BOARD MEETING

Title	Digital & Data – Progress Against Strategy Delivery		
Paper Date:	19 October 2023	**Board Meeting Date:**	21 November 2023
Purpose:	Assurance	**Agenda Item:**	12
Author:	Matt Sutton, Head of ICS Digital Delivery; Ross Fullerton, Interim Chief Digital & Information Officer	**Exec Lead/ Senior Responsible Officer:**	Victoria Otley-Groom, Chief Digital & Information Officer

Executive Summary
The attached slide pack presents an update on the delivery of the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS) Digital & Data Strategy. The report includes an update on system governance, stakeholder engagement, delivery and finances.

Action Required
The board are asked to: note the progress on delivery of the ICS Digital & Data Strategy.

Conflicts of Interest:	Conflict noted: conflicted party can participate in discussion
The Digital and Data Strategy informs the prioritisation of the use of NHS resources. This will have an impact on organisations our partner members work for. This paper is an update and not for decision and the perspective of these members is an important aspect to understanding the impact of the delivery of our priorities and plans.	

Date/Name of Committee/ Meeting, Where Last Reviewed:	System Productivity Committee, 7 November 2023

ICS Digital and Data Strategy Delivery Update

Buckinghamshire, Oxfordshire and Berkshire West ICB Board meeting – 21 Nov 2023

Overview

The ICB board approved the Digital and Data Strategy in May 2023. The strategy set out a range of outcomes and priorities under three strategic themes of Digitise, Connect and Transform, a delivery programme and a costed (but not fully funded) plan.

This pack provides a summary overview of progress in delivery of the strategy through four lenses:

1) System governance

2) Stakeholder engagement

3) Programme delivery

4) Finances

System Governance

Digital and data can be the catalyst for transformational change across an integrated care system. We recognise and have agreed the need for digital transformation to be embedded in the broader transformation programmes across the system, with specific coordination and oversight of digital capabilities and enablers now establish in support.

While relatively new, the model is already providing beneficial. For example, decision making for how we invest the national Health Technology Adoption Accelerator Funding (HTAAF) was directed by the Steering Group to focus on a small number of bids that aligned with strategy. As the system matures there are opportunities to develop this further – strengthening links with system change programmes and more routinely sharing business plans during their developmental phase to identify duplication, shared learning and increase value returned from our digital investment.

ICB System Productivity Committee	Integrated Care System Leadership (TBC)

ICS Digital and Data Steering Group

To direct, assure and facilitate the strategic direction of the digital and digital agenda, funding and strategy across the ICS.
Chair: Steve McManus, Chief Executive Officer Royal Berkshire FT
Attendees: Cross system leadership – Chief Medical, Nursing and Operating Officers, finance, Information Governance (IG), place executives, Directors of Public Health
Frequency: Bi-monthly

ICS Digital and Data Delivery Group

To oversee the delivery of a digital and data portfolio across the ICS. The group has operational responsibility for the delivery of programmes that deliver the strategy.
Chair: Victoria Otley-Groom, ICB Chief Digital and Information Officer
Attendees: Digital / digital clinical leaders across the system, change programme managers, IG, Finance, Local Authority digital leads
Frequency: Monthly

ICS Delivery and Change programmes (each with digital & data workstream) - examples

UEC	Maternity	Mental Health	Primary Care	Elective Care	Diagnostics

Digital & data workstreams within ICS transformation programmes, examples

Digitising Social Care	Pre-Op Assessment	Virtual Wards
Digital Skills Development	GP Enhanced Access	Digital Diagnostics

Digital & data projects outside of ICS transformation programmes, examples

Digital Talent Pool	Shared Care Record	Secure Data Environment	PHM Maturity
Performance Analytics	Electronic Patient Records	ICS Analytics Capability	Etc

Digital & data projects outside of ICS transformation programmes, examples

Stakeholder engagement

The first BOB ICS digital summit was held in September in Reading. We believe this may be the first ICS-wide summit of its kind nationally, held with over 200 colleagues in attendance from across the NHS, local authority, VCSE, Health Innovation Network, patient groups and social care.

The summit provided an excellent foundation to showcase the outstanding work underway across BOB and provide an opportunity for people to connect and learn how they can contribute to, share and use the capabilities being developed across the system.

