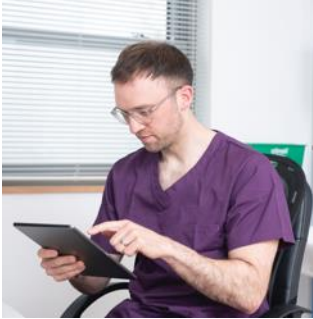
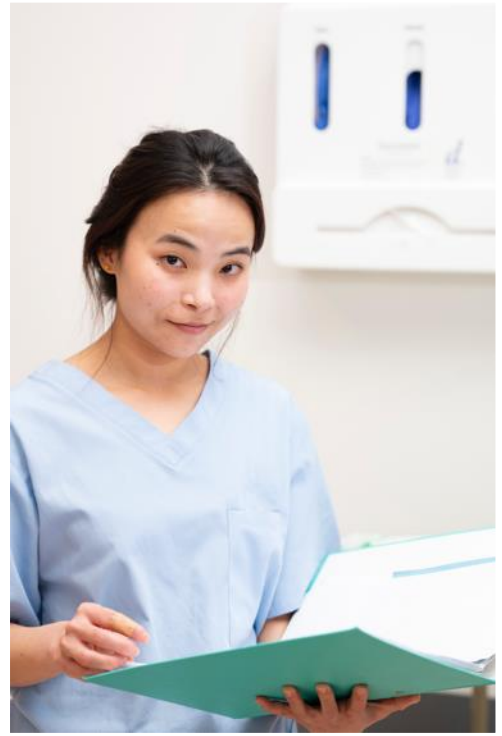


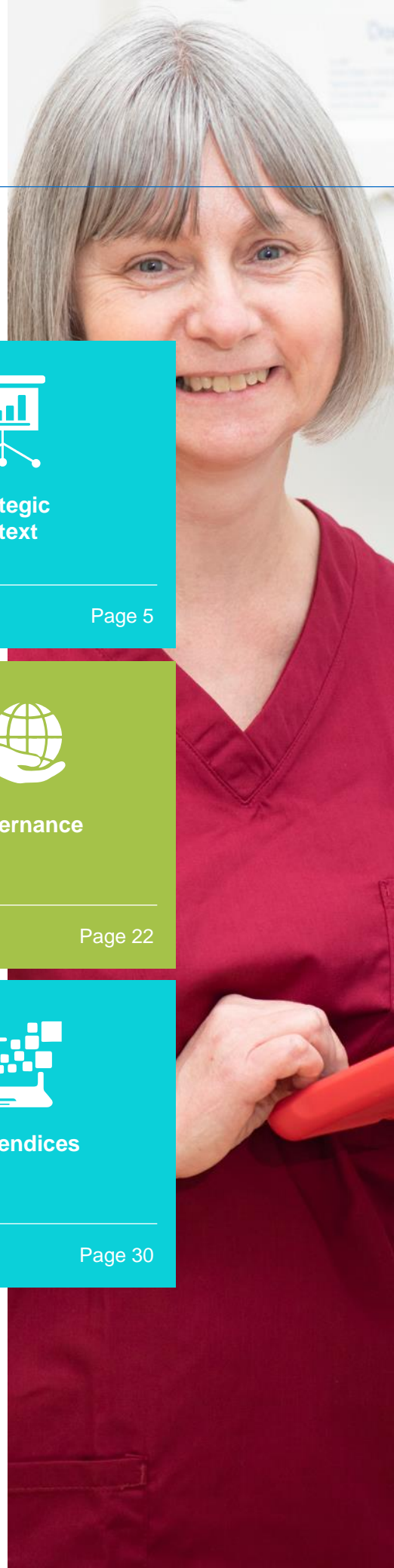
BOB ICB BOARD MEETING

Title	BOB ICS Digital, Data and Technology Strategy		
Paper Date:	3 May 2023	Meeting Date:	16 May 2023
Purpose:	Approval	Agenda Item:	13
Author:	Ross Fullerton, Chief Digital & Information Officer	Exec Lead/ Senior Responsible Officer:	Ross Fullerton, Chief Digital & Information Officer
Executive Summary			
<p>The Integrated Care System (ICS) Digital and Data Strategy guides our collective digital, data and technology ambitions across the Buckinghamshire, Oxfordshire and Berkshire West (BOB) ICS for the next three years. It will deliver our vision to improve the lives and experiences of those accessing and working in our ICS, through building collective digital and data maturity across our partners and providers.</p> <p>The strategy has been developed with support and input from colleagues in local authorities, primary care and NHS Trusts.</p> <p>Effective digital transformation and becoming a data and insight-led system is critical to meeting the health and care needs of our population. Digitally transformed and enabled services apply the culture, processes, business models and technologies of the internet era to respond to people's raised expectations.</p> <p>The catalyst of digital transformation is a core enabler of becoming a truly integrated health and care system that is efficient, effective and economic in achieving the four aims of an ICS.</p>			
Action Required			
The board are asked to approve the proposed strategy.			
Conflicts of Interest:	Conflict noted: conflicted party can participate in discussion and decision.		
<p>The Digital and Data Strategy will inform the prioritisation of the use of NHS resources. This will have an impact on organisations led by members of the Board (Neil Broughton, Neil Macdonald, Steve McManus) and ICB funding contributes to the pooled budgets managed by Oxfordshire County Council and the contract held by GP practices, so Stephen Chandler and Shaheen Jinah are potentially conflicted. The perspective of these members is an important aspect to development of our priorities and plans.</p>			
Date/Name of Committee/ Meeting, Where Last Reviewed:	System Productivity Committee, 7 March 2023 Executive Management Committee, 13 March 2023 ICB Board Development Workshop, 21 March 2023		



ICS Digital & Data Strategy

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Executive Summary

The Integrated Care System (ICS) Digital and Data Strategy guides our collective digital, data and technology ambitions across the Buckinghamshire, Oxfordshire and Berkshire West (BOB) ICS for the next 3 years. It will deliver our vision to improve the lives and experiences of those accessing and working in our ICS, through building collective digital and data maturity across our partners and providers.

We serve a growing population of nearly 1.8 million people, covering an increasing ageing population, areas of deprivation, and a significant proportion of people living with one or more long-term health conditions. Whilst demand and need will pose long-term challenges for our system, we are uniquely positioned to tackle them.

Our ICS joins up organisations across the NHS, local councils and other health and care partners to enable the integration of care, which will help us to meet our aims of driving prevention, improving quality of care, becoming more efficient and tackling health inequalities. Within our geography we have some of the world’s largest technology providers, several academic institutions recognised for their world-class research, and 3 Global Digital Exemplars. Our providers have longstanding accolades in pioneering new treatments and technology innovation, but they still need to tackle a digital deficit.

We have remained sensitive to our financial backdrop and workforce pressures across the system, whilst remaining optimistic about our opportunities. This Strategy defines the opportunities and articulates where, collectively, we can make the most difference for our population, our patients and our workforce. Digitally enabled services must be accessible and available to our entire population, and we will invest in achieving digital access for all.

To deliver our Strategy successfully, we will need to change our ways of working to realise the benefits of being unified as a system, by exploiting and building upon collaboration opportunities already existent within the ICS. The role of the Integrated Care Board (ICB) will be to bring together our collective strengths and facilitate delivery of this Strategy, aligned with the ICS development aims and forthcoming strategy. As a system, we will continue to build our digital maturity in line with the NHS England What Good Looks Like (WGLL) Framework.

Our strategy centres around 3 core objectives:

1. **Digitise our providers** to reach the Minimum Digital Foundations (MDF) requirements and establish a core level of digitisation across our system
2. **Connect our care setting** using digital, data and technology and improve citizen experience
3. **Transform our data foundations** to provide the insights required to transform our system and better meet the needs of our population

Our investments seek to improve maturity across all NHS England What Good Looks Like domains, but particularly the Well Led, Empower Citizens, Improve Care and Healthy Populations. Our work will be guided by our **Design Principles**, collectively defined by our partners across the system:

Population Health-led

Experience & Needs Centred

Once for BOB

Open Collaboration

Common Frameworks & Standards

Introduction

This document outlines the Digital and Data Strategy (“the Strategy”) for the BOB ICS for the next three years.

The Strategy defines the strategic direction and the role of the ICS in the delivery of digital, data and technology across our system. The Strategy is owned by the ICB and seeks to demonstrate the potential value from delivering products, services and platforms in a coordinated approach across our providers. Our intent goes beyond digitisation of processes and pathways to delivering true transformation of our Health and Care System enabled by digital, data and technology.

Why the strategy was developed

Utilisation of Digital and Data provides an opportunity to enable transformation and achieve the triple aim of better health, better care and lower cost.

The Strategy seeks to build on the successes of our respective providers’ digital and data strategies with a focus on where, collectively, the ICS can accelerate digital transformation and support care across our system.

The Strategy represents our collective ambition and underpins our ICS’s operational planning and budgeting.

The Strategy aims to provide clarity on the ICS’s role, the direction of travel for digital, data and technology and a costed roadmap for delivery.

How the Strategy was developed

Throughout development, we have conducted extensive research and direct engagement with stakeholders across all key sectors of the ICS. As the strategy continues to be developed and implemented, ongoing engagement will continue with Primary, Acute, Community, Mental Health, and Social Care, and other identified stakeholders.

We have followed an iterative development process to continuously collate feedback and refine the output to ensure the Strategy represents and is accepted by leaders across the region.



Strategic Context

3

The Health and Social Care System continues to face significant challenges in England. The COVID-19 pandemic demonstrated the potential value of digital, data and technology in rapidly delivering alternate care models and enabling access to care in new ways. There is a significant national drive, delivered through Integrated Care Systems, to recover and transform systems across the country in response to the emerging societal priorities.



