

March 2015

IT Strategy

South London and Maudsley 
NHS Foundation Trust

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A Vision for IT

Dr. Matthew Patrick
Chief Executive

Information Technology and Informatics are absolutely central to our ability to transform services in pursuit of better outcomes and value for the people we serve.

Digital technology has revolutionised the way we conduct our everyday lives. The expectations service users and their families have of mental health services, and how they interact with them, are also changing rapidly.

It is essential that we get the basics right and provide reliable and robust services across the Trust, allowing us to put in place solid foundations for taking advantage of the benefits that Information Technology can deliver.

IT underpins our strategic objectives in helping us deliver more services in the community, and enabling better mobile working, with access to the right information, for the right person at the right time.

We have a new Chief Information Officer who has been reviewing the existing IT Service over recent months, whilst working with the various Trust teams in order to develop this IT strategy. The SLaM board is fully supportive of going ahead with the transformation of our IT Services and is committed to strategic reinvestment in IT.

Dr. Matthew Patrick, Chief Executive

Stephen Docherty
Chief Information Officer

I really believe that we have a unique opportunity here at SLaM to really push forward with the digital agenda. Of course, we have to get the basics right and ensure a well-developed, reliable and mature IT Service is put in place.

However, to add some context, SLaM is not alone in having to make improvements and focus on IT Services. Since the economic meltdown of 2008, the priorities for most Chief Information Officers for the next few years were centred around cost containment. It has only been since 2012 -2013 onwards that this has started to change, as organisations realise that they have to 'go digital', ensuring the provision of well-managed services to allow their users and the services they provide to be efficient and innovative.

It is paramount that we put forward our vision for IT, but we have to ensure a stable foundation is implemented, along with the development of the IT team to adopt a Service Management culture, providing SLaM with the capabilities it needs to deliver better services.

The IT Survey was conducted back in December and I really appreciate that 1134 people across the Trust took part, providing valuable feedback and suggestions which have been taken on-board whilst developing this IT Strategy.

This IT strategy is primarily focussed on the timeline of the next 18 to 24 months.

Stephen Docherty, Chief Information Officer



1 Existing IT

- 1.1 Legacy Issues
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- 1.4 Current IT Estate
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- 1.6 IT Survey Results

1.1 Legacy Issues

In conducting a review of the IT Services since joining SLaM in mid-November of last year, it is clear that our Infrastructure and the associated IT Services need a radical transformation.

There are many components of the current Infrastructure that are not fit for purpose; resulting in degradation of our Email Service and additional issues with accessing documents and folders on Shared Drives, as experienced over the festive period. Some of this equipment is 10 years old, unsupported and difficult to maintain, especially with the growing demand for use of IT Services.

The IT Support Service has historically had a poor perception, due to delivering a poor service. There are not enough IT Support people on the ground to cover the number of sites we have, causing

frustration amongst the Trust population. The Service Desk has suffered from the same issues, a large volume of calls and tickets coming through, and not enough staff to deal with the numbers.

We also have a significant challenge in dealing with the aging PC estate, which is making for a poor experience and access problems for our Trust users, one of the number of issues that have been brought to the fore.

There are challenges ahead in dealing with the legacy IT issues, but none that are insurmountable. It is all about agreeing the priorities and developing a programme to bring about the transformation of IT Services.

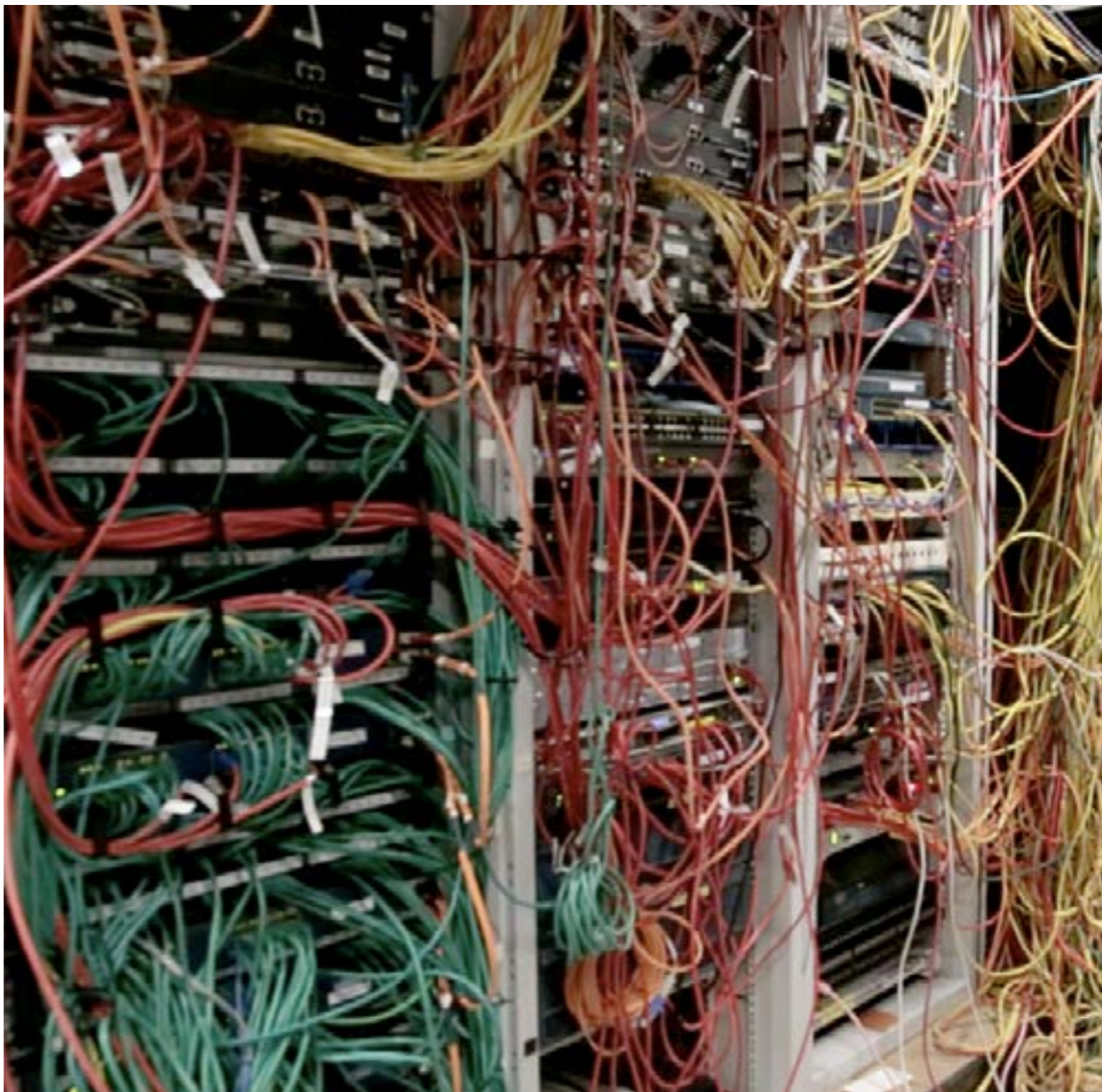
1.2 Cultural Issues

My observations and experience of the IT Department allowed me to understand the IT Culture, which needs to change. The IT department has not really had a vision and future direction agreed and has suffered from a lack of leadership.

