

EQUALITY IMPACT ASSESSMENT

This is a legal document stating you have fully considered the impact on the protected characteristics and is open to scrutiny by service users/external partners/Equality and Human Rights Commission

If you require advice on the completion of this EQIA, contact hina.sheikh@lanarkshire.scot.nhs.uk

'Policy' is used as a generic term covering policies, strategies, functions, service changes, guidance documents, other

Name of Policy	2023-28 Strategic Digital Plan		
Names and role of Review Team:	<p>Review team:</p> <ul style="list-style-type: none"> - Ian Patterson (Digital Strategy Project Manager) - Donald Wilson (Director of Information and Digital Technology). - Barry McAlister (Head of Digital Transformation). - Lorraine Taggart (Head of Information and Records Management). - Ed Bulkeley (Head of Digital Operations). - With circulation to: Digital Strategy Development Group <p>Additional support:</p> <ul style="list-style-type: none"> - Hina Sheikh (Equality and Diversity Manager). - Anne Alexander (Senior Health Improvement Officer (Inequalities)). - Karen McGuigan (Consultant in Public Health - MFPH). 	Date(s) of assessment:	January 2023.
SECTION ONE AIMS OF THE POLICY			
1.1. Is this a new or existing Policy: New (supersedes 2019-2026 Strategy published in April 2019).			

Please state which: Policy Strategy Function Service Change Guidance Other

1.2 What is the scope of this EQIA?

NHS Lanarkshire wide Service specific Discipline specific Other (please detail) _____

1.3a. What is the aim?

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 plan has been created for the Lanarkshire public, clinicians, staff, and partners. The strategic plan seeks to make digital topics more relatable and easier to understand, by using real-world examples and plain language wherever possible. The plan represents the needs of different stakeholders, strategic work streams and service areas, by affording them a voice to communicate their needs and various opportunities that digital will provide over the coming years. In representing the needs of these stakeholders, it is our aim for the strategic digital plan to be both co-created and co-delivered.

As of Jan 2023, an operational delivery plan is in development to drive delivery of the strategic digital plan.

For further detail about our aims and comments to digital equality, person centred care and simplifying digital, please refer to the relevant pages (Pages 44 – 48) within the 2023-28 digital plan.

1.3b. What are the objectives?

The objective is to provide clear strategic direction and promote closer working with the public, our NHS colleagues, 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. One of the six components of our vision for digital at NHS Lanarkshire is to enhance care for everyone. This means championing equal improvements for everyone, even when people are unable to get online or don’t own a digital device. This includes ensuring we don’t alienate anyone, whilst continuing to evolve naturally in-line with digital progress across other areas of our society. To tackle inequalities the strategic plan commits to:

- Support and enable digital solutions that improve the lives of everyone.
- Build upon COVID-19 achievements and investments to provide continuous access to services via digital means.

- Ensure people are not alienated or left behind because of digital enablement.

It is essential that we prevent exclusion and ensure that digital benefits everyone who needs it. When developing the 2023-28 digital plan we have carefully considered aspects of social/economic equality, including how we will continually manage digital poverty, inclusion and literacy. We respect and commit to championing the needs of all people who live and work in Lanarkshire to deliver digital solutions that work for them. Digital equality is fundamental to three areas:

- How the Lanarkshire public access health and social care services online, sometimes described as the “patient experience”.
- How our NHS colleagues deliver health and social care using digital systems.
- How we design services that make use of digital, to reflect the diverse needs of our population.

1.3c. What are the intended outcomes?

