

Digital Strategy

2021-2024

Offering a rich patient and staff digital experience, which transforms integrated care and enables local people to live longer and healthier lives.

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Our mission is clear:

We help local people live longer, healthier lives by providing integrated community and hospital services focussed on women, children and the adult frail.

Delivering this mission is supported by digital technologies which empower our patients, staff and community.

Technology today has an ever-increasing impact on our everyday lives. The use of smartphones, wearable devices, smart home devices, voice activated assistance devices and web-delivered applications being just some of the consumer developments which have advanced at pace over recent years.

Alongside this, technology and information have become even more fundamental to the delivery of modern healthcare - within organisations and across a health economy. The processes of diagnosis, planning, care delivery and management are all critically dependent on access to the right information at the point it's needed. Each patient is unique and so is their record. To work safely, efficiently and effectively, healthcare professionals require records for each patient that are easily accessible, secure, accurate, contemporary and can be accessed in the multiple places where any patient may receive care. For each patient there should be a single version of the truth. Digital tools are essential in the delivery of 21st century healthcare.

Further, today's patients and their families have an expectation of seamless, integrated care between organisations providing that care. Sharing patient data between health and care settings is practically impossible to manage consistently without the right technology, deployed in the right way. Patients also have expectations to be able to use current technologies to engage with hospitals and their care providers, through virtual consultations, portals and apps. We need to adopt the opportunity offered by technology now to make remote, safe, clinical interaction with our patients a reality.

This strategy defines a clear 3-year vision and roadmap which builds upon our progress across both Community and Acute services, supports the Trust to deliver its strategic objectives, and to meet both patient and staff expectations, whilst also meeting the requirements of regional and national strategic drivers.

Within the term of strategy delivery, there will be the opportunity to consider the next phase of our digital journey and to undertake a strategic review of our EPR and clinical systems.

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1. Our digital journey over the last three years.

In 2017, the Trust set out a digital strategy which covered the period to 2020. Before we set out our next digital strategy, we re-state the key areas of the previous strategy and review the progress made by the Trust over the last 3 years.



What did we set out to achieve between 2017 and 2020?

Informed by our patients, staff, and both local and national drivers; our previous Digital Strategy set out a number of requirements to be delivered between 2017 and 2020; across the following four areas.

Digitally Connected Patients

We will transform our models of care by enabling patients to manage their own health using digital services.

Enable e-booking transactions to book and manage appointments at convenience.

Enable virtual consultations to have a choice between a physical or virtual consultation where appropriate.

Remote monitoring for preventive and self-care management to use on-line resources and wearable technology to manage health and care.

Access to a patient portal to view and input to my digital health record and to develop and manage personal care plan.

Digitally Enabled Workforce

We will transform our ways of working by giving staff access to digital services anytime, anyplace.

Enable electronic observations to use decision support tools to improve patient safety and quality of care.

Access to mobile devices and interoperable digital tools to operate digitally at the point of care and stop using paper based processes.

Access to a shared care record to view a real time, accurate, and complete integrated digital care record for patients and to develop and share care plans across health and social care.

Trust wide standardised care pathways to access best practice guidance to reduce clinical variation and improve outcomes.

Business Intelligence and Analytics

We will transform our decision making by developing an insights driven culture to improve patient quality, safety, outcomes and effectiveness.

Data mining and modelling tools to shift from a reactive response to historical data to proactive management using predictive data.

Real time access to performance, outcomes and effectiveness data to develop an adaptive learning culture to rapidly implement data driven quality improvements.

Access to a population health platform to improve population health outcomes and reduce inequalities.

Access to on-line resources and collaboration tools to collaborate with academia and industry to share knowledge, undertake research & drive innovation.

IT Infrastructure

We will transform our IT infrastructure by implementing a secure, resilient, and mobile operating platform.

Robust Cyber Security platform to protect the Trust's information assets from cyber security threats e.g. ransomware, malware.

Mobile devices and applications enable "mobile first-digital first" approach to access and capture data anytime, anywhere on any device.

Open supplier interfaces (APIs) and integration engine to support integration & interoperability to share clinical data across the Trust and externally.

Unified Communication platform to enable virtual communication and collaboration.

Real time data replication to provide resilience with near 100% availability.

What progress did we make over the last 3 years?

In each of these areas, we have made significant progress which have helped us to deliver against our vision, to be the most digitally advanced integrated care organisation in the NHS, as well as our mission to empower patients and staff to securely access information at any time, any place and on any device.

Digitally Connected Patients

Our progress, in relation to the objectives:

The Trust is in the process of delivering e-Booking transactions and this is at an advanced stage. There is the opportunity for this to evolve to include all of Community and the platform will then be used to expand engagement with patients pre and post visit.

Remote monitoring is being piloted in the ISCU's and is being integrated with our work to develop virtual consultations. This will continue to evolve into the next phase. We will also move towards Group Consultations. Advice and Guidance is in use extensively to prevent unnecessary admissions and attendances.

Maturity of consumer market has led to slower progress in the use of wearables in the delivery of health and care across the Trust; but this will remain an area of focus. We foresee further consumer development and adoption of wearables, and will seek to integrate both the data from these devices and their use in to clinical pathways.



Digitally Enabled Workforce

Our progress, in relation to the objectives:

Shared Care Record has continued to evolve. The depth of the GP record has enhanced considerably. Clinical Workspace has also become widely adopted; and aggregates the view of all the clinical records we hold. This is in use both across acute and community services. We have expanded direct access to our Shared Care Record for community based staff.

Electronic observations are delivered across inpatients and children's; and work will continue to expand this further.

Standardised Trust documentation is in place for nurses, AHPs and doctors. Our approach has removed variation where it unwarranted. We will continue to standardise and optimise.

The Trust has a significant increase in a wide range of accessible and transformational end user devices, which have been matched to user requirements.



Business Intelligence and Analytics

Our progress, in relation to the objectives:

We are now in the position that all data captured through the front-end of our clinical systems can all be reported upon. We have also advanced our use of realtime dashboards to support operational planning across the Trust; including for discharge planning. Our focus has been to make the best use of data to drive improved clinical outcomes. This has required us to implement an enterprise data warehouse to support our increased use of data, and to support significant increase in volumes.

The Trust is working with the STP to support to achieving a wider-STP agenda in population health; including the provision of data and building appropriate infrastructure. This is likely to be an area of focus in to the next period.

Slower progress has been made in relation to data sharing with academia and for the purpose of research. We are also conscious of the sensitivities in these areas.



IT Infrastructure

Our progress, in relation to the objectives:

We have achieved significant levels of assurance from our auditors across the essential people, process and technology relating to cyber security. Our practices are strong and we continue to develop this area.

In addition to the rollout of new mobile-enabled devices, we have developed and implemented policies and infrastructure to support 'bring your own device' which has supported us to drive a mobile-first culture.

We have worked with our solution vendors to develop and implement advanced integration to support the extensive sharing of clinical data across application, and to achieve this at speed.

Unified communications have been significantly enhanced via our clinical communications and handover tool and online collaboration platforms.

Realtime data replication is in place with resilient storage and connectivity infrastructure across all key areas.



2. Measuring our progress.

Although this strategy aligns our priorities for development in digital with the wider Trust transformation agenda, it is important that we are able to measure our progress in relation to digital, and to assess how our level of digital maturity is developing. There are two models which we have illustrated within this strategy; the NHS England Digital Maturity Assessment and the HIMSS EMRAM Adoption Model.

