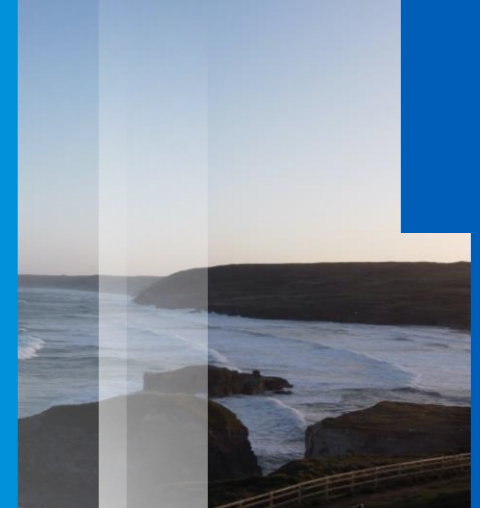# Cornwall & IoS ICB

Royal Cornwall Hospitals Trust

Cornwall Partnership NHS Foundation Trust

Cornwall IT Services

Our Digital Transformation Journey

February 2022

Our ICS Vision….

Cornwall and Isles of Scilly will be a great place to be born, live and thrive and grow old.

- We have connected, healthy, caring communities for one and all

- Our young people have the best start in life

- We all live well

- As we get older we are able to live happy lives in a place we call home

ICS Integrated Care Strategy

How We Will Deliver

Cornwall and Isles of Scilly Integrated Care System

Our existing work on Digital Enablement

In May 2022, we developed our system-wide Digital strategy which will be a driver for closer integration in our system, as well as better empowering our population to access their data and manage their conditions

What do we need to consider for integrated care?

We need effective data and information sharing to improve our outcomes. From our key areas of focus, this means that we will need to consider how best to :

- Embed a Population Health Management approach through the application of care at all levels of the system to better inform our approach to prevention and our understanding of how inequalities impact our outcomes;
- Further implement 'virtual wards' to support our future model for intermediate care; and
- More effectively share data across multi-agency partners for safeguarding, as a priority.

Our strategic priorities for the future:

Within our digital strategy, our key priorities include:

- Procuring a new 'anchor' electronic patient record system to sit alongside our newly implemented Shared Care Record. This will be the foundation for better sharing of information across all partners in health, care and our communities.
- Conduct an infrastructure audit across the organisations within the ICS to prioritize relevant infrastructure improvement programmes.
- Meeting the training needs required to support our staff to work better with digital tools to improve productivity. We'll create a digital literacy programme that informs an ICS-wide professional development framework to upskill all staff.

Our existing work on Research and Innovation

This strategy will continue to be reviewed, and we know that as we implement it, we need to take the time to do more research into our priorities to better define our delivery plans.

Because of this, a core principle for how we will work is our ability to test, learn and adapt to what our people tell us matters to them. We think that we need to consider how we:

- Empower our Integrated Care Areas ('Places') to innovate in response to local need through our support and development offer to those teams; and
- Use both the Integrated Care Partnership and Joint Health and Wellbeing Board to build stronger, cross-organisation relationships to learn from others' experiences and use that learning to inform our commissioning approach.

Over the course of this strategy, we'll seek to:

- Further develop our Population Health and Inequalities programme, working through our Integrated Care Areas and Primary Care in particular, to identify areas where further research is required to understand the needs of our local communities.
- Work with our communities to understand the impacts of the cost of living crisis on peoples' choices about their health and social care, building on the work of our cost of living summit in September 2022 and our on-going engagement approach that underpins this strategy.
- Develop partnerships with research institutions to define our priorities, drawing on the work with the University of Exeter on social mobility as an example.

49

Our digital strategy on a page

What are the benefits?

- Improved citizen experience
- Improved staff experience and retention
- Improved digital access in excluded groups
- Reduced admin burden and more time with patients
- Greater visibility of population health data
- Reduction in medical errors and avoidable mortality
- Earlier diagnosis through targeted screening
- Improved per capita spend

Who are the beneficiaries?

- Community & Social Care
- Citizens
- Clinicians
- Service Managers
- Commissioners and Finance
- NHS & Council Leaders

What will we do and when?

We will **improve sustainability** by creating a cloud-based integrated back office

We will **support national goals** by linking to wider care record and EPR programmes

We will **enable citizens to self serve** and book appointments through the Patient Hub

We will **improve social care integration** by implementing a digital social care record.

