West Hampshire Clinical Commissioning Group – Digital Strategy, 2019 – 2022

Summary

The purpose of this document is to outline the strategic intentions for West Hampshire Clinical Commissioning group with regards to how digital solutions and technology will be used to enable greater access to information and to help improve our populations' health and wellbeing.

This digital strategy will provide direction and focus for digital initiatives and complements West Hampshire CCG's corporate strategy and digital plans of the Local Care Partnerships (LCP).

The strategic intentions detailed in this document also reflect those of the Hampshire and Isle of Wight (HIOW) Sustainability and Transformation Partnership (STP), under their digital workstream.

This strategy recognises there is a need for all partners to look beyond their individual digital requirements and to look holistically to maximise benefits across the system and result in cohesive information and infrastructure.

The success of this strategy will be measured by the impact it has on the way patients and professionals think, work and interact, as much as it does on the systems and solutions in place. This includes making a cultural shift to give patients more control of their health and care and recognising that professionals collecting and sharing good information is fundamental to improving the quality, efficiency and effectiveness of care delivery.

Scope

The scope of this strategy document is aligned to the CCG's responsibility and areas of influence regarding digital services and solutions.

The CCG has direct responsibility for Primary Care IT, CCG corporate IT services and the local approach to digital transformation and innovation across NHS services. The CCG has the ability to influence digitisation, and approaches to digital strategy and innovation for health and care organisations at a regional level (HIOW), through intelligent commissioning and working collaboratively with partner organisations.
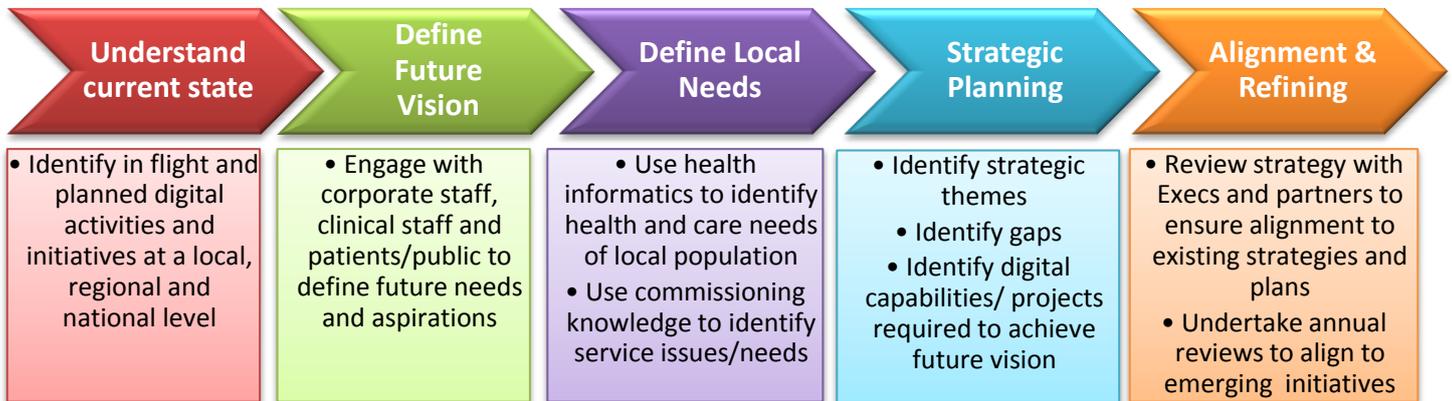
Ambition Statement

Our ambition is to provide and commission digital services and solutions that ultimately result in more effective and efficient healthcare for our population, improving health outcomes and driving down costs.

To do this, the strategy will be employed to: empower citizens, enable clinicians, digitise and integrate health and care records, and make intelligent use of information.

Our approach will be 'digital first' so that digital opportunities are always considered, and digital services and solutions are good enough, that people prefer to use them. In addition we will continually work to source new and innovative solutions to serve this agenda.

