

PWYLLGOR CYLLID FINANCE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	22 October 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Digital Delivery Plan 2020-2024
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	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 to provide the Committee with an update regarding Digital Delivery for 2020-2024.

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.

Therefore, the scope of the Digital Response is to present the future strategic vision for investment in digital services for the next five years, in order to respond to the priorities outlined within the HB's Health & Care Strategy: '*A Healthier Mid and West Wales: Our Future Generations Living Well*', which was approved by Hywel Dda University Health Board (HDdUHB) in November 2018, and the 20-year vision for population health outcomes set out in the HB's Health and Wellbeing Framework: '*Future Generations: Living Well*'.

Asesiad / Assessment

Having a strategic response to the HB's requirements provides clarity and forward momentum for digital transformation. The Digital Response outlines HDdUHB's ambitious plans for the future, with a practical approach and strategy to achieve these. The Response will work in harmony with other enabling functions in the HB, including research and innovation, workforce,

estates, quality improvement and finance. Together these will help the HB to deliver the foundations upon which colleagues can continue to ensure all HDdUHB patients receive the best possible care.

The Digital Response represents the HB's commitment to improving digital technology within the organisation over the next five years and will support the strategic vision of working together to drive excellence in care for HDdUHB's patients and communities. There are also a number of opportunities for digital healthcare technology to help meet some of the key priorities for the NHS - health organisations are already seeing the benefits of implementing Robotic Process Automation (RPA) and Artificial Intelligence (AI) to ease the burden on the workforce by removing the need for repetitive administrative tasks. Emerging technological capabilities are creating new ways to deliver care - patients already have the option of virtual Primary Care appointments, and the increased use of this approach could help dramatically reshape the Outpatient journey.

,The HB will look to develop a Digital Roadmap, which outlines the ambition for the design, implementation and wide-scale adoption of digital and technological solutions for health and care services within the Hywel Dda Community. The roadmap will highlight how digital solutions will address key local challenges, including delays in leaving hospital, increasing wellbeing, creating greater ownership of health care and information, and providing quality acute care across the HB area, and care closer to home.

HDdUHB already has a good working relationship with local partners, and collaborates to deliver the best solutions for its communities, using mutual learning and shared experiences to improve digital technology for the benefit of patients wherever they are treated.

Design Principles

To support the HB's vision, five Design Principles have been developed to ensure delivery of the digital response in a controlled, agile manner and with pace. Digital technology is constantly changing and evolving and the HB will accordingly be flexible and open to new opportunities. While outlining the key planned programmes, it is recognised that it is most important to outline the principles and collective values which have been informed by the HDdUHB's Digital Team and Information and Communications Technology colleagues, and upon which the HB and partner organisations will base the development of digital technology in the future.

