

Our Digital Strategy

2019 - 2024



About Us

OUR VISION: Delivering Great Care, Achieving Great Outcomes – Together
OUR MISSION: We will help people of all ages live their lives to their fullest potential by supporting them to keep mentally and physically well



We provide health and social care for people with mental ill health, physical ill health and learning disabilities.

Our **values** define us and are at the heart of how we go about delivering our mission.

Our **Good to Great Strategy** describes how we are delivering our vision and achieving our mission.

Our **Quality Strategy** sets out how safe and effective services, with the service user as partner in their own care and treatment as well as service development will be achieved.

Building on these three pillars, our **Digital Strategy** sets out how we will lead in our use of information and technology.

We are **welcoming** so you feel valued as an individual

We are **kind** so you can feel cared for

We are **positive** so you can feel supported and included

We are **respectful** so you can feel listened to and heard

We are **professional** so you can feel safe and confident

Great People

People who have the right skills and values
Leaders who involve and empower
A workplace where people grow, thrive and succeed

Great Organisation

Always getting the fundamentals rights
Always learning, innovating and improving
Leading in our use of information and technology

Great Networks & Partnerships

Leading networks to deliver great joined-up care
Building great relationships and partnerships to meet the whole person's need

Safe

Delivering safe care in top quality environments
Fostering a learning and just culture
Fostering a culture of safety

Effective

Delivering evidence based care which is benchmarked nationally
Delivering recovery focused care and clinical outcomes
Continuously improving quality

Experience

Responsive and accessible services
Embedding shared decision making
Co-production at the heart of service development

Current Landscape

Although we have made significant progress in our digital journey, our health and social care system is going through significant changes.

In order to continue providing great care and great outcomes to our service users and carers in the emerging new world, we will need to start looking at “digital” as a way of working.

We need to create a much more flexible and responsive technology environment that enables us to deliver person centered care close to people’s homes in partnership with others involved in their care.

National

- The NHS Long Term Plan (LTP) – a new service model focusing on **integrated pathways and services** closer to people’s home with **digitally enabled care giving people more control** over their own health. New **rigorous technology standards** with **NHS App** as the front door to digital services.
- The Wacther Review – on digitisation of healthcare emphasises the need to **digitise for correct reasons** with a **staged approach** to get it right and ensuring **interoperability** and **user-centered design** remain at the centre
- The Topol Review - **digital medicine** and **artificial intelligence** to improve care. The workforce will need to develop the **skills, attitudes and behaviours** required to become digitally competent and confident. Leadership vital in planning and delivering these changes.
- Nationally, the **digital maturity varies** across care settings, organisations and local health and care systems with designated **Global Digital Exemplars establishing proven models** that can be rolled across the NHS.
- Health System Lead Investment – providing an additional funding stream for NHS providers requiring **coordination of digital initiatives at STP** (Sustainability and Transformation Partnership) level.

Local Health and Care System

- Integrated Health and Care Strategy for A Healthier Future – **population health** management approach with **integrated, person-centred** care, delivered in **local neighbourhoods** where possible.
- Ensuring **effective** and **efficient** delivery in the **right place**, by the **right person**, at the **right time**. Shifting care from **reactive to proactive** with standardised approaches
- Delivery based on one **Integrated Care System**, number of different **Integrated Care Organisations** working collaboratively, **localities** for urgent treatment and planned care in community and **neighbourhoods** with integrated multi-disciplinary teams
- Current complex landscape of **multiple systems** across the providers in the STP, three key initiatives for sharing records under **My Care Record** brand with intention for an **STP-wide mechanism to achieve record sharing**.
- We also provide services in four other STP areas which are likely to have slightly different approaches to the service delivery as well as digital agenda

HPFT

- Good to Great Strategy - our ambition to be **leading in our use of information and technology** to deliver great care and achieve great outcomes, together.
- Quality Strategy – sets out how we will deliver safe and effective services, developing **evidence based care pathways** with clear **outcomes measures**, providing **responsive** and **accessible** services continuously improved in co-production with our service users and carer. **Shared decision making** will be used to ensure care and service options are fully explored.
- Service Strategy –**cooperation** rather than competition amongst providers, potentially both **providing and commissioning** services from others, people taking greater control of their care through self-directed **mental health resources, personal budgets, holding their records** and **accessing care digitally**.
- We have made **good progress to date** with digital initiatives, but the changing landscape requires us to adopt a **different, more flexible approach** to how we implement, access and use digital technologies and information.