Approach to strategy design

The approach taken to define the digital strategy is outlined below:

Understand current state	Define Future Vision	Define Local Needs	Strategic Planning	Alignment & Refining
• Identify in flight and planned digital activities and initiatives at a local, regional and national level	• Engage with corporate staff, clinical staff and patients/public to define future needs and aspirations	• Use health informatics to identify health and care needs of local population • Use commissioning knowledge to identify service issues/needs	• Identify strategic themes • Identify gaps • Identify digital capabilities/ projects required to achieve future vision	• Review strategy with Execs and partners to ensure alignment to existing strategies and plans • Undertake annual reviews to align to emerging initiatives

Strategy Principles

Key guiding principles under which this strategy will operate:

Open and Interoperable:
Use open standards to ensure we can connect solutions to provide a holistic health and care experience, where data can flow, be accessed and analysed to better inform and deliver care.

Best of Breed:
Ensure we use the best solutions and services to satisfy particular functions/needs, to ensure a positive user experience and to deliver value for money.

Simplify and Standardise:
Where possible and practicable, provide a consistent solution for the same need, combining functionality into one solution where appropriate, to provide ease of access and use.

By the user, for the user:
Digital solutions and services will be informed by key stakeholders, (health and care professionals, patients, carers etc.) to ensure they are fit for purpose and can be measured as making a positive contribution to user experience and delivery of care.

Harness Innovation:
Maintain an active agenda to understand, investigate and make best use of digital innovations to support delivery of this strategy, through close links with the Academic Health Science Network (AHSN) and other relevant organisations and forums.

Strategy Themes

Empower Citizens

It is crucial that we empower our citizens by giving them the opportunity to access information about their health and care, interact with services, and take ownership of their care via digital means. However we recognise that there is a skills gap and we need to support and enable citizens to engage with health and care in this way. We want our citizens to have an integrated and

consistent experience via digital channels so their interactions do not become complex and fragmented.

Key programmes of work:

- ➢ **Online Services**
  NHS app, booking appointments, repeat prescriptions, e-consult, digital outpatients, digital mental health

- ➢ **Self- Management**
  Apps (e.g. MSK, myCOPD), Personal Health Record, Medication compliance, Remote Observations

- ➢ **Digital Education**
  Educate and support citizens in how to use digital health care solutions, delivered in partnership with local stakeholders

Enable Staff

This stream of work ensures we provide staff with the right tools required for their job, and that these are flexible to changes to business and/or care delivery models in the future. It ensures staff can work and access information in the right place at the right time in order to deliver health and care services.

Key programmes of work:

- ➢ **Infrastructure**
  - o Improved hardware and bandwidth
  - o Provide flexible working solutions (mobile working: laptops and remote access)
  - o Rolling Programme for infrastructure refreshes and upgrades
  - o Align to best practice regarding hardware provision
  - o Shared infrastructure to allow sharing of business documents and solutions
  - o Video Call/conferencing solutions

- ➢ **Releasing capacity for innovation & engagement**
  Leverage existing skills and knowledge of CCG staff and better enable them to engage in digital initiatives by releasing capacity to allow for support of pilots and projects.

- ➢ **Education / Skills**
  - o Digital needs addressed as part of OD strategy focused on developing a capable workforce
  - o Digital innovation reflected in the CCG's 'ambitious' behaviour framework

Digitise and Integrate health and care records

The NHS has committed to digitise health and care records, to achieve a paperless NHS. This workstream ensures records and information are digitised to deliver that agenda, as well as achieve connectivity between different systems, meaning that data can flow seamlessly from one system to another without the need for a patient to repeat information, or a user to re-key data.

Key programmes of work:

- ➢ **Remote Consultations & Assessments**

  Enable digitised consultations with health and care professionals via chat, voice and video channels, and the ability to complete assessments via digital channels, providing choice and efficiency for patients and professionals alike.

- ➢ **Digitise Workflow**

  Intelligent workflow built into systems to enable the exchange of tasks and updates between health and care professionals. Increased visibility via prompts and alerts should reduce duplication and drive efficiencies.

