

Reference Number: FOI2021/025
From: Private Individual
Date: 26 January 2021
Subject: EPR Renewal and Digital Strategy

Q1 When will the Trust be looking to procure a new EPR?

A1 Options appraisals will start around Jun 2021, 12 months prior to EPR Contract end

Q2 What is the contract end date for the Trust's existing EPR or PAS?

A2 Information exempt under Section 21 of the Freedom of Information Act 2000 - 'Information reasonably accessible to the applicant by other means'.

This information is available on our website, it can be found in our 2020 Disclosure Log, please see FOI Request Ref: 295:

<http://www.lhch.nhs.uk/about-lhch/information-governance/freedom-of-information/disclosure-logs/>

Enter the year into the **Category field** and reference number into the **Title field** then click Search. Select Download to open

Q3 Please supply a copy of the Trust's latest Digital Strategy

A3 Please see attached – *Digital_Excellence_Final_Version*

Q4 What digital maturity model is being used or considered to support the Trust's Digital Strategy/Roadmap?

A4 HIMMS



DIGITAL



Excellence

Digital Strategy | 2020 - 2025

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Foreword

A very warm welcome to '**Digital Excellence**', the digital vision and strategy for Liverpool Heart and Chest Hospital NHS Foundation Trust.

At Liverpool Heart and Chest we are rightly proud of the **excellent care** we provide to our patients. We have some of the best staff across the globe working right here, in Liverpool, providing wonderful services to our patients and families. We care deeply about our population and see clearly the difference cutting edge technology and insight can make in supporting our **vision to be the best** - leading and delivering outstanding heart and chest care and research.

2020 is a poignant moment in history for digital transformation in the NHS. Technology is never more relevant and essential in our lives and in our work. Having the ability to connect digitally in our day to day lives is an expectation of society.

Digital Excellence sets out a clear direction for LHCH. It is grounded in **delivering the basics well** for staff and patients, and is **steeped in ambition and pioneering innovation**.

Our outstanding team deliver **excellence in safety** and care through their day to day work. We will enable further improvements and innovations through Digital Excellence.

We welcome your feedback as we embark on this crucial next phase of our digital journey.



Neil Large
Chair

Jane Tomkinson
Chief Executive

① Digital Excellence: For Patients, Partnerships & Populations



1 Digital Excellence: For Patients, Partnerships & Populations

Welcome to '**Digital Excellence**', which sets out the refreshed digital strategy for Liverpool Heart and Chest Hospital NHS Foundation Trust over the next five years.



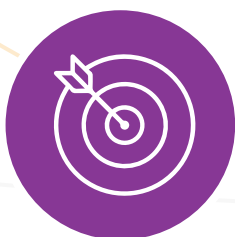
Our Ambition:

To deliver digital excellence for our patients, our staff and our populations.



Our Vision:

To ensure our patient and staff experience of using technology at LHCH is parallel to the care we provide – outstanding.



Our Aim:

For digital technology, intelligence and innovation to enable excellent outcomes and safe care.

Through **Digital Excellence**, we will strive to:

- Deliver **excellent, compassionate and safe virtual services** for patients and populations.
- Ensure **cutting edge technology** is at the heartbeat of our outstanding safety culture.
- **Provide the best service**, fast and safe access to systems and equipment for staff, creating a great experience for their working lives, supporting them to be tech savvy for life.
- Enable easily available, up to date, relevant and **high class data and information** at the touch of a button to support care, organisational excellence, innovation and research.
- Support **care across all settings**, enabling good transitional care across organisations following the life course of our patients.
- **Work in partnership** with NHS, academia, industry and public health.

Digital technology is part of the fabric of our day to day lives. This is never more crucial, now more than ever with the world wide dependency on technology through Covid-19 and the societal and healthcare changes this has brought about with utmost urgency.

Using different data sources and tools will provide us with greater insight and predictive care, support prevention and enable us to intervene in deteriorating health much earlier.

Digital Excellence is a critical enabler to our People, Partnerships and Population strategy. We know that delivering digital excellence will support patients, partnerships and populations with a focussed approach to delivery, outcomes, safety and experience.

Digital Excellence will support our strategic objectives of world class care, advancing quality and innovation and improving our population health. It will enable our people to develop in their roles. It will facilitate benefits both within LHCH and across the wider health and care system including supporting estates plans through greater adoption of digital technology. We are already leading the way with digital collaborations, through the Liverpool Specialist Trust Alliance and across the wider local system.

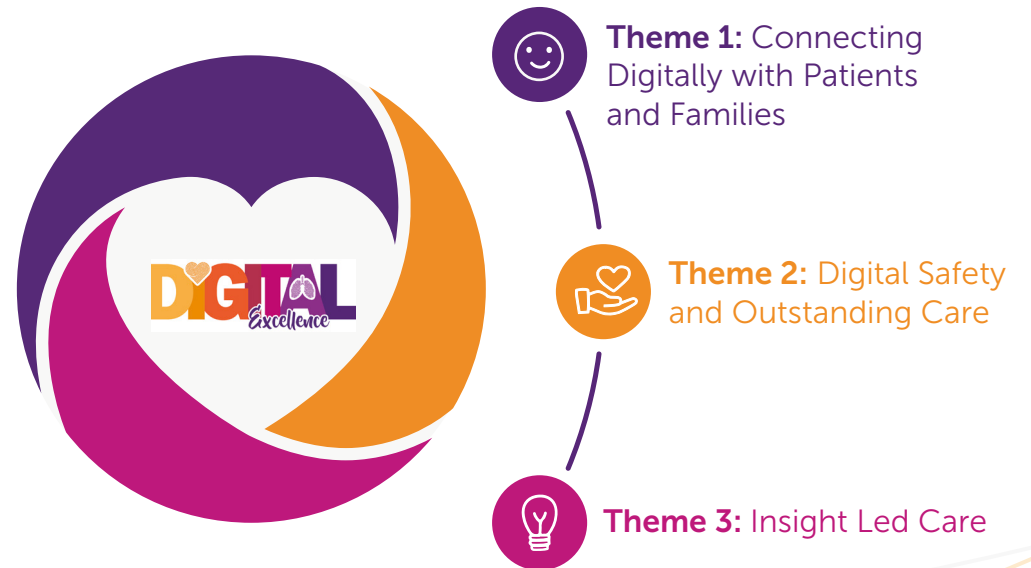
Delivery will be focussed on 3 themes:

1. **Connecting Digitally with Patients and Families**
2. **Digital Safety and Outstanding Care**
3. **Insight Led Care**

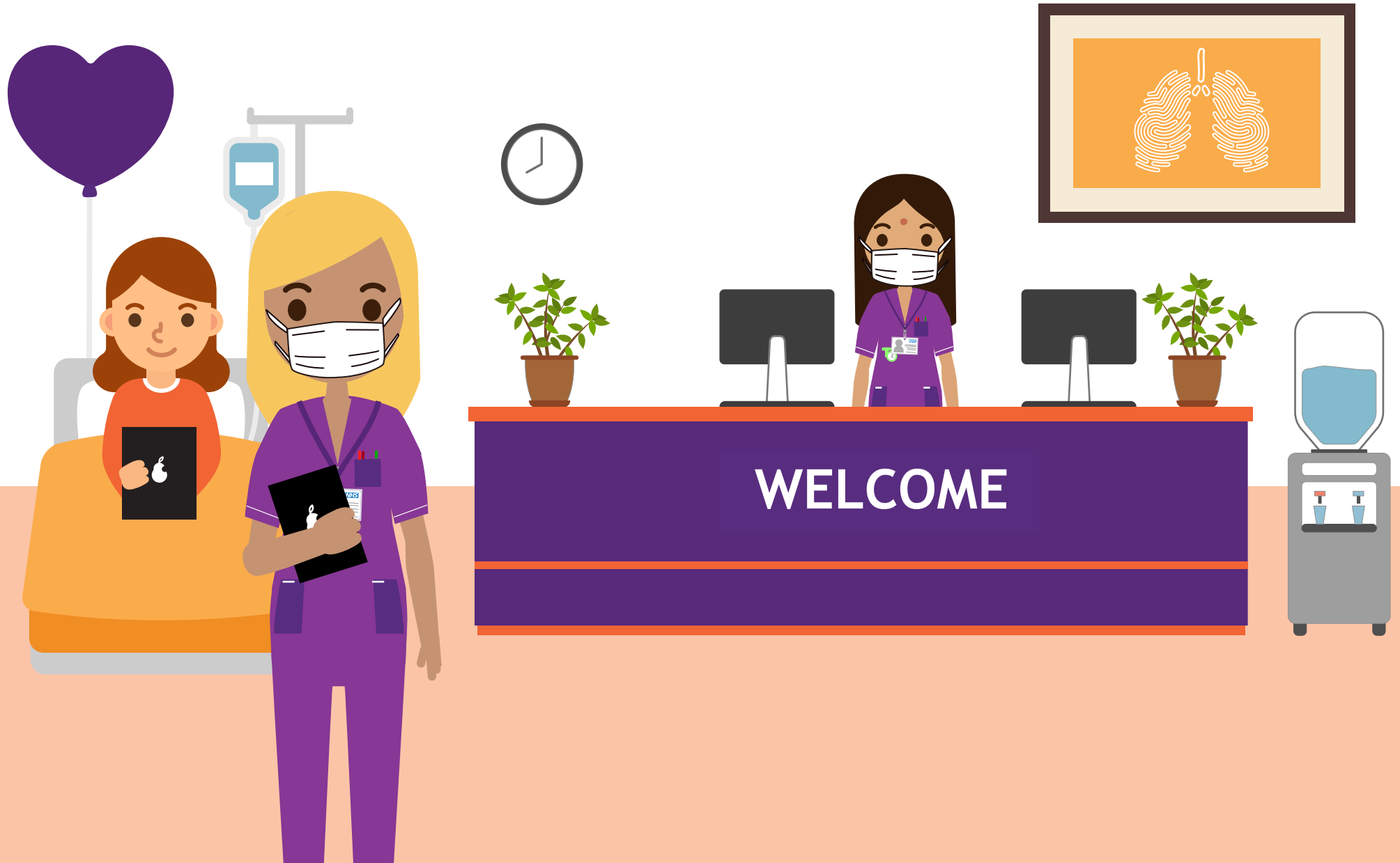
At the heart of delivery will be a fundamental focus on delivering excellence for our staff, our people through our clinical divisions.