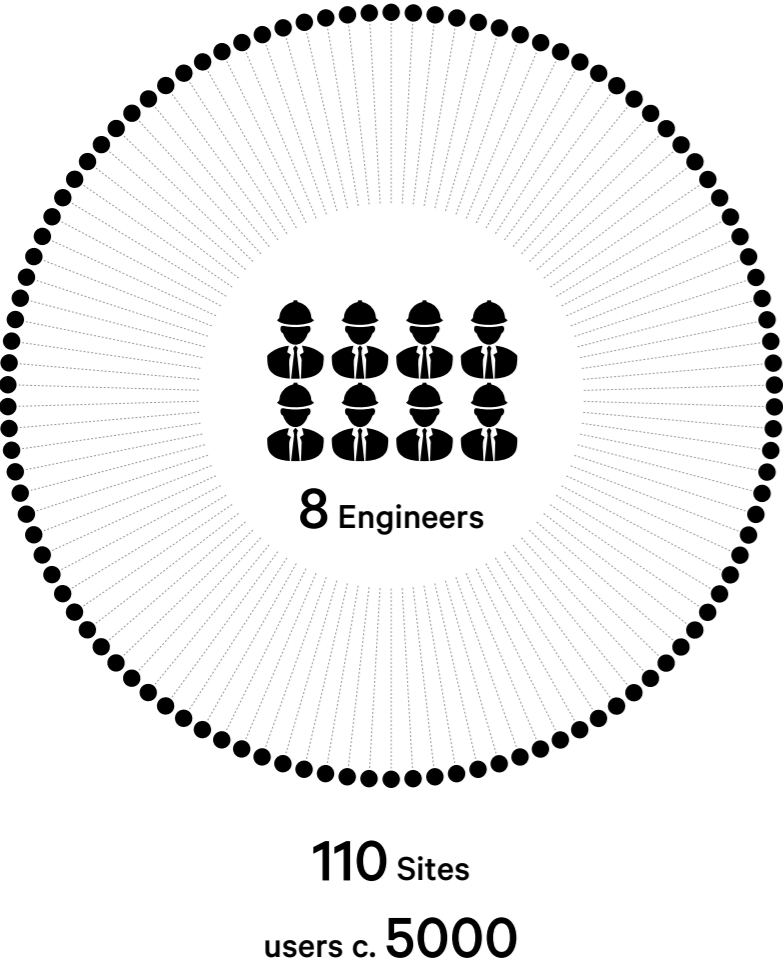
The culture is one of command and control, whereby the understanding is one of managing servers, switches, software and hardware. This was a prevailing culture across many organisations, but with the commoditisation of IT Services (e.g. Cloud), IT departments are now evolving towards Service Management, and we need to adopt the culture of managing end-to-end Services for our Trust Users.

In developing this Service Management mindset and culture both within IT and across the Trust, we can change the way we deliver IT Services for the better. We need to put in place the vision, the governance and the appropriate metrics to show that we are on the path to transformation.

Image from Bethlem Server Room



1.3
Trust Support

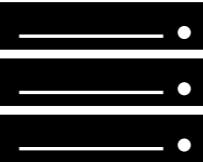


Avg. number of Service Desk Tickets :
6,000 per month



Number of Service Desk Operators :
5

1.4
Current IT Estate



Servers:

111	Physical
428	Virtual

Storage:

Operational Storage = 50TB
Storage Used = 45TB

Deep Archive Storage = 200TB
Storage used = 100TB



PCs:

2373 PCs	> 5 years old
608 PCs	> 3 years old
571 PCs	> 1 years old
271 PCs	> 0 years old



Laptops:

41 Laptops	> 5 years old
54 Laptops	> 3 years old
66 Laptops	> 1 years old
31 Laptops	> 0 years old



Wyse Terminals:

299 Wyse	> 5 years old
436 Wyse	> 3 years old

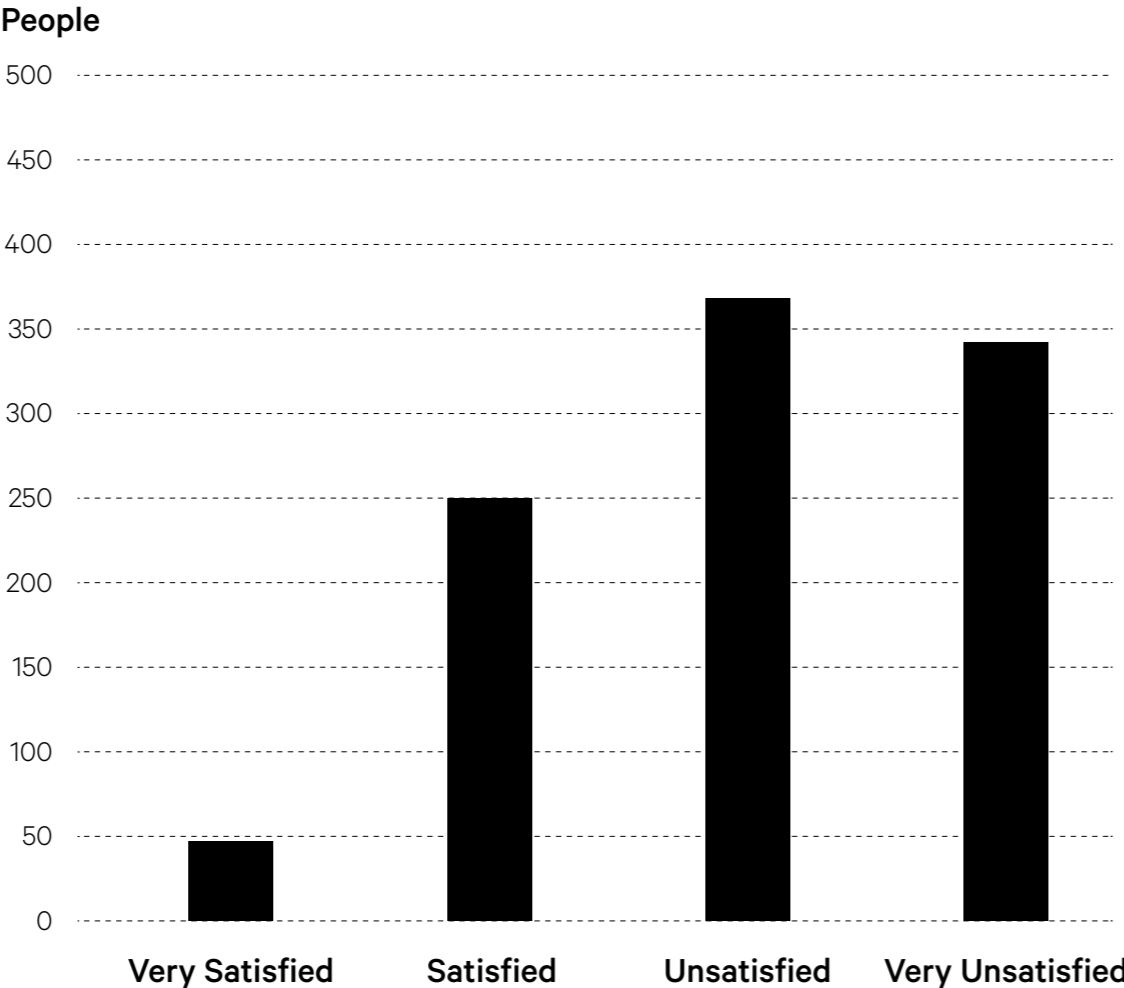
(i.e. Thin Clients)

