

## Our vision

To improve the health of our population and the quality and efficiency of our health and care system through the use of digital technology, data-driven intelligence, and innovation.

## Our key objectives – what we want to achieve over the next five years

- People are empowered to manage their health and wellbeing through access to their information and insights about their health and wellbeing, as well as the ability to engage with the health and care system.
- The care record is available to care providers at the point of care to support decision-making.
- Information collected is used to generate data-driven insights in population health, proactive care and research, with the aim of improving decision-making, reducing inequities in health and care provision, improving health outcomes, and making use of finite resources.
- Service transformation is supported by innovative digital and data products, and existing capabilities well-supported and continuously improved.

### ***Underpinned by our ICS approach to digital***

- Taking action where it makes sense to do so at ICS level (for example involving interoperable digital architecture, or where we could benefit from economies of scale)
- Taking a lead to test or de-risk an initiative, or to research different options or to bid for national funds to help our work
- Taking ownership of issues where the responsibility for addressing them is either unclear or does not sit with individual organisations
- Bringing system-wide coherence and consistency through shared goals, targets or standards that our constituent organisations will then deliver
- Bringing organisations together where there are multiple interests to be managed, and potential trade-offs to be agreed regarding ICS-wide investment priorities

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**Empower people to manage their health and care:** providing and promoting digital tools to people in our community to support them to be active partners in their own health and care, and taking action to ensure that tools available do not result in digital exclusion.

2

**Digital Solutions for Connected Care:** aiming to capture all interactions, events and decisions digitally so that we are able to join up information across our health and care system, and ensuring those records are available to the health and care team to support decisions about care provision.

3

**Deliver Data-Driven Insights:** joining up data across our system and delivering data-driven insights to support direct care, care planning, population health management, commissioning, public health and approved research as well as innovation.

4

**Ensure System Resilience, Data Integrity and Cyber Security:** taking action to ensure our critical systems are always available, and also ensuring the integrity of the data in our systems, and that its use aligns with information governance and data protection requirements.

5

**Drive Continuous Improvement and Innovation:** ensuring that we always look for ways to improve our digital and data solutions to ensure they continue to provide what is needed for a contemporary health service into the future, and look for innovative ways to do things better.

6

**Undertaken workforce planning to support our digital, data and analytics activities:** taking action to develop digital, data and analytics professions, ensuring that south east London is able to attract and retain the staff we need now and into the future, as well as ensuring the broader workforce has the skills needed to engage with digital and data.

Many people in our community are able to actively participate in their own health and care if given the right tools and if supported by the right team. We want to increase people's ability to interact with the health and care system in ways that are easy for them. We also want to break down barriers to that access through providing easy-to-use digital tools which can remove barriers such as relating to language, vision and mobility.

## TARGET 1: Digital tools to the community

Provide people in our community the insights and tools to improve their health.

## TARGET 2: Supporting access to care

Assist people in our community to identify the right care for them based on their individual needs.

## TARGET 3: Digital inclusion

Taking action to support everyone in our community to use digital tools.

### Achievements in 2023/24:

- Recruited a digital inclusion lead to map the current people facing digital services
- Collated existing consultation and engagement feedback to ensure that our planning is based on what people want not our perception of what they want.
- Undertook a campaign to increase access people have to their health records via the NHS App.
- Started our review of existing work to tackle digital exclusion and consider whether any action is required to tackle this at an ICS level.

### Priorities for 2024/25:

- Integrate our health and care systems and patient portals with the NHS App to ensure that people have a single entry point into patient engagement tools, and promote uptake of the NHS App.
- Support digital inclusion by developing a register of patient-facing digital tools and identifying and removing barriers to accessing those tools.
- Deliver GP online consultation and video consultation, messaging, appointment booking and health review questionnaire tools to enable people to access healthcare more easily.
- Increase digitisation of virtual wards to keep people out of hospitals unless necessary and providing people with assistive technology to support living at home.

