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Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board

Digital Strategy

Transformation through digital

JULY 2019



Community



Organisation



Information



Foundations



Gofalu amdanoch chi a'ch dyfodol
Caring for you and your future

Our change ambition

In our area, people are looking after their own health and well-being and that of their families. When they need help, this is readily available at home and in their community and supported through innovative technology.

We work in a modern system that, with partners, delivers the best quality outcomes, utilising best practice in the most appropriate setting. Our service provides truly holistic care from home to home and continuously evolves so it remains leading edge.

Compassionate care is delivered by talented creative teams that we trust and respect to put the needs of our patients at the heart of everything we do.

Our staff tell us they feel empowered, equipped and driven to make a difference to the lives and outcomes of people. Our teams feel listened to, valued and trusted.

We are a dynamic organisation that cares, learns and improves together.



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Transformation through digital

In the past three decades since the creation of the World Wide Web in 1989, digital technology has become fundamental to the way we live our lives and to the health and care of our population.

Our patients, carers, doctors, nurses, and other staff take for granted the use of web browsers (first available in 1993) and smart phones (introduced as recently as 2007). This strategy – “Transformation through Digital” – sets out how digital technology will help Aneurin Bevan University Health Board to deliver lasting transformation of health and care in Gwent.

The ‘Well-being of Future Generations (Wales) Act 2015’, and the ‘Social Services and Wellbeing (Wales) Act 2014’ provide a context of world leading legislation within which the strategic plans for NHS Wales operate as set out in “A Healthier Wales: Our Plan for Health & Social Care”.

“A Healthier Wales” recognises that digital technology is a key transformation enabler to deliver the Welsh Government’s plan for a whole system approach to health and social care in line with the principles of the Quadruple aim of:

- Improved population health and wellbeing.
- Better quality and more accessible health and social care services.
- Higher value health and social care.
- A motivated and sustainable health and social care workforce.

Transformation through digital

Aneurin Bevan University Health Board's Change Ambition states that:

“In our area, people are looking after their own health and well-being and that of their families. When they need help, this is readily available at home and in their community and supported through innovative technology.”

Our Clinical Futures Strategy will move to a better balance of health and care by:

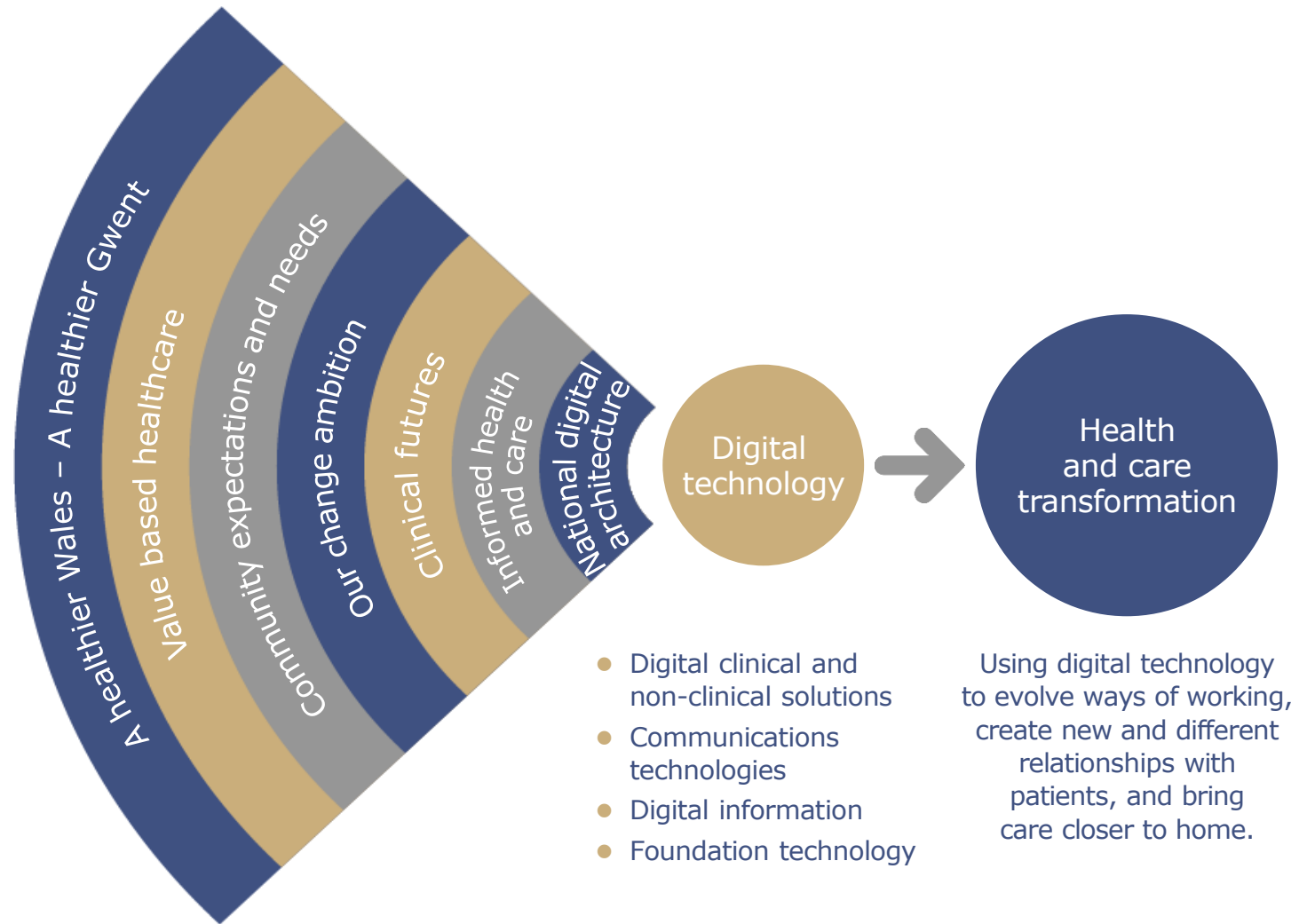
- Taking a whole system approach to health and social care which is focussed on health and wellbeing and on preventing illness.
- Delivering most care close to home.
- Creating a network of local hospitals providing routine diagnostic and treatment services.
- Centralising specialist and critical care services in a purpose-built Specialist and Critical Care Centre at the new Grange University Hospital.

Digital technology is a key enabler for all of this, and our Digital Strategy – transformation through digital, shows how we will make sure we maximise the opportunity.

Transformation through digital

The digital ambition for Wales is clearly articulated through 'A Healthier Wales' and 'Informed Health Care – A digital Health and social care strategy for Wales'. That ambition is being enabled by the NHS Wales Digital Architecture.

Our Change Ambition aligned to our Clinical Futures strategy is to enable people to manage their health and care needs more independently, alongside the changing needs and expectations of our community. Our Digital Strategy – Transformation through Digital – shows how we will make the best use of digital technology to enhance health and care in our area alongside enabling our staff to deliver holistic care and high quality services in line with our Change Ambition.



Our digital vision

Our vision for our “**transformation through digital**” programme is to:

“Enable people in our area to manage their health and care needs independently wherever possible, and our staff to deliver holistic care and high quality services, through the most innovative digital solutions available”

Our digital mission

We will realise our vision by focussing on the following core themes:

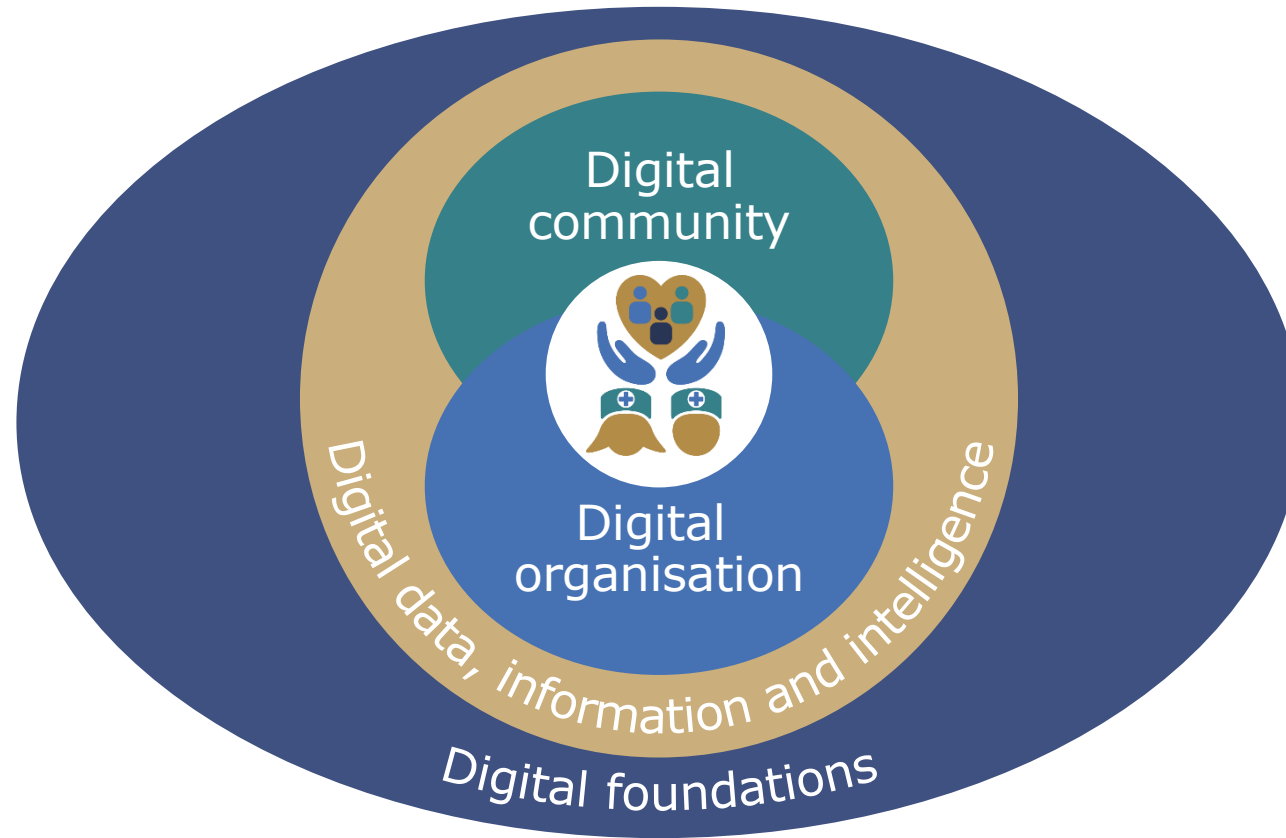
Digital community – Enable people to manage their health and care needs independently wherever possible

Digital organisation – Enable staff to be equipped to deliver truly holistic care and high quality services

Digital data, information and intelligence – Getting the maximum we can from our data and information

Digital foundations – Provide fast, highly reliable and secure devices, storage and networks

Transformation through digital



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Digital community

Enable people to manage their health and care needs independently wherever possible

Where are we today?



My Health On Line
Dewis
Dr Doctor
Choose Well
111 Service



675,000
patient appointment
text reminders
per month

= FEWER MISSED APPOINTMENTS

What will the future hold?

“I can now monitor my key health indicators at home and only go to hospital to see my doctor when I need to”

Patient

“I can book my appointments online that suit me and also let the clinical teams know how I am feeling and what is important to me before I meet them”

Patient

“I can access lots of help, advice and assistance through my phone without going to the GP”

Patient

“If I need to talk to my doctor I don’t have to leave the house anymore, I can just see them on my computer”

Patient

The kinds of digital technology we may use

Electronic Portal technology for citizens | Telecare | Telemedicine | Telehealth



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Digital community

Our delivery priorities to 2022/23

Citizen portal



Allowing people to seek help, advice and assistance easily, schedule their appointments, see results, and order medicine

Telehealth



Remote health and wellbeing information and education

Telecare



Enabling people to remain independent in their own homes by providing person-centred technologies to support the individual or their carer

Telemedicine



Remote monitoring, consultation or diagnosis



The kinds of digital technology we may use

Electronic Portal technology for citizens | Telehealth | Telecare | Telemedicine



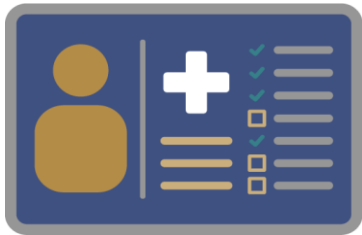
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Digital organisation

Enable staff to be equipped to deliver truly holistic care and high quality services

Where are we today?



