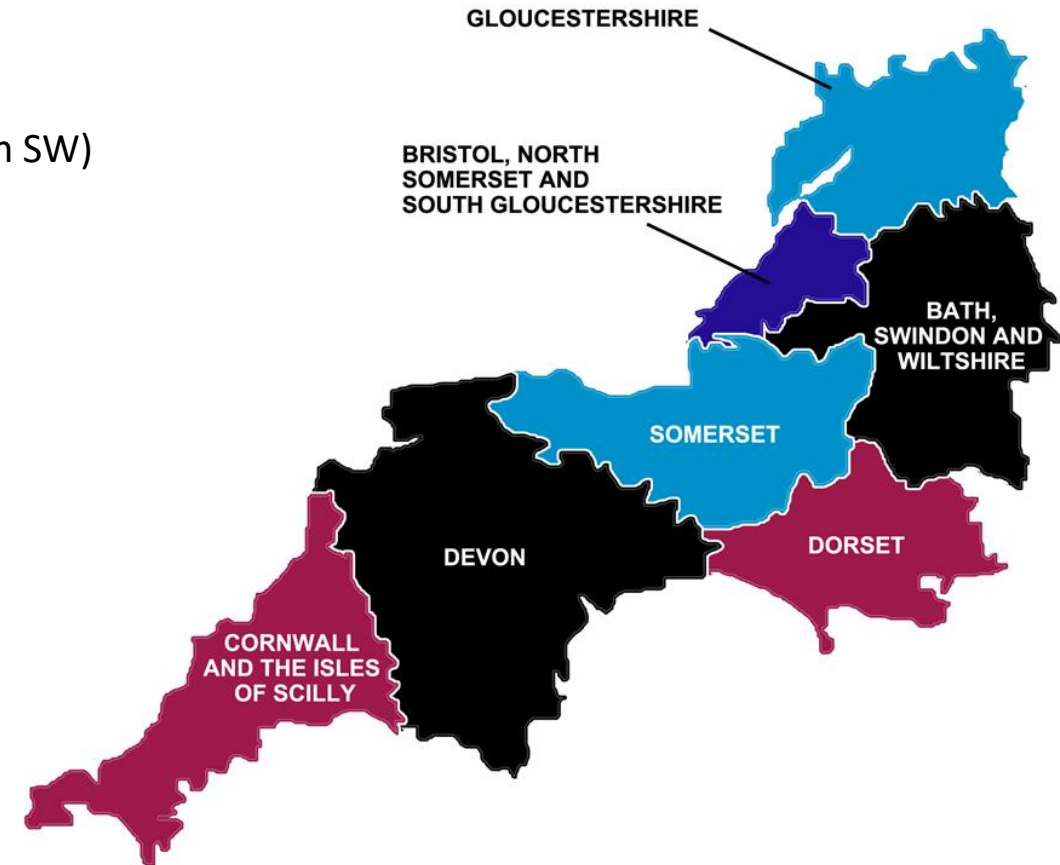# Digital Transformation in the South West region

Digital Transformation Team
NHS England – South West

The South West regional covers a huge and largely rural geographic footprint, presenting a strong case for digitally enabled healthcare

NHS England South West

1. **c.6 million** people
2. **Aged** and **ageing** population
3. **1 in 4** (25%) people live with multiple long-term conditions (~1.5m in SW)
4. **22.4%** over the age of 65
5. **Seven** Integrated Care Systems (ICSs) – see map (right)
6. **136** Primary Care Networks (PCNs)
7. **567** GP practices
8. **25** provider trusts
9. **One** ambulance provider
10. **Mixed** urban/ rural/ coastal make-up with larger rural population

It's quicker to drive from Cheltenham to York than from Cheltenham to Penzance! Plus, another three hours over sea to reach the Isles of Scilly…

