

Digital Substrategy 2022 - 2025



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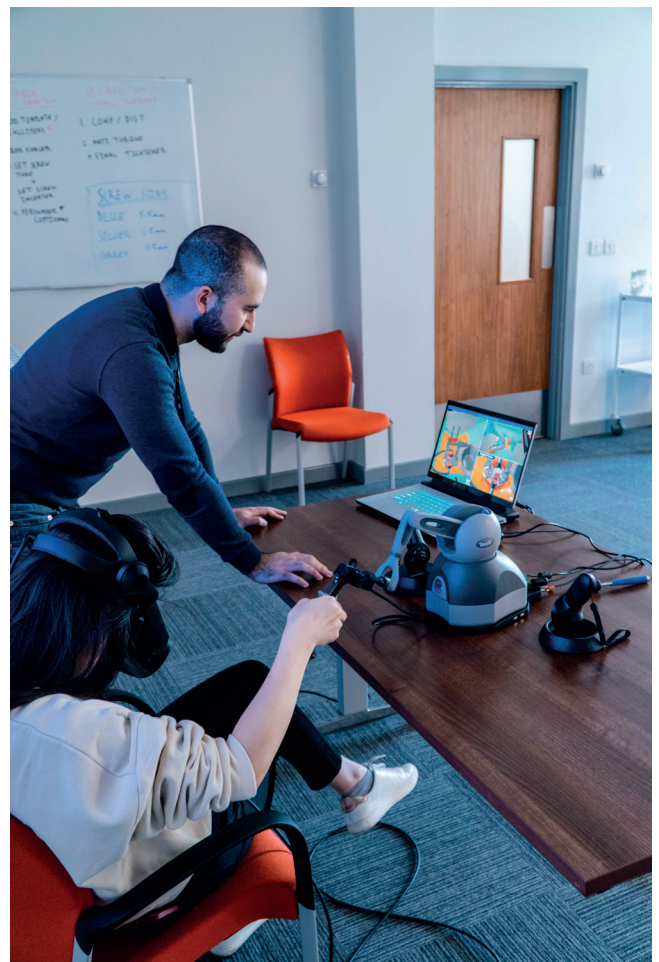
Foreword

As a Trust, we have recently set out our strategic ambitions for the next three years to help us focus on delivering the very best patient-centred treatment and care, expand our services, and continue to innovate and develop. This will ensure we provide the very best outcomes and experience for patients and their families.

Achieving our digital ambitions is critical to the success of our strategic plan. We have already made significant investment in devices and infrastructure which provides a 'state of the art' building block for digitally enabled transformation of our organisation.

However, we do need to go further and faster with our digital agenda, and our focus now needs to be on:

- Harnessing the full potential of the digital technologies and systems we have in place already
- Increasing the overall level of digital maturity in the Trust and ensuring our infrastructure and solutions are standardised where possible
- Increasing digital inclusion (both access and skills) of our staff and patients
- Improving our contribution to the Trust's Net Zero ambitions.



Summary

This digital substrategy demonstrates how we will deliver our mission to develop and implement industry-leading digital solutions for our patients and our staff.

This mission is supported by our vision of seeing existing digital technologies and systems utilised to their full potential, digital maturity across the Trust being enhanced, development of a digitally confident and competent workforce, seeing our patients becoming increasingly digitally empowered, and environmental sustainability being a core factors in all future digital investment decisions.

We know this is an ambitious agenda, but we must succeed if the Trust is to deliver against its own three-year strategy. It will require investment of money and commitment of time as an organisation to deliver it, but with the organisation's support, we expect to see a more enthused and engaged staff body regarding our digital ambition and continued adoption and leverage of our advanced digital infrastructure and systems for the benefit of our patients and our local population.



Strategic context

The Walton Centre is the only specialist neurosciences NHS trust and provides a high-quality, integrated and multidisciplinary service to Merseyside, Cheshire, North Wales, the Isle of Man and parts of Lancashire and Greater Manchester.

Our 'hub and spoke' clinical model means we have satellite clinics in multiple sites across the region, enabling patients to be seen closer to home by the most appropriate specialist.

Although our vision is to deliver 'Excellence in Neuroscience', our mission is focused on our 1,400 specialist staff working collaboratively to reduce health inequalities and achieve excellent clinical outcomes and experience for all our patients.

