Torbay and South Devon
NHS Foundation Trust

Digital Strategy v5.0

September 2021

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1 INTRODUCTION

A Digital Strategy is more than an IT Strategy. Digital goes further in encompassing the opportunity for organisations to deliver better services as a result of a digital age. An age where everyone is better connected to each other and to information. Digital has advanced our abilities to make sense of, and respond to, complex information.

In our home context, there are many examples where the digital age has made our lives easier. We often order meals online and our shopping can be done without leaving the house. It's now rare to see anyone with a roadmap book trying to figure out how to get from A to B, when there is a plethora of smartphone apps that do the job better. More and more personalisation is becoming the norm. Our selections of music and movies online are made easier by providers simply presenting us with similar choices we've made in the past.

However, when we step from our home environment and into our workplaces, we have a very different experience. In many ways, it feels like a step back in time. We have to remember multiple passwords. Not enough of our systems talk to one another, increasing paperwork, time, costs, and potentially compromising care quality and safety. Our basic infrastructure has been ageing and resulting in outages. We mostly use our data to report up the line, rather than exploiting it to improve the way we deliver our services.

It's not all doom and gloom. We have had significant successes; the Clinical Portal provides electronic access to clinic letters, test results and more, anywhere in the organisation, and beyond. Deployment of the GP system information access (MIG) means staff can check previous medical history, drugs and alerts. The anaesthetic system (PICIS) has been essential in the delivery of the highest-performing Day Surgery Unit in the country, ensuring safe and efficient care through digitally enabled pathways. We have the highest rate of remote GP system access in the Peninsula. Covid19 showed us the value of digital solutions with us quickly embracing MS Teams, using technology to work remotely, and switching to a high number of outpatient consultations using video conferencing.

What is certain is that, with demands on health and care ever increasing, we have to find ways to deliver more with the same resources. Transforming health and care through digital is vital to delivering our health and social care model. This strategy sets us on that journey.

Liz Davenport
Chief Executive

Adel Jones
Director of Transformation and Partnerships

2 DIGITAL VISION

"Transforming health and care through digital"

Transforming	health and care	through digital
Unleashing capacity in our workforce to improve our citizen and patient outcomes	Encompassing the whole health and social care spectrum across Torbay and South Devon	Ensuring that we put digital perspectives on all our services to drive new ways of working

2.1 Why is this important?

Transforming health and care through digital is important because it is vital to delivering the health and social care model . Specifically, it will mean:

- **Increasing capacity with limited resources**. Standardised care pathways will reduce waste. Joined up pathways will improve flow through the health and care system. Seamless pathways will reduce duplication.
- **Improving safety and quality**. For example, electronic prescribing will reconcile medicines across health and care providers, reducing errors and saving time. A modern, joined up solution will aide clinical decision support. It will reduce the risk of transcription errors, and of making decisions in an information void.
- **Empowering citizens, patients and carers**. Technology will give citizens and patients the information they need to self-manage and work with their care providers in a variety of environments.
- **Better information sharing**. Our current patient record is mostly paper-based and difficult to share. Access to a single electronic record will enable a citizen's information to follow them everywhere and facilitate wider collaboration between care providers.
- **Being data driven**. Integrated reporting across organisational and geographical boundaries. Evidence based decision-making with near real time information. Using data to prompt our citizens and patients into making their own heath and care choices.
- **Reforming the user experience of technology; "joy in work"**. Technology should fit the way we work and be rewarding to use. It should enhance the interactions between service users and providers. It must meet the demands of the environment whether mobile or clinic based.
- **Saving money**. Technology will reduce the cost of using and managing paper, make services more efficient and achieve secondary financial benefits through improved safety and quality.

2.2 What does this look and feel like?

Digital has changed our personal and home lives dramatically in the last 10 years. We should expect to experience a similar impact in our workplace, helping us improve the ways we deliver health and care services across Torbay and South Devon. The impact will be felt by our citizens, patients, our workforce, and wider health and care colleagues.

