

PWYLLGOR CYLLID FINANCE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	24 July 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Delivering and Funding for the Digital Programme Plan
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Anthony Tracey, Assistant Director of Informatics

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

The Finance Committee is asked to discuss the resource challenges facing the HB in relation to the delivery of digital services and the Digital Programme Plan, and consider the proposed commitment of expenditure for the acceleration of the plan, and its associated projects, prior to Board approval being sought.

The report sets out the projects and benefits that the proposed additional resources will bring to the organisation.

Cefndir / Background

The COVID-19 pandemic has affected all areas of life in numerous and substantial ways, and in response, the Digital Team has been identifying ways in which digital technologies can be used to improve people's lives across the Health Board (HB). This has not only included new innovations but also an assessment of possibilities to bring forward priorities identified in the Digital Programme Plan. During the initial stages of the outbreak, the need to change the way in which services are communicated and delivered across the HB was identified. This resulted in more people working remotely from home, and the imposition of social distancing measures in the work place.

In the last few months the use of technology has been accelerated across the HB, allowing people to continue to access healthcare advice and services from their homes. This includes a national roll-out of video consultations with GPs and Secondary and Community Care practitioners.

The new digital systems are supporting key services, including GPs, Community Nurses, Community Mental Health Teams, Health Visitors, Community Midwives, Outpatients and Diabetes clinics to maintain a visual link with their patients.

Virtual outpatient activity has doubled during the pandemic. Within the HB, remote consultations are now undertaken using 'Attend Anywhere' and the Microsoft Teams Booking Application.

Asesiad / Assessment

In terms of HB ambition, there is clarity regarding the areas in which efforts must be focused in order to improve local health and wellbeing outcomes and address the challenging needs of the HB population. These areas of focus include prevention and self-care, integrated care delivery, high quality information and improved outcomes, and require a programme to support the projects to ensure delivery and benefits realisation. A step change in business flexibility is required to improve the usage of existing national systems as well as to enable the design and implementation of new technology as part of the emerging capital bids.

As has been described, the HB is embarking on a challenging strategic digital agenda with the potential to modernise and transform service delivery, providing a platform for improved patient care, efficiency and return on investment. In order to deliver within these areas, it is first necessary to address the resource challenges facing the HB in relation to the delivery of digital services and the Programme Plan. Infrastructure requirements have significantly increased in recent years with no corresponding increase in supporting resources, and no planned replacement programme. This places the HB at severe risk, as highlighted in the Risk Register, despite the best efforts of the Digital Section to continually modernise and improve processes.

The Digital Strategic Outline Programme details the programme of strategic investment in digital resources to enable delivery of the strategic vision for investment in Digital over the next 3-5 years in order to meet the priorities outlined within the HB's Health and Care Strategy, 'A Healthier Mid and West Wales: Our Future Generations Living Well' and the 20-year vision for population health outcomes set out in the Health and Wellbeing Framework, 'Future Generations: Living Well'. Business change is essential to ensure the benefits of digital services are achieved and to realise innovation potential, whilst keeping abreast of technological advances.

A detailed breakdown of resources is included within the table below. The following programmes will be delivered as a result of the additional resources proposed:

- Supporting the Digital Programme Plan required to deliver "A Healthier Mid and West Wales"
 - Transforming our Hospitals Programme - New Hospital and repurposing of other Sites (running concurrently)
 - Transforming our Community
 - Transforming Mental Health and Learning Disabilities – Information and Communications Technology New Build Team
- Empowering the Public and Patients by improving patient experience (rollout of a patient portal, improved patient experience, PROMs and PREMs*);
- Empowering the Clinician by supporting agile working within the HB - Office 365, and development of a Clinical Technical Pack. Eliminating paper – paper light - Journey to Electronic Patient Records (digitalisation of health records, patient flow, nursing documentation, observation at bedside);
- Digital Enabling, by reducing management overheads (digital dictation, secure clinical messaging, Power BI), and enabling digital Integrated Care Models through optimisation of national products (such as WCCIS, WCP, MTeD, WCCG).