Significant progress
on a **single electronic health record**



Digitization of over
300,000
paper records

Emphasis on managing deteriorating and improving patients using vital signs software

What will the future hold?

“We now have a joined up electronic patient record accessible at the point of care, whether that is at the bedside or in the community” **Consultant**

“It’s great that I don’t have to tell the doctor my story each time I meet them anymore. They seem to have it all at their finger tips, whichever hospital I’m in” **Patient**

“We don’t see paper in the HR team anymore – everything is done electronically”

HR Administrator

“We rarely lose anything anymore – beds, drips, computers – in fact more or less anything that moves is electronically tagged so that we can trace it saving us time, effort and money” **Ward Clerk**

The kinds of digital technology we may use

Electronic Patient Record (EPR) | Robotic Process Automation | Radio Frequency Identification | “Internet of Things” Technologies

Digital organisation

Our delivery priorities to 2022/23



Single electronic health record “view and do” increasing in value and depth to clinicians

Welsh Community Care Information System (WCCIS) – enabling health and social care integration

Electronic patient flow

Diagnostics modernisation

Medicines modernisation including electronic prescribing

Specialty specific system priorities including critical care, emergency dept., ophthalmology etc

Agile and mobile workforce

The kinds of digital technology we may use

Electronic Patient Record (EPR) solutions | Robotic Process Automation | “Internet of Things” Technologies | Workflow



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Digital data, information and intelligence

Getting the maximum we can from our data and information

Where are we today?



Introduction of new business intelligence technology



240,000 consultant episodes coded in 2017/18

– up from 167,000 in 2007/08

What will the future hold?

“I now get the information I need when I need it in order to make better informed decisions. I can self serve the information I need to see easily without having to wait.” **Director**

“I love the fact that as a Junior Doctor the Health Board was able to give me access to all of the clinical guidelines and information I needed on my phone on day one – saving me from asking busy colleagues and stopping me getting lost at the Royal Gwent which was great for my patients” **Junior Doctor**

“The systems that help me make really informed clinical decisions using information from around the world are brilliant”

Consultant

“Planning for the winter has never been easier. This year we were able to predict the resources we needed a few months ahead based on the data we’d gathered” **Hospital Manager**

The kinds of digital technology we may use

Business intelligence | Predictive analytics | Cloud computing | Artificial intelligence