The **Digital Excellence** themes will be underpinned by a number of cross cutting foundations including a 'Back to Basics' programme, partnerships, collaboration and innovation.

Digital Excellence will be delivered with our IMPACT values as our core ethos. We will operate with inclusivity, ensuring we make a difference in all we do. We will ensure our approach is always people centred and there is accountability in delivery. We will work to continuously improve and work as **#TeamLHCH**.



② Framing Digital Excellence



② Framing Digital Excellence

2.1 Liverpool Heart and Chest Hospital NHS Foundation Trust

At LHCH, we are proud to deliver **outstanding care** and services to our patients and populations and continually strive to work with local partners to put prevention and population health as key priorities across our local system.



Our Vision:

To deliver digital excellence for our patients, our staff and our populations.



Our Mission:

To ensure our patient and staff experience of using technology at LHCH is parallel to the care we provide – outstanding.

Our Trust strategy '**Patients, Partnerships and Populations**' identifies the digital strategy as a key enabler to the overall strategy and objectives. It is also a critical part of the Covid Reset and Recovery programme.

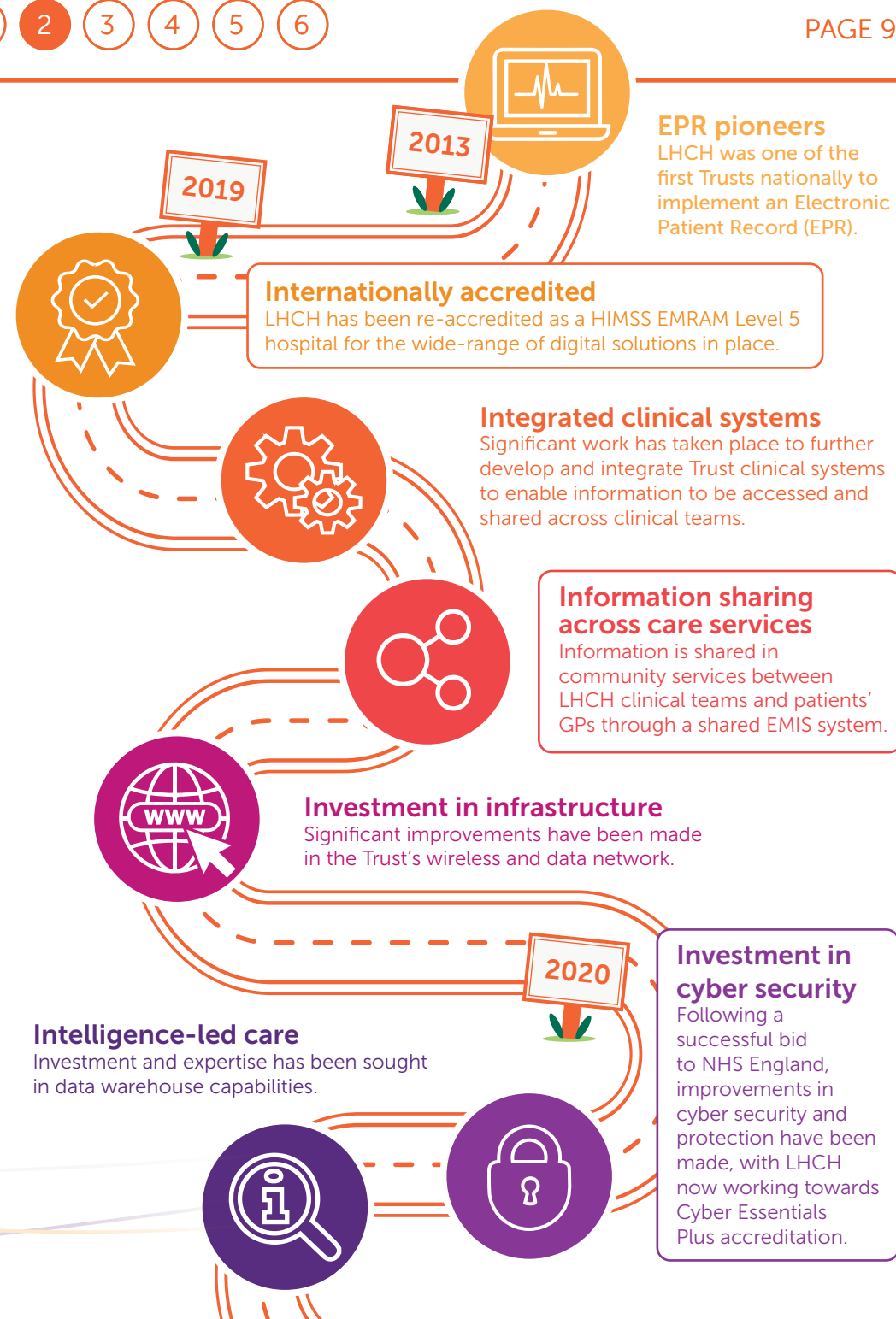


2.2 Digital journey so far

LHCH has a long history of development and investment in digital technology. We were **one of the first Trusts nationally to pioneer the implementation of an Electronic Patient Record (EPR)** in 2013. The EPR is now fully embedded across all clinical teams and is a critical part of day to day life for those providing and receiving care at LHCH.

This work was re-confirmed formally in 2019 through the **successful international accreditation** and accolade where LHCH was re-accredited as a Healthcare Information and Management Systems Society (HIMSS) Electronic Medical Record Adoption Model (EMRAM) **Level 5 hospital**.

The HIMSS EMRAM model is an international accreditation model which assesses the level of digital maturity of healthcare organisations. The model provides a robust framework, toolkit and external inspection based on safe and high quality care delivery, enabled through technology. The EMRAM model has eight stages (0-7), with less than 1% of organisations globally achieving Level 7. Level 5 is achieved by hospitals that have digital solutions in place for the vast majority of activities, digital nursing and clinician documentation and a particular focus on integrated, digital, imaging across all areas, not just Radiology. The achievement of level 6 centres on closed loop medication and level 7 is focused on culture, advanced analytics and pervasive adoption of electronic records.



There have been **major developments during this time with the Trust's clinical systems** including significant work in pharmacy, EPR integration with the regional PACS system to easily access key diagnostic information through the clinical record and roll out of the Share2Care regional shared care record. The EPR has matured with rapid deployments of order sets and documentation for clinical teams. Information is shared in community services between LHCH clinical teams and patients' GPs through a shared EMIS system.

From an infrastructure perspective, a number of investments have been made to support **improvements in the Trust wireless and network** as clinical care is completely reliant on good technology and infrastructure. Significant investment in cyber security and protection was also made, following a successful bid to NHS England, and implemented in tandem with the network and wireless upgrades. LHCH is currently working with the national Cyber support team (CORS) to map out the achievement of **Cyber Essentials Plus**.

A review was undertaken in terms of Business Intelligence leading to **investment and support in data warehouse capabilities** and expertise in this area.

These developments have paid dividend in recent months and have been a **critical part of the LHCH response to Covid-19**, supporting staff and patients to interact remotely from a plethora of sites both across the Trust and from peoples' homes.