GLOUCESTERSHIRE

BRISTOL, NORTH SOMERSET AND SOUTH GLOUCESTERSHIRE

BATH, SWINDON AND WILTSHIRE

SOMERSET

DORSET

DEVON

CORNWALL AND THE ISLES OF SCILLY

Alongside the benefits of an older population, an aged and ageing demographic contributes to system challenges
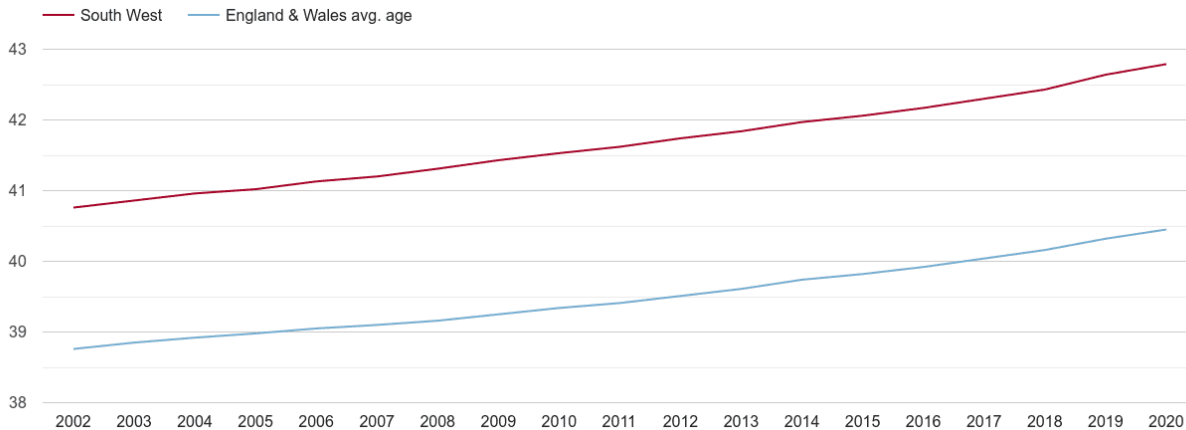
With 22% of people over the age of 65 and increasing average age that is now around 43 years, the SW population is both aged and ageing. This contributes to system pressures and performance challenges…
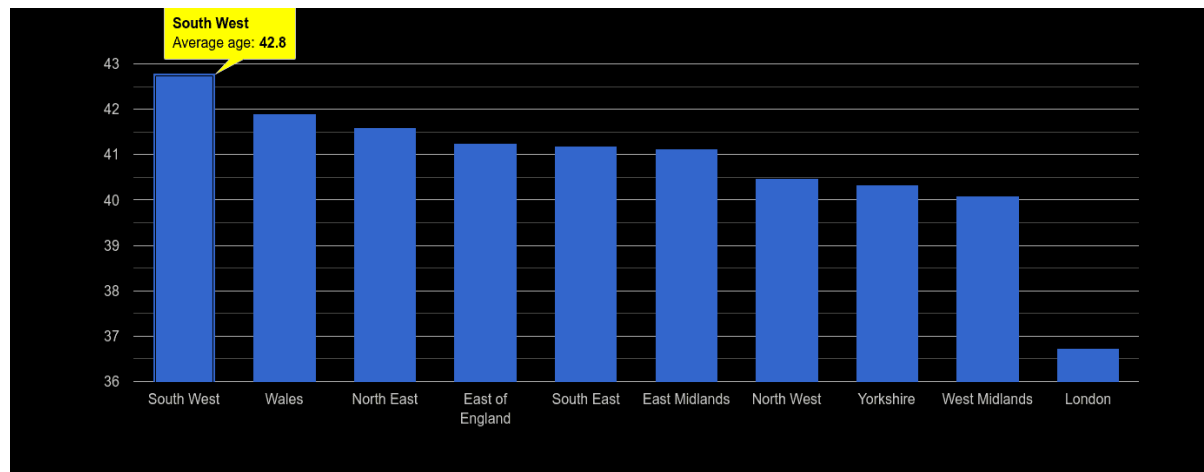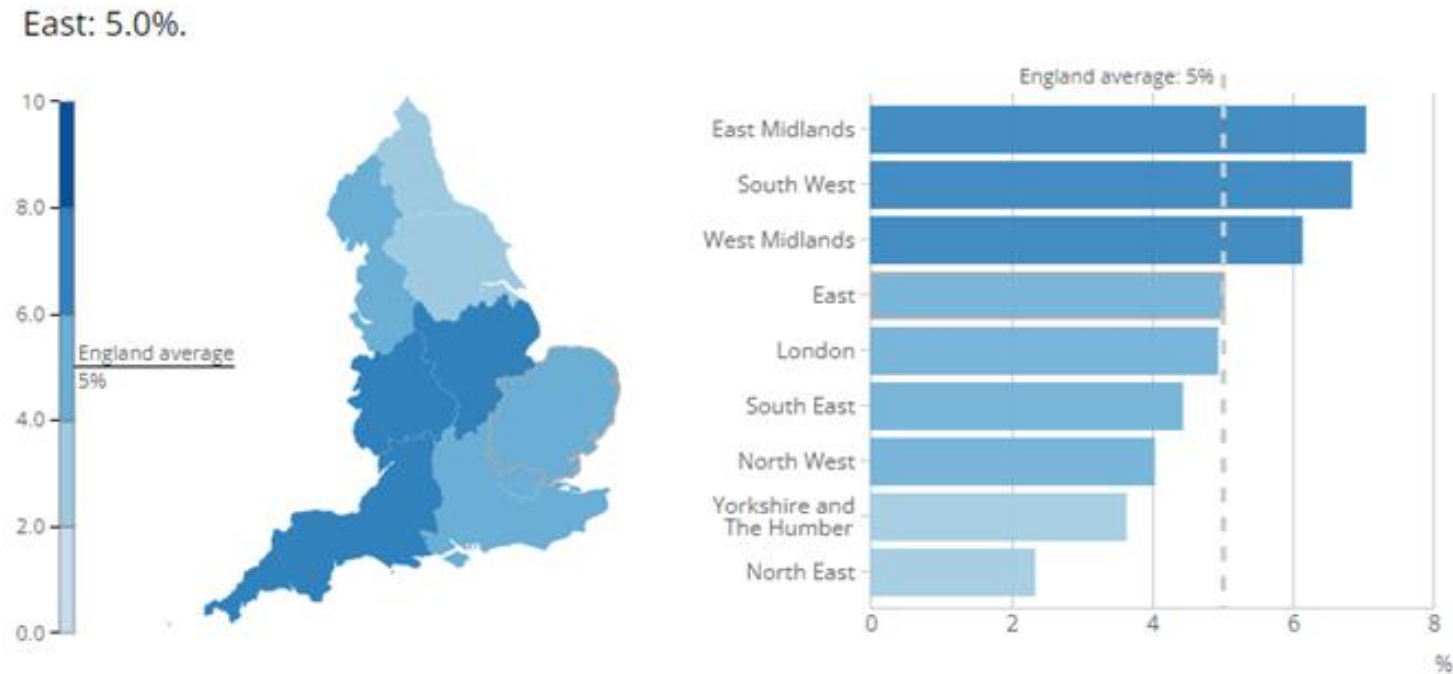
Significant performance challenges include:
- ❑ UEC, inc. ambulance handover delays
- ❑ Diagnostic waiting times
- ❑ Elective recovery
- ❑ Non-criteria to reside (NCTR)

