NHS
Suffolk and
North East Essex
Integrated Care Board

Joint Forward Plan 2023 – 2028

7.4 Digital

Out of the 12 core functions of the ICB, two focus on digital:

- Leading system-wide action on data and digital: working with partners across the NHS and with local authorities to put in place smart digital and data foundations to connect health and care services to put people at the centre of their care
- Using joined-up data and digital capabilities to understand local priorities, track delivery of plans, monitor and address unwarranted variation and health inequalities and drive continuous improvement in performance and outcomes

It is therefore the responsibility of SNEE ICB to create and enable the levers that make this happen. A key ambition is to provide more joined up care that better enables information to flow across the system in a consistent and coherent manner. Ensuring that we join up data from multiple systems in real time will ensure that we can deliver safer, better quality care. This will in turn lead to improved health outcomes and a more positive experience for people, staff and carers.

The SNEE ICS Digital, Data and Technology (DDaT) Strategy 2022-2025 and corresponding Strategic Delivery Plan are aligned to the ICS Strategy and Live Well Outcomes, The Design Framework and Suffolk and Essex Health and Wellbeing Strategies, *What Good Looks Like* and our ICS Core Values. The DDaT Strategy can be found in Appendix 12.

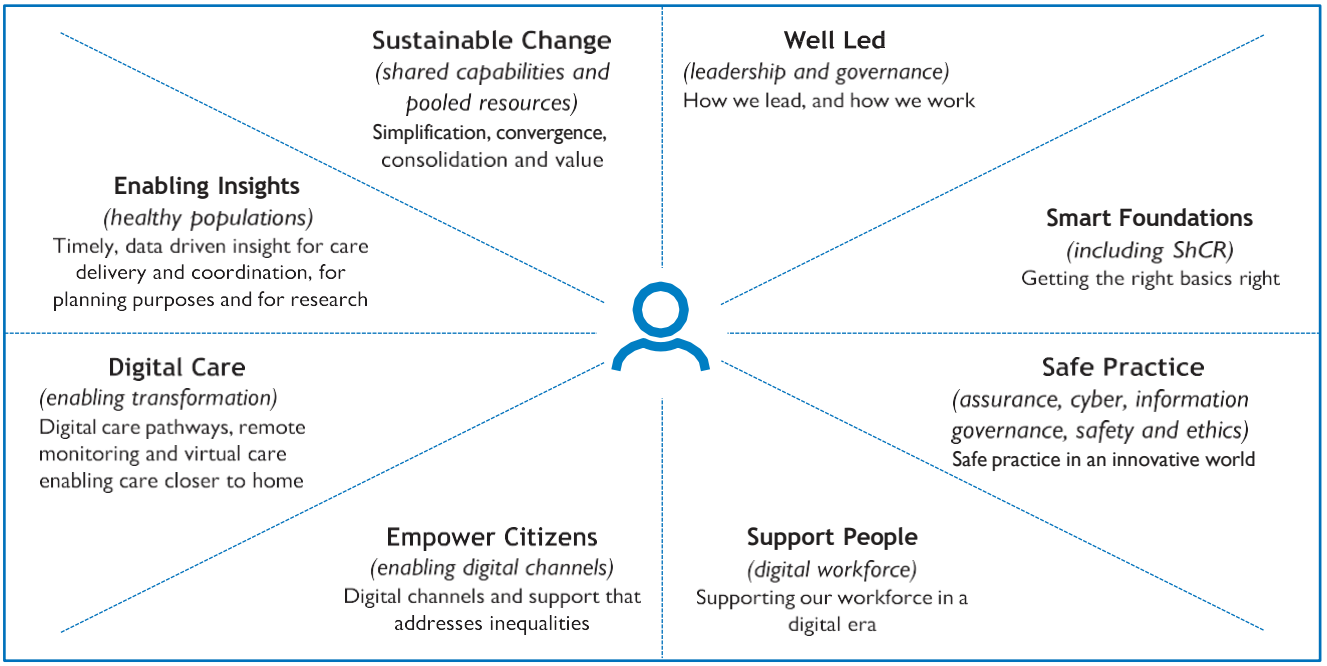
Priorities over the coming financial year and beyond for the ICB DDaT Project Management Office through this transition stage are to:

1. foster professional leadership throughout the ICS, and implement a Strategic Delivery Plan that aligns to the annual investment cycles to make best collective use of public money and assets
2. establish Smart Foundations for projects, procurements and services that free up time to care and implement systemwide delivery models, e.g. shared care records and personalised care planning
3. build our multi-disciplinary approach to safe practice, and communities of specialists to enable this across the ICS
4. enable support for our health and care community to 'thrive in a virtual world' by embracing a culture of continuous learning

5. develop a common digital front door for our people and actively improve channels that support our most vulnerable
6. enable an approach to digital care technologies and remote care to increase capacity that may empower our provider collaboratives
7. enable a linked data set platform that will provide data insights for a range of purposes
8. form and operationalise provider collaboratives, and support health and wellbeing alliances to adopt capabilities that enable integrated care

Figure eight below sets these out pictorially.