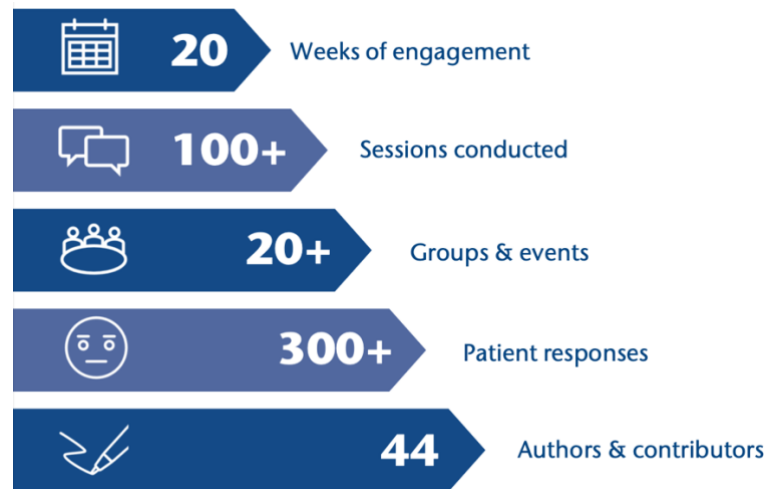
The strategy provides direction and a framework to enable digital transformation, change and reform across NHS Lanarkshire. The digital plan aligns fully with the NHS Lanarkshire healthcare strategy and the national digital health and care strategy, to ensure all outcomes are rooted and grounded in Board and National strategic requirements. All service changes associated with the strategic digital plan will be subject to equality impact assessment. Key outcomes that are relevant to matters of equality include:

- Demystifying digital, making it simpler to understand and use.
- Ensuring digital works for everyone who needs it and barriers are reduced.
- Focusing on person centred care as a priority, with introduction of the Electronic Health & Care Record and joining up our services and systems to reduce repetition.
- Working to ensure that our technology services are available to staff that need them, perform as they should and remain secure.
- Delivering our data strategy to provide insight, knowledge, improved care quality, partner and public health outcomes.
- Delivering the digital infrastructure and services for Monklands replacement and Lanarkshire National Treatment Centre, and leveraging these projects to provide the widest possible digital benefits across the whole of Lanarkshire.

1.4. How have the stakeholders been involved in the development of this policy?

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. In our attempt to make digital more relatable and

accessible, we have engaged with services and partners to obtain a collection of digital-in-action stories. These stories provide a human perspective to a variety of digital improvements and innovation. A summary of the engagement can be seen here:



Over 400 individuals have contributed to this plan, to provide a rich picture of digital-in-action across Lanarkshire health and social care services.

1.5 Examination of Available Data and Consultation

1.6.1 As part of FSD you need to consider specific socio-economic impacts of your proposal/options being considered.

Evidence from engagement with staff, service users and the public identified concerns that increased use of digital has the potential to exclude some socio-economic groups. Concerns are largely based on the assumption that an increase in digital solutions across healthcare could erode and/or replace options such as face-to-face consultations, or that digital technologies (if they were to be the only communications or consultation methods provided) might alienate certain groups, such as older people, the homeless, disabled and those who may not be connected online or have difficulty connecting online. To provide assurance in this regard, the strategic digital plan advocates use of digital solutions that improve the lives of everyone in Lanarkshire, by ensuring those without means to connect online are not alienated or left behind. This includes provision of non-digital alternatives for those who are unable to get online or use digital solutions.

To reassure the public and service users it will be important to engage closely to reduce or remove any perceived barriers based on assumption that digital could lead to inequality or removal of access to health and social care services. The 2023-28 digital plan seeks to demonstrate the many positive aspects of digital technology, whilst ensuring that services continue to provide non-digital alternatives.

For some, making use of online services is a personal preference, which we must respect. When the telephone was first introduced, this would have caused concerns that health care was becoming less personal, but now we know that the phone has delivered much more than it replaced. We believe it's important to be honest with the public about the pressures we face, and open about how individual choices can deliver big improvements to communities. Online options provide significant benefits to under pressure health and social care services, which is why we work so hard to make these options available to everyone, when and if the public can use them.

Delivery of this digital plan will consist of many projects, programmes, and initiatives over the coming five years. In order to ensure that equality will continue to inform our decision making, we will ensure that digital governance and guidance is provided to all NHS Lanarkshire services, in addition to the strategic direction provided in the 2023-28 digital plan.

1.6.2 As part of UNCRRC you need to consider what the voices of children and young people in our communities are telling you about this proposal and are there gaps in evidence?

Within the 2023-28 digital plan we mention the importance of ensuring all new developments in NHS Lanarkshire needing to include/cover the United Nations Convention on the Rights of the child. This includes all future digital solutions, business plans, proposals, policies, projects and programmes that will be subject to this requirement and assessed accordingly.