Prevention & Wellbeing

Improving health of the nation in response to an ageing population and rising multi-morbidities



Health Inequalities

Reducing widening health inequalities across populations in England



Workforce

Attracting and retaining workforce and reduce vacancies (currently 10%)



Place-based

Improving responsiveness to local population needs through place-based models



Activity & Backlog

Increasing elective care by 30% from pre-pandemic levels to reduce waiting lists



Citizen Expectations

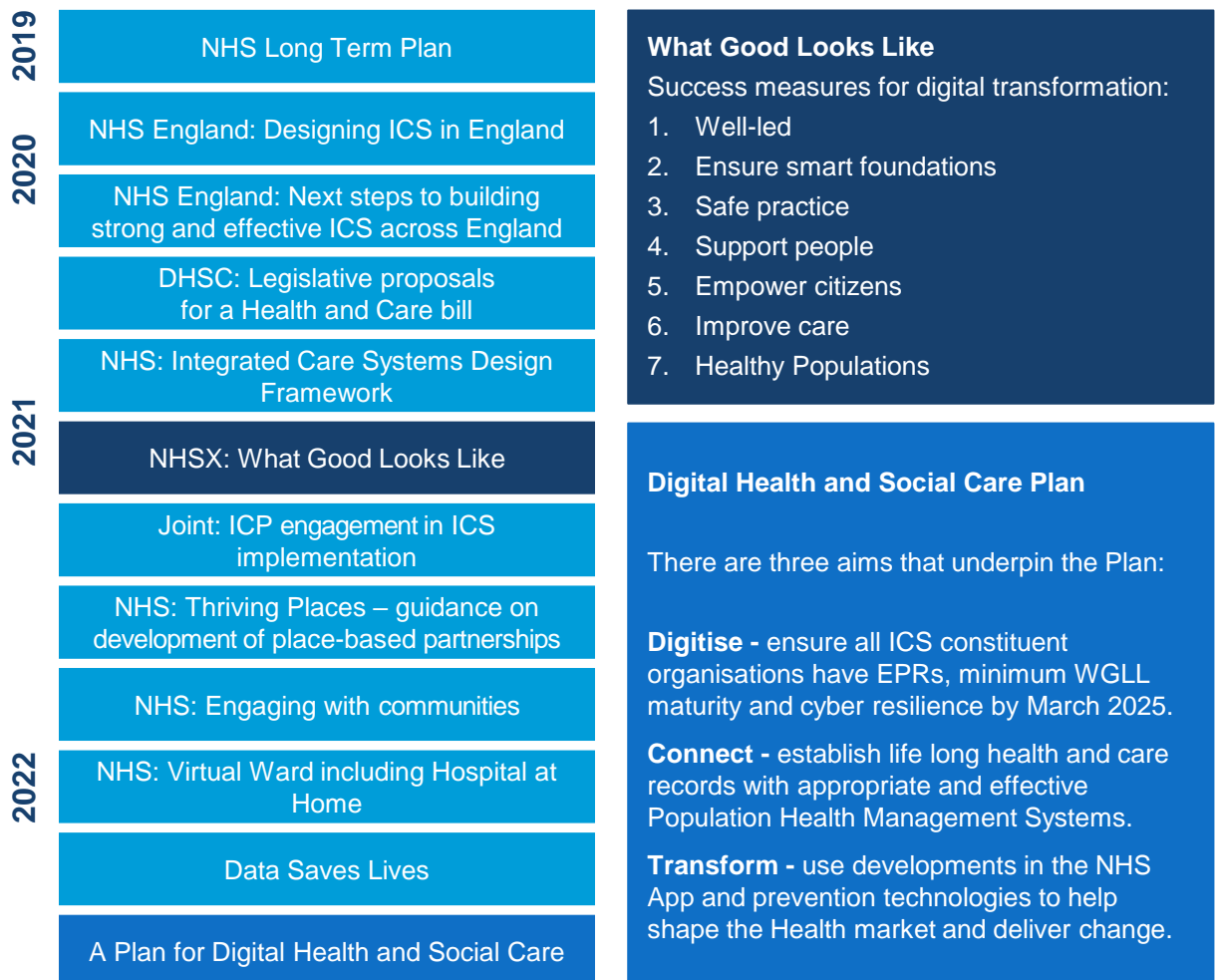
Responding to rising citizen expectations of public services and digital demands

National Strategy & Policy

The Long-Term Plan, Digital Health and Social Care Plan, and the Data Saves Lives White Paper aim to deliver a technology and data enabled health care service that supports the needs of the population, as well as those of the workforce.

- 1 Empowering People
- 2 Supporting Health and Care Professionals
- 3 Supporting Clinical Care
- 4 Improving Population Health
- 5 Improving Clinical Efficiency and Safety

The national policy framework continues to evolve providing guardrails for the BOB ICS Digital and Data Strategy. The **ICS Design Framework** sets out the digital and data requirements for ICSs and the **What Good Looks Like** (WGLL) framework defines the desired capabilities for systems and providers. Both have been extensively used to guide the Strategy.



BOB Integrated Care System

Our ICS sits at the heart of the Thames Valley. It covers the geography across three counties, is coterminous with the local authority boundaries of Buckinghamshire, Oxfordshire, Reading, West Berkshire and Wokingham and has a population of nearly 2 million. Whilst overall our population enjoys good health and a relative strong socio-economic condition, there are pockets of severe deprivation that the ICS must reach.

Our Population

- **Population growth:** Anticipated to be a 5% growth in the overall population size by 2042, with an additional 89,000 people living in the area, due to significant government investment in business and infrastructure (including transport links).
- **Ageing population:** The number of people aged over 65 is predicted to increase by 37%, an increase of 122,000 people by 2042.
- **Long-term conditions:** Levels of long-term conditions, such as heart disease or diabetes, are generally lower than the national average, but tend to increase with age, with an estimated 60% of people over 60 having one or more long term condition.
- **Recruitment & retention:** Due to the high cost of living and competitive local jobs markets, nursing staff are likely to have to spend 58% of their monthly salary on housing.
- **Deprivation:** 3% of our population, around 57,000 people, live in an area that is one of the 20% most deprived wards in England, with higher levels of homelessness, people living with long term conditions, childhood obesity, falls in elderly people, and diabetes and smoking rates amongst people with anxiety and depression.

Integrated Care Partnership Priorities

- **Promoting and protecting health** – to support people to stay healthy, protect people from health hazards and prevent ill health
- **Start well** – to help all children achieve the best start in life
- **Live well** – to support people and communities to stay healthy for as long as possible
- **Age well** – to support older people to live healthier, independent lives for longer
- **Improving the quality of and access to services** – to help people access out services at the right place and right time

£3bn Health Budget	68,000 Health & Care staff	2 Mental Health Trusts	182 Dental Practices	1 Ambulance Trust	5 Universities
1.8m Population	50 Primary Care Networks	5 Principle Local Authorities	3 Acute Hospital Trusts	159 GP Practices	260+ Pharmacies

Vision, Principles & Objectives

Our Vision

Improve the lives and experiences of those accessing and working in our ICS, through building collective digital and data maturity across our partners and providers.

Our Objectives

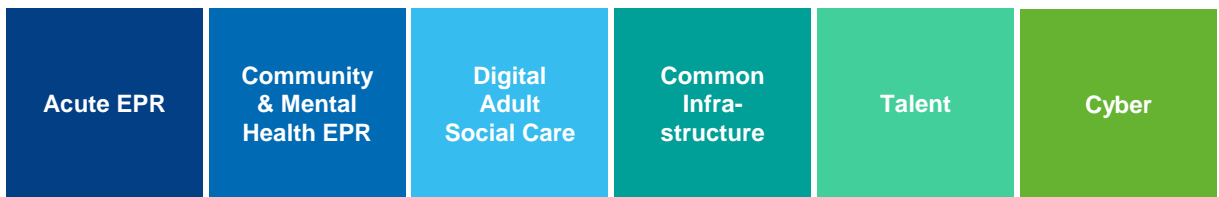
Digitise	Connect	Transform
We will deliver the Minimum Digital Foundations across our providers to reach a core level of digitisation across the system.	We will use digital, data and technology to connect our care settings and improve experience for citizens.	We will deliver the data foundations to provide the insights required to transform our system and better meet the needs of our population

Our Design Principles

 Population Health-led	We will be led by population health data in evaluating our investments to further the outcomes of our population. We will utilise data across our investments to enrich the understanding of our population's health needs.
 Experience & Needs Centred	We will judge the success of our strategy and programmes based on our ability to meet end user needs, improve experience and provide digital access for everyone.
 Open Collaboration	We will openly collaborate to share assets, improve our collective digital maturity and overcome the challenges our system faces.
 Common Frameworks & Standards	We will adopt national frameworks and standards where appropriate and define shared standards for our ICS. Our investments and roadmaps will be aligned to our frameworks and standards.
 Once for BOB	We will use the ICS' commercial leverage to deliver best value for money. We will seek to build and utilise collective BOB capability. We will, where appropriate, deliver a single solution for all of BOB, avoiding duplication and ensuring seamless working.

Digitise our Providers

We will deliver the Minimum Digital Foundations across our providers to reach a core level of digitisation across the system equivalent to HIMSS EMRAM Level 5 by 2025. The foundational capabilities will provide a common level of digital maturity and consistency across our health and care system. Changes in maturity can be assessed against WGLL using a Digital Maturity Assessment (DMA) to enable the ICS to track year on year progress, identify gaps and prioritise areas for improvement across our providers. In turn, this will realise direct benefits both for individual providers and in our ability to deliver system-wide pathways, workflows and experiences for citizens and our workforce.



Acute

Electronic Patient Records

We will deliver a single Electronic Patient Record (EPR) for acute services across the three acute trusts within our ICS.

For our system, the converged platform will improve patient flow across trusts, improve the management of system data, such as the patient treatment list, and underpin the mobility of our workforce. This will provide Buckinghamshire Healthcare with an EPR capability, enabling critical, real-time access to health-related information for clinical teams. For our existing trusts with EPRs (Royal Berkshire and Oxford University Hospitals), the convergence to a single platform will enable closer alignment and integration of services, pathways, and data.

To deliver the benefits of convergence, we will require integrated governance for design, delivery and clinical operations, to define and execute new integrated care models. We will conduct collaborative procurements involving pan-organisation engagement and governance.