1 : Existing IT		IT Strategy				IT Strategy		1 : Existing IT							
1.5 Departments within IT															
Administration		Clinical Information Systems		Health Intelligence		Information Governance		Empowerment Programme		Clinical Informatics		Operations		Strategy & Implementation	
<p>Procurement of IT hardware, mobiles, tablets, software, Licenses and peripherals for SLAM.</p> <p>Processing of invoices for IT, Facilities, Stationary, Taxi Bookings, Cleaning Services, Events, Translators and Interpreters.</p> <p>Admin support including answering a large volume of general queries via phone and email, receiving deliveries/post, maintaining stock rooms, re-stocking stationary, processing office equipment requests for the IT department, logging calls with facilities for maintenance work, keeping record of fire safety books and first aid kits.</p>		<p>The core aims of the Clinical System Team are to facilitate development, enable implementation, and provide specialist application expertise, operational support, and training for the Trust's primary clinical system – ePJS.</p> <p>The team delivers customer-focused proactive engagement with end users, with the knowledge base to understand the Trust's business needs to enable us to support and inform clinical transformation through technology.</p> <p>We provide specialist interactive support by phone, on-line, on-site and classroom-based training enabling us to adapt to changing organisational/system requirements.</p>		<p>Manages and exploits the organisation's information assets utilising data visualisation techniques to support data driven decision making. These self-service tools empower clinicians and managers to monitor, understand and improve the quality of care delivered leading to better patient outcomes.</p> <p>Gathers, translates, benchmarks and assures data from our clinical information systems to meet external mandatory, statutory and contractual requirements of the organisation.</p> <p>Working collaboratively with clinicians and service managers to provide advice and products to support clinical service transformation initiatives.</p>		<p>The main objective of the IG service is to safeguard personal information whilst facilitating its lawful, fair use and flow to support integrated care; support patients' control over their health information; use clinical information to improve care, service quality and productivity whilst respecting individuals' privacy and wishes.</p> <p>The service provides security assurance of existing infrastructure and new technology that will improve clinical care, access to services and flexible working options for staff.</p> <p>IG also supports the development of corporate memory by effective management of business information to improve services and outcomes for the benefit of the public.</p>		<p>Design, develop and implement digital services to support service users and carers to become more involved in their care and manage their condition.</p> <p>To promote digital inclusion for service users through training and education.</p> <p>Foster and create opportunities for service development and research using digital technologies.</p>		<p>We maintain the BRC's mission-critical CRIS system, which provides searchable access to de-identified clinical data for research and audit in a way that protects the legal and ethical rights of patients.</p> <p>The CRIS Support Service provides end-to-end user-support, including feasibility studies, training, specification and complex data extraction.</p> <p>Data innovation services including: the Clinical Data Linkage Service - secure data linkage between different clinical data sources for research purposes; natural language processing, which enables the automatic extraction of structured information from unstructured free text.</p>		<p>Provision of the Switchboard, Service Desk and IT Support Services across the Trust for c.5,000 users across 110 sites.</p> <p>Management of the Servers, Storage, File Systems and Databases to deliver Trust operations and clinical systems.</p> <p>Management of the Telephony platform and the provision of mobile phones and tablets.</p>		<p>Business engagement - working collaboratively with clinical programmes within the Trust (Bed Management, ECG, BRC, Nursing Tech etc.).</p> <p>Build relationships and collaborate across the wider health community including Kings Health Partners and beyond (Senior Clinical IT /CCIO/CIO groups)</p> <p>Help and advise Clinical leadership on options for enhancing their services through the use of technology and systems, coordinate the NHS Technology Fund Process.</p>	
10		South London and Maudsley NHS Foundation Trust				South London and Maudsley NHS Foundation Trust				11					

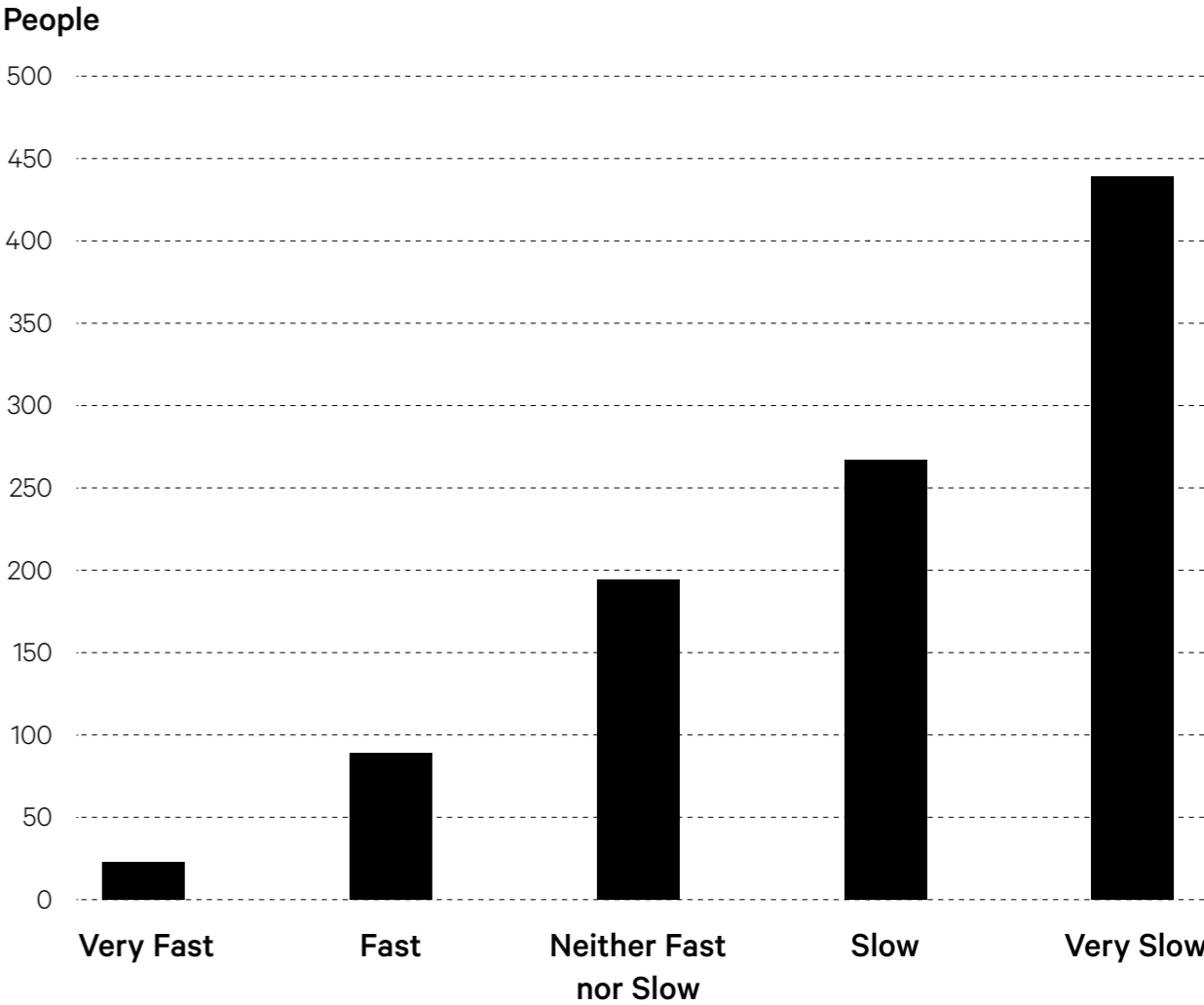
1.6

IT Survey Results

How satisfied were you with the speed of response after logging your call?



How would you rate the time it takes to have your issue or request fully resolved?



Survey Themes



Improvement Themes





2

Future IT

2.1	Classic IT to Innovative IT
2.2	Silent Running
2.3	Service Management Culture
2.4	Hosted environments
2.5	Future IT Services
	- Email
	- Collaboration Tools
	- Mobile working
	- WAN & Wi-Fi
	- Support models
2.6	Information & Data flow
2.7	eOBS

2.1 Classic IT to Innovative IT

We have what can be considered to be a Classic IT Department in the way in which IT Services are managed and delivered. I have previously mentioned that we need to adopt cloud services, and therefore relinquish the command and control cultural elements.

In doing so, this will allow our IT team to focus on working collaboratively across the Trust and the various groups to develop new services or IT innovations.

We need to spend less time on managing hardware and software, and focus on working with groups such as the Biomedical Research Centre (BRC) and the Centre for Translational Informatics (CTI).

CRIS / DCRIS are absolutely critical to us from a research perspective, and there is a recognition that we also need to engage further with our clinical services, implementing and enabling the mechanisms for research and improvement of clinical outcomes.

2.2 Silent Running

Underpinning any IT Strategy is the necessity to optimise the operational performance of IT Infrastructure, and to reduce the noise caused by outages and issues.

In other words, we have to achieve silent running. This is achieved by ensuring that the Infrastructure is well maintained, monitored and proactively improved, along with a robust change management process, protecting the production environment.