The new Trust strategy, released in October 2022, outlined our five strategic ambitions for the next three years. These ambitions outline the key direction for The Walton Centre and our focus for delivering the very best patient-centred treatment and care.

They are the basis for how the Trust will expand its services and continue to innovate and develop, ensuring we stay at the forefront of neurosciences and provide the very best outcomes and experience for patients and their families.

Underpinning our five strategic ambitions are seven enabling strategies which feed into all aspects of the Trust's work, providing a critical link between our overarching ambitions and their delivery. Digital is one of these seven enabling strategies.

As a result, digital infrastructure and solutions will underpin delivery of the overall Trust vision and mission. The focus of this substrategy is therefore to outline the commitments being made by digital to ensure the successful delivery of the Trust's strategic ambitions for the next three years.

“ Our mission is focused on our 1,400-specialist staff working collaboratively to reduce health inequalities



Digital mission and vision

The Digital Substrategy covers all digital systems and infrastructure in the Trust, both clinical and back office, as well as Information Governance. It does not cover data and intelligence systems and services (such business intelligence platforms, tools and services, performance reporting and data quality).

The Trust has made significant progress with the digital agenda over the last few years. Some highlights include:

Enabling 95% of clinical documentation in the organisation to be managed electronically through in-house developed clinical systems

Achieving Healthcare Information and Management Systems Society (HIMSS) Level 5 certification for our Electronic Patient Record (EPR) maturity, which is the minimum level of digital maturity required by all NHS Trusts by 2025 (as outlined in the recently released 'Plan for Digital Health and Social Care')

Being accepted as part of the National NHS Digital Aspirant programme to help raise our overall digital maturity even further as an organisation.

Establishment of a robust project management office, which enables visible assurance against the digital transformation programme success measures

“ Enabling 95% of clinical documentation in the organisation to be managed electronically through in-house developed clinical systems

Digital vision - We want to see

Existing digital technologies and systems utilised to their full potential

Digital maturity across the trust enhanced and standardised

A digitally confident and competent workforce

Digitally empowered patients

Environmental sustainability at the core of all future digital investment decisions
Develop non-medical consultant posts

Digital mission:

We will develop and implement industry-leading digital solutions for our patients and our people.

Updating core infrastructure to support the resilience and reliability of in-house developed clinical systems.

Although there has been great progress to date, it is important that we accelerate and expand our digital aspirations to underpin the delivery of the recently agreed three-year strategy. To this end, we have outlined an ambitious mission and vision for digital to ensure this is achieved.

Our strategic digital priorities for the next two years will ensure that this digital mission and vision are fulfilled.

Strategic digital priorities

Our digital mission and vision are not only driven by the needs of the Trust strategy but also by national and regional requirements. The most significant of these external digital requirements are:

What Good Looks Like (WGLL) framework: the seven pillars of WGLL set out national expectations for digital transformation in NHS organisations in the following key success criteria areas:

1. Well-led

1. Ensure smart foundations

2. Safe practice

3. Support people

4. Empower citizens

5. Improve care

6. Healthy populations

“Plan for digital health and social care”:

Which outlines the national and local requirements for digital to underpin the transformation of health and care service delivery up to 2025.

Cheshire and Merseyside Integrated Care System (ICS) Digital and Data Strategy:

Will describe the system wide ambitions around strong digital foundations and the development of ‘at scale’ digital and data solutions and services

Place Digital Strategies:

Will articulate the digital requirements for each of the nine Places in Cheshire and Merseyside where more detailed planning and delivery of localised care will take place (NB: These are mostly in the early stage of development apart from a small number of Places such as Liverpool and Wirral)

Taking this all into account, we have developed four strategic digital priorities for the Trust which will enable us to deliver our digital mission and vision as well as satisfy local and national digital requirements

Digital priorities

Ensure we fully optimise and harness the full potential of existing technologies and systems

Increasing digital maturity

Increasing digital inclusion

Improve environmental sustainability

The following sections articulate our commitment to delivering against these four digital priority areas in against each of the five Trust strategic ambitions, plus a series of cross-cutting activities that impact all the Trust ambitions.

// We have developed four strategic digital priorities for the Trust which will enable us to deliver our digital mission and vision as well as satisfy local and national digital requirements



Enabling Objective: To provide foundational digital infrastructure, systems and services that underpin the delivery of the Trust strategic ambitions, operational services and clinical innovation.