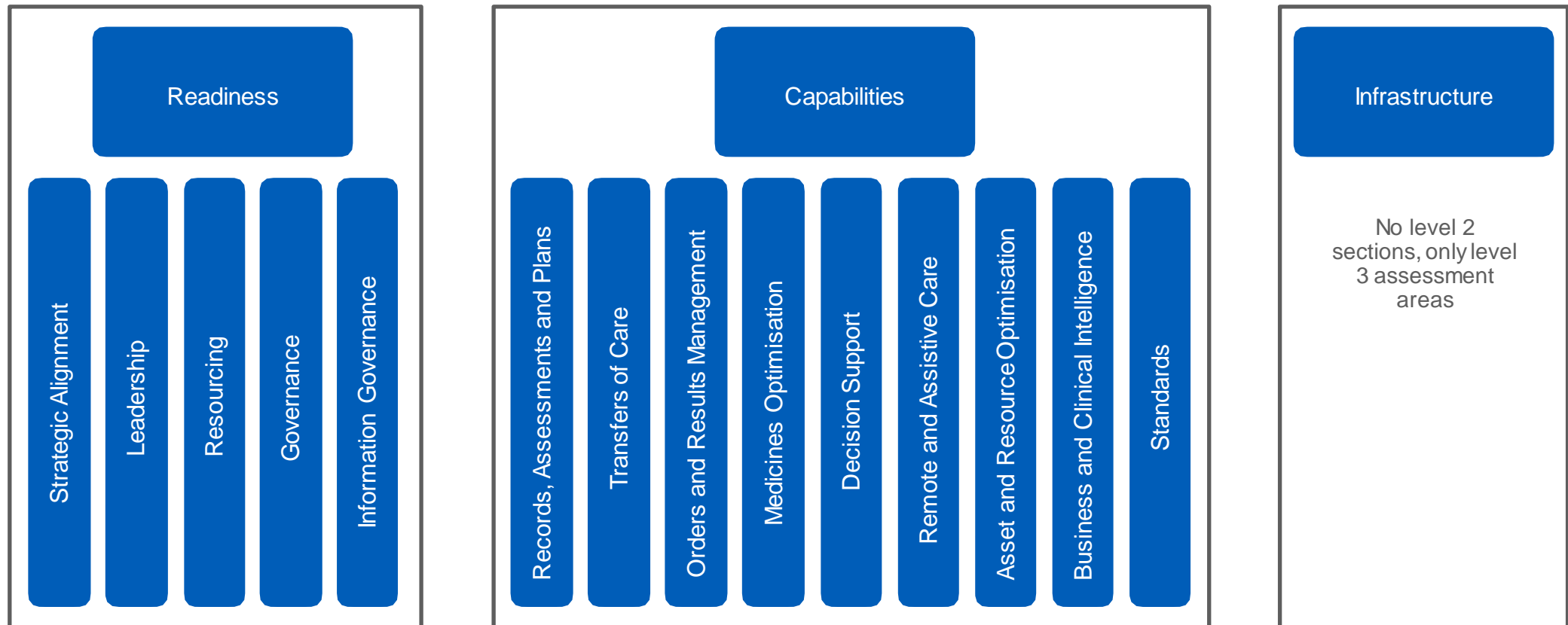


Assessment of digital maturity.

NHS England Digital Maturity Assessment

The NHS England Digital Maturity Self-Assessment, illustrated below, measures how well care providers are making use of digital technology to achieve a health and care system that is paper-free at the point of care. The Digital Maturity Self-Assessment helps individual organisations identify key strengths and gaps in provision of digital services and provides an overview of progress across the country is doing as a whole. The Assessment measures maturity against the following key themes:

- **Readiness:** the extent to which providers are able to plan and deploy digital services
- **Capabilities:** the extent to which providers are using digital technology to support the delivery of care
- **Infrastructure:** the extent to which providers have the underlying infrastructure in place to support these capabilities



For full definitions: [NHS England Digital Maturity Self Assessment Model](#)

Assessment of digital maturity.

NHS England Digital Maturity Assessment

The Digital Maturity Self-Assessment can help providers by:

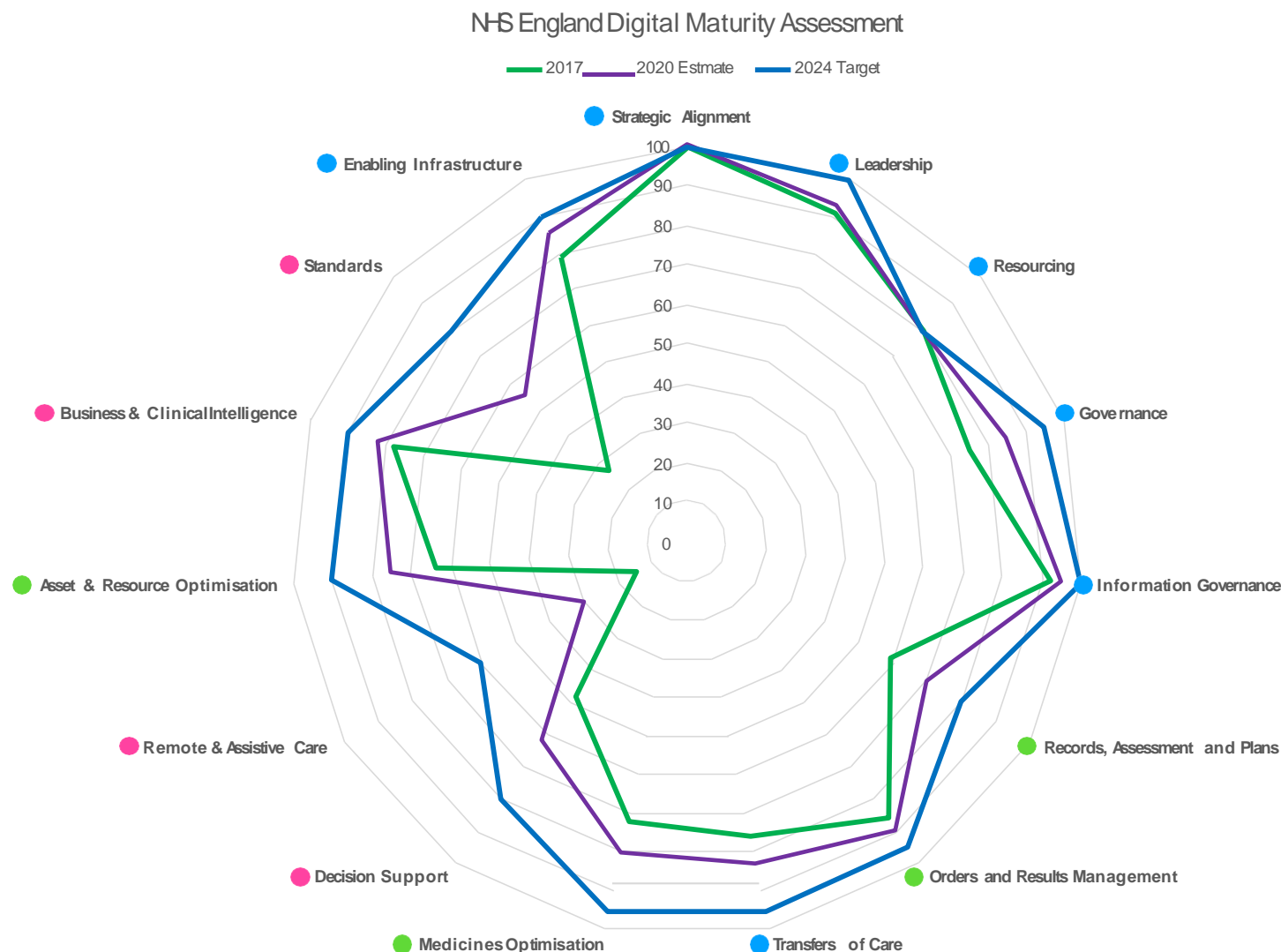
- Providing a framework to identify opportunities for improvement and further development.
- Encouraging knowledge sharing initiatives with similar organisations.

The Digital Maturity Self-Assessment can help system leaders by:

- Identifying common gaps among providers to support investment decisions.
- Informing joint procurement exercises.

This chart shows our Digital Maturity Self-Assessment using this NHS England model across 2017, current state in 2020 and target future state in 2024, as a result of executing this strategy.

Each of the aspects have been categorised as either **foundational**, **evolutionary** or **revolutionary**, depending on the extent to which they support the transformation of care. The illustration provides us with a good basis on which to focus both current and future strategic plans. As an example, it tells us that by the end of this strategy period we can expect to have made good progress in the foundational and evolutionary areas, yet still have the opportunity to progress some revolutionary areas, such as Remote and Assistive Care.



Assessment of digital maturity.

HIMSS EMRAM Model Assessment



The HIMSS Electronic Medical Record Adoption Model (EMRAM) incorporates methodology and algorithms to automatically score hospitals around the world relative to their Electronic Medical Records (EMR) capabilities.

This eight-stage (0-7) model measures the adoption and utilisation of electronic medical record (EMR) functions across an organisation. Although official validation for a stage requires an activity to be undertaken in partnership with HIMSS, it is not unusual for NHS organisations to use it as a baseline for measuring digital maturity and progress with developing their maturity.

Current State Self Assessment

The table on the right illustrates our current state self assessment against the elements of functionality that should be adopted across the Trust in each of the EMRAM stages.

The Trust underwent a formal HIMSS assessment at the end of the Fast Follower Programme (2021) the outcome of which was obtaining Stage 5 status (achieving one of the Fast Follower Programme's goals).

Target for 2024

Over the coming 3 years, through the delivery of our strategic plans, we would expect to have enhanced this position. We would expect to be considered at stage 7 within this model.

Note: It is recognised that the HIMSS EMRAM model is biased towards Acute services, however we believe it still to be a valuable tool to assess EPR maturity.

