

Meeting Title	Mid and South Essex Acute Trusts Joint Working Board (meeting in public)		
Meeting Date	7 March 2018	Agenda No	11
Report Title	Digital strategy update		
Lead Executive Director	Martin Callingham Chief information Officer		
Report Author	Martin Callingham Chief information Officer		
Action Required	Decision <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Monitoring <input type="checkbox"/> (please tick)		
Background / Context	<p>In September 2017 a paper was presented to the Joint Working Board, setting out the steps being taken to develop a digital strategy to support the MSB group.</p> <p>The output of a number of assessments were presented to a sub group of executives and Non-executive directors in January 2018. This papers sets out the key findings of the reviews and potential next steps</p>		
Assessment outcomes	<p>At the three hospital sites the technology infrastructure has been developed to meet the local needs of the individual hospitals and is not set up to support the new MSB model. Funding has been limited which has restricted the development of technology and hardware refresh programmes.</p> <p>IT services and technology has been designed to operate across a defined geographical boundary and to meet the specific requirements of the individual sites. Due to the design of the technology it will be difficult, slow and costly to try and link the three hospitals together. A new design is needed to provide a seamless service that support a new mobile patient group and workforce.</p>		

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Currently across the three sites there are:

- over **400** live business systems
- over **8** different datacentres
- **3** different email systems
- **3** different solutions to identify users
- **3** separate conferencing solutions
- **3** individual systems to manage mobile devices
- **3** isolated helpdesk support systems

As a result of restricted funding an increasing number of systems are reaching end of life. The old technology takes an increasing amount of time and effort to maintain. The cost of a replacement programme has already been identified as significant and not possible within the existing financial budgets.

Accenture have completed a strategic assessment of the three hospitals to provide an independent view of the technology used across the sites and what needed to be in place to support the new group model. Their assessment concluded that a major change was required as the existing infrastructure would not support the new demands from the group and would not be fit for purpose in the longer term.

Microsoft also undertook a “Cloud navigator assessment” which over 6 months reviewed the technology being used and what is needed to meet the needs of the group. This very detailed assessment also concluded that a significant change in the approach to technology infrastructure was needed.

Broadly a number of areas were identified that needed to be addressed:

1. Datacentre

Modern, future-proof, and scalable infrastructure, which can flex with the needs of the organisation enabling transformation rather than hinder it, whilst ensuring our data is safe from the ever-growing threat of cyber-security attacks

2. Mobility

Providing greater flexibility for staff working across sites, removing barriers to information

3. Single Identity

Where possible, one login for all systems across all networks, at any time from any place

4. Acute Shared Record

Single consistent view of patient information within a patient-centric context that is safely shared across the MSB Group

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	<p>5. Single Data Warehouse Standardised dashboards and where possible real-time reporting to support operational and clinical decisions across the MSB</p> <p>6. Clinical and Corporate Systems – digitising the patient pathway Move to single instances of clinical and corporate systems to improve both quality and efficiency of service through standardisation</p> <p>Both Accenture and Microsoft recommend the use of cloud based technology to support the transformation agenda. This technology moves away from the restrictions caused through site based technology. It also provides the ability to quickly implement new solutions to address the six priority areas above.</p> <p>The use of cloud based services does however challenge the traditional funding stream, requiring a move from capital to revenue support. This change in funding is just part of the financial challenge as the overall cost of the programme over the next 3 to 4 years considerably outweighs available funding.</p>
<p>Next steps</p>	<p>A high level approach to a digital strategy has been identified. The approach has been discussed through a range of meetings. A number of challenges have been identified that require further work over the next two months</p> <ul style="list-style-type: none"> • Specific technology option appraisals • Phased development plan • Mapping of implementation to group redesign priorities e.g. Future organisational form and clinical redesign • Financial cost analysis of the plan • Benefits realisation plan

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Assessment of Implications	
Financial	<p>Does this proposal have <u>revenue</u> (recurrent or non-recurrent) implications for the Trusts? Yes</p> <p>Does this proposal have <u>capital</u> (recurrent or non-recurrent) implications for the Trusts? Yes</p> <p>If yes, can these implications be <u>fully</u> covered by existing budgets? /No (if no, explain) Additional investment is required</p> <p>The Chief Financial officer has been involved in the development of the approach and is aware of the potential financial impact</p>
Risk	<i>Summarise the major risks identified and cross-reference to Trust Board Assurance Frameworks/Corporate Risk Registers where possible.</i>
Equality and Diversity	This proposal has been subject to an equality analysis and there are no implications for groups with protected characteristics
Freedom of Information	<i>No exemptions apply (i.e., information is in the public domain) OR The following exemption(s) apply to this paper :</i>
Other Implications Identified (including patient safety and quality, legal and regulatory compliance)	None
Recommendation	<p>The Success Regime Committees which comprise the Joint Working Board are invited to:</p> <p><i>Note the report and to support the proposed next steps</i></p>
Appendices	N/A

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