Evidence from engagement with staff, service users and the public demonstrate the following factors:

- How data and its analysis will help to guide clinical decisions for Children & Young People, and provide focus for outcomes.
- How digital will support keeping children and young people at the centre of their care by using systems to better understand and prevent gaps in the patient's journey.
- Importance of recognising the contribution of children and families being supported and digitally included, and exploring where this can contribute to capacity within our systems.
- Ensuring that TIP (Trauma Informed Practice) applies across all digital areas.
- That it would be useful to have the choice to either book GP or nurse appointments face to face, by phone and/or submit prescription requests online on behalf of children.
- With provision of staff skills and support, more Children and Young People services would benefit from the option to provide either face to face and online access, which would increase service capacity.

Engagement overview (2/2)

OUR VISION
› Summary



What we've been told

Below you can see some of the insights we have collected to inform this plan:

Patients expectations have changed. If people can track where their trainers are in the World using Amazon, why can't they know where their elderly mother is after she enters an emergency department?

More digital solutions that enable self-help and remote management will be a massive help for struggling services.

I'm OK with digital so long as the face to face option is still there.

We need a single integrated and accessible care record (EHCR) for health & social care.

Digital is an enabler, so eHealth should be positioned as a problem solver.

Data is difficult to share between services, our many systems needs to talk to each other.

I love ordering my prescription online and using MyGP. It fits really well with my busy life.

Can you please make digital simpler – to understand and so it 'just works'?

I fully endorse this, as it empowers me to self manage and free-up NHS capacity for other needs.

Core to our work is administration of patients. Innovation isn't just about 'fancy tech' but should be about accessible, affordable solutions that tackle our biggest problems.

Digital must realise benefits that align with patient, clinical, strategic and national needs.

We have to consider everyone, and ensure digital doesn't exclude people.

Digital advisory support is unequivocally needed. We don't understand the tools we already have.

We want less waste. Paper waste, time waste (duplication of effort) but less waste in general.

It's hard to think about innovation without the basics being in place.

Progress with technology is slower than we want, how can we speed things up and innovate?

The extensive engagement resulted in capture of hundreds of qualitative data points/insights. Adjacent is a page from the strategic digital plan that highlights “What we've been told” as part of the engagement, with a selection of feedback from clinicians/staff and the public/patients.

Engagement to develop the plan made use of various methods of communications. In total we have engaged with over 400 people using a variety of online surveys, 1-2-1 consulting sessions, group-based ‘drop-in’ sessions, recorded video messages, on-site (in-person) canvassing, presentations, case study ‘show & tells’, PULSE website article publications, public press releases, workshops and staff briefing emails.

Wider research and consultation was involved, based on the NHS Lanarkshire OHT (Our Health Together) Healthcare strategy and Scotland's Digital Health and Care Strategy, Digital Front Door and the 2022-23 Delivery Plan. We also researched digital strategies from other health boards across Scotland and spoke with individuals who have undertaken similar strategy development.

Name any experts or relevant groups / bodies you should approach (or have approached) to explore their views on the issues.

We have approached the following groups as part of the engagement to develop the 2023-28 strategic digital plan:

NHS Lanarkshire

- Area Clinical Forum
- Area Nursing & Midwifery Advisory Committee
- Bio-Medical Science Leads
- Clinical Advisory Group
- Corporate Management Team
- Digital Operations Team
- Digital Strategy Development Group
- Digital Transformation Team
- eHealth Clinical Leads
- eHealth Executive Strategy Group
- EMEN - Ethnic Minority Employee Staff Network
- Frailty, Old Persons & Care Homes Strategy
- Health Improvement Senior Management Team
- Health Records & Information Management Team
- Healthcare Quality Assurance and Improvement Committee
- Hospital Site Directors
- HR Management Team
- Independent Digital Strategy & Transformation Specialist
- LGBTQ+ Staff Network
- Medical Education

- Medical Staff Associations
- NHSL Board Members
- NMAHP Practice Development
- Non-Exec Directors
- Our Health Together Editorial Group
- Our Health Together Workstream Leads
- Planning, Performance & Resources Committee
- Public Health Senior Management Team
- Quality and Assurance Heads of Dept.
- Radiology, Medical Illustration & Labs
- Research & Development
- Staff Disability Network
- Union representatives