Digital Objectives To Deliver/Support The Trust and Digital Sub-Strategy

Our Digital infrastructure

Where are we now?

There has been significant investment in devices and infrastructure which is being deployed and is providing a 'state of the art' building block for digital transformation.

This includes: A new network in the main Walton Centre building to provide high speed access for computers and medical devices on the wards, in clinics and in office spaces.

Refreshing laptops, desktops and tablets for end users to ensure they have the appropriate equipment to undertake their role.

Undertaking delivery of newer office software and tools that offer for functionality to the organisation. Expanding the network connections beyond the boundary and allowing cloud-based software to be able to be deployed.

Although our core infrastructure being deployed within the Digital Aspirant programme is currently state-of-the-art, we know that it has limited life and as it ages, it will become more unreliable, causing increased frustration for staff and additional work for the Digital Services Support Team.

Where we want to be:

Existing digital infrastructure is optimised to its full potential. Our core infrastructure remains 'fit for purpose' and adheres to all relevant national and system wide standards and expectations.

Resilience and cybersecurity are keystones in the digital delivery of services as the move to a digital at core organisation.

How we will get there:

By continuing to horizon scan to identify how that infrastructure can be optimised to deliver faster, more reliable and resilient services to underpin patient care and back-office services.

We will put in place a rolling replacement programme for our digital infrastructure (including end user devices) to ensure it is standardised across the organisation and remains fit-for-purpose for supporting delivery of the Trust's strategic ambitions.

We will consolidate our on-site server infrastructure into the new Nimble architecture to improve resilience for core clinical systems and provide a greener architecture.

We will ensure that all new systems are deployed in 'the cloud' where possible to ensure we adopt a cloud-first approach going forward (in line with national guidelines).

We will ensure that all future technical infrastructure designs adhere to the NHS Digital architecture principles and standards (including interoperability and data sharing standards).

Our Clinical systems

Where are we now?

The Trust is in the top 20% of NHS organisations in terms of digital maturity, with our recent achievement of Healthcare Information and Management Systems Society (HIMSS) Stage 5 for the maturity of our in-house developed Electronic Patient Record (EPR) system.

Despite already achieving HIMSS level 5, getting to a higher HIMSS level is a key priority over the next three years. We are part of the national Digital Aspirant programme, which helps NHS trusts raise their digital maturity.

However, our ability to demonstrate our increased EPR digital maturity through HIMSS assessments will be limited due to the number of clinical systems and services the Trust has with other NHS providers (such as pathology blood tracking and pharmacy).

We are therefore dependent on organisations providing such services to improve their own digital maturity before we can seek more advanced HIMSS accreditation.

Where we want to be:

A paper light organisation before the end of this sub-strategy period with an ambition of achieving HIMSS Stage 6 and beyond as soon as is practical.

How we will get there:

Further exploit our existing in-house Electronic Patient Record (EPR) system by ensuring that it integrates with other internal and external systems so that those systems are available in EPR in patient context without having to open and login to those systems independently.

We will develop and deploy functionality to allow us to achieve our paper-light ambition. This will include but not limited to:

Developing an Intensive Care Unit (ICU) system linked to EPR, but which can also be used stand-alone by other Trusts as required.

Developing an EPR module specifically targeted at data capture for Health Care Assistants (HCAs)
Implementing an e-consent module into EPR.

Create Orange Alert card system that integrates into EPR. Allow access to external systems in patient context.

To have a standalone Electronic Document Management System to view historic patient records whilst accessing live clinical systems. Digitise remaining forms that can be moved.

Our non-clinical systems

Where are we now?

We have invested heavily in Microsoft Office 365 as our most significant non-clinical productivity tool and have rolled this software out across the organisation in line with our recent laptop, desktop and tablet rollout programme.

Where we want to be:

Office 365 used and fully expanded to support collaborative working in all parts of the organisation.

How we will get there:

Further exploit our investment in Office 365 through increasing our in-house training provision and rolling out a support programme to clinical and non-clinical services as resources become available from Cheshire and Merseyside wide initiatives.

Our Programme Management Office (PMO)

Where are we now?

We have combined all our portfolios and programmes into a virtual project management office using a tool called Jira, which enables visible assurance and governance against the digital transformation programme success measures.

