

## Board of Directors (in Public) Item 3.2

**Subject:** Digital Excellence Report  
**Date of Meeting:** Tuesday 30<sup>th</sup> March 2021  
**Prepared by:** Ian Gilbertson, Associate Director Digital Transformation  
 Kate Warriner, Chief Digital & Information Officer  
**Presented by:** Kate Warriner, Chief Digital & Information Officer  
**Purpose of Report:** To Note

BAF Ref	Impact on BAF
AQ5	Assurance on Digital Aspirants Programme to enable and support delivery of Digital Excellence Strategy

### 1. Executive Summary

The purpose of this report is to provide an overview of progress to date with the Liverpool Heart and Chest 'Digital Excellence' strategy and mobilisation plans moving forward.

LHCH's digital strategy Digital Excellence identifies significant ambitions to deliver digital excellence for patients, staff and populations. Digital Excellence strives to ensure patient and staff experience of using technology is parallel to the care we provide – outstanding. Digital Excellence sets out a direction of travel including the achievement of international digital maturity accreditation, digitally enabled safety improvements, advanced analytics and electronic patient record developments.

Progress to date has been excellent with a number of significant programmes commenced and in delivery. Supporting the mobilisation of Digital Excellence, there has been a fantastic opportunity with LHCH being identified to participate in the national Digital Aspirant programme. This will support delivery of the strategy with national investment.

Governance arrangements have been reviewed. A Digital Excellence Committee, chaired by the Chief Executive Officer will be in place from April 2021 to oversee delivery.

As part of the work on Specialist Trust partnerships, the digital collaboration with Liverpool Heart and Chest and Alder Hey continues to develop with shared leadership arrangements in a number of areas.

The Board of Directors are asked to note the contents of this report.

### 2. Digital Excellence

Digital Excellence was approved by the Board of Directors and Operational Board in Sept/October 2020. Following this, an outline investment plan was developed and supported by the Board of Directors and Operational Board in November 2020.

When formulating a Strategy its crucial that's this is not done in isolation and that the content reflects the organisations vision and feeds directly into the overall Trust Strategy. A significant amount of work was undertaken with frontline staff, Divisional Leads and Executive colleagues to ensure Digital Excellence was collaboratively developed, reflecting key service and organisational priorities.

The output of the above was a clear strategy which is underpinned by 3 core themes:

- **Connecting Digitally with our Patients and Families** – using technology to provide modern entry points into the Trust's services and enabling patients to become more autonomous in their care
- **Digital Safety and Outstanding Care** – digital enhancements that will support clinical staff in reducing human error and improving the overall care provided for patients
- **Insight Led Care** – Analysing the rich data the organisation holds, using this to identify trends and areas for improvement alongside, putting information at the clinician's fingertips, enabling quicker, more educated decisions on patient care.

This is supported by a 'back to basics' service improvement plan ensuring all of the fundamental digital tools are in place and work seamlessly. It is acknowledged that some of the innovative initiatives in Digital Excellence will not be successful without the fundamental basics providing the foundations for digital transformation.

### 3. Digital Aspirant Programme

The Digital Aspirant Programme is a national digital scheme to support NHS Trusts to improve their Digital Maturity and in turn help enable better health, better care, financial sustainability and better experiences for our staff and patients. The scheme achieves this through providing an agreed amount of funding which each Trusts needs to match in terms of investment in digital initiatives.

The funding is commonly split into milestone payments over a period of 3 years and the Trust must provide a certain level of assurance, around spend and delivery before it can successfully draw down the payments at each milestone stage. The Trust must also develop a statement of planned benefits which is used to evidence and measure the impact of the programme in detail.

LHCH have successfully been awarded a place on this scheme and a Letter of Agreement has been signed off by all parties.

The Digital Aspirant programme is a key vehicle which will support and enable the LHCH Digital Excellence strategy and ambitions.

### 4. Digital Excellence Delivery to Date and 2021/22 Plan

Progress to date with Digital Excellence has been good with a significant amount of programme mobilisation activities in parallel with a service improvement plan to drive forward and implement structured improvements for front line teams. Progress with the overall mobilisation is reflected in the table below.

Deliverables	Planned Delivery Date
Digital Excellence Strategy Approved	Sept/Oct 20: Complete
Investment Plan Approved	Nov 20: Complete
Joint Leadership Team in Place	Dec 20: Complete
Service Improvement Plan Developed and Mobilised (including Y1 business cases)	Dec 20: Complete
Digital Excellence Programme Plan Finalised	Jan 21: Complete
Digital Aspirant Letter of Agreement Approved	Jan 21: Complete
Digital Aspirant Onboarding	Feb 21: Complete

Statement of Planned Benefits Established	Feb 21: Complete
Governance Review Completed	Mar 21: Complete
Digital Excellence Committee Established	Apr 21: On Track
Digital Excellence Staff Engagement Week	Apr/May 21: On Track
Programme Delivery of Key Milestones	April 21 - April 22: On Track

The Service Improvement Plan included a range of improvement prioritised as a direct result from feedback from frontline teams. This programme of work has been mobilised, good progress has been made, the below table headline progress to date:

Improvement Area	Description/Impact	Planned Delivery Date
Connectivity	Patient Wifi Improvements Internet Improvements Staff Wifi Improvements	Jan 21: Complete Mar 21: On Track April 21: On Track
Community Teams Improvement	Community Connectivity Improvements New devices in place for staff	Mar 21: On Track
Hospital Device Refresh	400 new devices in 20/21 across the Trust including new PCs and mobile cart replacements in wards	April 21: On Track
Data Centre Refresh	Implementation of new data centre in collaboration with Alder Hey	April 21: On Track

In parallel, there has also been good progress with the Digital Transformation components, the table below outlines some recent developments:

Project	Description/Impact	Planned Delivery Date
Virtual Consultations - Attend Anywhere	Enhanced process for virtual consultations developed with divisional leads and patient administration services Standard Operating Procedures reviewed and issued	Mar 21: Complete
ISLA – Photo at Discharge	A key patient safety programme relating to wound care. Pilot underway for patients wounds and sores to be monitored remotely using the ISLA software.	Feb 21: Complete
Office 365	The migration of all staff onto a new platform for emails and documents. It provides improved flexibility enabling staff to access their emails and documents securely online from any location	Apr – Jun 21: On Track
Nursing Handheld Devices	Good progress has now been made with the commencement of a plan to trial 3 separate devices, across inpatient wards, in Medicine and Surgery. Trial period ends in April with deployment expected to be in June 21	June 21: On Track
Closed Loop Medication and Blood Products	Terms of reference has been produced in conjunction with the Senior Nurse Team and regular meetings are now in place. Project Manager has been appointed and will begin to develop a plan for implementation	Sep 21: On Track
Robotic Process Automation (RPA)	Robotic software that can automate laborious repetitive tasks which can provide time savings contributing to financial sustainability.	Programme being scoped for implementation in 2021

## **5. Governance and Statement of Planned Benefits**

In order to provide assurance at all levels it is important the strategy delivery is supported by a robust governance structure that will provide regular updates on progress to the correct stakeholders and act as a framework for escalation of issues and risks. It will provide the main platform for engagement of the Divisions and deliver assurance that the strategy continues to meet the needs of the Trust.

A full review and refresh of the Digital Health Care Committee has now been completed and the first 'Digital Excellence Committee' will meet in April 21, chaired by the Chief Executive. The Terms of Reference are included as an Appendix to this report. A range of groups will be established under the Digital Excellence Committee to monitor delivery operationally.

To measure the impact and success of the strategy it is important that a robust Statement of Planned Benefits is developed. Success cannot be evidenced if it is not measured and this will be done for individual projects in conjunction with the Clinical and Operational Teams across the Trust. This helps benefits become part of the Trusts fabric and not delivered by the Digital Team in isolation.

There will be a blend of benefits measured both qualitatively and quantitatively, depending on the outputs of the project and agreed metrics with the Divisions. Each benefit will be aligned to the following themes in Digital Excellence:

- Connecting Digitally with Patients and Families
- Digital Safety and Outstanding Care
- Insight Led Care

A summary of the aggregated improvements will be used for reporting help showing the overall contributions to financial sustainability, digital safety improvements and enhanced experience for staff and patients.

## **6. Collaboration and Joint Leadership Model**

As part of the Cheshire and Merseyside Specialist Trust provider collaboration, Liverpool Heart and Chest and Alder Hey have been pioneers in working together at pace with regards to collaborative digital services. There are a number of shared leadership and operational roles including a shared Chief Digital & Information Officer working across both Trusts.

Given the size, scale and pace the strategy aims to deliver at, it is important to have a clear operating model that provides guidance and drive to colleagues. Working together, there are good opportunities for workforce development, talent management and strengthened service resilience. This work is planned to further develop with a direction of travel for increased collaboration and integration where appropriate.

## **7. Summary**

The report outlines the 'Digital Excellence' journey to date at Liverpool Heart and Chest. Progress has been good throughout 20/21 and plans are in place to continue to deliver, at pace in 21/22. The developments linked to the Digital Aspirant scheme are exciting and will support the delivery of outstanding care at LHCH.

## **8. Recommendation**

The Board of Directors are asked to note the contents of this report.