- ➢ **Integrated Health and Care Records**

  A significant component of the HIOW STP digital programme is the development of local integrated health and care record (CHIE) supported by an integration engine to provide a holistic view of all health and care information for a patient. The CCG is committed to this initiative as the foundation and enabler for analytic capabilities and personal health records. This agenda will also support the delivery of local Primary Care Networks (PCN's) established throughout the region.

Make best use of data

The power of data within health care is a significant agenda linked to interoperability and integrated records. We will ensure data can flow seamlessly through our systems so the right information is available to the right person at the right time. We also recognise the opportunity to use data to support analytics work, demand and capacity management across the system, as well as moving us to a more informed and proactive care model.

- ➢ **Interoperability Standards**

  Provide an environment that enables interoperability between services and solutions, securely and appropriately exchanging data from one system to another.

- ➢ **Intelligence and Analytics**

  Understand and analyse data to make improvements in health and care provision and delivery. Data can be used to support **demand and capacity management,** informing plans for the system, enabling visibility of trends to support service design and workforce deployment. Equally data can support **proactive care**, by understanding data we can apply algorithms to identify trends and patterns to recommend treatment options for patients, identify patients at risk, predict outcomes and inform decision making.
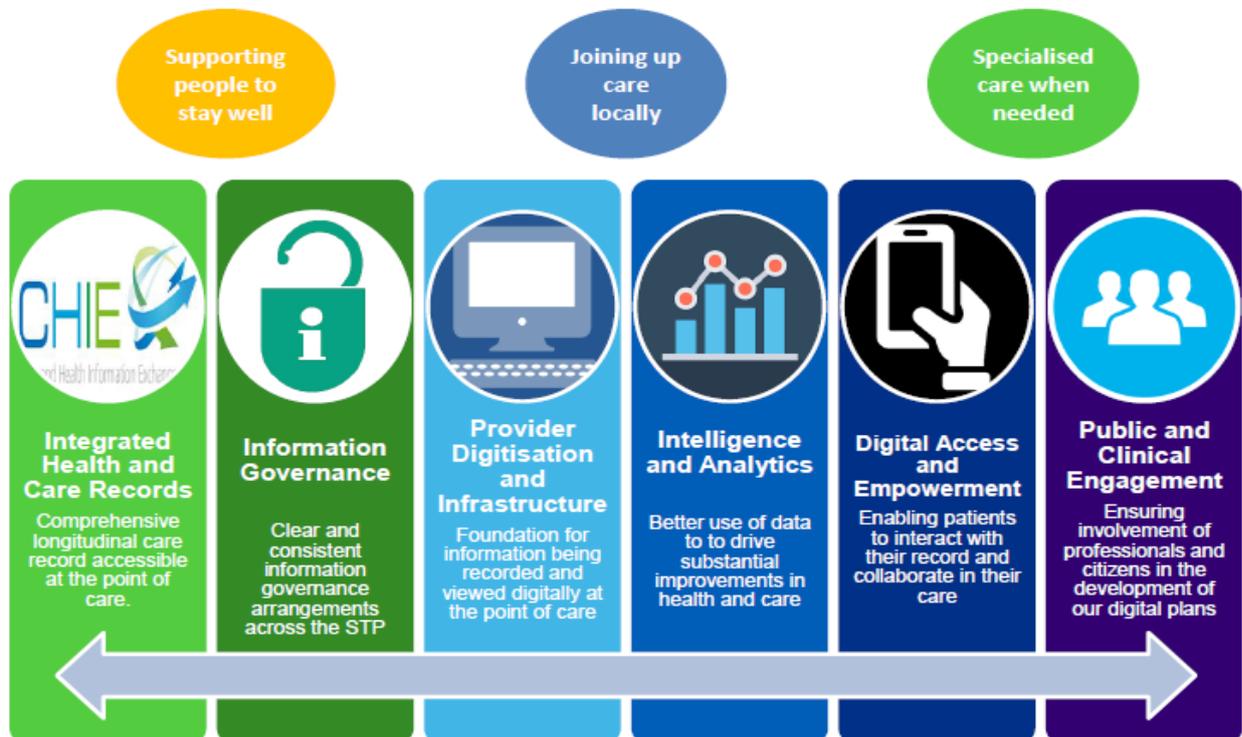
Regional and National Agendas

This strategy is unmistakably influenced by regional and national agendas. The CCG seeks to ensure that local strategy and plans are sympathetic with national expectations (both current and subsequent publications).