As we move forward, we are in a fantastic position to build on the foundations that are in place to further develop and deliver digital services to staff and patients. **Our digital strategy cuts through everything we do** from delivering outstanding care to supporting research and innovation activities.

"2020 is a poignant moment in history for digital transformation in the NHS.

Technology is never more relevant and essential in our lives and in our work. Having the ability to connect digitally in our day to day lives is an expectation of society."

2.3 Cheshire and Merseyside Health and Care Partnership

Across our local Health and Care Partnership, digital is recognised as a **key enabling workstream**. The regional Digit@LL strategy was published in 2018 setting out a vision of integration of information. Digit@LL has six thematic headings:



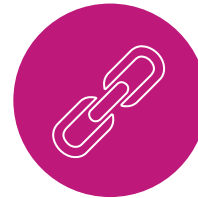
Empower – delivery of person held records and assistive technology empowering and activating citizens to utilise digital technologies to manage their own care, take control and work in partnership in relation to their health and wellbeing



Enhance - improving quality, safety, patient experience & outcomes through significantly reducing paper processes and records that cause inefficiency and delays in care



Secure - supporting all local health and care organisations to ensure that our local system operates and functions safely through a robust approach to Cyber Security



Connect – delivery of the North West Coast Local Health and Care Record Exemplar Programme, Share2Care, connecting and supporting the integration of our local health and care organisations. ensuring that information is available to the right people, in the right place, at the right time to deliver and drive service delivery, integration and transformation



Innovate - creating a culture of constant 'innovation' and improvement with our approach to technology enabled health and care services



Collaborate – working collaboratively with partners across Cheshire and Merseyside

At the time of writing the Digit@LL strategy is under review in response to the Covid 19 pandemic and Place based approaches.

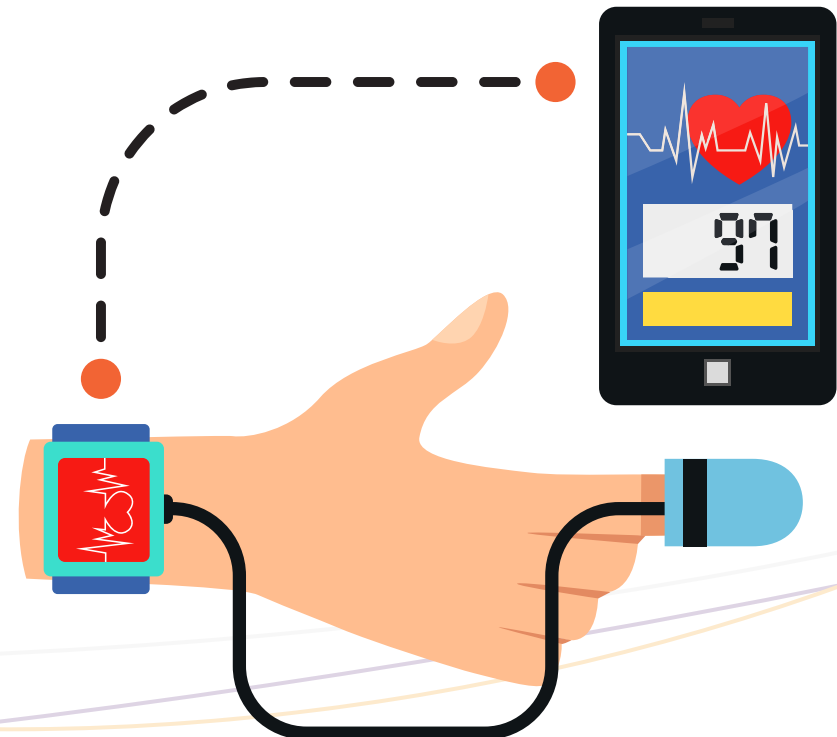
LHCH is an active partner in the C&M programme and has made good progress across all of the regionally identified priorities.

2.4 National priorities

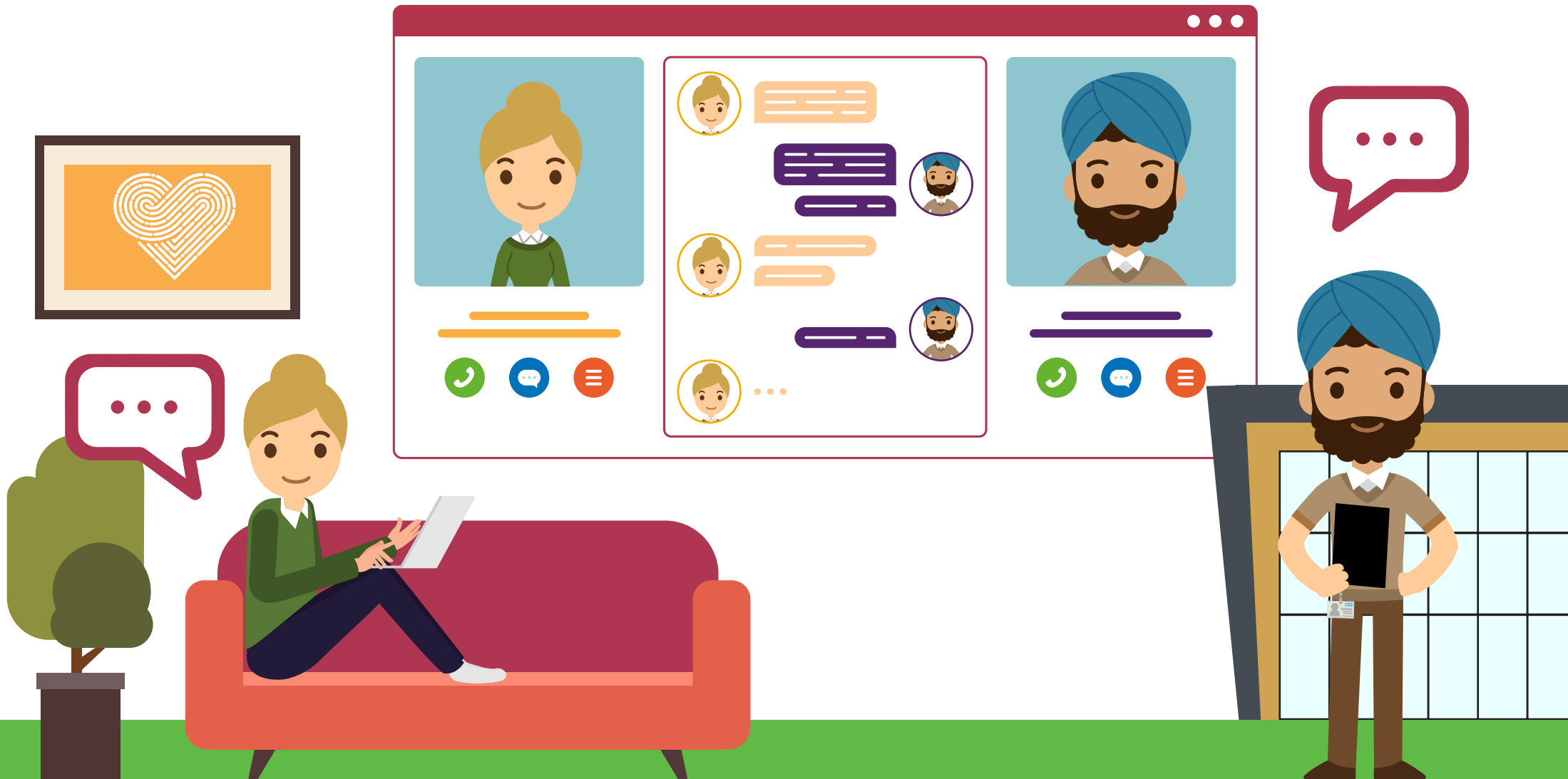
Digital technology is now more than ever a national priority. This is evident with the formation of NHSX in 2019 with a specific focus on technology in health care.

NHSX priorities focus on the major role technology has in reducing the burden on staff so that they can focus on delivering care, ensuring people have the tools they need to do their jobs well, ensuring information can be safely accessed wherever needed and improving productivity.

"Digital Excellence sets out a clear direction for LHCH. It is grounded in delivering the basics well for staff and patients, and is steeped in ambition and pioneering innovation."



③ Covid 19 - A big catalyst...



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It is not an understatement to recognise the absolutely **fundamental role digital technology has played throughout the Covid 19 pandemic** across the globe. Without it, families and friends would not have been able to stay connected. With it, isolation during a national lockdown created mechanisms for people to see each other, interact, check in on loved ones, socialise and adapt to a different way of keeping in touch.

For health care services, **technology meant that we could keep our patients and staff safe** through doing things very differently than many could have ever imagined.

