

Board of Directors (in public)
Item 3.4

Subject: Digital Excellence
Date of Meeting: 28th November 2022
Presented by: Kate Warriner, Chief Digital and Information Officer
Purpose: To Note

BAF Reference	Impact on BAF
BAF 11	The paper provides assurance in respect of digital transformation and operational IT delivery.

Level of assurance (please tick one)

To be used when the content of the report provides evidence of assurance

<input checked="" type="checkbox"/>	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls
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1. Executive Summary

The purpose of this report is to provide the Board of Directors with a digital update including national direction of travel and local Digital Excellence progress.

Key headlines include:

- Cheshire and Merseyside ICS and Liverpool Place – Digital Strategies
- Good progress with Digital Excellence delivery
- Good progress with digital clinical improvements
- Excellence in Informatics Level 3 Accreditation and National Partnership Award

The Board of Directors is asked to receive the report and note good progress to date.

2.0 National and Regional Updates – Cheshire and Merseyside ICS and Liverpool Place – Digital Strategies

Regionally, there are a number of digital workstreams underway as part of the newly formed Cheshire and Merseyside Integrated Care System and Liverpool Place.

The Digital and Data Strategy for the Cheshire and Merseyside Integrated Care System has been drafted and Alder Hey were able to input into its development. It is currently being socialised across the different stakeholder groups before final sign off. The strategy outlines a vision to 'Invest in digital and data to enable intelligence into actions'

The Strategy is based around 3 main goals:

1. Strong digital and data foundations
2. 'At scale' digital and data platforms
3. System wide digital and data tools and services

It is strongly underpinned by a number of critical success factors focusing on: Digital Inclusivity, financial sustainability, working towards net zero targets and developing/retaining a highly skilled workforce.

The Liverpool Place Digital and Data Strategy for Health and Social Care sets out a 'Journey to 2025' and focusses on 4 key pillars:

- Empowering people: Digital access to the NHS and digital tools to self-manage health, care and well-being
- Boosting health and care service quality, capability and efficiency
- Innovation, sustainable health and social care services, economic development and high-value jobs
- Improving the digital and data Infrastructure and cyber security resilience for Liverpool's health and care system

The strategy aligns with, complements and will help to deliver key strategic and policy objectives set out in the NHS Long Term Plan, NHS Priorities and Operational Planning Guidance, the NHS Delivery Plan for Tackling the COVID-19 Backlog of Elective Care, the Cheshire & Merseyside ICS Digital Strategy, the One Liverpool Strategic Plan, Team Liverpool's City Plan and the digital strategies of the Trusts that are part of Liverpool Place.

From a Liverpool Heart and Chest perspective, there is strong alignment between the Liverpool Place and ICS Strategies and the 3 key themes set out in Digital Excellence, with big focusses on using data to enable service improvement and working as a region to improve the health of the population through shared analytics. Connecting digitally with our patients and families, empowering them to take a more proactive approach to managing their own health. Finally ensuring this is underpinned by the safest, resilient infrastructures to protect the data of our staff and patients

3.0 iDigital Service Updates

3.1 Information Governance Service TUPE

The TUPE of the Information Governance teams from LHCH and Alder Hey into iDigital formally completed successfully on 8th August 2022.

The Information Governance service will include the following areas:

- Information Governance
- Health Records
- Access to Health

3.2 Excellence in Informatics Accreditation

In summer 2022, the iDigital Service were successfully awarded with the Level 3 accreditation for Excellence in Informatics as part of the Skills Development Network professional framework. This is a huge achievement for the Service, with level 3 being the highest level that can be attained. The following areas were highly commended:

- Strong engagement across teams, shared learning from TUPE processes
- Lots of examples of a positive learning culture with opportunities to learn, grow and progress
- Adoption and development of professional portfolios providing examples and benefits during focus groups
- Communication channels in place with a culture of organisation openness and transparency
- Strong feeling of family and support

3.3 External Awards

Since the previous board report, the iDigital service has been recognised nationally through the Health Tech News (HTN) Awards, winning the 'Partnership of the Year' Category. This is testament to the success of the shared service, the can-do attitude of teams and the brilliant support from both organisations.

4.0 Digital Excellence Update

4.1 Digital Excellence / Digital Aspirant Programme Progress

The Digital Excellence programme is on largely on track and progressing well. Digital Excellence Committee (DEC), which governs the Programme, continues to meet on a regular basis with good attendance from its members.