Figure 1 - What it feels like for our citizens and patients

Figure 2 - What it feels like for our staff and colleagues

Below we set out this vision in the form of digital goals and objectives, and how they align with the Trust ambition.

3 DIGITAL GOALS AND OBJECTIVES

3.1 Our corporate vision

Our corporate vision is “a community where we are all supported and empowered to be as well and as independent as possible, able to manage our own health and wellbeing, in our own homes. When we need care, we have choice about how our needs are met, only having to tell our story once.”

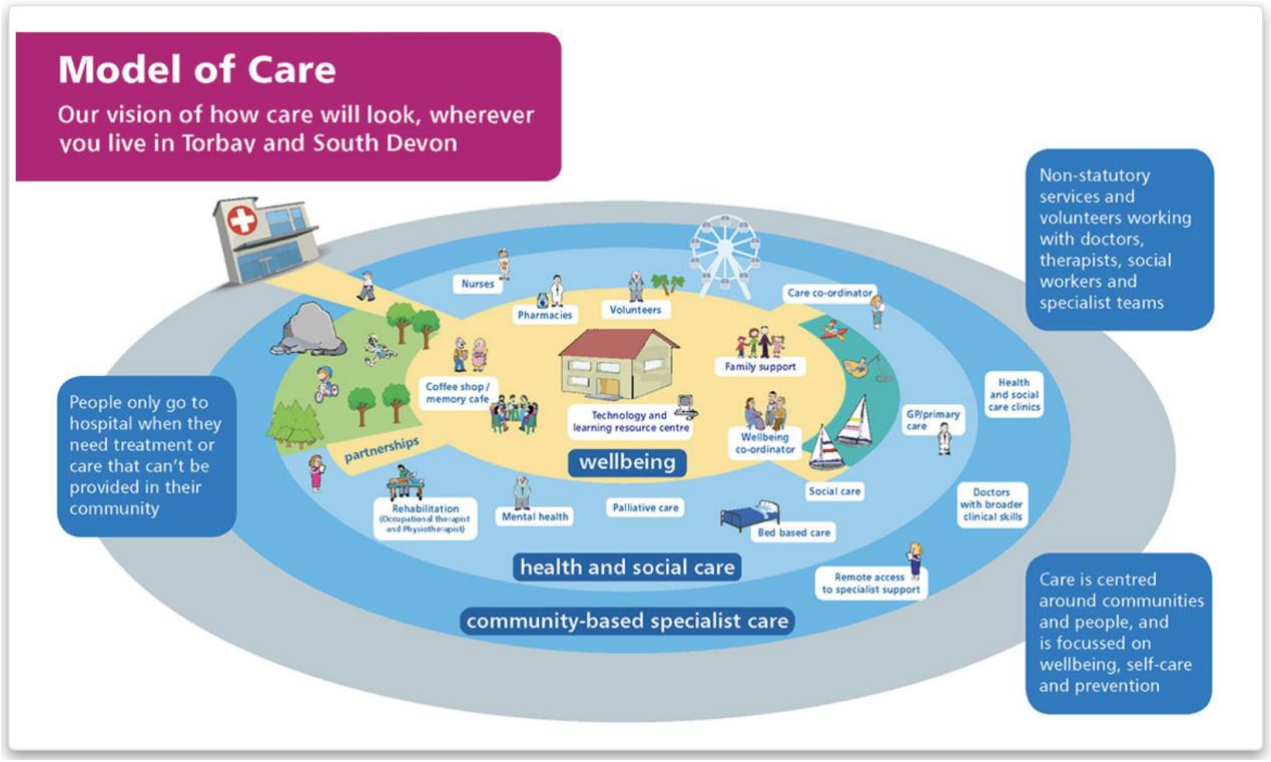

Figure 3 - The vision for our model of care

Torbay and South Devon NHS Foundation Trust provides high quality, personalised acute, elective, specialist, social and community care services to a resident population of over 290,000 people, plus about 100,000 visitors at any one time during the summer holiday season. We employ over 6,500 staff including front-line health and social care staff, such as nurses, occupational therapists, social workers, consultants and physiotherapists who work in people’s homes and community settings. We have over 700 volunteers working in Torbay Hospital and across the community. Approximately 75,000 people received treatment in our Emergency Department during 2019, and 41,000 treated in our Minor Injury Units. There were around 500,000 face-to-face contacts with service users and carers in their homes and communities each year.

