CTM UHB

Consideration of the
Digital enablers for 2021/22

Ambition of Cwm Taf Morgannwg UHB

Mission: *Building healthy communities together*

Vision: Across every community, people begin, live and end life well, feeling involved in their health and care choices.

Strategic Well-being Objectives:

- Work with communities and partners and to reduce inequality, promote well-being and prevent ill-health;

- Provide high quality, evidence based, accessible care;

- Ensure sustainability in all that we do, economically, environmentally and socially; and

- Co-create with staff and partners a learning and growing culture.

Digital IMTP 2021/22

Digital Objectives

- Supporting our population to increasingly manage their health and wellbeing, maintaining their access to care services, support networks, to clinicians and other care teams wherever they are & whatever their circumstance

- Supporting carers and clinicians to be able to continue to provide care effectively and safely, in a joined up way, where they have access to the clinical records and notes they need, and they can rely on the hardware (such as PCs), broadband connectivity and the systems wherever they are and whenever they need them

- To work with all users to provide them with digital tools, knowledge and training for the environments we are operating in, whilst taking the opportunity to address some of the health inequalities prevalent in our community and embed digital as a way of working – done in a way that we learn, and continually improve the productivity and satisfaction of working in a digital way and in a covid environment

- Support quick proactive and effective decision making – providing patients and protection teams with rapid access to triage and information

- Supporting users – patients, clinicians, members of the protection and surveillance community and those redesigning systems in being proactive or at least quick to react to the changing situation and environment, empowering and providing with the intelligence to make better decisions in respect of achieving these strategic objectives and enact them

Digital & Informatics – Strategic Solutions

1 Digital health board
Digitising the processes across the health board that support patients and employees across all care settings, removing manual effort, eliminating paper and capturing valuable, reusable data as standard

2 Insights-driven healthcare
Providing the platform to interrogate and analyse multi-source data, surfacing previously unknown insights on performance and driving optimal decision making

3 Single patient view
Managing a single, digital view of a patient's care and history across Primary, Community and Secondary services, improving patient centric care, reducing delays in information seeking and removing re-keying errors

4 Intelligently integrated healthcare
Intelligently integrating processes and systems, providing two-way communications across silos and implementing smart workflow to automate key process interactions across care settings, removing manual effort and baking in zero-error processing

5 Digital workforce
Providing the digital tools to support employees in their day to day activity, reducing admin and travel time and enabling increased clinical contact

6 Adoption and exploitation
Providing the resources, structures and toolkits to properly manage identification, implementation and adoption of new solutions; and supporting staff in exploiting the systems they have access to

7 Managing innovation
Managing and encouraging innovation with innovation forums and idea receptors; as well as a governance and funding model to turn them into reality

