

TRUST BOARD
30 May 2019

AGENDA ITEM	16.5	
TITLE OF PAPER	Bi-annual Report from the Integrated Digital Committee to the Trust Board	
Confidential	NO	
Suitable for public access	YES	
PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN SUBMITTED		
Integrated Digital Committee in April		
<u>STRATEGIC OBJECTIVE(S):</u>		
Quality Of Care		Developing the right culture to ensure that we are able to be a learning organisation and culture of continuous improvement to reduce repeated harms and improve patient experience.
People		Being a great place to work and be a patient, where we listen, empower and value everyone. Supports Delivery of all People Strategy Objectives
Modern Healthcare		Delivering the most effective and efficient treatment and care by standardising the delivery and outcome of clinical services. WOD Committee focus on use of resources.
Digital	✓	Using digital technology and innovations to improve clinical pathways, safety and efficiency, and empower patient.
Collaborate		Working with our partners in health and care to ensure provision of a high quality, sustainable NHS to the communities we serve.
EXECUTIVE SUMMARY		
<p>As a formal sub-committee of the Trust Board, the Integrated Digital Committee is required to present its Bi-annual Report to the Trust Board.</p> <p>The report summarises the key areas of activities over the last year in discharging its responsibilities under its approved Terms of Reference.</p> <p>This report has been prepared by the Associate Director of Informatics for presentation at Trust Board by the Non-Executive Chair.</p>		
RECOMMENDATION:	The Committee is asked to receive and note the Bi-annual Report from the Integrated Digital Committee	
SPECIFIC ISSUES CHECKLIST:		

Quality and safety	
Patient impact	
Employee	
Other stakeholder	The members of the system-wide Surrey Heartlands Digital Programme are key stakeholders
Equality & diversity	
Finance	
Legal	
Link to Board Assurance Framework Principle Risk	3.1 The Trust's service delivery may be compromised if the current strategy to exploit the electronic patient record fails. 3.2 Failure of key IT systems leads to patient safety, experience or quality risks, data security breaches or process delays.
AUTHOR	Laura Ellis-Philip, Associate Director of Informatics
PRESENTED BY	Chris Ketley, Non-Executive Director/Chair of Integrated Digital Committee
DATE	30 May 2019
BOARD ACTION	Receive

2018/19 BI-ANNUAL REPORT OF THE INTEGRATED DIGITAL COMMITTEE
TRUST BOARD
APRIL 2019

1. SUMMARY OF APPROVAL SOUGHT

The Board is asked for confirmation that it is assured by the scrutiny provided by the Committee on delivery of the digital strategy and associated risks.

2. BACKGROUND AND SCOPE

The Committee is a formal sub-Committee of the Trust Board with defined Terms of Reference and as such is required to prepare a bi-annual report on its work and performance in the preceding six months for consideration by the Trust Board. This report summarises the Integrated Digital Committee's activity for the period **01 August 2018 to 30 March 2019** (seven months).

3. STRATEGIC OBJECTIVES

The primary purpose of the Integrated Digital Committee is to receive assurance on the co-ordination of all digital activities and steer the Trust towards achievement of its strategic vision and goals by creating the conditions that will enable effective use of technology.

The key objective in the Board Assurance Framework is stated as:

Using digital technology and innovation to improve clinical pathways, safety and efficiency and empower patients.

4. MEETINGS, MEMBERSHIP AND ATTENDANCE

The committee is in its first year of existence and meets quarterly. As a result of some extra business requirements of the formal procurement of the electronic patient record, two extra meetings have been held in this period. Meetings were held on the following dates during the period and all meetings were quorate: -

- 08 August 2018 (inaugural meeting)
- 18 October 2018
- 13 December 2018 (extra meeting)
- 10 January 2019
- 18 March 2019 (extra meeting)

The membership of the Committee over the year is set out below, along with attendance figures.

Name	Position	Attended	Max
Chris Ketley	Non-Executive Director (Chair)	5	5
Simon Marshall	Director of Finance and Information	5	5
Andy Field	Chairman	5	5
Sue Tranka	Chief Nurse	3*	5
David Fluck	Medical Director	2	5
Tom Smerdon	Director of Unplanned Care	3	5
James Thomas	Director of Unplanned Care	4	5

	(ToR requires one)		
Abdullah Jibawi	Chief Clinical Information Officer	3	3
Barry Sellick	Chief Clinical Information Officer (interim)	1	1
Laura Ellis-Philip	Associate Director of Informatics	5	5

(*including being represented by a deputy)

5. ATTENDEES

The Chief Information Officer from Surrey Heartlands is invited to attend. Senior members of the Digital Services team (previously Health Informatics) are invited to attend meetings but are not formal members of the Committee, with one of them acting as minute taker.

Name	Position	Attended
Steve Abbott	Surrey Heartlands Chief Information Officer	2
Jonathan Spinks	Digital Services Programme Manager	4
Margaret McHugh	Digital Services Benefits Manager	2
Simon Berry	Head of Information Services	1

6. THE COMMITTEE'S RESPONSIBILITIES AND PERFORMANCE IN THE PERIOD

The Committee agenda was set out in the Terms of Reference and has been evolving throughout this inaugural period. It is now structured to receive a number of regular reports along with a focus on a discussion item for the meeting. The main area of focus in this period has been the formal procurement of the electronic patient record (ePR).