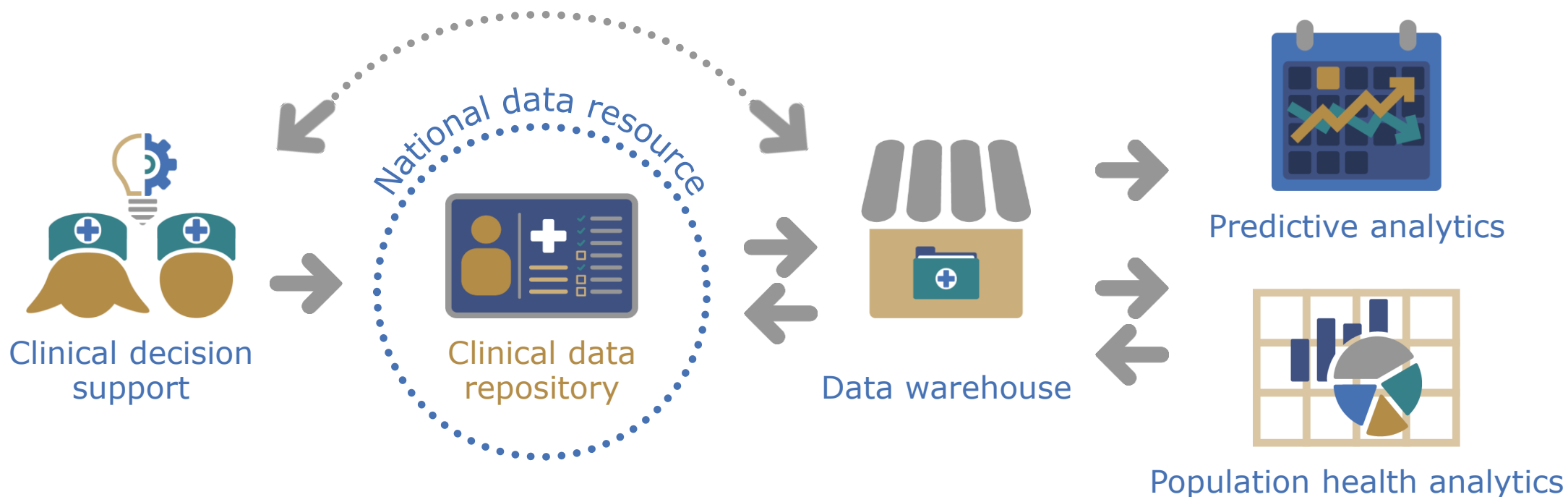


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Digital data, information and intelligence

Our delivery priorities to 2022/23



The kinds of digital technology we may use

Business intelligence | Predictive analytics | Cloud computing | Artificial intelligence



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Digital foundations

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

Where are we today?

14,400
end user devices

22,500 fixed network points (32,500 with the Grange University Hospital), and **2500 wireless access points**

600 network switches
(830 with the new Grange University Hospital)

450+ data servers

Wireless network usage up 700% since 2011

What will the future hold?

“I can’t remember the last time the network went down”
Nurse

“Our computers these days are easy to use and take no time at all to do things I need to do in my job”
Administrator

“As a patient, it’s great that I can have reliable wi-fi in the clinic and when I’m at home have really good video communication with my doctor” **Patient**

“We don’t travel across Gwent anymore to meetings – we do it all by video conferences” **Manager**

The kinds of digital technology we may use

Networks | Servers | Computers | Mobile Devices | Wireless | Video conferencing

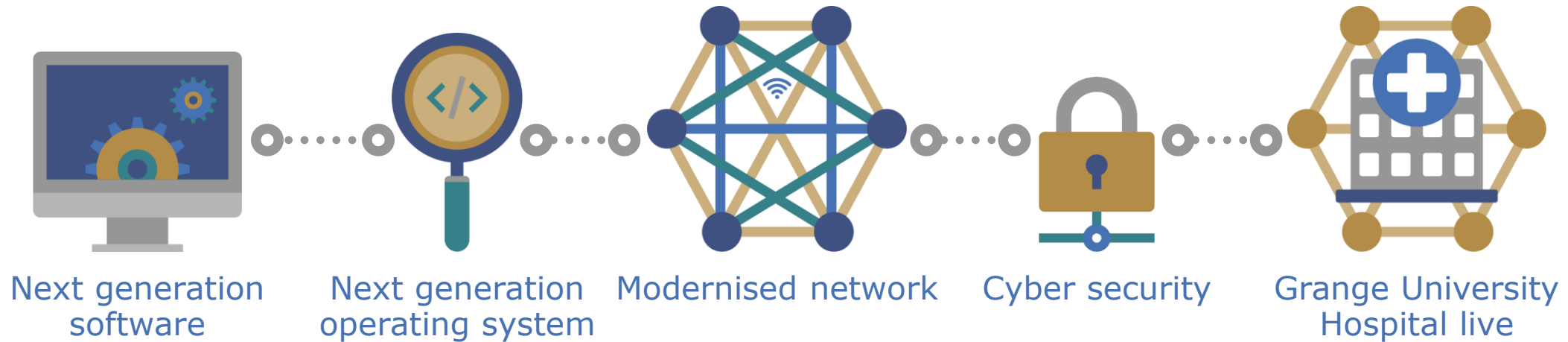


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Digital foundations

Our delivery priorities to 2022/23



The kinds of digital technology we may use

Networks | Servers | Computers | Mobile Devices | Wireless



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Principles

How we will go about delivering digital solutions

Planning digital

"Think digital"

We will consider digital solutions to problems at the outset. This means that we will always consider whether a digital solution to a problem will help.