The summit started with a panel focussed on health inequalities, heard from NHS England on plans for developing our digital workforce and concluded with a real-life example of artificial intelligence that has been developed within BOB improving outcomes for patients who experience stroke. We also had over 20 stalls showcasing the work across BOB from hospital at home to population health management.

Attendee feedback has been excellent. A series of short videos are now live on YouTube and being shared on social media which spotlight the projects and key highlights of the day. The team are considering the shape and nature of future events to build on this success.

Further information about the event is included in appendix A.

Programme delivery – key points

- Delivery of several milestones for this year are reliant on the release of national funding in the second half of the 2023/24

- Frontline Digitisation – national Electronic Patient Record (EPR) programme
  - The central governance has been exceptionally complex to navigate. Issues with EPR implementations elsewhere are increasing the focus on this programme. Note that both Buckinghamshire Healthcare Trust (BHT) and Oxford Health Founrdaiotn Trust (OHFT) are primarily focussed on enhancing their existing systems and digitising process rather than implementing entire new systems.
  - BHT EPR outline business case has been through numerous review loops with NHSE. Approval is anticipated in December with Full Business Case approval anticipated in March. Interim funding is being sought from NHSE to allow the programme to continue delivery however if this is not received there will be a substantial risk to delivery.
  - OHFT EPR business case has also been through numerous iterations with NHSE. Funding approval is expected in December.

- Data Sharing and Intelligence
  - Thames Valley & Surrey Shared Care and Population Health Management (PHM) programme has made substantial progress in implementation across Buckinghamshire and Berkshire West. Planning to onboard Oxford University Hospitals (OUH) is well advanced. Issues remain with getting agreement from Oxfordshire GP practices to adopt an ICS-wide shared care record.
  - Thames & Valley & Surrey Secure Data Environment for Research has been awarded tier-1 national funding. OUH as host organisation are completing internal governance and have initiated a comprehensive engagement programme to understand public views on use of data and navigate how to manage the complexities of health data research with academia, industry and health partners
  - In conjunction with FrimleyICB we have submitted a business case to NHSE to in-house Business Intelligence services from South Central & West Commissioning Support Unit. This supports development of locally relevant operational data flows in conjunction with partners across the ICB and provide rich intelligence to stakeholders across the system. This is a critical enabler for the ICS.
  - We continue to engage with NHS England on the Federated Data Platform programme which aspires to connect operational data across health & care. We look forward to the contract award from NHSE and learning more about how we may benefit from this capability once available.

- Virtual Wards and Digitising Social Care milestones are on track to be delivered before target dates in 2024. Virtual ward capacity is ahead of trajectory and leading nationally.

- Several milestones for future years do not yet have a specific delivery plan and are therefore coloured amber "at risk" (e.g. develop analytics CoE, Consolidate patient portals, Social care Digital passport).

Delivery of the strategy is adapting as funding becomes available.