Stage	Element	Current Status
7	Complete Electronic Patient Record	Delivering in this phase
	External Health Information Exchange	Achieved 2017-20
	Data Analytics	Delivering in this phase
	Governance	Achieved 2017-20
	Disaster Recovery	
	Privacy and Security	
6	Technology Enabled Medication	Delivering in this phase
	Blood Products and Human Milk Administration	Delivering in this phase
	Risk Reporting	Delivering in this phase
	Full Commissioning Data Sets	Achieved 2017-20
5	Physician Clinical Documentation (using structured templates)	Achieved 2017-20
	Intrusion / Device Protection	Achieved 2017-20
4	Computerised Physician Order Entry with Clinical Decision Support	Achieved prior to 2017
	Nursing and Allied Health Documentation	Achieved 2017-20
	Basic Business Continuity	Achieved prior to 2017
3	Electronic Medication Administration Record	Achieved prior to 2017
	Role Based Security	
2	Common Drug Reference	Achieved prior to 2017
	Internal Interoperability	
	Basic Security	
1	Laboratory Information Management System	Achieved prior to 2017
	Radiology and Cardiology Information Systems	
	Pharmacy Stock Control	
	Picture Archiving Communication Systems	
	Digital non-DICOM Image Management	
0	No Ancillary Systems	Achieved prior to 2017

For full definitions: [HIMSS EMRAM Model](#)

3. Understanding our future requirements.

In determining our digital strategy for the next 3 years, we must consider our strategic requirements in the context of our organisation, the needs of our patients, the needs of our staff, the national drivers we're responding to and the local drivers within the wider health and care system in North Central London.



Our strategic digital requirements.

What are the needs of our organisation?

We have an excellent reputation for being innovative, responsive and flexible to the changing clinical needs of the local population. We are treating more patients than ever before and are dedicated to improving services to deliver the best for our patients whether we see them in our hospital, our in our sites across North London or in their own homes. We have agreed that we are focussing on delivering integrated care over three key populations: women, children, and the adult frail.

Our Vision

Helping local people live longer, healthier lives.

Our Values

I-CARE guides us on how we act:

- Innovation;
- Compassion
- Accountability;
- Respect;
- Excellence.

Our Strategic Objectives

We have identified four areas to improve our value, efficiency and drive financial improvements:

- Deliver outstanding safe, compassionate care;
- Empower, support and develop staff;
- Integrate care with partners and promote health and wellbeing;
- Transform and deliver innovative, financially sustainable services.

Whittington Health is at the 'heart of the community' in Haringey and Islington, employing over 4000 staff many of whom are local. In partnership with patients, service users and other organisations, we want to begin to have an even greater impact on the health and wellbeing of our whole diverse population and reduce inequalities, through more joined up, improved services, prevention work and health advice and education.

We are an "integrated care provider". This means we provide community and hospital services in a joined up way to 500,000 people living in Islington and Haringey as well as other London boroughs including Barnet, Enfield, Camden and Hackney. We don't just want to provide these services as they always have been, but rather we want to lead the way across the country, creating innovative ways to integrate teams across the organisation and with our partners in the council, primary care, mental health and the voluntary sector.

We also provide several specialist services to broader geographies such as our community dentistry services in 10 boroughs of London and our internationally recognised Michael Palin Centre a specialist speech and language service which receives referrals from around the world.

Our organisation has a highly-regarded educational role. We teach undergraduate medical students (as part of UCL Medical School), nurses and therapists throughout the year, alongside providing a range of educational packages for postgraduate doctors and other healthcare professionals.

We have identified four key priorities over the coming years, which will support us to focus on value - on driving quality and financial improvements:

- Delivering quality and scale benefits through integration and system partnership;
- Maximising our potential to keep patients at home with out of hospital care;
- Streamlining elective patient pathway and communications;
- Reducing waste and going green.

We are focused on improving patient and staff experience, to change outcomes.

This digital strategy takes into account each of these priority areas to support the delivery of these Trust-wide activities.



Our strategic digital requirements.

What are the needs of our patients?

As defined within our Patient Experience Strategy, 2019, there is increasing evidence that positive patient experiences lead to positive clinical outcomes. The strategy lays out three ambitions, which should be taken into consideration when defining our digital roadmap:

Improvement of information: We will improve the way we engage with patients and carers across the system, digitally, through information we provide as well as enabling patients and carers to provide us with data to support care delivery, such as the capturing of Patient Reported Outcome Measures (PROMs).

Working in partnership: We will work in partnership with patients, families and carers to build a foundation for co-design and service improvement, and to support access to our digital services - both in terms of skills and languages.

Providing holistic care: We will improve our patients' journey ensuring we provide integrated holistic care, from the first contact and throughout their care.

Patients rightly assume that they'll receive the same digital experience in health and care that they receive elsewhere in their lives; and are dissatisfied when this isn't the case. Patients increasingly expect health and care providers to offer accessible digital tools and apps that support them not only to interact with the provider, but to also support them in taking ownership of their own health and wellbeing. Patients want to be able to book appointments online, check their personal health data and interact with care teams via messaging and online consultations. There are challenges with meeting these expectations, which include costs, solution integration, developing the right digital skills and ensuring that operations plans take these new ways of interacting into account.

This strategy takes these considerations into account, and ensures we continue to progress on our journey to meet the expectations of our patients.



What are the needs of our staff?

We have engaged closely with staff, and ICSU / Directorate teams to develop a clear understanding of the needs of our staff. We have identified the following themes of priority areas:

Supporting new ways of working: increasingly, our staff are working in a mobile way. They require intuitive, portable, rapid and real-time access to our digital tools which provide the clinical information they need at the point of care delivery. Data entry should be as simple as possible, and they require us to use intelligent planning tools to support their activity.

Access to a longitudinal care record: our staff need to be able to access the full and integrated care record at the point they need it - whether on a Trust site, during a home visit or an online consultation. This includes Trust care records and shared care records, including GP records.

Intelligent alerting systems: which notify key information at the point needed, drive workflow, and reduce fatigue by ensuring necessity and relevance.

Realtime collaboration tools: our staff need to be able to communicate with other care providers supporting the patient's care, in real-time and with convenience.

Virtual consultations: our staff increasingly need to be able to conduct an individual or group consultation whilst also being able to view the relevant care records.

Access to the right technology: our staff need us to match solutions and increased numbers of end user devices to the tasks we require them to undertake - and to ensure they're fully integrated into workflow.

'Single front door' support: our staff need us to provide simplicity in how they holistically access support, via a single shared help desk, which would include digital support.



What national drivers are we embracing?

The Government has set out a series of digital drivers and strategies for the NHS to achieve over the coming years which have been published in a series of papers, such as the 'Five year Forward View', 'Personalised Health and Care 2020', the 'Lord Carter Report' and the 'Wachter Report'.

Most recently the latest NHS Strategy, the 'NHS Long Term Plan' (LTP) and the Health Secretary's Tech Vision, 'The Future of Healthcare', also place a significant focus on the practical delivery of digitally enabled care.

In January 2019 the NHS Long-term Plan was published to provide a new service model for the 21st century as medicine advances, health needs change and society develops. It recognises that the NHS has to move forward continually so that in 10 years' time we have a service fit for the future.

The Plan emphasises the importance of Integrated Care Systems (ICS) in engaging with all the healthcare organisations in the geography to ensure collaboration and integration of care. It recognises that technology underpins the future NHS setting out the critical priorities that will support digital transformation and provide a step change in the way the NHS cares for patients.

The Plan is devoted to making digitally enabled care mainstream across the NHS and specifically calls out offering patients the option of 'virtual' outpatient appointments with the intention of reducing face to face appointments by a third. This is expected to be delivered through mobile and telehealth technologies.

As a result, our digital strategy takes accounts of key national drivers, to ensure that the Trust adopts and delivers against these national objectives.

The key digital deliverables from these national drivers are:

- Ensure that a comprehensive Electronic Patient Record is implemented within the organisation;
- Use decision support tools, including AI to help clinicians apply best practice, eliminate unwarranted variation, and support patients in managing their health and condition;
- Provide straightforward and secure digital access for patients to access and update their electronic records. Allowing engagement with services to help patients and carers manage their health;
- Ensure that clinicians can access patient records wherever they are and reducing the burden on staff so they can focus on the patient;
- Integrated care records to pass information between services both in and out of the NHS. Enabling improved outcomes across the health and care system;
- Use intuitive tools to capture data as a by-product providing more time-time information and reducing administrative burden;
- Enable greater analysis of data to inform models of care;
- Adopt technology standards to ensure data is interoperable and accessible - and to support system integration;
- Improvement of patient safety and quality of care, through the use of technology;
- Use predictive techniques to support local care systems to plan care for populations.



Our strategic digital requirements.

What regional drivers are we embracing?