3.2 Key Trust themes that our digital strategy is required to support

Trust themes are how we will deliver our corporate vison over the next 5-10+ years. These are derived from the Corporate and Clinical Strategies alongside broad consultation with our heath and care colleagues.

The Trust have identified five key themes.

	THE 5 KEY TRUST THEMES				
Title	**Prevention and well-being**	**Care close to home**	**Integration**	**Value**	**Digital buildings**
Strategic direction	Empowering of digital citizens with their health, care and well-being	Harnessing digital to deliver care close to home and in community settings	Increasing standardisation between Trusts and more seamless pathways across the ICS	Delivering better and increased services with less resources	Physical environments need to be fit for the digital age
Further explanation	Increasing attention on wellness to prevent illness Health and well-being managed at home A citizen's record follows them everywhere	An increasing need to support mobile working Decreasing reliance on facilities Less activity in hospital settings	Seamless pathways for the provider, carer, citizen and patent More care and patient journeys across boundaries	Improving the citizen and carer experience Using digital assets to get best value with scarce resource Improving social value	A more heterogeneous estate Success is better ways of working, processes and systems Digital is the enabling component
Future state	Prevention is high and citizens well-being and self-care is the norm	Access to information from anywhere and at anytime	Collaborative care pathways between organisations	Demonstrable value to the community we serve	Facilities designed in support of new models of care
Key principles	*Safe, Quality Care and Best Experience*				
	Improve our outcomes				
	Use our resources wisely				

3.3 Our digital goals in support of the Trust themes

We have identified and prioritised four main digital goals that will help address the Trust's five key themes. Pursuing these digital goals is critical to supporting the direction of the Trust in the short, medium, and long terms.

		TRUST THEMES				
		Prevention & well-being	Care close to home	Integration	Value	Digital buildings
DIGITAL GOALS	1. Build a digital ready organisation	Y	Y	Y	Y	Y
	2. Implement a connected health and care solution	Y	Y	Y	Y	Y
	3. Empower the citizen	Y	Y	Y	Y	Y
	4. Access to systems any time and place	Y	Y	Y	Y	Y

3.4 Our digital goals and objectives

Our digital goals and objectives are the priorities of our Digital Strategy. They are the explicit enablers in support of the Trust five key themes.

DIGITAL GOALS	DIGTAL OBJECTIVES
1. Build a digital ready organisation	a. Instil a digital savvy leadership. b. Build a digital ready workforce. c. Support a culture of digitally enabled innovation, experimentation and implementation.
2. Implement a connected health and care solution	a. Architect the design blueprint for the next 10-15+ years and ensure enforced. b. Decide whether commit to an EPR solution and, if so, implement. c. Support the development of seamless digital pathways.
3. Empower the citizen	a. Provide citizens with health and well-being solutions in their own homes. b. Ensure citizens can actively manage their own health and care. c. A citizen's record follows them everywhere.
4. Access to systems any time and place	a. Provide a secure and reliable infrastructure that can be connected to from anywhere and at any time. b. Prioritise access to all systems at the point of care. c. Empower the workforce with valuable and accurate information to act upon.

3.5 The digital journey

Our workforce will continue to be under considerable pressure to do more, be better, and deliver quicker with the same resources. We recognise the opportunity that digital brings us and its value in helping us achieve our corporate vision. Our journey will be truly transformational.