The strategy include a **costed** plan rather than a **fully funded** plan. EPR implementation for OHFT and BHT has been delayed while navigating national funding approvals. Cyber security strategy funding is expected in 2024/25 and the national Digital, Data and Technology workforce plan has been delayed.
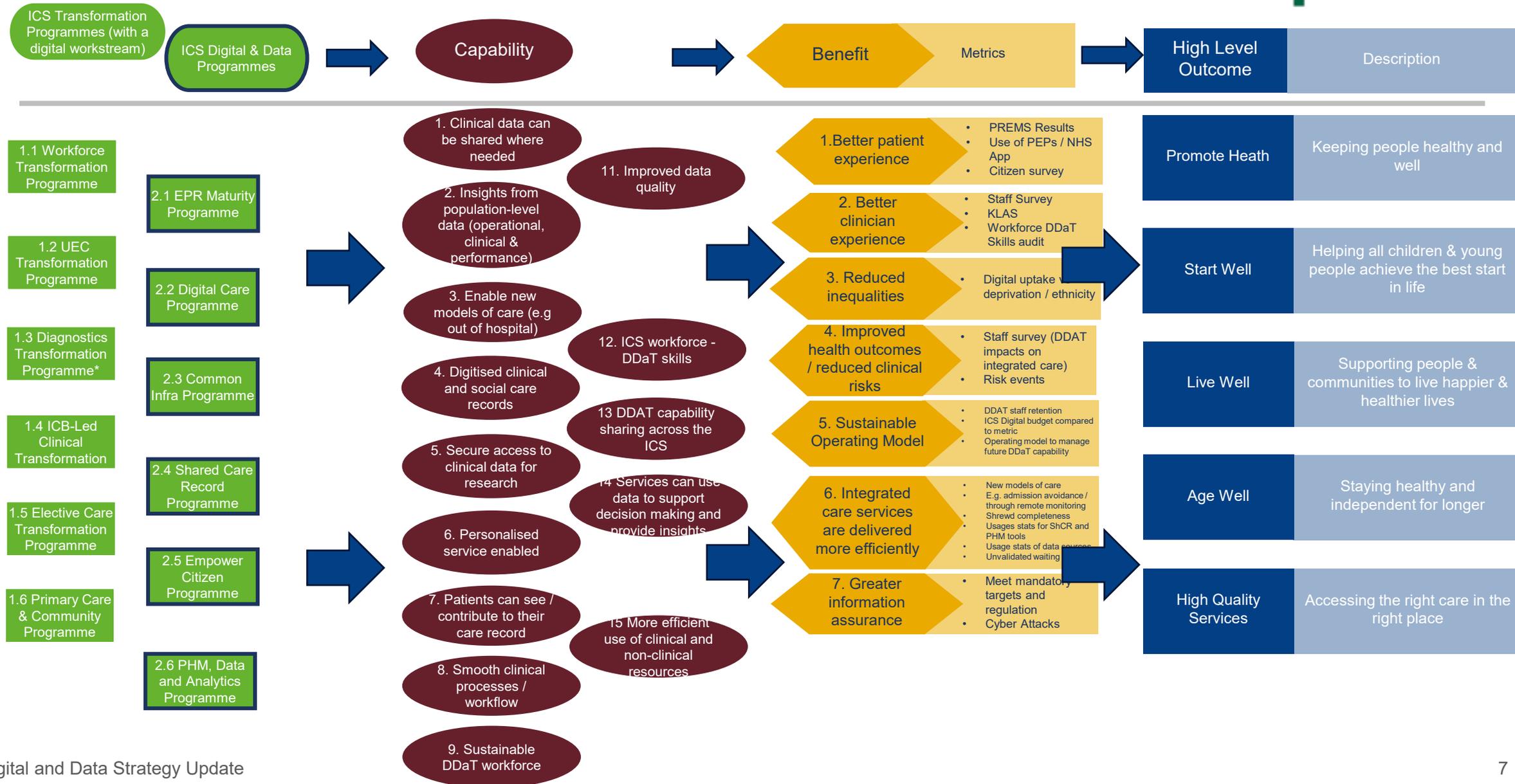
Good progress has been made on digitising social care records, falls prevention, digital diagnostics and virtual wards/hospital at home.

Digital & data workstreams that support ICS Transformations do not appear on the roadmap. Progress against this roadmap should therefore not be considered as the only target for ICS digital and data. Further detail on all programmes was presented to the System Productivity Committee meeting on 7 November.

The benefits framework requires better alignment of programmes to deliver the Joint Forward Plan rather than be driven from digital enablement

ICS Transformation Programmes (with a digital workstream)

ICS Digital & Data Programmes → Capability → Benefit | Metrics → High Level Outcome | Description

ICS Transformation Programmes
- 1.1 Workforce Transformation Programme
- 1.2 UEC Transformation Programme
- 1.3 Diagnostics Transformation Programme*
- 1.4 ICB-Led Clinical Transformation
- 1.5 Elective Care Transformation Programme
- 1.6 Primary Care & Community Programme

ICS Digital & Data Programmes
- 2.1 EPR Maturity Programme
- 2.2 Digital Care Programme
- 2.3 Common Infra Programme
- 2.4 Shared Care Record Programme
- 2.5 Empower Citizen Programme
- 2.6 PHM, Data and Analytics Programme

Capability
1. Clinical data can be shared where needed
2. Insights from population-level data (operational, clinical & performance)
3. Enable new models of care (e.g out of hospital)
4. Digitised clinical and social care records
5. Secure access to clinical data for research
6. Personalised service enabled
7. Patients can see / contribute to their care record
8. Smooth clinical processes / workflow
9. Sustainable DDaT workforce
11. Improved data quality
12. ICS workforce - DDaT skills
13 DDAT capability sharing across the ICS
14 Services can use data to support decision making and provide insights
15 More efficient use of clinical and non-clinical resources

