Belfast Health and
Social Care Trust

caring supporting improving together

Delivering Right Care, Right Time, Right Place:

Our Digital Strategy 2020-2025

10 February 2021

Our Digital Strategy – Supporting us in achieving our vision of *Right Care, Right Time, Right Place*

Our Digital Vision and Strategy

1. What Digital is and why it is important to us
2. Aligning our plans locally as part of a wider system
3. Our Digital Vision for 2025
4. How Digital will provide different and better experiences
5. Service design at the heart of our strategy
6. Strategic design principles
7. Key internal projects and initiatives
8. How we will approach delivery through continuous improvement

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The focus of today

2 **Appendix A:**

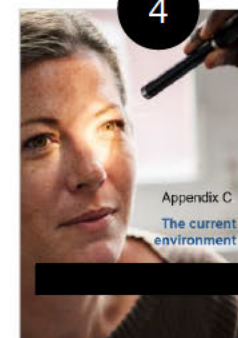**Defining our building blocks**

3 **Appendix B:**

Describing our strategic and enabling projects
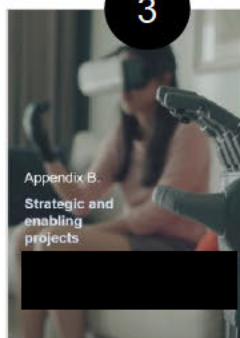
Describing the ambition of each project in delivering on our vision and how it will be achieved

4 **Appendix C:**

A view of the current environment

Summarising digital maturity, ongoing local and regional initiatives, and current structures and capabilities

1. What digital is and why it is important to us

Using new/emerging technologies and approaches to support us in delivering Right Care, Right Time, Right Place

Digital is the **application of new/emerging technologies and associated approaches to support organisations create value in better supporting how services are delivered**. Digital involves a range of proven and constantly evolving technologies that can help organisations create more value, for service users, staff, managers and other stakeholders. It is supported by new ways of working that aim to unlock this value quickly and incrementally.

Typical Digital Building Blocks

Approaches

- Agile
- Customer Journeys
- Innovation
- Service Design
- User Experience

Technologies

- ███████████
- ███████████
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BHSCT is already innovating the delivery of health and social care services with digital initiatives in a number of areas:

✓ **Remote working**: Enabling our people to work, communicate and collaborate together remotely via ████████████
████████████████

✓ **Video Consultations**: Successfully delivering video consultations as alternative care pathway, to scale at pace across outpatient services.

✓ ████████████████

✓ **Employee Hub**: upgrading our employee hub to provide a modern, accessible and flexible ████████

✓ **Value from data**: Promoting access to and value from our data assets through a single integrated Quality Management System (QMS) to unify the approaches to performance management, quality improvement, accountability and assurance.

✓ **Digital enabled learning**: Playing a leading role in the regional LMS programme to design a digital solution to support staff.

✓ **Out of hospital care**: ████████████
 to support patient independence and safety.

✓ **Agile application development**: ████████
████████████████

Digital provides us with exciting and novel opportunities to deliver better care to our patients and service users

Where demands are continually increasing, and resources constrained, BHSCT needs very different new models of care to better enable it to achieve the Trust's overarching vision of Right Care, Right Time, Right Place that underpins everything we do.

Other Heath and Social Care organisations both nationally and internationally are demonstrating that Digital can enable and support the necessary step-changes in how services are delivered. Digital for these organisations is not just about the investment in new technologies and systems, ███████████ ████████████████████████████████████

Digital is not tomorrow's technology – it is present in all of our lives today. Whether at work, at home or at leisure people across all age, geographic and socio-economic groups are using digital to access services in very different ways. From ordering groceries, booking holidays, getting products delivered to their homes, reviewing restaurants and keeping in touch with family members across the globe, people are now using Digital solutions in a way that would have been unthinkable even a year ago.

The General Public is now very familiar with using Digital solutions to access public services. A significant number of Government services are now available online with more and more of these services delivered with no/minimum human interaction.

For a growing number of people, there is an expectation that all of the public services they need will be accessible using Digital. The impact of the Covid-19 pandemic has accelerated and strengthened these expectations.

The purpose of this Digital Strategy is not to question "if to start" or "when to start" but rather "where and how to best continue".

