


Board of Directors' Meeting 9 December 2021

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|---|--|---|-------------------------------|---|
| Agenda item | 298/21 | | | |
| Report | Digital Report | | | |
| Executive Lead | Chris Preston, Interim Deputy Chief Executive | | | |
| | Link to strategic pillar: | | Link to CQC domain: | |
| | Our patients and community | √ | Safe | √ |
| | Our people | √ | Effective | √ |
| | Our service delivery | √ | Caring | √ |
| | Our partners | √ | Responsive | √ |
| | Our governance | √ | Well Led | √ |
| | Report recommendations: | | Link to BAF / risk: | |
| | For assurance | | 1, 5, 6, 7, 8 | |
| | For decision / approval | | Link to risk register: | |
| | For review / discussion | | | |
| | For noting | √ | | |
| | For information | | | |
| | For consent | | | |
| Presented to: | N/A | | | |
| Dependent upon (if applicable): | N/A | | | |
| Executive summary: | <p>The purpose of this paper is to provide an update on progress with the delivery of the Digital Programme, highlighting the alignment to the plans of the Shropshire Telford and Wrekin Integrated Care System (ICS).</p> <p>The Board is asked to NOTE the content of this report.</p> | | | |
| Appendices: | N/A | | | |
| Lead Executive: |  | | | |

1.0 Introduction

- 1.1 The purpose of this paper is to provide an update on progress with the delivery of the Digital Programme, highlighting the alignment to the plans of the Shropshire Telford and Wrekin ICS.

2.0 Vision and Strategy

- 2.1 Our vision is, “to use digital, data and technology to deliver high quality personalised care, provide effective and engaging experiences for our patients, carers and staff, and become clinically, operationally and financially sustainable.”
- 2.2 We aim to deliver this vision through 6 key outcomes
- Integrated care delivery
 - Patient empowerment
 - Staff enablement
 - Clinical and operational effectiveness
 - Data-driven insights
 - Intuitive ‘smart’ digital experiences
- 2.3 The SaTH Digital Strategy is on target to be finalised by the end of February 2022 and will demonstrate alignment to the Shropshire Telford and Wrekin (STW) ICS Digital Strategy and the Hospital Transformation Programme (HTP).
- 2.4 We are planning to take a phased approach to delivery with an initial focus on establishing solid foundations, both from infrastructure and delivery capability perspectives. This will help us to ensure that in the future, the Trust has the appropriate infrastructure and technology in place to support its digital ambitions, that staff and patients feel supported in using our digital solutions and that the digital solutions support the transformation of clinical care.

3.0 Plan and milestones

- 3.1 The Trust has a clearly defined Digital Programme to deliver improvements in clinical systems, implement core technologies and facilitate system alignment and partnership working.
- 3.2 Clinical systems
- The Trust is in the process of replacing a number of core systems as part of a 3 to 5 year EPR replacement programme. This includes the following systems – Maternity, Patient Administration System, Theatres, Infection Prevention and Control, Electronic Observations and Monitoring, Electronic Noting, Electronic Prescribing and Medicines Administration.
 - The Trust is also a key partner in the implementation of a number of other digital solutions to support information sharing across organisations. These include Pathology and Radiology networks and community diagnostic hubs.

3.3 Core enabling technologies

- The Trust has invested in Windows 10, Office 365 (N365), Single Sign On and a replacement IT Network across all of its sites. Many of these projects will be delivered by end March 22, with the remainder in a phased deployment to end March 23.

3.4 System alignment and partnership working

- We have agreed a set of principles, with our system partners, that will underpin the delivery of our digital strategy and ensure ongoing alignment across the Integrated Care System.