The South West population is projected to increase by nearly 7% in a decade, which is the second highest regional growth in England, against an average of 5%

Figure 3: Projected percentage population change for regions in England, mid-2018 to mid-2028

East: 5.0%.

England average 5%

England average: 5%

East Midlands
South West
West Midlands
East
London
South East
North West
Yorkshire and The Humber
North East

Embed code

Source: Office for National Statistics – Subnational population projections

The six priorities in the South West Business Plan includes 'Best Use of Digital & Data'; expansion of the digital transformation team reflects this prioritisation

NHS England South West

Our SW Strategic Framework

NHS

Adding most value

2022-25 Strategic Priorities

- Improve Health Outcomes
- Best Start in Life
- Recovery of Services
- Best Place to Work
- Work in Partnerhsip
- Best Use of Digital & Data

Enablers

- Quality
- Productivity & Finance
- Regulation & Oversight

There is a plan for the SW Digital Team to increase from 1% to 5% of the total SW regional team (subject to consultation) in the NHS England restructure

The national 'wind direction' points to increasing patient empowerment, integration of care and proactive care, based on Population Health Management (PHM) data

NHS England
South West

Macro trends:

- Patient ownership, empowerment
- Further integration of care pathways across multiple organisations
- Move towards proactive care, based on PHM data
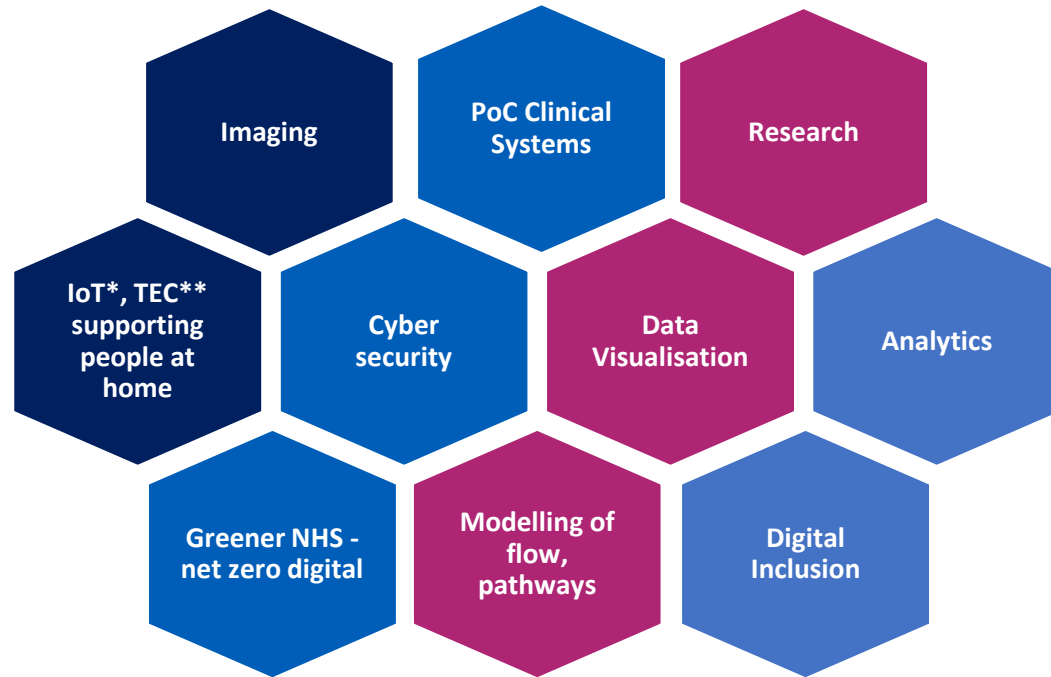
Consequences for Digital:

- Electronic Patient Records (EPRs) 'levelling up' and Minimum Digital Foundations (MDFs) for EPR's
- Aggregated data layers at Integrated Care System (ICS)/ multi-ICS level
- Robust cyber security strategy to underpin digital care

Consequences for Workforce:

- Core skills, but also pace to adapt to rapidly developing technologies, e.g. in Virtual Wards, artificial intelligence (AI) and cyber security

So, how can 'Digital' respond to this emerging profile?

Imaging

PoC Clinical Systems

Research

IoT*, TEC** supporting people at home

Cyber security

Data Visualisation

Analytics

Greener NHS - net zero digital

Modelling of flow, pathways

Digital Inclusion

Attributes, knowledge and **skills** required to serve wide range of digital functions:

- ❑ Data Science
- ❑ Modelling
- ❑ Machine Learning, AI
- ❑ Systems Integration
- ❑ Business Change in complex adaptive systems
- ❑ Cyber security
- ❑ Flexibility
- ❑ Adaptability
- ❑ Communications

*Internet of Things
**Technology-Enabled Care

We are going further than the strategic ambition of 'Best Use of Digital & Data' by aiming to be the 'most digitally enabled region'

In addition to the many nationally-driven digital programmes, there are four core South West digital transformation initiatives, all grounded in the ethos of Human Centred Design

NHS England South West

- Empathy
- Curiosity
- Open-mindedness

"What matters to you?"

1 Primary Care Lab

2 GP Websites

Together, will form the Primary Care Digital Experience programme:
"To transform the human experience of primary care processes for the better, using digital technology and data"

3 Remote Health Management

"To empower neighbourhood teams with the digital tools and data they need to keep people well, at home, for longer"

4 One South West

"To transform the experience of direct patient care, through seamless digital information flows, across organisational boundaries"

The Primary Care Laboratory will provide an 'offline' environment to experiment with digital components and innovations, then identifying and assuring the best end to end solutions to deploy

The exam question: How do we overcome the challenge of digitally transforming services in a busy 'live' environment, such as general practice?

What is the Lab?