Benefit | Metrics
1. Better patient experience
- PREMS Results
- Use of PEPs / NHS App
- Citizen survey

2. Better clinician experience
- Staff Survey
- KLAS
- Workforce DDaT Skills audit

3. Reduced inequalities
- Digital uptake deprivation / ethnicity

4. Improved health outcomes / reduced clinical risks
- Staff survey (DDAT impacts on integrated care)
- Risk events

5. Sustainable Operating Model
- DDAT staff retention
- ICS Digital budget compared to metric
- Operating model to manage future DDaT capability

6. Integrated care services are delivered more efficiently
- New models of care
- E.g. admission avoidance / through remote monitoring
- Shrewd completeness
- Usages stats for ShCR and PHM tools
- Usage stats of data sources
- Unvalidated waiting

7. Greater information assurance
- Meet mandatory targets and regulation
- Cyber Attacks

High Level Outcome | Description
- Promote Heath — Keeping people healthy and well
- Start Well — Helping all children & young people achieve the best start in life
- Live Well — Supporting people & communities to live happier & healthier lives
- Age Well — Staying healthy and independent for longer
- High Quality Services — Accessing the right care in the right place

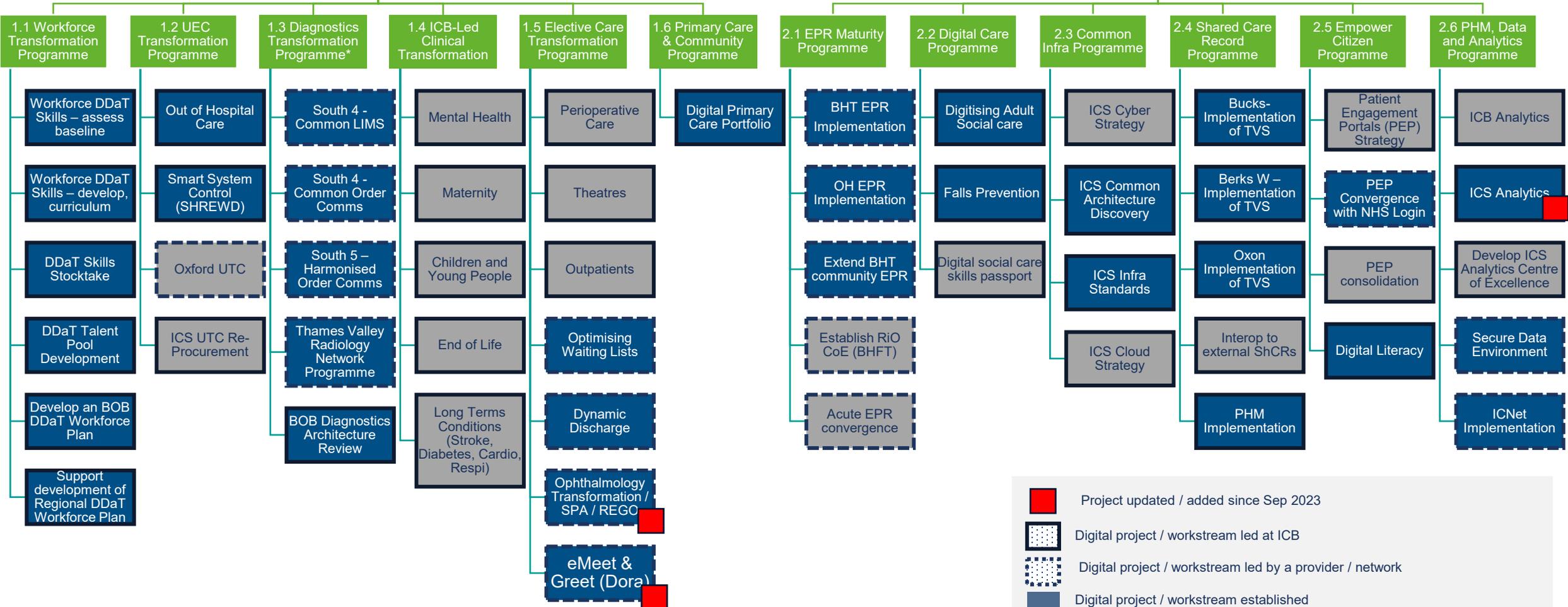# ICS Digital & Data Portfolio (19.10.2023)