The adoption of tools such as Microsoft Teams have enabled **mass agile working**, equipping staff to communicate with one another remotely. Attend Anywhere has enabled us to see our vulnerable patients virtually. Our core EPR, level of digital maturity and remote working capability meant that our clinical records could be viewed by staff from any location.

On the right is a summary of LHCH Covid digital developments.

Moving forward, as part of Covid recovery and **Digital Excellence** delivery, a number of these developments will continue to be delivered, scaled and accelerated.



Microsoft Teams

520 users, monthly average of 2.1K Meetings; 700 1:1s, and 16k Messages.



Agile Working

180 Laptops deployed, supporting 300 staff to work remotely.



New Models of Outpatient Care

40 devices purchased to enable video appointments in any outpatient consulting room.



Telephony 'on the go'

60 Softphones deployed, enabled colleagues to take their 'office phone home'.



Online Patient Services

36 Waiting areas, 1200 Consultations & 519 hours over Attend Anywhere since launch across 116 teams.



Virtual Care

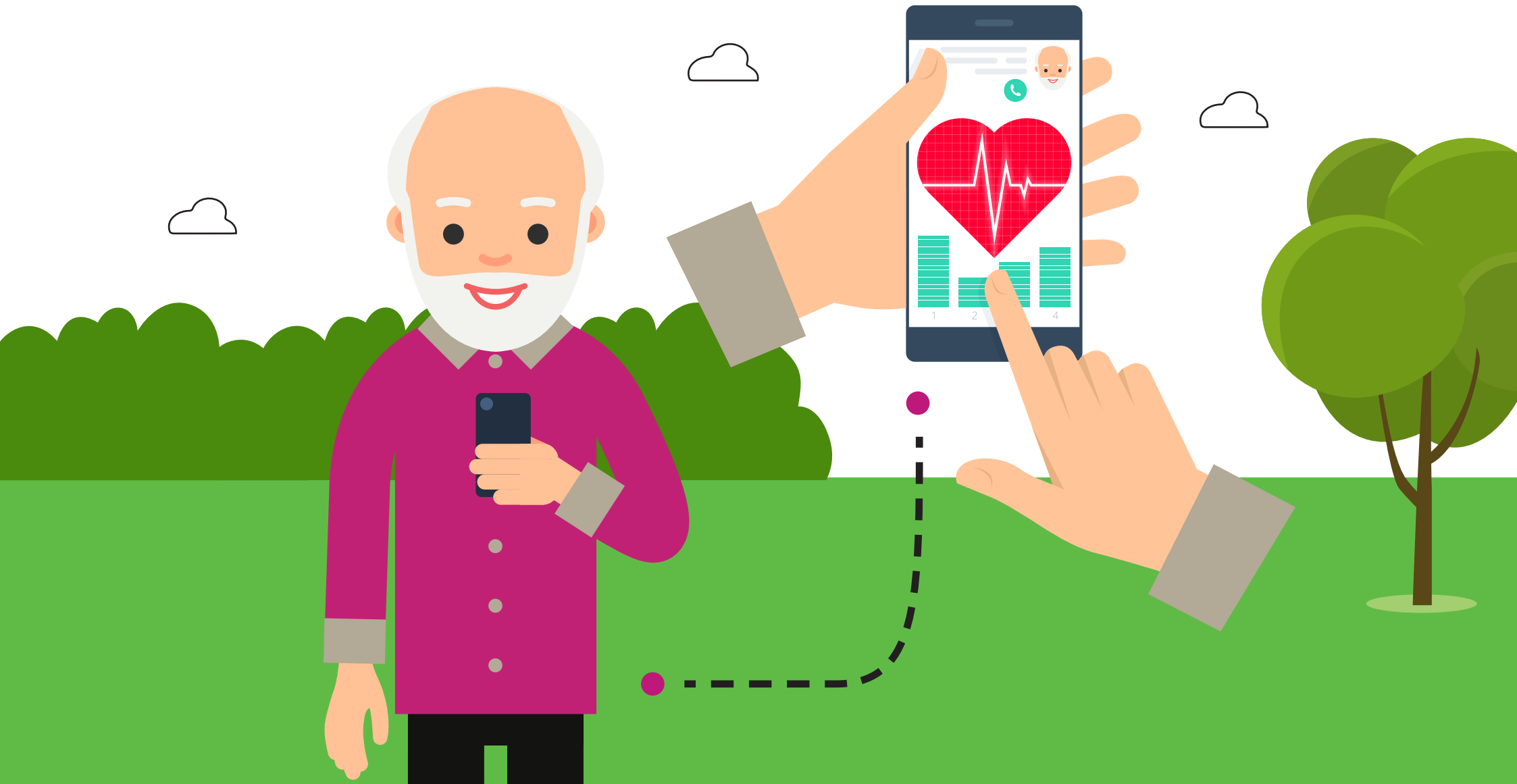
Outpatient provisions has shifted from 7.6% (683, Jan 20) to 80.1% (3571, May 20) non Face to Face consults.



Safe Systems

All EPR flow sheets available in all Ward areas.

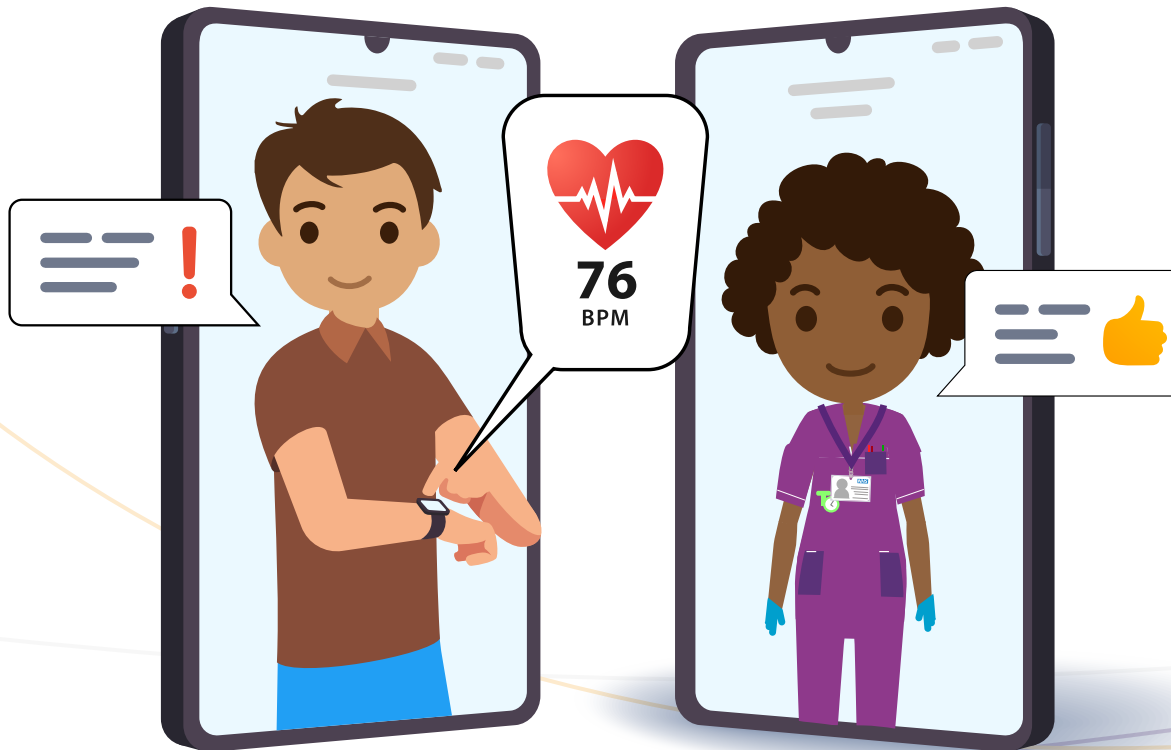
④ What difference will this make?



④ What difference will this make?

We describe an exciting future with **Digital Excellence**, but what difference will all of this actually make. Here we describe what 'A Day in the Life' could look like for our patients, families and staff in the future.