Our convergence strategy requires a long-term commitment to transformation. Our medium-term priorities are:

2024	Procure Acute Electronic Patient Record
2025	Implement BHT EPR to Core MDF
2025	Start Convergence Journey across Acutes

Community and Mental Health

Electronic Patient Records

We will extend and optimise our Community and Mental Health Electronic Patient Records based on best practices in our system.

Our Community and Mental Health providers will converge towards model configurations and best practices to optimise and extend their EPRs:

- Buckinghamshire Healthcare will extend and optimise their implementation of RiO for community service
- Oxford Health will extend and optimise their implementation of RiO for mental health services and EMIS for community services
- Berkshire Healthcare will continue to optimise their mature implementation of RiO across community and mental health services

A RiO Centre of Expertise (CoE) will be established at Berkshire Healthcare. Buckinghamshire Healthcare and Oxford Health will leverage support from the CoE in meeting their Minimum Digital Foundations. Our priorities for community and mental health are:

2023	Implement OH EPRs
2024	Establish BH RiO CoE
2025	All Community / MH Providers Meet MDF

Digitise our Providers

Digital Adult Social Care

We will develop a core level of digital maturity within CQC-registered Adult Social Care (ASC) providers.

Since 2019, we have worked closely with Adult Social Care (ASC) to support digital development; including rolling out NHSmail to support secure communications, encouraging compliance with the Data Security and Protection Toolkit (DSPT) to improve cyber maturity, and providing access to Shared Care Records (ShCR).

Levelling up the digital capabilities of our ASC providers is critical in developing multidisciplinary team care, and increasing the richness of data shared between our providers to better inform the delivery at the point of care and prevent the escalation of care needs.

To continue to build on this foundation, we will support the delivery of digital care records into CQC-registered ASC providers to improve patient safety and capture richer data sets, which will support Population Health Management across the system. We will utilise innovations in sensor-based technologies to improve falls detection and, where possible, reduce preventable injury. We will deploy falls detection technologies to the 10% of those most at risk of falls residing in care homes.

To support and recognise skills development and enable greater mobility within the ASC workforce, we will deliver a Social Care Skills Passport.

Our priorities for Adult Social Care are:

2024	80% of Providers with Digital Care Records
2024	Deploy Falls Prevention Technologies
2025	Deliver Social Care Skills Passport
2025	100% of Providers with Digital Care Records

Common Infrastructure

We will take an opportunistic approach to delivering ICS-wide infrastructure and work on a basis of re-use by default.

Common and performant infrastructure provides opportunities to leverage the Integrated Care System's buying power to benefit from economies of scale and could support mobility of staff between providers.

As a minimum, we will establish an Infrastructure Working Group across the ICS with the purpose of developing shared standards and sharing knowledge. We will review our existing infrastructure provision to identify opportunities to deliver shared infrastructure, including mapping of all digital capabilities. Our preference for all new requirements will be to re-use existing capabilities across our system, where possible.

Our priorities for Common Infrastructure are:

2023	Complete ICS Infrastructure Discovery
2024	Establish ICS Infrastructure Standards
2024	Establish ICS Cloud Strategy

Social Care Engagement

We will prioritise maintaining close relationships with our partner organisations in Social Care to build digital maturity.

Building on the foundations established through the creation of this Strategy, we will seek to engage further with our colleagues in Social Care, ensuring that we build to a consistent level of representation across all our existent governance forums. We will ensure a joined-up approach is taken in the utilisation of digital solutions across our providers, and work collaboratively to identify opportunities to build digital maturity.

Our priority for social care engagement is:

2023	Ensure consistent representation across all governance forums
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Digitise our Providers

Cyber Security

We will support our providers to improve cyber maturity and risk management against the emerging threat landscape.

Our providers currently exhibit varying levels of cyber maturity, with Berkshire Healthcare recognised as a leader in cyber security. Alongside promoting cyber standards within our governance and controls, we will develop an ICS Cyber Security Strategy for improving cyber maturity.

The Integrated Care Board will provide oversight and direct targeted investment to mitigate areas of vulnerability across the system, including supplier management. We will seek to pool skills across the system to improve access to cyber skills for our providers, and increase cyber awareness in all staff.

Our priorities are:

2024 Establish ICS Cyber Security Strategy

2024 Improve Supplier Cyber Risk Management

Primary Care Electronic Patient Records

We will carry out an extensive consultation on the requirements of GP principle clinical systems in readiness for the closure of the GP IT Futures framework.

We will assess the merits of all clinical system providers, including new market entrants, on their ability to deliver wider strategic objectives, operational and clinical obligations, and improved patient experience and outcomes. The assessment will include their interoperability with subsidiary clinical systems to ensure that the objectives of seamless care between settings are realised, while balancing this with a level of choice GPs will have in the commissioning of their systems.

Our priority for General Practice Electronic Patient Records is:

2024 Re-procure GP principle clinical systems



Electronic Observations

Berkshire Healthcare NHS Foundation Trust (BHFT) has implemented electronic observations to collect patient vital signs and observations digitally. Observations are remotely and automatically reviewed against Early Warning Scores to identify patients likely to deteriorate or needing intervention from clinical teams. The technology is estimated to save 15% of clinician time whilst improving patient safety and outcomes. This has included earlier detection of patients with Sepsis and reducing the risk of further deterioration.

Digitise our Providers

Building Capability

Our ability to release the benefits from our investments in Digital, Data and Technology is dependent on building the capability and skills across our system, for our digital teams, our workforce and our citizens. Alongside designing services that support reducing inequities in access, we must work with our partners to support the improvement of the digital inclusion and health literacy of our citizens.

Our Digital Teams

Collectively, we are stronger than the sum of our parts. We will seek to share the strength of our respective teams across the system for harder to access skills, for example User Centred Design, Cyber Security and Architecture. We will establish ICS-wide networks to share knowledge and best practices, in alignment with DDaT and Clinical Safety Standards.

To build a continued pipeline of talent, we will seek to develop a digital and data apprenticeship programme aligned to our future needs across the system.

Our Workforce

It is vital that our workforce feel confident in their use of digital, their ability to utilise data, and they are able to promote the use of digital services to citizens, where appropriate.

For priority groups, we will perform a baseline assessment of both digital skills and workforce capability across our providers, utilising the Health Education England Digital Skills Assessment Tool. We will benchmark the minimum talent required to meet and sustain HIMSS level 5.

We will work collaboratively with our education providers and learning teams to improve digital and data coverage within learning programmes.

Our Citizens

We will work with partners to improve digital inclusion and health literacy for our citizens. We will utilise existing successful programmes in place across our Local Authority, Voluntary Sector and Academic partners to improve digital inclusion across our geographies.

We will embed inclusive design methods in our approach to delivery of new services. Data and insights will be used to proactively monitor and identify areas requiring greater investment to improve equitable access.

Our Priorities

2023	Baseline Skills Assessment and Curriculum Development
2024	DDaT Apprenticeship Programme
2024	Social Care Skills Passport

Connect our Care Settings

We will use digital, data and technology to connect our care settings and improve experience for our citizens. Integrated care models are underpinned by integrated and common technologies to allow care teams to work together and for data to flow across the health and social care system. For citizens, particularly those requiring support from multiple services, we will seek to deliver common experiences and empower those who wish to self-manage their conditions.

Shared Care Record

Virtual Care

Digital Patient Engagement

Diagnostics

Shared Care Record

We will deliver a single Shared Care Record (ShCR) for all care settings across the ICS footprint.

There are currently multiple Shared Care Records in use across the BOB ICS footprint. We will move to a single ShCR to improve the breadth and depth of data available to our clinical teams at the point of care wherever patients attend across our health and care system.

Based on an independent review, we will converge to the Thames Valley and Surrey (TVS) Care Record. This approach will provide the most economically viable solution and architecturally meet the needs for both shared care and population health use cases.

Our ambition is to support broader integration of data from neighbouring Integrated Care Systems, such as Frimley.

Our priorities for our Shared Care Record are:

2023 Cross-ICS Shared Care Record

2024 Intra-ICS Data Feeds to ShCR

2024 Inter-ICS Data Sharing Enabled

Virtual Care

We will protect inpatient capacity by delivering virtual care for our citizens closer to home.

We will create a minimum 750 Virtual Ward beds across BOB by 2024. We will implement Virtual Wards in the Respiratory pathway with estimated bed day saving of 2 days per inpatient stay.

Oxford University Hospitals have demonstrated good practice in remote monitoring for Diabetes and Cystic Fibrosis. We will use the learning from OUH to underpin our cross-system implementation and identify other pathways where Virtual Wards hold value; for example, Heart Failure and End of Life.

Active patient monitoring will support patients to live independently in their place of residence and promote self-care, for those who are able, to better manage their own conditions. In turn, reducing pressure on Primary Care and Emergency Services.

Our investment in digitising and connecting the system is critical to enabling effective virtual care.

Our priorities for Virtual Care are:

2023 Implement 500 Virtual Ward Beds

2024 Develop Virtual Ward Pathways for HF / EOL

2024 Increase Virtual Ward capacity to 750 beds

Connect our Care Settings

Digital Inclusion

We believe that digital inclusion is about ensuring that everyone can choose to access the internet and have the skills to use it.

In the South-East of England it is estimated that 18% of adults lack the essential digital skills needed for day-to-day life. Access to digital devices and the costs of access to digital services such as mobile broadband can provide barriers to accessing digital services for the communities who often have the greatest need for access.

We will lead locally targeted digital inclusion and access programmes to support all of our population to have access to digital services. We will establish a system-wide digital inclusion charter that unifies how voluntary sector, local authority and NHS bodies collaborate and coordinate our resources to support our population.

We will apply the NHS digital service manual for all public-facing digital health services to build consistent, usable services that put people first. We will use rigorous user research practices to understand the needs of our service users and ensure people with different physical, mental health, social, cultural or learning needs can use our services.

Digital Patient Engagement

We will converge to the NHS App for engagement and digital access for our citizens.

There are several patient portals currently in use across the BOB Integrated Care System. We will seek to rationalise the number of patient portals with the aim of converging to the NHS App. Where the NHS App does not meet our local needs, our preference will be to re-use existing products in use across the system before introducing new channels. Our priority functionality will be self-triage, viewing test results, medications, history, correspondence and appointment management.

