



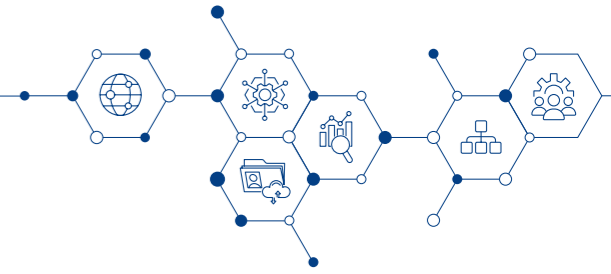
University Hospitals
Bristol and Weston
NHS Foundation Trust

Digital Strategy

2024-2029

Our strategy to build strong digital foundations, digitise information and transform healthcare.





Foreword

From the Board Chair



“Delivering the Digital Strategy will support and improve the way our staff work and collaborate by giving them the systems and digital tools they need.”

Now, more than ever, there are extraordinary pressures on the Trust and the services we deliver. Pressures that include, decreasing our waiting lists, delivering more specialist services, protecting the Trust from cyber threats, maintaining patient safety, and attracting talented people to join our workforce.

When faced with multiple pressures, it is the Board’s role to take a strategic view and identify areas where significant improvement can be made across the Trust to support it with the demands it faces.

A key improvement the Board has identified, that will benefit all our staff, the services we provide and the people we care for, is the rethinking and re-establishing of our digital approach.

We will do this by cementing a new Digital Strategy that will underpin the Joint Clinical Strategy between University Hospitals Bristol and Weston NHS Foundation Trust (UHBW) and North Bristol NHS Trust (NBT). Delivering the Digital Strategy will support and improve the way our staff work and collaborate by giving them the systems and digital tools they need. It will keep our Trust

secure from cyber threat, enable safe ways of storing and accessing patient information, and build our profile as a desirable place to work.

The communities we serve stand to benefit from the strategy by providing accessible digital channels for viewing personal health information. From booking or altering appointments, to reviewing care journeys and providing invaluable feedback, our commitment to a digital future will enhance the hospital experience for everyone.

This strategy will help us deliver our strategic improvement priorities. To realise the potential of the strategy, we must support a collective effort to actively contribute to the successful delivery of digital transformation across UHBW.

JAYNE MEE
Board Chair

From the Interim Chief Executive



“This strategy sets out the cultural change required in how we approach healthcare, ensuring digital is an integral enabler to the Joint Clinical Strategy. It will be everyone’s responsibility to make it happen.”

In December 2023, the Trust announced exciting plans to embark on the first steps to form a Hospital Group between UHBW and NBT. By formally creating an environment which strengthens collaboration, we’ll enable the two Trusts to join forces to address shared challenges, while still retaining the flexibility to serve our unique communities.

The Trusts launched their Joint Clinical Strategy in 2024.

Underpinning the success of this strategy will be the way we plan digital transformation to effectively organise our patient information and build robust digital systems for the future. I know first-hand, from my medical career of more than 30 years, it is imperative the digital tools we use daily are fit for purpose and integrated into our approach to care, so we can deliver the best outcomes for staff and patients. Currently, ineffective and disjointed digital systems are causing clinical staff huge amounts of frustration and are taking precious time away from treating patients.

Ultimately, we want to elevate the value of the services we provide through seamless integration of digital tools, creating a user-friendly experience for our dedicated staff and people who need our services.

This strategy sets out the cultural change required in how we approach healthcare, ensuring digital is an integral enabler to the Joint Clinical Strategy. It will be everyone’s responsibility to make it happen. Despite the challenges ahead, I am passionate about the positive changes this strategy will bring, and I have full confidence in our talented staff, who I believe will make it happen.

STUART WALKER
Interim Chief Executive



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Introduction

From the Joint Chief Digital Information Officer



“We are committing to changing our operating model, decision-making, planning, investment, and implementation approach to deliver digital innovation and transformation to the highest standard.”

NEIL DARVILL
Joint Chief Digital
Information Officer

By listening to our colleagues, we have gained valuable insight into the current experience of using our digital tools and systems across UHBW.

Fundamentally, our findings reveal we are not meeting their needs to help them perform their duties effectively. This situation, understandably, gives rise to frustrations and prompts staff to resort to workarounds to achieve the desired outcomes. Recognising this, we commit to delivering meaningful change.

The goal of our five-year strategy is a straightforward one, to deliver digitally enabled, exceptional care. Our digital transformations will be guided by clinical teams, executed in partnership with a redesigned highly supportive and consistent digital service. We will ensure that the entire process results in tangible benefits for both staff and patients. Paper will become a thing of the past. Digitising and consolidating our information will unlock its power for optimising and transforming our service.

Our strategy supports our ambitions for achieving greater sustainability of care by creating a digital environment necessary for working at scale with our partners to provide comprehensive healthcare. It will aid our carbon reduction plans by reducing the need to travel and influencing change in the digital marketplace to support our net zero ambitions.

We are committing to changing our operating model, decision-making, planning, investment, and implementation approach to deliver digital innovation and transformation to the highest standard. This strategy sets out our new organisational approach and the priority programmes of work we must deliver if we want to achieve our new Joint Clinical Strategy’s aims.

Our first priority is to level up and fix our digital infrastructure. It is crucial that we do this. We must establish resilient and robust foundations so that our digital environment is defined by efficiency, reliability, security, flexibility, and safety. Our strategy will be supported by key business cases to secure the funding we need to deliver the infrastructure necessary to bring the strategy to life. Without this investment we cannot safely proceed further on our journey to become a truly digital hospital. We will not attain the core capabilities of ‘What Good Looks Like’ needed to seize the opportunities that digital technology offers us.

Building on the foundations of a modern digital infrastructure, our five-year strategy shows that we must centralise the management of digital and proceed to consolidate our core digital systems and data. This will enable us to ensure our

teams have access to rich information when they need it.

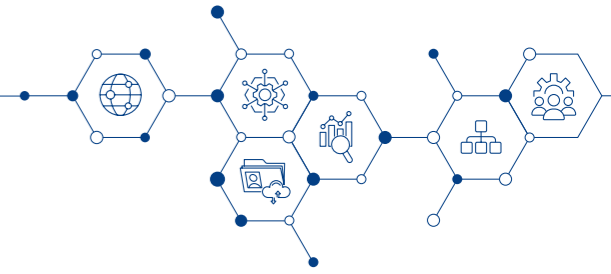
To achieve our joint aims with NBT we will go even further and commit ourselves to sharing the best core systems. We will ready ourselves to take collective decisions through our new Hospital Group on the best systems available and how to use them. Our new digital capability will support the delivery of seamless care for everyone, helping eliminate inequality in access to services and ensuring outcomes are equitable. Together we will deliver consistently high-quality care to the communities we serve.

* The ‘What Good Looks Like’ programme is clear guidance for health and care leaders to digitise, connect and transform services safely and securely. Further information can be found on the NHS England website. <https://transform.england.nhs.uk/digitise-connect-transform/what-good-looks-like>

Our aim is to deliver these outcomes:

- ✓ A **Resilient and Reliable Foundation** upon which we provide exceptional care.
- ✓ **Accessible Clinical Information** with more of our patient’s information in one place, Electronic Patient Record (EPR), making it easier to make the right decisions for our patients.
- ✓ A **Digital First Approach** where digital solutions and information are a key driver for clinically led transformation of care.
- ✓ **One Digital Identity:** Seamless access, log in effortlessly, utilising reliable equipment, and use of essential tools for staff to carry out their duties, irrespective of location, ensuring a uniform provision of care across UHBW and NBT.

As an ambitious Trust driven by the exceptional expertise of our staff, we will bring our strategy to life through collaboration and innovation. I look forward to witnessing the collective achievements that we will accomplish together.



Supporting the Joint Clinical Strategy

The Joint Clinical Strategy between UHBW and NBT sets out the trusts ambition for seamless, high quality, equitable and sustainable care. Our Digital Strategy will be a key enabler in the successful delivery of our joint clinical goals.

By using the Joint Clinical Strategy as our guiding principle, we will remove existing digital barriers and unnecessary steps, so that staff can access the information they need, wherever they are, and we will make our services easier to access by the people who need our care.

There's a lot of work to do, and we're fully committed to embracing the transformation and improvement methodology called Patient First to ensure we reach

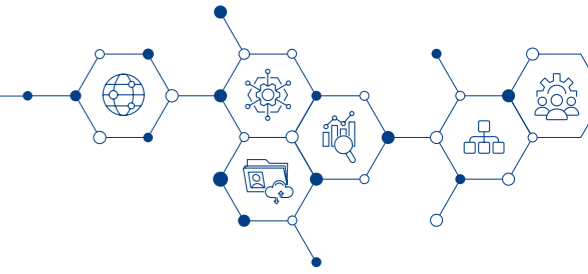
our goals quickly and effectively. Many of our clinical leaders and teams have already started to benefit from this approach by driving collaborative improvement and focussing on the things that really matter.

To support our journey, we will live by our organisation values, Supportive, Innovative, Respectful and Collaborative to guide and underpin everything that we do.