NHS
Buckinghamshire, Oxfordshire and Berkshire West
Integrated Care Board

ICS Digital and Data Portfolio

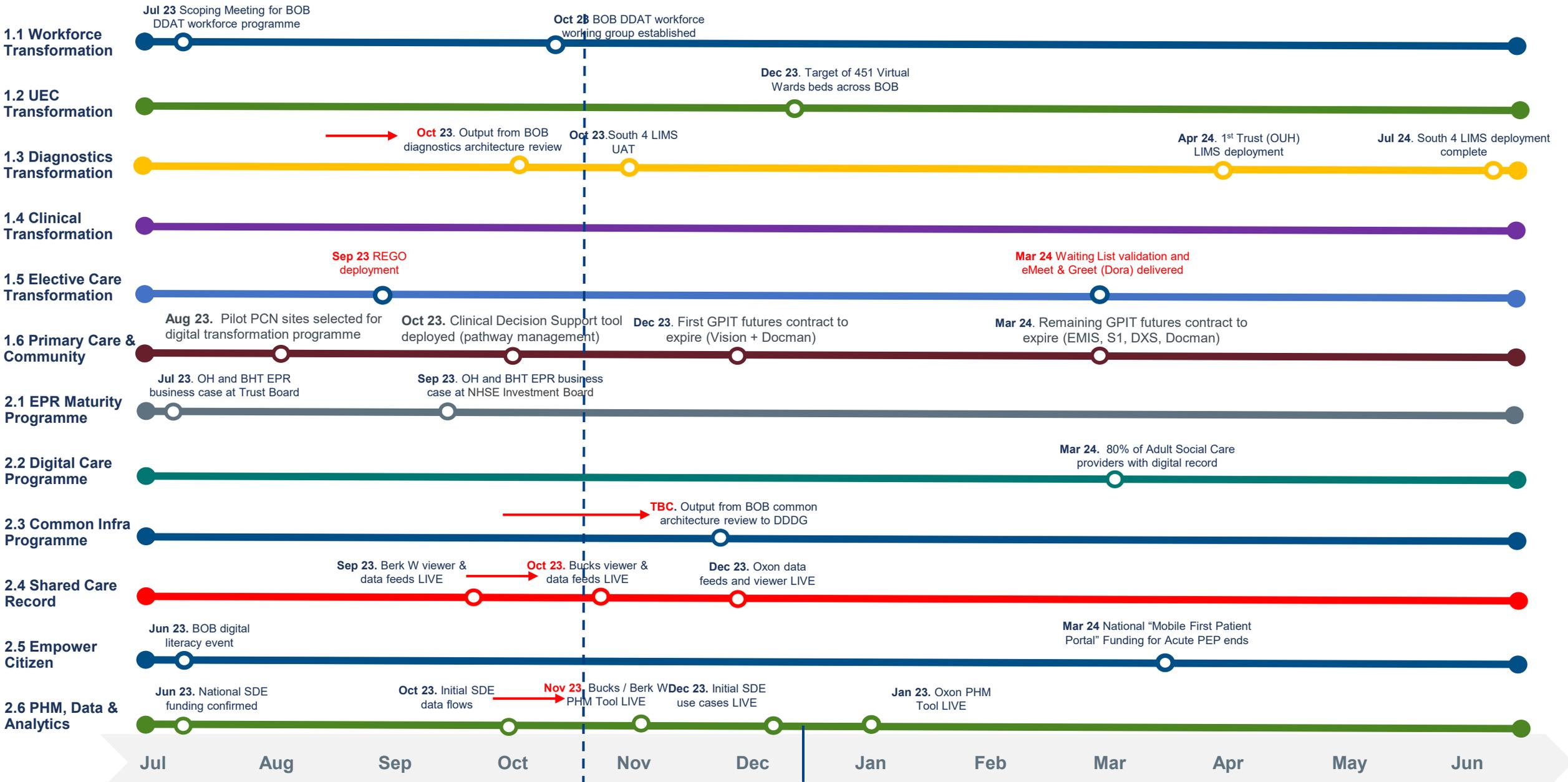## 1. ICS Transformation Programmes**

1.1 Workforce Transformation Programme
- Workforce DDaT Skills – assess baseline
- Workforce DDaT Skills – develop, curriculum
- DDaT Skills Stocktake
- DDaT Talent Pool Development
- Develop an BOB DDaT Workforce Plan
- Support development of Regional DDaT Workforce Plan