8 Digital enablers
Putting in place the enabling infrastructure and maturing the key supporting capabilities needed to deliver the strategy
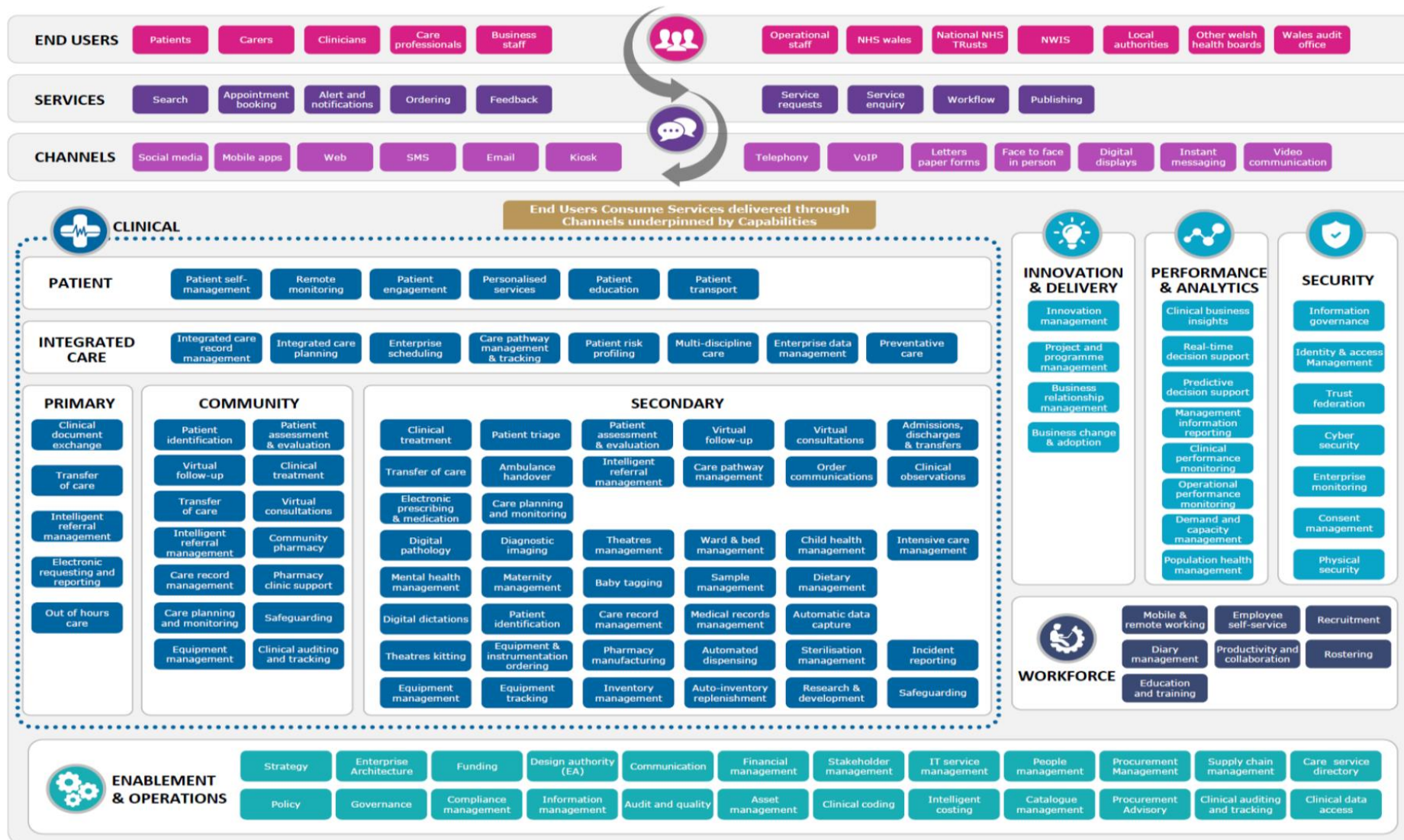
Digital Business Capability Assessment for the UHB – February 2021

Key

This capability is in place and whilst there may be an opportunity to enhance, it is delivering outcomes at present

This capability is only partially in place or there are significant opportunities to enhance it

This capability is not present in the UHB and its outcomes cannot be delivered

END USERS: Patients | Carers | Clinicians | Care Professionals | Business staff | Operational staff | NHS Wales | Welsh Government | Local Authorities | NGOs

SERVICES: Search | Appointment Booking | Patient notifications | Ordering | Feedback | Service requests | Service enquiry | Library | Workflow | Publishing

CHANNELS: Social Medial | Mobile Apps | Web | SMS | Email | Kiosk | Video Consultation | Digital Displays | Telephony | VOIP | Paper letters | Face 2 Face | Instant Messaging

End users consume services delivered through channels underpinned by capabilities

CLINICAL

PATIENT: Patient self Management | Remote Monitoring | Patient engagement | Personalised services | Patient education | Patient transport

INTEGRATED CARE: Integrated Care Record Management | Integrated Care Planning | Enterprise Scheduling | Care Pathway Mgt & Tracking | Patient risk profiling | Multi-disciplinary care | Enterprise Data Management | Preventative care

PRIMARY
Data Exchange | Document Exchange | Intelligent Referral Management | Electronic requesting | Electronic reporting | Out of hours care

COMMUNITY
Patient identification | Equipment Management | Patient assessment | Virtual Follow Up | Patient evaluation | Transfers of Care | Clinical Treatment | Virtual Consultations | Intelligent referral management | Care record mgt | Care planning | Clinical Pharmacy | Safeguarding | Clinical Audit