The NHS Login will be adopted as the default digital identity providers for citizens access digital health and care services.

We will define our ambition and standards for digital patient engagement in an ICS Digital Patient Engagement Strategy. Our vision is to create common digital experiences across our system that truly meets our citizen's needs.

2023	ICS Digital Patient Engagement Strategy
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2025	Consolidate Patient Portals
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2025	Converge to NHS App and NHS Login
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2025	75% of patients registered on NHS App
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Patient Communications

Buckinghamshire Health NHS Trust (BHT) conducted user research across Cancer and Gynaecology pathways with an ambition to improve patient experience and communications. Using User Centred Design techniques, the Trust engaged patients, clinical teams and digital teams to understand current experiences. The Trust identified 45 evidenced opportunities for improving the pathways. This included improving letter templates and proactively highlighting accessibility alerts to support patients navigating complex pathways.



Connect our Care Settings

Primary Care

We will capture interoperability requirements to enable multidisciplinary team and inter-practice working.

Requirements will be in the context of achieving greater efficiency in general practice and the wider health system, more effective demand management, and improvements to patient experience and outcomes. Interoperability will ensure that all health care settings are utilised most optimally ensuring that avoidable touch points within each care setting are minimised and that patients can be directed to the most appropriate point of care first time. Interoperability between practices will enable them to load balance capacity within their PCNs by prioritising and directing patients to where they can be treated in the timeliest manner.

Pharmacy, Optometry and Dentistry services transferred from NHS England to BOB in 2022. Over the next 12 months the development of clear priorities to support digitisation of these services will be established.

Our key priority is:

2023	GP interop requirements specification
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Diagnostics

Diagnostics play a critical role in delivering safe care and reducing current backlogs across Elective Care services. Across England, it is recognised investment is required in diagnostic services to meet the rising demand and ageing equipment.

At the time of writing, the South East Regional Diagnostics Strategy was in draft. We will review and align the BOB Digital and Data Strategy for Diagnostics to the South East Strategy following finalisation.

Maternity

Pregnant people know their pregnancy best and we want to put them at the heart of maternity service design, while leveraging digital and data solutions to give staff more time for the delivery of care and support. Maternity and neonatal will be a digitally enabled service supported by a shared, collaborative and integrated infrastructure with appropriate pathways and data that are suitable to the skills and requirements of all our service users and staff.

We will implement our maternity digital strategy priorities which are:

- Enable Digital Record Keeping
- Empower Pregnant People
- Deliver Data Driven Care
- Equip Our Workforce
- Drive For A Unified Future

Transform our Data Foundations

Data is a key enabler to achieving the ICS strategy

BOB ICS is working towards personalised care by applying population health data driven decision making. Population Health Management (PHM) needs to be at the heart of all analysis, championed across the system by leaders, and verified with clinicians. The ICS will apply segmentation techniques to identify appropriate population cohorts for health and care interventions and re-identify individuals to provide targeted, proactive support where needed. Delivering the data foundations for BOB will be critical to developing this person-centred approach alongside other key priorities of this strategy. Data is inextricably linked to the ICS's aims demonstrating the intrinsic value of aptly utilising data.

Data will be used to address four key use case areas...

- | | |
|--------------------------------------|------------------------------------------|
| 1 Direct care of individuals | 2 Planning and improving services |
| 3 Improving population health | 4 Research and innovation |

By prioritising these use cases, resources will be directed where most appropriate at a given point in time. We will create a user research function and design authority to actively monitor priority-use cases for these areas. We will also enable continuous delivery of improvement on behalf of the ICB to ensure they are person-centred. This approach will help to ensure the impact is felt where it matters whilst serving the overall strategy of the ICS.

Current situation

- Data and decision-making priorities in BOB handled within individual trust and provider strategies, with no system alignment.
- No common ICS control of data feeds that flow between providers to enable a single view of a citizen.
- Pockets of analytical support capability within individual organisations.
- Significant analyst time spent on reports or ad-hoc analysis without generating value-adding insight.

Data foundations to address:

To improve maturity we will...

1. Governance and Data Sharing

To establish the processes and oversight required to maintain a linked longitudinal dataset and give the right people access to the right level of detail to empower person-centred care.

- Form an ICS Data Leadership and Governance group to oversee key initiatives
- Establish a Data Charter to underpin data sharing activities across the ICS
- Promote collaboration opportunities, enabled by improved data sharing

2. Technical Architecture

To consolidate the systems and datasets across the ICS including the Shared Care Record, Adult Social Care Record, Electronic Patient Record, Population Health System and Secure Data Environment.

- Define, procure for and implement a common ICS data architecture to bring priority data flows in the ICS under control and manage data feeds and integrity
- Complete a stock take of the datasets, collections and reporting in place across the system
- Maximise the value of the Secure Data Environment (SDE) for collaboration and innovation

3. Capability and Capacity

To build the capability and provide capacity where needed across the ICS to support partner data functions. The capability will generate insight share best practice and help partners realise the potential benefits of advanced analytics such as Automation and Machine Learning through use case driven development.

- Establish a Centre of Excellence for Data, including learning programmes and Community of Practice
- Agree a shared responsibility for key capability between the ICS and local system functions, to make the most effective use of talent across the ICS
- Build a team that can respond rapidly to requests, support data teams within partners and produce proof of value analysis to support decision making and funding applications

Transform our Data Foundations

Describing the data architecture

Products and services will be supported by a common ICS architecture. A summary target view of this architecture is provided on the next page. This is directly based on the key recommendations and the proposed target architecture diagram from third-party independent reviews produced for BOB ICS.

Products and services, colour coded with respect to their use case will be underpinned by a series of key functions in the data management layer. All flows will also need to be governed by relevant data sharing policies and standards, and security, including Role Based Access Controls (RBAC). Key components of the summary target architecture are housed in three domains:

DATA MANAGEMENT

Source systems (EPRs, back office, etc): the collection of operating systems in ICS partners comprising all clinical and non clinical data. This is the true source of all data across the BOB network.

Data Mesh: a modern (tech agnostic) data management design to manage the whole collection of extracts from source systems. This is a long term vision and not a mandatory requirement for the architecture in the first instance.

Central data store: an ICS-wide data store allowing both storage and management (data engineering) of persisted data. This will be the single source of truth to feed ShCR, ICS intelligence platform, PHM and SDE.

DIRECT CARE

Interoperability: the collection of API management, messaging and orchestration processes that underpin clinically reliable and real-time data sharing between clinical operating systems and the clinician-patient interaction.

Shared Care Record: the longitudinal patient record that summarises data from the central data store and, to a lesser extent, from source systems via the interoperability domain; again informing the clinician-patient interaction.

SECONDARY USE

ICS Intelligence Platform: the data & analytics platform serving as the environment to generate actionable insight fed from persisted one-source-of-truth data in the core data platform and, by exception, the ShCR.

Population Health Management: the solution to PHM will be heavily coupled to the features of the ShCR and likely of the same supplier. Again, it will be fed principally by the central data store but also from the ShCR and ICS intelligence platforms.

Secure Data Environment: the separate environment for research on approved data provided from agreed sources to support data linkage and data quality assurance activities.

Currently the ShCR and PHM systems are both hosted at provider level on either separate products. As defined in the 'Connect our Care Settings' section, we will bring these functions together under a single product to enable ShCR and PHM.

The national directive on the Federated Data Platform will be given due consideration and incorporated into planning. Depending on the adoption approach taken, this platform may provide a solution with the required segregation of data and permissions capabilities to combine hosting and access to direct care secondary use cases described above.

Deliver our Data Foundations

Key products and services will support delivery of our data use cases

1 Direct care of individuals

Shared Care Record

A single instance of the shared care record for BOB, to integrate all person-centred data including social care in a longitudinal dataset. Providing clinicians and carers with the right data at the right time for decision making.

Current state: Renewed Graphnet instance is live, using Cerner HIE to support dataflows..

2 Planning and improving services

ICS Intelligence Platform

A self service analytics platform to support dedicated analytics teams and individuals to draw on operational information from the EPR, including HR and Finance, ShCR and more data sources to generate insights.

Current state: No current platform in place, Business Intelligence supported by CSU.

3 Improving population health

Population Health Analytics

A product linked to the wealth of data in the shared care record that allows for rapid aggregation and reidentification to unlock new insights and respond to the changing requirements of the ICB.

Current state: Several products and services, including mature solution and support for Connected Care in Graphnet, but no solution at ICS level.

4 Research and innovation

Secure Data Environment

Anonymised data in a secure environment for collaborative working with academic and industry partners. Building alliances and sharing insights locally and nationally.

Current state: SDE at OUH in process of being established, governance yet to be agreed.

The ICS will also establish the following initiatives to support user driven development, collaboration and innovation across all ICS partners.

User Research Function and Design Authority

We recognise that approaches should be user needs driven.

The user research function will provide clear understanding of current and future use cases for data and digital across BOB, leveraging local best practice.

The design authority will establish frameworks and processes for ensuring that products and services are designed and prioritised in line with the aims of the ICS and follows an agreed approach.