The SLaM IT Management team and their respective departments now fully understand and promote this goal. We will achieve this state in FY15/16 through many of the initiatives mentioned in this document.



2.3 Service Management Culture

The role of IT has been evolving for years. IT Services now consist of a blend of on-premise and public/private cloud solutions. Many organisations are now taking advantage of cloud services, thus minimising the amount of resource and capital required to build out and maintain expensive Infrastructures and in-house data centres.

However, this blend of services still needs to be managed to ensure interoperability between systems, are beneficial and optimised, and are considered holistically across the enterprise. As part of the development of our IT Services, we will be introducing Service Management initiatives across SLaM IT.

This will consist of the following:

Service Catalogue:

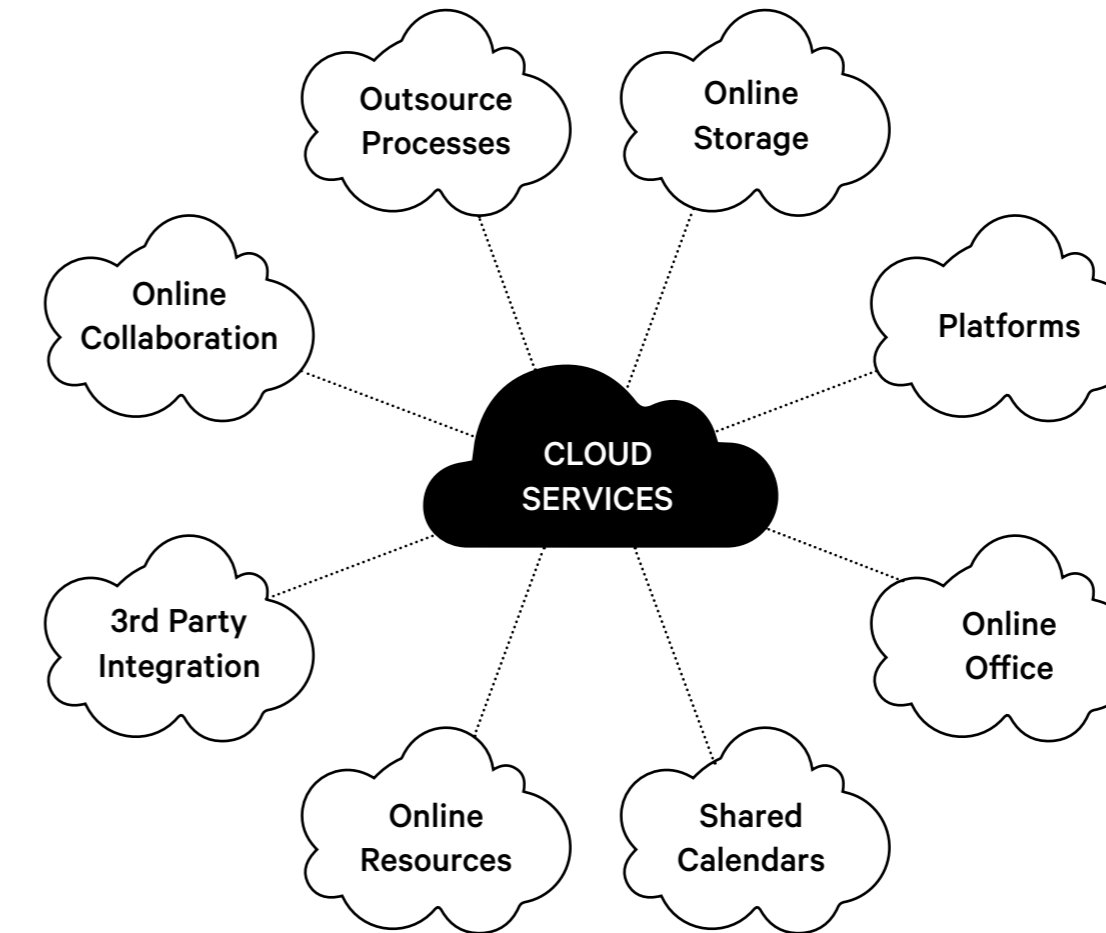
A simple, published catalogue of services that SLaM IT provides, including the service details below:

- Description of the Service
- How to obtain the service or application
- Service Level Agreements (SLAs)
- How it is supported; hours of support, and who supports the service
- What to do when you have a problem or query
- Escalation points and key contacts

Service Ownership:

End-to-end ownership and accountability of a particular service, reviewed on a quarterly basis to include:

- Roadmaps and continuous improvement plans
- Service metrics; number of tickets, requests, availability/performance
- Issues or Risks associated with the Service
- Contractual details with third parties



2.4 Hosted Environments

All SLaM IT Services, including our mission-critical ePJS system, are internally hosted and managed from our Server Rooms in Bethlem and Maudsley. However, neither of those locations are considered to be enterprise-class from a Data Centre perspective.

As part of the transformation of IT and the adoption of cloud services, we will be looking to migrate some of our critical services to new, externally hosted environments. These data centres are enterprise-class and offer protection, security and availability of services.

We are also in discussion with our ePJS provider to consider the option that the clinical system will be externally hosted and managed for SLaM, adding additional protection and scalability for our platform.

Further to the above, we have been exploring the option of migrating some of our Services to a Data Centre in Slough, and there are many other Trusts and Institutes who are looking at this same option. The BRC have recently just installed a High Performance Compute (HPC) cluster into this same location. Having some of our critical services in the same location will also open up new opportunities for enhanced research capabilities.

2.5 Future Services



Email

SLaM is heavily reliant upon email; the IT Survey responses showed that nearly 80% of people use email as a communication and collaboration tool.

There have been many issues with the Email Service, as the legacy, aging infrastructure could not cope with the volume of emails that are sent /received on a daily basis. SLaM's Email Service was recently migrated to a relatively new set of Infrastructure components.

This interim solution allows us to investigate and plan out our migration to an Email Cloud Service (Exchange online). This option will future-proof our email service and provide a better experience for all Trust users, whilst underpinning SLaM's strategy for providing an optimised mobile working experience.



Collaboration Tools

As part of our migration to an Email Cloud Service, we are also planning to implement Collaboration Tools across the Trust, allowing for the following:

- Instant Messaging with multiple contacts
- Presence Indicators (see when colleagues are online)
- Desktop video-conferencing (where required)
- Screen sharing for displaying documents, content

The implementation of the tools described above will open up new lines of communication and provide for new ways of collaborating with colleagues, both internally and externally



Mobile Working

One of SLaM's strategic objectives is to provide an enhanced mobile working service, especially for those across sites or out in the community.

To underpin this, SLaM IT is currently working with a mobile carrier to consolidate from two providers to a single supplier. This will allow for improved provision and management of devices and for optimised management of billing.

A project is now under way to enhance the mobile working solution, with the use of either a laptop or a tablet. CAGs have started to be engaged with as part of this project. It is important that requirements have been gathered and Trust users can test the solution, whilst providing feedback.

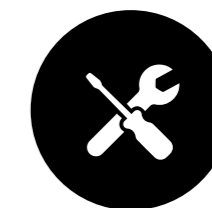


WAN & WiFi

To take advantage of new services, especially in the cloud, it is imperative that we focus on ensuring that our Wide Area Network (WAN) and Internet connections can support the new services. We are looking at the potential option of a single supplier to manage our multiple connections and contracts across our many sites.

Wi-Fi improvement is also now underway and is being managed as a separate project. This will deliver an increased capacity and coverage across sites.

Both projects are part of the overall objective to provide enhanced mobile working, and access to cloud services such as email and collaboration tools.



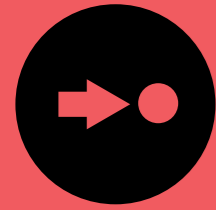
Support Models

SLaM has many different departments and services within the group, and not all of those entities have the same IT Support requirements. Some groups that need to receive different IT Support services are:

- BioMedical Research Centre (BRC) users
- Centre for Mental Health Simulation
- Clinical Record Interactive Search (CRIS) and DCRIS (used by other Trusts)

Due to this, it is necessary that SLaM IT reviews the requirements for the differing needs of the groups and restructures accordingly. We will also look to implement tools that will allow for self-service where possible such as password resets, localised Admin rights on PCs and access to development environments.