As an organisation we will adopt new behaviours and ways of working to enable an early and sustained release of value through Digital

Digital approaches are very different to traditional ICT projects

a) Digital solutions typically cover people, processes, facilities and culture as well as technology, whereas ICT projects tend to focus primarily on the technical solution. Digital starts with services and service users, with technology being one of the enablers of enhanced service delivery.

b) Digital approaches tend to seek to release value incrementally through a series of sprints, whereas ICT projects (especially larger ones) tend to seek to release value in a single stage, e.g. go live of a new system. Underpinning digital is the mantra of "think big - start small – scale fast", i.e. be ambitious but start with an early prototype focused on a specific element of this ambition, working with service users to refine and optimise, and then apply it to a much larger audience - repeat, and scale at pace.

c) Digital aims to both disrupt and innovate the things an organisation does, and how it does these things, whereas ICT projects typically aim to "support/follow the lead that the business sets". Digital seeks to reimagine services and how they are delivered rather than simply applying technology to the current way things are done.

While BHSCT recognises that digital is, of course, enabled by new technologies it acknowledges that adopting new ways of working is actually more important, and more difficult to achieve.

BHSCT will embed a Digital Culture which will be characterised by:

✓ **Ambition**

A relentless passion for enhancing outcomes and improving services through the application of digital technologies and approaches.

✓ **User Focus**

A desire to work with service users to understand their needs and preferences and their experiences of using BHCT services, and reflecting this appropriately in the design of services.

✓ **Collaboration**

A willingness to work collegiately and collaboratively with others in multidisciplinary teams with varying levels of technical ability.

✓ **Supportive**

Providing our people with access to the resources, support and technology they need to adopt these ways of working

✓ **Agility**

The ability to adapt to a changing environment, pressures and the opportunities offered by emerging digital technologies.

2. Aligning our plans locally as part of a wider system

We will continue to engage constructively both regionally and nationally, whilst focusing on the co-design of digital services with our service user at the centre

Increased agility and ingenuity

Inexpensive & focused point solutions which allow for Agile development

Increased scale and complexity

Expensive and complex, common solutions which require structured development and lengthy implementation

Service User

BHSCT Service and Care Pathways

BHSCT Enterprise

HSC Northern Ireland

Wider: NHS UK and local/central government

BHSCT - Services and Care Pathways

BHSCT will innovate and accelerate digitally-enabled services to deliver better health and care outcomes:
- Service Design (aligned with Digital Principles)
- Innovation and Data Analytics

HSC Northern Ireland
BHSCT will **drive, shape and exploit** regional approaches:
- Encompass
- Digital Infrastructure
- Digital Solutions

BHSCT - Enterprise

BHSCT will **design and implement** its corporate approaches
- Collaboration and Communication Tools

- Digital Capabilities

NHS UK (and government led initiatives)
BHSCT will **influence and leverage** national (and international) approaches:
- NHS 111 helpline
- Clinical Research (e.g. National Institute for Health Research)
- Learnings from NHSX and Digital 'good practice' elsewhere

3. Our Digital Vision for 2025

BHSCT has a vision to become a Digital Organisation in order to better deliver its overarching ambition: Right Care, Right Time, Right Place

Digital Access

Online access to services and information

Enhanced Accessibility

Empower citizens to live independently and proactively manage their care

Digital Services

Services transformed using new data-driven tools and approaches codesigned with both patients/clients and Trust's clinicians, staff and managers

Optimised services and care pathways enabled by technology and data

Robust, scalable and sustainable technology

Right care, right time, right place

Establish consistently robust and secure technology to support a connected and mobile workforce

Data driven insight to support the move to outcome-based measures and improve allocation or resources

Digital Operations

Enhanced Digital capabilities

Digital Workplace

4. Our Digital Vision will provide different and better experiences for our patients and service-users

| Empowered | Informed | Assured | Included | More Choice | Improved Access | Better Experience |

Empowered: I can **access my care plan and health record** ███ ████████████ ████

Choice: I can **choose between online and physical** appointments

████████████████████

Informed: I am kept **up to date with appointments** ████████ ████████████

Access: I can use my own device to access the internet for free when using your service in one of your buildings

Empowered: I can **easily rearrange my appointments**

Informed: **I feel informed** in my care planning

███████████████
███████████
████████████
██████████████
███████████
████████

Choice: I **only need to go to hospital in acute circumstances**

Assured: My voice is being heard when care is being delivered

Informed/Assured: I feel informed about how you use my personal data and feel assured it is **kept safe and secure**