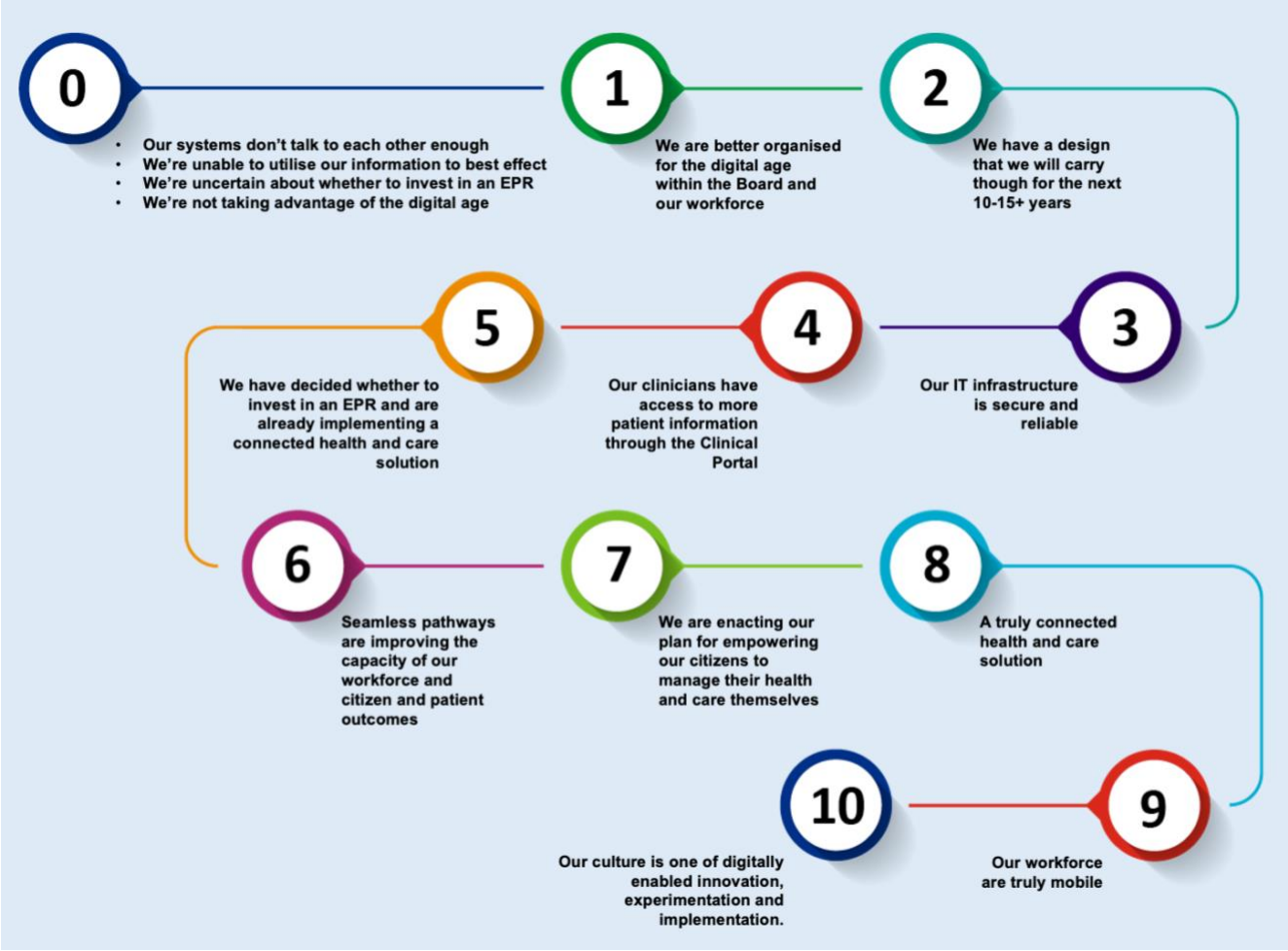

Figure 4 - Digital journey

We have already started this journey.

- We are discussing how the design of our architecture will provide a platform for realising our vision.
- Our Trust Board has made moves to embed digital into its thinking and actions. Plans are being drawn up to help our workforce become digital.
- We have started work on improving our IT infrastructure security and reliability.

4 GOVERNANCE

Implementing our digital strategy means building a new type of organisation around the digital era – a truly digital organisation. Hence, the Trust Board is taking ownership.