Figure 8 - SNEE ICB Digital Principles



7.4.1 Delivering digital transformation

We are currently undertaking an appraisal and baselining exercise of options to make the best use of our existing collective resources and programmes/projects to mitigate duplication. The DDaT Project Management Office team will work with partners to develop our ICB digital approach by following eight key principles which stem from the success measures of the *What Good Looks Like* framework[41]. These serve as our overarching direction to align our priorities in the context of the wider DDaT landscape and such priorities will develop over time in both shape and pace of delivery.

Key principles and corresponding priorities of the strategy are noted below:

- **Be Well Led** - Goal: Lead and enable our strategy
  - Agree a strategy for digital transformation and collaboration that drives 'levelling up' across the ICS and is underpinned by a sustainable financial plan by July 2023 which will be responsive to our people's health and care needs over the next 3-5 years
  - Develop the DDaT Strategic Delivery Plan and the resources to progress by September 2023
- **Smart Foundations** - Goal: Invest in core digital technologies and 'levelling up' whilst establishing convergence pathways
  - Support organisations to progress to minimum digital foundations, including digitising social care, electronic patient records (EPRs) and shared care records as part of the ongoing programme of investment scheduled for 2023/24 and 2024/25
  - Establish a data strategy that encompasses all the ICS partner organisations by Q3 2023/24
  - Develop and recognise digital skills embedding continuing professional development and recognising DDaT professions within our continued programme of work in 2023/24
  - Secure investment in EPR and diagnostics to stabilise and improve infrastructure for partners and providers in 2023/24
  - Enhance systemwide governance for Shared Care Records and Care Planning (Personalisation) starting in Q1 2023/24

[41] Directed at all NHS leaders, this framework sets out what good looks like at both a system and organisation level. It describes how arrangements across a whole ICS, including all its constituent organisations can support success. Further information is available here: https://transform.england.nhs.uk/digitise-connect-transform/what-good-looks-like/what-good-looks-like-publication/

- **Safe Practice** Goal: Maintain trust, transparency, security and resilience
  - Develop a specialised team to work across the system, bringing together considerations around Cyber and Standards, Information Governance and Policy, Clinical Safety and Data Management and Ethics in 2023/24
  - Support local communities of practice, enable programme progress across other principles and their delivery plans, and develop cross-organisational governance, policies and processes in 2023/24
- **Support People - Digital Workforce** Goal: Support our workforce to thrive in a digital world and develop our DDaT professionals
  - Baseline DDaT skills and knowledge across the system as well as the current available assets at national, regional, ICS, place and organisational levels which will follow the baselining of our resource options in Q2 2023/24
  - Develop our skills development network, with a focus on analytics, cyber and core capability skills during 2023 across the ICS and established links in the EoE and nationally
  - Develop a repeatable and sustainable approach to digital skills adoption for the frontline with a focus on digital care and integrated team working by 2025
  - Developing support models for hybrid working by 2025
- **Empower People** Goal: People at the centre of digitally enabled care, which ensures Equality and Equity
  - Develop a system-wide digital inclusion strategy and ICS Equality and Equity Toolkit across key digital services in 2023/24
  - Enable the use of NHS login with our key local digital services in 2023/24
  - Enable people with advance care needs for end of life to contribute to their co-produced record by December 2023
  - Begin to further test the process of people having access and contributing to their healthcare information and taking an active role in their health and wellbeing
- **Digital Care** Goal: Digitally enabled care closer to home that is clinically led, unified and resilient
  - Form a systemwide Digital Care Delivery Board by the end of Q1 2023/24 to coordinate digital options including remote care, virtual consultations, remote monitoring and virtual wards
  - Enhance our programme of work to enable virtual wards and 'Hospital at Home' models to develop further from the progress in 2022/23
  - Facilitate and enable clinically led, virtual wards and other digital care; aligning operating models to support staff in 2023
  - Establish a delivery plan to scale these capabilities throughout the system, whilst decommissioning those capabilities that become obsolete or remain siloed by June 2023
  - Baseline our digital decision support and establish our strategic plan by July 2023
- **Enabling Insights** Goal: Make best use of the information assets we hold
  - Develop a system-wide data strategy in 2023/24
  - Revisit the Data Management Maturity model with providers in 2023/24
  - Supporting the Intelligence Function in developing capacity and tools in 2023/24
- **Sustainable change shared capabilities and resources** Goal: Enable sustainable change
  - Form and operationalise provider collaboratives and support health and wellbeing alliances to adopt capabilities that enable integrated care in 2023/23
  - Start creating digital exemplar hubs in the community in 2023/23
  - Explore strategies to achieve a SNEE people portal in 2023/24

Shared care records, where the whole of our personal medical history is available to each of the medical parties seeking to help us, should be a fundamental foundation in creating effective integration. Being asked for the same information several times is both wearing for the citizen and creates the potential for inconsistent understanding.

Cllr John Spence, Co-Chair of the SNEE ICP and Chair of the Essex Health and Wellbeing Board

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