SECONDARY
Clinical treatment | Patient triage | Patient assessment & evaluation | Virtual Follow Up | Virtual Consults | Admissions, Discharges & Transfers | Equioment tracking
Transfers of care | Ambulance Handover | Referral Management | Care pathway management | Order communications | Clinical observations | Inventory Management
E-Prescribing | Care Planning & Monitoring | Digital Pathology | Diagnostic Imaging | Theatres Mgt | Ward & bed mgt | Auto-inventory replenishment
Child health mgt | Intensive Care Mgt | Mental Health Mgt | Maternity Mgt | Baby Tagging | Sample Management | Genomics
Dietary Managament | Digital dictation | Patient identification | Care record mgt | Medical records mgt | Theatres inventory | Robotics
Clinical Procurement | Pharmacy manufacturing | Automated dispensing | Sterilisation Mgt | Incident reporting | Equipment managing | Safeguarding

INNOVATION & DELIVERY
Innovation Management | Project & Programme mgt | Business relationship mgt | Business change

PERFORMANCE & ANALYTICS
Clinical insights | Real time decision support | Predictive decision support | Mgt Info reporting | performance monitoring | Popn health mgt

SECURITY
Information Governance | Identity & Access Mgt | Trust federation | Cyber security | Enterprise monitoring | Consent mgt

WORKFORCE
Mobile & Remote working | Employee self service | Recruitment | Diary mgt | Rostering | Education & Training

ENABLEMENT & OPERATIONS
Strategy | Enterprise Architecture | Funding | Design Authority | Communication | Financial Management | Stakeholder management | IT service management | Catalogue Management | Procurement management | Supply chain management | Care service directory
Policy | Governance | Compliance Management | Information Management | Audit and quality | Audit management | Clinical coding | Intelligent costing | People management | Procurement advisory | Clinical audit | Clinical data access

Digital enablers proposed for 2021/22

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Insights-driven healthcare	i) Digitising Clinical Information & audit into CDR & NDR ii) Population Health Management (SOLACE) iii) Improving pan sector availability & granularity of Pathway Information (e.g. System group analysis, Cancer pathway) iv) Value Based Healthcare – staffing element requires funding
Single patient view	i) Citizen portal incorporating:- *Appointment scheduling; Interaction with clinical and non clinical staff; Contributing to their medical record; Access to any video libraries; Access to patient information sheets*, ii) Strategic Decision on WCP, Vision 360 & CITO (Dependent on NWIS Trusted Partner discussions) iii) Collaboration with Vision for GPs
Intelligently integrated healthcare	i) One CTM – Bridgend & CT aggregation programme - BC Needs funding ii) National Data Resource and Clinical Data Repository Programme & pursuit of national architecture review iii) Tracking of equipment and devices. – National funding sought
Digital workforce	i) Improving Training & Support to users, both generic and programme specific (such as digital ward & virtual ward) ii) Improvata single sign on (ED pilot) iii) Mobile & Home working Device Management strategy & BYOD iv) Digital transcription - Needs BC & funding post pilot v) MS 365 roll out –Teams for messaging, Power applications, Yammer, Onedrive
Adoption and exploitation	i) MS Sharepoint development for intranet & communication, ?patient information & library of corporate and clinical policies, forms & info tools – May need additional staffing within Sharepoint Team ii) Clinical informaticists /digital reps for ILGs - Needs appraising how we can provide
Managing innovation	Trusted Partnership status with other NHS organisations and academia, enabling integrated development of applications and services – CTM risk owners, enabling personalised development interoperable with NHS Wales architecture

GIG CYMRU NHS WALES — Bwrdd Iechyd Prifysgol Cwm Taf Morgannwg University Health Board

Digital health board

Digitising the processes across the health board that support patients and employees across all care settings, removing manual effort, eliminating paper and capturing valuable, reusable data as standard

Projects to be considered for 2021/22	Status	B	MC	RT
WPAS upgrade/merger (CT &B) W (No funding)	I	Y	Y	Y
Radiology ETR £,W	RO	Y	Y	Y
Alerts & Notifications £,W	RO	Y	Y	Y
Clinical AD&Ts in WPAS Notifications £,W	RO	F	Y	Y
Endoscopy (System replacement not ETR) £,W	I	Y	F	F
Neurophysiology (Results into WCP)	I	DWS	F	F
Pathology ETR £,W	RO	Y	F	F
GPTR Rollout £,W	RO	Y	Y	Y
ED system (Symphony) £,W	I	DWS	Y	Y
Digital Patient Note (CITO DPN) (B not funded)	RO	DWS	Y	Y
CITO e-forms (B not funded)	I	DWS	Y	Y
WCP O/P (snomed forms) £,W	RO	Y	Y	Y
Open Eyes £,W (may need kit)	RO	DWS	DWS	DWS
WCCIS / Virtual ward	I	I	I	I
E-Prescribing	BC	BC	BC	BC