- A physical and virtual environment to learn and experiment

- A trusted partnership to test innovative solutions in near to real-life environments

- Helps address real needs of end-users, increasing acceptance and reducing time to adoption

- Brings digital design closer to real-life care settings


Primary Care Lab

1

Once the Lab is established, programme delivery will move into a cycle of continuous improvement and expand from general practice into to other areas of primary care
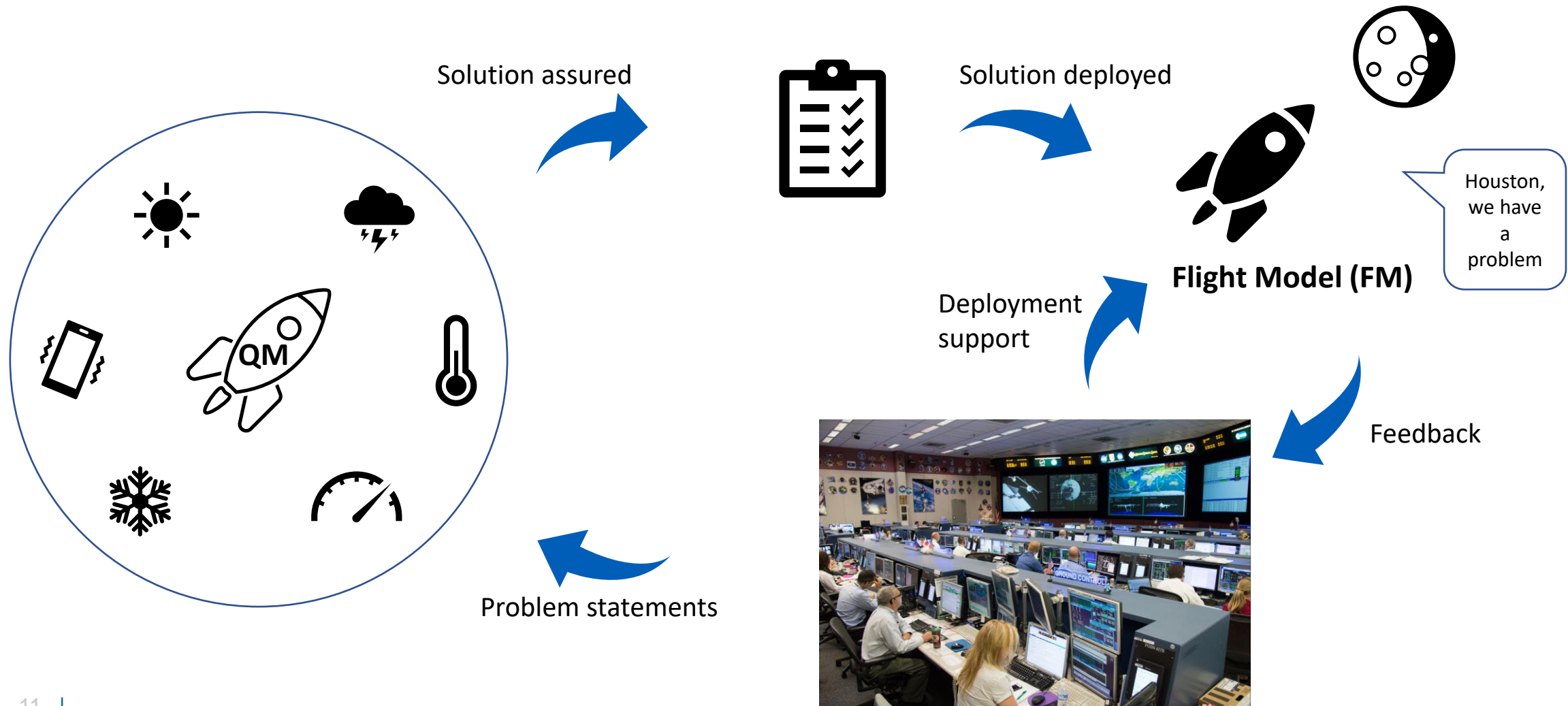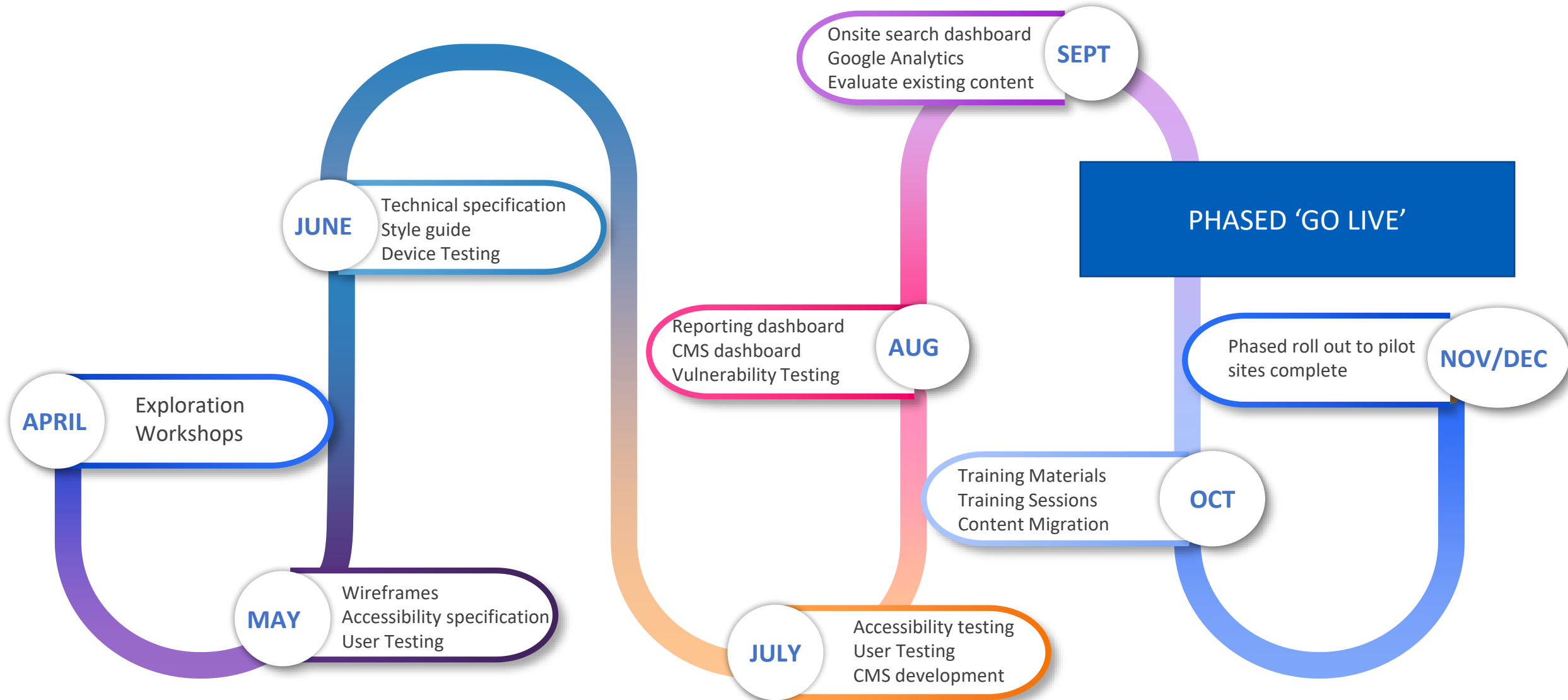
We are creating a standardised GP website template to improve the experience of access to general practice and shift demand away from telephone lines to online interactions