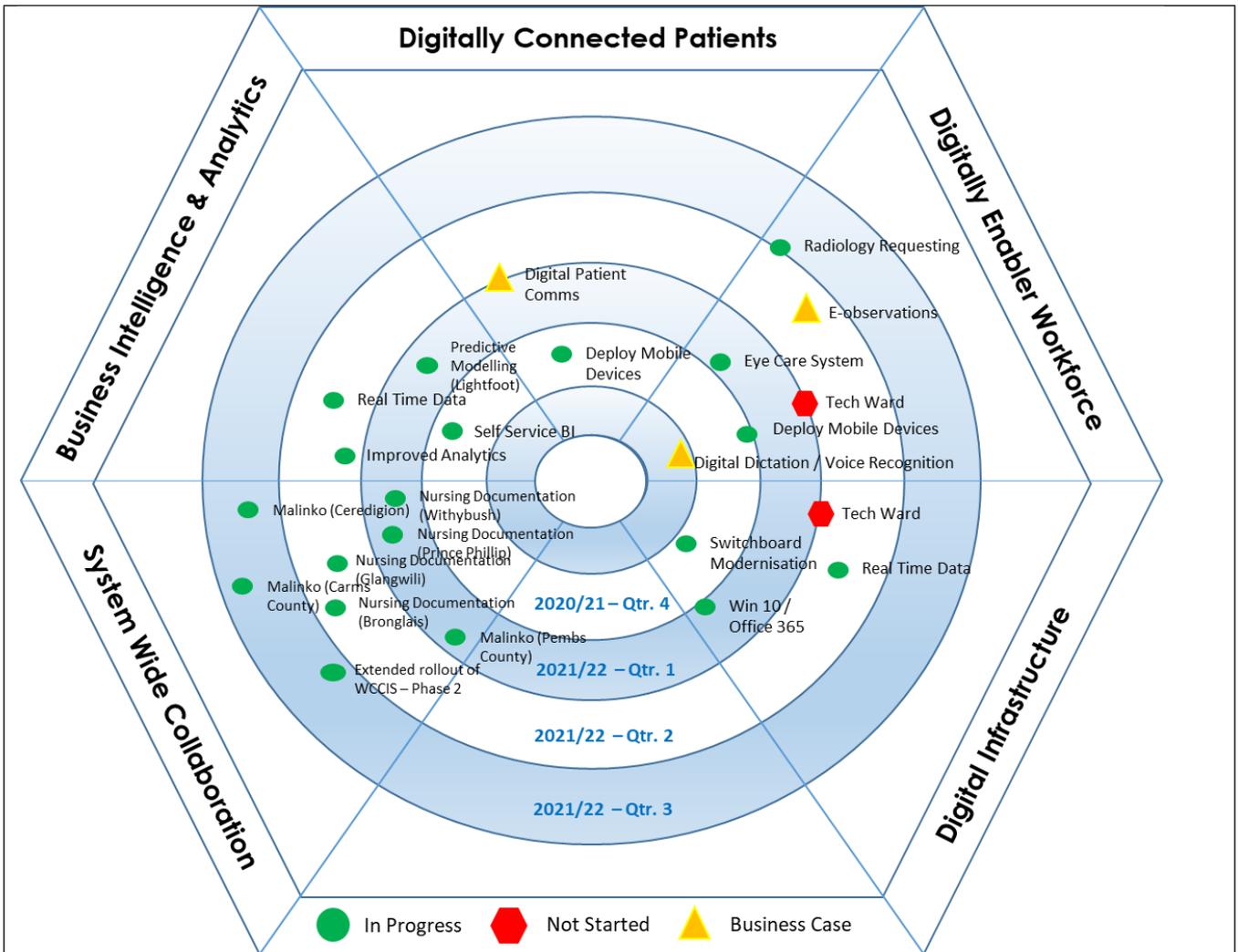
The Design Principles will:

- Provide governance and oversight of all digital initiatives: i.e. when proposals come to the Agile Digital Business Group they will need to meet each of the five principles in order to be approved.
- Act as a consultation and engagement tool to create better conversations around the possibilities for digital transformation: i.e. when HB relationship managers work directly with teams, or on providing training.
- Provide guidance and support for digital programmes or improvement initiatives in terms of planning, development, implementation or review: i.e. they can be considered as five success criteria against which a digital programme can be deemed to be effective.

The 5 principles are based upon the expectation that digital solutions should be:

- Simpler
 - The number of systems in use will be rationalised.
 - Complex processes will not be replicated before digitising.
- Connected
 - Creation of tools and systems which combine information from disparate systems.
 - Closed systems which create silos of information will not be established.
- Faster
 - Digital solutions will be developed that streamline work for clinicians, improving their speed and efficiency, whilst enhancing the patient experience.
 - Inefficient solutions that detract from the patient experience will not be pursued.
- Enabling
 - Creation of digital solutions to transform care pathways.
 - Creation of joined-up solutions, learning from others to accelerate implementation.
- Secure
 - Development of digital solutions that are safe and secure, and meet HB security standards.
 - No support will be provided for solutions that put patient data at risk.

At the Finance Committee meeting held on 29th September 2020, an illustration was presented which outlines 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 has been produced, based on expanding the 2020 and 2021 sections into quarters. The Committee should note that the projects/ developments listed within the diagram is not an exhaustive list of projects but is an illustration of those that will impact upon patients, workforce and the wider organisation.



Future reports will include additional details on each of the programmes/ projects and related progress.

Argymhelliad / Recommendation

The Committee is asked to **NOTE** the update regarding Digital Delivery for 2020-2024.

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 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:	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: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termiau: Glossary of Terms:	Contained with the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y pwyllgor cyllid: Parties / Committees consulted prior to Finance Committee:	Not Applicable

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