The Digital Strategy prepares us to collaborate digitally with our partners to deliver our key joint clinical strategic outcomes





Background

During the planning of the Joint Clinical Strategy, greater digital capability was identified as the key enabler for improving outcomes, enhancing efficiency, and delivering high-quality results for our patients. However, at present, it can feel like an obstacle.

We silo our information across too many different systems, making it difficult to have a clear picture to serve our patients' needs. Not everyone has easy access to the digital tools needed where they are working and can be frustrated by the IT.

We have overloaded our digital programme. We've tried to deliver on all requests for support and made too many changes at once; without a clear view of our capacity for change, or what our strategic priorities are. Competing priorities can make it difficult to get the right digital support to fix problems, embed systems and take forward innovative ideas to drive improvement. As a result, implementations of new systems have felt rushed, with digital teams needing moving on too soon.

Digital projects are often seen as an extra task rather than a centrally mandated enabler and priority for our strategic goals. We need to change our leadership approach, bring digital more fully into our strategic planning and take clinically led decisions on what the priorities are. In line with our Patient First agenda, we need to focus on fewer goals and concentrate on delivering them well to deliver benefits to the most people in the quickest fashion.

Our digital plans must support the delivery of the Hospital Group's strategic plans, ensuring both Trusts can provide excellent care consistently for the communities we serve. Towards that aim our Acute Provider Collaborative (APC) appointed a joint board level Chief Digital Information Officer (CDIO). Our CDIO was tasked to create this Digital Strategy to deliver a single consistent, high

quality digital service. In addition to meeting the need of the Joint Clinical Strategy it also supports our Integrated Care System's aim to:

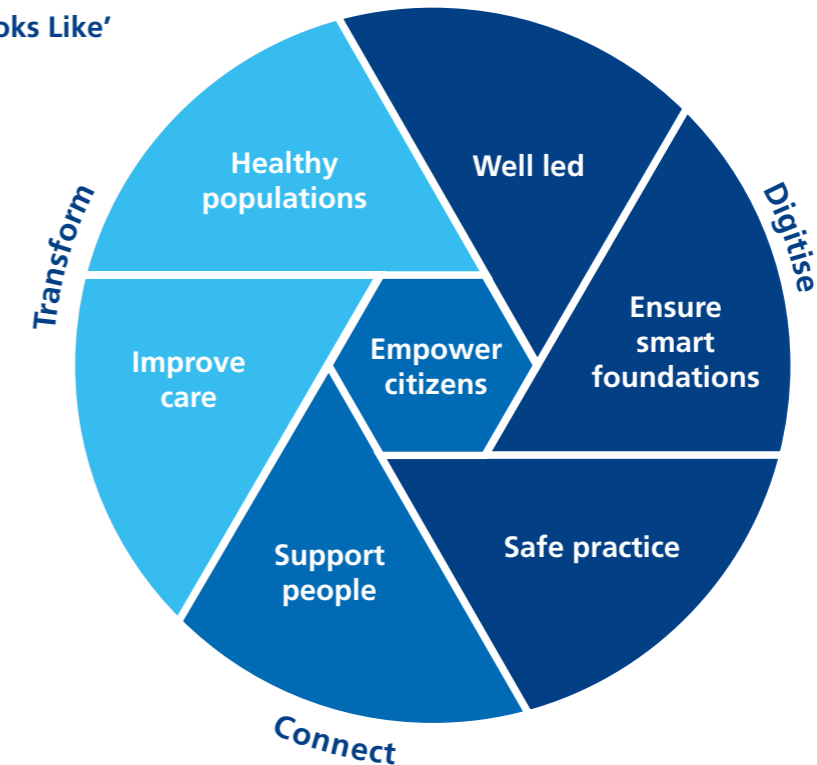
- Provide an experience of seamless care for the patient at whichever hospital they visit.
- Improve the patient and clinician's experience by reducing duplication of data entry across the system.
- Have a robust digital infrastructure that allows frictionless working across care settings.

Our strategy addresses the requirements placed on us by the Health and Care Act 2022 to collaborate with our partners to achieve the 'What Good Looks Like' (WGLL) digital agenda. Its aim is to have a health and social care system that will be much faster, more effective, and delivering more personalised care. We must attain the core digital capabilities needed to deliver WGLL. There are several improvements required to our digital maturity and fundamentally we need to get the basics right.

Our data is siloed, creating risk, because not everyone will have access to the information they need. We are a complex Trust providing 145 specialty services. Our clinical and business information is spread over more than 244 known information assets. Management of our information assets is spread across the Trust and responsibilities for assuring their compliance with information and security standards is also split across different teams. This makes it difficult to build a complete picture of our digital estate and assure ourselves it's well managed and secure.

Our business intelligence capability is hindered by data silos and a continued reliance on paper.

NHS England – The 7 success measures of 'What Good Looks Like'



Difficulty with accessing clear comprehensive business intelligence reports means that data is not always at the centre of the decisions we take. We need to bring together and harmonise our data to create a coherent and valuable view of our services and patients. Useful digital information, at the heart of our decision making will help us create a virtuous circle where data quality improves as the value of good data becomes more appreciated. This strategy sets out how we can organise ourselves so that we can digitise and unleash the power of our data.

We have grown our digital network over 30 years to span ten hospitals and 27 community locations. Our network has wired connections to more than 11,000 pieces of equipment and uses 1500 Wi-Fi points. On a daily basis we transmit four terabytes of data across our Wi-Fi network alone, we process 110,000 emails and block 20,000 cyber threats and attacks. Our network is made up of a variety of solutions of different ages ranging from a data cabinet in a corridor operating from a standard 13-amp socket,

right through to purpose-built spaces that are protected by diverse power supplies, state-of-the-art modular Uninterruptible Power Supply (UPS), fire suppressant systems and technically advanced cooling solutions. This is due to our investment approach. Our network investment has been spread across many years. We have sweated assets and improved it in a piecemeal fashion. A lot of the network is at, or near, end of life.

The variety in our network causes us challenges with maintenance, future proofing, performance management, and keeping pace with new cyber security standards. The latest advanced technologies that we require to meet future demands will not work with such a varied landscape. Without these modern technologies and a uniform, up to date network, we would not be able to safely build the shared networks we need with our partners to aid cross organisation collaboration.



HIMSS INFRAM and EMRAM

The Healthcare Information and Management Systems Society (HIMSS) Infrastructure Adoption Model Assessment (INFRAM) has scored our digital infrastructure capability as four out of seven. We have been advised that elements of our network are stage two; and that our old investment model puts us at risk of falling to stage three overall.

This assessment is based on globally recognised healthcare industry standards. It has given us clear recommendations on how to improve our network. Achieving INFRAM stage seven will ensure that our digital infrastructure is stable, manageable, and extendible enough to support the use of advanced business and clinical applications. A high INFRAM score would give us confidence that services will not be disrupted by problems connecting, the IT running slowly, or going down unexpectedly. The increased vigilance that comes from increasing our INFRAM stage and exceeding minimum security standards will mean we also remain in-step with the ever-increasing threat of cyber-attack.

Our Hospital Group partner, North Bristol NHS Trust (NBT), has achieved INFRAM stage five and has made the investment necessary to achieve stage six within the next twelve months. They plan to achieve stage seven by the end of 2025. With a look to being able to work in close collaboration with NBT we need to keep our networks in-step with each other. If we do not invest the gap between our networks will widen. If we linked our network with NBT

we would undermine the INFRAM stage they have achieved. HIMSS also provide a seven-stage roadmap on how to develop a complete Electronic Medical Record (EMR) or Electronic Patient Record (EPR). It is called the Electronic Medical Record Adoption Model (EMRAM). The What Good Looks Like (WGLL) core digital capabilities are equivalent to EMRAM stage five. Acute healthcare providers with EMRAM stage five status and above, consistently demonstrate that they deliver safer more reliable care, more efficiently, and to a higher quality standard. Studies have shown the seamless flow of information in a digital environment (a hallmark of stage five) has been associated with informed decision making to improve patient outcomes, as well as a reduction in manual errors in care.

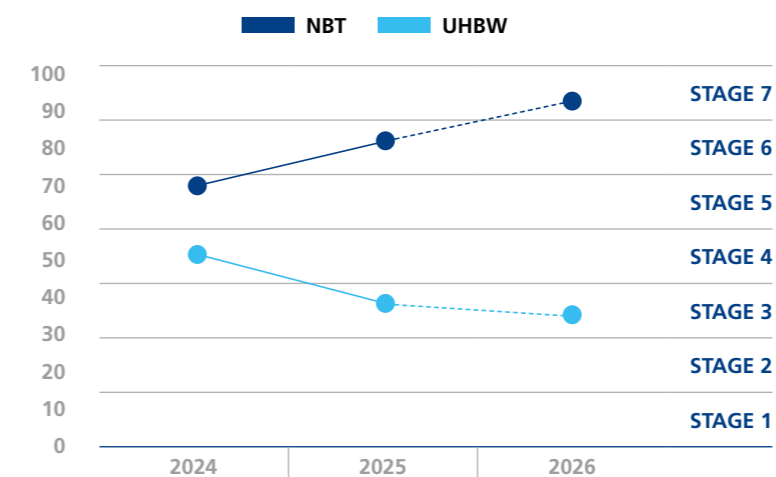
We currently forecast ourselves at EMRAM stage two (NBT expect to attain EMRAM stage six by March 2025). If we narrow our focus onto ensuring we meet the priorities set out in this strategy, we will accelerate to stage five and ultimately reach our aim of stage seven.