For patients

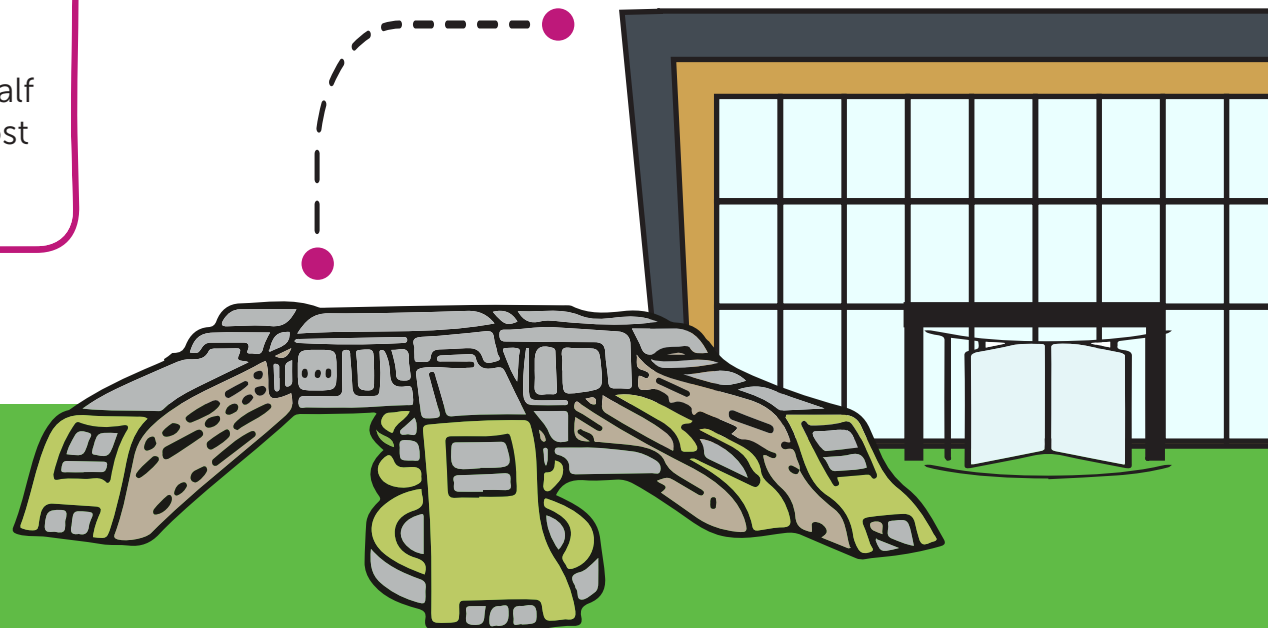
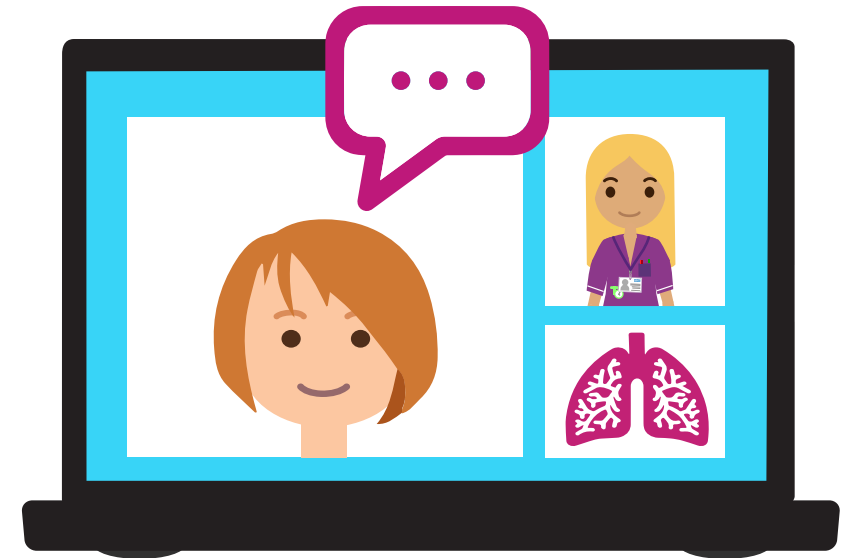


Cardiology patient

"I had a scary experience about a year ago with a heart attack. Our NHS staff are amazing and the care I receive is second to none. **I love my online video appointments** with my Consultant, they **save me so much time** and I really like being able to see her on the screen. **My ECGs on my phone** are shared with the doctors and nurses looking after me and **My LHCH App** helps me to keep in touch with them. I know they are watching over me when I am not there and I feel very safe. When I do need to go in for various procedures, the equipment in the rooms is just great. When I had to stay in critical care, the **access to technology** there made my stay pass much more quickly and I was pleased to be able to listen to my favourite music and see my family whilst I was in the hospital."

Cystic fibrosis patient

"I have been a patient of LHCH for just a few years. I was born with cystic fibrosis and was cared for at Alder Hey before LHCH. The digital appointments I have with my team are great and **the passing of information from Alder Hey to LHCH was very smooth**. I love the freedom of being able to communicate with my team and **keep a track of my symptoms on my iPhone**. It's fab that I can also share this information with my other half who makes sure I'm doing as I'm told – most of the time!"



For staff



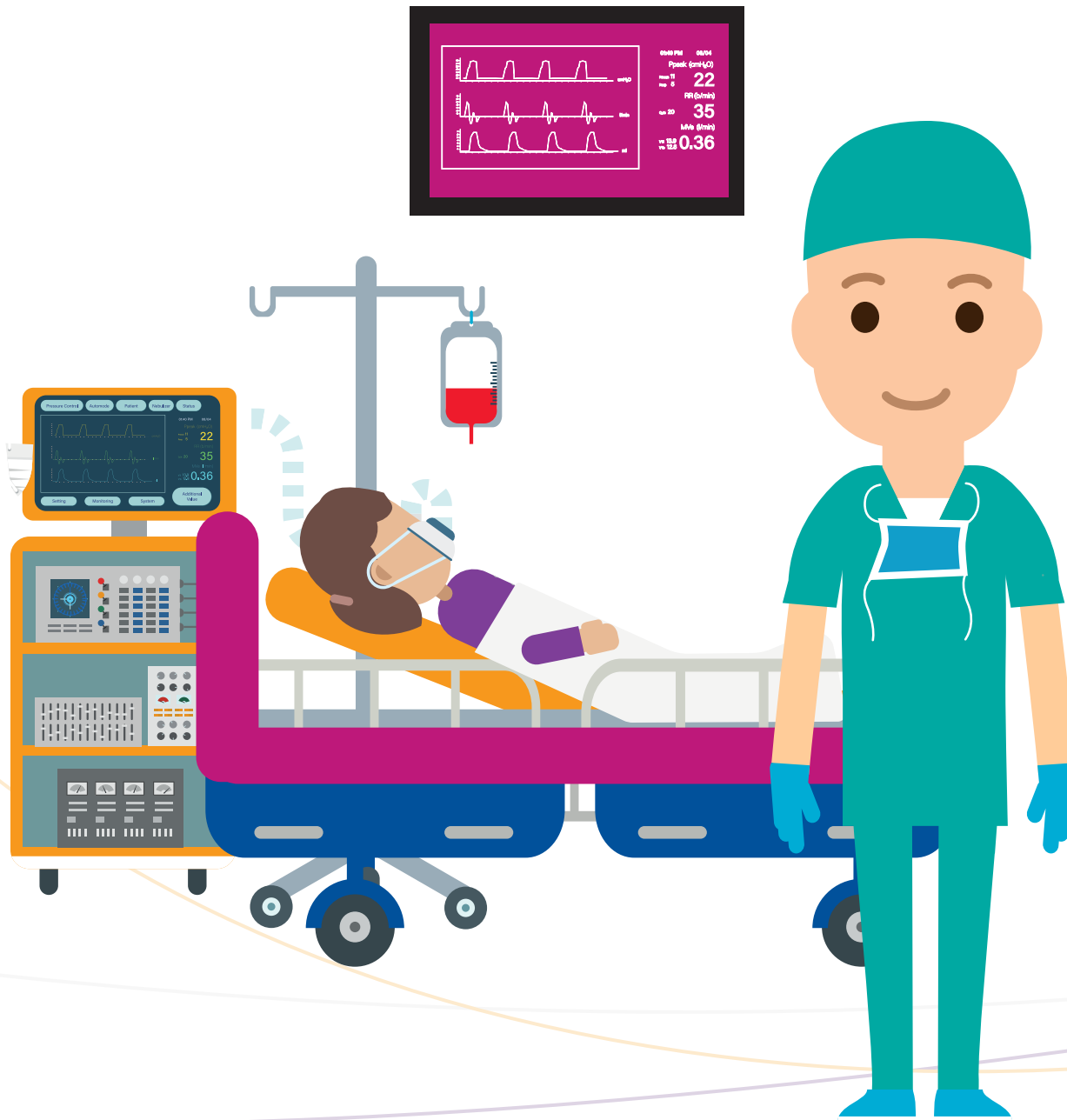
Nursing

"**Our handheld devices are brilliant.** They make our lives so much easier. We can do everything we need to – and get hold of whoever we need to too! **Our records are easy to access, and our handovers are much better** than they used to be, those pieces of paper we used to carry round have gone! Our medicines administration is so different, and **we feel very safe with the systems and processes we have in place.** Our safety and quality dashboards show us exactly where any issues lie straight away."

