

Integrated Commissioning Committee

Agenda Item Number: 6.3

Date: 28th August 2019

REPORT TITLE:	Wigan Borough Digital Enabler Programme Update
REPORT AUTHOR:	Jonathan Kerry – Senior Assistant Director of Primary Care Wigan Borough CCG
PRESENTED BY:	Jonathan Kerry – Senior Assistant Director of Primary Care Wigan Borough CCG
RECOMMENDATIONS/ DECISION REQUIRED:	Support of Recommendations
EXECUTIVE SUMMARY: To provide the Integrated Commissioning Committee with an update with regards to the Wigan Borough Digital Enabler Programme. The Wigan Borough Locality Plan and underpinning transformation programmes have benefited from a partnership based IM&T Programme, which has locally been named “SharetoCare”. SharetoCare aims to deliver specific capabilities aligned to emerging priorities and strategic approaches to support new ways of working, and looks to develop the capabilities to support wider transformation and locality plan objectives. The following sections aim to give an update on the programmes progress, a refreshed approach to governance to ensure delivery and the detail of bids that have been made to the Greater Manchester Health and Social Care Partnership (GM HSCP) in order to secure funding for key projects. The committee is asked to support the recommendations highlighted at the end of the report.	
FURTHER ACTION REQUIRED:	None
EQUALITY AND DIVERSITY: Confirmed that any changes to service or procedure introduced as a result of this report do not impact adversely on any of the protected groups covered by the Equality Act 2010.	

Wigan Borough Digital Enabler Programme

Update August 2019

Overview

To date the Wigan Borough Locality Plan and underpinning transformation programmes have benefited from a partnership based IM&T Programme, which has locally been named “SharetoCare”.

SharetoCare aims to deliver specific capabilities aligned to emerging priorities and strategic approaches to support new ways of working, and looks to develop the capabilities to support wider transformation and locality plan objectives.

This involves delivering Technology at scale, enabling organisational integration and supporting patients and residents to be in greater control of their lives and care.

The SharetoCare programme is focused on being a true enabler to service change and supporting all organisations by ensuring that the right underpinning technologies are in place to ensure staff and patients alike have access to the right information, in the right place and at the right time.

The following sections aim to give an update on the programmes progress, a refreshed approach to governance to ensure delivery and the detail of bids that have been made to the Greater Manchester Health and Social Care Partnership (GM HSCP) in order to secure funding for key projects.

Borough Wide Strategic Approach

In order to ensure a consistent approach to deliver, not just with Borough Wide schemes but also within individual organisations, a single set of strategic aims and principles has been developed.

This allows for each element of the Digital programme to be assessed to ensure that it will deliver on our desired outcomes, elements that don't deliver or support the outcomes will not be progressed.

The following diagram illustrates the strategic approach being taken and has been developed with a view to describing the outcomes from a number of perspectives and based on key themes within digital services.

The outcomes need to relate and be focussed on our Patients/Population/Public, our People (staff), our Performance (ability to deliver), and our Partnerships (working as part of Wigan Borough and wider).

These have then been mapped against industry recognised themes covering Infrastructure, Services, Innovation and Skills/Culture, to allow us to describe the outcomes that will be achieved.