"Problem first thinking"

We will make sure that digital solutions always address real world problems. This means that digital will not be an end in itself.

"Set clear expectations"

We will always clear expectation, timescales and resource constraints for every digital delivery. This means no surprises.

"Use and contribute to national solutions"

We will actively use national digital infrastructure and capabilities, and support the development of the national digital architecture in line with the principles set out in A Healthier Wales and Once for Wales. This means we will be able to give and take the maximum value from national efforts.

"Easy to use"

Our technology must be easy to navigate and easy to use designed for and with our users. This means that digital should be easy to use – and no different to technology we use in our daily lives.

"Make sure systems talk to each other"

Our solutions should "inter operate" so that they can exchange information.

Delivering digital

"Work within our capabilities"

We will not overreach our capabilities and capacity to deliver digital solutions well. This means that we will always minimise the risks of delivery.

"Deliver with agility"

We will use a "structured agile" approach to delivering solutions. This means we will deliver smaller things that make a difference quicker.

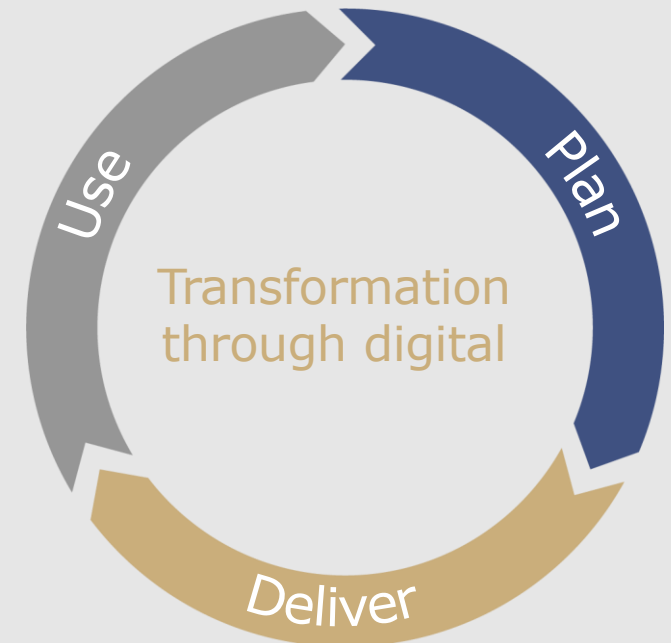
Using digital

"Drive digital value"

We will use digital to drive value for our community.

"Digital learning"

We will build from our successes and learn from our mistakes, safely and quickly.



Implications

What transformation through digital means for the Health Board

Digital skills

This means that digital skills and awareness will need to be developed at all levels of the Health Board, from the front line in terms of users skills and awareness of the capabilities and use of digital, up to the main Board in terms of both the risks and the benefits.

One ABUHB way

This means that we will adopt a single way of acquiring, developing, enhancing and retiring digital tools so that we get the best value from the market and so that things we buy always connect with everything else and can be maintained.

Continuous improvement

This means that we will provide sustained investment and always be looking at what the market can offer and aiming to take smaller steps that deliver benefits and value more rapidly as opposed to spending valuable time specifying and buying large products that get overtaken by the speed of technology innovation.

Implications

What transformation through digital means for the Health Board

“Digital for me”

This means starting to create a digital culture that matches the expectations of the people we serve that we will be making the best use of digital technology that we can within our capacity and budgetary constraints.

Control of the supply chain

This means that we will work as a unified Health Board with digital, technology suppliers and that we will always use the expertise we have in the Health Board to make the right choices as to the technology we buy.

Cultural shift to solutions

This means that we will work to produce solutions of which one or more digital technologies may be a part, as opposed to buying a digital product without considering the processes and people that will enable it to deliver value to us.

Next steps

Reorienting our digital delivery plans around the four themes

Making sure we strengthen the structures and mechanisms to engage with our community and our staff to focus our digital delivery

Starting to build a digital culture at all levels in the Health Board

Putting in place a Digital Strategy Implementation Board to oversee the delivery of this strategy

Establishing the governance to reflect the new digital world and oversight by the relevant sub-committee of the main Board

www.wales.nhs.uk/sitesplus/866/home

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