There are a number of large projects included above, all of which require strong digital business change and project management, which has been reflected in the resourcing profile. For the next 18 months, resources will be focused on establishing a robust programme of work around the

implementation of digital systems, providing support to a number of projects at once, rather than following the current piecemeal approach.

Associated with the proposed injection of resources into business change and project management, there are a number of other areas within the Digital Team that will be strengthened. There will be dedicated resources for Cyber Security, and Clinical Coding resources will be increased to a level that will, following completion of training, allow the coding service to attain the required 95% targets. There will also be resources to support the HB's underlying infrastructure, which will allow more time to develop the technical architecture to support any future new developments. Resources to support the availability and presentation of information have been bolstered through the appointment of a dedicated Business Intelligence (BI) Developer, specialising in the Power BI analytics platform.

In summary the following posts are proposed:

Additional Digital Posts (Accelerated Programme Plan) (18 Month Posts)	Banding	Whole Time Equivalents (WTE)	Full Year Cost (£'000)
Senior Project Manager (Digital Programmes)	Band 7	2.0	£101
Project Manager (Digital programmes)	Band 6	2.0	£82
Business Change Manager	Band 6	4.0	£163
Application Specialists (Trainers)	Band 5	4.0	£135
Telecoms Technical Lead (modernisation)	Band 6	1.0	£41
Telecoms Project Support (modernisation)	Band 4	1.0	£30
Sub-Total		14.0	£552

Additional Digital Posts (Recurrent Posts)	Banding	Whole Time Equivalents (WTE)	Full Year Cost (£'000)
Clinical Coder	Band 4	3.5	£104
Coding Clerks	Band 2	2.0	£48
Senior Infrastructure Technician (Telecoms / Data Centre)	Band 7	1.0	£50
Senior Desktop Support	Band 6	1.0	£41
Senior Information Governance Officer	Band 6	1.0	£41
Cyber Security Specialist	Band 6	1.0	£41
Senior Information Developer (Business Intelligence)	Band 6	1.0	£41
Service Manager	Band 6	1.0	£41
Service Desk	Band 3	3.0	£78
Sub-Total		14.5	£485

* Patient-reported outcome measures

Argymhelliad / Recommendation

The Finance Committee is asked to:

- **NOTE** the content of the report.
- **DISCUSS** the proposed allocation of resources on a recurrent and non-recurrent basis, noting approval will be sought from the Board as part of the Financial Forecast Board paper.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	4.3	Conduct detailed scrutiny of all aspects of financial performance, the financial implications
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	of major business cases, projects, and proposed investment decisions on behalf of the Board.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	No specific risks are contained within the document; the projects outlined are reflected within the Informatics Risk Register
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	3.4 Information Governance and Communications Technology
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 7. Plan and deliver services to enable people to participate in social and green solutions for health 9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termiau: Glossary of Terms:	Included within the main body of the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cyllid: Parties / Committees consulted prior to Finance Committee:	Digital Bronze Group

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	The resources to support taking forward the related business cases are being quantified and finalised in order to determine related funding sources within the Strategic Outline Programme (SOP)
Ansawdd / Gofal Claf: Quality / Patient Care:	Quality, safety and patient experience is a major theme underpinning the development of the Informatics Plan.
Gweithlu: Workforce:	The implementation of national / local systems will impact on a wide range of community staff across the organisation. Change management will be a key element of the work to support staff through the cultural change.

Risg: Risk:	<p>Hywel Dda University Health Board currently has too many systems / processes and care information that are not fully integrated in a timely or consistent way. There are risks associated with the management of care and the transfer of patients between services.</p> <p>Some services do not have electronic systems to capture patient information, reliant on paper which is not accessible across the organisation or to partner agencies.</p>
Cyfreithiol: Legal:	<p>None at this time. All information governance issues are considered nationally with local support and now through Hywel Dda Steering Group.</p>
Enw Da: Reputational:	<p>The introduction of products such as WCCIS will strengthen and develop local partnership working across Health & Social Care.</p>
Gyfrinachedd: Privacy:	<p>Information Governance is a key element to the Informatics Plan, and plays an integral role in any project development</p>
Cydraddoldeb: Equality:	<p>Included within all projects</p>