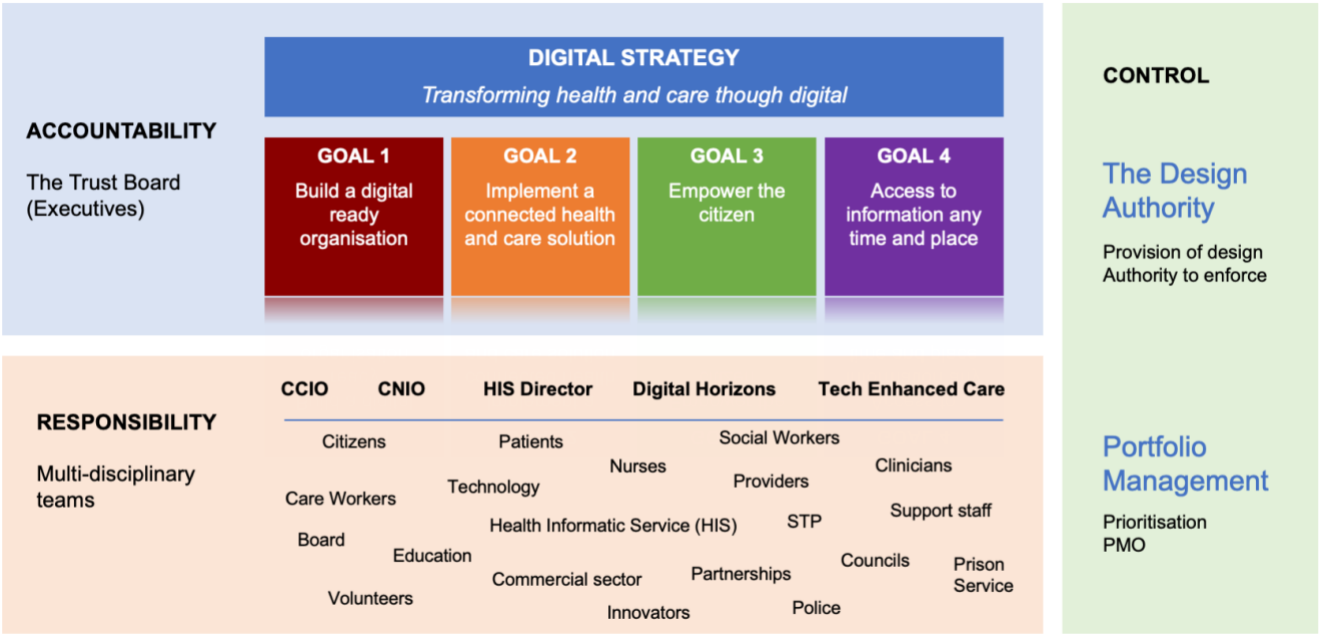

Figure 5 - Accountability, responsibility and control

Accountability

Leadership for the delivery of the digital strategy sits with the Trust Board. Not with one individual board member, but collectively and individually, with each Executive Director taking a digital perspective. We have already started on our journey to embed digital into the Board with the help of Health Education England's programme for Building a Digital Workforce.

Responsibility

Alongside our Board, the CCIO, CNIO, HIS Director, the Digital Horizons Team and Tech Enhanced Care Service will provide their leadership in helping realise our Digital Strategy. Key to delivery is a multi-disciplinary approach where we will be putting users first.

Control

There are two important areas to control:

- Control over the integrity of our architecture - The Design Authority will ensure that new technology meets best-practice design principles before being deployed onto the Trust's platform and provide routes to encourage experimentation.
- Control over demand and supply - Portfolio Management methodology will be help us prioritise, resource and progress the right things.

5 INVESTMENT

In digital organisations, the proportion of digital investment is typically 4-5% of turnover. Strategically, this is what we will should expect to reach over time, whilst demonstrating value for money.

In recent times, our IT budgets have been in the lower quartile when compared with other NHS Trusts, as we have given higher priority to other areas of our services. We have addressed the need for higher investment for some critical capital projects such as infrastructure in response to some recent assessments. Nonetheless, this Digital Strategy has been developed in recognition that additional funding is limited in the short term and constrained to a clear monetary return on any investment.