INFRAM stages and achievement heat map

INFRAM (Infrastructure Adoption Model) is an assessment that measures our infrastructure's digital maturity. It helps us invest and build the right long-term secure digital systems.

UHBW scoring

	Network Transport	Wireless and Mobility	Communication and Collaboration	Security	Data Centre
STAGE 7	26	0	31	42	29
STAGE 6	4	20	35	63	16
STAGE 5	0	44	68	72	0
STAGE 4	45	80	77	100	85
STAGE 3	53	75	86	96	100
STAGE 2	100	83	84	100	79
STAGE 1	100	100	82	100	100



73%

NBT OVERALL SCORE
with a predicted trajectory of reaching Stage 7 in 2026.

47%

UHBW OVERALL SCORE
with an expectation to drift downwards as requirements advance.

Our Digital Vision

To become a hospital that delivers digitally enabled, outstanding care, where technology is integral to how we operate. Our people will take pride in working at a truly digital hospital where we maximise the benefits of technology to enhance all aspects of patient care.





The difference our five-year strategy will make to our service users in the future

"I am allergic to a drug, so the doctor has made a note on my online record. Now everyone I speak to about my care knows about the allergy before I have to tell them."

Patient

"I do clinics at UHBW and NBT and I use the same log ins and the same systems – it saves me time."

Clinician

"The systems that I use are always available, I don't have to worry about things freezing or dropping out – I can find the information I need."

Clinician

"I can see how the digital transformation is helping deliver the Trust's strategic priorities."

Trust leadership

"I no longer have to wait for the computer or system to respond, now the systems are fast and reliable, and I can access all of the information I need to do my job quickly, whenever and wherever I need to."

Operational staff

"I have oversight of the progress of all programmes of work, and I have clear assurance that clinicians are driving change that will really make a difference."

Trust leadership

"We have processes and policies to follow, and we all follow them."

Digital workforce





Our strategy objectives and outcomes

To achieve our strategy, we will focus on **six objectives** that enable digital transformation:

Transforming our infrastructure



Infrastructure

Solid, future-proofed, secure foundations

Transforming how we manage information



Digital Systems

Informed decisions and realising the benefits



Health Records

Removing reliance on paper



Business Intelligence

High quality, accessible data

Transforming how we do it



Governance and Assurance

Ensure we are doing the right things well for our communities



Digital Services

A redesigned digital service: forging a strong partnership between the new team and the Trust

Our aim is to deliver these outcomes:

- ✓ A **Resilient and Reliable Foundation** upon which we provide exceptional care.
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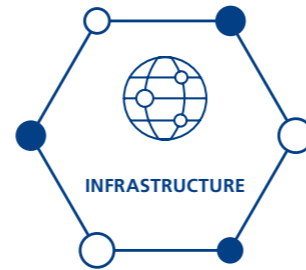
Transforming our infrastructure

Infrastructure – solid, future-proofed, secure foundations

Outcome

Our entire digital infrastructure will be transformed to provide the stable foundations on which our future aspirations can be built. With a high-speed secure network delivering data throughout all trust locations, our staff will be able to access the information they need reliably, consistently, and rapidly on whatever device is appropriate for their situation.

To do this we will...



Transform our infrastructure

- Replace our existing aging network with a scalable and future proof design that can service the 18,000 desktop and mobile devices that connect daily. This will ensure that staff are able to use digital services with minimal friction and with whatever device best suits their needs.
- Provide a pervasive and ever-present Wi-Fi network across all Trust locations. In addition to being used by our people it will also enable our patients to see their appointment information, self-check-in, access entertainment and remain in contact with loved ones whilst they are under our care through video calls. We will continue to ensure all our inpatients can access our network by lending them the tools to do so where they don't have their own.
- Build the foundations of a scalable network that is ready to join with the NBT infrastructure so staff can work across both organisations' various locations as the Hospital Group forms and expands.
- Continue to provide fit for purpose hosting of digital systems by expanding into a hybrid on-premise and cloud-based infrastructure that will ensure reliable and consistent system performance.
- Continue to provide an environment that minimises the need for unnecessary travel and supports virtual appointments and collaboration. This will both help our patients less able to visit our sites and reduce our carbon footprint.

- We will provide appropriate devices for our staff members:
 - > portable devices for mobile workers;
 - > enough devices on wards for in-the-moment notation and observations; and
 - > offices equipped for modern day working with dual screens and docking stations (and the option for secure bring-your-own-device to access office productivity applications).
- Develop our infrastructure to reach HIMSS INFRAM level seven so we meet all the infrastructure requirements of a modern hospital.
- Incorporate improvements on energy usage in our design of the new IT network as part of our work towards a net zero position. The equipment we will use to provide the digital infrastructure will run more efficiently, demanding less electricity, and will generate less heat, in turn reducing the burden on our environmental control systems in our data centres.

Keep our data secure

- Ensure our patient, visitor and colleague information stays safe by following best practice and national strategies for cyber security. We will eradicate unsupported hardware & software, and identify the investment required for further protective tools to stay ahead of the growing cyber threat.
- Deploy the latest software defined networking technology and advanced tools (such as micro-segmentation) to continue to protect our citizens' information and the Trusts digital assets from cyber-attack.



Realise the potential of a modern secure network

- With a fit-for-purpose network, the Trust will be able to take advantage of technologies such as real-time location tracking. This would allow medical devices, physical equipment and even patients to be tracked throughout the Trust's locations.
- By embracing Microsoft office 365 we will have access to an ever-improving suite of productivity tools that can assist with the day-to-day operations of the Trust. Eradicating the decades old file sharing technology and shifting to modern cloud-based storage will enable real-time multi-person simultaneous document collaboration and artificial intelligence tools that can be deployed to assist with minute taking, action tracking and other routine tasks.



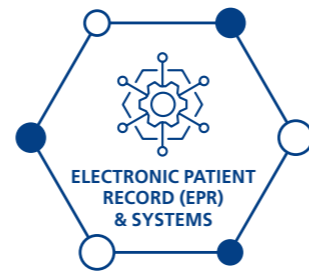
Transforming how we manage information

Digital systems – Informed decisions and realising the benefits

Outcome

Our corporate and clinical information will be consolidated into core digital systems. Allowing easy, reliable, and immediate access to information whilst improving efficiency, safety and quality. Bringing more high-quality data into our core systems will enable real-time decision support and many other future opportunities for data-enabled innovation.

To do this we will...