North Central London (NCL) is a complex landscape of a single Clinical Commissioning Group which spans 5 Local Authorities and 12 acute, community, mental health and specialist providers who, until recently, have predominantly operated independently with no shared digital strategy.

Digital maturity across the health and care system is therefore variable and information exchange across the whole system is limited. Although individual organisations have collaborated on digital projects, working collectively across all organisations remains a relatively new endeavour and we continue to build the trust required to enable us to do so. This is reflected in a number of local achievements but no current whole system projects.

The 22 healthcare partner organisations and the North East London Commissioning Support Unit (NELCSU) have come together to agree how we can use digital technologies and information to move from our current models of care to deliver proactive, predictive, participatory, person-centred care for the population we serve in NCL. This has been outlined in the Local Digital Roadmap plan [here](#).

This model requires NCL to completely transform the way digital services are currently delivered. These plans are based on developing an NCL Population Health Management Model which includes the technology, data and analytics required to manage the health and wellbeing of the NCL population, underpinned by a move from paper to digital care processes within provider organisations.

NCL's Sustainability and Transformation Plan sets out a digital roadmap which supports our STP prevention, service transformation and productivity objectives and will enable us to meet the national mandate of operating paper free at the point of care. Through this model we will move from a landscape of diversity and variation to one of shared principles, consolidation and joint working for the benefit of the population.

The NCL Digital Strategy, published in July 2021, identifies five key strategic themes. The NCL Digital Strategy serves as an enabler for information flow, use of data to support and deliver the ICS vision of a coordinated fair, equitable and efficient healthcare system, with an engaged citizen population.

Resident/Patient/Staff: strategic imperatives we aim to achieve

Enabling Digital Platforms: key digital components to support the ICS vision

Organisational Development: people and organisational capabilities required

Internal Processes & Governance: organisational mechanics we need to establish for strategy execution

Funding Aspects: how the system funds the digital strategy

The aim is to deliver:

- Better integrated care, at lower cost and greater quality;
- Addressed inequalities in care;
- Across Health, Care and Home settings.

Digital Clinical Safety – nationally, regionally and locally

Echoing Dr Natasha Phillips, NHS X Chief Nursing Information Officer and Director of Patient Safety - ‘*Safety is everyone’s responsibility*’.

Nationally:

In September 2021 NHS X, NHS Digital, NHS England and NHS Improvement published an addendum to the NHS Patient Safety Strategy outlining the case for improved digital clinical safety across health and social care. There were five national commitment

1. Collect information about digital clinical safety, including from the Learn from patient safety events (LFPSE) service and use it to improve system-wide learning.

2. Develop new digital clinical safety training materials and expand access to training across the health and care workforce.

3. Create a centralised source of digital clinical safety information, including optimised standards, guidelines and best practice blueprints.

4. Accelerate the adoption of digital technologies to record and track implanted medical devices through the Medical Devices Safety Programme

5. Generate evidence for how digital technologies can be best applied to patient safety challenges.

Regionally:

North London Partners (NLP) have established a Clinical Safety Officer working group which meets on a regular basis to discuss ICS wide digital clinical safety issues with different projects and exchange best practice examples and ideas.

NLP Digital Strategy July 2021 also stipulates how the ICS intends to meet safe practice with clinical safety management, data stewardship and education.

Locally:

Since the start of the GDE Fast Follower Programme in 2017 Whittington Health has emphasised the importance of digital clinical safety through –

- Every digital clinical project go live requires a clinical safety case with associated hazard log (as per NHS Digital guidance and in accordance with DCB0160) which is reviewed with the Go/No Go documentation sign off at the appropriate Trust governance forum.
- Whittington Health has a MDT based approach to digital clinical safety assessments with a nurse, doctor, AHP and administrator as NHS Digital certified CSOs.

The overall requirement from these different strategies is :

- Digital technologies introduced and maintained for patients and staff to use at Whittington Health enable safe effective care to be delivered.

4. Defining our Digital DNA.

Our Digital DNA defines the strategic considerations we make in defining and refreshing our Digital Strategy; and in appraising investments in digital transformation. These themes should be considered a common-thread throughout all investment in digital and are intended to have permanency beyond the term of this strategy.



Fundamental to the development of our digital strategy has been the determination of our Digital DNA for the Trust.

Our Digital DNA defines the strategic considerations we make in defining and refreshing our Digital Strategy; and in appraising investments in digital transformation. These themes should be considered as our missions, and are intended to have permanency beyond the term of this strategy. They should stand the test of time and should provide a basis upon which to build future digital strategies and plans. We have used our Digital DNA to determine our vision and mission for all those involved in digital enablement, across the Trust, over the next three years.

Our Digital Vision

Offering a rich patient and staff digital experience, which transforms integrated care and enables local people to live longer and healthier lives.

Deliver outstanding safe, compassionate care

Enhancing patient safety and experience.

- Empowerment through shared decision-making and planning;
- Enable the personalisation of care;
- Facilitate ease of access of care;
- Increase quality of end-to-end care;
- Foster relationship development;
- Enable remote access of care;
- Enable patient choice.

Empower, support and develop engaged staff

Enhancing staff experience.

- Provide the right tools for the job;
- Deliver effective reliable access;
- Deliver efficiently;
- Deliver quality clinical information;
- Deliver insightful access to data;
- Enable new ways of operating with enhanced support for agile and remote working.

Integrate care with partners and promote health and wellbeing

Making the most of integrated data to connect services and people.

- Enable delivery of integrated services across our organisation and with partners;
- Identify opportunities to engage digitally with patients;
- Identify opportunities to enhance care pathways which span organisations;
- Learn from best practice;
- Learn from experiences;
- Embrace enthusiasm;
- Always through collaboration.

Transform and deliver innovative, financially sustainable services.

Encouraging innovation and agility.

- Ensure people-centred design;
- Deliver intuitive usability;
- Develop knowledge across Trust;
- Retain focus on intelligent alerting;
- Encourage digital curiosity;
- Develop capability across all teams;
- Incubate ideas to delivery;
- Adopt successes;
- Scan the horizon.

Deliver with clarity, Innovation and Agility

Delivering with clear direction, using repeatable methodologies, which adapt as we learn; develop knowledge across Trust and encourage digital curiosity; and develop capability across all teams.

Align with Clinical Strategy

Women's, Children and adult frail; support preventative care; support early intervention; reduce unwarranted variation; enhance safe, effective, quality care; develop cross boundary care; and support research.

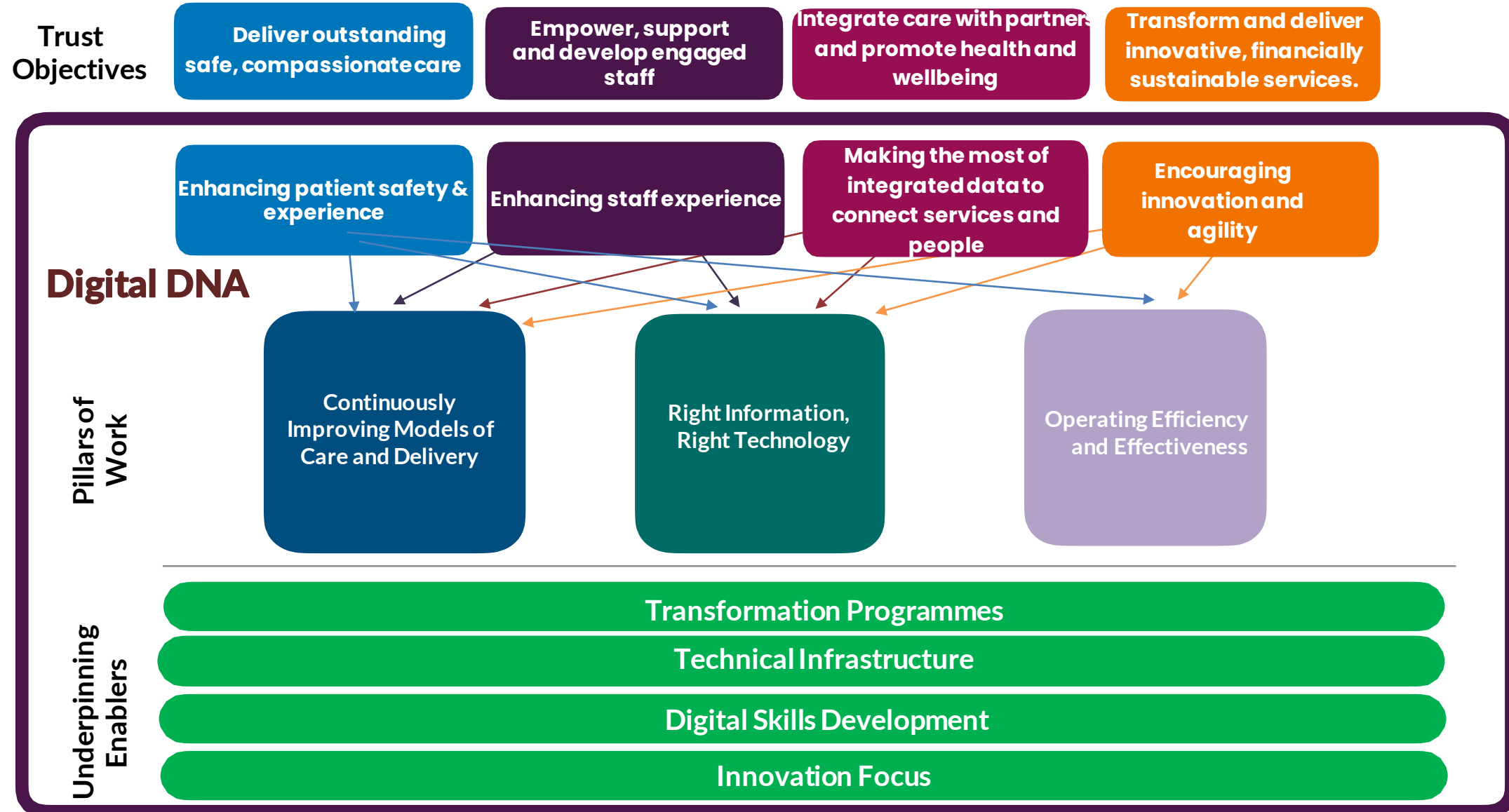
5. Our strategic direction.