	Infrastructure	Digital Services	Innovation	Skills & Culture
Patients / Public	<ul style="list-style-type: none"> Ensure people can easily connect to their care record, healthcare professional, families or carers. Allow people to protect their privacy by giving them control over their information/records. 	<ul style="list-style-type: none"> Support people staying in their place of residence Help people find and choose the right services. 	<ul style="list-style-type: none"> Implement technologies that empower Wigan residents to manage their care (developing tools such as Citizens Portal, use of Telehealth & Wearable Tech) 	<ul style="list-style-type: none"> Produce information which is easy to digest and technology easy to use. Engage people in designing new digital services.
People	<ul style="list-style-type: none"> Create a harmonised view of an individual's care Provide modern & agile digital tools & systems to support the best care. Provide a fast & cohesive IM&T response to your needs. 	<ul style="list-style-type: none"> Support staff in the provision of efficient and secure digital services. Develop and use tools such as Alerts, Risk Stratification & Workflow to assist case management. 	<ul style="list-style-type: none"> Ensure staff can securely access their systems or information from anywhere Ensure systems are intuitive and fit for purpose 	<ul style="list-style-type: none"> Develop our workforce informatics skills so all staff are data & digitally savvy. Provide a supportive environment for our digital innovators and eagles.
Performance	<ul style="list-style-type: none"> Ensure all staff and systems are able to share information that supports better outcomes for each person. 100% compliance with National Cyber Security Standards 	<ul style="list-style-type: none"> Reduce the demand for unscheduled care by providing digital care in the community tools Provide Decision Support & Artificial Intelligence to help clinicians in applying best practice & eliminating unwarranted variation 	<ul style="list-style-type: none"> Create capacity by using Robotics to automate any routine tasks Provide a Single Version Of The Truth across the locality. Increase the use of Predictive Techniques to help the locality plan for the future. 	<ul style="list-style-type: none"> Ensure staff have the right information to make the right decisions at the right time. Become a Global Digital Exemplar
Partnerships	<ul style="list-style-type: none"> Use National Standards to ensure systems and data are interoperable and accessible. Share key information across the locality such real-time capacity and demand on services. 	<ul style="list-style-type: none"> Expand the use of record sharing via Graphnet or similar technologies. Use Population Health Management to risk stratify, segment but ultimately ensure patients get the right care in the right place at the right time. 	<ul style="list-style-type: none"> Develop or procure IM&T solutions across the locality to ensure standardisation / economies of scale. Share and learn from best practice Provide digital solutions that support services integrate / collaborate. 	<ul style="list-style-type: none"> Continue to collaborate and develop strong relationships with partners, suppliers and academia.

Figure 1: SharetoCare Strategic Outcomes

Programme Focus

To support delivery against the strategic direction, we have split the programme into 3 sections, all running in parallel but each building on the other to ensure that outcomes are delivered as quickly as possible. These are illustrated below:

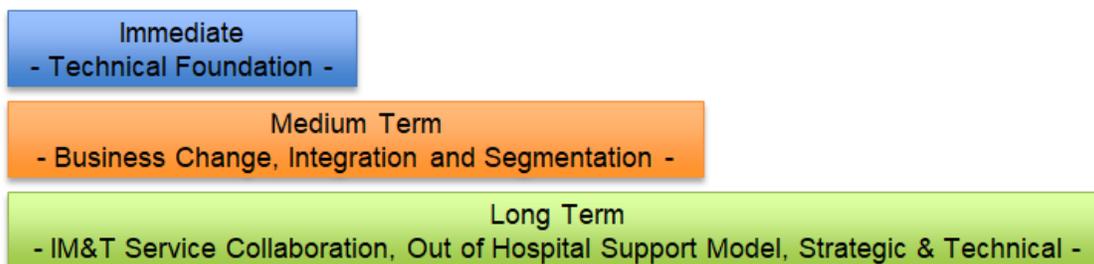


Figure 2: Programme Focus

To create the foundation, our immediate priorities are the focus on the Graphnet implementation and ensuring that approach Information Governance is in place to allow for the sharing of

information between organisations. This work will be completed in a phased deployment, building content and capability across organisations and specialities in order to replicate and supersede the current GP shared record capabilities of the Medical Interoperability Gateway.

In addition to this, work will continue with Business Intelligence colleagues to create the infrastructure and datasets necessary to allow for a single picture of population need and service utilisation to be created and maintained by the Wigan Intelligence Group.

In parallel and looking at the medium term the focus is aligned to expanding the opportunities of Data Sharing, not just where information is shared but the breadth and depth of information, whilst maintaining the concept of the right information, in the right place and at the right time.

This work is progressing, but taking a slightly improved approach to what has been our direction previously. Our historic approach has been to focus on organisations, and more commonly departments/directorates within them for example pharmacy, district nursing and emergency care etc.

Going forward our approach is focussing more on the life course of an individual and pathways across critical Borough Wide programmes like Start Well, Complex Care, Elderly and Frailty Care.

This approach does not restrict the ability to implement at a directorate/functional level (for example Emergency Care), but rather allows for a more thorough change management based methodology to be used bringing into scope all the “contact points” in an individual’s care so that digital technologies can assist in realising the potential of collaborative and new ways of working.

It will also be critical to continue the expansion and adoption of stratification and population health management, building knowledge and intelligence to allow those with legitimate relationships with the population to focus on early intervention, prevention and resilience.

Our long term aim is to look at how we support and deliver technologies in a more collaboratively way, recognising the benefits that have been brought through the Healthier Wigan Partnership and how organisational silos are being broken down to deliver a seamless approach to care.