Cardiologist

"It's incredible to see where we have come from and what we now have in place. I remember someone saying 'noone ever says they hate their iPhone' – and we really hoped our work systems would have the same approach. I never thought I would see the day where remote video consultations are largely the norm. **I love having access to everything I need via my own device – far more usable than previous clunky processes of having to be at the hospital for everything!** The systems are so intuitive, prescribing and clinical decision making are supported by the EPR with links to clinical resources, care pathways are implemented, and **I have access to everything I need to care for my patients** – wherever I am. Including our regional Share2Care Record. Everything is there, it is safe and secure and easy to access."



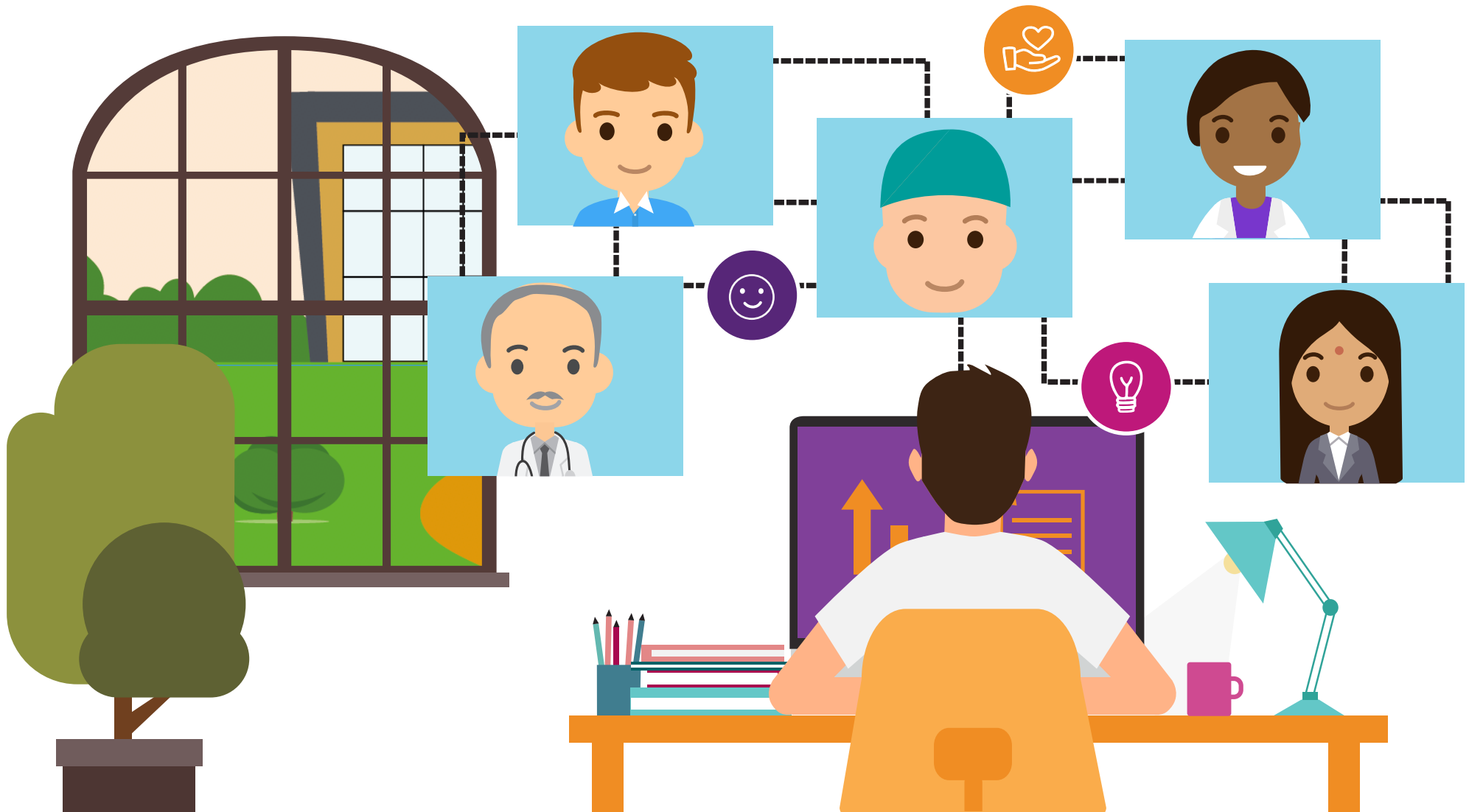


Critical care

"Critical Care was a little further behind the rest of the Trust at LHCH but it's brilliant now that **EVERYTHING is captured digitally**. All of our devices are integrated, and we've finally got rid of those big, massive paper charts! Our team can access everything they need in and out of the walls of the hospital and can fully interact from any device. **Video preop and follow up consultations have made a big difference to patients and families and we can share information easily with other hospitals, primary care and community services.** The support from our digital teams are awesome, they're really proactive and nothing is ever too much trouble."

The future is bright...

⑤ So what are we actually going to do?



⑤ So what are we actually going to do?

We will deliver Digital Excellence through a number of themes, programmes, principles and values.

We will have a **#TeamLHCH** integrated delivery model with clinicians, digital teams and divisions and a proactive approach to engagement, co-design, delivery and support.

Our core themes are:

1. **Connecting Digitally with Patients and Families**
2. **Digital Safety and Outstanding Care**
3. **Insight Led Care**

At the heart of delivery will be a fundamental focus on delivering excellence for our staff, our people through our clinical divisions.

Our cross cutting foundations include 'Back to Basics', partnerships, collaboration and innovation.

We will deliver to an agreed plan and governance model.





Theme 1: Connecting Digitally with Patients and Families

Connecting Digitally with Patients and Families is focussed on our approach to the delivery of excellent, compassionate, safe care to patients and their families. **Family centered care is at the heart of everything we do.** In a digital age, the opportunity to maximise technology in how we interact and connect with patients and their families is immense. This theme will support new models of care delivery and empowering our patients through technology.

Our 'LHCH @ Your Home' programme will provide our patients and families with a set of services wrapped around them. Interaction will be two way and should include communication, education and improving efficiency.

We will harness our digital capabilities and put information, easily accessible in the hands of our patients. We will maximise advancements with wearables and remote technology supporting people to stay out of hospital, and where they do need to be in hospital to support their pathway home more quickly.

We will deliver this theme through **three workstreams**:

- **LHCH @ Your Home**
- **Your LHCH App**
- **Family Connections**

Workstream	Deliverables / Projects	When
L HCH @ Your Home 	Patient Virtual Services Video Consultations / Digital Outpatients Telehealth, Wearables and Remote Monitoring Patient Portal/PHR	20/21 – 22/23 20/21 – 21/22 20/21 – 22/23 20/21 – 22/23
Your LHCH App 	Wayfinding map of the hospital including access to key information about your stay Digital Communications - no more letters other than by exception, email / SMS contact Online booking and scheduling of appointments Friends and Family Feedback Patient engagement and feedback	20/21 – 22/23 20/21 – 22/23 20/21 – 22/23 20/21 – 22/23 20/21 – 22/23
Family Connections 	Virtual Visiting with Loved Ones Electronic booking in system	20/21 – 22/23 20/21 – 22/23



Theme 2: Digital Safety and Outstanding Care

Technology plays a major role in supporting safe and outstanding care. This theme builds on our well embedded EPR and safety culture across LHCH. Our digital systems design and use are a critical component of enabling our safety culture whilst not hindering prompt effective clinical care.

This theme focusses on a number of workstreams which will support a step change to the next level in our digital capabilities including bedside verification technologies to support safety. This will help to ensure the right patients get the right medicines and bloods administered during their care. This is a key safety programme that is not highly adopted across the UK due to the level of digital maturity a hospital needs to be able to adopt it. For hospitals live with these technologies, the number of medicine and blood

administration errors is very low. Worldwide, this is a key feature of some of the safest hospitals measured through the HIMSS accreditation process.

This theme will see progress with regards to critical care technologies with some areas the only ones across LHCH still using paper charts. It will also ensure diagnostics and imaging systems are developed and enhanced to support care delivery. We will ensure information is shared and accessed routinely across our region.