"If we create and implement a **standardised, modern GP Website** template across GP practices in the South West, then GP practices will see a **reduction in call volumes** and citizen **experience** of general practice (and beyond) **will improve**…

…because citizens would prefer to use an accessible, intuitive, trusted and reliable website than to wait in call queues (particularly at 8am)"
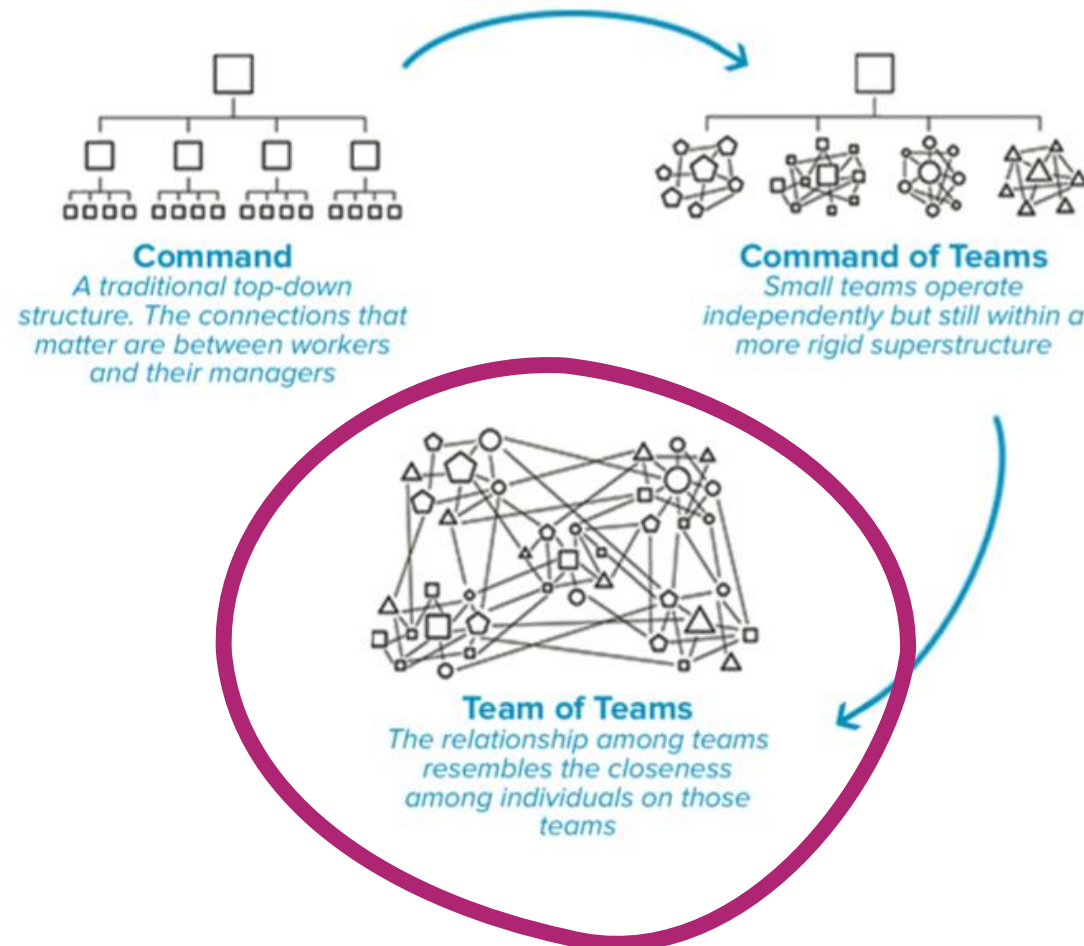

GP Websites

2
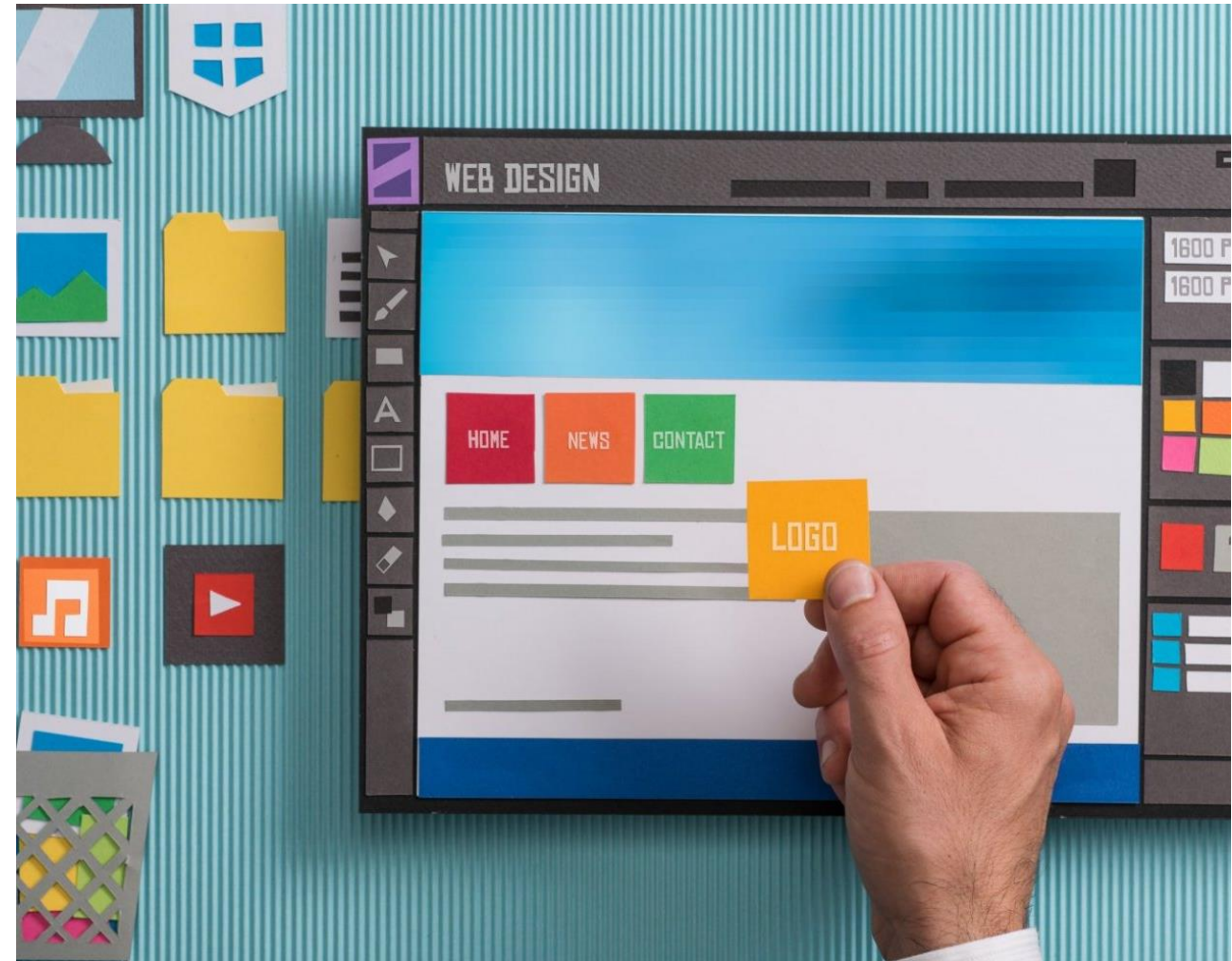
Around 26 practices are involved in the pilot phase across the South West and we are currently on track to 'go live' with the new website in pilot sites from September