Where we want to be:

Jira is used to support our staff (and potentially our patients and their carers in the future) to thoroughly engage with the digitisation of services as they develop.

How we will get there:

We will further exploit our existing Jira Programme Management tool by:

Ensuring Jira is used for all IT service management work-flows within the digital team.

Linking Jira with our service desk system so that requests for work (such as changes to the EPR system) have full visibility to the requester and can be easily audited.

Identifying opportunities for Jira to be used by the wider organisation, working with relevant clinical and non-clinical teams to support future up-take outside digital.

Adopting Information Technology Infrastructure Library (ITIL), which is a recognised set of detailed practices for IT functions within an organisation.

Adopt ISO9001, which is the International Standard for Quality Management Systems to ensure management throughout the digital lifecycle of programmes, projects and delivery.
Servicedesk will align with International Servicedesk Institute standard.

Our back office systems - Standardised and increasing digital maturity

Where are we now?

We currently use a mixture of local and nationally provided systems for our corporate services and provide support where appropriate to our corporate teams to maximise the benefit from such solutions.

Where we want to be:

Our back office systems meet current and future needs of our staff.

How we will get there:

We will work with corporate service teams to identify requirements and implement digital solutions that meet their current and future needs, providing technical support where appropriate.

We will expand into Robotic Process Automation (RPA) to help automate repetitive tasks and bring rich data into relevant data stores.

Our digital support services

Where are we now?

The digital team provide a series of key services to the rest of the organisation that enable it to use digital safely, securely and effectively. This includes:

IT Service Management - This includes service desk and desktop support services to our end users, which have been developed with IT Service Management standards (ITIL) in mind.

Cyber Security – We have already achieved the ISO27001 information security management standard as an organisation and will continue to improve our cyber resilience to increase staff and patient confidence in digital.

Clinical Safety – We have trained a number of clinical and non-clinical staff as Clinical Safety Officers (CSOs) for the organisation and have governance in place to manage clinical hazards arising from the implementation of clinical systems. We have started some work to identify any gaps in our in clinical safety governance and processes.

Information Governance (IG) - As a Trust we met the NHS Digital Data Security and Protection Toolkit (DSPT) data security standards for 2021/22, demonstrating our competence in this area. We have assurance reviews undertaken by Mersey Internal Audit Agency (MIAA). We have well developed in-house systems to manage Freedom of Information (FOI) requests and our Information Assets.

Where we want to be:

Providing industry standard, high quality digital support services to the whole organization Ensuring a catalogue of services is in place and updated to offer the organisation an OLA to manage expectations.

How we will get there:

We will achieve Cyber Security Essentials Plus accreditation to align our existing ISO27001 international standard accreditation for information security with the cyber security requirements of NHS Digital.

We will ensure that all the applications and systems we develop in-house or bring in through a third party are DCB0129/DCB0160 and DTAC clinical risk management standard compliant moving forwards.

We will ensure that the implementation of new systems and upgrades to any existing systems are undertaken in line with 'best practice' clinical safety standards (as outlined in the DCB0160 clinical risk management standard).

We will achieve ISO9001 accreditation for our quality management systems associated with software development.

We will ensure all our digital staff are trained to ITIL Foundation standard as a minimum and we will implement ITIL principles in all areas of our IT service management process.



Objectives: To ensure that our patients have digital infrastructure, skills and systems to enable them to better manage their own health and well-being. To ensure that digital positively contributes to the Trust achieving its Net Zero ambitions at pace.

Social responsibility

Increasing digital inclusion - Digital access for patients

Where are we now?

We are already part of the Cheshire and Merseyside wide Digital Inclusion network and work in collaboration with other Trusts to support development of system wide digital inclusion initiatives to benefit our patients.

Where we want to be:

Digital inclusion will be prioritised in all our digital programmes and initiatives.

For our patients, we will ensure either help is provided (be that hardware, software or training), or will provide a non-digital equivalent (to enable equity across our population).

How we will get there:

We will utilise the Cheshire and Merseyside ICS Digital Inclusion Impact Assessment toolkit to ensure that our current and any future systems take into account all relevant digital inclusion issues when specified, deployed and supported.

We will access the ICS wide IT equipment recycling scheme to provide access to equipment for our most digitally excluded patients.

