NHS

Norfolk and Suffolk
NHS Foundation Trust

Information Communication
and Technology (ICT) Strategy

2017 to 2021

Working together
for better mental health

Introduction

Technology is increasingly seen as a key enabler in delivering more effective patient-centred care across the NHS.

This document provides a clear direction for the use of technology across our Trust, and how with collaboration between staff and people who use our services it will support our Trust vision of 'Working together for better mental health' and help us achieve our three core goals:

1. Improving quality and achieving financial sustainability
2. Working as 'one Trust'
3. Focusing on prevention, early intervention and promoting Recovery

The strategy was developed with staff, service user's and carer's engagement and in the context of other related Trust strategies as well as the wider health system. It outlines our ICT vision for the 'transformation of care through technology' and identifies the key contributions that we can make to deliver our ICT goals and enable our Trust to respond to local and national strategic drivers.

Leigh Howlett
Director of Strategy
and Resources

Dave Huggins
Head of ICT

...tools to
work smarter
and spend more
time delivering care...

Working together to
transform care
through technology

The overarching feedback from our staff is that they want to spend more time delivering care as this will ensure better outcomes for service users.

Giving staff the skills and tools to work smarter and spend more time delivering care, rather than managing the business processes around care, is a key part of our strategy.

Working together with staff we will help to identify individual needs and understand specific service requirements so we tailor our support with appropriate technologies and / or training.

The following are the key themes our staff said they wanted from technology:

- Technology that supports more time for clinical care and not more time at computers
- Simpler, streamlined ICT processes
- Ability to communicate easily through a range of relevant technologies
- Reliable access to the right information at the right time
- Ability to work securely and easily from any location
- The right equipment to do the job
- Support for staff to understand how technology can help
- Operational involvement in major projects and decision making
- Sufficient training and time to embed learning

Our
vision and goals
for ICT

Developed with our staff and colleagues, our vision is to transform care through technology. By working in partnership we will be able to provide smart, flexible and reliable ways of working to enable more time to be spent on delivering care and less time managing processes.

To achieve our vision we will focus on the following three strategic goals:

1

Improving the communications platform

We will do this by:

- Standardising the hardware and software in use across our Trust so that the solutions and technology are common and understood
- Developing a range of communication methods such as instant messaging, video-conferencing, secure e-mail, file sharing and social media platforms to allow staff to talk to service users and other professionals in the most effective way

- Providing staff with the equipment, infrastructure and training to allow them to work effectively from anywhere
- Enabling cross-agency working through access to supportive technologies, notably inter-operability of systems and information sharing with appropriate governance
- Seeking to share resources, ideas and best practice across organisations as part of our Local Digital Roadmap delivery

2

Optimising the use of clinical and business systems

We will do this by:

- Enhancing the mobile working offering to increase clinical time and make information available and recordable as close to the point of care as possible
- Supporting services to standardise best practice business processes and documentation within clinical systems
- Widening the use of e-prescribing within our Trust to increase patient safety and generate efficiency gains
- Developing comprehensive information sharing agreements across all providers
- Exploring the use of social media and apps to support early warning indicators from service users who are feeling unwell
- Making best use of the available national systems and tools, such as the Summary Care Record, Electronic Referrals Service and Child Protection Information System
- Continually supporting the development of processes and documentation within clinical systems that embed the principles of prevention, early intervention and recovery

3

Delivering a high quality customer service

We will do this by:

- Providing a responsive, customer-focused service model with transparency of performance against an approved service level agreement
- Being responsive to staff needs by effectively capturing requirements and embedding business change
- Embedding clinical safety standards and sign-off within our service model and project delivery
- Undertaking only appropriately-funded and resourced projects
- Providing a single point of contact for incident management and service requests with consistency and transparency of delivery
- Seeking more economic and effective solutions from suppliers and providers, aiming to drive down cost while increasing quality

We will deliver
our goals through...

A robust infrastructure

Creating a platform which enables our staff to access what they need, when they need it, in an easy to use, efficient, safe and reliable way.

This means:

- Managing an on-site datacentre, supported by an in-house Disaster Recovery service
- Continuing investment in VOIP (Voice Over Internet Protocol) telephony solutions
- Providing a managed print service across our Trust

- Continuing investment in Microsoft, specifically leveraging the use of Office 365
- Investing in Wi-Fi to allow mobility across our Trust and for partner agencies
- Replacing hardware on a regular cycle, through our Trust's annual capital plans

An enabled workforce

Providing our staff with the appropriate equipment and technical skills to be able to take advantage of technology and use it to best effect.