Access: I have a **single point of access** for all of the Trust services I need to access

Seamless experience: I have **a seamless experience** across health and social care

Included: I **don't have to use digital technology** if I'm not able to
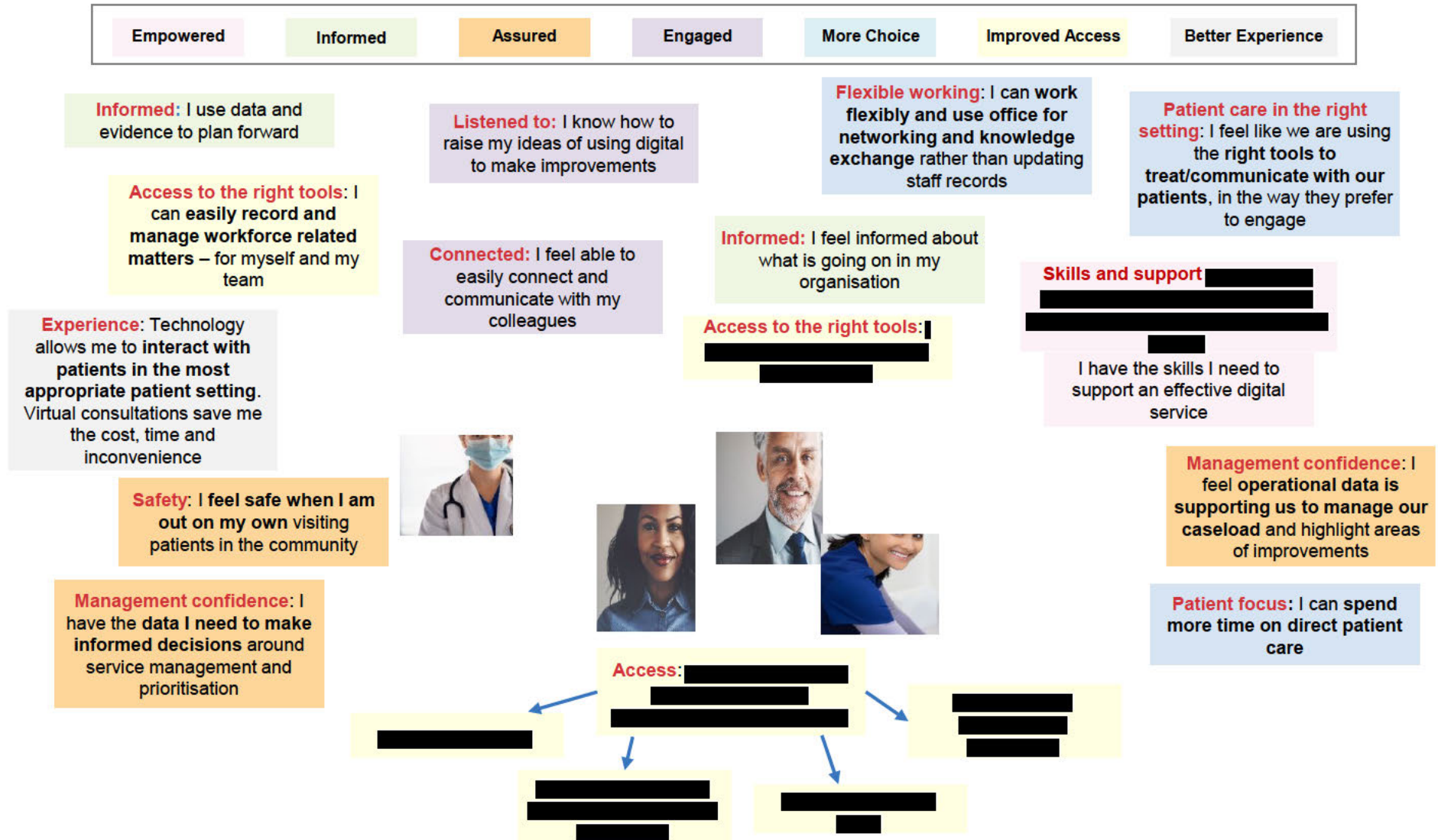
Informed: I can **ask health related questions online**

Included: I don't feel excluded as I communicate **in my own language** by selecting my language on digital platforms offered