NHS England South West

APRIL
Exploration
Workshops

MAY
Wireframes
Accessibility specification
User Testing

JUNE
Technical specification
Style guide
Device Testing

JULY
Accessibility testing
User Testing
CMS development

AUG
Reporting dashboard
CMS dashboard
Vulnerability Testing

SEPT
Onsite search dashboard
Google Analytics
Evaluate existing content

PHASED 'GO LIVE'

OCT
Training Materials
Training Sessions
Content Migration

NOV/DEC
Phased roll out to pilot sites complete

The Fuller vision will be brought to life through up to six Digital Neighbourhood Vanguards, facilitated by a Human Centred Design approach


Mission:

"To transform the **experience** of the **citizens** we serve and the **workforce** we support by empowering **integrated neighbourhood teams** (or 'teams of teams') with the **digital technology** and **data** capabilities required to enable **proactive care** and prevent unplanned healthcare events"

Command
A traditional top-down structure. The connections that matter are between workers and their managers

Command of Teams
Small teams operate independently but still within a more rigid superstructure

Team of Teams
The relationship among teams resembles the closeness among individuals on those teams

Remote Health Management

3

There are four levels of participation available, with every Integrated Neighbourhood Team invited to join the Community of Practice

NHS England
South West

Support offer	Level 1	Level 2	Level 3	Level 4
Baselining your Integrated Neighbourhood Team against the model for proactive care	☑	☑	☑	☑
Community of Practice: 'Best Use of Digital and Data in Neighbourhoods'	Optional	☑	☑	☑
AI-based risk stratification licence, with (dis)benefit reporting +/- comparison with existing PHM tool(s)		☑	☑	☑
Human Centred Design transformation programme for <u>AI-based risk stratification</u>			☑	☑
Human Centred Design transformation programme for <u>digital-enabled pathway of care</u>				☑

Includes a control group of up to six INTs
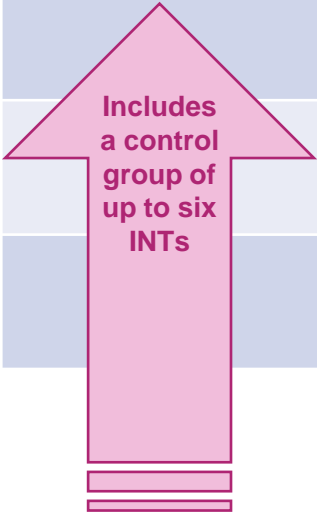
Participation capacity:
Level 1 n=unlimited Integrated no. of INTs
Level 2 n=24 INTs max.
Level 3 n=3 INTs max.
Level 4 n=3 INTs max.

Intensively resourced
"Digital Neighbourhood Vanguards"

What do these digital transformation initiatives have in common? Human Centred Design: a mindset and an approach that can be applied to all transformation

**So, what does this mean
for digital health and care
skills development?**

Can I speak to the Director of Electricity, please?

Let's start a conversation:
england.swdigital@nhs.net