2 : Future IT		IT Strategy		IT Strategy		2 : Future IT	
<h2>2.6 Information & Data Flow</h2> <p>This Trust lives on information. This information is used for activities such as:</p> <p>Performance Management</p> <p>Clinical Outcomes</p> <p>Payment from CCGs</p> <p>General Management</p> <p>Improvement of Services</p> <p>...and many more.</p>		<p>However, there are issues with obtaining and providing the correct information across the Trust. It is also fair to say that there is a lack of confidence or trust in the data (and the quality) that is exchanged between various departments.</p>		<h2>2.7 eOBS</h2> <p>The aim of the project is to implement an electronic observation (eObs) solution across the trust's 52 inpatient wards and 4 Home Treatment Teams to replace current paper mechanisms enabling improvement in clinical quality, risk profiling and nursing efficiency. Currently on wards, all observation data are recorded on paper.</p> <p>The aim is to utilise 'Open Source' software, endorsed by NHS England, that is available free to use without commercial licencing. The Trust is able to use 'as is' and further develop to meet on-going needs. SLaM has been awarded £1m capital money from the NHS England Nursing Technology fund.</p>		<p>SLaM IT will lead and manage this project to ensure maximum impact and value for money. This will ensure that the organisation gets a solution that is mental health focussed, as all available solutions are physical health based.</p> <p>This will allow us to build a platform on which other solutions can be placed, e.g. the technological aspects of CDS, the Care Delivery System which will also require handhelds and data input within wards and visual boards.</p> <p>There will be emphasis on data solutions to enable SLaM to build a rich dataset for decision support, trend analysis, organisation wide overview and research.</p>	
		<p>We appear to be living hand-to-mouth in delivering or obtaining reports. Due to this lack of confidence in some of the data, there are a few people across the Trust who are manipulating this data, and this in itself is creating inefficiencies across the organisation.</p>					
		<p>Our Data Warehouse needs to be replaced and we need to ensure we make provision for enterprise, self-service tools that will allow for the various departments to view their data visually and simplistically.</p>					
		<p>Everyone in SLaM is a stakeholder in the information and we need to initiate a programme to realise and deliver:</p>					
		<p>The right information to the right people at the right time..... A single source of 'truth'</p>					
						<p>Completely replace current paper based system A rich dataset for decision support, overview and research</p>	
							
22						23	



3

Strategy Execution

- 3.1 People, Process, Technology
- Strategy Mapping
 - Balanced Scorecard
 - IT & Information Governance
 - Portfolio of Projects
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 - Development of Capabilities
 - Technology Adoption
 - Digital Services & International Opportunities
 - Maturity Models
 - Innovation Campus
- 3.2 Alignment with other Strategies

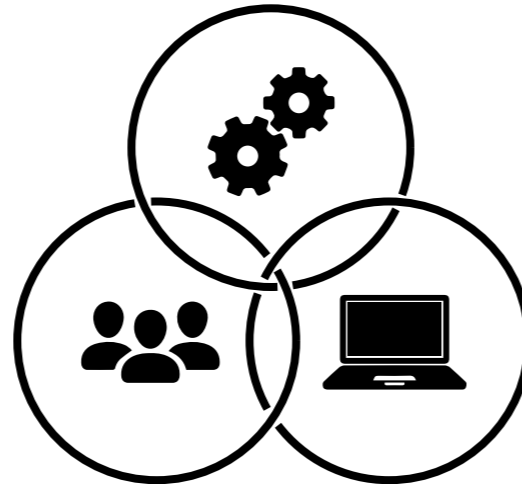
IT Strategy

3.1 People, Process, Technology

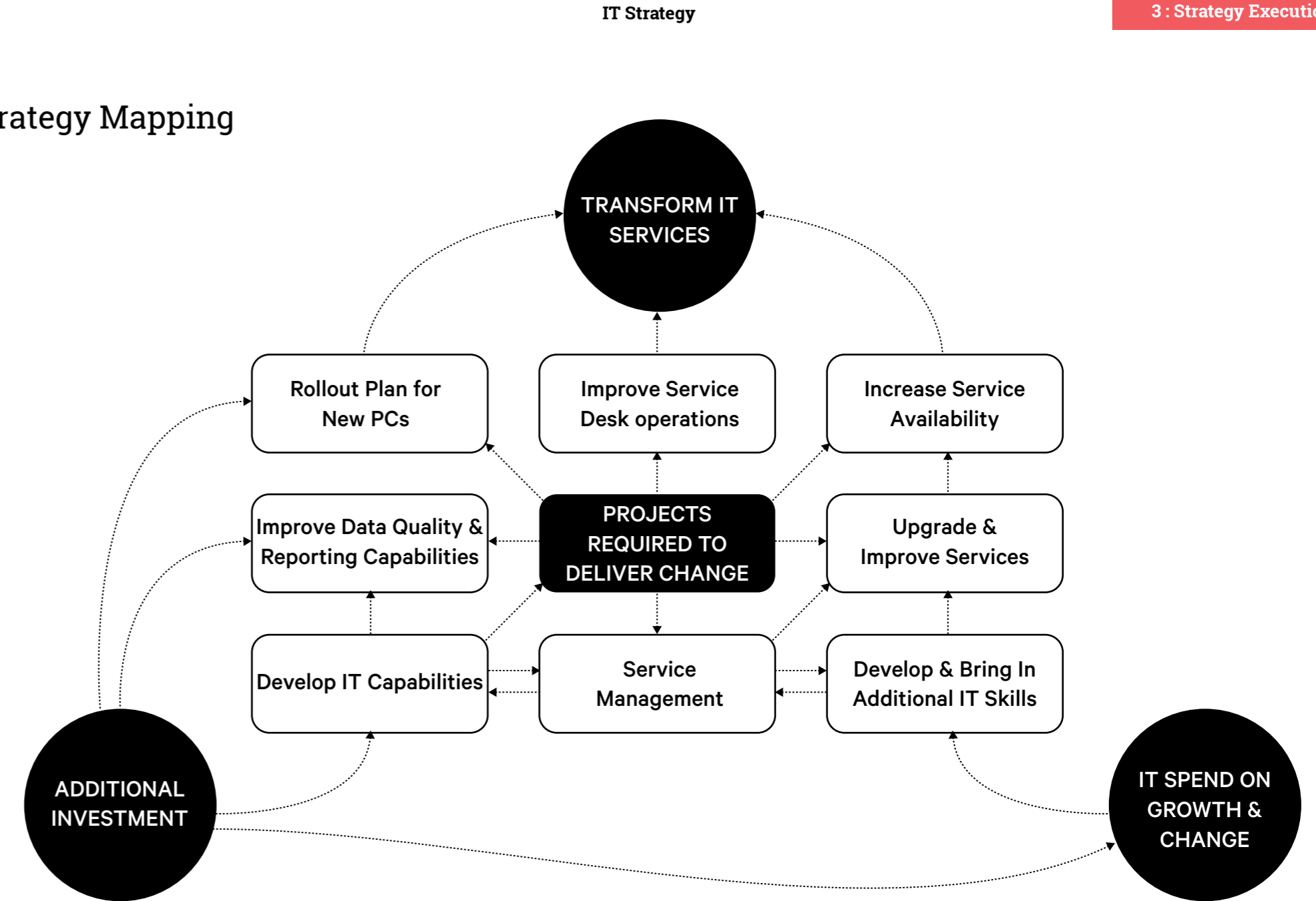
It is imperative that we take a holistic view of the entire SLaM organisation and the associated groups, to ensure we find the right balance of People, Process and Technology.

We cannot focus solely on the technology element without consideration of the people element in the adoption of any new services, and we need to ensure that the processes are in place to exploit the information or technology across the organisation.