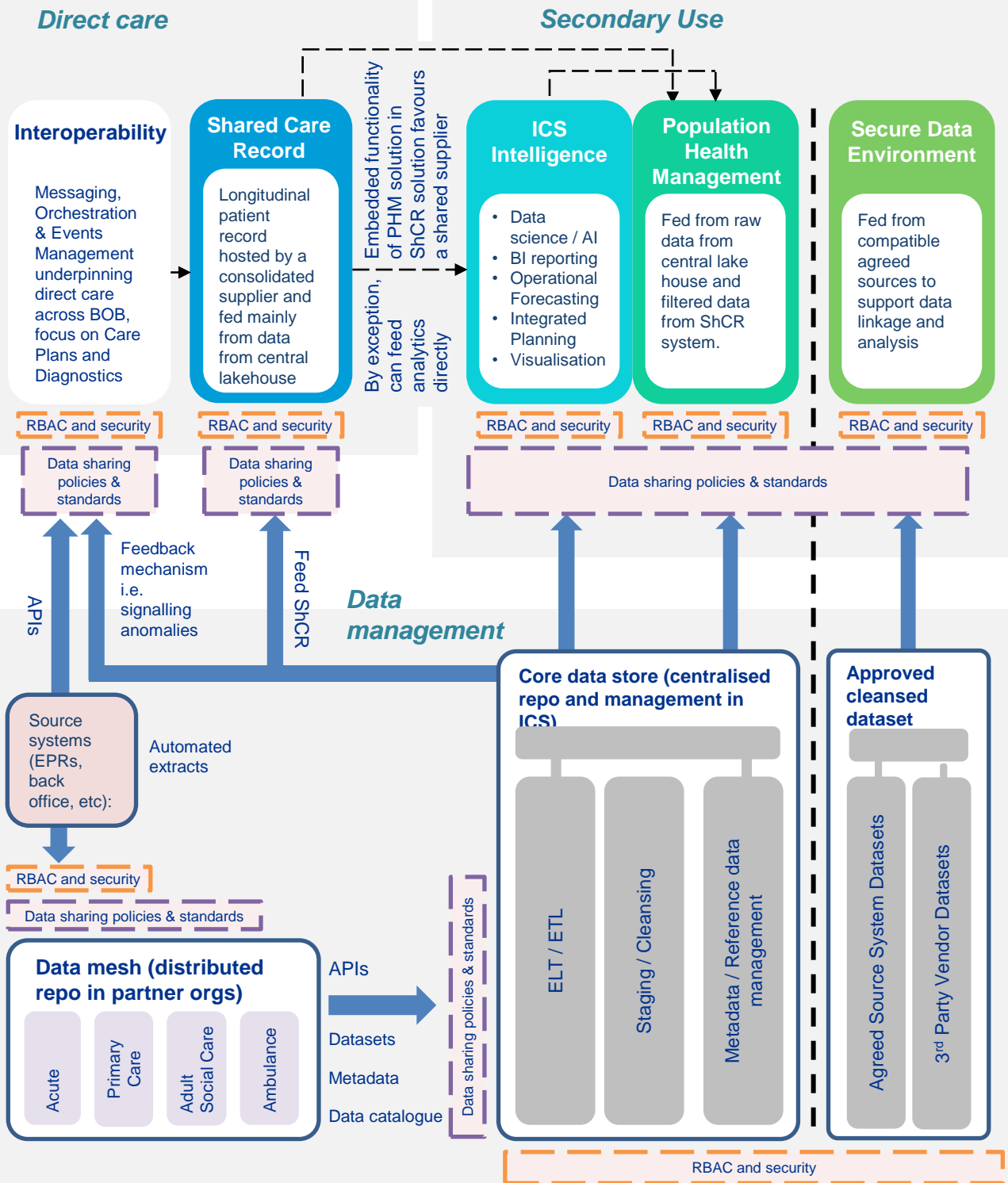
Analytics Centre of Excellence (CoE), and Community of Practice (CoP)

BOB will establish a CoE with a focus on Advanced Analytics. It will ensure the right access to training and development is in place across the ICS, sponsoring programmes for cross ICS learning.

The CoE team will be tasked with generating analysis to support the ICB with specific requests. They will also supplement partner organisations (including Primary Care Networks) with specialist analytical skills such as machine learning that can be difficult to source. The CoE will focus on testing and refinement of prioritised use cases.

The Community of Practice will facilitate shared learning and innovation. It will support partner organisations and look beyond the ICS for new ideas and innovative approaches.

Summary Target Architecture for BOB ICS



Use Cases

1. Direct care of individuals
2. Planning and improving services
3. Improving population health
4. Research and innovation

Transform our Data Foundations

Detailing an implementation plan for delivering the BOB ICS Data Strategy

The national data strategy for health and adult social care ‘Data saves lives’, published this year, has laid out recommendations for health and care systems. This strategy encompasses many of the considerations whilst tailoring the recommended activities to reflect the unique situation within BOB.

Our roadmap lays out the programmes of work that have been identified to date through the development of this data strategy. This forms a plan for how we can continue to improve the ICS digital and data maturity, by laying the right data foundations. Key roadmap programmes will focus on:

- **Population Health Management**
- **Secure Data Environment**
- **Capability and Centre of Excellence**
- **ICS Intelligence Platform**

In particular the **Population Health Management roadmap** in BOB will measure progress against the maturity matrix for the four Is: Infrastructure, Intelligence, Interventions and Incentives.

National direction will be translated by the ICB into key priorities and reflected at place level, recognising different needs within Buckinghamshire, Oxfordshire and Berkshire West.

The **Secure Data Environment** hosted by OUH is nascent and the direction and governance of this initiative are to be finalised at the time of developing this strategy. The potential benefits of this work are widely recognised and anticipated.

The **ICS intelligence platform** will be use case driven focusing on identified priorities and then self service reporting. The roadmap for **Capability and Centre of Excellence** starts with developing a detailed data strategy for the ICS to use for implementation. This is a critical next step to build on this work. Bringing this strategic imperative full circle, this should seek to address the three data foundations: governance and security, technical architecture, and capability. Notable examples of detailed recommendations considered whilst defining this strategy are included on page 28.

We will enable primary care clinicians to make more informed decisions about the care of their patients. Information shared by care settings with general practice will be relevant to their continuing care so as not to overload clinicians but provide pertinent information when and where it is needed, thus enabling primary care clinicians to provide optimal care. We will provide dashboard information to GPs on UEC admissions enabling primary care clinicians to provide effective continuity of care.

We will work collaboratively with PCNs and GP practices to assess and plan clinical workload with the introduction and development of analytical capabilities to provide insight on demand and capacity which can readily determine ways in which this can be most effectively managed.

Transform our Data Foundations

Go Forward Implementation Priorities

1. Provide guidance and a framework for prioritisation, sizing and costing of analytical requests
2. Pool operational dashboards where appropriate and provide templates for consistency
3. Conduct options analysis for cloud products and solutions, with a pragmatic ICS adoption plan
4. Integrate wider determinants into ICS wide datasets to tackle health inequalities
5. Compile a central ICS store of meta data and account for data opt outs and restrictions
6. Foster alliances and encourage innovation through hackathons and show and tell sessions
7. Establish teams capable of completing rapid analysis to support the ICB with funding bids
8. Establish a data skills framework and update job profiles and development tracks to reflect this

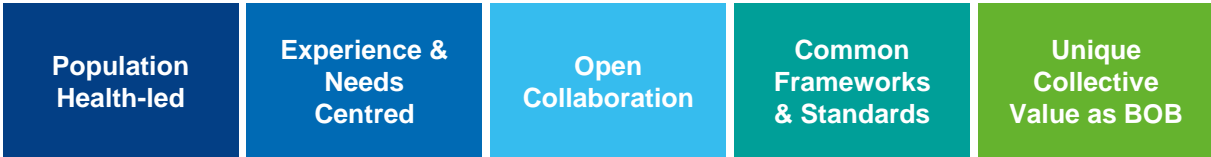


Thames Valley & Surrey Care Records

TVS Care Records provides a Shared Care Record across Buckinghamshire Berkshire West, Frimley, Milton Keynes, Oxfordshire and Surrey. The Shared Care Record provides clinical teams with access to patient information across care settings and geographies. This provides clinicians with access to more information to inform clinical decisions and improve quality of care. For patients, this reduces the amount of time required to repeat information and ensures critical information is available regardless of where they access healthcare.

Value proposition for the ICS

Other strategic pillars have a particular impact on one of more of the design principles defined at the top of this strategy and the aims for the ICS. Data foundations will support the system to make the data available, put capability in place and share knowledge and resources to underpin the entire strategy and make data driven decisions that are person centred, to benefit the BOB population.



Together, we are greater than the sum of our parts. We will operate a governance model that promotes our unique collective value, is facilitative in nature and support delivery of our Digital and Data Strategy.

Leadership

The ICB will be facilitative and enabling, bringing alignment at a system level by focusing on collaboration between partners and 3rd party organisations around a set of agreed aims. The ICS leads the development of a digital and data strategy and reduces barriers to the success of digital and data initiatives. The structure above is an initial framework from which the ICS governance will emerge and highlights the need for inclusion at every level. The priority for governance at this stage is the need for free-flowing information from the ICB to the frontline. Currently the system leadership is establishing, coordinating and empowering ICS-wide forums, boards and committees to undertake specific activities, taking guidance from their activities to inform decision making. With progress on key strategic pillars, the recruitment of key roles and the realisation of benefits, the strategy and the structures will solidify.

Governance of investment

Through the monitoring of progress against contract the ICS provides assurance on sound management of NHS resources as well as the identification, management and realisation of benefits. With a responsibility for approving the release of funds for digital initiatives there is an obligation to review and challenge the rationale and evidence underpinning planned initiatives. In addition to monitoring progress against investment targets and organisational objectives, there is a requirement to track progress and achievement of enumerated benefits.