1.2 UEC Transformation Programme
- Out of Hospital Care
- Smart System Control (SHREWD)
- Oxford UTC
- ICS UTC Re-Procurement

1.3 Diagnostics Transformation Programme*
- South 4 - Common LIMS
- South 4 - Common Order Comms
- South 5 – Harmonised Order Comms
- Thames Valley Radiology Network Programme
- BOB Diagnostics Architecture Review

1.4 ICB-Led Clinical Transformation
- Mental Health
- Maternity
- Children and Young People
- End of Life
- Long Terms Conditions (Stroke, Diabetes, Cardio, Respi)

1.5 Elective Care Transformation Programme
- Perioperative Care
- Theatres
- Outpatients
- Optimising Waiting Lists
- Dynamic Discharge
- Ophthalmology Transformation / SPA / REGO
- eMeet & Greet (Dora)

1.6 Primary Care & Community Programme
- Digital Primary Care Portfolio

2. Digital & Data Programmes

2.1 EPR Maturity Programme
- BHT EPR Implementation
- OH EPR Implementation
- Extend BHT community EPR
- Establish RiO CoE (BHFT)
- Acute EPR convergence

2.2 Digital Care Programme
- Digitising Adult Social care
- Falls Prevention
- Digital social care skills passport

2.3 Common Infra Programme
- ICS Cyber Strategy
- ICS Common Architecture Discovery
- ICS Infra Standards
- ICS Cloud Strategy

2.4 Shared Care Record Programme
- Bucks- Implementation of TVS
- Berks W – Implementation of TVS
- Oxon Implementation of TVS
- Interop to external ShCRs
- PHM Implementation

2.5 Empower Citizen Programme
- Patient Engagement Portals (PEP) Strategy
- PEP Convergence with NHS Login
- PEP consolidation
- Digital Literacy

2.6 PHM, Data and Analytics Programme
- ICB Analytics
- ICS Analytics
- Develop ICS Analytics Centre of Excellence
- Secure Data Environment
- ICNet Implementation

Only established digital & data projects are reported in detail in Appendix

Legend:
- Project updated / added since Sep 2023
- Digital project / workstream led at ICB
- Digital project / workstream led by a provider / network
- Digital project / workstream established
- Digital project / workstream not yet established

Portfolio Delivery Update (Key Programme Milestones)

1.1 Workforce Transformation
- Jul 23 Scoping Meeting for BOB DDAT workforce programme
- Oct 23 BOB DDAT workforce working group established

1.2 UEC Transformation
- Dec 23. Target of 451 Virtual Wards beds across BOB

1.3 Diagnostics Transformation
- Oct 23. Output from BOB diagnostics architecture review
- Oct 23.South 4 LIMS UAT
- Apr 24. 1st Trust (OUH) LIMS deployment
- Jul 24. South 4 LIMS deployment complete

1.4 Clinical Transformation

1.5 Elective Care Transformation
- Sep 23 REGO deployment
- Mar 24 Waiting List validation and eMeet & Greet (Dora) delivered

1.6 Primary Care & Community
- Aug 23. Pilot PCN sites selected for digital transformation programme
- Oct 23. Clinical Decision Support tool deployed (pathway management)
- Dec 23. First GPIT futures contract to expire (Vision + Docman)
- Mar 24. Remaining GPIT futures contract to expire (EMIS, S1, DXS, Docman)

2.1 EPR Maturity Programme
- Jul 23. OH and BHT EPR business case at Trust Board
- Sep 23. OH and BHT EPR business case at NHSE Investment Board

2.2 Digital Care Programme
- Mar 24. 80% of Adult Social Care providers with digital record

2.3 Common Infra Programme
- TBC. Output from BOB common architecture review to DDDG

2.4 Shared Care Record
- Sep 23. Berk W viewer & data feeds LIVE
- Oct 23. Bucks viewer & data feeds LIVE
- Dec 23. Oxon data feeds and viewer LIVE