Public/Patients & Partners

- Healthcare Information and Management Systems Society (HIMMS)
- Lanarkshire Data Sharing Partnership
- Macmillan Cancer Support
- My Diabetes My Way
- North Lanarkshire Council Housing
- North Lanarkshire IGB/Technology Enabled Care
- Public Partnership Forum
- South Lanarkshire IGB/Technology Enabled Care
- The Peoples Panel

- University of Strathclyde
- VASLan (Voluntary Action South Lanarkshire)
- Voice of Experience Forum
- Volunteering and canvassing

The groups, along with many individuals who were engaged in the strategy development process, consisted of subject matter experts from a variety of clinical fields and; digital transformation, strategy, communications, technology, data, governance, finance, quality, service development and standards.

What do we know from existing in-house quantitative and qualitative data, research, consultations, focus groups and analysis?

The 2023-28 strategic digital plan will supersede the previous 2019-2026 digital strategy. The former strategy provided a long-term, shared vision for digital and transformational change at NHS Lanarkshire until 2026, and was useful as a reference point, to build upon when developing the new plan. Given the COVID-19 pandemic, and the resulting accelerated adoption of digital communication and technologies across our society, it has been necessary to review the strategy for the next five years, to ensure all digital activities better align with the NHS Lanarkshire healthcare strategy and Scotland's Digital Health and Care Strategy and the 2022-23 national Delivery Plan. Analysis of other strategic plans and guidance was also conducted, to ensure parity and consistency within the OHT (Our Health Together) strategic framework.

What do we know from existing external quantitative and qualitative data, research, consultations, focus groups and analysis?

In June 2022 NHS Lanarkshire appointed a digital project manager with former experience in developing the digital strategies (2018-22 and 2023-28) for the neighbouring Health Board of NHS Greater Glasgow & Clyde. This provided an up-to-date perspective in creating a digital strategy for NHS Lanarkshire following the COVID-19 pandemic. Research was conducted to review a variety of strategies from other health boards and NHS services, in addition to guidance and policies including (but not limited to):

- The Fairer Scotland Duty.
- NHS Lanarkshire Equality Impact Assessment guidance.
- The Scottish Approach to Service Design.
- NHS design principles.
- The Health Foundation's communicators toolkit.
- Series of supportive papers and information from reputable sources (Gartner, Microsoft, CISCO).

1.7. What resource implications are linked to this policy?

The new digital plan surfaces many needs associated with service transformation, reform and improvement. Some of these factors are smaller in nature and can be achieved using the digital systems and technologies already in place. Other needs are more substantial and will require longer-term effort, 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 new strategic digital plan is achievable through a combination of resource factors, which will include closer working with the public, clinical and operational services, national and regional partners.

Resourcing the digital plan

Three factors apply to ensuring the new digital strategy is achievable and delivered to a standard that will ensure the equality standards outlined in this impact assessment are met, or exceeded. These are:

1. Re-shaping of 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.
2. Future hiring of digital enabled clinical (DEC) roles within clinical service areas, to drive forward digital change.
3. 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.

Recommendations for new digital resource, either within a clinical setting, operational service or the Digital Team, will be fully aligned to the new digital enablement framework, which anchors digital requirements to clinical service needs/OHT (Our Health Together) strategic objectives, and must demonstrate clear and measurable benefits realisation. This will ensure that digital resources will grow organically, and in lockstep with NHSL needs. The three factors outlined above will ensure that NHSL can deliver against increasing demand for digital support and solutions and manage all associated equality requirements over the coming five-year strategic period.

SECTION TWO**IMPACT ASSESSMENT**

Complete the following table, giving reasons or comments where:

The Programme could have a positive impact by contributing to the general duty by –

- Eliminating unlawful discrimination
- Promoting equal opportunities
- Promoting relations within the equality group

The Programme could have an adverse impact by disadvantaging any of the equality groups. Particular attention should be given to unlawful direct and indirect discrimination.

If any potential impact on any of these groups has been identified, please give details - including if impact is anticipated to be positive or negative.

