

NHS Board
25 January 2023

Lanarkshire NHS Board
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SUBJECT: 2023-28 Digital Plan

1. PURPOSE

This paper is coming to the NHS Board

For approval	<input checked="" type="checkbox"/>	For Assurance	<input type="checkbox"/>	For Noting	<input type="checkbox"/>
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The 2023-28 digital plan is a public-facing plan with the aim of communicating our digital vision, mission, and roadmap for the next five years. The objective is to provide clear strategic direction and promote closer working with the public, clinicians, staff, partners and nationally. The title; “Empowering people to enhance care for everyone” reflects the wide-ranging needs and potential for digital technology and transformation across NHS Lanarkshire. The strategy outlines a framework to enable digital transformation, change and reform across NHS Lanarkshire.

2. ROUTE TO THE NHS BOARD

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input checked="" type="checkbox"/>
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by the Digital Strategy Development Group, eHealth Executive Strategy Group, Healthcare Quality Assurance and Improvement Committee, Planning, Performance & Resources Committee.

3. SUMMARY OF KEY ISSUES

To ensure that digital transformation at NHS Lanarkshire is better understood and, as a result - attainable, the 2023-28 digital plan seeks to make digital topics more relatable and easier to understand. This represents a concerted effort to widen inclusivity, interest, and involvement in delivering digitally enabled service transformation which will necessitate the involvement of the public, clinicians, staff, and partners.

The plan outlines how application of digital in health and social care, has the potential to help resolve some of the biggest challenges we face. It focusses on how to ensure digital will enhance care for everyone, by ensuring those without means to connect online are not alienated or left behind.

The six components of our five-year vision are to:

- Enable care outcomes
- Be people centred
- Connect services & systems
- Enhance care for everyone
- Optimise ongoing care
- Partner to innovate

Our mission is outlined as follows: “Improve the care and wellbeing of everyone in Lanarkshire, by enabling services with digital solutions, reliable data & robust technology.” To achieve this mission, the Digital Team will work with OHT/Our Health Together and Service Leads to empower improvements and innovation across NHSL, by ensuring that data is accurate and accessible, and based on secure, performant technology.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input type="checkbox"/>	Government policy	<input type="checkbox"/>
Government directive	<input checked="" type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AHF/local policy	<input checked="" type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

As of January 2023, an operational delivery plan is in development to drive delivery of the strategic digital plan over the coming five years. The delivery plan will outline detailed aspects of what will be delivered, why, by whom and when. Monitoring of delivery of the 2023-28 digital plan will be managed by the Digital Team who will work closely with services to identify and establish valid benefits of all digital enablement activities, service transformation and reform. Outcomes will be monitored through the development of

business cases, and their associated targets/metrics – which must align to benefits realisation, as outlined in the digital enablement framework.

We will measure evidence of progress and achievement of health strategy outcomes based on the OHT (Our Health Together) evaluation process and digital maturity aligned to the HIMMS Model (Hospital Information Management System). We will use KPIs and/or OKRs (Objectives and Key Results) to ensure we can measure and monitor our delivery against the strategy. This will ensure we are able to stage-gate delivery of digital enablement, to help stakeholders anticipate change, plan, prepare and co-deliver.

7. FINANCIAL IMPLICATIONS

Delivering digital enablement and efficiencies

The new digital plan surfaces many needs associated with service transformation, reform and improvement. Some of these factors can be achieved using the digital systems and technologies already in place. Other needs are more substantial and will require creation of business plans and routes to funding. In order to satisfy demand for digital solutions into the future, the Digital Team at NHS Lanarkshire will need to re-shape to provide advisory and guidance to any service who wants to make use of digital. The 2023-28 digital plan is achievable through:

- Re-shaping the Digital Team at NHS Lanarkshire, in how they organise and conduct their work, to fully align with the aims outlined in the 2023-28 digital plan.
- Future hiring of Digital Enabled Clinical (DEC) roles within clinical service areas, to drive forward digital change.
- Creation of a minimum of x10 new posts within the Digital Team, to be appointed over the coming 5-year period, to support the network of DEC roles and focus on delivering a strategic portfolio across a range of areas including; Governance, Equality, Strategy, Digital Transformation, Innovation, Information Management, Health Records and Digital Operations.

Accelerating digital enablement and efficiencies

Acceleration of digital transformation at NHS Lanarkshire can be achieved by increase of apportion of annual budget for eHealth/Digital, which currently stands at circa. 1.5% of Annual Revenue. It is proposed that over the coming 5 years a roadmap be identified to achieve growth in this apportion of annual spend towards 4.4% to fall in line with comparable Healthcare organisations (*see Gartner 2022 Healthcare Providers industry median: IT spending as a percent of revenue 4.4%, up from 4.2% in 2021*).

Increase in annual budget for eHealth/Digital will result in expedited digital enablement, efficiency savings and cost-reductions in areas that are aligned to the OHT/Our Health Together healthcare strategy.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The digital plan is fully aligned with the NHS Lanarkshire healthcare strategy (OHT/Our Health Together) and the national digital health and care strategy, to ensure all outcomes are rooted and grounded in NHSL Board and National strategic requirements. Delivery will require co-ordination between key delivery organisations including NHS Lanarkshire, NHS NES (Digital Service) and NHS NSS.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>				

10. EQUALITY AND DIVERSITY / FAIRER SCOTLAND DUTY IMPACT ASSESSMENT

Has an E&D /FSD Impact Assessment has been completed?

Yes
 No

Available on request.

11. CONSULTATION AND ENGAGEMENT

The 2023-28 Digital Plan represents the needs of strategic stakeholders (OHT/Our Health Together) workstreams and service areas, by affording them a voice to communicate their needs and the opportunities that digital will enable. It is our aim for the strategic digital plan to be both co-created and co-delivered.

We have engaged widely with the public, clinicians, operational staff and our partners to develop the 2023-28 strategic digital plan. Because digital has the potential to impact every aspect of our health and social care services, it was important to conduct a broad and diverse engagement to inform our strategic planning. Creation of the plan was governed by the digital strategy development group, which met on a weekly basis throughout the development of this plan for a period of 8 months. The group included a mix of clinical and digital representatives, with input from the public, services across NHS Lanarkshire and partners. Over 400 individuals have contributed to this plan, to provide a rich picture of digital-in-action across Lanarkshire health and social care services.

12. ACTIONS FOR THE NHS BOARD

The NHS Board are asked to:

Approve	<input checked="" type="checkbox"/>	Gain Assurance	<input type="checkbox"/>	Note	<input type="checkbox"/>
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13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact;

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