2.5 Empower Citizen
- Jun 23. BOB digital literacy event
- Mar 24 National "Mobile First Patient Portal" Funding for Acute PEP ends

2.6 PHM, Data & Analytics
- Jun 23. National SDE funding confirmed
- Oct 23. Initial SDE data flows
- Nov 23. Bucks / Berk W PHM Tool LIVE
- Dec 23. Initial SDE use cases LIVE
- Jan 23. Oxon PHM Tool LIVE

Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun

Finances: National Funding Sources for ICS Digital & Data

Most digital transformation remains locally funded and delivered. The ICS efficiency coordination group digital workstream has made little progress due to lack of access to unified spend and commercial data.

The table below only references external funding that is applicable across the system. There is an opportunity to better manage the finances of digital and data investment with dedicated financial and procurement support.

National Funding Source	Amount	Comments
Patient Engagement Portals - PEPs ("Wayfinder" Front Line Digitisation)	~£300k (per acute provider)	- Bids successful for all 3 x acute providers to enhance the integration of their PEPs to the NHS App - All 3 x MH / community providers have expressed interest in being on a national pilot for MH / community patient PEPs. Funding for this pilot is not yet confirmed
Waiting List Validation ("Mobile First" Front Line Digitisation)	Varies by site	- Level of financial support varied by provider maturity - Funding is tied to the delivery of nationally-agreed milestones around digital validation of patient wait lists
eMeet & Greet ("Mobile First" Frontline Digitisation)	£539k (for BOB ICB)	- Bid and delivery led by ICB OP lead. - Extend the use of the Dora autonomous telemedicine tool already in use across all acute providers. - Funding will be used to optimise digital onboarding for patients referred to High Volume Low Complexity pathways
Health Tech Acceleration Fund (HTAF)	£30M nationally (~£700k per ICS)	- Prioritisation of bids will be agreed at the next Digital & Data Delivery Group (18 Oct 2023) based on support to delivery of the Joint Forward Plan - Bid submitted 24 Oct 2023; funding must be spent and projects delivery by Mar 2024.
Smart System Control (Digital Solution)	~£150k (for BOB ICB)	- In-year national funding allocated to BOB ICB to deliver the baseline for Smart System Control (Digital Solutions) as part of the System Coordination Centre in time for winter 2023/34.
Elective Recovery Digital Tools Fund	TBC	- Initial mapping exercise of current tolls and gaps is complete; potential national funding scheme to follow
Cyber Improvement Programme	£344k capital, £69k revenue (for BOB ICS)	- Bid submitted in Oct 2023, funding confirmed mid-Nov 2023
Future Connectivity	TBC	- Awaiting further info
Frontline Digitisation BHT	TBC	- National EPR Funding as party of the Frontline Digitisation programme – currently going through business case approvals with NHSE EPR Investment Board
Frontline Digitisation OHFT	TBC	- National EPR Funding as party of the Frontline Digitisation programme – currently going through business case approvals with NHSE EPR Investment Board
Diagnostics Capability Development Programme	TBC (funding varies between diagnostics networks)	- National funding to develop digital & data capabilities of South 4 Pathology, Berkshire, Surrey Pathology and Thames Valley Radiology networks. - Funding for a range of projects including new LIMS, new order comms systems, AI, data sharing
Greener Digital	£100k	- Expressions of interest to be made in Oct 2024. Bids to focus on ways to reduce carbon footprint for digital health pathways

Glossary

- CoE – Centre of Excellence
- DSA – Data Sharing Agreement
- EPR – Electronic Patient Record
- HIE – Health Information Exchange (product name of the Oxfordshire local shared cared record)
- IG – Information Governance
- PCN – Primary Care Networks
- PEP – Patient Engagement Portal
- PHM – Population Health Management
- SDE – Secure Data Environment
- VW – Virtual Wards
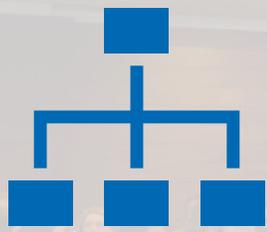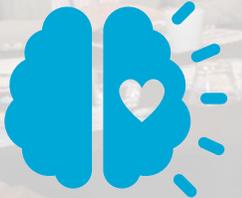
ICS Digital & Data Summit