Having established our Digital DNA and our strategic requirements, we now set out our strategic direction in relation to digital. The is structured in to pillars of work focused on priority areas that are aligned with the wider Trust transformation agenda, and underpinning enablers which are aligned with 'business as usual' activity within the Trust IM&T team.



Strategy framework.

The diagram below illustrates how the seven components of this Digital Strategy piece together to support the delivery of the Trust strategic objectives, patient drivers, staff drivers, and national and regional drivers to deliver **Our Digital Vision** Offering a rich patient and staff digital experience, which transforms integrated care and enables local people to live longer and healthier lives.



Our digital objectives: the pillars of work.

The diagram below expands upon each of the pillars of work defined within the strategy framework and details the proposed priority areas of work within each pillar of work; most of which will require the initiation of projects to deliver:

Continuously Improving Models of Care and Delivery

1.1. Digital Outpatients

- Implement outpatient clinical noting and group virtual consultations to produce a digital outpatient experience for staff and patients, across both acute and community services.

1.2. Remote Monitoring

- Develop a range of models of care, through the improved use of technology to improve how we support the management of long term conditions, and patient initiated follow up.
- Enhance interaction with patients, combined with advanced use of data to enable symptom identification and earlier intervention.

1.3. Community Careflow

- Providing the tools for multidisciplinary teams to improve the care they are able to offer to patients, and to cross traditional boundaries, including local authorities.

1.4. Cross Provider Services

- Enabling the care of patients across providers, through a digital experience.
- Digital support Shared Corporate Teams to improve workflow when engaging with partners and providers.

1.5 Enable Long Term Condition Research

- Advanced use of data to develop care for the management of conditions e.g. COPD.

1.6 Biomedical Research Centre

- As a research organisation partnering with the UCLH BRC to utilise data analytics to inform clinical pathway development.

Right Information, Right Technology

2.1. Patient Facing Services

- Using digital to increase and enhance engagement with patients, enabling increased choice, automating patient rebooking, enabling patient data entry and enabling patient-initiated follow up.

2.2. Community Estates Strategy

- Supporting the Trust to enable agile and remote working capability, which will reduce its requirement for disparate operating locations, and by providing the necessary infrastructure in hubs which will support this consolidation.

2.3. Right Supplies in the Right Place

- Using information and technology to support the Trust to ensure the right assets, resources and supplies are in the right place at the right time.

2.4. System-Wide Integration

- Digitally enabling the delivery of services across organisational boundaries, and enabling any necessary reconfiguration of services over time.

2.5 EPR Development

- Advancing the use of data from our Acute and Community EPRs to enhance personalised care.
- Disaggregating data from our EPRs, into a data layer which supports greater use and meets national objectives.

Operating Efficiency and Effectiveness

3.1. Population Health Analytics

- Adapt NLP Cerner HealthIntent analytics tool to delivery of healthcare to local residents making targeted health interventions for the prevention and early intervention at the individual, household and locality levels.

3.2. Clinical Practice Standardisation

- Support reduction in unwarranted variation within elective pathways and improve throughput by providing digital support to the Getting It Right First Time initiative. Specifically improve clinical noting standardisation.

3.3. Key Performance Indicator Management

- Consolidate and utilise the vast data to which we have access, to support the introduction of additional KPIs e.g. target length of stay, clinic utilisation and smart visit scheduling.

3.4. Administrative Practice Standardisation

- Support Shared Corporate Teams to embed and maximise use of digital to support back office processes e.g. enhance recruitment process. Support the sharing of Corporate Services across North Central London.

3.5. End User Process Consolidation

- Support the introduction of a single Helpdesk which is established to support our staff across all areas of the Trust. Introduce intelligent process automation to improve efficiency and effectiveness.

Our digital objectives: the underpinning enablers.

The diagram below expands upon each of the underpinning enablers defined within the strategy framework and details the proposed priority areas of work within each underpinning enabler; most of which provide a focus for business as usual activity:



Transformation Programmes

IM&T supporting operational teams, the Trust Transformation Team and the Trust Programme Management Office to embed the delivery of the objectives within the pillars of work within organisation-wide transformation programmes.



Technical Infrastructure

Solutions: Having invested heavily in deploying clinical solutions, we will continue to enhance these solutions to deliver the objectives of the strategy; including a strategic review of current-state, aligned with contract end dates e.g. our EPR and maternity systems.

Infrastructure: Ensuring the backbone of our digital solutions is fit for purpose and provides resilient, rapid access. This includes servers, storage, user management tools, cyber security measures and network connectivity. All key components to delivering digital service which support clinical services and future technology.

End User Devices: Not just PCs and laptops; this includes smartphones, and other devices which are used by our staff. We need to use an increased number of the best devices to utilise the systems we have available and to support care.

Patient Devices: Enabling patients to undertake the self management of their care and enabling our staff to make proactive intervention through technology such as home monitoring.

Business Intelligence and Data Warehouse: The importance of data to providing health and care will continue to exponentially grow as it is used to drive transformation, support population health and enable machine learning. Our Business Intelligence strategy will be key to ensuring we realise potential benefits, based on a strong foundation.

Integration: Continuing on our journey to deliver the complete, and realtime, view of a patient, we will continue to invest in integrating systems and devices within the Trust as well as between solutions across North Central London, and beyond. E.g. extending careflow connect to community based staff so handovers on patients can be shared across the ICO as well as augment carecentric to include community data so patient data is shared as well.



Digital Skills Development

The Trust has a wide variation in levels of digital skills across staff and patients, and our environment has an ever increasing requirement to support staff with digital skills, and develop use of data. Supporting our staff in their digital and data skills should be a priority for the Trust. We will also seek to work with partners to support our wider community to develop the skills needed to realise the benefits of our technologies and increased data.



Innovation Focus

We will ensure we continue to encourage innovation and horizon scanning. We will focus on areas such as clinical decision support, informing lifestyle choices, enabling self management of care, developing the workforce, enabling earlier intervention (such as in cardiovascular disease and cancer) and in developing access to services.

Our digital objectives: how they address our needs.