Once we have developed our design blueprint for the future and made our decision on whether to implement an EPR (both key objectives for our goal to 'Implement a connected health and care solution'), we will be better positioned to seek external funding.

One source of funding is the government Hospital Infrastructure Programme (HIP2). We will be seeking to accelerate the delivery of our digital goals and funding within our Strategic Outline Case (SOC) for the Programme. Our digital vision is inextricably linked to the success of our HIP2 submission.

6 STRATEGIC CONTEXT

The main strategy initiatives and reviews below have been incorporated into our Digital Strategy

6.1 National alignment

Year	*Strategy initiatives*
2016	Data and information strategy; NHS Digital strategy for driving forward the use of information and data in delivering government priorities
2016	The Wachter Report 'Making It Work'; harnessing the power of health information technology to improve care in England
2016	Global Digital Exemplar programme; blueprints to follow from 27 digitally mature Trusts
2017	NHS Digital Academy; Building a Digital Ready Workforce led by Health Education England (HEE)
2017	The NHS IT Strategy; utilising IT to support better health for populations, better care for patients, and lower costs allowing the NHS to do more for the money we have
2018	The Topol Review; preparing the healthcare workforce to deliver the digital future
2018	The future of healthcare: our vision for digital, data and technology in health and care
2019	NHS Long Term Plan; setting out key ambitions for the service over the next 10 years to deliver 'digitally enabled care'
2020	Health Education England (HEE); Building a Digital Ready Workforce

6.2 Regional alignment

Year	*Strategy initiatives*
2018	Digital strategy for Devon; prioritising developing records that 'feels like one system' in order to support and Integrated Care System
2020	Devon Long Term Plan (in draft)

6.3 Torbay and South Devon NHS Foundation Trust

Year	*Strategy initiatives*
2013	Business Case for an Integrated Care Organisation; 'to become the best provider of health and social care services, delivering excellence in all that we do'
2016	IM&T strategy; improving patient experience of healthcare, user experience of technology and provision for a whole healthcare organisation view of health information
2018	Information Strategy
2018/19	Annual Report and Accounts; annual performance and ambition
2020	Torbay and South Devon NHS Foundation Trust; Corporate objectives, vision, values and purpose
2020	Outline Clinical Strategy; provide integrated services that are compassionate, accessible, timely and realistic, allowing people to tell their story once.
2020	Health Informatics Service Review by Sirius Partners; current service delivery review