We will **support population health** by increasing our PHM analytics capacity

We will **improve clinical safety** by procuring a new EPR for acute care in RCHT

We will **launch our shared care record** to begin the integration of care across the region

We **will lead our digital transformation** by creating ICS-wide roles and working groups

We **improved patient access** during COVID-19 by offering video appointments for all services

We **established digital leadership** by appointing a joint CIO and Trust CCIOs

2026

2025

2024

2023

2022

2021

2020
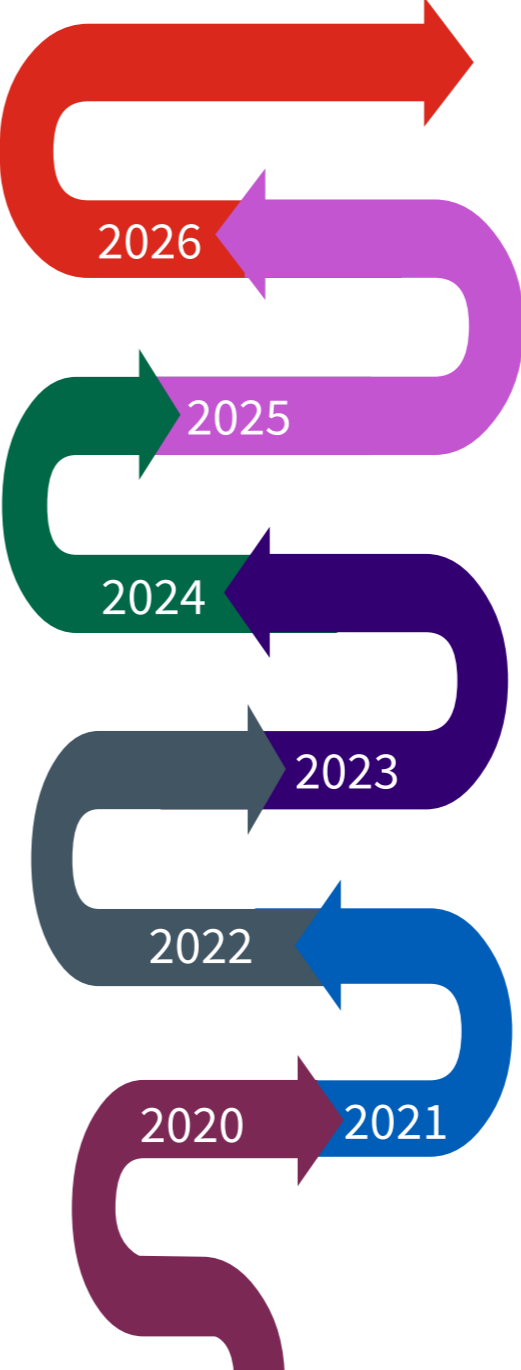
We will **improve home care** by upgrading our Virtual Wards to support the shared care record

We will **improve workforce flexibility** by integrating our HR and recruitment functions

We will **improve care at home** by piloting Virtual Wards across key pathways

We will **support our workforce** by creating an ICS digital learning platform

We will **create a trusted and safe system** by establishing an ICS Cybersecurity Ops Centre

We will **support public health** by improving access to primary care data for system-wide analytics

We will begin to **simplify our systems** by reviewing older systems for decommissioning

We **reduced staff administration** with eNotes paperless records

We **empowered citizens to self-serve** by launching a Patient Hub for outpatients

Key ICS programmes to deliver improved health and care

Security & Resilience

Modernisation of Back-Office and Service

A Digitally-Enabled New Hospital

A 21st Century Electronic Health Record

Data Sharing For Better Joined Up Care

Patient First… Access and Control Of My Own Health and Care

Our work is aligned with national strategy… Front line Digitisation

Eligibility

NHS[x]

Levelling up:
- Aligns to levelling up agenda
- Organisation has a low or medium level of digital maturity

Strategy:
- Aligns to ICS strategy
- Supported by regional digital directors
- Executive level support includes clinicians and digital capability in organisation

Funding:
- Match fund the central funding
- Must have budgeted to be self-sufficient after the initial implementation period and end of central investment.