Friday 29th September 2023

NHS
Buckinghamshire, Oxfordshire
and Berkshire West
Integrated Care Board

The summit cemented the reputation of BOB as a leading ICS

The agenda ranged from inequality to real world use of AI

NHS

Morning Session	
09:00	Coffee & Networking
10:00	Welcome Ross Fullerton, Chief Digital Information Officer, BOB ICB
10:15	**Panel: Tackling Health Inequality** Chair: Ronke Adejolu, CXIO BOB ICB & NHSE SE with: Dr Priya Kumar, Steve Goldensmith and Mark Sellman
11:00	Networking
11:15	**Panel: The value of digital in transforming the health of our population** Chair: Megan Morys-Carter, Chief Digital & Partnerships Officer, OUH with: Steve McManus, Dr Amit Sharma and Victoria Otley-Groom
11:45	Networking
12:30	**Keynote: National Priorities and Workforce Development** Yinka Makinde, NHSE Director of Digital Workforce

Afternoon Session	
12:50	Lunch and networking
13:50	Welcome back
14:00	**Panel: How data is transforming care across BOB** Chair: Dr Dan Alton, CCIO BOB ICB with: Dr Heike Veldtman, Prof Jim Davies, Jonathan Rees
14:45	Networking
14:55	**Keynote: Optimising stroke pathway with AI** Dr Kiruba Nagaratnam, Consultant Stroke Physician and Geriatrician, Clinical Lead for Stroke Medicine, Royal Berkshire NHS Foundation Trust
15:25	Event wrap-up and feedback
16:15	Event close

Connecting with colleagues was invaluable to attendees

- The event provided a sense that there is one BOB ICS Digital and Data community regardless of place, bringing down previous organisational and place-specific barriers.
- Collective buzz around bringing to life the projects relating to digital and data that are taking place within healthcare organisations, regardless of where they sit in the system.
- Attendees from primary care took away a new appreciation of the capabilities available now to support them to manage practice workload more effectively
- Summit created space to hear about leading edge capability and what is happening now – important given how hard it is to keep up with pace of change happening across digital and data.
- Good engagement from social care, voluntary sector and patient groups with offers to be much more involved
- National speaker – with focus on workforce development - very positively received
- We need to work harder to get participation from LA colleagues

Early feedback has been positive

Attendees

- 1st ICB DDAT Summit – establishes 'What Good looks like'
- Representative and diverse panel
- Valued attendees sharing insights gained with their teams
- Feeling more motivated
- Feeling inspired
- Even broader attendance and participation – LA, academia, AHSN, service users etc.
- Patient perspective on digital
- Greater focus on digital literacy

Exhibitors

- Excellent level of engagement from delegates with stalls and teams
- Benefitted from clinician attendance for in-depth discussions relating to digital programmes and work taking place across the system
- More social care and local authority engagement required
- Skills Development Network – tapped into an unmet need for career/skills development
- Opportunity for Providers to showcase good work taking place
- Exhibitors able to answer queries relating to respective portfolios
- Raised profile of Shared Care Record and PHM

Gemma Donnelly @gemdonn42 · Sep 29

@GroomOtley makes a key point- we need clinicians to be involved in developing and implementing digital solutions.. If we don't we lose their experience and on the ground knowledge. #BOBDigitalHealth

Yinka Makinde (She/Her) · 1st
Director of Digital Workforce | Speaker | Innovator
4d · 🌐

What an outstanding day spent with colleagues in BOB ICS for the #BOBICSDDSummit. Thank you for the invitation to speak, and update on upcoming #DDAT #workforceplan Great panels on #healthinequalities value of #data and value of #digital in population health. As well as application of #AI in stroke pathway. Great job Ross Fullerton Victoria Otley Groom

Next Steps

Participant survey for in-depth feedback and analysis – this week

ICS Digital and Data Steering group to review feedback and how to build on the momentum gained and continue engagement across system

A series of short exhibitor videos were recorded on the day. These will be published via YouTube over the next few weeks – providing further insight into projects and programmes taking place across the system

Continue celebrating and showcasing the amazing work we should be rightly be proud of and relentlessly working to deliver the ICS digital and data strategy.