As the year has transpired, there have already been some additional initiatives and areas identified by the Trust as a priority, that were not part of the original plans. In order to meet the Trusts evolving needs a review of the investment and delivery profile was completed. The proposal was supported by the DEC and the investment plan now includes the replacement of the Trust Website and Intranet and the Risk Management system.

The remaining plans for 22/23 include the delivery of the following solutions, pending Business Case approval:

- Risk and Incident Management
- Website and Intranet
- Anaesthetic, Perfusion and Critical Care
- Patient Portal

All Business cases will be submitted and ratified through the relevant committees in line with the Trusts governance structure.

4.2 Digital Excellence Finances

Overall, the Programme remains in budget and is forecast to deliver slightly under the original plan. A review of the programmes finances and associated benefits has recently been completed and was well received by the Digital Excellence Committee. There is a further detailed benefits review to be undertaken and completed for the end of the financial year.

From an external funding perspective, the Digital Aspirant Programme remains on track and the Trust have successfully received and invested the scheduled £3million to date. There has been a slight delay in receiving the final £3 million investment which was due in September 2022 but is now scheduled for November 2022.

4.3 Core Digital Systems – Strategic Review

The review of the Trusts Core Digital Systems is now underway and a list of participating stakeholders have been identified and engagement has now commenced. An online survey has been distributed to those involved to capture initial feedback and this will be followed up individual interviews with the participants. The review is aiming to be completed before the end of the calendar year with a full options appraisal and list of recommendations to be produced for the Trust to evaluate and agree a future strategy.

4.4 Back to Basics Workstream

Work continues with the Community teams to make improvements and experience when accessing systems remotely. The team continue to work with the estates and capital teams to ensure safe operation the Server and UPS rooms. Several key activities have been undertaken in relation to this the most significant during this reporting period is the repair of the Air Conditioning Unit in the main data centre.

Work is progressing on the 'Digital Tech Bar', which is an exciting development for the Digital Operations function and is key to our proactive service delivery. The facility will enable staff to 'drop in' and seek immediate support with their digital issues. Plans are being developed in conjunction with Estates to facilitate the reconfiguration and development works required to allow this area to open to all staff.

4.5 Clinical and Nursing Digital Developments

CartoNet is now live at Liverpool Heart & Chest. The cloud-based storage solution allows teams to review, analyse & share cases stored remotely. Previously, any such case work would need to be completed using the systems within the on-site labs. LHCH is the first centre in the UK to implement CartoNet and the clinicians have fed back very positively following the deployment.

EPRO Digital Dictation project has now moved to the configuration & build phase. A small pilot has been agreed with CCIO colleagues and will be taking place in December ahead of the Trust-wide Go Live in February 2023 which has been agreed with project group.

The Anaesthetic, Perfusion and Critical Care Business Case was presented and approved at the most recent Digital Excellence Committee. The case will now be presented to the Capital Management Group for approval followed by final approval at Trust Board in February 2023.

4.6 Digital Safety Programmes

Compliance for closed loop medications (KBMA) remains at an average of 80% across all wards, including Critical Care. Further enhancements and progress will be made to Blood Specimen and Transfusion in November and December respectively.

The Electronic consent project continues to progress. Training is underway across all specialties and the project remains on track to have all specialties built & live by December 2022.

The joint tender process, between Alder Hey and LHCH, for a new Risk and Incident management solution has now concluded and a preferred supplier has been chosen. The Business Case is now in development and is aiming to be submitted through the relevant committees before the end of the calendar year. Implementation timescales will need be agreed between both organisations.

4.7 Remote Monitoring/Virtual Wards

The remote monitoring solution pilot is progressing and currently 49 patients have been on-boarded to the scheme. Patients are continuing to complete ongoing pre op questionnaires and the data collated will be used to measure the qualitative impact of the solution. Patient feedback thus far has been extremely positive. Once completed the pilot and its benefits will be evaluated before the Trust decide whether to continue with the solution on a permanent basis.

4.8 Patient Interactions

Since going live with digital patient appointment letters in the Targeted Lung Health Check service, Admin time spent on preparing and sending appointment letters has been reduced to zero and patient engagement with the digital letters has increase each month. Extensive testing is underway as we move to the final stages of digitising Radiology letters, with Acute and Community services to follow shortly.