The table below maps how the objectives within this strategy support the achievement of the identified organisational, patient and staff needs:

		Organisational Needs			Patient Needs			Staff Needs						
		Trust Strategy	National Drivers	Regional Drivers	Improvement of Information	Working in Partnership	Providing Holistic Care	Supporting New Ways of Working	Access to Longitudinal Care Record	Intelligent Alerting Systems	Realtime Collaboration Tools	Virtual Consultations	Access to the Right Technology	Single Front Door Support
1.1	Digital Outpatients	◆	◆		◆		◆	◆	◆			◆	◆	
1.2	Remote Monitoring	◆	◆		◆		◆		◆	◆		◆		
1.3	Community Careflow	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆		
1.4	Cross Provider Services	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆
1.5	Enable Long Term Condition Research	◆	◆	◆	◆	◆	◆	◆		◆		◆		
2.1	Patient Facing Services	◆	◆	◆	◆	◆	◆			◆	◆	◆		
2.2	Community Estates Strategy	◆		◆			◆	◆				◆	◆	◆
2.3	Right Supplies in the Right Place	◆						◆					◆	
2.4	System Wide Integration	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆
2.5	EPR Advancement	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	
3.1	Population Health Analytics	◆	◆	◆	◆	◆	◆	◆	◆	◆			◆	
3.2	Clinical Practice Standardisation	◆	◆	◆			◆	◆	◆	◆	◆	◆	◆	◆
3.3	KPI Management	◆		◆				◆	◆	◆				
3.4	Admin Practice Standardisation	◆		◆			◆	◆	◆	◆		◆	◆	◆
3.5	End User Process Consolidation	◆						◆	◆	◆			◆	◆
Transformation Programmes		◆	◆		◆	◆	◆	◆	◆	◆			◆	
Technical Infrastructure		◆						◆	◆	◆	◆	◆	◆	
Digital Skills Development		◆	◆	◆	◆	◆	◆	◆				◆	◆	
Innovation Focus		◆	◆	◆	◆	◆	◆	◆					◆	

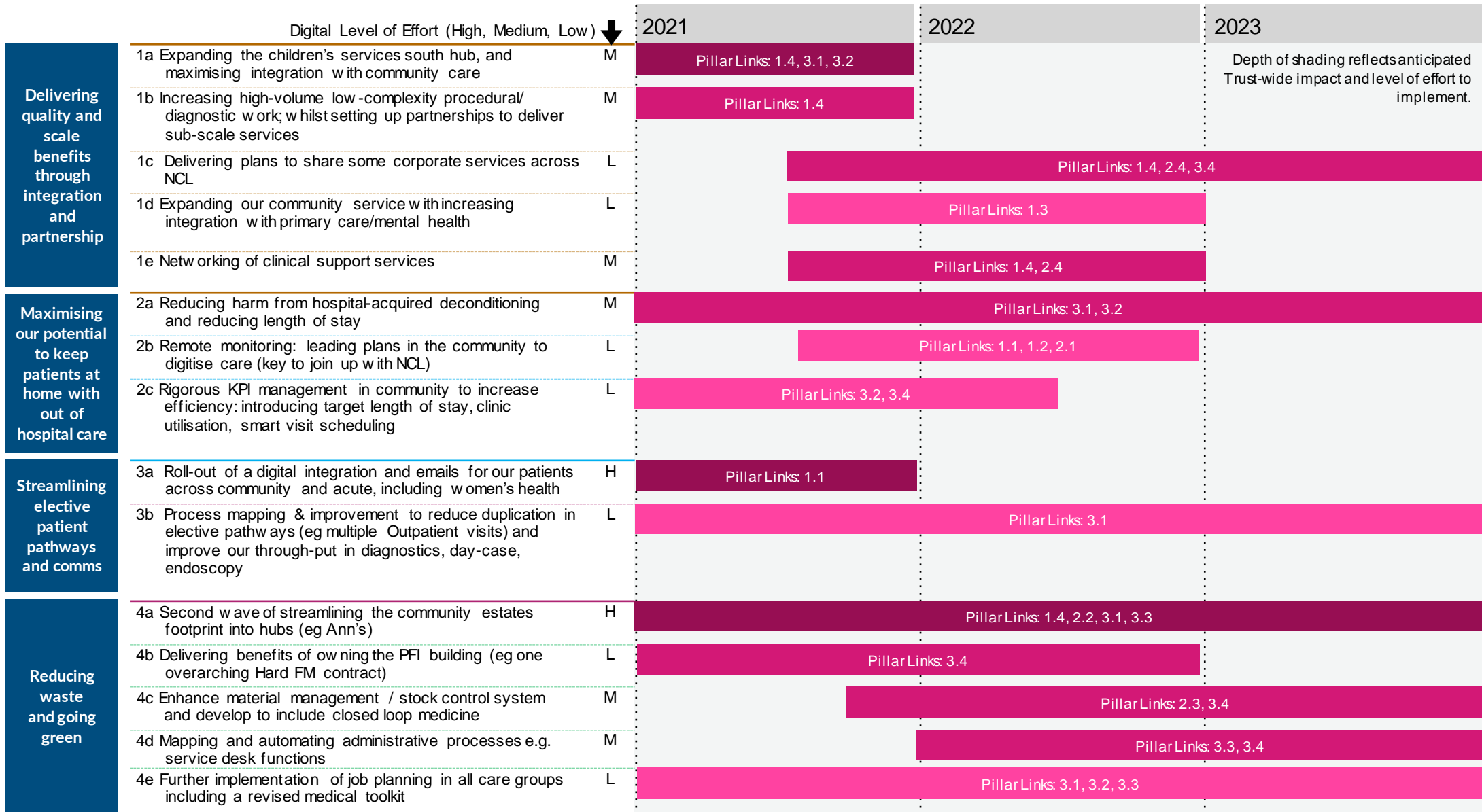
6. Our transformation priorities and digital roadmap.

Our digital roadmap aligns our pillars of work and developments in our underpinning enablers, to the wider transformation agenda within the Trust to create an integrated approach to delivery and benefits realisation.



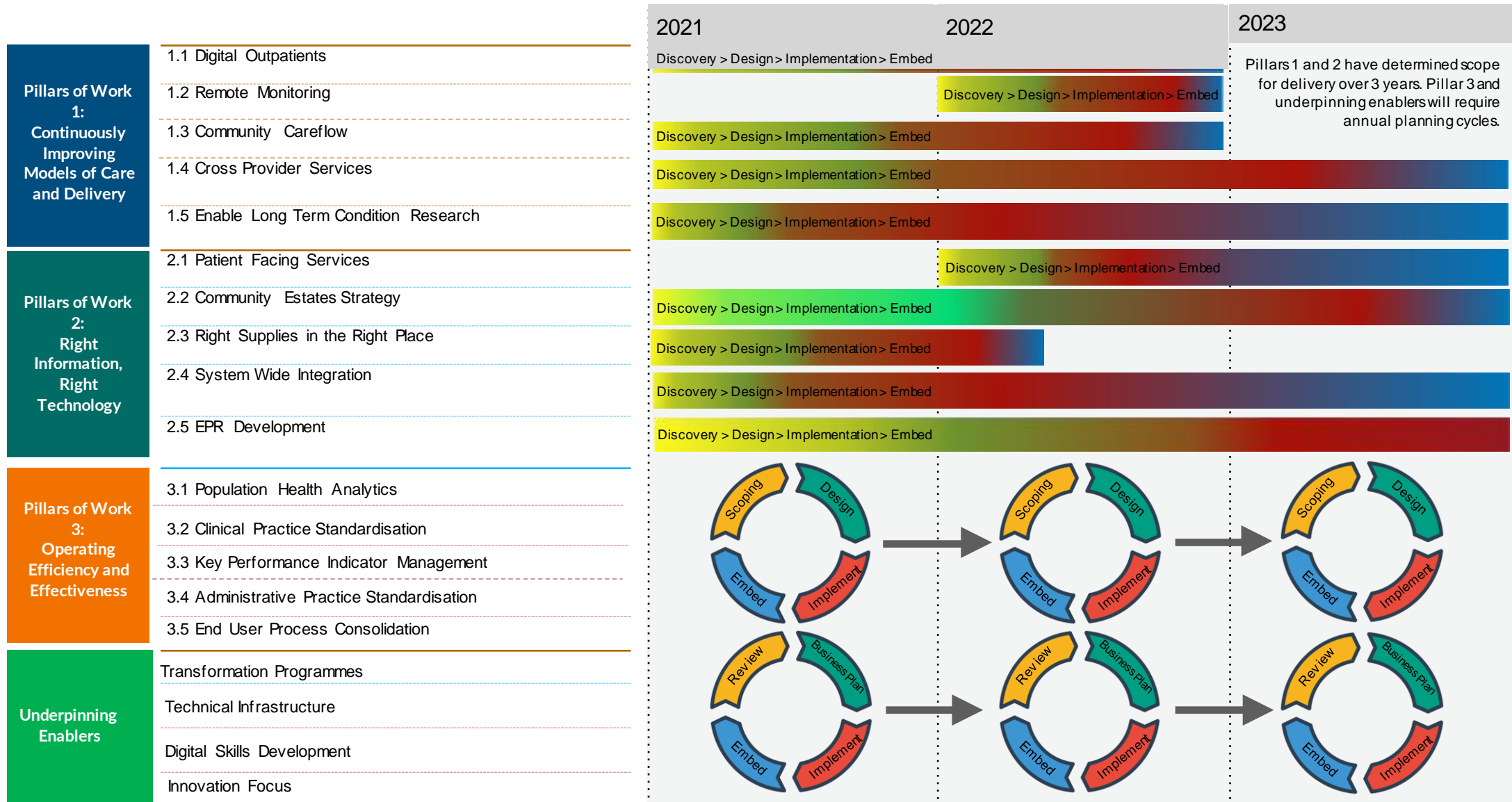
Transformation priorities and indicative programme schedule.