None of the three elements should be considered separately from the others.



Strategy Mapping



Balanced Scorecard

Following on from the Strategy Mapping section, the balanced scorecard will allow for the IT organisation to provide a transparent framework for both performance management and to determine the course of action(s) required to fulfill the strategic aims of the department.

The graphic below shows an example of the metrics that SLaM IT will potentially adopt and will be delivered monthly:

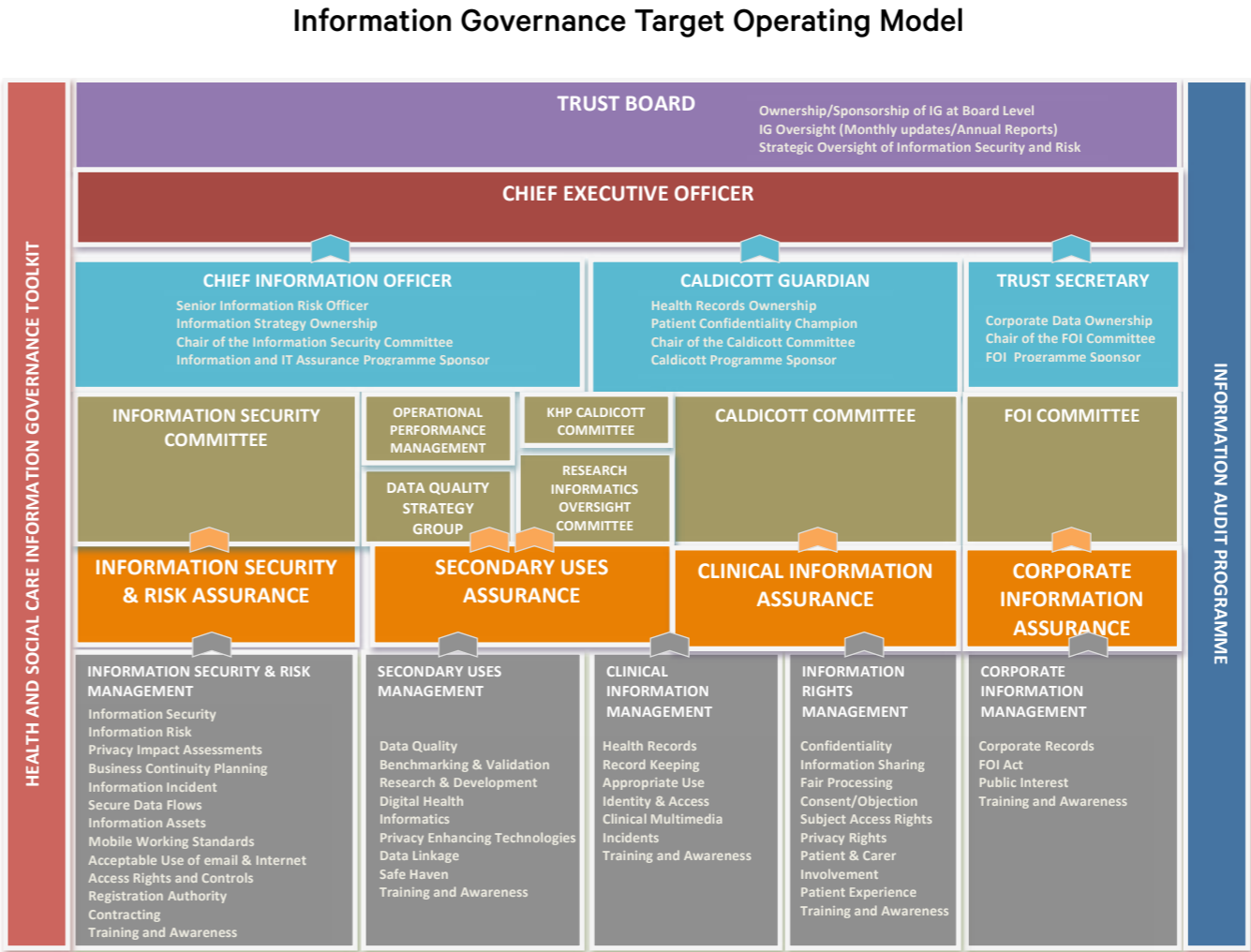
LEARNING & GROWTH <ul style="list-style-type: none">Perm v Contract RatioNo. of Vacancies outstandingService Mgmt. Training DeliveredNo. of Appraisals OutstandingTraining Courses Outstanding	CUSTOMER <ul style="list-style-type: none">Service Desk Volumes / Requests FulfilledFeedback, Good/BadIT SurveysService AvailabilityNew PCs Rolled Out
INTERNAL <ul style="list-style-type: none">No. of Projects CompletedNo. of FOI RequestsNo. of HI Reports in use/completeePJS Performance StatsSuccessful Changes implemented	FINANCIAL <ul style="list-style-type: none">Budget v Actual (BVA)IT Spend on RunIT Spend on Change/Grow

IT & Information Governance

The Information and IT Governance Model is the proposed operational and strategic framework that will organise the governance mechanisms with a proven track record to provide joined up information and IT governance in order to:

- ensure ICT estate from individual user to the entirety of the network operates securely, without interruption and impact on data integrity,
- enhance effective, lawful, secure and fair utilisation of data assets,
- enhance secondary uses such as evaluation and research,
- improve the Trust’s capability for digital innovation,
- bring a competitive edge for commissioning and,
- improve public confidence that their information is subject to sufficient safeguards and used for public benefit.

The Model will provide assurance to responsible committees with assigned senior leads who have direct accountability to the Trust Board.



Portfolio of Projects

In order to deliver transformation of any kind, a portfolio of projects have to be agreed and prioritised, ensuring that benefits can be realised.

We have a number of live projects that are being managed by our Project Managers, which include the following on the right.

In addition, there is a pipeline of projects (see Appendix) that will need to be prioritised in agreement with the Trust Executive to ensure alignment of the deliverables.

Email Replacement

Wi-Fi Upgrade

Mobile Carrier consolidation

Mobile Working

Remote Access, VPN & Virtual Environment Review

Rollout of new PCs

Managed Print Service

Uninterruptable Power Supply (UPS)
to protect network switches from generator tests

MyHealthLocker 2.0

Wandsworth Services

Abu Dhabi

PMO

Given the importance of delivering transformation through projects and programmes, it is essential that the correct **governance** is in place. This is to facilitate the proper gathering of requirements, successful completion of projects and for the realisation of benefits, whilst managing risks & issues on the projects.

SLaM IT now has an operational Project Management Office (PMO) in place since February of this year. This has resulted in standardised reporting and bi-weekly meetings to enable any issues or risks to be brought to attention, whilst ensuring direction is given to enable progress. Project Managers are also able to share information and assist each other.

As we progress, it is important that for each agreed project, we have sponsorship from across the Trust and the correct stakeholders identified and engaged.

Development of Capabilities

As we begin the transformation journey, we need to understand the capabilities that we require to enable SLaM to execute the IT Strategy. We will have to look at how we are currently structured and develop a future Target Operating Model (TOM) to deliver the transformation. We have many gaps in the skills that are required from both an Infrastructure and IT Architecture perspective, as well as from a Service Management perspective.

With this in mind we have to find the balance between bringing in or developing the required skillsets (e.g. Virtualisation, Storage, Infrastructure Monitoring) and developing the Service Management

capabilities of our teams. The latter can be facilitated by attendance on Service Management Foundation courses for all IT Staff, which develops a common language and understanding across IT of how to deliver services in adherence to best practises.

We also have to accept that our core competencies do not lie within the hosting and management of our Clinical Information System (ePJS), or Email for that matter. Instead, services like those should be hosted externally by the experts, who can deliver a professional, enterprise-level service, whilst achieving economies of scale.

This frees up members of the IT Team to go and work with our Clinicians, Staff, CAGs and the various other groups to help develop new ways of working and bringing about innovation and improvement of services.