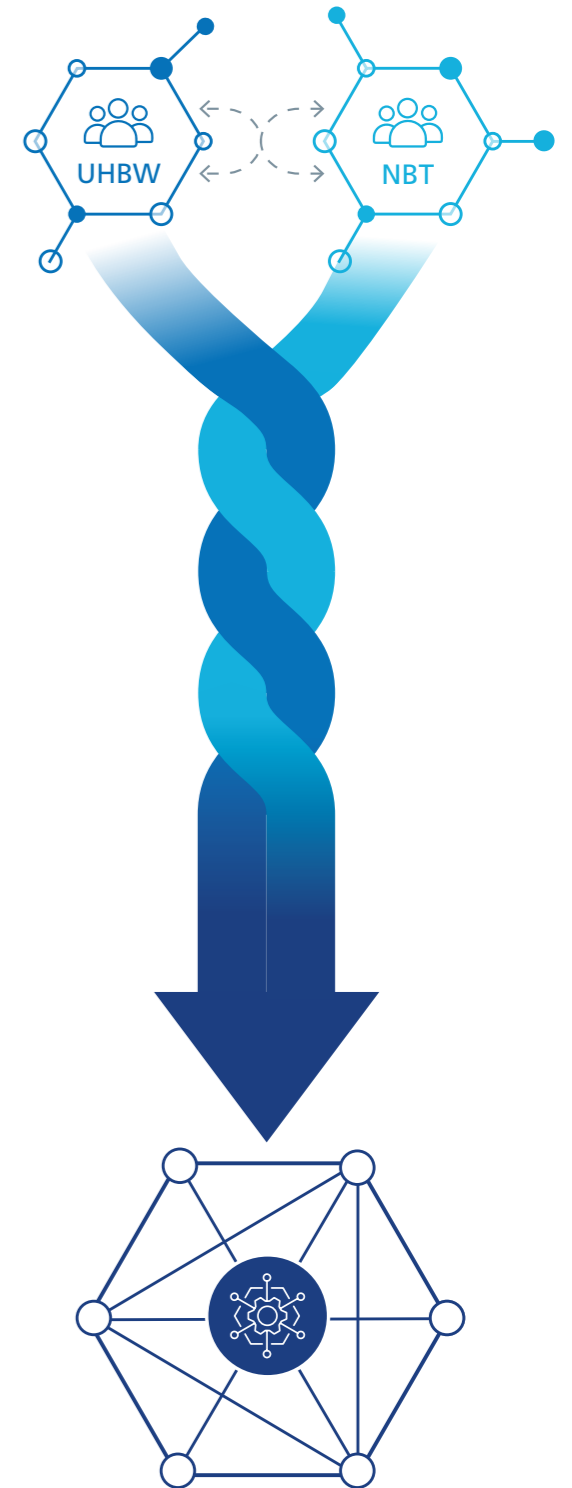
Bring our information together

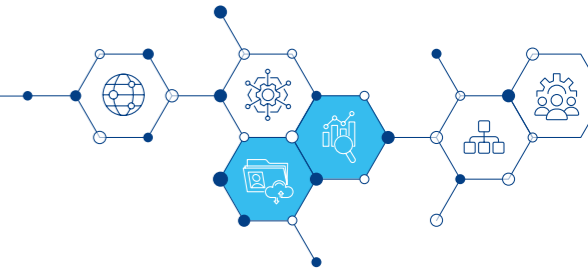
- Maximise the use of our core digital systems to consolidate and optimise the information we hold within them. We will apply this principle to both our clinical and business systems.
- Make it easier for all staff to access information quickly and safely by reducing the overall number of disparate digital systems.
- Standardise digital practices and processes across UHBW and NBT so they are in-step with workflow and capture data consistently, accurately, and only once (overseen by a shared design authority).
- Improve the experience of care for both our patients and our people, by removing duplication of data capture. This will also ensure we have a single source of truth and better data quality.
- Use requirements focussed business cases to ensure service needs are best met within our strategic approach. We will avoid introducing more systems (unless absolutely necessary). The core digital systems will be developed to meet most requirements.
- Prioritise making as much of our digital information as possible available in our core systems so all colleagues that need access to it, have it. Rely on industry standard, tried and tested tools in favour of in-house development. This will help bring our processes in line with industry standards, give us greater support capacity, accelerate benefits realisation, and enhance system resilience.
- Increase our support for and use of office productivity software and tools.

- Give guidance on how each system should be used, ensuring clinical and business information is managed on secure systems fit for the task.
- Ensure digital design is delivered in partnership between clinical and digital specialists to optimise functionality whilst keeping user experience and clinical safety at the forefront of what we do.
- We will review the accessibility of our digital platforms for our patients and staff and work with our suppliers to make the improvements necessary to ensure the information we share is made available in line with our patient's preference and the Accessible Information Standard (AIS).

Share our digital systems across the Hospital Group

- To collaborate with NBT on providing consistently excellent care we will commit to handing sovereignty of our digital systems to the joint Hospital Group where required. We will collectively agree any changes to how software is set-up and used, to provide a joined-up service.
- In line with our aspiration to build on each of our Trust's strengths and operate single managed services; we will commit to using the digital solution within the Hospital Group best suited to delivering each of our shared functions.
- We will also continue to work with all our system partners to share key clinical documentation digitally, including through the connecting care solution. We will create a seamless experience of care for our patients at whichever hospital they visit.





Health Records – Removing reliance on paper

Outcome

A comprehensive, immediate, and shareable digital view of the patient record will support a valuable experience of care. Physical space will be released, colleagues will spend less time managing paper and we will make savings on stationery and storage costs. All our information will be held as structured data that is easily searched and analysed.



To do this we will...

- Substitute paper forms with searchable Electronic Patient Record (EPR) clinical notes for enhanced decision support and the development of a digital end to end record.
- Remove the need for medical record libraries by ensuring all remaining documents are scanned rapidly and reliably and available at the point of care.
- Align our record retention processes with industry standard and legal requirements to release hospital space for the provision of patient care.



Business Intelligence – High quality, accessible data

Outcome

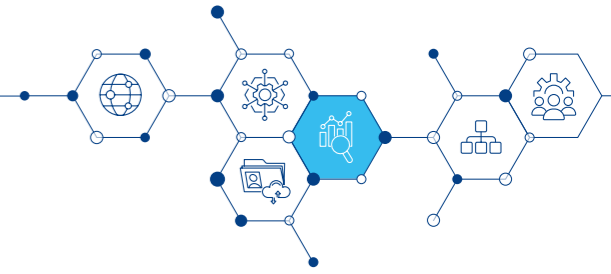
Digitising and consolidating our information will unlock its power for optimising and transforming our services. We will put this power in the hands of all our people through easy to access, intuitive, trusted reporting. We will be a data driven organisation throughout. Everyone will understand the importance of good quality data captured at the point of care. We will use our information to conduct research, predict demand, plan, and drive performance improvements.



To do this we will...

Transform our self-service offer

- Deliver high-quality, uniform reports that have been verified and assured by the Business Intelligence team across UHBW and NBT.
- Enable our people to become more self-sufficient at using our self-service business intelligence tools. We will advertise it more clearly and refresh it so that the menu of reports is easier to navigate. It will be clearer what information is included in each report and how to drill down to specific data. Reports will be branded with the Business Intelligence (BI) seal of quality so that the reader knows the data can be trusted.
- Consolidate our self-service reports to meet broader use cases so our people can explore the data more fully without having to move from place to place.
- Suites of reports will be signposted for key groups so our people can find the information they need straight away.
- Reports will be easy to understand because they will have been designed in partnership with their target audience.
- Use the improved self-service offer to release our Business Intelligence team and divisional analysts' capacity. They will be freed up to ensure that data is engineered according to the most rigorous professional standards, with the latest thinking influencing the creation of increasingly sophisticated and user-friendly insight models.
- Build our self-service offer on a new enterprise-wide data infrastructure with master data management that supports ad hoc queries and descriptive reporting.



Create a new operating model

- Make quality and availability of data the core aim of our operating model. Digital Services will lead on ensuring data is reliable when sliced and interrogated through different perspectives or organisational levels.
- Empower our divisions to make the most of the data available to them by assigning them each a divisional analyst.
- Through a Digital Services led team of analysts we will increase our Business Intelligence data analysis capability and ensure a consistent high-quality standard of reporting. This will also ensure the resilience of our divisional analyst offer.
- Facilitate a much closer relationship between Digital Services and the divisions through our team of assigned divisional analysts. This will cultivate the greater use of BI for service planning, and the development of more effective reports.
- Provide a shared view of overall performance for services collaborating across UHBW and NBT; from uniform cross-organisational reports created by a new Hospital Group analysts network.

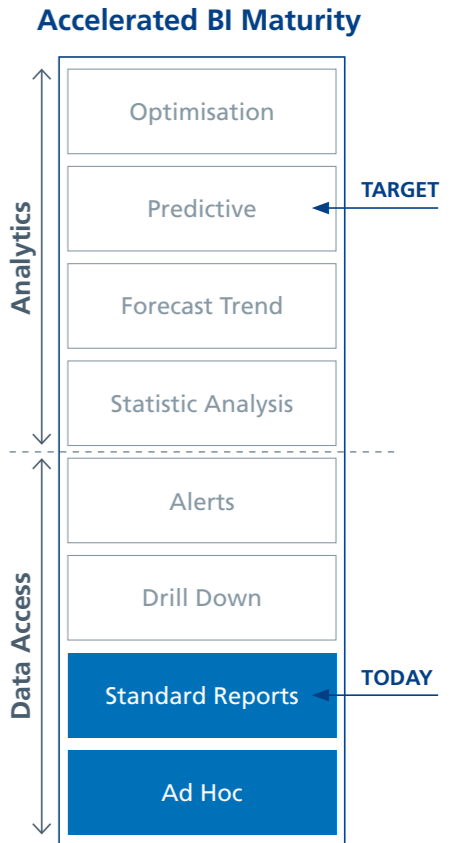
- Redevelop our data infrastructure, to make it easier to bring information together from different systems and simplify the creation of more powerful reports. It will be aligned with NBT, making it easier for one team to support the whole Hospital Group.
- Continue to collaborate with integrated care system partners (and continuing to meet a high standard of clinical coding) to build a shared view of our population's health data so we can plan care.
- We will ready ourselves to provide a cross organisation view of business information for our Hospital Group. Our digital systems will be designed and set up with their reporting potential in mind. We will commit to sharing design decisions so that we have comparable data and a shared view of performance.

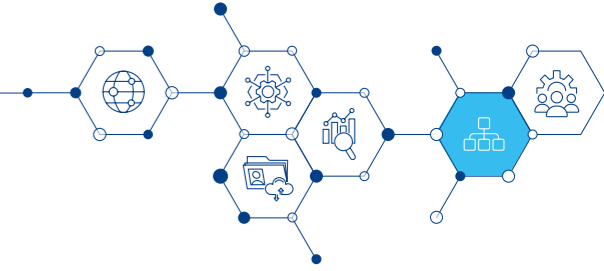
Engender a data quality culture

- Adopt a data quality approach designed to ensure the accuracy, reliability, and completeness of our data to support informed decision-making, regulatory compliance, and optimal patient care.
- Aim for our BI reports to be highly valued tools for research, quality management and service development. A virtuous circle will be formed with divisional teams taking responsibility for the quality of their data, captured at the point of care. The benefits of their engagement in improving data quality will be reflected back to

them in complete, accurate and trusted reporting.