4.9 Data and Analytics

The Analytics and Data Engineering Teams are continuing to work on our Power BI Transformation project. In the last reporting period, the following 3 dashboards have been published:

- Heartbeat
- Outpatient
- Risk

Patient Flow and Datix dashboards are due to be completed within November.

The team are also working on prototypes for a much more modern and intuitive SOF Performance Report. These will be reviewed throughout November with the aim of delivering a final version for the first Board meeting of 2023.

5.0 HIMSS Stage 7 - Gap Assessment 28th November

The Stage 7 process consists of two stages, an informal 'Gap Assessment' which is an opportunity for the Trust to work with the assessment team to identify areas of focus on to achieve criteria. This is then followed by the official accreditation visit, which will be a much more formal and detailed process.

The HIMMS model has recently been expanded with a number of key criteria added to the assessment. The team have been developing plans based on the new criteria and the key additions include:

- Outpatients
- Patient Engagement/satisfaction
- Service/Quality Improvement

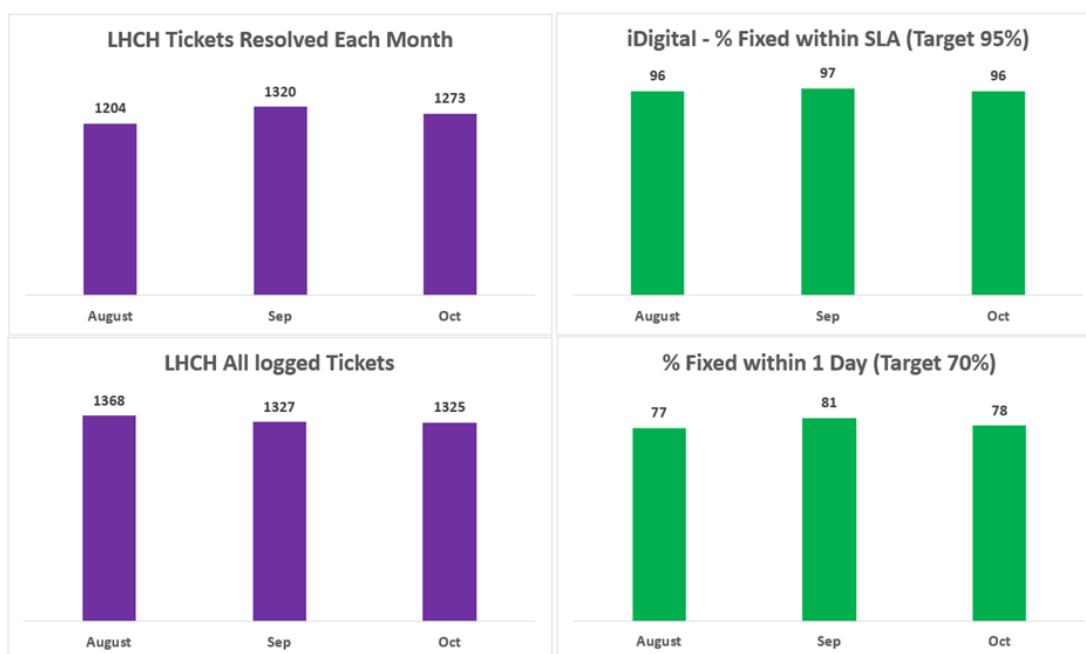
Plans are currently underway and a key list of stakeholders have been identified to participate in the accreditation on the 28th November. Stakeholders will be required to make themselves available for the day and also attend preparation sessions prior to the assessment. A date for the official accreditation visit will be established following a review of the gap assessment report.

6.0 Operational Performance and Technical Updates

Below is a summary of the Digital Operations performance during the reporting period (October 2022). Key highlights:

- Reduction in number of tickets resolved overall against performance in September, however strong performance against the number logged during this reporting period.
- Strong performance against SLA (96%) showing that the team are establishing a consistent trend of achieving and exceeding these service targets.
- First day fix SLA has exceeded the 70% target with the team achieving 78%.

The below charts display performance over previous 3 months:



7.0 Summary and Recommendations

Since the previous reporting period, there have been lots of developments and progress delivered at pace. Progress against plans is excellent. Our national and external reputation and profile is high and internal feedback from colleagues is positive.

The Board of Directors is asked to receive the report and note good progress to date.