Reporting

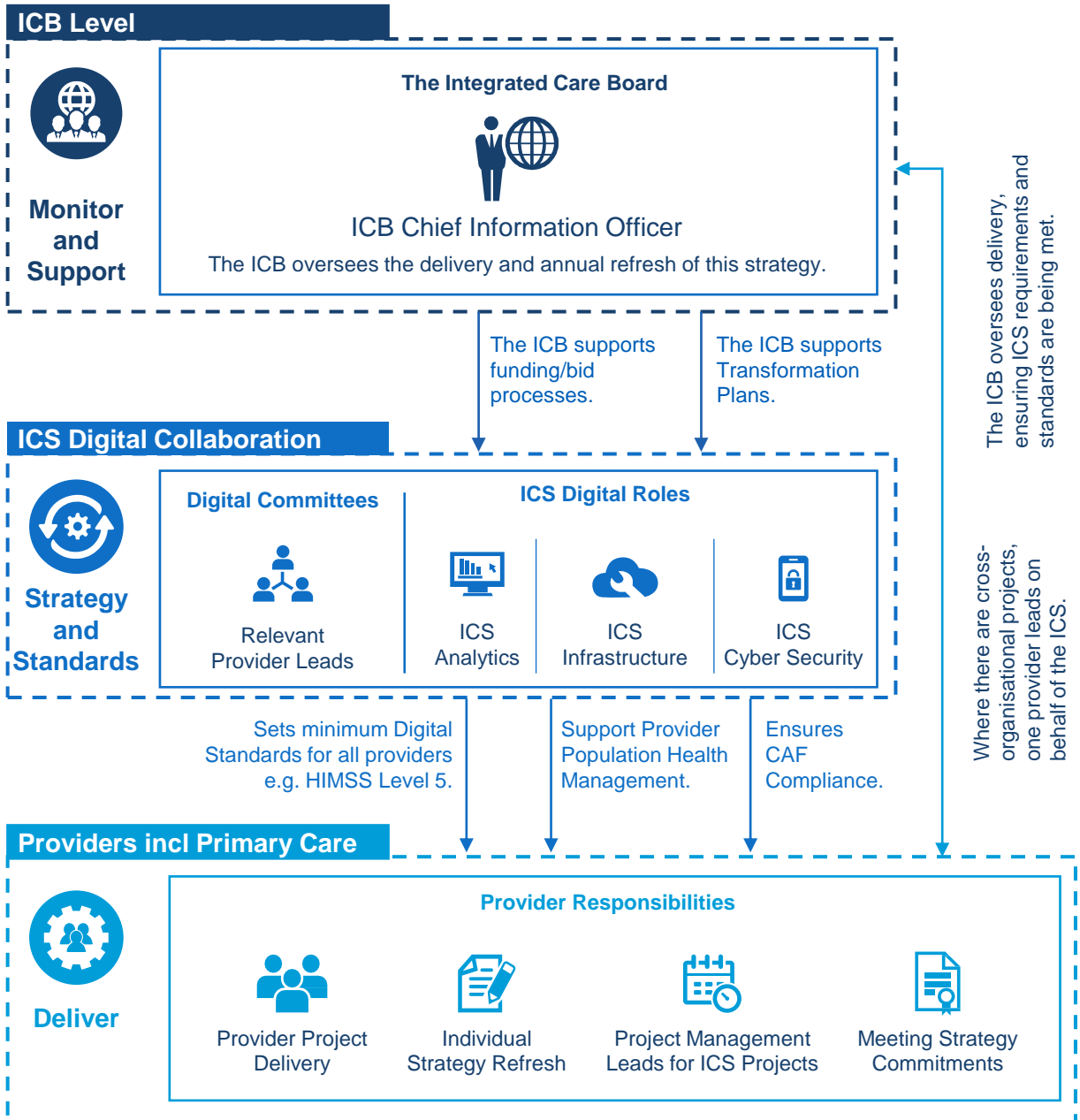
The NHS financial framework will enable systems to collaborate and explore options to access resources through working together at place and at scale . There is an obligation to report to the ICS for review collectively and to the level of the ICB. Comprehensive and regular reporting enables the oversight capabilities of an effective ICS.

Standards and common approaches

With this facilitative role the ICS has an obligation to establish common standards to develop system-wide benchmarks. These standards enable alignment and allow seamless collaboration to ensure common value for BOB is realised, This will include but is not restricted to standardised functionality or operability of procured systems, data sharing and Information Governance. We will form an ICS Data Leadership and Governance group to oversee key initiatives and establish Data Charter to underpin data sharing activities across the ICS promote collaboration opportunities, enabled by improved data sharing. The ICS will also champion Agile methodologies across our providers and workforce to support a common citizen-centric approach to DDaT initiatives and transformation.

Governance Map

Our governance will remain flexible as our organisation develops. The below offers a vision for how we will develop symbiotic relationship between the ICS and providers. It will offer a guide to our governance as we develop over this strategy's lifecycle.



Providers deliver their own digital requirements (including meeting the ICS priorities and standards).

Primary Care, including PCN, pharmacy, optometry and dentistry digital capability is led by the ICB

Digital & Data Maturity (ICS)

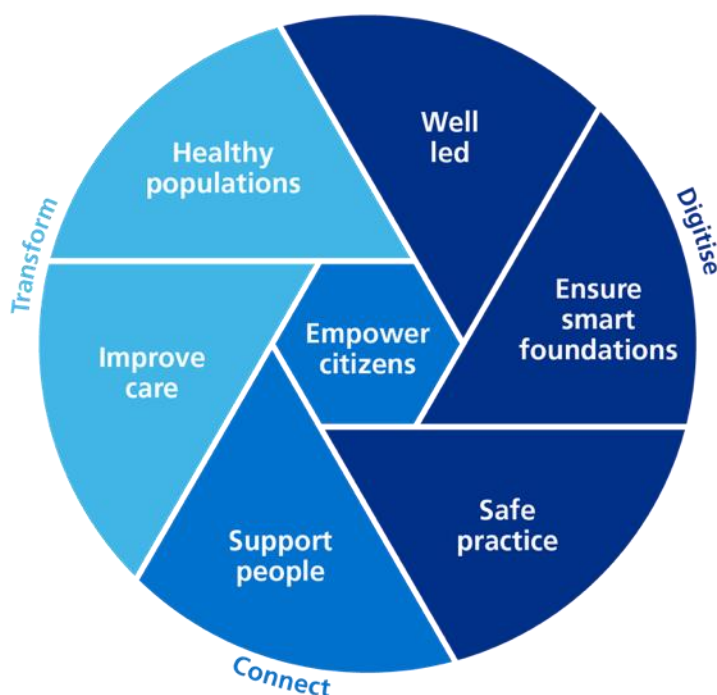
A Digital Maturity Assessment (DMA) was completed against the NHS England What Good Looks Like Framework. The assessment was conducted for each individual partner organisation and at an ICS level. Assessment of Partner Organisation maturity indicated that there was significant variation between organisations with some displaying best practice while in others there are clear opportunities to develop and mature.

Senior stakeholders from across the BOB ICS informed and steered the WGLL analysis of both partner organisations and the BOB ICB as a single entity allowing the development of a template of their relative digital maturity.

What Good Looks Like

NHS England developed the What Good Looks Like (WGLL) Digital maturity framework at both a system and organisation level in 2021 defining the activities, actions and structures that could enable the most effective operations. The framework enables NHS leaders, as they work within their system and with their partners, to appreciate their relative maturity and to provide guidance on where effort and resources can be applied to best operational effect.

The assessment team developed a 5 point scale against which the organisation is assessed with the 'Optimised' score reserved for an organisation that exceeds NHS England's recommendations





Current ICS Maturity

WGLL	Initial	Managed	Defined	Measured	Optimised
1. Well Led		•			
2. Ensure Smart Foundations		•			
3. Safe Practice		•			
4. Support People		•			
5. Empower Citizens	•				
6. Improve Care	•				
7. Healthy Populations	•				

1. Governance is in place in individual organisations at varying degrees but ICS-level roles and processes need implementing.

2. Shared care records are in use and EPRs are implemented at 2/3 Acute trusts. Collaboration is emerging.

3. Cyber security standards and practices vary across all Partner organisations. But some demonstrate marked maturity.

4. Variance across the ICS in enablement of staff and inability to flexibly work between trusts limits maturity.

5. All providers prioritise citizens, but an ICS-wide strategy for engagement is needed to improve maturity.

6. Emergent developments in Virtual care offer an avenue to maturity. It is in an early phase. Decision support is in use but not consistently.

7. PHM is a priority but activity is still a local priority and the ICS is intent on convergence.

See Appendix A for all WGLL metrics used.

Summary Maturity Assessment

Oxford University Hospitals NHS Foundation Trust (OUH)

Having established OUH as a digitally mature organisation with a Shared Care Record and a mature EPR system the Trust has already achieved HIMSS EMRAM level 6. Steps have been taken to leverage data to inform, shape and optimise care with a data analytics platform, a new data warehouse and a new Secure Data Environment (SDE). While Staff are empowered there are areas to enable staff and opportunities to coordinate in specific areas with other partner organisations. OUH is also leading through their international reputation and collaborative relationships with both Oxford University and Oxford Brooks university.

Buckinghamshire Healthcare NHS Trust (BHT)

BHT have appointed a number of key individuals in recent months and there is an acknowledgement that the maturity of the organisation in all areas requires attention. Steps are already started improving digital and data maturity. The development of a Business Case for procuring a new Electronic Patient Record is ongoing with cooperation and collaboration between BHT and other partner organisations.

Royal Berkshire NHS Foundation Trust (RBFT)

Royal Berkshire Foundation Trust are generally mature in the context of WGLL as they have a digital strategy that formalises the framework for the development of their digital platform over the next 4 years 2022-2026, this strategy is also supported by their board. They have an EPR and a shared care record which helps them collaborate with local authorities. The workforce have regular EPR training and the trust is commencing a multiyear CQI initiative which encompasses this drive for digital first and innovation. They are looking to offer a patient portal and have successfully developed a relationship with the University of Reading.

Berkshire Healthcare NHS Foundation Trust (BHFT)

Berkshire Healthcare Trust have taken significant steps in their maturity as they have developed a well organised leadership structure. BHFT have also established an EPR system and a Shared Care Record. They have also improved their cybersecurity as they have ISO27001 & Cyber Essentials Plus in place. Berkshire Healthcare Trust have taken the steps to ensure that staff have the ability to work remotely, with video consultations being utilised before the pandemic hit. BHFT also work closely with design partners in Sharon and SilverCloud.

Oxford Health Foundation Trust (OHFT)

OHFT meet the recommendations of the WGLL framework in both Safe Practice and Smart Foundations. The Trust are currently working to optimise their EMIS, RiO and Cerner EPR solutions for their community hospitals. This work, alongside plans to develop cyber resources as the digital agenda progresses, indicates these areas will remain a strength. OHFT have identified significant opportunities to mature their workforce literacy and are in the process of appointing resources to address this. There are also steps underway to improve the way in which their citizens inform and refine care, to become more informed and empowered in their approach to designing services.

Target 2025 What Good Looks Like Maturity

We have used the delivery roadmap and the below costed portfolio of the associated initiatives to project our ICS's Digital Maturity at the end of this strategy's lifecycle.

By doing so, we hope to highlight areas of future development for our ICS. It provides an aspirational vision of what we could be in the future, beyond what we feel we are able to deliver in the coming years.