	Status	B	MC	RT
Digital Transcription £ for 1 yr, will require W for ongoing ops support	RO	BC	Pilot	Pilot
E-referral (WPRS) £,W	RO	F	Y	Y
Equipment & Device Tracking	BC	BC	BC	BC
Critical Care (only adult critical care is funded – not PICU / CCU etc)	P	P	P	P
Adult / Paeds Cardiology upgrade (£ not secured for paeds side)	P	Y/I	Y/I	Y/I
Digital Histology £,W	RO	Y	Y	Y
Nursing eDocs WNCR £,W	RO	Y	Y	Y
E-Whiteboards & Bed mgt £,W	P	Y	Y	Y
e-Observations	BC	BC	BC	BC
Rheumatology Cellma £,W	RO	Y	Y	Y
Community Dental (No funding for ongoing ops support)	?	?	?	?
Radiology (RIS & PACS Disaggregation)	BC	BC	BC	BC

KEY: I – Investigating, Y – Yes going ahead,
RO – Rolling out, P-Pending (should happen soon),
DWS – Discuss with service, BC – business case
F – Finished, ? - Uncertain

Digital & Informatics –Strategic Solutions

INFRASTRUCTURE CAPABILITY ASSESSMENT
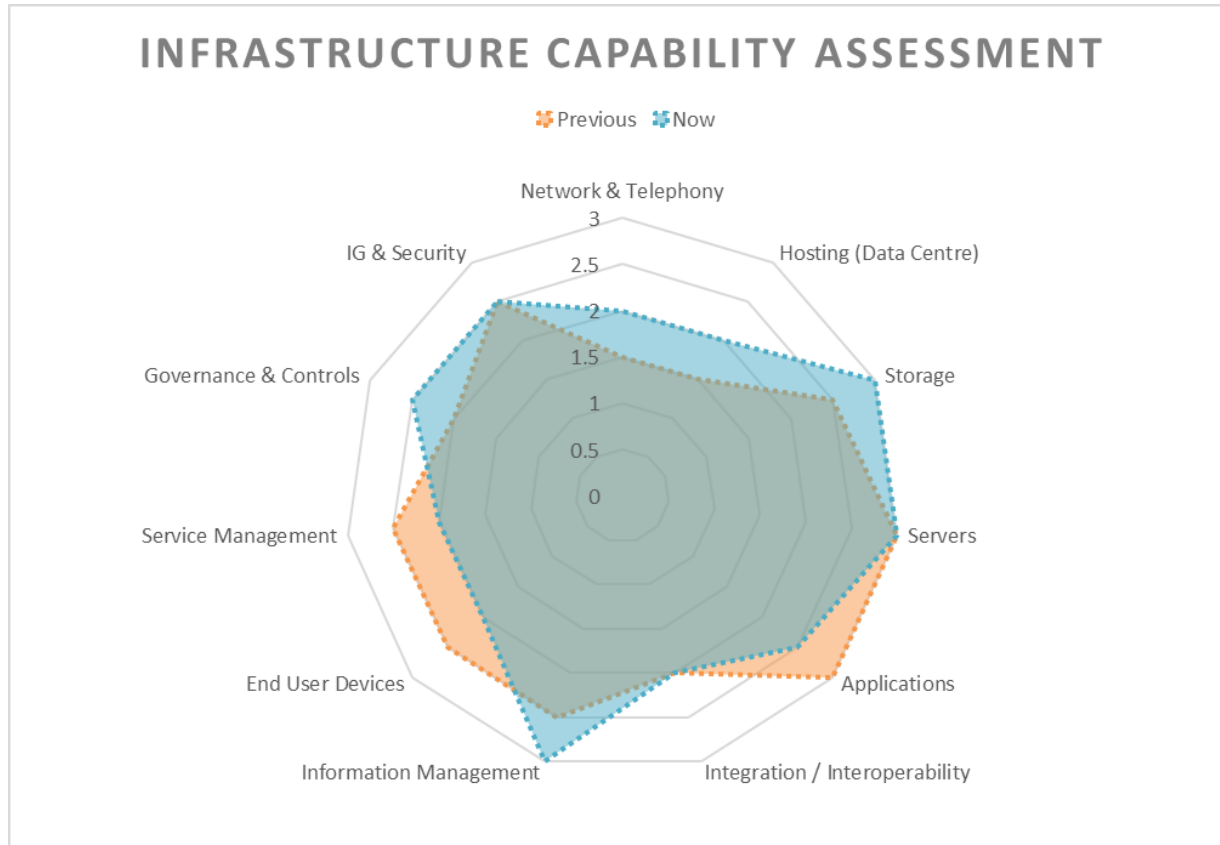
Compares progress towards desired state now and 2 years ago
- Improvements in storage & data centres, Governance & Information management
- Regressed in technical service management and End user devices (experience reduced due to devices not able to support latest versions of software)