We will provide support to patients to develop skills for themselves and their carers through development, in conjunction with partners, of a 'digital buddies' support scheme and the establishment of digital carers hubs, as laid out in the People Substrategy.

Digital solutions for patients

Where are we now?

We have already started some work in this area. For example, we have been using a third-party headache app in our Neurology service and have undertaken some remote monitoring of telemetry data for patients in our neurophysiology service.

We have also been investigating how the proposed ICS wide Patient Empowerment Platform (PEP), could integrate with our existing clinical systems. However, we know there are further opportunities to utilise these systems for the benefit of our patients.

Where we want to be:

We will provide additional tools for our patients to enable them to be more empowered regarding their care. This will include:

Electronic access to their patient record, including clinical correspondence.

The ability to book and change appointments electronically.

Access to relevant information, advice and guidance online.

Tools to allow for electronic input of patient reported outcome and experience measures (PROMs and PREMs).

Accredited mobile phone apps and remote monitoring solutions that integrate with pathways of care to help patients better manage their own health and well-being.

These developments will align with national and local digital patient empowerment initiatives, in particular the commitments made through the 'Plan for Digital Health and Social Care' for the NHS App to be the digital front door to NHS services in future.

How we will get there:

We will implement a Patient Engagement (Empowerment) Portal solution as an organisation that allows a patient to access their record and other relevant services through the NHS App as the front door.

We will support clinical services in the identification, implementation and integration of high-quality patient facing apps to support clinical pathway transformation.

We will work with clinical teams to identify where remote monitoring solutions could potentially benefit patient care delivery and support those teams implement such solutions successfully, using approaches and systems already in use in Cheshire and Merseyside where possible

Improving environmental sustainability

Where are we now?

The Trust is at the forefront of using digital to address net zero initiatives in the NHS. We have a long history of looking to reduce our carbon footprint, including being one of the first organisations in the country to introduce software to manage reduction of both printing, and the amount of ink used in the printing process.

We are already undertaking the following to underpin our Trust Sustainability Plan for the next three years: Providing software solutions to support video consultations, which in turn reduces our carbon footprint of staff and patients via reduced travel.

Reduced our use of paper and ink using print reduction software (which also reduced our printing costs by 35%).

Provision of laptops rather than desktops to support hybrid working in the organisation, reducing power usage by around 70% as a result.

Using solid state drives instead of conventional hard drives in all new laptops and servers, reducing power usage by 10% and reducing the impact on usage of rare metals used in conventional storage devices

Reducing the number of physical servers used for hosting applications and systems in our data centres, which not only reduces power directly but also means the need for less air conditioning units to keep the servers cool (which use significant electricity and have a larger environment impact than the servers themselves).

Where we want to be:

Continue to be one leading NHS organisations that uses digital innovation to support sustainability.

How we will get there:

We will further expand the use of our print saving software across the whole Trust by introducing this into all remaining printers and on newer Multi-Functional Devices (MFDs), further reducing the amount of ink and paper used.

We will introduce enhanced power management software to reduce power usage by desktop and laptop computers without affecting user experience, completing the decommissioning of all standalone servers and complete the introduction of Virtual Machine (VM) architecture where possible to reduce the amount of hardware and air conditioning required in our data centres.

We will develop and implement a 'green cloud first' approach to reduce our on-site data centre requirements even further.

We will develop digital tools to effectively monitor the organisation's true carbon footprint, including monitoring the impact of hybrid working.

We will proactively support the digital commitments in the ICS Green Plan through involvement in local, Place and ICS-wide activities.

We will continue to innovate to address sustainability challenges and support other organisations in rolling out solutions developed at our Trust where appropriate.



Objective: To work in close partnership with our clinical and operational teams at The Walton Centre, and with other health and care organisations, to ensure our staff are fully supported digitally to deliver the highest possible care through our agreed clinical model and care pathways.

Collaboration

Internal partnerships

Where are we now?

We already work closely with clinical and management teams in services to define digital requirements, identify and implement appropriate digital solutions, and support with the embedding of those solutions into operational practice. This is critical to ensuring uptake and ongoing service development and transformation using digital.

Where we want to be:

Standardised processes, tools and approaches to requirements gathering, business case development, procurement, implementation and benefits delivery from digital solutions.

Work towards a digital workforce plan further engage with the organisation via groups and demonstrate digital is a critical business partner.