- Data quality and correcting data will be the responsibility of the teams that input the data. We will create a new Data Quality and Assurance team to identify, triage, investigate, analyse, and recommend solutions on how to make data quality improvements. This team will provide the tools and training that divisions will need to care for and correct their data.
- Create structured incident response and escalation procedures, and communication protocols for reporting and resolving critical data quality incidents.
- Our Data Quality Improvement Group will provide assurance to the Trust that key data quality issues are being scrutinised and that divisions are engaged in increasing standards of quality. Data quality issues, and risks will be reported to Digital Hospital Programme Board. It will continue to assure that we maintain a high score against the Data Quality Maturity Index.
- Implement regular data quality assessments using predefined metrics and Key Performance Indicators (KPIs). Deploy monitoring tools to identify and address data quality issues in real-time. Encourage audits to validate the accuracy and completeness of critical healthcare data.





Transforming how we do it

Release the power of our information

- Commit to leveraging high-quality data as a foundation for delivering superior healthcare in our community. Through our strategy we will transform our analytical maturity, taking the opportunities that come from a broader usage of data. We will provide better predictions, safety improvements, pre-emptive controls, usage of Artificial Intelligence (AI) models, and greater confidence in our information-based decisions. We will be more able to collaborate with our Integrated Care System (ICS) partners to build a shared view of our population's health data so we can plan care.
- Make data available to support research, real-world evidencing, and AI tool development.
- Enable our teams to use our data and analytics to review compliance with good practice, redesign care pathways and promote wellbeing, prevention, and independence for our patients.
- Give our people access to real time data on whatever device they use to support timely decision making.
- Support collective population health care planning by making our richer information viewable by our ICS partners.

High-quality data as a foundation for delivering superior healthcare in our community.



Governance and assurance – Ensure we are doing the right things well for our communities

Outcome

Our digital clinical leadership will play a vital frontline role in shaping digital transformation. The Digital Strategy will be led by Digital Hospital Programme Board (DHPB) on behalf of the Trust Board and Executive Committee. DHPB will set the priorities, oversee Digital Services and digital transformation programmes to ensure maximum benefits for our whole system.



To do this we will...

Agree the digital priorities for our Trust, Hospital Group and Integrated Care System

- Digital Hospital Programme Board will function at an executive level and make investment decisions based on the strategy, risks, benefits, and opportunities. Ensuring we are prioritising work of most benefit to the entire organisation.
- Align governance and decision making with NBT to ensure strategic priorities enable levelling-up and convergence, culminating in a joint digital decision-making Board.
- Ensure all requests for change stick to our strategic principles, core systems first, no siloed information, one system for one function across UHBW and NBT, no in-house development.
- Promote a system wide approach to delivery of our digital aims. We will continue to build strong relationships within the Integrated Care Board (ICB) and region to leverage opportunities to lead, influence and learn from each other.
- Cultivate digital innovation by providing an environment where great ideas can be explored, tested, and embedded into our practice.



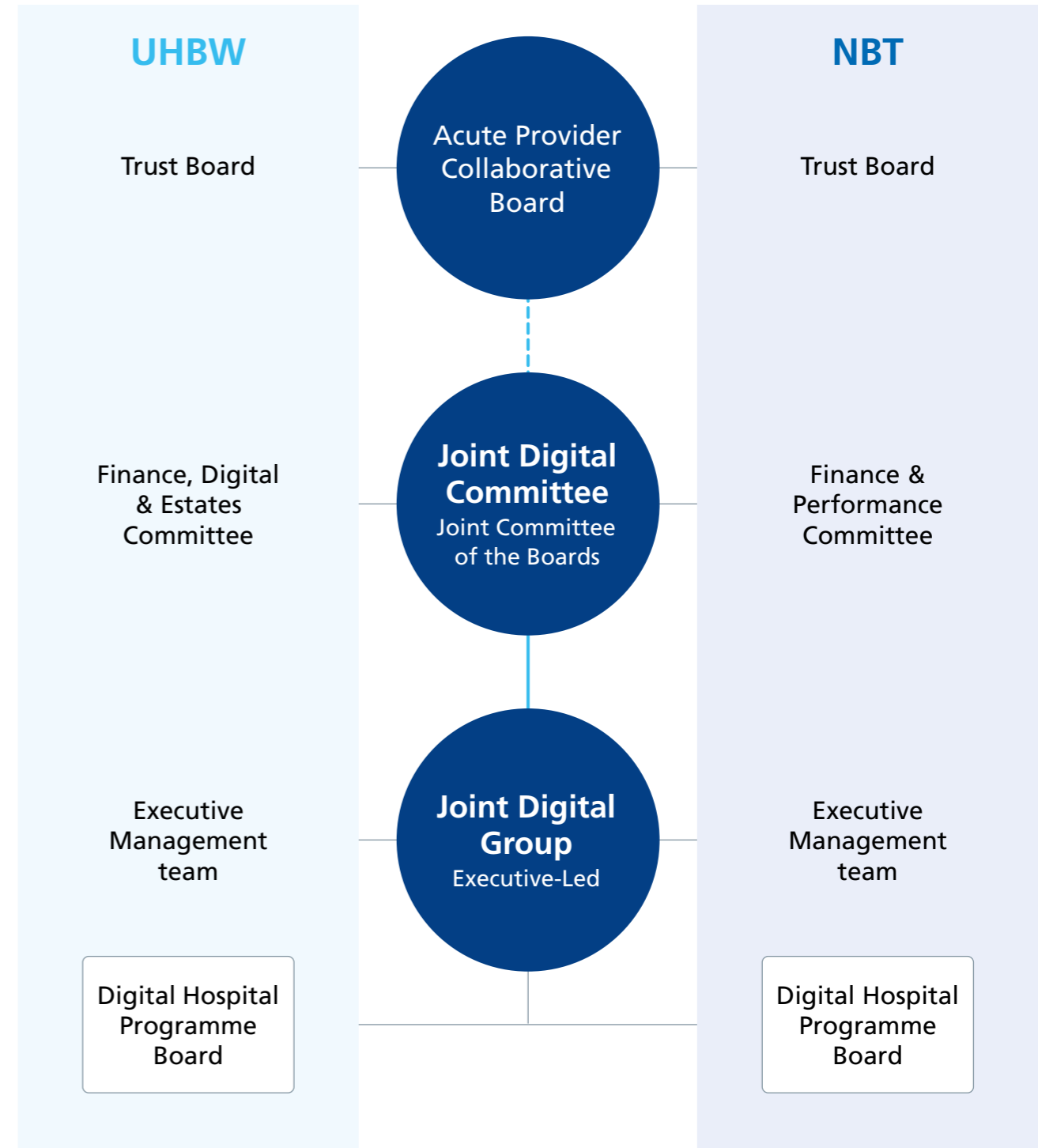
Grow our digital clinical leadership and ensure digital transformation is part of our core business culture

- We will change our culture and treat digital transformation as part of our core business. All project and programme boards will be chaired by senior colleagues from the lead service that will use the solution being delivered (e.g. clinical system implementations project boards will be chaired by lead clinicians).
- We will further invest in our digital clinical leadership, so we have a larger strategic network of trusted advocates for digital transformation. We will extend the Chief Clinical Information Officer (CCIO) and Chief Nursing, AHP, Midwifery Officer (CXIO) roles to increase their importance and influence. We will appoint additional clinical leaders with digital responsibility within our divisions and grow our digital clinical specialist team.
- We will continue to develop our digital clinical specialists in line with national best practice. They will be a bridge between clinical and technical colleagues ensuring all transformation is clinically led, safe and benefits clinical practice.
- Engagement will be key to ensuring the digital transformation message is embedded into the organisation to help all stakeholders. We will implement a digital communications and engagement strategy to underpin and support the delivery of the strategy with clear and transparent communication.
- We will engage with our patients and the wider community to involve them in the design and roll-out processes of new systems.

Ensure a high standard of programme and project oversight

- Delivery of digital transformation will be led by programme teams and will be operationally and clinically driven. We will deliver through widely recognised standards-based methodologies. All projects will have separate Boards with robust terms of reference and membership.
- Ensure all projects are business case driven, understanding the costs, resource and regulatory requirements for end-to-end digital transformation and benefit realisation (including the requirement for sufficient clinical resource).
- Have robust and consistent control and governance procedures throughout each project lifecycle. We will ensure new solutions are handed over to services comprehensively with system training, coaching, and business continuity plans in place.
- Oversee the performance, resilience, and security of all our digital estate and digital information assets.
- Uphold data quality and security standards across all digital systems. Digital Hospital Programme Board and its sub-groups will oversee all our digital information assets: assuring that they are operating as they should, are fully supported, secure and that personal information is handled correctly.

An example of how our collaborative governing model might work





Digital Services – A redesigned digital service: forging a strong partnership between the new team and the Trust

Outcome

Digital Services will provide a consistent, high-quality experience for all by ensuring a responsive, transparent, and accountable service. This will create a strong partnership between the Digital Services team and the Trusts. We will have one collaborative team to support UHBW and NBT Hospital Group.



To do this we will...