Many of our health and care providers have multiple systems for collecting and displaying information on people's health and care. These are often not joined up between organisations. To move toward a data-driven health and care system, we need to ensure information is collected at the point of care and shared with the health and care team, with people responsible for planning and research.

## TARGET 1: Digital interactions

Clinical and care provision interactions are recorded digitally in real-time.

## TARGET 2: Access to information

Information required for decision-making about care is shared with the health and care team.

## TARGET 3: Shared care teams

Teams across organisations are able to contribute to a shared record for a person.

### Achievements in 2023/24:

- Supported the implementation of the Epic electronic patient record for Guys and St Thomas and Kings NHS Foundation Trusts.
- Supported the implementation of a new general practice ordering and communication solutions for radiology and pathology.
- Expanded the London Care Record to social care and commenced projects to expand access to care homes and community pharmacy so that they have access to information needed to support their care of people in our community.

### Priorities for 2024/25:

- Support the transition to a single ordering system for pathology and radiology for general practice.
- Support the procurement of contemporary electronic patient records including for Lewisham and Greenwich Trust and South London and Maudsley Trust.
- Expand access of clinical tools to community pharmacies including the London Care Record and an integrated primary care referral system to support their safe and efficient provision of care.
- Support digitisation of care homes as well as access to the London Care Record to support their role in the care of people in the community.
- Work with London region to support plans to expand the Universal Care Plan to support cross-organisational care delivery.
- Support the Continuing Healthcare operating model review as relevant to digital systems.
- Identify the approach for digital documentation of support provided by learning, disability and autism key workers.

We need to make the most of the information collected and held across the health and care system locally and regionally, supplemented with information about the environment where people live, by providing actionable insights and intelligence that support direct and proactive patient care, system and service planning and research and innovation.

## TARGET 1 Proactive Care

Insights are embedded into systems used by health and care providers so that they can use them when making decisions.

## TARGET 2 System and service planning

Tools are available to support demand and capacity modelling, identify inequalities and system and service planning.

## TARGET 3 Research and Innovation

Research and innovation is supported and encouraged through the adoption of innovative analytical techniques (AI/ML) and modern business intelligence solutions, that enable us to continue to learn as a health and care system

### Achievements in 2023/24:

- Developed tools to support Population Health Management and identify health inequalities which are available to ICS partners through a SharePoint reporting portal.
- Piloted the re-platforming of the ICB data warehouse into a modern cloud-based solution that will enable more advanced analytics e.g. Machine Learning/AI and make it possible to expand access to wider ICS analytical teams.
- Piloted the adoption of a patient segmentation tool to generate further insights into the needs and outcomes of the South East London diabetic population.
- Partnered in the work to develop the London Health Data Strategy, London Data Service and regional research capabilities.
- Implemented a digital tool to support the System Coordination Centre, which aims to provide real time operational management information for healthcare providers across South East London.

### Priorities for 2024/25:

- Apply the lessons learnt through the ICB data warehouse pilot to complete the full migration of the current ICB data warehouse into a modern cloud-based solution that will enable more advanced analytics.
- Explore ways to improve and expand access to the ICB data repository to other analytical teams across the South East London Integrated Care System.
- Continue to partner in the development and delivery of the London Health Data Strategy.

Our health and care system is reliant on digital technology and data to provide safe care and to support the flow of people and services through our system. This means it is critical that our core systems are available and that the public trusts that the information they hold is only accessed by those that need it to support care planning, delivery and innovation in the way care is provided.

## TARGET 1: System resilience

Critical systems will always be available to support care delivery and business continuity and disaster recovery arrangements will be enacted should this fail

## TARGET 2: Cyber security, data integrity and information governance

Systems and data flows implemented comply with clinical safety protocols and data protection protocols.

## TARGET 3: Access to systems

More staff time is available to focus on care rather than on complicated access and IT issues.