There are **five workstreams** relevant to this theme:

- **Developing our Digital and Clinical Systems**
- **Critical Care of the Future**
- **Digital Safety Improvements – Closing the Loop**
- **Diagnostics and Imaging**
- **Digital Community Services**

Workstream	Deliverables / Projects	When
Developing our Digital and Clinical Systems 	Near real-time PAS data feed Theatre module benefits review EPR Mobile PAS and EPR strategy Voice Recognition & Transcription eConsent Increased content pushed to Regional Shared Care Record, increased adoption internally including integration with EPR	20/21 20/21 20/21 – 21/22 June 2021 21/22 20/21 – 21/22 20/21 – 21/22
Critical Care of the Future 	Archiving solution Integrated Critical Care and Anaesthetics digital solution	20/21 – 22/23 21/22 – 23/24
Digital Safety Improvements – Closing the Loop 	Closed loop medication Closed loop bloods Handhelds for nurses eHandover HIMSS Level 6 accreditation HIMSS Level 7 accreditation	20/21 – 21/22 20/21 – 21/22 20/21 – 21/22 20/21 – 21/22 20/21 – 21/22 21/22 – 22/23
Diagnostics and Imaging 	Enhanced alerts Digital ECGs Intellispace	20/21 – 21/22 20/21 – 21/22 20/21 – 21/22
Digital Community Services 	EPR developments Device refresh Support in place	20/21 – 21/22 20/21 – 21/22 20/21 – 21/22



Theme 3: Insight Led Care

Data, intelligence and insight are mission critical components of how we deliver and operationally lead services in LHCH. Putting information at the fingertips of staff, whether that be front line clinicians to see key information, for operational teams to manage flow, safety huddle to understand key issues and successes or for executive oversight, the world of information and intelligence provision is significant.

This theme will support a range of clinically and operationally led requirements in terms of business intelligence and information.

Additionally, this theme will support our research strategy with advances and projects in artificial intelligence and innovation.

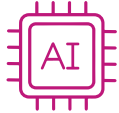
We are a data rich organisation, the opportunity to harness and use our data to support research and innovation opportunities is essential. This will also help with services delivered in partnership with other organisations.

We will enable our clinical analytical ambitions and role in the wider system as set out in People, Partnerships and Populations to support predictive and personalised care for our patients and families.

We will update our tools and invest in automation to maximise technological opportunities to support clinical and corporate services.

There are **five workstreams** to enable this:

- **Operational and Clinical Intelligence**
- **Tools and Insight Roadmap**
- **Artificial Intelligence**
- **Robotic Process Automation**
- **Sharing and Learning**

Workstream	Deliverables / Projects	When
Operational and Clinical Intelligence 	Data based patient scheduling Responsive business partnering function High value, online, self service information dashboards underpinning data-based decision making Clinician led clinical coding Bed Management and Flow Clinical Quality Dashboards	20/21 – 21/22 20/21 – 21/22 20/21 – 21/22 21/22 – 22/23 20/21 – 21/22 20/21 – 21/22
Tools and Insight Roadmap 	Establish and Transition to PowerBI as the LHCH Analytics Platform ('Athena 21') Transactional information to leading edge intelligence Data Science collaborative	20/21 – 21/22 21/22 21/22
Artificial Intelligence 	Embed current Radiology AI technologies Explore future AI & ML opportunities to enhance clinical decision support and patient management processes	20/21 – 21/22 21/22 – 22/23
Robotic Process Automation 	RPA established in corporate services RPA Road-tested in Clinical Coding Onboarding process designed to accommodate other functions	20/21 – 21/22 20/21 – 21/22 21/22 – 22/23
Sharing and Learning 	Learning Database Patient Story Library	20/21 – 21/22 20/21 – 21/22

Back to Basics - Continual Digital Service Improvement

Our 3 themes are underpinned by a '**Back to Basics' programme**, a constant reminder of our values of continuous improvement for our people, ensuring they have the right tools to do their job. Our technology roadmap over the next two years is linked into the back to basics programme from a delivery perspective.

Feedback from front line teams include a priority of making systems quicker, replacing ageing equipment and reducing login speeds. It is paramount that this is addressed to deliver our ambitions. It is also essential that our underpinning cyber tools and processes are both proactive and reactive.

The digital support services for staff will also be developed to meet the changing requirements and reliance on technology for our clinical teams and for our staff working

from many different locations post covid. What was fit for purpose pre Covid almost undoubtedly will require some enhancing.

Cyber security is a major part of our digital developments. We will ensure we are cyber secure through proactive investment in tools and services in collaboration. We will also progress with accreditation in this area.

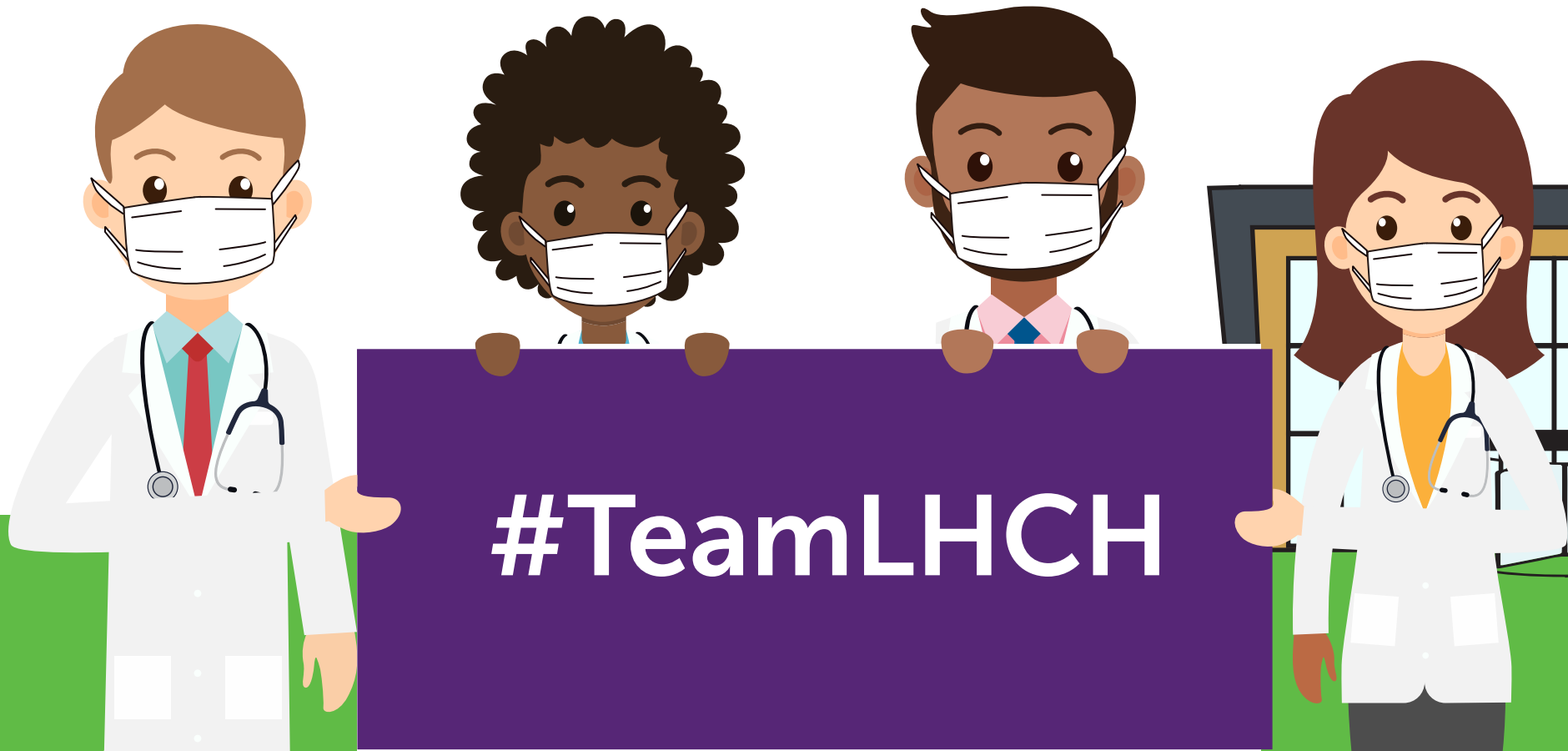
We will deliver Back to Basics through **four workstreams**:

- **User Experience and Communications**
- **Right Tools - Equipment and Infrastructure**
- **Proactive Service Delivery**
- **Cyber Security**

"As we move forward, **we are in a fantastic position** to build on the foundations that are in place to further develop and deliver digital services to staff and patients. **Our digital strategy cuts through everything we do** from delivering outstanding care to supporting research and innovation activities."