Commercial:
- Adherence to legal procurement requirements
- A competitive procurement takes place

Governance:
- Business cases must be in line with Treasury green book principles and follow the SOC, OBC, FBC model.
- All investments will undergo a timely due diligence process

The Journey…

Mid 1980s

DXC Patient Administration System

01

02

Early 2000s
County wide Community Interest Network
Circa 20 years GP Net and subsequent iterations through to HSCN

IMS MAXIMS

03

04

2011
Became a member of South West consortium operating PACS and RIS

2013
Roll out of JAC e-prescribing

05

06

2021
Established IT shared service and culture are a good starting point for supporting our Integrated Care System (ICS)

Critical Next Steps…

Priority: EPR Deployment 2022
- Core PAS end of life
- LIMS end of life
- System complexity and support burden
- System duplication (need to rationalise to deliver ICS vision)
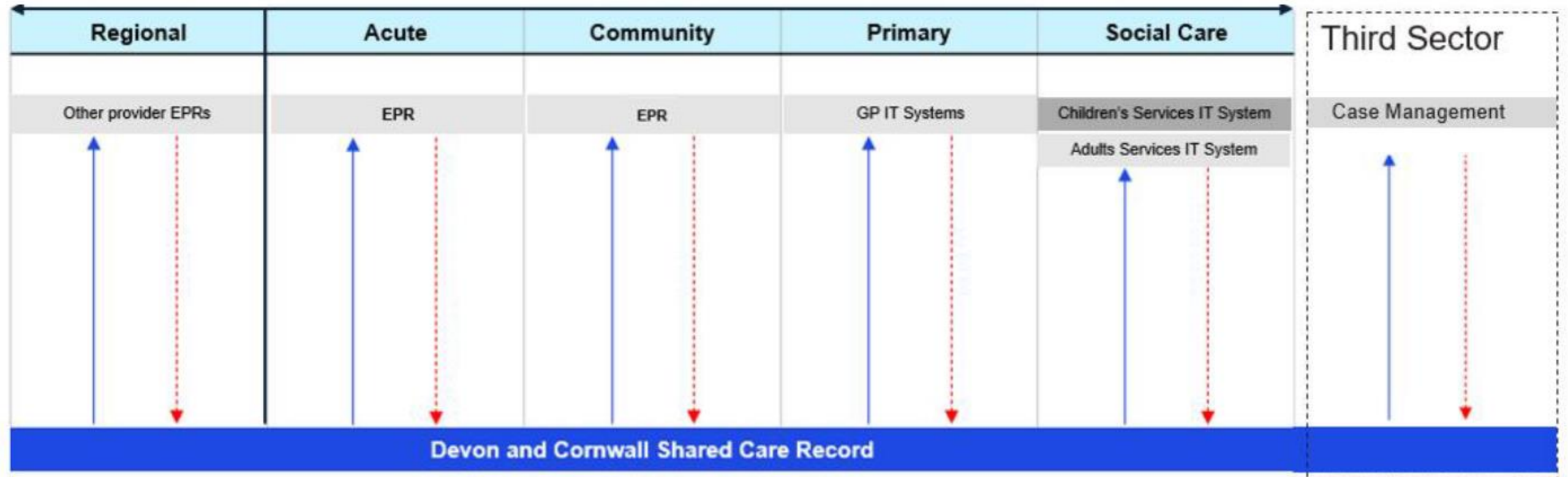
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To this …..