Technology Adoption

Technology affects every part of SLaM's operations. Therefore it is important that the most appropriate technology is in use at the right time for the staff and departments. To make sure we are in a position to know what is available, SLaM IT will ensure the management team allows sufficient time and space for its teams to scan the horizon and explore new offerings. Not all areas need the latest. Tried and tested robust systems are best in many functions. In others we need to bring in technology where we have not used them before to ensure efficient and cost-effective running.

There are other areas where we will need to experiment with the latest available technology. As leaders in the field we must not allow ourselves to fall behind. With new technology and revisions we will ensure that training or open days are provided to ensure that staff are able to move to and make use of the technology. The issues around the appropriate level of IT literacy will be addressed by making the necessary learning opportunities available to staff, service users and carers.



Digital Services

Increasingly apps and similar will be used to deliver functionality and services to clinicians, patients, carers and researchers. A robust and scalable platform will be built to host and give access to services. My-HealthLocker through its next iteration MHL 2.0 will be one such service. Some services may only be for a smaller number of people, be they patients or clinicians and others available more widely. Some could be made available outside the Trust for payment or for free. Not all services will be generated from within SLaM. The platform could be made available to strategic partners or others with whom SLaM wishes to work collaboratively.

SLaM IT will facilitate teams from within SLaM and elsewhere to explore digital solutions to some of the more intractable clinical and associated problems. Such facilitation will extend to providing testing and evaluation services.

The majority of the services will produce data for decision support and research. SLaM IT will include services to analyse, collate and report on the data. As part of Maudsley Digital, SLaM IT will seek to transform the way in which mental health services are provided, using digital technology and data.

International Opportunities

With SLaM starting services in the Middle East and in conversations with service providers far and wide, there will be many opportunities to share the digital services mentioned previously. This, coupled with services around data will allow SLaM to retain its position as one of the pre-eminent centres for mental health care and research. This could make our services highly sought after in countries where a nascent mental health service is becoming evident.

Maturity Models

As we begin the transformation of our IT Services and processes, the development of our capabilities, and the adoption of technology, it is necessary to assess how well we are doing against best-practice frameworks.

Frameworks such as the following:

COBIT ® (Control Objectives for IT), a leading framework for the governance and management of IT.

Defines a set of processes for the management of IT, whilst maintaining the balance between benefits realisation, risk management and resource usage.

CMMI ® (Capability Maturity Model Integration), a framework for appraising the process maturity of an organisation.

Provides guidance for the development and improvement of IT Processes to meet the needs of an organisation.

ITIL ® (IT Infrastructure Library) is a set of practices for IT Service Management.

Provides a set of guidelines and practices that represent the full lifecycle management of IT Services. Including, Strategy, Design, Transition, Operation and Continuous Improvement.

With both COBIT ® and CMMI ®, an initial assessment is performed and the output enables a set of priorities to be determined, and is reassessed on an annual basis.

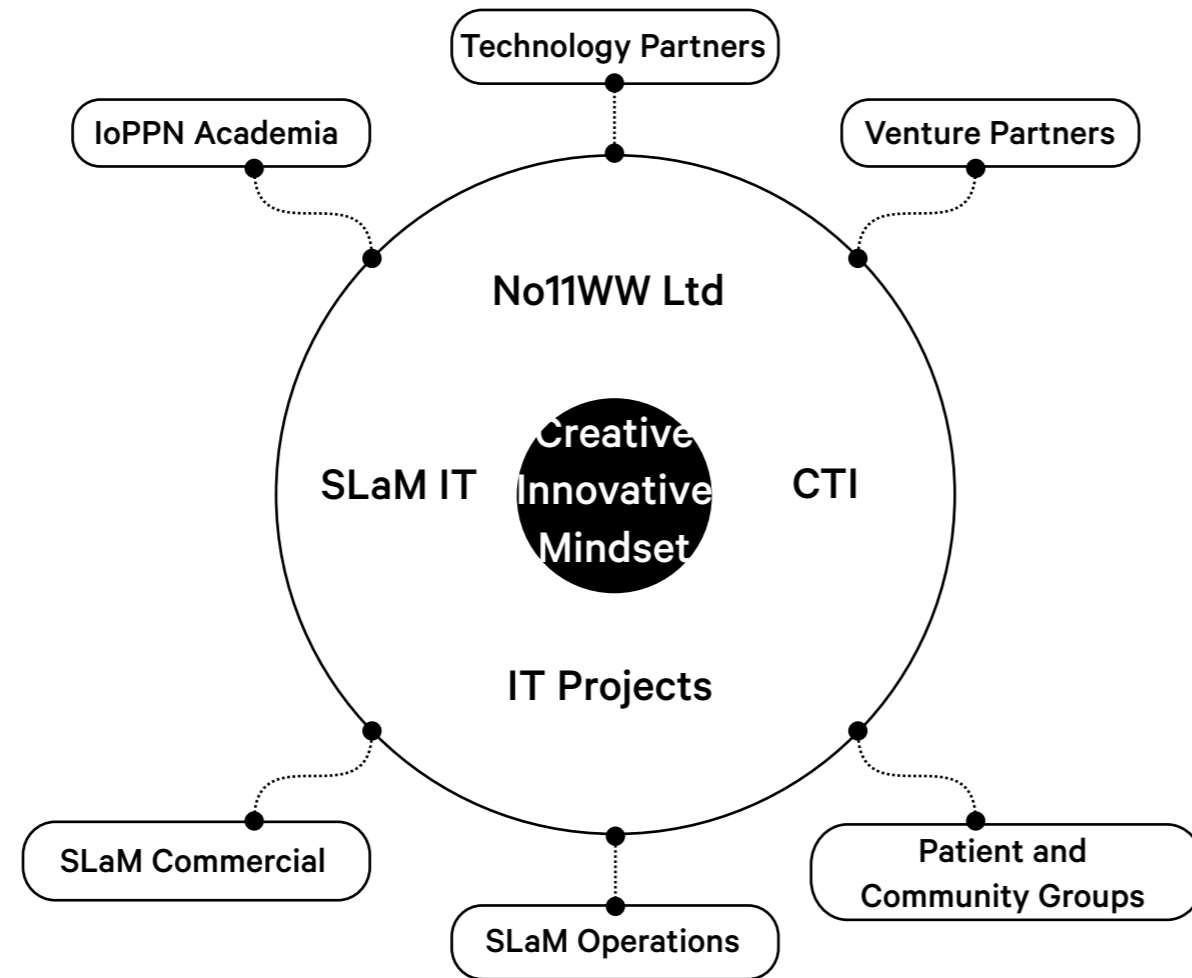
ITIL ® is an ongoing set of practices that are implemented and developed.

SLaM IT will take the best elements from the above frameworks and adopt them into our strategic objectives, and measure the output on an annual or six-monthly basis.

Innovation Campus

With wide-ranging mental health services on offer together with the world-class research programmes at the IoPPN, SLaM IT will become part of a visionary eco-system. SLaM IT will work closely with the Centre for Translational Informatics (CTI). The campus will also include the Biomedical Research Centre and the clinical teams within SLaM. By encouraging a wider culture, staff will be able to work in different ways, analyse problems and seek

Maudsley Digital - an ecosystem for digital technology and data



3.2 Alignment with Other Strategies

SLAM's OPERATIONAL PLAN:

The 2014/16 operational plan for SLaM addresses the changing nature of NHS service delivery from tertiary towards secondary and primary prevention, and therefore out of hospitals, into the community and closer to people's homes. This highlights the Trust's need to harness the potential of technology and digital innovation to ensure it can continue to provide world-class services to its patients and their carers.

WORKFORCE:

As stated in the Trust Workforce Workstream report to the SLaM board in July 2014, sustaining high workforce costs, which are 70% of the Trust's overall expenditure, are an increasing financial challenge. The Trust's operational plan is to reduce these workforce costs by £20 million by the end of 2016. IT will play a crucial role in helping to facilitate this, especially around agile and mobile working. Also the provision of appropriate collaboration tools.

