

## PWYLLGOR CYLLID FINANCE COMMITTEE

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	25 February 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Digital Plan 2020-2021
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Huw Thomas, Director of Finance
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Anthony Tracey, Assistant Director of Digital Services

**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 purpose of this paper is twofold. Firstly, to provide an update to the Finance Committee on the implementation of the Digital Response and secondly, to outline the development of a Digital Transformation Programme.

##### Cefndir / Background

Previous Health Board (HB) Informatics Strategies have covered delivery and strategic vision from 2016 to 2019 and were based on a 'best of breed' model to replace and upgrade systems within the organisation, utilising national products where available. The resulting architecture was dependent on an overarching solution to bring together the silos of information required for an integrated electronic patient record via the Welsh Clinical Portal. This is still relevant today; however the HB's requirements to address the wider strategic aim of making the information available to clinicians and to the public, has become of greater importance, with the proposed shift from Secondary to Community Care.

As part of improving the adoption and use of Microsoft 365, the Digital Team has developed a transformation programme. Digital transformation is the process of using digital technologies to create new, or modify existing, business processes, culture, and user experiences to meet changing business and market requirements. This re-imagining of business in the digital age can be classed as digital transformation.

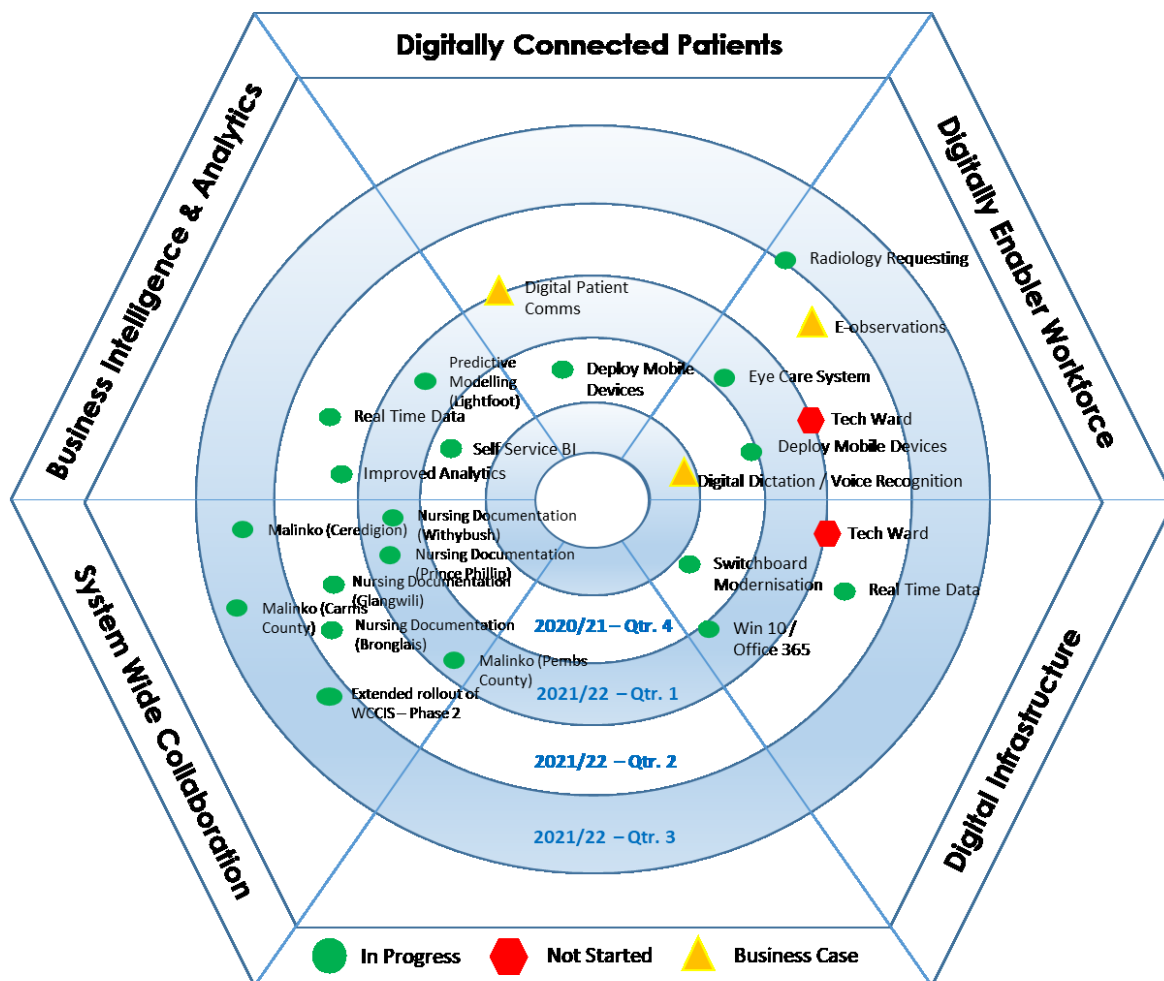
The objective of the Digital Transformation Programme is to work alongside the longer-term strategic objectives of the Digital Response, to realise step-change in the adoption and use of digital technologies.