**Cornwall and Isles of Scilly
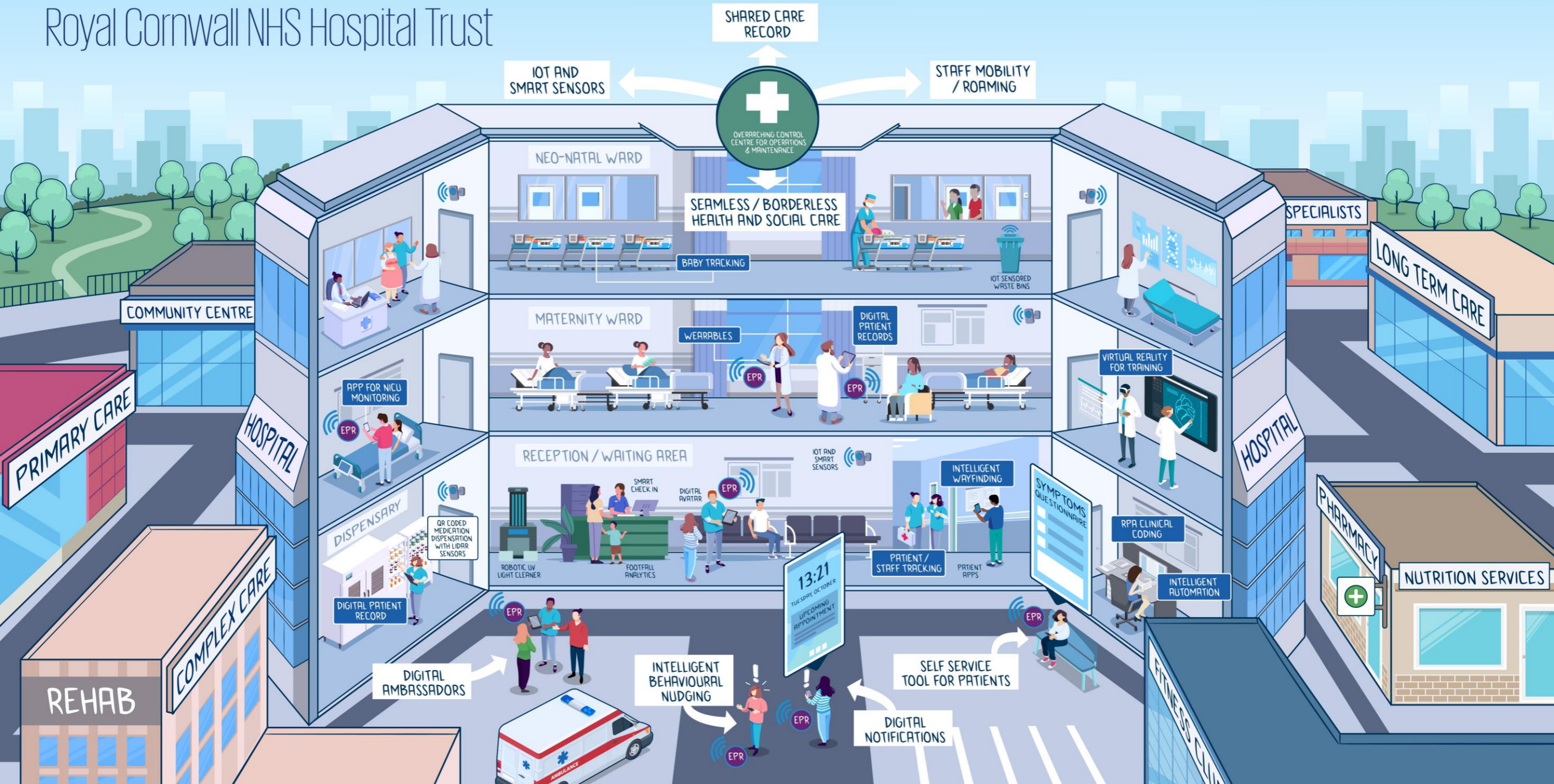Integrated Care System**

Who are the beneficiaries?

Citizens are just one of the groups who can benefit from a digitally-enabled health and care system. Our changes will produce benefits for the following groups:

Citizens

Needs:
— A single point of **access for healthcare services**
— To access the information and **self-manage our care to prevent future illness**
— Confidence that the **quality of care we receive will be consistent** across organisations

Community & Social Care

Needs:
— The information we need to **do our jobs safely and efficiently at the point of care**
— A support service to **help us through digital transformation**
— More time to focus on patient care, and less on admin processes

Clinicians

Needs:
— Solutions that can **interpret data and help us make better clinical decisions**
— To be able **to link in with other providers to give a consistent patient experience**
— **Smarter ways of gaining information** about the patients and populations we serve

Service Managers

Needs:
— Access to real-time data so that we **have a clear view of what's is happening in our organisations**
— To know where we **need to level up the digital capability of our workforce** and **remove legacy systems**
— To have **a consistent platform for shared data** with other organisations

Commissioners and Finance Teams

Needs:
— **A joined up service for providers to build on**
— Support in **assessing the feasibility of project requests**
— To support **healthcare initiatives that are preventative and targeted** at the populations we serve

NHS & Council Leaders

Needs:
— To empower all ICS organisations and colleagues to **buy in and align to our strategy**
— To **eliminate quality variation seen across the ICS** and set a best practice standard
— To **empower patients to do more for themselves** so we can free up time for clinicians

NEIGHBOURHOOD   **PLACE**   **SYSTEM**

What does the future look like…

Q&A