This estimation is based on a close reading of the What Good Looks Like Framework. For reference, optimised involves going beyond the remit of the WGLL framework to produce a forward looking tech first organisation.

We will largely meet the requirements of WGLL by the end of this strategy's lifecycle.

Present and Future WGLL Maturity

WGLL	Initial	Managed	Defined	Measured	Optimised
Well Led		○		●	
Ensure Smart Foundations		○	●		
Safe Practice		○	●		
Support People		○	●		
Empower Citizens	○			●	
Improve Care	○			●	
Healthy Populations	○			●	

● Expected Future State ○ Current State

Delivery Roadmap

		Initiative	Objective	Funding	2023	2024	2025
Digitise	EPR Maturity	Acute EPR	Converge to a single EPR supplier across acute providers	National Matched		Procure Acute EPR	Implement BHT EPR to Core MDF Start Convergence Journey with Acutes
		Community & Mental Health EPR	Converge to RiO and establish centre of expertise at Berkshire Healthcare	National Matched	Implement OH EPRs (RiO/EMIS)	Extend BHT Community EPR Establish BH RiO CoE	All Comm & MH EPR Providers Meet MDF
	Safe and Informed Care	Digitising Adult Social Care	Develop a core level of digital maturity within CQC-registered ASC providers, enriching data shared between them to better inform delivery of care.	National Matched		80% with DCRs Deploy Falls Prevention Technologies	Deliver Social Care Skills Passport
	Common Infrastructure	Common Infrastructure	Rationalise and drive value through common infrastructure where the opportunity arises	Local	Establish ICS Cyber Security Strategy Complete ICS Infrastructure Discovery	Establish ICS Infrastructure Standards	Establish ICS Cloud Strategy
	Equip Workforce	Workforce Digital Skills	Work with providers and education institutions to build digital curriculum	Local		Assess Baseline Skills Social Care Skills Passport	Workforce Curriculum Dev.
DDaT Talent		Continue to expand graduate schemes and support apprenticeships through established NHS Schemes Establish cross-ICS shared DDaT capability	Local		DDaT Skills Stocktake Develop ICS Analytics CoE	Cross-ICS DDaT Talent Pool Development & Apprenticeship Programme	
Connect	Safe and Informed Care	Shared Care Record	Single cross-ICS Shared Care Record based on TVS Graphnet and OUH HIE for integration	Local	Establish ICS-wide ShCR	Full-scale Adoption	
	Access and Care at Home	Virtual Care	Deliver 430 Virtual Ward beds across BOB by April 2024	National Matched	Implement 344 Virtual Ward Beds	Increase VW capacity to 430 beds Explore VW Pathways for HF / EOL	
	Empower Citizens	Citizen Access	Converge to NHS App for patient digital access, where needs cannot be addressed an existing Patient Portal will be utilised	National*	ICS Digital Patient Engagement Strategy Convergence to NHS App and NHS Login		Consolidate Patient Portals
	Common Infrastructure	Diagnostics & Imaging	Deliver South East Regional Diagnostics strategic priorities	National*	Regional Strategy & POCs	Regional Diagnostics Transformation	
Transform	Data Foundations	Population Health Management	Build PHM maturity aligned to ICS priorities	TBC	PHM Maturity & Strategy	Build PHM Maturity	
		Secure Data Environment	Position TVS SDE as regional SDE and implement new research use cases	National	SDE Design & Imp.	Pending Confirmation from OUH	

*Assumes no further spend on Patient Portals and delivery of national NHS App meets local need.

**Funded through local network.

See Appendix B for full version.

Costed Portfolio Summary

8

Summary Costs Context

The BOB ICS Digital and Data strategy sits within the context of a large and complex financial landscape. To achieve the economies of scale and ambitious transformative objectives that we have set out, BOB ICS will leverage the expertise of its 745-wide Information, Management and Technology (IM&T) workforce as well as the support of the wider system.

The table, below, provides a summary view of the detailed components of the digital and data strategy costed portfolio. Further detailed breakdown of each thematic area and the cost line is included in the supporting financial models.

It is important to note that this view represents the latest and most current view of the costs provided and does not represent budgeted or formally approved funding allocations. Updates to costs and funding may become realised, for which Trusts and the ICS should factor into their financial planning.

Cost modelling of roadmap activities			
Roadmap Initiative	Funding Stream (National, Local or Matched)	Funding Status	Sub-Total
Acute and CMH EPR Implementation	Matched	Pending Approval	£91,700,000
Digitising Adult Social Care	Matched	Agreed	£640,000
Common Infrastructure	Local	Pending Approval	£776,531
Workforce Digital Skills	Local	To Identify	£354,322
DDaT Talent	Local	To Identify	£606,598
Shared Care Record costs	Local	Agreed	£414,805
Virtual Care	Matched	Agreed	£10,700,000
Citizen Access	National*	To Identify	£1,673,715
Diagnostics & Imaging	National**		£25,000,000
Population Health Management	TBC	To Identify	£894,954
Secure Data Environment	Matched	Pending Approval	£10,000,000
Cyber Security	Local	Agreed	£345,000
Research	Local	To Identify	£829,127

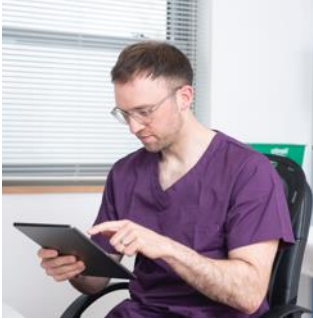
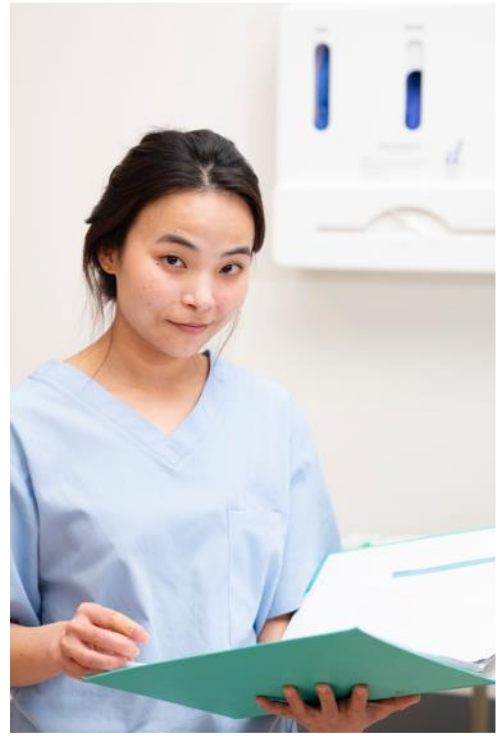
*Assumes no further spend on Patient Portals and delivery of national NHS App meets local need.

**Funded through local network.

£143.9 million



Projected total cost of implementing the Digital and Data Strategy (22-25)



Appendix A: WGLL Metrics

Definitions of our WGLL numbers and categorisation used throughout this strategy

Our What Good Looks Like Metrics

We have used these numbers and categorisation throughout this strategy. You should read these definitions in the context of the What Good Looks Like Framework.

	1. Initial	2. Managed	3. Defined	4. Measured	5. Optimised
Well Led	No formal governance or ICS oversight beyond operations output; no CCIO/CNIO; strategies non-existent or outdated.	Limited/informal governance; individual orgs have strategies but not aligned; CCIO/CNIO planned but not formal standalone roles.	ICS strategies in place with some collaboration from ICS partners. Some engagement with wider ICS to gather new solutions. CCIO and CNIO in place.	Strategies aligned across organisations with input from clinical reps; CCIO and CNIO in place; leadership owns and drives the digital transformation journey based on performance insights.	Joint strategic planning at executive level, with participatory design from wider ICS; business value is tracked and managed; business/service strategies are aligned.
Ensure Smart Foundations	Non-integrated legacy technologies; very low adoption; No plans in place to implement or evaluate cloud based/ emerging technology or Shared Care Record.	Partially integrated systems; reluctant to change unless absolutely needed; cloud based/emerging and Shared Care Record solutions being studied.	Digital, data and infrastructure operating environments implemented. Cloud based /emerging and Shared Care Record solutions adopted in parts of organization.	Digital, data and infrastructure operating environments are reliable, modern, secure, sustainable and resilient; comprehensive cloud-based solution covering multiple areas.	Fully deployed/ mature digital, data and infrastructure operating environments that is optimized to meet business needs and is ingrained in organisation culture.
Safe Practice	No formal ICS-level processes for managing cyber security and compliance; no formal oversight beyond operations output.	Limited formal processes for managing cyber security and compliance; Periodic quality/control reviews; some analysis; limited proactive oversight.	Formal processes for managing cyber security and clinical safety compliance are implemented and moving towards centralised capabilities.	Centralised cyber security function with named roles, routine system reviews to ensure safe, sustainable and resilient platform linked to national capabilities.	Multidisciplinary approach to security and privacy risk management with system wide SOC and testing function. All new systems and strategies developed with safety first approach.
Support People	Workforce have little or low digital literacy. Preference for manual and paper based process. Undefined professional development.	Pockets of digital literacy but digital and data tools often not fit for purpose. Structure to manage training and development exists but is rarely utilized.	Workforce are digitally literate and work well with fit-for-purpose digital and data tools. Formalised professional development system exists. Sharing of expertise across ICS.	Workforce are digitally literate and work optimally with fit-for-purpose digital and data tools. Professional development and ideas encouraged through flexible movement across ICS.	ICS attracts and recruits the right type of people; it builds and instils a customer/ citizen-centric culture; and it inspires people to deliver on the customer/patient promise.