Workstream	Deliverables / Projects	When
User Experience and Communications 	Staff survey Communications Feedback Loop	20/21 20/21 20/21
Right Tools - Equipment and Infrastructure 	Office 365 - Procurement - Microsoft Fast Track support - Phase 1 – Teams, Exchange, Active Directory, Forms and Bookings - Phase 2 – Office 365 Pro Plus - Phase 3 – OneDrive, SharePoint online Infrastructure - Core infrastructure review / options - Infrastructure Refresh Right Devices 5 year Device Refresh - Bring your own device - Right equipment in rooms - Handhelds for nurses	20/21 20/21 20/21 20/21 – 21/22 20/21 – 21/22 20/21 21/22 – 22/23 Annual refresh 20/21 – 21/22 20/21 – 21/22 20/21 – 21/22
Service Delivery 	Process reviews Collaboration Opportunities Proactive Support Model	20/21 20/21 – 21/22 20/21
Cyber Security 	Cyber accreditation	21/22

⑥ Our Approach - #TeamLHCH



⑥ Our Approach - #TeamLHCH

6.1 Digital Values Pledge

Our values and culture importantly set out how we will achieve our ambitions. **We will commit to a digital pledge linked to the LHCH values** in the delivery of Digital Excellence. We are proud to highlight this pledge below:



Inclusive

- Everyone's input and opinion matters
- We will 'Do With not To'



Make a difference

- We will reflect on our work and share our successes and learning
- We will focus on outcomes and safety
- We will welcome feedback and input



People centered

- Co-Design and Co-Produce by default with the Person at the Centre – We will work with our population and staff to ensure that the services & solutions we provide are not limited by the organisational boundary.
- We will relentlessly focus on the experience of our staff and where things are not to the standard we expect we will act swiftly.



Accountability

- We will what we say we are going to do, when we say we are going to do it
- We will have a licence to succeed but permission to fail



Continuous Improvement

- Simplify – We will create a great experience for staff and our population by keeping things simple and not unnecessarily overcomplicating our approaches or duplicating effort.
- Share our Learning – We will share our work openly and transparently with one another and with external colleagues, creating learning from best practice approach.
- We will contribute to blueprints locally and nationally.
- Where appropriate, we will share, co-commission or jointly procure systems.



Teamwork

- We work together #TeamLHCH regardless of the colour of our lanyard or which departmental service we are in.
- We will pool efforts and assets – working together to leverage best value, drive economies of scale, avoid duplication and unnecessary competition.

6.2 Service model and approach - #TeamLHCH

Our service model and approach will have a focus on **#TeamLHCH**. This will include a principle of whoever is supporting our staff or patients operating in 'one team' without silos regardless of the employing organisation.

6.3 Leadership

We will build on the fantastic embedded clinical leadership that is in place at LHCH. Our Divisional CCIOs and nursing leaders will continue to ensure expertise, patient focus and staff voice in delivery. Our digital team will support our clinical ambitions with expertise and specialist skills in their field.

In line with the TOPOL review, LHCH have partnered to ensure **Board Level digital leadership** through a joint Chief Digital and Information Officer as part of the Liverpool Specialist Trust Collaboration with Alder Hey.

The Chief Clinical Information Officer is also a Board Level leadership position through the Medical Director.

Our approach will be one of creating a great experience for staff and delivering with a smile, positive and can-do 'how can I help' service and culture.

6.4 Collaboration and partnerships

As digital is such a fast paced area, often with areas of scarce specialist skills, we will work in partnership with the Liverpool Specialist Trusts to develop these services together, attracting and maintaining talent and expertise ensuring value.

We will continue to work in partnership with Informatics Merseyside to ensure our staff have the best service for them to undertake their roles effectively.

We will also work with other partners locally and nationally including:

- Local Health and Social Care Organisations
- Liverpool Health Partners
- Cheshire and Merseyside Health and Care Partnership
- Academia
- National Regulators
- NHSX
- NHS Digital
- Industry Partners
- SMEs
- Innovation Agency
- Public Health

6.5 Support model

The digital services our patients, families and staff receive are a top priority.

We will have an uncompromising approach to delivery models for staff. We will move to a more proactive than reactive support model with daily ward rounds and visits to clinical areas to ensure equipment, systems and technologies operate as per our ambition – and resolving issues quickly where there are issues that do now meet this standard.

We will work with staff, patients, families and other stakeholders to support the adoption of innovation and technology including a clinic for understanding issues and barriers, and supporting a tech savvy approach. We will also play our part in the wider City and system in relation to digital inclusion and digital skills.

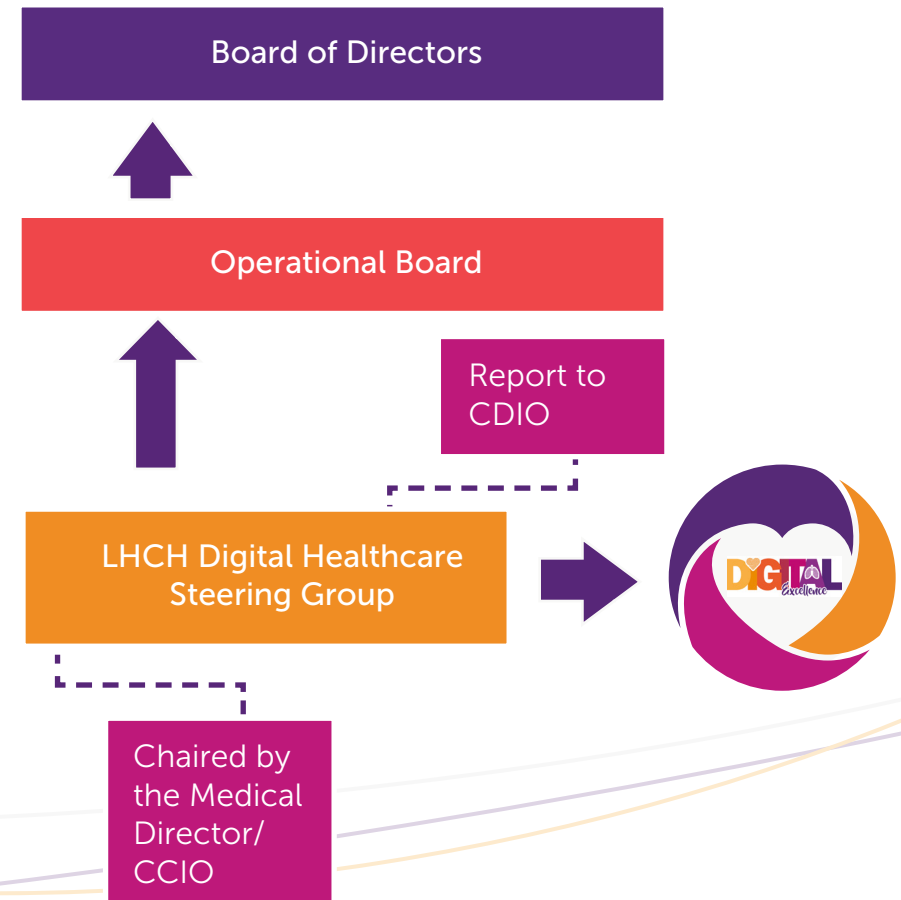
6.6 Governance

The LHCH Digital Healthcare Steering Group will govern delivery of **Digital Excellence**. This group will act as a steering group to oversee delivery of digital programmes, operational IT performance and informatics/insight developments.

The group will be chaired by the Medical Director/CCIO and will ensure clinical representation through divisional CCIOs. All digital activities will be managed via this group for oversight.

The group will report to the Operational Board through the CDIO who will also ensure regular reports to the Executive and Board of Directors.

Groups established underneath the Digital Healthcare Steering Group will report via Chairs reports for oversight.



6.7 Investment

LHCH is an organisation that places importance on digital technology supporting care, and has invested in key developments over the last decade.

In order to further our direction and ambitions as set out in **Digital Excellence**, and deliver a step change, it is clear that additional investment is required.

External sources of investment will be identified and proactively progressed. Internally, the trusts capital plans will be developed to support delivery over the next 5 years. Additionally, from a sustainability perspective, revenue budgets are in place to support our ambitions which include a level of efficiency across the organisation.

Collaboration and working in partnership to release cash for reinvestment will be a core part of delivery. This will include local service collaborations and harnessing a range of external strategic partnerships with industry. **A robust approach to benefits realisation** will be in place, both from a quantitative and qualitative perspective.

All major cases will undergo business case and approvals, linked to the corporate processes and structures in place across LHCH.

"We care deeply about our population and see clearly the difference cutting edge technology and insight can make in supporting our vision to be the best - leading and delivering outstanding heart and chest care and research."



7 Summary



7 Summary

Through the delivery of **Digital Excellence** we are creating an exciting future for our staff, our patients and their families. We will make a step change in adoption of technology and support patients and families to connect with us in ways that, for some, would have been unimaginable only a short time ago.

Now, with the adoption of technology throughout Covid, the unimaginable has become a reality for many.

Digital Excellence will both liberate and digitally disrupt our ways of working to improve the care we give to our patients. Our partnerships and populations, coupled with the talents of our staff will enable us to deliver our ambitions at pace and scale.





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