Our Needs

We worked closely with our service users, carers, care professionals and support staff to identify our 'ambitions' for using digital technologies to address the challenges we face, to establish the critical elements that would enable us to achieve our ambitions, to understand the current issues that are barriers to us working together effectively and to develop a common vision.

We summarised these from the different perspectives of our service users and carers, care professionals and our entire workforce.

Service Users and Carers

- Focus on “back-office” processes so that care professionals have **more time to care**
- **Reminders** for appointments and medication, **easy to understand information** about their **care** and **who is involved**
- Ensuring care professionals have the **right, less intrusive equipment** to use and the skills to use them when with service users and carers
- Easily find out **where they are in the system, who they will see next** and what **services and support** is **available**
- **Support and guidance** on picking and using the right **digital tools** for self-management such as CBT, mindfulness and phobia apps
- **Different ways to interact** with care professionals and services using **text, chat, phone, video and face to face** and the **flexibility** to change their minds at short notice
- Making sure that **those who cannot or do not want to use technology** are not excluded
- **Accessing and co-producing to their records and care plans online** and take a more active role both for **service users and carers** with **appropriate safeguards** in place

Care Professionals

- Easily access all **service user information**, including information from others participating in their care
- **Easier data capture** at the point of care
- **Better training and configuration** for existing systems to reflect current working practices
- **Simpler, easier to use care systems** with no duplications
- Ability to **notify and request/receive tasks** from other care professionals within and outside HPFT in a way that is easy to manage and monitor
- **Reduce admin time** spent on repetitive tasks such as writing and sending letters to registered GP, services user/carer after each contact, arranging appointments, providing relevant information etc.
- **Digital tools and interventions** to use together with service users and carers with the skills to understand and use them
- **Different ways to communicate** with service user such as chat, messaging, video conferencing

Workforce

- **Up-to-date** technology and support that **just works**
- **Better** and **reliable connectivity** wherever and whenever needed
- **Greater choice of equipment** to suit different ways of working
- **Alternatives to typing** such as speech recognition
- Better **intranet** making it easier and **quicker to access information** including policies, forms etc.
- **“One logon”** for all systems
- **Communication tools** including video, audio, instant message with a single **staff directory**
- **Collaboration tools** to work with other both within and outside HPFT on joint initiatives, projects etc.
- **Streamlined workflows and processes** across departments and systems, such as new starters, room booking etc.
- **Systems that talk to each other** to avoid duplication
- **Digital skills** to use new technologies, analyse and act on information and work in new ways
- **Automation** of tasks that do not require human intervention

Strategic Principles

In line with our Good to Great strategy and based on the discussion we had with our service users, staff and technology suppliers, we established four key principles for our digital journey.

These have informed the development of our Digital Strategy and will continue to guide us through its implementation, ensuring all our efforts remain aligned to making the lives of our services users and carers better.

1

Our service user and carers experience a seamless journey within our organisation and across our health and care partners

2

Our service users and carers are supported by new and emerging digital solutions in their decision making and self-management

3

Our staff make best use of technology so that they spend their time with our service users and carers or on activities that improve the services we provide to them

4

All our decisions are informed by and based on accurate information that improves the care and outcomes for our service users and carers

Key Aims

Our aim is an HPFT that is **systematically** and **instinctively digital** in delivering great care and great outcomes together.

We will achieve our vision by **incrementally** and **continuously** developing, **implementing** and **using** new digital **capabilities** that will:

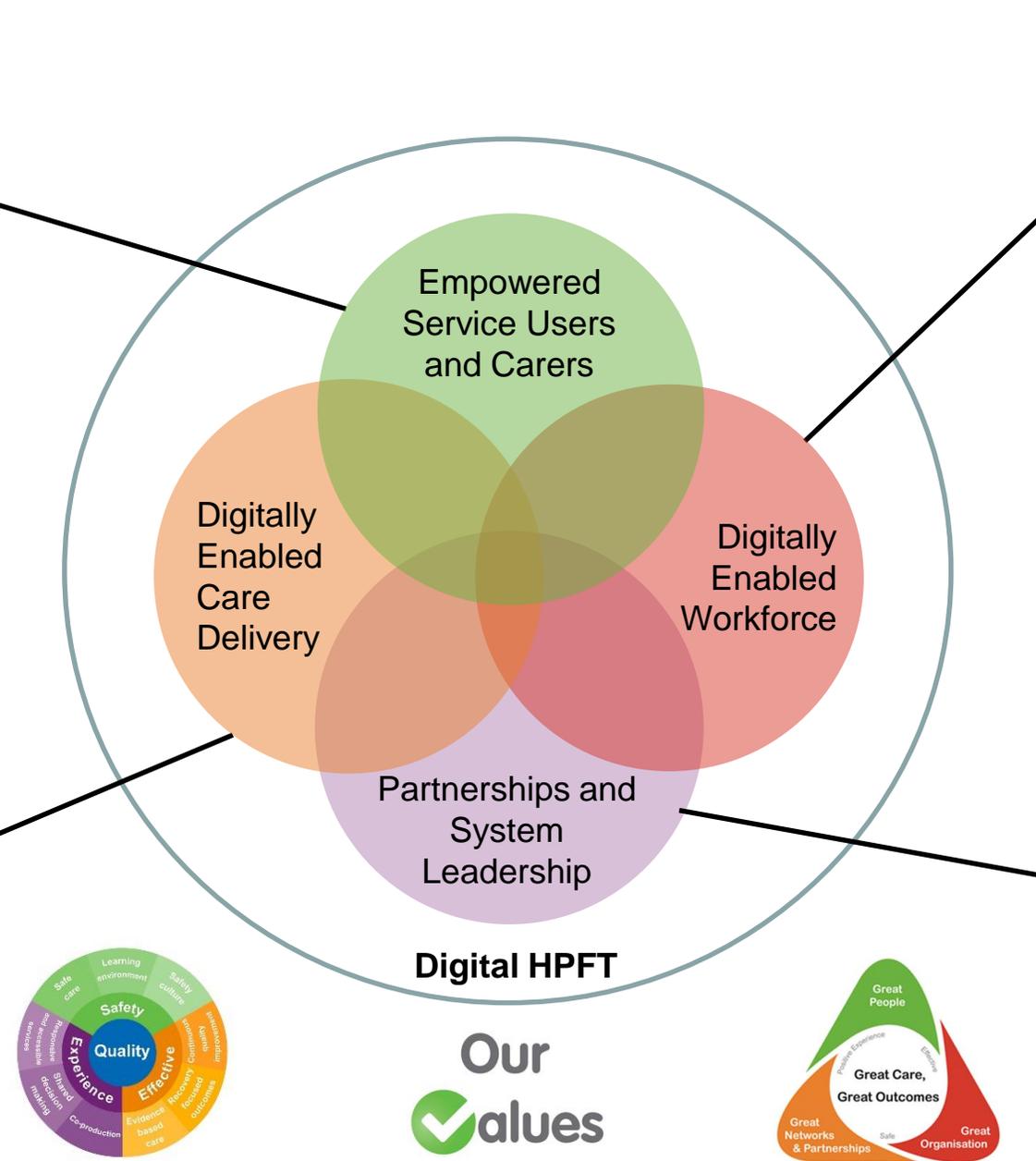
- Improve the experience of and outcomes for our service users and carers
- Improve safety and effectiveness of our services and support integrated pathways
- Drive quality improvement across our health and care networks
- Improve productivity and time to care

Improve experience and outcomes
Information and digital interventions co-produced for **self-management, interaction and shared decision making**

Improve safety and effectiveness, support integrated pathways
Information captured and available at point of care, **exchanged in collaboration** with partners

Improve productivity and time to care
Easy, automated processes and tools available **whenever and wherever** needed

Driving Quality Improvement across health and care networks
Intelligence to assess **population needs, demand and capacity**, **research new models of care**, and **rapid adoption of innovation**



Empowered Service Users and Carers

Like everything we do, our service users and carers are at the heart of our Digital Strategy.

We will continue to work with them in every aspect of the implementation to ensure everything we do helps improve their experience and outcomes and makes their lives better.

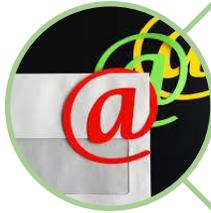
We will co-produce a suite of information sources and digital tools to support them managing their conditions, improve their interaction with our services and care professionals and support shared decision making



Online Library – assisted with ChatBots providing easy access to relevant literature, service information, support groups and self-management apps



Digital Consultations – messaging, telephone or video consultations as an alternative option to face to face to pick and choose from, even on the day of their appointment



Electronic Communications – including letters, care plans, booking and cancelling appointments, appointment reminders with information about the venue and the care professional



Interactive Care Plans and Records – that are co-produced and used with service users, carers and care professionals



NHS App – as the front door to access these and interact with HPFT as the NHS App matures over time

Digitally Enabled Care Delivery

Our care professionals should not need to open multiple systems to access the information about an individual, or to hunt through screens.