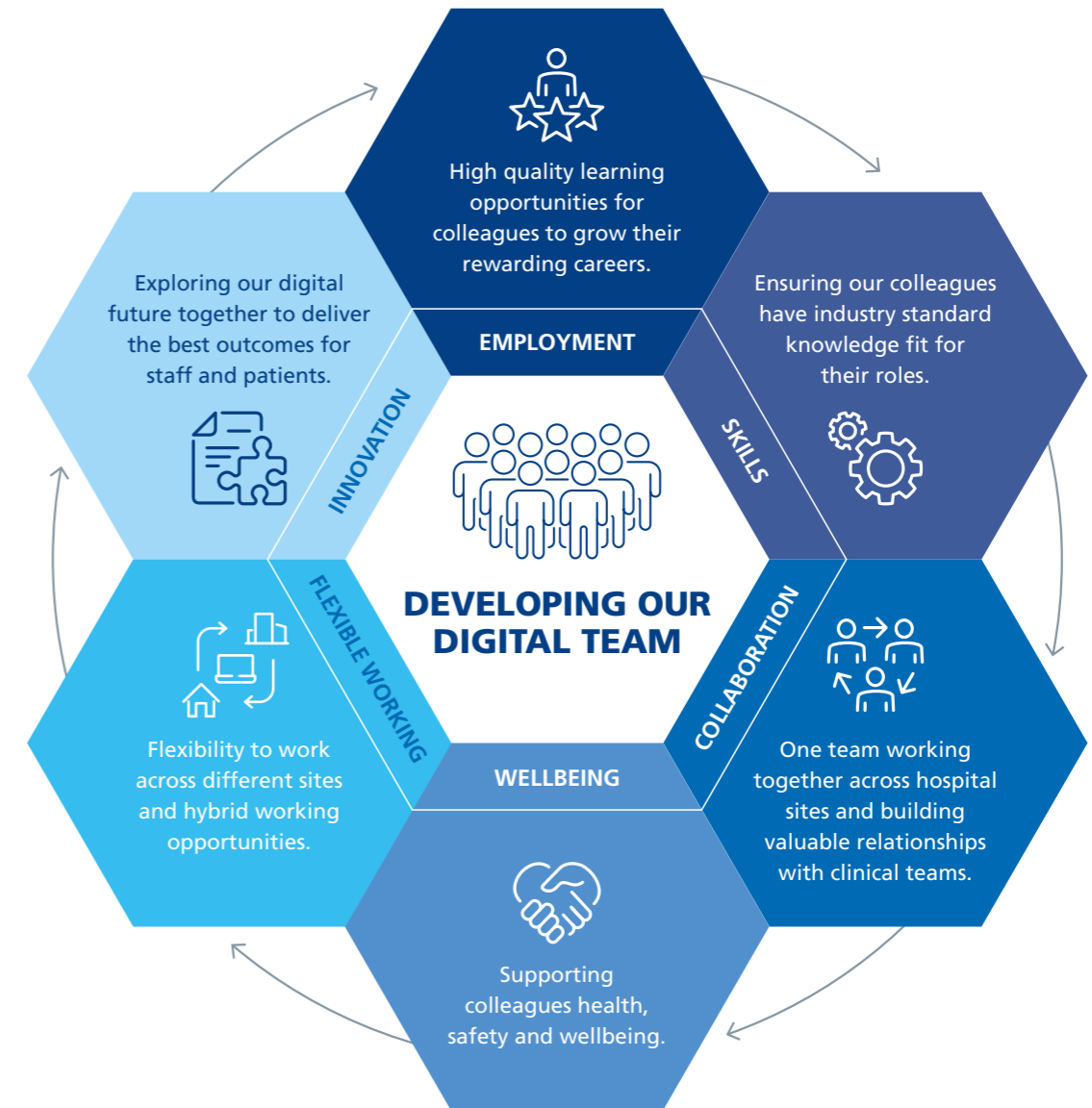
Create one digital team

- Have a single model for delivery of all Digital Services provision: ensuring consistent approaches to system maintenance, support, governance, and delivery through a single digital team.
- Ensure our Digital Services colleagues have clear roles and responsibilities supported by policies and processes, allowing them to perform at their best.
- Support the Hospital Group as one UHBW and NBT digital leadership team to design and implement a single Digital Services team to support digital solutions for the Hospital Group.
- Improve coordination on our adherence to information and security standards by strengthening the collaboration of Information Governance (IG) and Digital Services. To deliver the whole of this strategy our Senior Information Risk Owner (SIRO) must have clear accountability and control over maintaining these standards. We will consider whether moving IG into Digital Services, under the SIRO, will best help us achieve our goals.



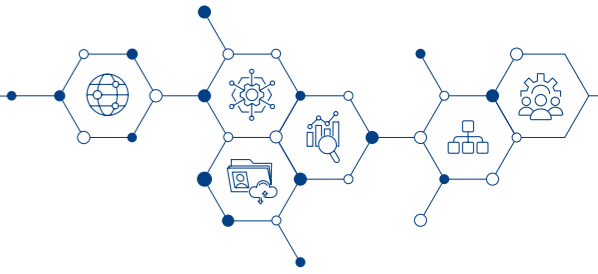
Develop our digital team

- Develop our team members to ensure they are qualified, continually professionally developed and supported on their career pathways, meeting our future digital hospital needs and making us a more attractive place to work.

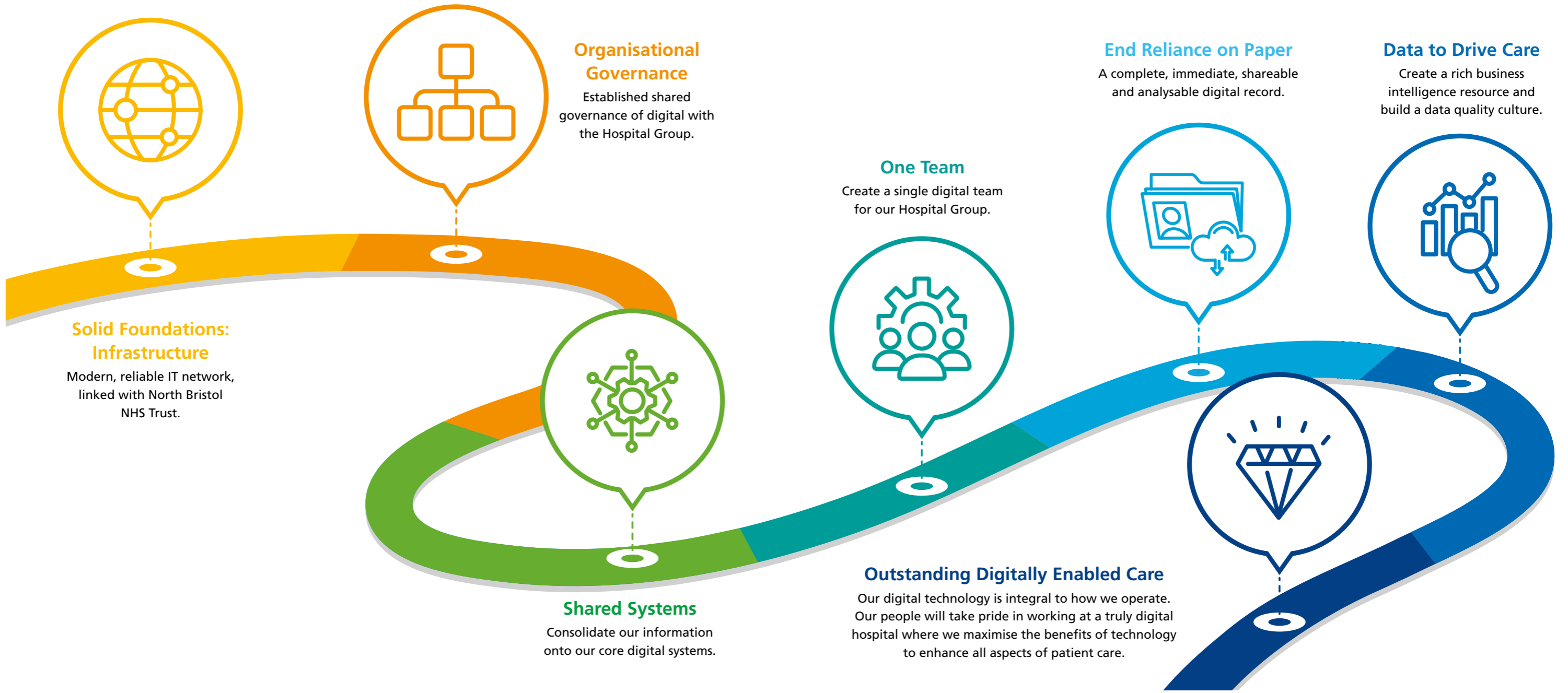


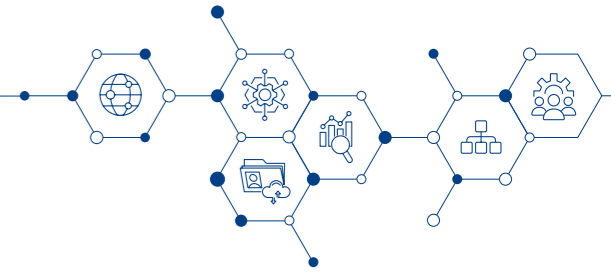
Improve the experience of Digital Services for all our people

- Deliver a consistent experience for all colleagues requesting the support of Digital Services by having one front door for all digital support, via the IT service desk. Our front door process will give a clear route for our people to bring their innovative ideas forward and explore them together.
- Ensure information is available and communicated readily so that all colleagues remain informed about the Digital Services offer, the latest developments, and understand our digital vision, goals and benefits.
- Have a transparent approach to reporting of digital risks and key performance indicators (KPIs) within Digital Services via Digital Hospital Programme Board.