Create a catalogue of services and how we intend to deliver those services concisely to ensure clarity of the digital function to the organisation.

How we will get there:

Build on the PMO tool development through Jira and enhance with industry standard processes and approaches to support joined up internal partnership working and co-creation of fit-for-purpose clinical and back-office solutions.

Embed a service catalogue for the organisation that helps demonstrate the function and acts as OLA.

Deliver monthly reports to key stakeholders showing ongoing digital performance and potential issues through JIRA dashboards.

Display the whole digital transformation programme through live JIRA dashboards.

External partnerships

Where are we now?

We already work closely with core NHS partners, other health and care organisations, universities and industry to support the design and implementation of digital solutions.

We also take our system wide responsibilities seriously, and as a result, we have already agreed to lead on digital maturity, the digital elements of the green plan and interoperability on behalf of the Cheshire and Merseyside ICS.

We are also actively involved in supporting digital enablement within Liverpool to ensure communities can access our digital services and that information is within easy reach of those who require it, be that a patient or carer.

Where we want to be:

Sending and receiving structured clinical information to and from relevant Place based and system-wide Shared Care Record systems to support both continuity of care and cross-organisational care pathways.

Continue to be an active partner in the region and nationally for digital health.

How we will get there:

We will share clinical data from our in-house EPR system with relevant shared care record solutions at Place and ICS level, in particular eXchange (ICS wide) and future shared care record developments at Liverpool Place.

We will ensure that information from external shared care record systems is available in EPR in patient context without having to open and login to those systems independently.



Objective: To assess, trial and implement digital innovations that will support digitally enabled service transformation in the organisation.

Research and innovation

Robotic Process Automation (RPA)

Where are we now?

RPA uses software robots (or 'bots') that emulate the actions of a human interacting with digital systems. These actions can be wide ranging and include completing keystrokes on a computer keyboard and identifying and extracting data. However, these 'bots' can operate on a 24/7/365 basis and work faster and more consistently than people do. RPA also can create AI health chatbots.

We are already undertaking a piece of discovery work to see how RPA could support efficiency gains in our corporate services and our patient access centre.

Where we want to be:

Minimised use of repetitive, manual human involvement in our back office and clinical administration processes, particularly in relation to HR, finance and patient booking admin pathways.

How we will get there:

Based on the outcome of the discovery work, we are interested in implementing the RPA solution being supported through the ICS to help us to improve the efficiency of relevant back-office processes and other administration processes. Not reinventing the wheel but sharing bots between organisations to help each other with common issues and learning.

Bluetooth asset tracking

Where are we now?

This technology uses small stickers that can be attached to equipment that wirelessly connect with our networks to provide an accurate location for that piece of equipment in the hospital.

Where we want to be:

We are interested in potential uses of this technology including undertaking automated data collection in process flow studies in theatres and the accurate identification of highly mobile equipment in the hospital setting, saving time in finding that equipment when needed.

How we will get there:

We will undertake some initial research to identify potential products for trial and evaluate in a number of different clinical settings.

Geolocation

Where are we now?

This technology uses wireless and GPS technology to identify the physical location of a remote device. This device could be a mobile phone or another piece of consumer equipment that is not owned or managed by the Trust.

Where we want to be:

We are interested in using geolo-cation solutions to improve our patient experience, providing tar-geted information for our patients via a mobile phone app on arrival at site which updates whilst they are moving around The Walton Centre. Internal Device management.

How we will get there:

We will undertake some initial research to identify potential products for trial and evaluate in a number of different clinical and patient settings.

One Drive/SharePoint

Where are we now?

Allow documents to be stored on Office 365 cloud environments to allow ease of sharing and not siloed within organisations server infrastructure.

Where we want to be:

We are looking into moving all shared drives to Onedrive and Sharepoint to allow data freedom of movement and also look at managing retention periods of documentation.

How we will get there:

We will undertake research with NHS Digital to look at how we can be involved within this programme and lessons learnt from other organisations.



Objective: To provide support to our leaders across the organisation to better understand the potential for digital to transform service delivery and to empower them to lead delivery of digitally enabled change in their own sphere of influence

Leadership

Where are we now?

Variable level of understanding at Board level of how digital can transform an organisation.

Where we want to be:

Common, high level of understanding of the 'art-of- the-possible' through digitally-enabled change.