##### Asesiad / Assessment

##### Digital Plan

At the Finance Committee meetings held on 29th September 2020 and 22<sup>nd</sup> October 2020, Members were provided with an illustration which outlined the key activities and timings within

the Digital Response, based around a timeline of 2020 - 2024 onwards. In order to provide further detail regarding delivery of the projects/ developments, the following diagram was presented at the October Meeting. The Committee should note that the projects/ developments listed within the diagram do not constitute an exhaustive list of projects but are an illustration of those that will impact upon patients, workforce and the wider organisation.



The following summaries provide an update on those programmes listed above, and highlight any that are outside the current project tolerances:

**Quarter 4 – 2020/2021 (Key Projects)**

- **Switchboard Modernisation** – progress is continuing with this project and the infrastructure has been in place for 3 months, with staff utilising and testing the Switchboard. The project is still on target to introduce the new switchboards by March 2021. This will allow calls to be re-routed, addressing outstanding Audit recommendations, and the European Working Time Directive.
- **Digital Dictation** – there has been a delay in this project as the chosen supplier has been taken over by a competitor and they have ceased the service. The Digital Team are now looking to re-tender for the delivery of this service.
- **Deployment of Mobile Devices** – the delivery of mobile devices continues at pace, and the development of iPads at the bedside is progressing, with an anticipated delivery of April 2021 for the first HB sites (South Pembrokeshire Hospital and Bronglais General Hospital).

- **Self-Service Business Intelligence** – work is progressing in the development of improved reporting via Microsoft Power BI. The Digital Team and performance teams are working together to strengthen and improve reporting, focusing on real time reporting.
- **Nursing Documentation – Withybush** – due to the impact of COVID-19, it has been agreed by the Director of Nursing, Quality and Patient Experience that the implementation would be delayed until April/ May 2021. However, a number of readiness activities have already taken place, i.e. all the underlying infrastructure is complete and in place, devices have been purchased, and training materials have been provided, with easy-to-view snippet videos for staff. In light of the delay a decision has been made to introduce the nursing documentation into South Pembrokeshire Hospital to provide a 'lessons learned' approach before wider release across a larger site. This implementation will be undertaken in March 2021.
- **Eye Care System** – this project has just commenced with the planning phase, and further reports will include more detailed updates.
- **Predictive Modelling – Lightfoot** – a number of programmes of work have begun around the implementation of Lightfoot within the HB. Ceredigion County are taking forward a transformation programme of work based around the outputs from Lightfoot. The Digital Team are now working with the Lightfoot team to introduce more data into the 'Signals for Noise' system to improve the availability of information within the organisation. Work has also started with the Planned Care Team on the possibility of using 'Signals for Noise' for recovery planning.
- **Malinko** – Pembrokeshire/ Ceredigion – Phases 1 and 2 have been completed and Malinko has been rolled out across Pembrokeshire and Ceredigion Counties. The Project Team are now working with Carmarthenshire County, and Phase 3 Teams to rollout Malinko. This project has been completed within 7 months, from initial purchase to completion of Phases 1 and 2.

### **Digital Transformation Programme**

Digital transformation is the step-change improvement of operations and services, through the use of digital technology. This programme of work will focus on digital services within the HB and how these can be adapted to ensure that Hywel Dda is able to deliver its ambitions to transform the organisation.

The need to engage with the workforce and ensure adaptive change alongside technological change was a main point identified in the Wachter Review of Health IT. Therefore, this programme will look to ensure that learning from previous reports is considered.

Digital transformation is inherently challenging, requiring significant financial investment and process and people change, not just technological change. This 'adaptive change' requires significant effort from front-line staff to engage directly with digital transformation. The challenges may be exacerbated in the NHS, where staff behaviours and attitudes reflect the importance of patient safety and patient care.

To develop a robust process, work has begun with the Finance Directorate and will move into the Workforce and Organisational Development Directorate. The diagram below details the process that will be adopted:

# Digital Transformation (4 week)



Work with the Finance Directorate is now entering its third week, and a number of projects have been identified which will improve the use of technology within the Team, and which will also digitise some paper processes. The Digital Team are in the process of preparing the possible solutions based on the prioritised list of 'challenges', before preparing a project plan for delivery, ensuring that the benefits are recorded.

## Argymhelliad / Recommendation

The Committee is asked to NOTE the contents of the report and provide comments on the Digital Response.

### **Amcanion: (rhaid cwblhau)**

### **Objectives: (must be completed)**

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	5.5.11 Reviewing the financial aspects of the Estates, medical devices and IM&T strategy, ensuring: Appropriate funding arrangements are in place; and the appropriate utilisation of the strategy
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	3.4 Information Governance and Communications Technology 3. Effective Care Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable

Amcanion Llesiant BIP: UHB Well-being Objectives:	9. All HDdUHB Well-being Objectives apply
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<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Included in the report
Rhestr Termiau: Glossary of Terms:	An explanation of terms is included in the main body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y pwyllgor cyllid: Parties / Committees consulted prior to Finance Committee:	Agile Digital Business Group

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Not Applicable
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Not Applicable
<b>Gweithlu: Workforce:</b>	Not Applicable
<b>Risg: Risk:</b>	Not Applicable
<b>Cyfreithiol: Legal:</b>	Not Applicable
<b>Enw Da: Reputational:</b>	Not Applicable
<b>Gyfrinachedd: Privacy:</b>	Not Applicable
<b>Cydraddoldeb: Equality:</b>	Not Applicable