7 ROADMAP TO DELIVERY

7.1 *Indicative* roadmap for delivery

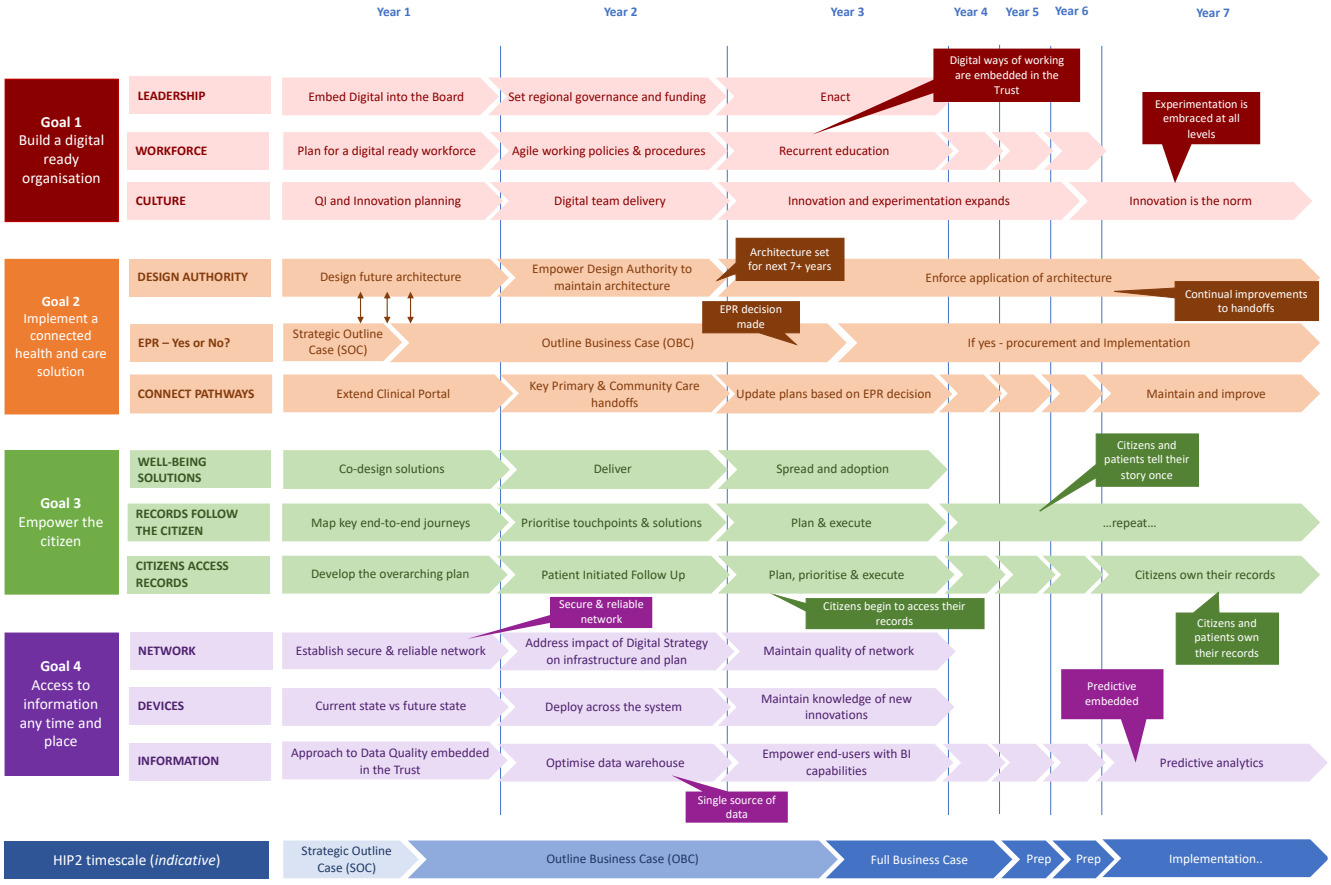

Figure 6 - Digital strategy roadmap

7.2 What are the immediate projects to do now?

Digital goal	Project	Description
1. Build a digital ready organisation	1.1 Embed digital into the Board	Develop digital leadership collectively and individually within the Board
	1.2 Build a digital workforce	Develop a culture where digitally enabled innovation and experimentation are the norm
2. Implement a connected health and care solution	2.1 Design Authority	Future design and enforcement of the Trust's enterprise architecture
	2.2 EPR – yes or no?	An options assessment aligned with the HIP2 programme
3. Empower the citizen	3.1 Plan for Citizen Empowerment	Scope and outline the Trust plan to deliver the digital citizen
4. Access to information any time & place	4.1 Plan for Mobile Working	Outline the Trust plan for mobile working and simultaneously improve mobile access

One-page descriptions for these immediate projects are provided in the Addendum

ADDENDUM

One-page descriptions for the immediate projects to progress the strategy

Goal 1
Build a digital ready organisation

Key project
1.1 Embed digital into the Board

Project summary	Benefit/outcome
A key determinant of the success of any organisation operating well in the digital age, permeates from the leadership down. Digital transformation is more about changing the way the organisation runs itself than technology fixes.	• Collective ownership for the delivery of the Digital Strategy • A Board that has several members with ownership and responsibility for providing digital perspectives • Leadership for realising the digital opportunity.

Key events and decisions	Risks if this project is not complete
• Board digital education – NHS providers are engaged • Regional digital governance and funding to be determined • Trust digital governance determined.	• The digital strategy will fail • The workforce will not develop • The patchwork of systems will not integrate • Opportunities to improve through digital will be haphazard • The planned model of care will not be realised.