The Terms of Reference set out 11 key responsibilities. The Committee's performance against these to date is set out below.

- **To receive and then provide assurance to the Trust Board that the digital agenda is being monitored and delivered**

The digital roadmap is under continual review and regular progress updates are reported to Trust Board through the Minutes.

- **To provide oversight of the digital strategy and its refinements and assurance of a prioritised annual programme of work, monitoring progress and reporting at specified intervals to Trust Board**

The committee was established just as the Trust's digital strategy was being completed, and was therefore able to input into this document, and receive and approve a final version (albeit it is recognised as a live document that will be regularly refreshed). Following on from this, the Committee has overseen key decisions on a pivotal element of the digital strategy, namely the ePR procurement programme.

- **To ensure digital capabilities are harnessed as enablers of great patient care and safety.**

The Committee is focusing on the ePR and how it can enable great patient care and safety. Other initiatives will be added to the agenda as the Committee develops its scope.

- **To act as an assurance board for existing and future projects**

The Committee is actively providing assurance on the ePR project, and receives updates on some of the other projects currently in flight, such as wireless, maternity, order comms. The process for assuring these projects is not yet fully formalised as historically they operated with their own project boards, and reported directly to the SRO of each project.

- **To review the robustness and impact of digital/IT business cases (above a value of £100k) and ensure value is being delivered to patients and the Trust.**

The ePR business case in its draft form has been reviewed by the Committee. It recommended that a Board Masterclass be set up to ensure Board familiarity with the ePR Business Case and procurement. This session took place in February 2019. No other business cases of this value have been put forward, but the Committee is verbally kept abreast of other business cases for clinical information systems as they arise.

- **To act as a leader and champion cultural and technological change, fostering an environment which engages clinicians and involves them in shaping the direction of the digital strategy**

The Committee has been heavily involved in discussion on the roles, job descriptions and future appointments of Chief Clinical Information Officer (CCIO) and Chief Nursing Information Officer (CNIO). The focus has been on how these roles will support the digital transformation that the next two years will bring, as well as the wider system initiatives, such as the Surrey Shared Care Record and the Thames Valley and Surrey Local Health Care Record. The job descriptions for these roles have also been circulated to the members of the Trust Executive Committee and are expected to be advertised shortly. The roles will be members of the Integrated Digital Committee.

- **To be assured that outcomes are being effectively measured and monitored and risk is being managed and mitigated with programme delivery**

The Committee has overseen the development of the Digital Risk Appetite Log and the identification of the key risks for the Board Assurance Framework.

The key risks to the strategic objective for Digital have been agreed as:

- The Trust's service delivery may be compromised if the current strategy to exploit the electronic patient record fails.
- Failure of key IT systems leads to patient safety, experience or quality risks, data security breaches or process delays.

Mitigations for these risks have been agreed, and will be subject to regular review at each Committee meeting.

The Terms of Reference also set out six specific objectives for the Committee related to risk and KPIs. These are works in progress as demonstrated by the table below.

Specific Objective	Current Status
Identify the strategic risk appetite, risk, mitigations and KPIs to inform the relevant section of the BAF known as the Digital Objective and agree an appropriate scorecard/report that will be a component of the BAF.	Complete
The committee will review the BAF Digital Objective report and seek assurance on progress and effectiveness.	Complete and ongoing assurance sought
Define the desired and relevant KPIs associated with the strategic objective for which the committee has oversight in order to generate a scorecard.	Complete
The committee will review its scorecard at each meeting.	Scorecard development in progress

The committee will implement a simple model for accountability which aligns to that currently being implemented across the organisation	Under development
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- **Be assured that the Trust is adhering to Data Security and Protection requirements, including cyber security; and**
- **Be assured that the Trust is GDPR compliance during specification and implementation of new initiatives**

As the Committee gains maturity, it has begun to establish a cycle of regular reports.

- **Cyber Security** – the Committee has received two Cyber Security Reports. It has been agreed to receive these at 6-monthly intervals.
 - **GDPR** – the Committee has received updates on the GDPR Action Plan. It is recognised that the execution of the plan requires significant resource and that this is an area that requires further scrutiny to provide assurance.
 - **Data Protection and Security Toolkit** – the Committee has received verbal updates and will receive a formal report on the final annual submission at the April meeting.
- **To work closely with other major projects and initiatives both internal to the Trust and as part of partnership working**

There are two standing items on the agenda which ensure the Committee is apprised of other programmes where the Trust is a stakeholder, namely the Surrey Heartlands Digital Programme and the Thames Valley and Surrey (TSV) Local Health Care Record (LHCR) Programme. The Committee invites a representative from the Surrey Heartlands Digital Programme Board to attend the meetings, and an update on both programmes is provided. In addition, members of the Committee are significantly involved in these programmes, thus ensuring close working and influence with these partners in the wider Health Economy.

- **To work in partnership with the Local Medical Committee (LMC) ensuring that GP priorities plus outcomes from primary and secondary care interface meetings are taken into account within programme priorities.**

Whilst there is an informal association between the AD Informatics and the Chair of the LMC, a formal link is yet to be established. This is a target for the next period.

7. Reflection

The Committee has a standing item on its agenda for reflection on the value of the meeting. Recent reflections include comments on the quality of the digital strategy and the excellent progress being made with the ePR procurement. The regular attendance and commitment of the Committee members has received favourable comment.