Quality services, better health

HIOW STP Digital Portfolio

The HIOW Digital Portfolio Board includes members from health and social care organisations throughout the region. The strategy for HIOW STP is outlined below, following a refresh in 2018:

Supporting people to stay well

We are taking action to prevent ill-health and promote self care...

- Empowering citizens, patients, service users and communities
- Harnessing technology more effectively to support wellbeing

Joining up care locally

We are strengthening local primary and community care...

- Developing integrated health and social care teams designed to support the needs of the local communities they serve
- Ensuring a strong and appropriately resourced primary care workforce
- Providing care in the right place at the right time by reducing over-reliance on hospitals and care homes
- Using technology to revolutionise people's experiences and outcomes;

Specialised care when needed

We are improving services for people who need specialist care...

- Identifying, understanding and reducing unwarranted variation in outcomes, clinical quality, efficiency;
- Through consolidating more specialised care on fewer sites;

We will make intelligent use of data and information to empower citizens, patients, service users and support our workforce to be more efficient and effective in delivering high-quality care

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Supporting people to stay well **Joining up care locally** **Specialised care when needed**

Integrated Health and Care Records	Information Governance	Provider Digitisation and Infrastructure	Intelligence and Analytics	Digital Access and Empowerment	Public and Clinical Engagement
Comprehensive longitudinal care record accessible at the point of care.	Clear and consistent information governance arrangements across the STP	Foundation for information being recorded and viewed digitally at the point of care	Better use of data to to drive substantial improvements in health and care	Enabling patients to interact with their record and collaborate in their care	Ensuring involvement of professionals and citizens in the development of our digital plans

NHS Long Term Plan (January 2019)

The vision of the Long Term Plan centres on utilising technology and data to create a fully integrated health and care system, where digital tools and services are the norm. Digital transformation is considered key to supporting wellness, managing long-term conditions, predicting those who might benefit from intervention and delivering truly personalised care. It underpins a future where the NHS is a world leader in digital health and a powerhouse of research and innovation. Digital is listed as 1 of 5 major practical changes to the NHS Service Model, stating "Digitally-enabled primary and outpatient care will go mainstream across the NHS"

The LTP Themes:
- **Empowering People** - NHS App, access to records, self-management
- **Supporting Health & Care Professionals** - Digital Skills and education, access to Digital tools, Digital leadership
- **Supporting Clinical Care** - Core level of digitisation, virtual appointments
- **Improving Population Health** - risk stratification, predictive analytics
- **Improving Efficiency & Safety** - Decision support, AI, security

The LTP critical priorities:
There is wide consensus that we should prioritise access to patient records across health and care settings for citizens, clinicians and carers. Health information should be captured digitally as a by-product of care and shared across health and care settings, so patients don't have to repeat their stories time and again.

- Provide access to health and care records and build on the progress already made on digitising appointments and prescriptions. We will offer a 'digital first' option for most, allowing for longer and richer face-to-face consultations with clinicians where patients want or need it. The NHS App will be our digital 'front door' to the NHS, and will provide advice, allow citizens to check their symptoms and connect them with healthcare professionals. Additionally, new types of digital tools and services will provide citizens with better support and insights into their conditions, their health and healthcare choices. Health, well-being and lifestyle apps will also help people to be healthier and reduce the incidence of lifestyle-induced conditions.
- The expansion of local health and care records will speed up health and care records being brought together across primary and secondary care. We will work to integrate genomic data and other advanced personal clinical data sets into the patient record, enabling much more targeted, personalised care.
- The continued roll-out of Global Digital Exemplar (GDE) blueprints to their Fast Followers and other trusts will ensure the NHS achieves maximum value by reducing duplication and sharing systems between organisations where possible based on open standards and interoperability.
- Provide NHS staff with IT that meets their needs and makes their lives easier. We will take basic administrative tasks out of their daily routines and provide real-time access to information that will help them make better decisions for patients.
- Ensure that all care providers are digitised by supporting the roll out of Electronic Health Records and administrative systems for managing the service, so that no part of the system operates on paper or uses fax machines for communication.
- Continue to work with charities and the voluntary sector, as well as those representing marginalised communities, to make sure changes do not increase the inequalities some

citizens face. Our work must instead help support true partnership between health and care professionals and those they care for.