If negative impacts are identified, the action plan in appendix 3 form C must be completed

Equality Target Groups – please note, this could also refer to staff

	Positive impact	Adverse impact	Neutral impact	Reason or comment for impact rating
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All:

The 2023-28 Digital plan represents the needs of service areas by aligning with the OHT/Our Health Together Healthcare strategy and affording NHSL services a voice to communicate their digital needs and opportunities. The digital plan provides a framework for all strategic workstreams and services to inform future policy design and development that involves or includes digital. To ensure that the framework will be embedded in new service design, processes, and procedures we will provide a toolkit for good digital practice that can be enhanced by each of the services that make use of it.

Evidence from engagement with staff, service users and the public demonstrate the positive impact that digital solutions have/will have across Lanarkshire. This includes how the public access health & social care and how our staff deliver care. Examples include:

- Assistive voice/IoT (Internet of Things) technology supporting self-assisted living.
- Remote monitoring and self-management of certain conditions e.g. diabetes and COPD, and the increase in clinical capacity this currently/will provide.
- Use of the Near Me, Attend Anywhere (video technology) platform for care home resident's requiring tissue viability wound assessments, enabling services to have more capacity across the community.
- Remote blood pressure monitoring supporting service users who would otherwise not be able to access their own care.
- Service user access to care services via online means (information resources, messaging, video consultations) allowing for self-service, asynchronous and remote/in-person consultations for those unable to attend in person, including those with mobility challenges.
- How introduction of the EHCR (Electronic Health and Care Record) will provide our clinical teams with real-time access to patient data from all sources on one platform and reduce the need for repetition, both for the public and clinical staff.
- How The Scottish Government 'Digital Front Door' initiative will allow the public to view, book, access, register, check, learn, share and control certain aspects of their care, data, appointments, test results; including the ability to register a proxy to act on their behalf.
- Use of video technology to remain connected for the vulnerable/those with palliative conditions Ability to order prescriptions online using service such as MyGP.
- Improved public-health data which could support vaccine communications with ethnic/racial/religion/faith groups.
- Reduction of carbon emissions as a result of reduced reliance on paper and transport/travel for NHSL staff and the public.

Evidence from this engagement also requested that services should continue to provide non-digital alternatives e.g. telephone and/or face-to-face. To provide assurance in this regard, the strategic digital plan advocates use of digital solutions that improve the lives of everyone in Lanarkshire, by ensuring those without means to connect online are not alienated or left behind. This includes provision of non-digital alternatives for those who are unable to get online or use digital solutions. *For further detail about our aims and commitments to digital equality, person centred care and simplifying digital, please refer to the relevant pages (Pages 44 – 48) within the 2023-28 digital plan.*