How we will achieve a single acute digital service for the communities we serve





Innovation



Having the core digital capabilities in place we can use our technology innovatively to enhance patient safety, efficiency, and the quality of our care.

Our future state will provide rich information about our patients and our care to support research and evaluate the impact of innovations and make refinements. We will have a platform on which we can work jointly with NBT and closely with our Integrated Care System (ICS) partners.

There is a proven track record of delivering digital innovations within UHBW as an enabler to the clinical strategy. We also have a long history of working with our ICS partners and research and academic institutions to encourage and support innovation. We will leverage the experience of the clinical digital leadership to aid innovation across the hospitals with emphasis on patient care.

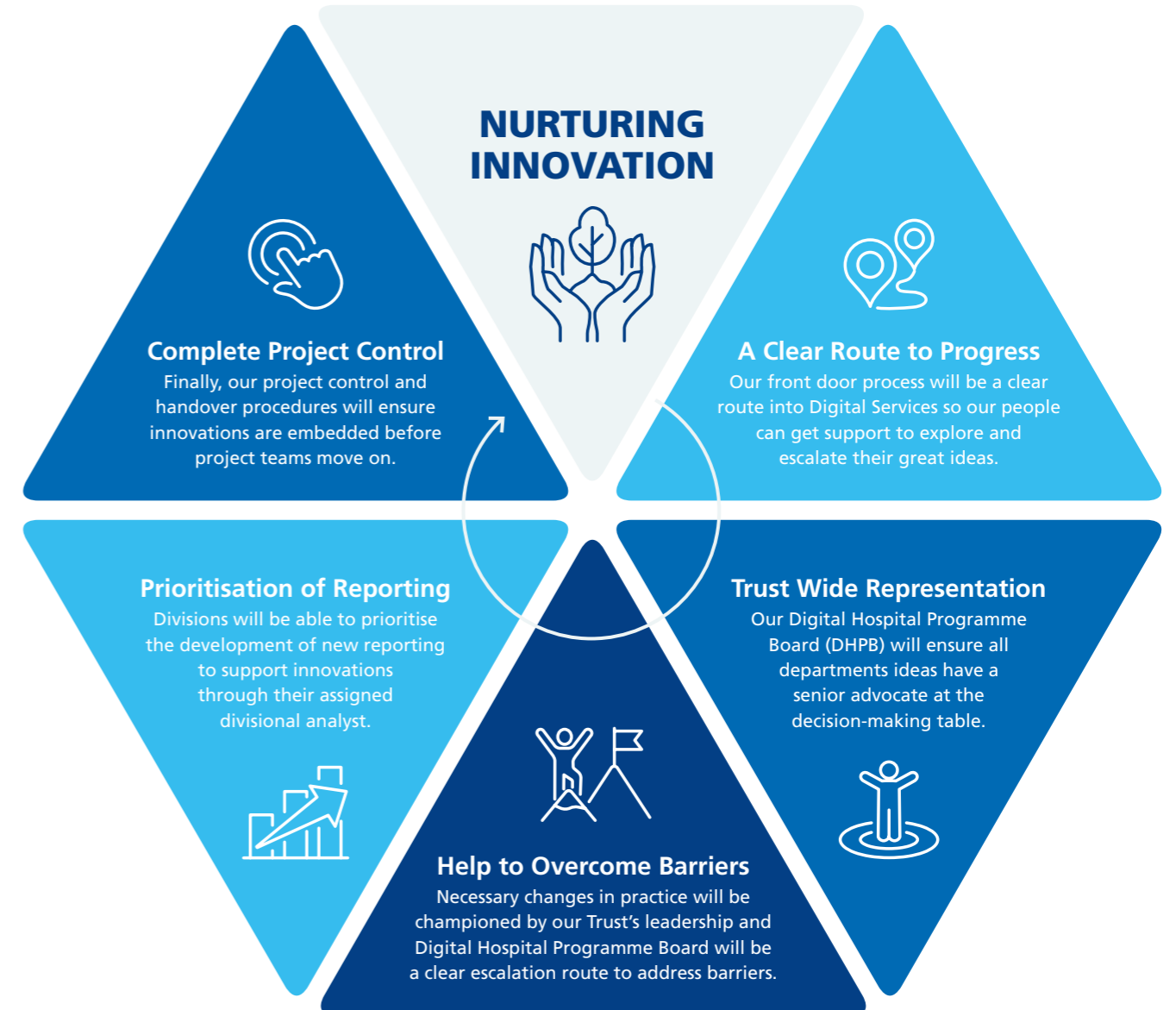
We will explore new opportunities for digital innovation with our partners (including our local universities and Health Innovation West of England). These opportunities include creating a digital accelerator and innovation hub to test new technology and models of care. We will help to create a pipeline of digital innovation that ensures we are able to use new developments in technology to deliver better care and outcomes for the people of Bristol.

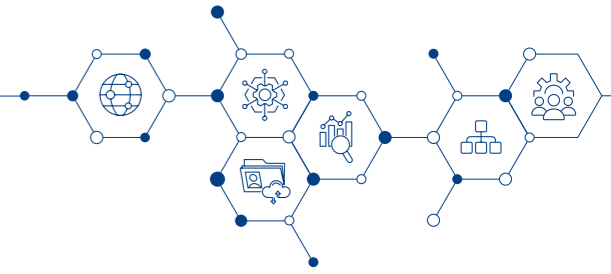
At the outset of our journey, we need to concentrate most of our resources on delivering the key building blocks and essential digital functionalities.

Some of the future opportunities available to us are:

- By capturing our data digitally in a structured format, we could take advantage of developments in AI and Clinical Decision Support (CDS) to streamline and enhance our care.
- Our modern network will be able to take advantage of technologies such as real-time location tracking. We will make strides in asset management, and could also take advantage of the tools to support patients and visitors to find their way across our site.
- AI tools could be deployed to assist with routine tasks, including minute taking and action tracking.
- We will be able to predict demand, plan and drive performance improvements. Our clinical teams will be able to use our data and analytics to trial new approaches and refine their care.

Our new governance arrangements will ensure we do not miss opportunities to innovate as we deliver our core capabilities





Financial considerations

Our long-term sustainability is dependent on having the right digital foundations in place.

Digital technology not only has the power to transform patient care, but it can also drive enormous productivity and efficiency gains. Investment in digital transformation will unlock financial sustainability by automating tasks and streamlining operations, reducing administrative loads, and saving resources.

We recognise the need to increase our digital spend if we want to realise the potential of joined up digitally enabled outstanding care.

We will change our investment model, centralising our digital investments to ensure our resources are allocated to our highest priorities. We will explore national funding opportunities to support our strategic priorities.

Through Digital Hospital Programme Board we will conduct a robust annual digital capital planning process and agree a digital work plan. The work plan will be created collaboratively by the divisions, Finance team and Digital Services to ensure all requirements are understood and prioritised. The items on the work plan will be supported by clear business cases and sponsored by members of the board. Digital Hospital Programme Board will seek Capital Planning Group approval for the plan. Projects will only proceed when the resources and funding is in place to fully implement and support the solutions for their full lifecycle.

We need to make substantially greater capital investment in our infrastructure and core solutions to ensure the fundamentals are in place and working well throughout this 5-year strategy. Our first priority is to invest significantly in the essential network modernisation and infrastructure improvement work necessary to bring this strategy to life. A strategic outline business case on modernising

our network will be developed and sources of funding will be identified so that we can progress our strategy.