Choice: I know what services are being offered to my children / dependent and **can easily opt in or out**
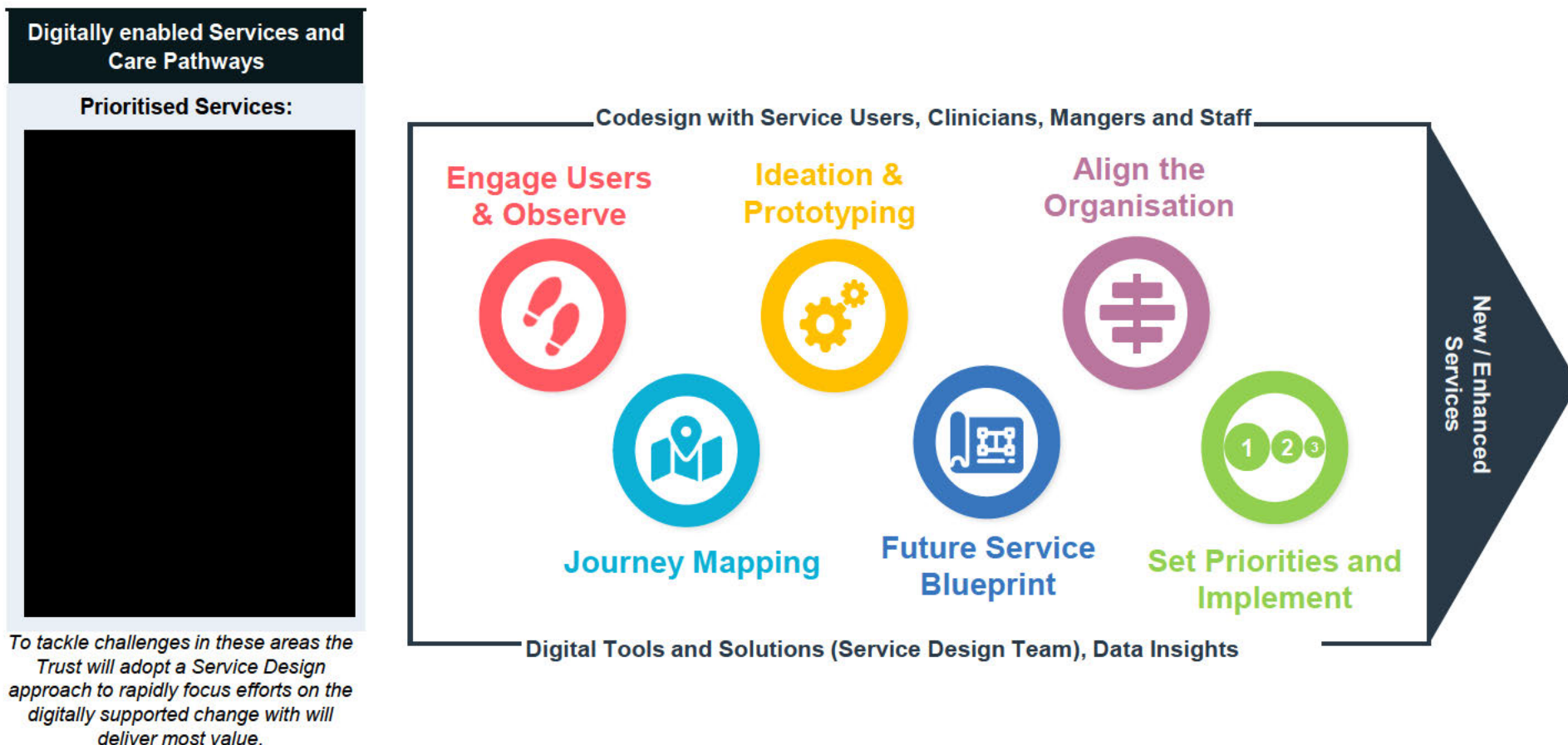
4. Our Digital Vision will provide different and better experiences for our people

Empowered	Informed	Assured	Engaged	More Choice	Improved Access	Better Experience

Informed: I use data and evidence to plan forward

Listened to: I know how to raise my ideas of using digital to make improvements

Flexible working: I can **work flexibly and use office for networking and knowledge exchange** rather than updating staff records

Patient care in the right setting: I feel like we are using the **right tools to treat/communicate with our patients,** in the way they prefer to engage

Access to the right tools: I can **easily record and manage workforce related matters** – for myself and my team