The diagram below provides an estimate of an indicative schedule for core activities relating to the Trust transformation priorities and also notes how each of these activities link to the pillars of work within this strategy:



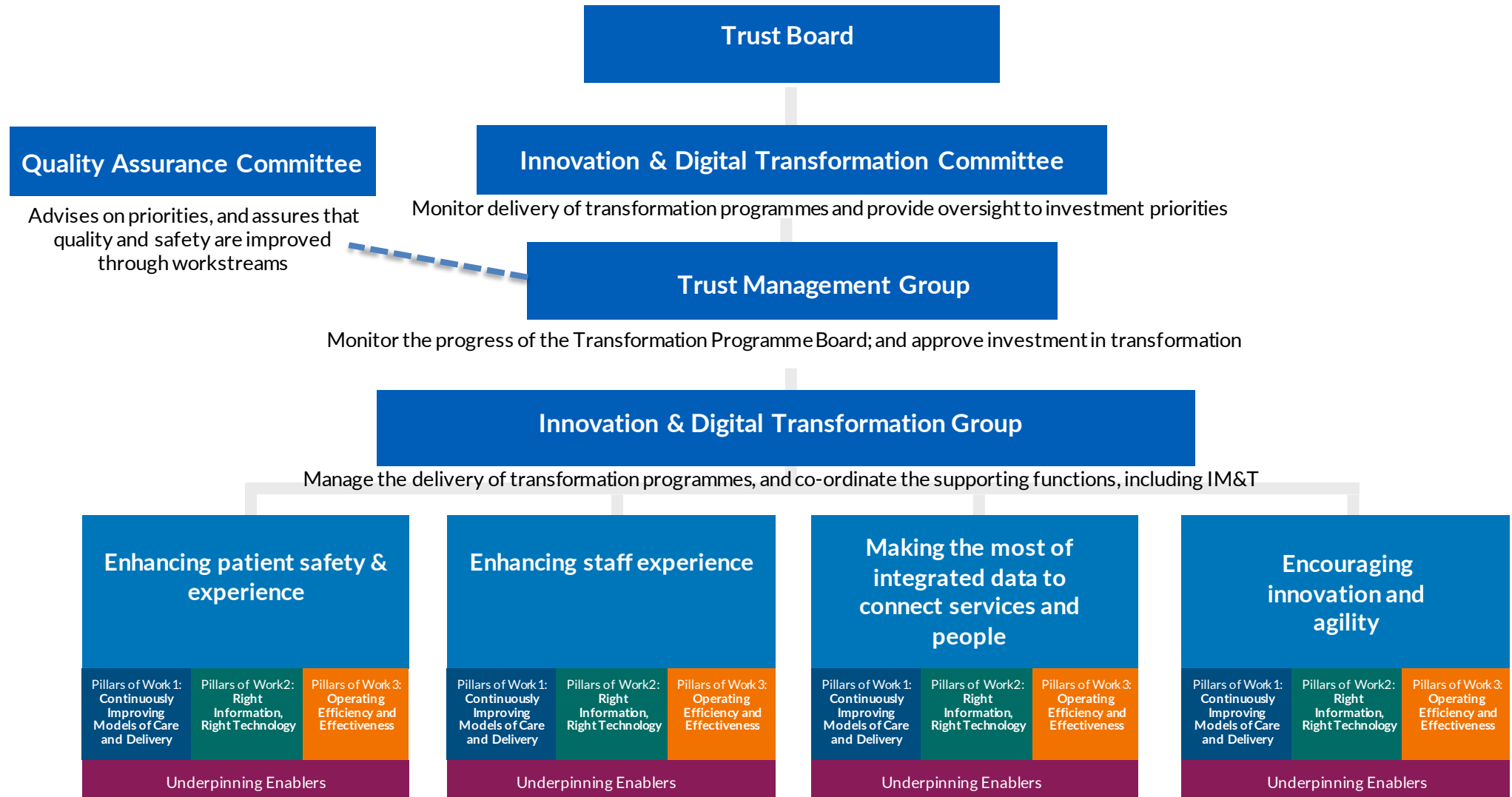
Digital roadmap.

The diagram below provides an estimate of the intended schedule for core activities relating to the delivery of this digital strategy, having considered how they align with supporting delivery of the Trust transformation priorities:



Proposed delivery governance structure

The diagram below illustrates the proposed governance structure the Trust could implement to oversee the delivery of transformation programmes; the achievement of which this digital strategy plays a keyrole:



Governance functions for multi-disciplinary transformation programme delivery, including digital

Learning from & Working with Others – Relationships and interdependencies.

The delivery of this strategy will require close collaboration with a range of key stakeholders; as illustrated below.

Care Providers



We will work with care providers across the Trust and our partner organisations to deliver digital enabling solutions and services which are user-centred, based on real needs and which make the job of caring for local people easier - focusing on user adoption and ease of use.

Local People



We will work with local people to deliver increased citizen-facing digital solutions, to increase and improve their engagement with care providers and to enable our citizens to access digital services which help them to proactively live healthier and happier lives.

Healthcare Partners



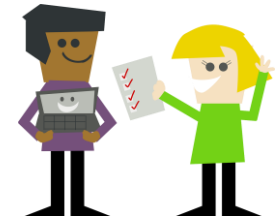
We will work with healthcare partners to maximise the return on combined investment in digital, to work towards meeting the NHS long term plan and to develop the extent to which we achieve system-wide integration for the benefit of local people.

Wider System Partners



We will work with wider system partners, including local authorities, private and third sector partners to align both strategy and delivery, to ensure the maximum adoption, embedding and benefit from investment in digital solutions.

Solution Partners



We will work with solution partners to deliver digital technologies successfully, to develop sound commercial relationships based on collaborative working to deliver common objectives, and to deliver maximum return on investment.

Previous Example - The Global Digital Exemplar Programme (to which Whittington Health was a Fast Follower to University Hospitals Bristol NHS Trust) provided the Trust with an opportunity to develop an operational, informatic and academic link to another organisation in sharing best practice in clinical informatics. The partnership proved a fruitful one with Whittington Health demonstrating its ability to design and deploy similar clinical transformation projects with a digital underpinning in half the time previously set by the other Trust as well as avoiding costly (in time and money) delays previously experienced. Whittington Health have also contributed to the NHS Futures Platform through Blueprints which will enable other organisations to benefit from our learning of deployment.

7. What this will mean to our patients and staff.

Our digital vision for the Trust is to offer a rich patient and staff digital experience, which transforms care and enables local people to live longer and healthier lives. We therefore expect the delivery of this strategy to have a direct impact on the experience of our patients and our staff.



The impact of delivering our digital strategy.



Our patients...

Interact with the Trust, and Care Providers Digitally

With increased and enhanced engagement, increased patient choice, automating patient rebooking, self serve patient data entry and patient-initiated follow up.

Experience a Transformation in Outpatient Appointments

With extended use of virtual consultations for an increased number of outpatient appointments, patients will be able to receive healthcare advice from a location of their choice.

Receive Remote Support for Managing Long-Term Conditions

Through a range of digitally-enabled models of care, patients receive improved remote support with the management of long term conditions, and are able to self initiate a follow up.

Experience Continuity Across Care Providers

Less likely to need to provide duplicate information to care providers, and more likely to experience continuity in care delivery across traditional organisational boundaries.

Experience More Consistent Care

With increased standardisation in care pathways and reduction of unwarranted variation, we will enable the delivery of more consistent care and patient advice / guidance.



Our staff...

Access a More Comprehensive Patient Record

With the ability to access a richer and more comprehensive electronic patient record, care providers are better informed about the patient and better equipped to deliver continuity.

Access to the Right Tools and the Right Information

As our care delivery practice change, staff will have access to the right tools to deliver new models of care, and access to the right information at the point of care delivery; consistently.

Interact with Patients in New Ways

Through increased use of technologies such as virtual consultations, and remote monitoring, staff will be able to interact with patients proactively and more timely.

Receive Intelligent Alerts and Collaboration in Realtime

With improved use of data to intelligently alert care providers with information that helps us to deliver improved care, and the ability to collaborate across organisational boundaries in realtime.

