champions within practice

Future Workforce
- Education and review of curricula
- Work with royal colleges/HEIs
- Person centric workforce planning
- Job planning across sectors
- Regulatory bodies, GMC, NMC
- Digital apprenticeships

Leaders
- System leadership support
- Board development
- Support for Middle Managers
- National/regional Bodies knowledge
- Digital behaviours embraced

Enablement
- Digital passport
- Single log-in
- Digitalised system flow
- PHM data/ dashboards
- Collaboration tools
- Agile working
- IT intra-operability

The Technical Workforce
- Recognition of 'technically fragile services'
- Professionalisation
- Retention / Talent programmes
- Development programmes
- One Workforce approach

NHS England and NHS Improvement

Megan Rapino speech to UEFA

She also urged others to use their voices to make changes in the game. "If we really want to have meaningful change, what I think is most inspiring would be if everybody other than Sterling and Koulibaly, if they were as outraged about racism as they were, if everybody was as outraged about homophobia as the LGBTQ players, if everybody was as outraged about the lack of equal pay and investment in the women's game other than just women, that would be the most inspiring thing to me," Rapinoe said.

"That's my ask of everybody. We have such incredible opportunity, being professional football players ... we have so much success … we have incredible platforms," she said. "I ask everybody here to lend your platform, to lift people up, to use this beautiful game to change the world for better."

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