Connected: I feel able to easily connect and communicate with my colleagues

Informed: I feel informed about what is going on in my organisation

Skills and support ▮▮▮▮▮▮▮▮

I have the skills I need to support an effective digital service

Access to the right tools: ▮▮▮▮▮

Experience: Technology allows me to **interact with patients in the most appropriate patient setting.** Virtual consultations save me the cost, time and inconvenience

Management confidence: I feel **operational data is supporting us to manage our caseload and highlight areas of improvements**

Safety: I feel **safe when I am out on my own** visiting patients in the community

Management confidence: I have the **data I need to make informed decisions** around service management and prioritisation

Patient focus: I can **spend more time on direct patient care**

Access: ▮▮▮▮▮

▮▮▮▮▮▮ ▮▮▮▮▮ ▮▮▮▮▮ ▮▮▮▮▮ ▮▮▮▮▮

5. Service Design is at the heart of our strategy

We will co-design with service users and staff to deliver early value in priority areas

Digital service design is the activity of planning and organising digitally-enabled technology, people, infrastructure, communication and material components of a service in order to improve its quality and ████████████████████████████████. This relates to gaining a deep understanding of front-line requirements (demanding an adaptable strategy based on front-line needs)

Digitally enabled Services and Care Pathways

Prioritised Services:

████████████████████

To tackle challenges in these areas the Trust will adopt a Service Design approach to rapidly focus efforts on the digitally supported change with will deliver most value.

Codesign with Service Users, Clinicians, Mangers and Staff

Engage Users & Observe

Ideation & Prototyping

Align the Organisation

Journey Mapping

Future Service Blueprint

Set Priorities and Implement

New / Enhanced Services

Digital Tools and Solutions (Service Design Team), Data Insights

6. Strategic Design Principles

BHSCT will adopt a set of Strategic Design Principles to guide the design of the projects and solutions to implement this Digital Strategy

1. **Digital will be fully aligned with BHSCT objectives and ambitions**

   BHSCT's Digital Strategy does not exist in isolation. It will be fully aligned with the:

   - health and care outcomes that BHSCT seeks

   - priorities of the Executive Team and Senior Leaders across the Trust

2. **Digital by Default**

   Digital will be the default approach (internally and externally) for BHSCT to, amongst other things:

   - Provide services and share information

   - Conduct activities (not requiring human intervention)

   - Communicate and collaborate

   Of course BHSCT acknowledges that there will be circumstances where Digital is not the appropriate answer depending on nature of interaction and/or patient/service user needs and preferences.

   This principle will be supported by a campaign to extend digital inclusion.

3. **Digital will drive business change**

   Digital will be used to innovate and optimise the services and care pathways across BHSCT. Digital solutions will be used to create challenge and new ways of thinking in how services are fundamentally designed.

4. **Digital scope will include national, regional and local**

   BHSCT will leverage national and regional digital solutions and approaches ████████████. BHSCT will ensure that it uses its scale to shape these solutions as appropriate.

   BHSCT will have a local focus on:

   - Designing services and pathways that provide a best fit for clinicians, staff and service users across the Trust.

   - Bringing energy and innovation to the design of services

5. **Co-production/co-design underpinned by Digital**

   Digital solutions will be co-produced with all relevant stakeholders, including amongst others Clinicians; Staff; Managers as well as Service Users and Clients – promoting interoperability between systems projects and teams. They will be service-led and technology enabled