This means:

- Offering a range of devices that 'work seamlessly' wherever they are
- Publishing a service catalogue so that staff can easily identify what ICT services, assistance and solutions are available to assist with their role
- Developing our service desk software to promote more 'self-help' and education
- Identifying the levels of capability required by staff now and in the future

- Investing in a continuous cycle of training, support and improvement for our ICT staff
- Developing modern, flexible training programmes that recognise the challenges staff face in accessing and embedding training
- Increasing the amount of calls which can be resolved at the initial point of contact

A data-driven approach

Capturing, analysing and sharing quality data to enable our Trust to manage performance and support improvements in practice.

This means:

- Using business intelligence as a tool for understanding what the business is doing and how it is performing against contractual, statutory and local measures incorporating patient safety, clinical quality and workforce
- Supporting the development and implementation of new national initiatives such as payment systems
- Training and equipping staff to analyse and use data

- Investing in the development of data warehouse and business intelligence technology
- Continuously delivering Information Governance training across our workforce and encouraging staff to report information breaches
- Implementing the necessary changes so our Trust is ready for the EU General Data Protection Regulation

A business partnership

Working with our staff to develop the technologies that will maximise the time clinical staff are able to spend providing care and corporate staff can spend supporting the provision of care.

This means:

- Implementing a clear and consistent governance process for organisational changes
- Considering staff requirements at all stages of technology developments, in particular within the scoping and rollout phases of projects
- Implementing the business partner model between operational services and ICT

- Recruiting a Chief Clinical Information Officer to drive clinical engagement and participate in local and national CCIO forums
- Establishing appropriate user groups for clinical systems and technology and encouraging technology 'champions'
- Embedding operational representation within our regular ICT governance structures

Responsibility
for delivery

With overall leadership from the Executive Director of Strategy and Resources, this strategy will be managed as a transformational programme of work through our Technology Mobilisation Board and monitored by our Board of Directors and appropriate information and clinical governance committees.

The enabling strategies and supporting mobilisation plans will be led by the Head of ICT on a day-to-day basis with a commitment to the ongoing development of our ICT teams and processes an essential requirement in the delivery of this strategy.

Whilst the enablers to deliver this strategy are technology solutions, the improved outcomes can only be delivered if there is cultural and operational change; delivery of this strategy will be supported by a robust approach to change and through improved engagement with staff across our Trust.

This strategy will be reviewed each year and an annual mobilisation plan created to take into consideration changes in our Trust strategy (and / or its supporting strategies), policy at a local or national level and emerging technologies.

Measuring success

The true success of this strategy will be evidenced through delivery of our three ICT strategic goals. Projects to support this will use qualitative and quantitative indicators to ensure that the desired outcomes are achieved.

To provide assurance on delivery, a Service Level Agreement will be created which is transparent, allows performance to be monitored and manages the expectations of our staff and people who depend on our services.

In the life time of this strategy, ultimate success will be when technology is seen by our staff as critical to the delivery of high quality care.

How our strategy
fits together

What this means to me	**My objectives**	
How we all deliver this locally	**Locality and service plans**	Reviewed yearly
	Trust operational plan	
How and what we will do to deliver our strategy	**Supporting strategies** Clinical, workforce and organisational development, service user and carers, technology, estates	
		Reviewed every 3-5 years
Our over-arching plan and goals to achieve our mission	**Five-year Trust strategy** 1. Improving quality and achieving financial sustainability 2. Working as 'one Trust' 3. Focusing on prevention, early intervention and promoting Recovery	
How we all act with each other, our service users and carers	**Our values and behaviours** Positively, respectfully, together	
		Revisited every 6-10 years
Our future – why we come to work	**Our vision** Working together for better mental health	
Our purpose – what we want to achieve for everyone	**Our mission** To be a champion for positive mental health, by providing safe, effective, trusted services together with our partners	Doesn't change

Norfolk and Suffolk NHS Foundation Trust values and celebrates the diversity of all the communities we serve. We are fully committed to ensuring that all people have equality of opportunity to access our service, irrespective of their age, gender, ethnicity, race, disability, religion or belief, sexual orientation, marital or civil partnership or social and economic status.

Patient Advice and Liaison Service (PALS)

NSFT PALS provides confidential advice, information and support, helping you to answer any questions you have about our services or about any health matters.

IN TRAN ®
communication for all

If you would like this leaflet in large print, audio, Braille, alternative format or a different language, please contact PALS and we will do our best to help.

Email: Pxxx@xxxx.xxx.xx
or call PALS Freephone 0800 279 7257

Working together for better mental health...

Positively...   Respectfully...   Together...