Digital enablers Putting in place the enabling infrastructure and maturing the key supporting capabilities needed to deliver the strategy

Infrastructure Projects	Description
Consider findings of UHB Digital Infrastructure review	4Cs commissioned to support identification of priorities to improve digital ways of working and user experience. Reports 31 March 2021.
Cellular coverage review	Procurement for enhanced mobile phone coverage for all of our sites to improve reception inside and outside of buildings and enable calls through wifi (?Bridgend)
Crash Teams – Calls and Alerts	New paging system
Firewall Project	Upgrade firmware, review firewall rules and agree responsibilities
Perimeter Firewalls Replacement	PCH and RGH firewalls replacement – removes Single point of failure and enables increase in bandwidth
IT Ground and First Floor Project Workstream	Provision IT related expertise during PCH Ground and First Floor refurbishment project.
Increase in band width of data centres from 1GB to 10GB	Network upgrade: 2 x existing Nexus(PCH/RGH), plus new Nexus at PCH switch room
Cabinet Resilience Review	Continuous improvement to identify all single points of failure – reduces loss of service for users
Video Conferencing - phase 3	Dedicated end user team, supporting the organisation to make the best of audio visual estate - training AV installation at Williamstown, RGH pharmacy, PCH pharmacy, RGH and PCH anaesthetics
YCR wireless upgrade	Replace poor performing Siemens wireless network with Cisco wireless network
Citrix Upgrade 2008 to 2019	Improved end user experience by getting desk top applications to work better through citrix & updating citrix from 2008 to 2019
Microsoft Office 365	Training programme to use functionality and keep up to speed with latest developments. Deployment of Power and Onedrive tools. Sharepoint.

WG Digital Programme Investment Fund Proposals

		WG Digital Funding		NHS Collaborative		HEIW
Mobilising digital transformation and ensuring high quality health and care data	**Information Availability and Flow**	National Data Resource	£7m			
	Protecting Patient Data	Cyber Security Unit	£1m			
	Sustainable Infrastructure	BDC and infrastructure modernisation	£8m			
Expanding the content, availability and functionality of the Digital Health and Care Record	**Digital Healthcare Professional Empowerment**	Cancer £4.4m / Office 365 missing?		Cancer – covering imaging, pathology endoscopy and oncology. CANISC, single cancer pathway	Cardiac – e-referrals, e-pathway, central repository	Digital Capability Framework Ensure professionals have skills and knowledge Maintain agile response to workforce needs re COVID
	Digital Patient Empowerment	Service for public and Patients £5.4m	Video Consult/ Digital Inclusion £6.5m			
Delivering High Quality Digital Services	**Public Health**	ICNET				
	Primary and Community Care	WCCIS	£3.2m	Mental Health Dashboards		Support the dev & impl of multi-professional workforce models for primary / community care. Mental Health workforce
	Planned and Unscheduled Care	WEDS and WPAS £3m Intensive Care £2m	Digital Ward £4m (include Nursing?)	Intensive Care	All Wales Maternity Performance Dataset	Modernise workforce models – critical care, unscheduled care
		Eye Care £1.2m	WAST EPR £1.5m	Endoscopy not DPIF		
	Diagnostics	Diagnostics & Labs (RADIS, PACS, WLIMS)	Digital Pathology	Electronic Test requesting and LINC and RISP	Digital Pathology Business Case / Imaging Taxonomy	Modernise workforce models – imaging, pathology, endoscopy
	Medicines Management	Medicines Management / E-prescribing	£13.6m			Modernise workforce models – pharmacy
Big Data Analysis for Better Outcomes	**Value from Data**	Analytics, Dashboards Covid	£1.5m			