7. Key internal projects and initiatives

BHSCT will progress key and interconnected internal projects and initiatives to implement this strategy and realise early value
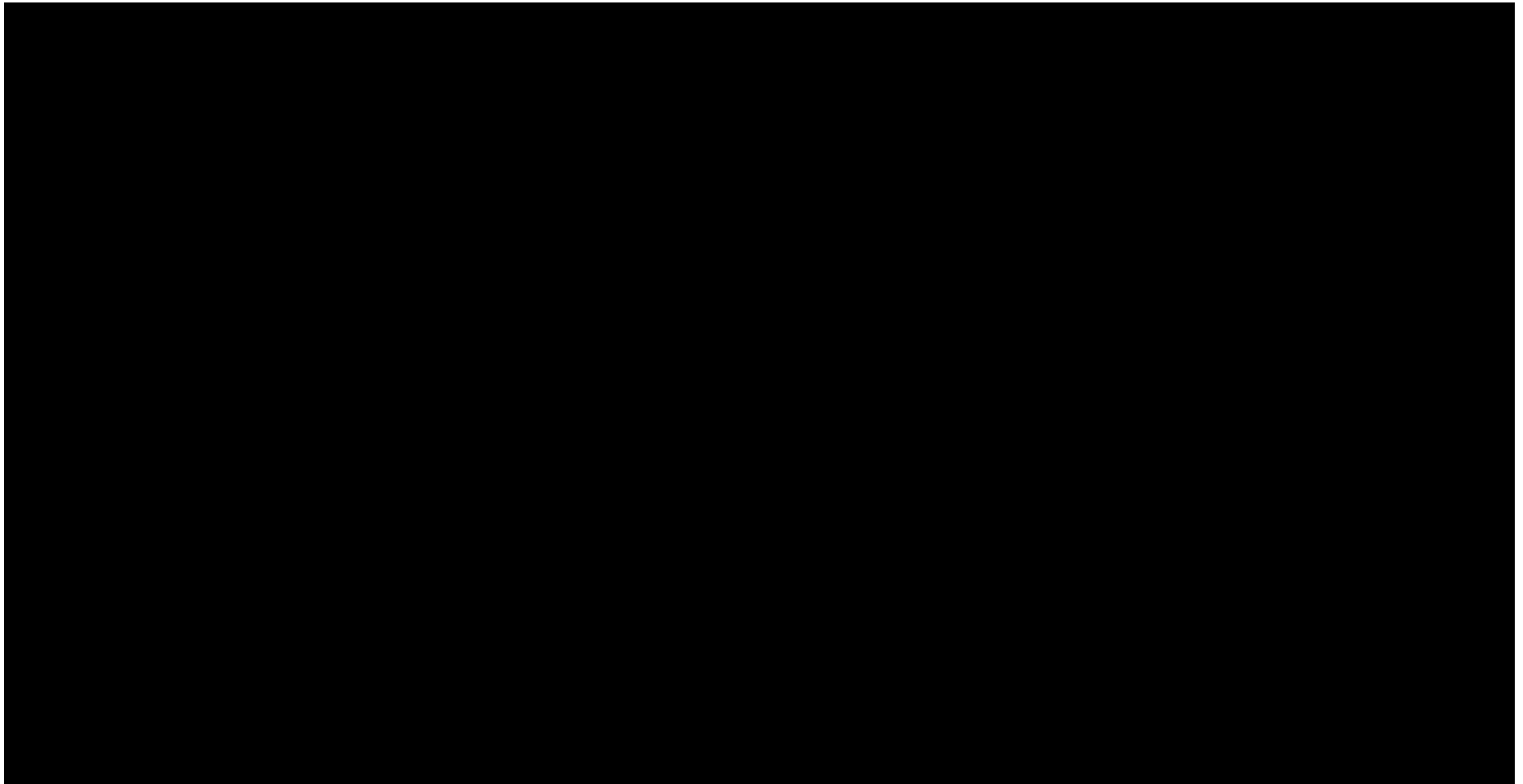
It must be noted that each of these projects cannot be considered in isolation and will often be cross-cutting. Careful planning of dependencies, interactions and communication is required from the offset.