Information will be presented clearly whether the source is within the Trust, a local partner or a national record.

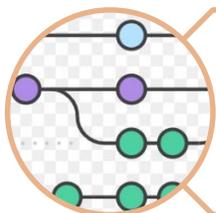
Our systems will provide active support to help coordinate clinical activities, align care with pathways and to enable visibility of progress.



Single, Simple Interface – Care professionals have the experience of learning and using a single system for all the tasks involved in providing care for service users



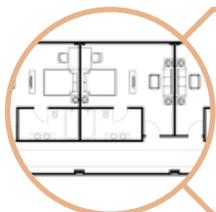
Single Person View – providing overview of information including key clinical and social care outcomes about an individual from records held by us and other partners



Care Workflows – supporting pathways of care, to guide and support professionals and to share with service users to help them understand their progress



Interoperability – to safely and securely transferring information using national standards, including systems for requesting and acknowledging actions



Resource Management – making it easier to book, track and manage rooms, equipment and other resources we need for care delivery

Digitally Enabled Workforce

Our focus is ensuring that we spend our time to improve the lives of our service users and carers. We will create with staff an environment where we can work wherever and whenever needed, with easy access to the digital tools we require. We will make sure these are reliable and well supported, and we will continuously improve our digital skills so that we use these effectively.



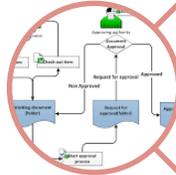
Single Sign-On – removing the risk, frustration and time wasted by having to remember multiple logins



Right Tools for the Job – ensuring our staff have the appropriate devices to work flexibly and efficiently wherever and whenever they need, with reliable systems and connectivity



Collaborate and Communicate – our new intranet as the main source of organisational knowledge and new technologies to support collaborative working within HPFT and across organisations



Simplified & Automated Workflows – so that we don't have to spend valuable time on manual tasks that can be done by computers or duplicate our efforts moving information from one system to another



Reliable technology, connectivity and support – that is there and just works, regardless of location and organisational boundaries.



Digital Skills – ensuring we have the skills to make best use of advances in technology using the national Digital Literacy Capability Framework

Partnerships and System Leadership

Beyond delivering great care and great outcomes for individuals, we will also develop greater capabilities for generating and using intelligence, moving from retrospective analysis to predictive modelling to support changes in practice.

As new innovations arise, we will work with our partner to rapidly assess and adopt them and we will share insights widely on achieving success.



Intelligence – Building on the foundation of SPIKE2, a comprehensive system for continuously improving quality will be developed incorporating internal and benchmarked data



Population health – Working with our partners we will implement solutions that give us better understanding of our population's needs and their health and wellbeing



New Models of Care – Data modelling and projection will allow us to continue developing and trailblazing new models of care with our service users and carers



Support for Innovation – The digital technology framework within the Trust will be flexible and responsive to new ideas for innovation, supporting rapid adoption if proven safe and effective



System leadership – We will be able to offer insight to partner organisations and share learning with other providers nationally and internationally

What will be different?

We will measure the success of our digital journey through the eyes of our service users and carers, staff, and partners.

They will continue to be a key part of the implementation of our strategy, guiding the decisions we make on the technologies we use and how we use them.



Service Users & Carers

"I feel confident, safe and involved in my care, and can contribute effectively using digital tools. I can participate in a way that suits me and I have a range of digital options available to me help in my recovery, and understand my progress online."



Care Professionals

"Digital tools enable me to work effectively with service users, easily organise and coordinate their care along integrated care pathways, and keep accurate clinical records which my colleagues here and in other organisations can access easily."



All Staff

"I have the right equipment to do my job and I can easily use the systems and information I need to be effective in my role, wherever and whenever I am working to deliver safe, effective care to service users. I can't think of a better place to work..."



HPFT

"We are widely recognised as a leading organisation that use information and technology to deliver great care and outcomes together, and we are an exemplar of service user orientated open and integrated digital services"