	1. Initial	2. Managed	3. Defined	4. Measured	5. Optimised
Empower Citizens	No coherent ICS-wide strategy for citizen engagement and citizen-facing digital services.	Limited ICS-wide strategy for citizen engagement and citizen-facing digital services. Not inclusive.	Formal ICS-wide strategy for citizen engagement and citizen-facing digital services. Inclusive design but limited reach into low digital/remote areas.	System-wide citizen engagement linked to national systems. Measures in place to improve citizen digital literacy and uptake of digital systems.	System-wide engagement and active measures to include disempowered groups. Citizens part of participatory design of the care system through regular engagement with ICS leadership.
Improve Care	No coherent ICS wide strategy to embed digital and data to improve health and wellbeing and transform care pathways. Individual orgs have fragmented & outdated approach.	Individual orgs looking at ways to embed digital and data to improve health and wellbeing and transform care pathways. Inconsistent, siloed approach.	Formal ICS wide strategy to embed digital and data to improve health and wellbeing and transform care pathways. Combined digital approaches tested between service providers.	Health and care practitioners use digital and data to improve health and wellbeing, transform care pathways and deliver innovative and sustainable care models.	Digital and data Centre of excellence including clinical, technical and management SMEs. Innovation encouraged and benchmarked against global standards.
Healthy Populations	Outdated or missing strategies on use of data to design and deliver improvements to population health and wellbeing.	Individual data intelligence platforms are planned, but not system-wide. Limited data sharing. Data is shared with research but in slow time.	ICS-wide population health data system in place, but incomplete data and provides limited analysis. Not linked to care pathway redesign.	ICS wide intelligence platform used to design and deliver improvements to population health and wellbeing. Insights from data are used to improve outcomes and address health inequalities.	ICS wide intelligence platform used to design and deliver evidence-based, innovative services that respond to the needs of the population, improve outcomes and address health inequalities.

Digital & Data Maturity (ICS)

There are varying levels of maturity across the ICS.

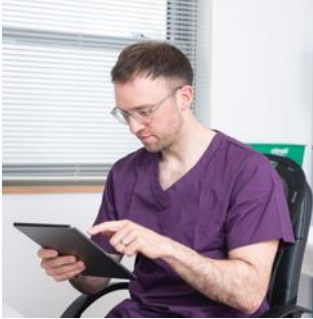
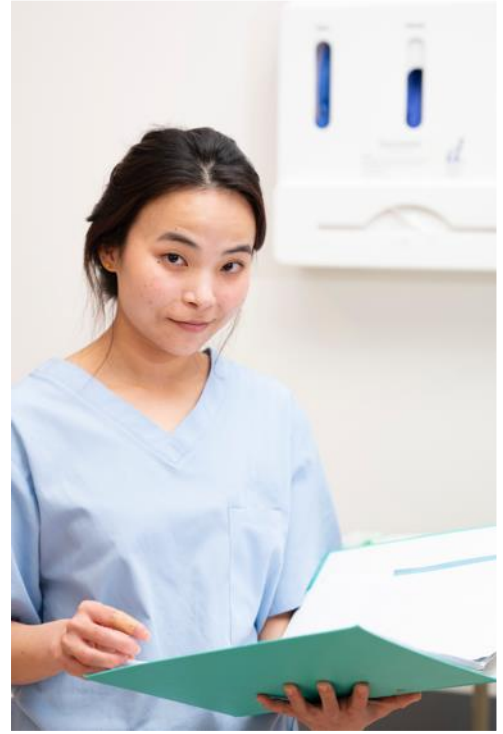
It shows how the local maturity context can be a complicating factor when devising ICS wide recommendations and success criteria. It highlights the strengths we have in our system and the need to level up the system.

Our results come from a What Good Looks Like Maturity Analysis on the major health providers in BOB with more detail for each provider presented on the next page.

It gives us a useful way to assess our maturity beyond our strategic pillars.

	BHT	OUH	RBFT	BHFT	OHFT	Key:
Well Led	2	4	4	4	3	1 Initial
Ensure Smart Foundations	2	4	3	4	4	2 Managed
Safe Practice	2	3	3	4	4	3 Defined
Support People	2	3	3	4	2	4 Measured
Empower Citizens	2	3	3	2	2	5 Optimised
Improve Care	2	3	3	3	2	
Healthy Populations	2	3	3	3	3	

The assessment identifies variation in maturity across the constituent organisations highlighting Buckinghamshire's lack of an EPR as the most notable gap. The lack of a common Shared Care Record at the time of assessment also meant that the ICS as a whole was not considered digitally mature in terms of 'Ensure Smart Foundations', despite the individual trust's demonstration of maturity.



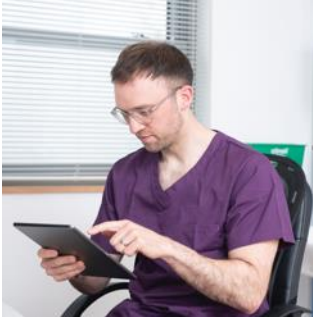
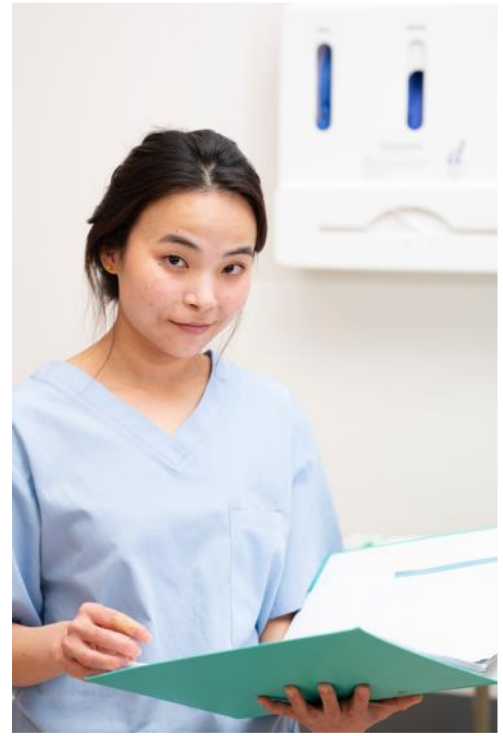
Appendix B: Delivery Roadmap

Full roadmap for delivery of the Strategy

		Initiative	Objective	Funding	2023	2024	2025
Digitise	EPR Maturity	Acute EPR	Converge to a single EPR supplier across acute providers	National Matched		Procure Acute EPR	Implement BHT EPR to Core MDF Start Convergence Journey with Acutes
		Community & Mental Health EPR	Converge to RiO and establish centre of expertise at Berkshire Healthcare	National Matched	Implement OH EPRs (RiO/EMIS)	Extend BHT Community EPR Establish BH RiO CoE	All Comm & MH EPR Providers Meet MDF
	Safe and Informed Care	Digitising Adult Social Care	Develop a core level of digital maturity within CQC-registered ASC providers, enriching data shared between them to better inform delivery of care.	National Matched		80% with DCRs Deploy Falls Prevention Technologies	Deliver Social Care Skills Passport
	Common Infrastructure	Common Infrastructure	Rationalise and drive value through common infrastructure where the opportunity arises	Local	Establish ICS Cyber Security Strategy Complete ICS Infrastructure Discovery	Establish ICS Infrastructure Standards	Establish ICS Cloud Strategy
Equip Workforce	Workforce Digital Skills	Work with providers and education institutions to build digital curriculum	Local		Assess Baseline Skills Social Care Skills Passport	Workforce Curriculum Dev.	
	DDaT Talent	Continue to expand graduate schemes and support apprenticeships through established NHS Schemes Establish cross-ICS shared DDaT capability	Local		DDaT Skills Stocktake Develop ICS Analytics CoE	Cross-ICS DDaT Talent Pool Development & Apprenticeship Programme	
Connect	Safe and Informed Care	Shared Care Record	Single cross-ICS Shared Care Record based on TVS Graphnet and OUH HIE for integration	Local	Establish ICS-wide ShCR	Full-scale Adoption	
	Access and Care at Home	Virtual Care	Deliver 430 Virtual Ward beds across BOB by April 2024	National Matched	Implement 344 Virtual Ward Beds	Increase VW capacity to 430 beds Explore VW Pathways for HF / EOL	
	Empower Citizens	Citizen Access	Converge to NHS App for patient digital access, where needs cannot be addressed an existing Patient Portal will be utilised	National*	ICS Digital Patient Engagement Strategy Convergence to NHS App and NHS Login		Consolidate Patient Portals
	Common Infrastructure	Diagnostics & Imaging	Deliver South East Regional Diagnostics strategic priorities	National*	Regional Strategy & POCs	Regional Diagnostics Transformation	
Transform	Data Foundations	Population Health Management	Build PHM maturity aligned to ICS priorities	TBC	PHM Maturity & Strategy	Build PHM Maturity	
		Secure Data Environment	Position TVS SDE as regional SDE and implement new research use cases	National	SDE Design & Imp.	Pending Confirmation from OUH	

*Assumes no further spend on Patient Portals and delivery of national NHS App meets local need.

**Funded through local network.



Appendix C: Acronym Glossary

All definitions of acronyms used throughout the Strategy

Acronym Glossary

All acronyms that have been used to create the Strategy have been collated and defined here in order of appearance for reference purposes.

Acronym	Definition
ASC	Adult Social Care
BHFT	Berkshire Healthcare NHS Foundation Trust
BHT	Buckinghamshire Healthcare NHS Trust
BOB	Buckinghamshire, Oxfordshire and Berkshire West
COE	Centre of Expertise
CoP	Community of Practice
CQC	Care Quality Commission
CQI	Continuous Quality Improvement
DDaT	Digital, Data and Technology
DMA	Digital Maturity Assessment
DMA	Digital Maturity Assessment
DSPT	Data Security and Protection Toolkit
EMIS	Egton Medical Information Systems
EMRAM	Electronic Medical Record Adoption Model
EPR	Electronic Patient Record
FTE	Full-Time Equivalent
HIE	Health Information Exchange
HIMSS	Healthcare Information and Management Systems Society
ICB	Integrated Care Board
ICS	Integrated Care System



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Acronym	Definition
IM&T	Information, Management & Technology
MDF	Minimum Digital Foundations
OHFT	Oxford Health NHS Foundation Trust
OUH	Oxford University Hospitals NHS Foundation Trust
PCN	Primary Care Network
PHM	Population Health Management
RBFT	Royal Berkshire NHS Foundation Trust
SDE	Secure Data Environment
ShCR	Shared Care Record
TVS	Thames Valley and Surrey
UEC	Urgent and Emergency Care
WGLL	What Good Looks Like