### Achievements in 2023/24:

- Collected information to inform a cyber and resilience maturity assessment
- Participated in ICB Board cyber training
- Allocation of national funding to target areas of greatest risk to Trusts

### Priorities for 2024/25:

- Recruit a Chief Information Security Officer for the ICB.
- Complete the cyber and resilience maturity assessment.
- Develop of a cyber strategy for the ICS taking into consideration the outputs of the maturity assessment.
- Develop of a community of practice of cyber subject matter expertise.
- Support improvements to information sharing and data flows by continuing to support health and care providers operate safely and in alignment with information sharing legislation and protocols.
- Scope a review of technical and support infrastructure to identify if there are opportunities to standardise and rationalise infrastructure across the system.



# Drive Continuous Improvement and Innovation

It is important that as a system, we continually improve on our existing capabilities so that they remain contemporary, and also that we remain flexible so that we can take advantage of emerging opportunities.

## TARGET 1: Artificial intelligence and machine learning

Optimise the use of artificial intelligence into clinical workflows as well as demand modelling and service planning.

## TARGET 2: Digital maturity and continuous improvement

Annually assess digital maturity and ensure improvement activities are targeted to the areas of greatest need.

## TARGET 3: Diagnostic capabilities and capacity

Improve diagnostic capabilities and capacity through digital innovation

### This is a new priority in 2024/25

#### Priorities for 2024/25:

- Complete the 2024/25 NHSE digital maturity assessment.
- Analyse barriers to effective transitions of care between providers including identifying if there are opportunities to improve digital enablement of referrals.
- Partner with SWL ICB and the Health Innovation Network to host an innovation day.
- Identify opportunities for the deployment of AI models into demand modelling, planning and clinical workflows, including by using Cogstack and Medcat models, and for radiology - AIDE (AI Deployment Engine) as led by the AI Centre for Value Based Healthcare.
- Work with Kings Health Partners, the Health Innovation Network, the Centre for Innovation and Transformation and the AI Centre for Value Based Healthcare, the Centre for Translational Informatics and other key partners in our region to ensure our health and care services are able to appropriately engage with innovative products and services including by partnering with SWL and the Health Innovation Network to host an innovation day. .
- Progress projects to improve digital connectivity infrastructure including the Gigabit programme for GPs.
- Identify further opportunities for process automation including in primary care.
- Assist all GP practices across SEL to implement cloud-based telephony solutions
- Implement automated patient registration solutions to support practices to quickly and easily register new patients enabling faster access to primary care services
- Digitise an additional 130,000 patients' Lloyd George records across 17 GP practices

# Undertake Workforce Planning to Support our Digital, Data and Analytics Activities

As technology advances, so does the skills and experience needed to harness the benefits of that technology. We will work to build our workforce so that we have the right people to deliver the needs of our health and care system now and into the future. We will also identify the support that our broader workforce needs to be able to engage with digital tools and understand and use data and insights to inform their practice.

## TARGET 1: Competency framework

Staff know the competencies required and are assessed against these, with actions undertaken to fill gaps in skills and knowledge

## TARGET 2: Workforce plan

A workforce plan will outline the workforce requirements for the digital, data and analytics workforce now and into the future and how we will secure this.

## TARGET 3: Digital and data literacy

Staff will have the skills to engage with digital and data tools and insights.

### This is a new priority in 2024/25

#### Priorities for 2024/25:

- Submit information required in the national census of the Digital, Data and Analytics workforce.
- Work with London region to progress development of workforce plans for the Digital, Data and Analytics workforce.
- Commence development of strategies to retain existing skilled staff through skills and career development opportunities - a network of excellence in analytics and data science being established, including career development pathways.
- Consider the value of implementing national competency frameworks and professional accreditation for digital, data and analytics specialists.
- Commence development of a talent pipeline and route into a career in digital data analytics, building on programmes already underway for data and analytics apprenticeship (Multiverse) and KHP data science training available for free to SEL NHS staff.
- Identify and promote opportunities to develop digital and data literacy among end-users of digital systems and consumers of data and analytics.