<p>2.1. Age</p> <ul style="list-style-type: none"> • Children and young people • Adults • Older People 	X			<p>The 2023-28 digital plan aims to support all age groups. Evidence from engagement with staff, service users and the public demonstrated the following:</p> <ul style="list-style-type: none"> • Children and young people: Digital technologies and solutions have an important role to play in treating, safeguarding, and protecting Children and Young People. As our society continues to become increasingly tech-savvy and digitally confident, we will need to cater for Children & Younger people who want to access health and social care in new ways. A digital-in-action story has been provided in the 2023-28 digital plan on page 47, which explains the benefits of digital from the perspective of a younger person. For work that was conducted under the UNCRC requirements, see 1.6.2. Also, see carers section 2.10. • Adults: The Adult population of Lanarkshire has diverse needs, which have been carefully considered as part of the new 2023-28 digital plan. For example; different levels of literacy across our society are an important factor. Key to ensuring inclusion and equal representation of all our Adults will be our alignment with The Scottish Approach to Service Design (SAtdSD). • Older people: Evidence from this engagement requested that NHSL services should continue to provide non-digital alternatives e.g. telephone and/or face-to-face for older people. Examples of how older people will benefit from digital across Lanarkshire in the coming five years are access to assistive technologies, remote health care monitoring, falls monitoring detection and alarms and remote consultations for those who can connect online and/or have mobility issues. Two digital-in-action stories have been provided in the 2023-28 digital plan on page 38 and 51, which explain the benefits of digital from the perspective of older people.
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<p>2.2. Disability (incl. physical/ sensory problems, learning difficulties, communication needs; cognitive impairment, mental health)</p>	<p>X</p>			<p>The 2023-28 digital plan has been developed to support NHSL services to cater for the widest possible range of disabilities.</p> <p>Not everyone is able to use digital services independently, so our digital plan has been designed with the flexibility to support service improvements that deliver non-digital alternatives and/or assisted digital solutions.</p> <p>Evidence from engagement with staff, service users and the public demonstrated that digital technology has a significant role to play in delivering supportive/assistive health and social care.</p> <p>Disability focused digital solutions are made available on a regular basis and NHSL must remain aware of and able to make use of them. The digital plan provides a framework for this to happen, by allowing services routes to establish and/or acquire disability focussed digital solutions and technologies, with support from the digital function at NHSL. When NHSL services look to make use of digital, we advocate that any reasonable adjustment must be met. This includes affordance for hidden, known or acquired disability and/or additional needs. An example of a hidden disability might include aspects of neurodiversity and disabilities that are acquired through a person's life might include visual impairment.</p> <p>A digital-in-action story has been provided in the 2023-28 digital plan on page 47, which explains the benefits of digital from the perspective of a disabled person.</p>
<p>2.3. Gender Reassignment</p>			<p>X</p>	<p>There is no differential impact on gender reassignment.</p> <p>When delivering the strategic objectives outlined in the 2023-28 digital plan, we will continue to advocate use of gender-neutral language, including provision of information materials and support associated with service improvement and innovation, to ensure a gender-neutral clinical environment.</p>
<p>2.4 Marriage and Civil partnership</p>			<p>X</p>	<p>There is no differential impact on marital or partnership status.</p>

2.5 Pregnancy and Maternity (including breastfeeding)	X			Evidence from engagement with staff regarding the positive impact of digital solutions in maternity and during pregnancy demonstrated clinical benefits in this area, including remote monitoring. Further positive impact will result from integration of core technology systems and introduction of the EHCR (Electronic Health are Care Record).
2.6 Race/Ethnicity	X			There is no differential impact on Race and/or Ethnicity. The 2023-28 digital plan advocates provision of language translation options for the Lanarkshire public as required by the NHSScotland Interpreting, Communication Support and Translation National Policy (2020) and based on Scotland census data (2021) and North Lanarkshire diversity profile data (2019-2024). We are also aware of the changing ethnic demographic in Lanarkshire due to asylum seekers and refugees.
2.7 Religion/Faith			X	There is no differential impact on Religion and/or Faith.
2.8 Sex (male/female)			X	There is no differential impact on Sex.
2.9 Sexual Orientation <ul style="list-style-type: none"> • Lesbians • Gay men • Bisexuals 			X	There is no differential impact on Sexual Orientation including Lesbians, Gay men, and Bisexuals
2.10 Carers	X			We know that in some instances, carers make use of online services on behalf of persons who need it. The 2023-28 digital plan has been developed to support NHSL services to cater for carers. This will result in positive impact of digital solutions in delivering and accessing health & social care for carers and the people they care for. A digital-in-action story has been provided in the 2023-28 digital plan on page 23, which explains the benefits of digital from the perspective of a carer.

2.10 Homeless			X	<p>There is no differential impact on the Homeless.</p> <p>The 2023-28 digital plan explains how the public/patients don't need a smartphone, tablet or laptop to benefit from Lanarkshire health and social care services that are supported by digital. When a member of the public has an emergency – digital technology is working behind the scenes to support face to face care. This is particularly relevant when supporting the health and social care of our Homeless. For more information about the different ways people can benefit from digital, please refer to Page 8 “Understanding digital” in the digital plan.</p>
2.12 Involved in criminal justice system			X	<p>There is no differential impact for those involved in the criminal justice system.</p>
2.13 Literacy			X	<p>There is no differential impact on literacy.</p> <p>When delivering the strategic objectives outlined in the 2023-28 digital plan, we will continue to advocate for and advise NHSL services to cater for differing levels of literacy across our society. This is an essential factor when designing and developing accessible health and social care services that are supported by digital solutions. Examples of how digital can support literacy are use of plain language, including ‘easy reads’ or summaries that highlight important information and best-practice use of UX (User Experience) techniques with clearly displayed options.</p>
2.14 Rural Areas			X	<p>There is no differential impact on Rural Areas.</p> <p>Evidence from engagement with staff, service users and the public demonstrated that providing non-digital alternatives is something that services should continue to consider, especially for those who are unable to connect online as a result of geography/poor connectivity.</p>