4.0 Progress to date

4.1 Clinical systems

- The new infection prevention and management system, ICNet, was successfully deployed in August 21. This solution will significantly enhance the level of information available to staff to support infection prevention and control activities.
- BadgerNet Maternity went live in August 21 and is now in use across antenatal, intrapartum and postpartum care-services. Early pregnancy care will go live from December 21 and the full rollout is expected to be completed by the end of February 22.
- Following a delay to the implementation of the electronic observations and monitoring system (Vitals) caused by a technical issue with the software, the upgrade will now take place in early December 21. This is a critical step towards the further deployment of the EPR programme.
- The first phase of the Shared Care Record, One Health and Care, which is a system wide collaboration with partner organisations including healthcare and local authorities, went live in September 21. This presents health and social care information about a patient to an authorised user and will contain information from the following organisations – GP practices, SaTH, Shropshire Community Trust, Robert Jones Agnes Hunt, Midlands Partnership Foundation Trust, Shropshire Council and Telford and Wrekin Council. The same system is also in use across Staffordshire and Stoke on Trent and will enable the cross sharing of appropriate information across these areas. Further phases will enhance the scope of the patient data available.

4.2 Core and enabling technologies

- The Windows 10 project continues to be implemented across the Trust and Office 365 is being deployed in parallel.
- Single sign on for clinicians is also being implemented across the organisation, to reduce multiple logins, provide enhanced cyber security and improve user experience.
- A new IT network is being designed for the Trust and will be scalable, future proofed and able to support partnership working across the system.
- The development of the new data warehouse solution is aligned with the implementation of the EPR programme and Trust Digital programme. Data from multiple systems will feed into the data warehouse and to be used to

improve information quality and availability, whilst also increasing efficiency.

4.3 System alignment and partnership working

- The ICS Digital structure has been defined and a series of Digital workshops have taken place.
- Each partner organisation within Shropshire, Telford and Wrekin is currently reviewing its digital plans to ensure that they are fully aligned with the system wide digital priorities that underpin the system strategy.
- A Digital Advisory Working Group has been established to ensure that the system digital strategy is developed collaboratively with health and social care partners, voluntary organisations, and service user representatives.

5.0 Future deliverables

Due to the impact of COVID-19 on the delivery of the Digital Programme, it has been necessary to revise the sequencing of future plans.

5.1 Clinical systems

- Programme implementation dates are currently being reviewed and will be updated through an internal workshop that is scheduled for later in December 21. The sequencing of the ED system, Patient Administration System and Theatre System implementations will be discussed, factoring in the level of resource required to support deployments and an assessment of the risk associated with each option. This will feed up to the revised milestones for the wider digital programme which are planned to be confirmed by 31st March 2022.
- A number of tactical solutions are also being developed to provide increased support for short term clinical and operational issues e.g. improved visualisation of near real time data.

5.2 Core and enabling technologies

- The Windows 10 project is due for completion by 31st March 2022 and Office 365 will continue to be rolled out across the organisation.
- Single sign-on will continue to be deployed in prioritised clinical areas.
- The full technical design architecture for the IT network will be finalised and the new IT network procured by 31st March 2022.

5.3 System alignment and partnership working

- Opportunities for further collaborative working are being developed, including clinical systems and infrastructure. This will include a review of our technical and digital maturity as a health system.
- Additional funding opportunities at an ICS level continue to be explored. Building on the development of the One Health and Care Solution, we are looking to progress the use of remote monitoring, supporting outpatient transformation, digital consenting and development of imaging networks.
- The Trust will continue to work with partner organisations to support the development of a collective digital and data transformation plan and ICS digital strategy by 31st March 2022.

6.0 Risks

The most significant risks to the delivery of the remainder of the digital programme in 2021/22 are:

- Further impact of COVID-19 and operational pressures upon the capacity of the clinical and operational teams to engage fully with the Digital Programme.
- Resource constraints upon Digital teams due to the level of implementation and engagement support required for clinical system deployment.
- Additional or changing priorities introduced causing resource constraints and revision of the Digital Programme.
- Device shortages due to global production reduction and increased demand.
- Supplier capacity due to the level of funding distributed simultaneously and parallel deployment projects.
- Availability of skilled and experienced temporary and permanent staff to support the Digital Programme.
- Emerging security weaknesses and threats that require urgent intervention.
- Capacity within the ICS to confirm priorities and progress opportunities for digital transformation and enablement.

7.0 Recommendation

The Board is asked to **NOTE** the content of this report.