COMMERCIAL:

The emerging commercial strategy focuses on core commitments to quality services under existing contracts which will allow service extension into the wider community. IT must underpin the clinical work throughout the trust and therefore will also need to be flexible to future changes or demands in services. Will also need to be flexible to connect with and set up in services, far (Abu Dhabi) and near (Wandsworth).

ESTATES:

The most recent Estates Strategy, 'Places and Spaces' (November 2014), sets out the vision for developing the Trust's estate into 21st century health facilities that support the sustainability of SLaM as a world-leading mental health service. This strategy will be supported by this IT strategy in many ways. Use of technology in maintaining buildings and helping reduce running costs, building in of all the basics for full connectivity and fully kitted out for agile and mobile working.

FINANCIAL:

As ever the focus has to be on value for money. This IT strategy fully supports that by looking for sound investments that will keep running costs as low as possible, reducing disruptions to service and maintaining productivity.



4

What's Needed?

4.1 Investment

4.1 Investment

As laid out in this document, we have a number of significant challenges to overcome. In order to get the basics right and to provide the solid foundations for the transformation of SLaM IT Services, it is necessary to commit to an increase in the level of investment.

We have experienced many outages over the last several months, as our legacy Infrastructure is degrading and not fit for purpose. The IT Services that are provided, especially around the Support of Trust Users, are under-resourced and causing frustration throughout the Trust.

We have a significant number of PCs across the Trust that are over five years old and will need to be replaced. All of the above is causing many instances of a loss of productivity amongst the SLaM population.

We have to transform IT, and we have to move towards our vision.

Below is a summary of the initial forecast for the investment required to execute the IT Strategy.

2015–16 Summarised Budget Requirements

2015-16 Revenue Budget Requirement	£8.8 M
2015-16 Capital Budget Requirement	£2.6 M
2015-16 Budget Requirement Total	£11.4 M

“There are huge areas in which IT has the ability to be leading the transformation agenda for SLaM in the long term.” - Michael Holland
Deputy Medical Director and CCIO





5 Appendices

- 5.1 IT Department Staff
- 5.2 Portfolio of Projects

IT Strategy

Administration

2 Perm, 4 Contract

Clinical Information Systems

8 Perm, 1 Contract, 3 Vacancies

Health Intelligence

8 Perm, 4 Contract, 6 Vacancies

Information Governance

7 Perm, 1 Vacancy

5.2 Portfolio of Projects

Empowerment Programme/ MyHealthLocker

5 Perm, 1 Fixed Term

Clinical Informatics

6 Perm, 1 Contract

Operations

27 Perm, 19 Contract, 3 Vacancies, 2 Contract Vacancies

Strategy & Implementation

3 Perm, 1 Vacancy

See following page :

IT Strategy

Project	Project Description	Benefits/Outcomes	(Scale of 1 - 3)	(Scale of 1 - 3)	S, M, L	Resource		Start	End
			Priority	Importance	Size	Internal	External		
Email & Office365	Email cloud service and collaboration tools	Reduction in service outages due to legacy email service, increased collaboration using Skype for Business and Instant Messaging	1	1	L	Y	Y	Apr-15	Jul-15
Wi-Fi	Upgrade Wi-Fi across SLaM Sites	Increased speed and coverage, supports mobile working	1	1	M	Y	Y	May-14	May-15
WAN	Wide Area Network, upgrade intersite and internet links across SLaM, managed by a service provider	Increased internet speed and bandwidth, supports Exchange in the cloud and collaboration tools (Skype for Business)	1	2	L	Y	Y	Apr-15	Mar-16
Epjs Hosting	Externally hosted Epjs by Advanced (CareNotes owners)	Protected service - hosted in Infinity Data Centre	2	1	L	Y	Y	Aug-15	Dec-15
Infinity Data Centre	Relocate critical services to enterprise datacentre	Protection of service, KHP teams also locating to Infinity, other Trusts and institutes already moving	2	1	M	Y	Y	Aug-15	Dec-15
Managed Print	Roll-out a managed print service across SLaM sites	Better service to Trust and rationalisation of Printer estate, secure 'follow me' printing where possible, savings to be realised and documented in Business Case	3	2	L	Y	Y	Apr-15	Mar-16
Data Storage	Develop and implement solution for file storage	Ease of access to documents from internal or external	2	2	M	Y	N	May-15	Oct-15
Mobile Carrier	Consolidation of Supplier from EE/O2 to O2	Single supplier, better management and billing for usage	1	1	M	Y	Y	Jan-15	Jul-15
Mobile Working	Deliver a mobile working solution via tablet, laptop	Supports Trust strategy, enhanced User experience	1	1	M	Y	N	Mar-15	Sep-15
Remote Working & VPN	Review and optimise the service for remote working	Allow Users to have a better experience accessing internal resources	1	1	M	Y	N	Feb-15	Jul-15
VDI Review	Virtual Desktop Environment; review and make improvements	Enhanced User experience on the thin client Wyse terminals	1	1	S	Y	N	Feb-15	Jul-15
PC Replacement	Rollout of new PCs across the Trust	Faster processing, enhanced User experience and increased productivity	1	2	M	Y	N	Jan-15	On-going
Service Desk	Replacement Service Desk application	Additional functionality; self-service, password resets, increased reporting and logging capabilities	3	2	M	Y	Y	May-15	Feb-16
E-Obs	Develop and implement a digital capability for recording observations across the wards and in the community	Reduction in manual processes, improved reporting supporting improvement in service, , more data for improvement and research purposes	2	1	L	Y	Y	Apr-15	Dec-16
Information & Data Flow	Review the processes and tools used to gather and provide information	Right information to the right people at the right time, single source of truth, remove inefficiencies across the organisation	2	1	L	Y	Y	Jun-15	May-16
Data Warehouse	Implement a new data warehouse and provide self-service capabilities	Enable optimised reporting and data visualisation, remove the inefficiencies across the Trust	2	1	L	Y	Y	Jul-15	Jan-16
UPS Placement	Uninterruptable Power Supplies (UPS) are being placed on the network switches, avoiding issues with power cycling	Faster recovery during generator tests, enabling Users' PCs and Phones to come back into service quickly	2	2	M	Y	N	Jan-15	Jun-15
SIP Telephony	ISDX Removal and optimisation of Telephony Service	Ensure legacy equipment is removed, ensure service has redundancy implemented	2	2	M	Y	N	Dec-14	Jun-15
DCRIS / CRIS	Remediate any issues and drive for service improvements and streamlined architecture, implement Support Model	Partner Trusts for DCRIS start to use the service and enhances collaboration, prepares foundation for expansion of service	1	1	M	Y	N	Apr-15	Oct-15
MHL 2.0	MyHealthLocker next generation	Creating a Minimum Viable Product (MVP) to subsequently determine the future of MHL 2.0; features, functionality, look and feel with stakeholder involvement, establishes template for digital services	2	2	M	Y	Y	Jan-15	TBA
Intranet	Re-design and add additional functionality	Information share and collaboration across SLaM, shop window for each dept.; who we are, what we do, KPIs	2	2	L	Y	Y	Jun-15	Feb-16
Community Prescribing	NHSE withheld funds from our successful bid, we are investigating if we can use a module within Epjs	Electronic prescribing as opposed to manual, paper-based methods	2	2	L	Y	Y	May-15	Dec-16
100k Genome	Set up by the Dept. of Health to sequence 100,000 whole Genomes by 2017	Implementation of processes and equipment to allow communication between SLaM and the SGDP building to allow for the capture and submission of the data	1	1	M	Y	N	Jan-15	On-going
Wandsworth	Additional Addictions CAG Services (IT)	Commercial benefits and growth of Additions Line of Service	1	2	M	Y	Y	Feb-15	May-15
Abu Dhabi	Implementation of Epjs and access to SLaM resources	Supports the commercial venture, develops the template for future opportunities	1	1	S	Y	Y	Jan-15	May-15