<p>2.15 Staff</p> <ul style="list-style-type: none"> • Working conditions • Knowledge, skills and learning required • Location • Any other relevant factors 	<p>X</p>			<p>There are various positive impacts planned for NHSL staff, as a result of successfully implementing the 2023-28 digital plan. This will include:</p> <ul style="list-style-type: none"> • Help for NHSL staff and managers to improve their digital confidence, literacy, and skills. • Support for staff who have hidden, known or acquired disability and/or additional needs, by providing assistive technologies as and where appropriate. • Leveraging digital to improve people’s work environments, by providing the technology to work collaboratively and remotely as required. • Improvements to working conditions for staff as technology systems become more intelligent, integrated, and easier to use. This will reduce work administration and free-up clinical time. • Making digital systems used by staff easier to access and use e.g. with introduction of Single Sign-on and Self Service Password Resets. • Simplifying aspects of information governance and data privacy. • A toolkit will be provided for staff to explain what digital technologies already exist/for what purpose and promote digital leadership skills and best-practice for clinical and operational services. <p>When delivering the strategic objectives outlined in the 2023-28 digital plan for our staff, we will advocate that a blended approach be offered, to cater for staff with limited or no digital access.</p> <p>Evidence from engagement with staff questioned if community staff might be expected to use their own/personal device for work purposes when working remotely, and concerns that data allowance (or mobile ‘top up’) for work purposes might not be possible due to matters of in-work poverty. It was determined however that staff should use work-supplied devices for such purposes.</p> <p>A digital-in-action story has been provided in the 2023-28 digital plan on page 72, which explains the benefits of digital from the perspective of staff members working in Practice Development.</p>
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2.16. What is the socio-economic impact of this policy / service change? (The [Fairer Scotland Duty](#) places responsibility on Health Boards to actively consider how they can reduce inequalities of outcomes caused by socio-economic disadvantage when making strategic decisions)

	Positive	Adverse	Neutral	Rationale/Evidence
Low income / poverty			X	There is no differential impact on low income / poverty. As part of the engagement to develop this 2023-28 digital plan, we have received evidence from staff, service users and the public that providing non-digital alternatives is something that services should consider, especially for those who are unable to connect online, including persons from low-income, deprived areas and communities or those with limited access to the Internet as a result of employment or unemployment. To provide assurance in this regard, the strategic digital plan advocates use of digital solutions that improve the lives of everyone in Lanarkshire, by ensuring those without means to connect online are not alienated or left behind.
Living in deprived areas			X	There is no differential impact on people who are living in deprived areas. Please see: Low income / poverty.
Living in deprived communities of interest			X	There is no differential impact on people who are living in deprived communities of interest. Please see: Low income / poverty.
Employment (paid or unpaid)			X	There is no differential impact on employment (paid or unpaid). Please see: Low income / poverty.

SECTION THREE CROSSCUTTING ISSUES				
What impact will the proposal have on lifestyles? For example, will the changes affect:				
	Positive impact	Adverse impact	No impact	Reason or comment for impact rating

3.1 Diet and nutrition?	X			The 2023-28 digital plan promotes an increase in NHSL use of digital technologies and solutions. With increased use of digital communications and technologies, such as Mobile content and Apps, NHSL can direct the public to dietary and nutritional information via online means, with the potential for sharing of and/or creation of self-help resources and self-management of health and wellbeing.
3.2 Exercise and physical activity?	X			Access to exercise and physical activity information via online, with the potential for sharing of and/or creation of self-help resources and self-management of health and wellbeing.
3.3 Substance use: tobacco, alcohol or drugs?	X			On page 44 of the digital plan we relay an example of the Quit Your Way (NHS Lanarkshire Stop Smoking Service) using a blended approach to combine both digital and other modes of access.
3.4 Risk taking behaviour?			X	There is no differential impact on Risk taking behaviour.

