

1. TRANSFORMATION THROUGH DIGITAL



We need to ensure we make the most of technology to improve the care and support we provide. In July 2019, the Health Board approved our [Digital Strategy](#) designed around four themes to help up to achieve our ambition to develop a sustainable system of care with patient safety and care closer to home at its heart. The past 12 months have enabled us to test and stretch the boundaries of technology in enabling significant system transformation, as demonstrated by the accelerated change that has been delivered in the context of COVID-19 and the early opening of the Grange University Hospital in November 2020. The role of digital has never been more important in enabling change, over the past year it has been instrumental in establishing:

Remote Collaboration - MS Teams from sourcing and setting up of MS Teams (equipment, training) to enable and support staff to work safely from home. We have delivered a step-change in agile working and through this technology we can secure a range of lasting benefits.

Virtual Consultations – Attend Anywhere has enabled 32,000 patients to access care through video consultations, reducing the risk of exposure to COVID-19 for 85% of patients. This technology will help us to deliver more care closer to home whilst avoiding the costs, time and stresses involved in patients travelling to hospitals where this is their preferred and most effective method of consultation.

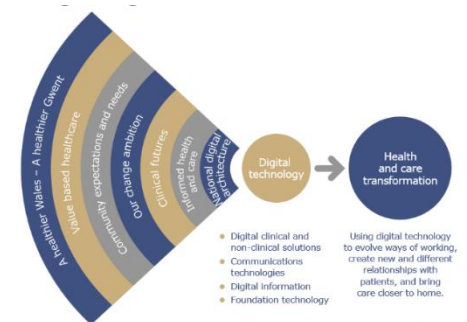


Robotic Process Automation (RPA) was introduced by the Health Board in April 2020 to determine whether automation of the manual transcription of hospital admissions, transfers and discharges from our Clinical Work Station application to the Welsh Patient Administration System would improve the quality and timeliness of bed status and bed availability. We now process 6,000 transactions each week, which are processed around the clock (24/7) and have eliminated delays, previously 2-3 days between the two systems. Automation has also facilitated the release of staff previously engaged in routine work to undertake more challenging work that would not lend itself to automation including supporting the Mass Vaccination programme,

The Grange University Hospital – in response to the pandemic the Health Board expedited the opening of the new hospital which resulted in the need to deliver the Information Communication and Technology (ICT) infrastructure and software systems and ensure staff were trained in time for the opening in November 2020.

Delivering our Strategy – our digital strategy ‘Transformation through Digital’ sets out our ambition to make the best use of digital technology to enhance health and care in our area by enabling people to manage their health and care needs more independently and enabling our staff to deliver holistic care and high quality services.

As we enter 2021 with a portfolio backlog as a consequence of the pandemic we are strengthening clinical leadership within informatics through a Chief Nursing Information Officer role, we aim to strengthen this with a case for a Chief Clinical Information Officer and the establishment of a Clinical Council.



Our areas for delivery this year are set out against the four themes that underpin our approach to transformation.



Digital Community
Enables people to manage their health & care needs independently

The delivery of a citizen portal is essential to empower patients to take more control and responsibility for co-producing their health and wellbeing and managing their conditions. Self-management will lead to a reduction in face to face and unnecessary appointments whilst improving the patient experience. Working in collaboration with the emerging all Wales programme supporting Digital Services for Patients and the Public which aims to deliver a citizen platform so that people can access their health service from a 'one stop shop' platform. This programme is sponsored by the Planned Care Programme Board and we are fully committed to supporting the development and delivery of the Citizen Platform. This year we will implement the Welsh Community Care Information System in our Mental Health Services, and begin to rollout to Community Nursing.



Digital Organisation
Enables staff to be equipped to deliver holistic care and high quality services

Digital Ward Programme is delivering key capabilities for our staff encompassing Patient Flow, Clinical Work Station and development of other digital data capture tools including support for the national e-nursing docs work. This year we will develop the use of the Careflow product for managing the deteriorating patient, clinical team task management and prioritisation and implementation of clinical data capture and re-use.

Will will also focus on Clinical Communications through technologies supporting hospital clinical voice, video and messaging initially bringing together existing platforms including pagers, phones, mobile devices, applications and the Vocera system for peer to peer messaging.

We will be driving a project to procure a digital health record solution for Maternity services to replace our existing system that is not fit for purpose and we will continue to implement the second phase of our Theatres System.

Working closely with NHS Wales Informatics Service (NWIS) and NHS Wales Shared Services Partnership (NWSSP) we will continue play our role in supporting the implementation of national programmes. In partnership with neighbouring Health Boards we continue to facilitate the sharing of information for regional level clinical specialty networks. A regional group has been established to ensure South East Wales priorities are consistent to make it easier for NWIS to prioritise activity for the region.



Digital Foundations
Provide fast, highly reliable and secure devices, storage and networks

We will continue to invest in our existing ICT infrastructure and user equipment to ensure they are safe, secure and reliable. Significant resilience work will be undertaken in Clinical Work Station to ensure that its performance, availability and disaster recovery procedures reflect best practice. This work will include improved facilities for digital clinical data capture. Our strategic focus this year will be on supporting the establishment of Integrated Wellbeing Centres that bring care closer to home.



Digital Data, Information and Intelligence
Getting the maximum we can from data and information

Our focus is on getting the maximum we can from our data and information. We continue to invest in the development of our systems to facilitate the collection and use of structured clinical data. This will support our clinicians and facilitate cross-NHS Wales flows supporting patient journeys of care in collaboration with the National Data Repository.

Working with NWIS and using 'Open Architecture' we are planning how to deliver a solution to enabling visibility of the GP record, test results and patient care documentation on our digital platform.

We will also test the application of robotic process automation (RPA) in Clinical Coding (a function that involves the translation of written clinical statements into a code format) working through clinical coding scenarios to see if this technology can assist with more timely coding of clinical episodes.

A key enabler for delivering a new "Always On", approach with a greater focus on System Planning, Operating, COVID-19 Re-Planning and balancing Demand with Capacity, are the functional components and tools available. Building on the performance and reporting capabilities we have available in Qlik, the ability to understand system behaviours in order to improve services, review and revise pathways and project forward will be available using the Lightfoot SFN platform. SFN will be used to implement our dynamic approach to understanding where we are now, and identifying opportunities during a time of high variability and uncertainty, enabling us to plan for sustainable change and connect services into clear end-to-end pathways.