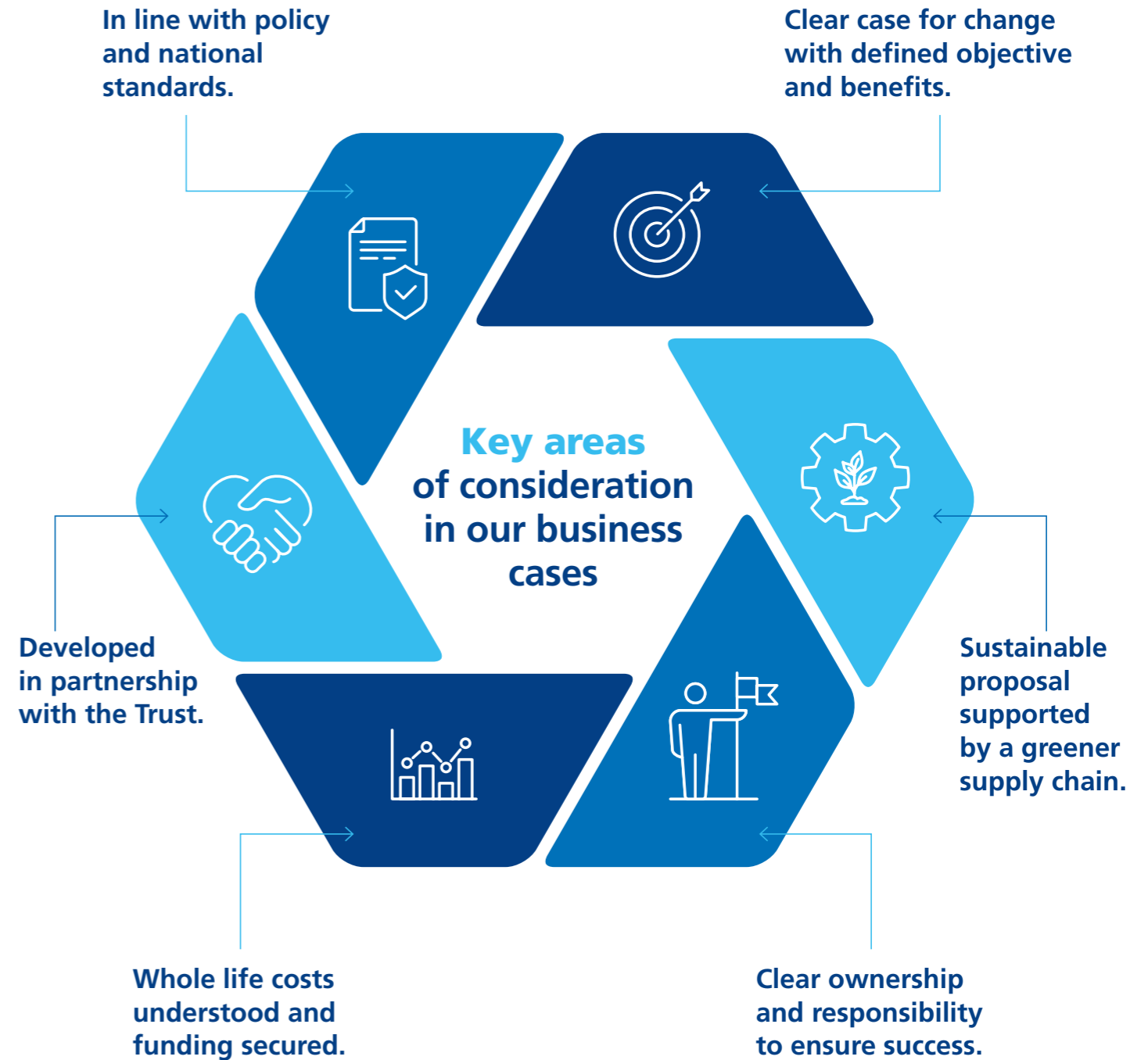
This business case will be swiftly followed by business cases for other key areas:

- Replacement industry standard integration engine
- Data infrastructure for reporting
- Health records scanning
- Microsoft 365 licensing
- Endpoint hardware refresh (PCs, and other devices)
- EPR development

Whilst business cases are being prepared and funding is identified, we will push on with our strategic plans to change our governance, operating model and optimisation of our existing systems.

The redesign and consolidation of our Digital Services team will be managed within our current revenue envelope. We anticipate our team will grow, as we build our digital maturity. This will be considered in the full lifecycle cost estimates set out in our business cases for new digital systems.

Our business cases will set out a clear case for change and demonstrate the benefit opportunities they create for the Trust. For example, they will show how our digital initiatives can support our net zero ambitions. We will use our buying power to influence change in our marketplace by progressively introducing requirements for the organisations we contract with to have carbon reduction plans and net zero commitments in place.





Embedding the strategy

Quality agenda – Digital = safety and quality

Leadership

Digital Transformation is a priority for us. We have changed our governance to ensure leadership from across our Trust is driving this strategy. We will grow our digital clinical leadership and ensure digital transformation is part of our core business culture.

Digital confidence and competence

Across UHBW, digital skills have become a prerequisite for all roles, whether that is specific systems or more general software (ESR, Office 365 etc). As an organisation we will prioritise digital learning in all induction processes.

We will:

- Offer training services tailored to key groups, in person and online.
- Enable and support colleagues to become digital champions to help progress the digital agenda.
- Support all our people to become digitally literate.

Digital evolution of learning & development

Education delivery within the Trust will evolve to meet digital requirements. Mandatory training will encompass clinical systems refreshers and business continuity training. Additionally, training methods and facilitators will incorporate digital capabilities, with digital tools being integrated into annual check-in conversations and practice education facilitators equipped to teach digital contexts. Collaboration with the Human Factors

Faculty presents a significant opportunity to implement a robust digital skills training approach, ensuring all colleagues are equipped to perform their roles effectively.

Clinical risk assessment

In accordance with the Health and Social Care Act 2012, our organisation has created a digital clinical risk management system to conduct thorough risk assessments for any digital tools introduced to facilitate care delivery, ensuring their safety and compliance. This process ensures clinical oversight of; requirements, process mapping, testing, training and embedding digital technology. The Digital Strategy's governance approach will facilitate adherence to this process, ensuring all business cases include adequate clinical resourcing from both Digital Services and the organisation.

Data quality

Digital delivery and technology utilisation can no longer be relegated to a small team of enthusiasts. Adherence to standards, data quality, and system compliance must be the responsibility of the entire organisation. While Digital Services and clinical specialists provide guidance, service leaders must take ownership of how digital tools are utilised in their areas. Divisional accountability and ownership of data quality is crucial for maintaining the integrity of health records. Furthermore, the digital transformation of care presents an opportunity to leverage data for service review and evaluation, enabling proactive improvements. The organisation must harness this wealth of data to enhance services and drive continuous improvement.

Our people

The Digital Strategy will make our organisation a more attractive place to work. It supports our People Strategy (2022 to 2025) by;

- Ensuring digital solutions drive improvements in people practice.
- Making better use of digital solutions to manage data and information so we can, deliver great people services.
- Ensuring that digital skills are seen as an essential requirement for working across UHBW & NBT.
- Improving engagement and feedback loops for colleagues and utilise new digital means of communication.
- Supporting the Trust to be recognised as a digital exemplar for people systems.





Supporting our Integrated Care System's Digital Strategy

Our strategy closely supports the ICS's digital vision:

- ✓ We will have a **robust collaborative digital infrastructure** that allows frictionless working for our staff across the full range of care settings.
- ✓ Our **integrated data-sharing and planning platform** will help us to make the right decisions for people and our system.
- ✓ The experience of **integrated seamless care** for the person will be underpinned and enabled by digital functionality and infrastructure that supports staff working.
- ✓ Digital first channels are available for our citizens, **empowering them to self-serve** and make choices about their care journey.
- ✓ We will **avoid duplication by integrating and reusing systems**, architecture, shared services, support, and expertise.

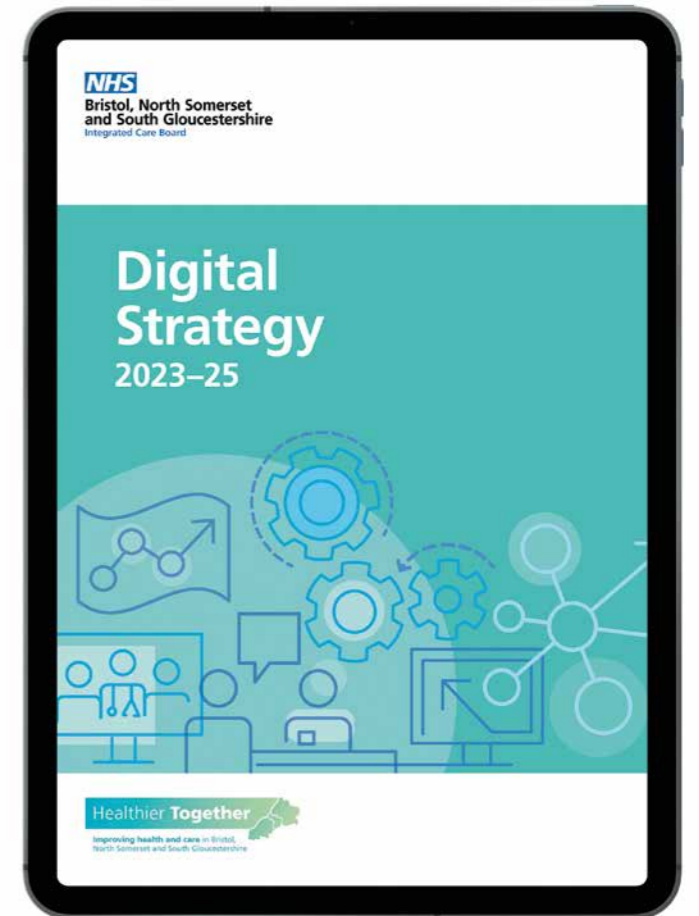


“To become an exemplar of a digitally advanced ICS.”

We participated in the development of the Integrated Care System (ICS) Digital Strategy and our Digital Strategy greatly supports the six aspects of the ICS's digital vision.

Digitising and consolidating our information and creating rich business intelligence capability greatly supports our ICS's vision: “To become an exemplar of a digitally advanced ICS. Working collaboratively and optimising design, data, and modern technology to make groundbreaking improvements for the health and wellbeing of our population.”

Our strategic approach is scalable and has the potential to grow beyond our Hospital Group. Our strategy will create an environment that allows our ICS partners to join us in creating a patient centric digital offering based on the patient. We could create one view of the patient to provide joined up care across the communities we serve.





**University Hospitals
Bristol and Weston**
NHS Foundation Trust

Our Digital Vision

To become a hospital that delivers digitally enabled, outstanding care, where technology is integral to how we operate. Our people will take pride in working at a truly digital hospital where we maximise the benefits of technology to enhance all aspects of patient care.