How we will get there:

We will ensure that our Trust Board has received the NHS Providers 'Digital Boards' training programme to support senior ownership of the digital transformation agenda in the Trust.

Where are we now?

CCIO and a small number of other digitally empowered clinical leaders in place across the organisation

Where we want to be:

More devolved clinical leadership of the digital transformation agenda across the Trust.

How we will get there:

We will implement a 'digital champions' programme (in line with the Health Education England Digital Champions Programme) to ensure that all local teams have at least one person who is engaged, supported and has time to support achievement of the digital priorities outlined in this strategy and support Digital Work-force/Inclusion.

Where are we now?

External partnerships.

Where we want to be:

Sending and receiving structured clinical information and various formats of media content to and from relevant Place/ICS based and system-wide Shared Care Record systems to support both continuity of care and cross-organisational care pathways.

How we will get there:

Support and be active in the Digital Diagnostic Regional Programme to bring together a shared single vision of diagnostic care.



Objective: To ensure that all relevant users of our systems feel confident and competent to use digital tools to best effect.

Education, training and learning

Increasing digital inclusion - digital skills and development for staff

Where are we now?

We currently provide in house systems training and link closely with Training and Development Team around doctor's rotation and nurse training days.

Where we want to be:

For our staff, we will provide training and support to individuals in the Trust in conjunction with our HR and training function.

To help support staff with digital literacy both using the tools within the organisation but also wider digital literacy to support digital inclusion, cyber awareness and to utilise digital tools effectively in their lives.

To help enable and support a future workforce with the right skills to support a Digital at Core organisation.

How we will get there:

We will ensure that all staff have the appropriate skills to undertake their role by implementing standardised digital literacy and digital confidence training that supports the Health Education England Health and Care Digital Capabilities Framework requirements.

To support digital Inclusion within the workforce by actively being involved with Health and Wellbeing Hub in offering digital support to the workforce and work with providers to recycle hardware to support workforce in work poverty

Risks to delivering this sub-strategy

The critical dependencies and associated risks will be continually reviewed, and mitigations put in place to ensure that this substrategy can be delivered. The delivery of the Digital Substrategy is critically dependent on:

Robust governance and transparent decision-making

We have implemented a Digital Transformation Programme Board, chaired by the CPO, which oversees the key programmes of work in the digital portfolio. This group reports to the Business Performance Committee which in turn reports to Trust Board. Monthly updates on key digital developments and risks are given to the Trust Executive Team. However, we know we have more to do to help our Board understand the full potential that digital can bring to transforming services.

The Digital Transformation Programme Board has a number of working groups below it that are clinically led and provide direction and assurance to the programmes of work in train. Effective operation of this governance is critical to successful delivery of the strategy.

To mitigate any risks, we will regularly review our digital governance arrangements to ensure they remain effective.

Clear roadmap and implementation plans:

Our delivery roadmap for the next three years can be found in Appendix 1. This will be underpinned by clear and concise implementation plans that will be regularly reviewed through digital governance outlined above. This will ensure not only high-quality delivery of projects to time and budget but more importantly the delivery of planned benefits for staff and patients.

// Effective operation of this governance is critical to successful delivery of the strategy

Investment of time and money

Given the ongoing financial challenges facing the NHS and the focus of our staff on delivering against national and local clinical priorities, it is important that we ensure that:

- Ongoing capital and revenue funding for delivery of the digital priorities and requirements of the three-year strategy is available in each of the next three financial years
- A small number of staff across a range of clinical and non-clinical disciplines across all our services have dedicated time to support us design, build, implement and embed digital solutions.
- Investment in the digital workforce

To mitigate any risks, we will:

Develop detailed implementation plans to underpin our digital roadmap for the next three years

Review and update annually our digital roadmap and implementation plan through existing governance arrangements

Standardise our approach to supporting the adoption and ongoing benefit realisation of systems in our clinical services in conjunction with our service improvement team.

References and supporting documents

Sources:

[What Good Looks Like Framework](#), NHS England Transformation Directorate

[Plan for Digital Health and Social Care](#), DHSC

[NHS Planning Guidance](#) – 2022/23, NHS England


[ICS Digital and Data Strategy](#) - ICS Cheshire and Mersey

[What Good Looks Like](#)

[What Good Looks Like Nursing](#)



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