Secretary of State – Future of Health and Care 2018

Secretary of State - Matt Hancock, has set out national healthcare priorities on infrastructure, digital services, innovation, skills and culture, which are to:

- put in place the right infrastructure
- buy the best technology
- ensure that digital services meet people's needs
- enable health tech and innovation
- develop the right skills and capabilities
- build an open culture

The Future of Health and Care document proposes a modern technology architecture and a set of guiding principles that will together be the foundation for a new generation of digital services designed to meet the needs of all users

The vision sets out how digital services and IT systems will need to meet a clear set of open standards to ensure they can talk to each other and be replaced when better technologies become available. A focus on putting user needs first and setting standards at the centre will enable local organisations to manage their use of technology and spread and support innovation wherever it comes from.

Paper-Free at Point of Care Capabilities

Records, Assessments and Plans	Professionals across care settings can access GP-held information on GP-prescribed medications, patient allergies and adverse reactions	Clinicians in urgent and emergency care settings can access key GP-held information for those patients previously identified by GPs as most likely to present (in U&EC)	Patients can access their GP record
Transfers of Care	GPs can refer electronically to secondary care	GPs receive timely electronic discharge summaries from secondary care	Social care receive timely electronic Assessment, Discharge and Withdrawal Notices from acute care
Decision Support	Clinicians in unscheduled care settings can access child protection information with social care professionals notified accordingly		Professionals across care settings made aware of end-of-life preference information
Medicines Management and Optimisation	GPs and community pharmacists can utilise electronic prescriptions		
Remote Care	Patients can book appointments and order repeat prescriptions from their GP practice		
Orders and Results Management	None defined		
Asset and Resource Optimisation	None defined		

Five Year Forward View

Published in 2015, the Five year forward view highlights the need to leverage the potential of technology and innovation, enabling patients to take a more active role in their own health and care while also enabling NHS staff and their colleagues to do their jobs. It focuses on simplifying access to health and care in the most appropriate location, whilst supporting people to manage their own health.

Personalised Heath and Care 2020

This publication outlined a framework for action to support frontline staff, patients and citizens to take better advantage of the digital opportunity. To transform the way information is used across health and care, radical transformation is needed in the following areas:

- 'Enable me to make the right health and care choices' – citizens to have full access to their care records and access to an expanding set of NHS accredited health and care apps and digital information services;
- 'Give care professionals and carers access to all the data, information and knowledge they need' – real-time digital information on a person's health and care for all NHS-funded services, and comprehensive data on the outcomes and value of services to support improvement and sustainability;
- 'Make the quality of care transparent' – publish comparative information on all publicly funded health and care services, including the results of treatment and what patients and carers say;

- 'Build and sustain public trust' – ensure citizens are confident about sharing their data to improve care and health outcomes;
- 'Bring forward life-saving treatments and support innovation and growth' – make England a leading digital health economy in the world and develop new resources to support research and maximise the benefits of new medicines and treatments, particularly in light of breakthroughs in genomic science to combat long-term conditions including cancer, mental health services and tackling infectious diseases
- 'Support care professionals to make the best use of data and technology' – in future all members of the health, care and social care workforce must have the knowledge and skills to embrace the opportunities of information;
- 'Assure best value for taxpayers' – ensure that current and future investments in technology reduce the cost and improve the value of health services and support delivery of better health and care regardless of setting.