This needs to be mimicked by digital service; our users (whether they be staff or public) should not see the difference between locations or organisations, knowing that they will always be able to access the systems and information that they need in the locations that they need to, including simple and effective support.

The initial focus on this will be around the out of hospital support model, making it simple for those working within the community (in the widest meaning of the term) to deliver high quality care. Underpinning this will be clear technical and strategic direction focusing on digital service capabilities like Service Desk, Infrastructure and Support/Engineering.

Programme Governance

In order to ensure the successful deliver of the programme, the programme governance has been refreshed, giving focus and challenge in the appropriate areas.

This updated governance structure is illustrated below:

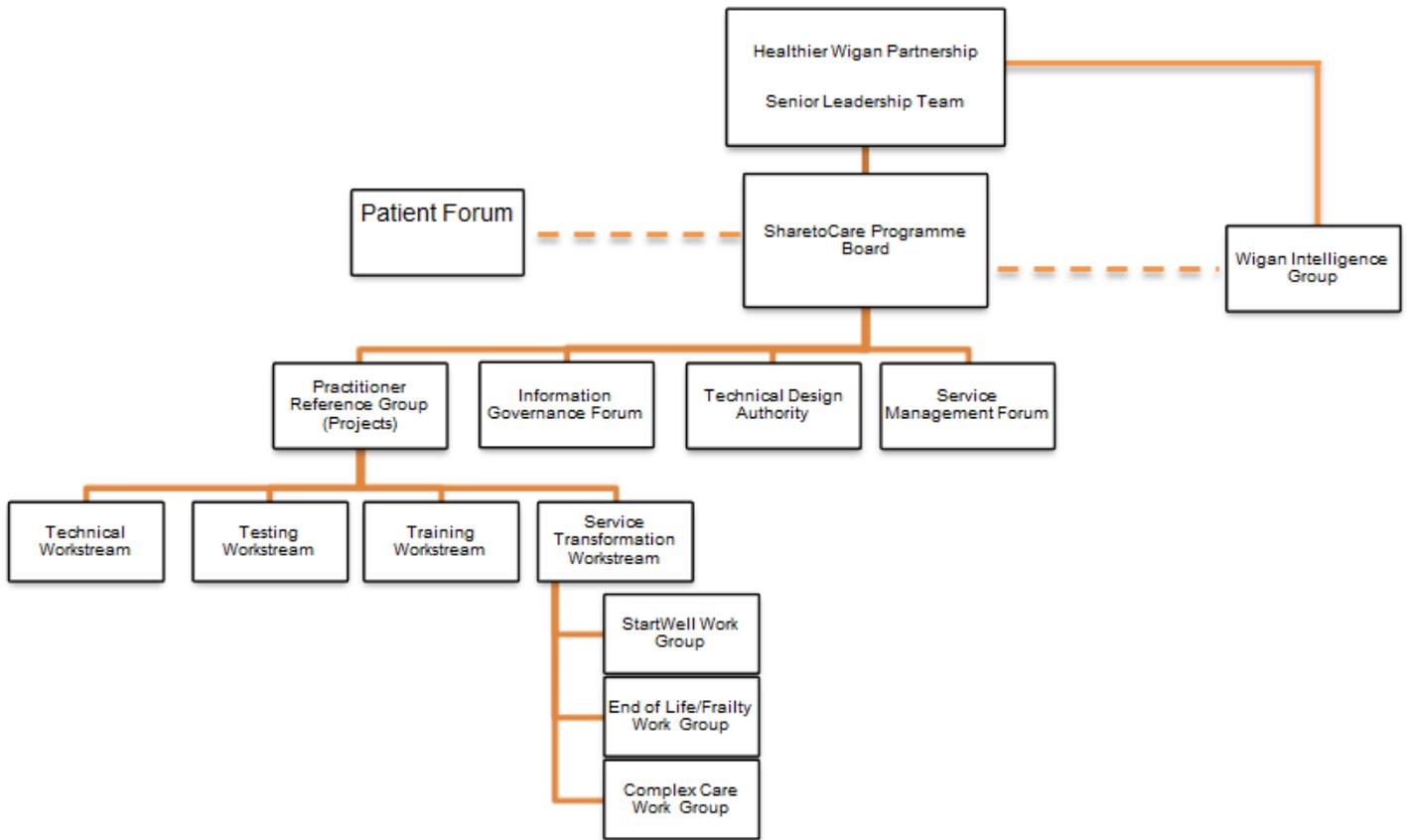


Figure 3: SharetoCare Programme Governance

The programme board has been expanded, ensuring not just IM&T Professionals but also including Clinical/Practitioner champions to give robust challenge to the progress and outcomes being delivered.