SECTION FOUR CROSSCUTTING ISSUES				
Will the proposal have an impact on the physical environment? For example, will there be impacts on:				
	Positive impact	Adverse impact	No impact	Reason or comment for impact rating
4.1 Living conditions?	X			Successfully implementing the 2023-28 digital plan has the potential for reduction in household administration associated with health and social care, due to digital providing additional and more efficient options to communicate with reduction in paper, printing, postage, telephony and possibly travel time dependent on circumstances. The potential for digital to support self-management and remote monitoring of certain conditions such as diabetes/COPD, will result in more care being delivered in the home/community environment.

4.2 Working conditions?	X			Successfully implementing the 2023-28 digital plan has the potential to allow people to access services remotely during the working day, with the potential for digital communications (asynchronous or video consultations) and other technologies (remote monitoring of certain conditions) to reduce the need for some members of the public to take time off work to physically visit health and social care centres.
4.3 Pollution or climate change?	X			Successfully implementing the 2023-28 digital plan has the potential to reduce travel, use of paper and postage as a result of digital options e.g. video consultations and remote monitoring that will result in reduced CO2 emissions across Lanarkshire. As NHSL make use of Cloud Technologies it will also help reduce our carbon footprint.

Will the proposal affect access to and experience of services? For example:

	Positive impact	Adverse impact	No impact	Reason or comment for impact rating
Health care	X			A primary focus of the digital plan is to make use of digital technology and transformation to achieve improved access to/experience of health & social care services across Lanarkshire. A key aspect of this is continued integration of technology systems across health & social care services, in addition to other significant factors.
Social Services	X			Please see as above: Health care.
Education	X			One of the six components of our vision for digital at NHSL is to actively engage in partnerships including in academia and with schools, councils, and other areas of education. The 2023-28 digital plan provides a framework for all strategic workstreams and services to make use of digital solutions to engage across education, voluntary and statutory partners. Successfully implementing the NHSL 2023-28 digital plan will see close health and social care work with council partners across educational settings and communities. Collaborations with Lanarkshire educational organisations will also help with the career and recruitment aspirations of the digital team at NHSL.

Transport	X			Please refer to 4.3 Pollution or climate change.
Housing			X	There is no differential impact on Housing.

SECTION FIVE	MONITORING
<p>How will the outcomes be monitored?</p> <p>As part of Fairer Scotland Duty (FSD), if outcome is associated with socio-economic disadvantage how will these be monitored e.g. DNA's by the use of SIMD</p> <p>As of Jan 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 more detailed aspects of what will be delivered, why, by whom and when. 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.</p>	
<p>What monitoring arrangements are in place?</p> <p>With close alignment to the OHT (Our Health Together) healthcare strategy we will define a new suite of digital KPIs (Key Performance Indicators) and/or OKRs (Objectives and Key Results) in order to monitor continued delivery against strategic objectives.</p>	
<p>Who will monitor?</p> <p>Monitoring of delivery of the 2023-28 digital plan will be managed by the Digital Team by making use of a project management solution and agile delivery methodology. The Digital Team will work closely with services to identify and establish valid benefits of all digital enablement activities, service transformation and reform.</p>	
<p>What criteria will you use to measure progress towards the outcomes?</p> <ul style="list-style-type: none"> • We will measure evidence of progress and achievement of health strategy outcomes based on the OHT (Our Health Together) evaluation process. • Digital maturity aligned to the HIMMS Model (Hospital Information Management System). • Strategic reporting metrics (KPIs and/or OKRs) to monitor continued delivery against strategic objectives. 	

PUBLICATION

Public bodies covered by equalities legislation must be able to show that they have paid due regard to meeting the Public Sector Equality Duty (PSED). This should be set out clearly and accessibly, and signed off by an appropriate member of the organisation.

Once completed, send this completed EQIA to the **Equality & Diversity Manager**

Authorised by

Title

Signature

Date

Appendix 3: Form C

Identified Negative Impact Assessment Action Plan

Name of EQIA:

Date	Issue	Action Required	Lead (Name, title, and contact details)	Timescale	Resource Implications	Comments

Further Notes:

Signed:

Date:

