

Council of Governors
Item 9.6

Subject: Digital Excellence
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Presented by Ian Gilbertson, Deputy CDIO

1. Executive Summary

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

Key headlines include:

- Changes to National Digital Teams and Services
- Successful HIMSS Stage 6 Accreditation
- Cyber Essentials Accreditation
- Developments with the iDigital service model
- Good progress with Digital Excellence delivery
- Good progress with digital clinical and safety developments

The Council of Governors is asked to receive the report and note good progress to date.

2. National & Regional Digital Update

Nationally, there have been some significant developments with structures and ways of working. This includes the retirement of NHSX and the lift and shift of NHSX and NHS Digital colleagues into NHS England & Improvement. The move includes a much closer link to transformation activities and includes the establishment of the 'Office of the CIO'.

Key priorities for the new 'transformation unit' include:

- Expanding the functions and uptake of the NHS App
- Increase diagnostics capacity
- Data architecture and infrastructure for population health, planning and research
- Population health and personalised prevention
- Exploiting the NHS's purchasing power
- NHS as a platform for rapid cycle research and innovation
- Redesign pathways using digital tools

2.1 Regional/ICS Developments

Regionally, the Digital Strategy for Cheshire and Merseyside ICS is in the process of being refreshed. Additionally, Liverpool Place are in the process of setting a digital strategy aligned to ICS and provider priorities as part of Place developments. The Trust are actively engaged with the regional and place teams and will ensure their contributions are captured and portrayed in the refreshed strategy.

3. Digital Excellence Strategy Update

LHCH's digital strategy, Digital Excellence, sets out a direction of travel to deliver digital excellence for our patients, staff and population. The strategy describes a vision to ensure our patient and staff experience of using technology at LHCH is parallel to the care we provide – outstanding. Our aim is for digital technology, intelligence and innovation to enable excellent outcomes and safe care.

The strategy is being delivered through a range of themes and programmes including connecting with families and patients, digital safety, insight led care and a back-to-basics approach. It is supported through the national Digital Aspirant programme.

3.1 Digital Excellence / Digital Aspirant Programme Progress

The Digital Excellence programme is on track and progressing well. The Digital Excellence Committee, which governs the Programme, continues to meet on a regular basis with good attendance from its members. The Digital Aspirant element of the programme also remains on track and the Trust have successfully received circa £3 million to date and are on target to receive the final round of funding in September 22, which also amounts to circa £3 million.

A range of business cases to enable delivery of the Digital Excellence strategy have been supported through the appropriate internal governance routes. Business cases supported to date are entering deployment phases with delivery managed through the DEC with external programme support from NHS Digital.

In terms of key achievements to date, the Trust were successfully accredited as a HIMSS Stage 6 site in December 2021 and were commended by the Assessment Team for good governance, excellent use of clinical decision support, lack of reliance on paper and approach to IT Security. The Trust became one of only 7 Trusts in the UK to reach the highest levels of the HIMSS Framework (Levels 6 & 7), consolidating LHCH's status as a digital leader in healthcare.

The Trust are now preparing for its HIMSS Stage 7 assessment which is expected to be scheduled towards the end of 2022. It is important to note, that as of March 2022, HIMSS have expanded their assessment criteria, which will need to be factored into the current plan.

A review of the Digital Excellence deliverables for 22/23 was completed in April by key stakeholders. No major changes to the original plans were highlighted and there is no further investment required. Alongside this, the Terms of Reference for the group were reviewed and approved for the year ahead.

3.2 Back to Basics

As outlined in the strategy, the fundamental technology must be in place to provide a solid platform to deliver and support the more innovative initiatives. The 'back to basics' workstream has delivered some key solutions in the last reporting period.

The Device Refresh programme now enters Phase 3 and will continually replace any device that is over 5 years old, providing a better experience for our staff across the hospital and in the Community. In a similar vein, the team have also completed the upgrade of the Pharmacy Carts across all Inpatient wards. In addition, the Team have worked collaboratively with the Administration Service to identify any peripheral kit that needs upgrading. This has led to the successful upgrade and deployment of a significant number of monitors and phones, ensuring admin staff have the right tools to do their jobs.

From a security perspective there has been continued investment in our Cyber Security tools, ensuring we are keeping patient and staff data safe. This has been externally validated with the Trust achieving its Cyber Essentials accreditation following an independent assessment. Plans are underway to achieve the next stage of the accreditation, Cyber Essentials + in 2022/23.

3.3 Clinical and Nursing Digital Developments

Further to the back to basics and service improvement work, there has been good progress within the digital transformation element of the Digital Excellence Programme.

Imprivata - Single Sign On has now gone live across all Inpatients and Outpatients in February 2022. This is a system where users will be able to login into a workstation with a tap of their ID badge. Staff will no longer have a need to remember multiple passwords as the single sign on will allow access to all applications. Initial feedback from the clinical and nursing teams has been overwhelmingly positive having made huge improvements on their user experience and saved them valuable time when moving from machine to machine. There are plans underway to further optimise the solution following the initial implementation.

Following two Procurement exercises the Trust have been successful in identifying solutions to support Critical Care – Electronic Patient Record and Digital Dictation. The Critical care solution will replace one of the only remaining paper-based systems in LHCH. It will enable complex critical care clinical data to be captured electronically at the point of care, improving efficiencies and safety. Digital Dictation solution will replace an existing, dated platform, aiming to enhance workflows and improve the turnaround time for letter production.

Finally, there has been some developments within the Electronic Patient Record to enhance the Nursing and Cath Lab documentation since the last reporting period.

3.4 Digital Safety Programmes

From a Digital Safety perspective, good progress has been made in relation to closed loop technology for bloods and medication. Both solutions deliver supporting technology to help nurses positively identify patient and product before administration or collection.

Closed loop medication has now been rolled out to all inpatient wards, with positive feedback reported by the staff using the system. Plans are now being developed to deploy the solution in Critical Care Department. Compliance data is being collated and benchmarked against the levels of medication incidents to ascertain if there is any positive correlation. In terms of Closed Loop technology for Blood Products, the pilot for Specimen Collection and Transfusion will be commenced in June, again aiming to reduce administration and collection errors.

From a surgical perspective, the Electronic Consent project is progressing and is scheduled to deliver implementation from June. A review session with the Trust solicitors has been completed to ensure the form complies with all legal requirements. To compliment the process, the Trust have invested in 'Explain My Procedure'. An online platform for clinicians to create and upload short, simple videos describing procedures to patients. This will help make the process more meaningful and reduce risk.

Finally, the Trust have commenced a remote monitoring solution pilot on which has been financially supported by NHS. Initial feedback has been positive and further patients will be onboarded before the end of May. Once completed the pilot and its benefits will be evaluated before the Trust decide whether to continue with the solution on a permanent basis.

3.5 Digital Innovations

Some of the highlights from the Digital Innovation space include the Digital Human Resources platform, which completed in May 2022. This has modernised the various HR processes, improved workflows for staff across the hospital and reduced the time taken in each individual area.

From a clinical perspective, the team have delivered a results interface for Blood Gases, which creates a seamless and automatic transfer of patient blood gas results from the analysers directly into the Electronic Patient Record and is populated into a flowsheet for clinical staff to see and track. This will provide time saving efficiencies.

3.6 Patient Interactions

For the past two years, the Trust have been utilising video calling software to provide virtual Outpatient care. The system was provided free of charge to all NHS Trusts to support keeping patients safe during COVID-19. Trusts were informed that as of April 22 they would be required to provide their own funding for the software. In March 2022, a Business Case was approved by the Trust Executive Committee to renew the contract with the current supplier for 2 years. A review of the utilisation will be conducted, through the Outpatient Transformation Programme with a view to increase adoption.

Work is going to digitise the Trusts communication with patients. The first phase is complete with all of the Trusts text messaging activity transitioning to the new platform. As part of Phase 2 which is already underway, digital letters will now be sent to patients for appointment notifications, reminders and clinic summaries improving their experience and reducing the Trust's carbon footprint. To ensure digital inclusivity, the solution recognises those patients who don't open the digital letter and will follow up with a paper copy. The solution is expected to be fully deployed by June 2022.

3.7 Data and Analytics

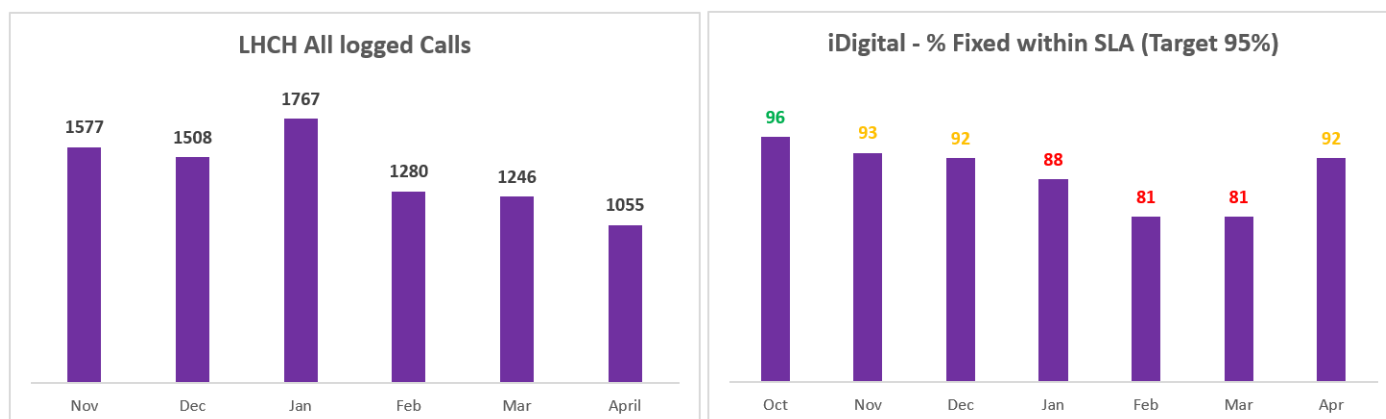
The overall Transformation plan for Data and Analytics was approved by the Trust Executive Committee and is progressing well. There has been significant headway made in redeveloping the Trusts Corporate Performance report in conjunction with senior operational leads. This will be in iterative process but initial feedback on approach and design has been positive.

Alongside this a new Bed management dashboard has also been developed and is currently under review with the Hospital Coordinators. It is planned to go live in May and will run alongside the current process for a specific period of time to ensure a smooth transition.

4.0 Operational Performance

Overall performance fell under the 95% target over the Winter months due to unprecedented levels of sickness within the Team. The situation has now improved and this is reflected in the improved performance indicators for April.

April saw the lowest volume of IT issues raised over the last 12 months. The number of IT issues has been dropping since the high in January. A number of factors influencing this reduction include increased focus on resolving recurring issues, proactive IT checks across the trust and new hardware deployments.



5.0 Digital Partnership – iDigital

The Digital Partnership continues to grow and evolve following a successful first year in existence. In light of some recent changes, a review of the overall iDigital service model was undertaken. Whilst the collaboration has shown some very early benefits, the model has been reviewed and refreshed.

The new model operates within 2 core functions:

- **Data & Change** function will have significant transformation priorities for 2022 for both trusts. These priorities include taking data and analytics to the next level both operationally and strategically, HIMSS 7 at LHCH.
- **Delivery and Assurance** has a major role in ensuring operational excellence in core delivery across a range of areas critical to the day to day running of services in both trusts. Delivery and assurance should be highly visible working with front line teams supporting clinical care delivery to be effective with a great digital experience for staff.

The model was approved by the Trusts Executive, Digital Excellence Committees and iDigital Partnership Group. The Partnership Group met in March 2022 and noted the huge amount of progress that has been made in the first year and the benefits the model has delivered for both organisations.

6.0 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 Council of Governors is asked to receive the report and note good progress to date.