We are keen to ensure that appropriate and continued Patient/Citizen engagement and collaboration is achieved, as this is one of the critical success factors to the programme.

The Practitioner Reference Group has been expanded to align to wider stakeholder input and will ensure that the implementation of the Graphnet shared record is done successfully, aligned to the ambitious plans set out.

The Information Governance Forum will provide the foundation and guidance to programmes with regards to data security, protection and information governance. It will ensure that the Borough Wide sharing agreements remain fit for purpose and look to remove duplication and maximise resource potential within a very capable but stretched staff group.

The Technical Design Authority is the single point to define technical strategy for the Borough, leading work to introduce standardised technology capabilities and seamless working environments. It will also look for opportunities for standardisation and collaboration across technical platforms that underpin organisational capabilities.

The Service Management Forum is developing the maturity of Service Desks to facilitate end user support and maintains a full oversight of project status from development through implementation and business as usual (BAU) to provide effective support to end users across all organisations.

The Wigan Intelligence Group (WIG) helps the locality understand the population need, use of services and their performance/effectiveness, in addition to what it can or should be measuring (KPIs, Outcomes, etc). The group provides the forum to validate and critique, but ultimately aim to agree on locality analytics and narrative to ensure there's a "Single version of the Truth".

The Technical Work streams are time limited groups with protected time to support programme delivery (for example Graphnet) with a focus on the key areas of technical, testing, training and transformation. Membership will be brought together as required from across organisations, with each group having clear deliverables and timescales from the outset.

The introduction of Pathway Aligned Transformation workgroups is a significant shift in focus from our previous approach and aims to focus on delivering digital transformation across the whole journey of a pathway. These will bring together Business Analyst capabilities with professionals and stakeholders from across organisations to map out the organisational change potential from the adoption of technologies.

Progress Being Made

It is important to recognise that the programme builds upon a strong foundation or partnership working which has allowed for the successful delivery of shared records, electronic correspondence and working across a range of locations.

However, with this refreshed approach and utilisation of protected time there has been a significant increase in both pace and scale in key areas of delivery.

Information Governance

The forum has worked collaboratively to develop a single Information Assurance Statement which aligned to the General Data Protection Regulation and Data Protection Act 2018 to give the Borough a strong foundation to share information for care purposes.

To date, 50 of the 65 signatories have signed the statement (covering General Practice and Healthier Wigan Partnership organisations) which was only circulated 4 weeks ago.

In addition, the Data Privacy Impact Assessment (DPIA) has been finalised and approved for the implementation of Graphnet CareCentric which facilitates the deployment and progression of the enhanced shared record.

Graphnet

Following the procurement of the enhanced shared record platform in March, work has continued to complete the project planning, dataset and technical implementation requirements.

There has been successful testing completed by all partners to confirm network connections with GM Instance of Graphnet.

Through the reinvigorated Practitioner Reference Group, a project board has been created to provide the advice, guidance and challenge necessary to drive the project forward and ensure that we build upon the previous capabilities of the Medical Interoperability Gateway (MIG).

Digital Offer

Although with a number of frustrating starts, the programme to provide improved support capabilities to empower care homes is now underway, with the group of homes in Bedford Care Home now up and running, linking directly into the Community Response Team.

This gives a great test bed to broaden this capability across all Care Homes, with the next 8 early adopter sites identified and survey/deployment works underway and a full programme being established to enable deployment to all care homes.

We hope that video consultations are only the start of this project, with this infrastructure as a foundation the opportunities to trail and expand remote monitoring, assistive technologies and integrate care home teams into the wider care team wrapped around an individual are becoming easily achievable.

In addition we will be looking at how this offer can be extended to align and link to the General Practice Care Home service to further improve the outcomes being delivered.

Underpinning Infrastructure

The “GovRoam” network is now in place across all organisations, giving Wifi access to corporate mobile devices to allow for a guaranteed connection back to organisational systems and information.

This is the first step in providing the seamless environment to staff working across locations, and is allowing for the long term aims of the programme to be planned, with challenges being identified along with solutions to manage them.

Work has also been progressed to start to design and develop the infrastructure that will complement this, giving desktop based users the same capability to work across organisations, not just improving agile working capabilities but also identifying benefits in organisational resilience and business continuity.