Key project
1.2 Build a digital workforce

Project summary	Benefit/outcome
The outcome is to reach an organisational state whereby 1. Digitally enabled innovation and experimentation is the norm 2. Multi-disciplinary teams are effective in helping us build more capacity and make better decisions 3. Digital is seen as a solution not a blocker.	• An environment that enacts digitally enabled innovation and experimentation • Capacity building for our workforce • Better decision making.

Key events and decisions	Risks if this project is not complete
• Set out the end state and pathway to reach it • Leverage the value of QI • Set-off a multi-disciplinary teams using agile techniques (start with small and achievable changes) • Workforce training needs analysis • Competency framework.	• Old ways of working will prevail • Advantages of the digital age will be slow to realise • Opportunities to improve will be rarer than they need to be.

Goal 2
Implement a connected health and care solution

Key project	
2.1	**Design Authority**

Project summary

Set up a Design Authority to **establish and enforce** the Trust's enterprise architecture.

The Design Authority provides assurance that solution designs are fit for purpose, working to ensure that each component meets requirements and integrates and works within the complex enterprise architecture.

Benefit/outcome

- Better and more integrated solutions, so improved pathway handoffs
- Better management of data, so a shift to being a data-driven organisation
- Smoother introduction of new solutions, so quicker delivery of systems and new functionality.

Key events and decisions

- Ensure Board commit to *enforcement* of
  - architecture design documented
  - Processes, procedures, and gateways in place
- Determine resource and plan to deliver.

Risks if project is not complete

- A connected health and care solution will not be achieved
- Interoperability issues will continue.

Key project	
2.2	**EPR – Yes or No?**

Project summary

An options assessment, as part of the SOC and Outline Business Case for HIP2, on whether to:

a) Continue with the "Best of Breed" approach, **or**
b) Follow RD&E's MyCare programme with EPIC, **or**
c) Commit to an alternative EPR.

Benefit/outcome

- A key strategic decision can be made
- The business case for all options will be better understood
- Investment and returns will be clearer
- The HIP2 SOC and Outline Business Case will be strengthened.

Key events and decisions

- Determine the pathway to the EPR decision
- Understand the context of the IBM work commissioned by the STP Digital Transformation Board
- Agree the resources and roles to deliver
- Fully align with HIP2.

Risks if this project is not completed

- The HIP2 Business Case will be weakened
- Uncertainty impairs planning and pathway improvements
- Loss of time and opportunity.

Goal 3
Empower the citizen

Key project	
3.1	**Plan for Citizen Empowerment**

Project summary	Benefit/outcome
Increasing empowerment of citizens with their own health and well-being needs to be supported by a plan covering: a) National/regional/Trust outlook for well-being solutions b) How citizens records will follow them around the health and care ecosystem c) The plan for citizen access to their own records and manage their health and care themselves.	• Clarity on national, regional, and local delivery plans and opportunities • A plan for enabling citizen access to their records in their own homes, and a step towards citizen self-care.
Key events and decisions	**Risks if this project is not completed**
• Review the national outlook and plans for 'empowering the citizen' • Establish the plan and approach for citizen access to their own records • Consider EPR or Best of Breed decision impact.	• Empowering the citizen will mostly be left to chance with national plans • Fragmented solutions will dominate, so citizen engagement will be impaired.

Goal 4
Access to information any time and place

Key project
4.1 Plan for Mobile Working

Project summary	Benefit/outcome
Set the foundations for mobile working and simultaneously improve mobile access. Specifically: 1. Ensure the infrastructure is resilient, reliant and secure 2. Ensure 'mobile access' is planned – devices and systems 3. Empower our workforce with valuable and accurate information.	• A reliable network • A prioritised plan for mobile access • Estimates for effort, cost and delivery • Business Intelligence in the hands of our workforce will help us transform the way we deliver and improve our services.
Key events and decisions	**Risks if this project is not completed**
• Identify the Board owner and Lead • Set out the scope of the project • Determine high-level requirements • Set out the plan for the Board • Consider EPR decision.	• More care close to home will not be achieved

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