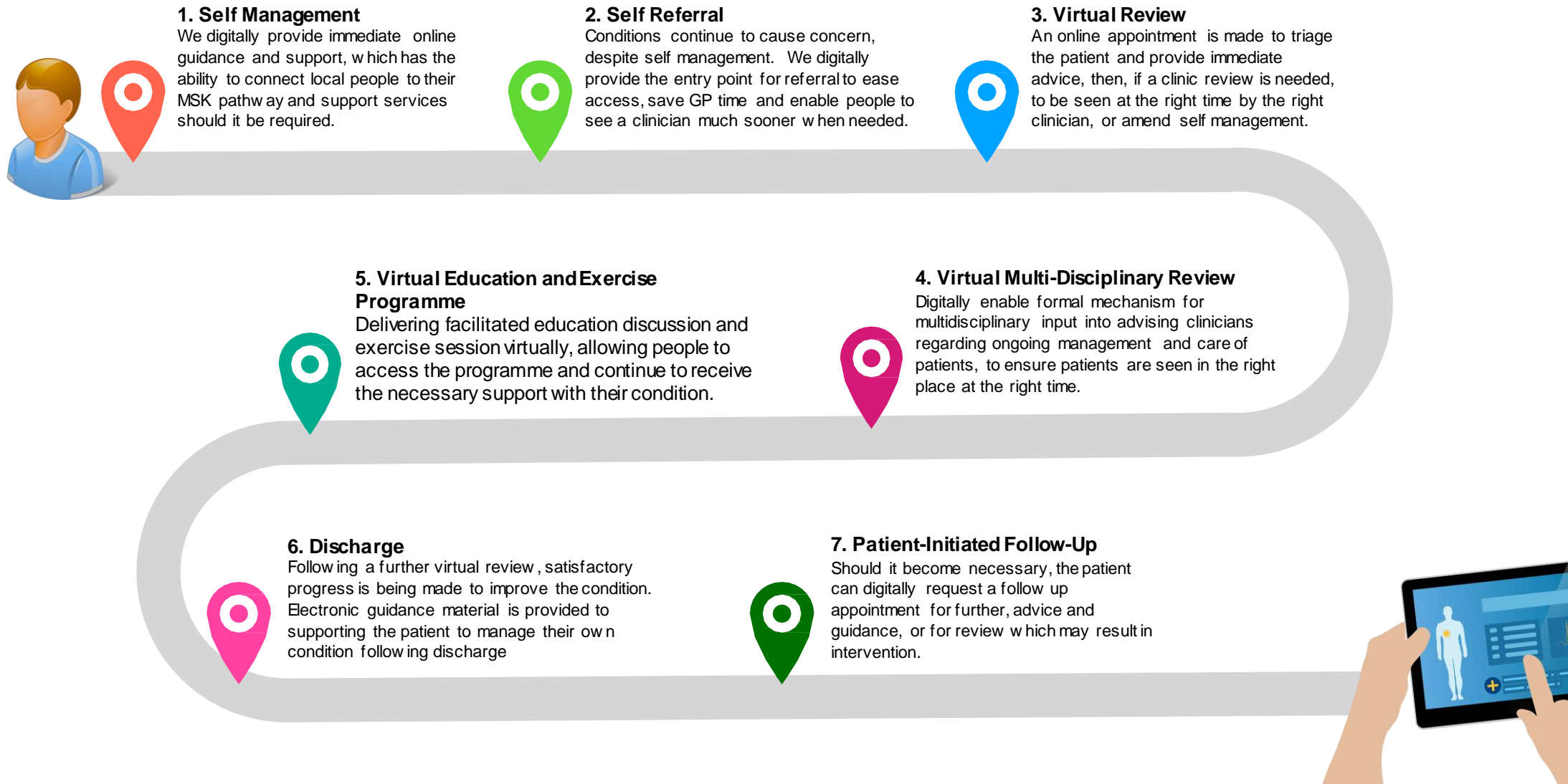
Access the Necessary Support More Effectively

With simplification of processes, tools and services, through which access support it will be easier for staff to access through a single Helpdesk, with routine support increasingly automated.



The impact of delivering our digital strategy.

As an example, common musculoskeletal (MSK) conditions often do not require specific or specialist treatment. They may resolve if people follow simple, evidence-based advice. NHSX has gathered use-cases where digital technology has been used to provide immediate day-to-day support, while connecting people to their local MSK pathway and support services. By using technology, people are able to access trusted, evidence-based advice in a consistent and standardised way.



The impact of delivering our digital strategy.

We plan to build on this MSK example to further transform the care we are able to provide, enabled by greater use of digital.



8. Inequality and Digital Divide

As a Trust, we are ambitious and we see the wider health and care agenda that needs to be achieved in order to transform the health and wellbeing of the local people we serve. During the delivery of this strategy, we must also seek to establish how we might make an impact beyond current plans, how we might connect communities, and how we might radically transform how we serve the health and wellbeing of local people by aiming to reduce the digital divide and inequality in the population we serve.



Targeting the digital divide and reducing inequality

Helping local people live longer, healthier lives

Population Health Analytics provides a great opportunity to transform how we safeguard and enhance the health and wellbeing of local people, and address the health inequalities which exist and which are determined by wide ranging factors. For example, it has been identified that across Haringey, there is a 15 year gap in healthy life expectancy between the most and least 'well-off' parts of our community.

We want to bring operation, performative, clinical and outcomes data together through the ICS model to improve patient pathways, clinical decision making and drive analysis of population health needs to develop targeted interventions for patients most in need.

Here we provide a high level overview of some examples of key digital-related themes which the Trust could explore, with partners (primary, social, charity and commercially) across the ICS, alongside the development of the wider Trust strategy, and which could be transformational for the health and wellbeing of local people.



CONNECTED CARE - Developing ICS wide Connected Community Services

North Central London partners in health and care are working together to serve a population of c.1.6 million. The impact of wider determinants of health and wellbeing on citizens creates opportunity for constituent organisations of the ICS to work closely, and engage other community organisations to strengthen support for population health, further address inequalities and enhance its position as an integrated care system. Digital will unquestionably be an enabler in making this a reality - sharing data across services, and becoming increasingly and proactively insight driven.



ACCESS - Implementing Digital Hubs in the Community

As we continue to engage with our communities remotely, if we have an ambition to become the trusted place for local people to come for health advice, and to ensure we are well placed to fully realise the benefits of developing connected community services, we must ensure local people can access the technology they need to engage fully with us. Currently, not all local people are able to securely and safely engage with us remotely from their homes. As we seek to work with community partners, there is the opportunity to implement digital hubs to provide access to technology.



OPPORTUNITY - Enhancing the Digital Skills of Local People

A recent Ipsos MORI survey determined that c.11.7 million people in the UK lack the essential digital skills necessary for day-to-day life online, one in three have boosted digital skills during 2020, and around half of 18-34 year-olds have assisted others with digital skills. We know that this landscape will be reflected across the communities we serve. As we rely more on remote and assistive technologies to prevent, diagnose and treat, we should identify opportunities to work with partners to support local people to develop digital skills, to increase our ability to impact.



SELF MANAGEMENT - Digitally Activating Local People

There exists great opportunity to work with system partners to digitally activate local people to take greater ownership of their health. For example, what began as a limited number of health monitoring devices has transformed into a whole new sector in wearable technologies. These devices range from smartphones which encourage healthy lifestyles to fitness tracking devices which can perform ECGs and blood pressure monitoring, to new technologies embedded in to robotic limbs. Local people are more commonly taking ownership of their health and wellbeing, supported by consumer devices and applications.



9. What We Want To Be Known For

As a Trust, we have a clinical strategy which states we want to be leading on integrated care with a particular focus on women, children and the frail elderly. This strategy sets out how we can deliver business as usual now and in the future for all the competing priorities at a local, regional and national level for the next few years. This leaves one particular question which is 'what do we want to be known for' for instance when a patient or clinician wants sector leading innovative care they think of us as their first port of call.



Our specialism or 'USP' – Digital Integration

Whittington Health have an industry respected track record on connecting systems across different workplaces through our shared care record Carecentric (primary, community, acute and social care settings). However this should just be the beginning. Therefore the underlying aim is–

To be the best in the UK at using integrated community and hospital data to improve care for frail elderly, women, and children.

- *For Frail elderly this will mean: in year one making community notes accessible to hospital staff, bringing community staff onto the shared MDT based integrated handover, and over the next year to two making data insights available to them to help improve anticipatory care*
- *For Women this will mean: in year one making maternity yellow notes digital for mothers to access, over the next three years building our skills to partner and innovate with the best technology to support continuity of carer teams, and improve the digital patient experience*
- *For Children this will mean: being open to opportunities as they present themselves through the NCL Start Well ambition over the next year and then refine the focus in year two.*

How do we do this:

- **Strategic Partnerships** – learn from the best in the world on how digital innovation and integration with is delivered at frontline clinical services (e.g. - Frailty and reduced hospital admissions)
- **Innovation Hub** – act as a startup host for those who can integrate with our systems
- **Sector Lead** – aim to deliver integrated care through digital transformation pathways joining up MDT care from community, primary, acute and social care.



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