Digital Funding Bids

As in previous years, Greater Manchester Health and Social Care Partnership (GM HSCP) have been successful in securing Digital Funds for 19/20.

As is always the case, the process is a quick turnaround and funding is secured through allocations made up of Provider Capital and Primary Care Estates, Technology and Transformation Funding (ETTF).

There is an estimated £5m fund available across GM, and we have taken the opportunity to submit multiple bids, which exceed a potential fair shares allocation, but aim to illustrate the opportunities and strong direction in Wigan Borough.

To continue our underpinning of the locality plan, the submitted bids areas focus on the following (listed in no specific order):

	Project	Bid Value
1	Risk Stratification/Segmentation – Population Health	£209,200
2	SystemOne Community Optimisation – Consolidation and Standardisation	£206,000
3	Picture Archive and Communication System (PACS) Modernisation	£640,836
4	Wigan Borough - Cross Organisation Collaboration	£60,000
5	North West Borough Healthcare – Wigan Borough Agile Working	£201,096
	Total Funding :	£1,317,132

Detailed below is more specific detail with regards to what each project will look to deliver.

1. Enhanced Population Management/Risk Stratification

Maximise the opportunity through the existing investment in Graphnet, not just through the utilisation of the shared record, but through using data to underpin the localities Population Health and Holistic Risk Stratification, which uses a wider dataset across Secondary, Community and Primary Care Data.

The project will deliver the Graphnet Population Health solution and implement this (as appropriate) across care settings to support the early identification and intervention of patients with high dependency or complex care needs.

In addition, further analysis work will be progressed on the localities high dependency population leading to the technical underpinning to monitor and manage these cohorts on an on-going basis.

2. Community Service Transformation (consolidation/reduced complexity of systems)

With the transfer of community services, WWL are working on the adoption and management of the 32 SystemOne units that host the transferred services.

Although the transferred services are now operating under WWL, administration of the SystemOne units remain under the supervision of Bridgewater until WWL has capacity to take over control.

A deep dive investigation into the units has revealed issues that must be addressed in order to obtain realistic and meaningful reporting extracts.

There is also an opportunity to increase service productivity by utilising functionality currently not used, and reduce administration by the consolidation of units. This work is identified as unit cleansing, standardisation and consolidation work, followed by continuous service improvement.

3. PACS Refresh (aligned to GM Programme)

Radiology imaging is of limited use without the accompanying report, delivered in a timely fashion to support management of our patients.

Failing workstations; all now over 12 years old and running on Windows XP are impacting the safety and timeliness of the WWL reporting service in delivering the information required to make these crucial decisions.

This hardware refresh alongside the introduction of flexible working would facilitate transition to a sustainable reporting service to support GM PACS implementation.

4. Borough Wide Collaboration Tool (professional/clinical/organisational)

The implementation of a single infrastructure will allow for secure and auditable environment to allow for direct communications and collaboration to support all elements of new ways of working.

Utilising an approved platform (like Office 365 – others will be assessed) teams across organisations will have the capability to come together virtually, through direct messaging and shared space, allowing for integration to be seamless, reducing fragmentation and duplication.

With a secure environment this will allow for both person identifiable and business sensitive information to be shared and stored, with the confidence of having robust technological governance arrangements in place.

5. North West Boroughs Agile Working

In order to enable a robust agile working environment for North West Boroughs (NWBH) staff within Wigan Borough, the project will improve the equipment for agile working clinicians across the Wigan Borough area.

There is currently 267 clinical staff delivering patient care across Wigan within the following teams, Home Treatment, Assessment team, Early Intervention, IAPT, LLAMS Community & CMHT teams, Recovery North & South teams, CAMHS, Care Home Liaison and Specialist Psychologists.

The bid will allow for 50% of the required Dell Hybrid Laptops to be procured, enabling clinical staff too easily, quickly and reliably access and capture the latest available patient information at the point of care, with NWBH funding the remaining 50%.

Recommendations

The committee is asked to support the following recommendations:

- Endorsement of the SharetoCare Governance arrangements;
- Endorsement of the Strategic Outcomes of the programme;
- Endorsement of the prioritised programme themes (Immediate, Medium and Long Term);

- Endorsement of the bids made to GM HSCP in support of the programme and locality plan; and
- Continue the protection of time across Organisations to allow for project implementation at pace.