7. Key internal projects and initiatives
Digitally enabled services projects

7. Key internal projects and initiatives
Staff engagement projects

Staff engagement █████████████

7. Key internal projects and initiatives
Quality management system and data projects

Quality management system and data

7. Key internal projects and initiatives
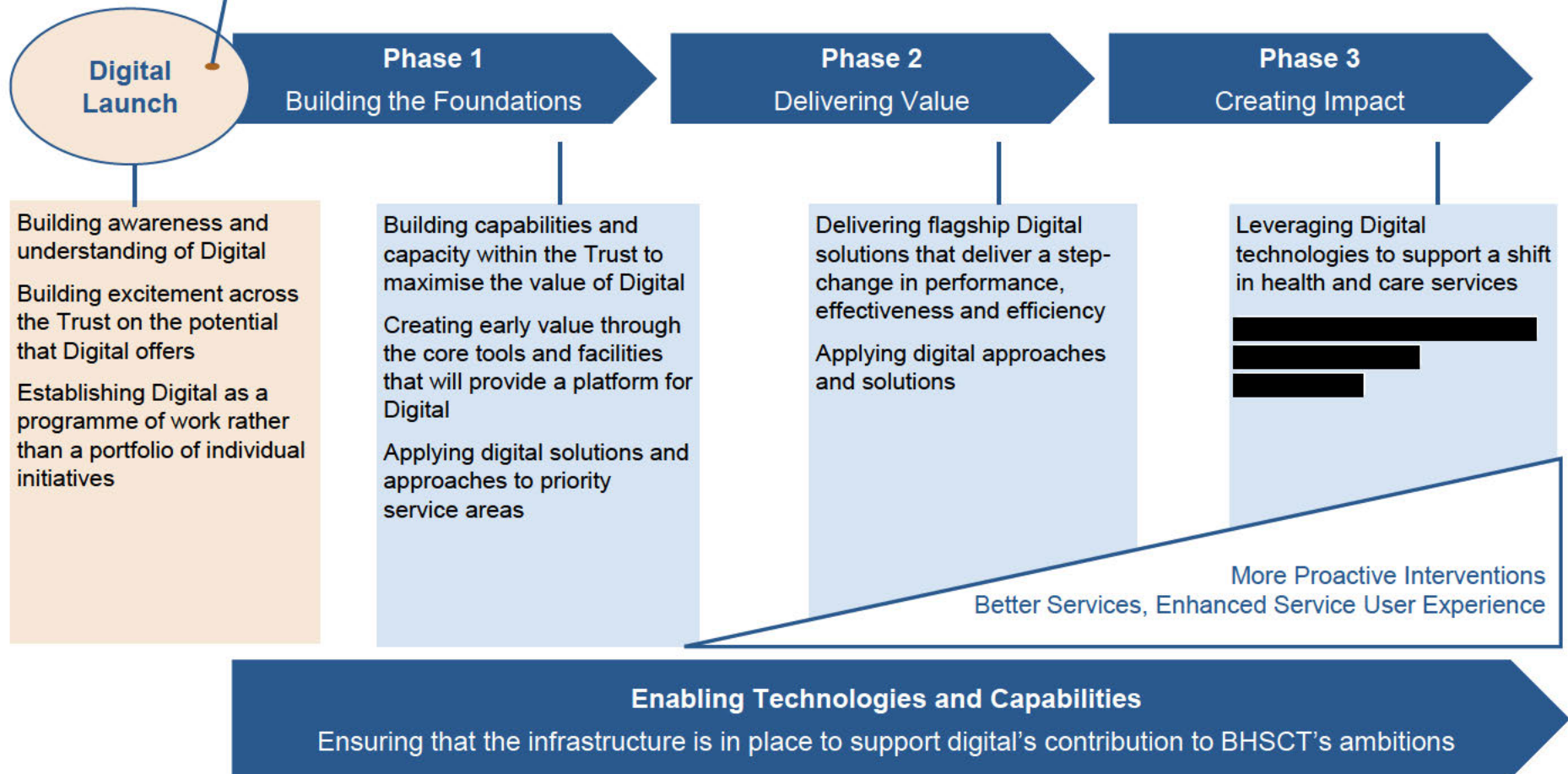## Resources and capabilities projects

Resources and Capabilities

8. How we will approach delivery

BHSCT will take forward a portfolio of projects and initiatives to deliver this digitally-enabled operational vision in a phased manner

Reset and Rebuild – The response to Covid-19 has clearly demonstrated the benefit of digital and these tools and approaches can help BHSCT emerge back into the [new] normal delivery of services.

Digital Launch

Phase 1
Building the Foundations

Phase 2
Delivering Value

Phase 3
Creating Impact

Building awareness and understanding of Digital

Building excitement across the Trust on the potential that Digital offers

Establishing Digital as a programme of work rather than a portfolio of individual initiatives

Building capabilities and capacity within the Trust to maximise the value of Digital

Creating early value through the core tools and facilities that will provide a platform for Digital

Applying digital solutions and approaches to priority service areas

Delivering flagship Digital solutions that deliver a step-change in performance, effectiveness and efficiency

Applying digital approaches and solutions

Leveraging Digital technologies to support a shift in health and care services

More Proactive Interventions
Better Services, Enhanced Service User Experience

Enabling Technologies and Capabilities
Ensuring that the infrastructure is in place to support digital's contribution to BHSCT's ambitions

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8. How we will approach delivery through continuous improvement

Additional slides