Governance

Governance of the digital strategy and underpinning work plan will be undertaken via the following groups:

WHCCG Digital Portfolio Group - West Hampshire CCG group responsible for oversight of all digital initiatives ensuring alignment to strategy and emerging priorities. Initiating, reviewing and recommending new initiatives as well as monitoring delivery of current programmes.

HIOW Digital Commissioners Forum – Collaborative group for HIOW Commissioners focusing on the delivery and strategic planning for primary care IT services. This group monitors the capital programme and shares experience and learning from across the region to support strategic decision making. This forum also acts as a link between primary care, commissioners and the STP Digital Portfolio Board.

HIOW STP Digital Portfolio Board – Strategic group responsible for digital strategy and delivery across health and care providers within Hampshire and Isle of Wight.

Digital Governance
Structure.pptx

Finance

NHS Finances remain extremely challenging. The CCG has a set budget for digital services and fund the components as outlined:

- Corporate IT – Service level agreement for services provided by South Central & West Commissioning Support Unit (SCWCSU). An annual budget will be allocated to manage the refresh of corporate hardware as required.
- GPIT Projects & Support - Capital funding to meet the cost of General Practice IT is delegated from NHS England to the CCG. North Hampshire CCG is the host organisation for this funding across HIOW. Revenue funding is managed by each CCG independently. A service level agreement exists for the provision of this service via a third party.
- Projects and new initiatives – The CCG will review proposals and cases for new items of work and initiatives as required and allocate funding from existing CCG funding streams, or bid for

national funding when available. These requests will be routed through the existing digital governance structures as required.

Leadership and Culture

It is clear to many, that a culture change is required to successfully harness the potential digital can offer the health and care sector. Matt Hancock stated in 2018 "Only 10% of the challenge is tech. 90% of the challenge is culture," therefore this must be appropriately recognised and addressed.

West Hampshire CCG are committed to delivering this strategy and harnessing the opportunity digital presents, fully supporting teams to make the changes outlined. The organisation will consider the move to digital as a key requirement for all new initiatives and ensure appropriate reviews are undertaken to ensure alignment to this strategy. In-house skills along with those from within our local health and care eco-system will be utilised and continually developed, and external experts will only be sought where needed. In addition, dedicated Clinical leadership will continue to be provided to support work on this agenda.

Resources

When initiating new projects, service changes or considering existing programmes of work, all CCG staff will adopt the 'digital first' approach, exploring options for using technology to support and enhance work. Staff will also consider gaps in their own skills and knowledge relating to digital technology in health and care and take up learning opportunities to develop themselves in this area, as well as seek support from the internal digital team to explore solutions.

The internal digital team are responsible for leading on all aspects of the digital work plan underpinning this strategy and representing the CCG in all relevant digital forums locally, regionally and nationally. This digital strategy will be maintained by the digital team and refreshed in line with the expiry date or as otherwise required.

The internal CCG digital team will be supported by digital specific resources within SCWCSU.

This strategy recognises there is a need for all partners to look beyond their individual digital requirements and to look holistically to maximise benefits across the system and result in cohesive information and infrastructure. As a result this strategy supports and encourages a collaborative approach to use of digital resources across HIOW where there is consistency in work plans and goals – this approach is employed to provide efficiencies and improve collaboration across the patch.

Digital Work Plan

The Digital work plan provides a detailed view of work underway to assure delivery of this strategy. The Digital work plan will be refreshed and revised in line with emerging needs and be maintained separately to this document by the Digital team and the CCG's Digital Portfolio Group.

Glossary of Terms

- CCG – Clinical Commissioning Group
- FYFV – Five Year Forward View
- HIOW – Hampshire & Isle of Wight

- LCP – Local Care Partnership
- LDS – Local Delivery System
- LTP – Long Term Plan
- NHSE – NHS England
- NIB –National Information Board
- OD – Organisational Development
- PF@PoC – Paper-Free at Point of Care
- SCWCSU – South Central and West Commissioning Support Unit
- STP – Sustainability and Transformation Partnership
- WHCCG – West Hampshire Clinical Commissioning Group
- GPIT – General Practice

References

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