

Digital, Data and System Intelligence Strategy

2024-27



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Foreword

This Digital, Data and System Intelligence Strategy sets out our vision for how digital and data will enable the delivery of high quality, person-centred care in South East London.



Andrew Bland, Chief Executive Officer, NHS South East London

"The NHS is under significant pressure, and iterative changes to the status quo are not going to be sufficient to deliver the transformation required to improve our system.

Digital and data are critical to the delivery of our aims to improve outcomes in population health and healthcare, tackle inequalities, enhance productivity and support the social and economic development of our community."



Philippa Kirkpatrick

Chief Digital Information Officer, NHS South East London

"We are fortunate to have strong partnerships in South East London with leaders who recognise the power of digital and data to enable the delivery of high quality care. We have strong foundations in place including the London Care Record, the AI Centre for Value Based Healthcare and centres focused on research and innovation.

I'm excited to be facilitating the delivery of this Strategy, which builds on those foundations and sets out how we are going to transform care using digital to support our workforce and our community to improve the quality of health and care provision."



Dr Toby Garrood, Medical Director, NHS South East London

"People are at the heart of this new Strategy. By developing our digital systems and approaches through this Strategy in south east London we have a great opportunity to improve care for patients.

Better sharing data between organisations can help us to better support the health of our communities, while digital tools like the NHS App give people the chance to better manage their own health and digital advances support direct healthcare interventions; such as blood glucose monitoring. This Strategy can enable us to reduce the barriers to people using digital tools, provide easier access to healthcare for people and communities, increase care available outside of NHS buildings and provide easier monitoring of long term conditions too. Together these can help people to stay healthier for longer and spend more time in their communities and homes."

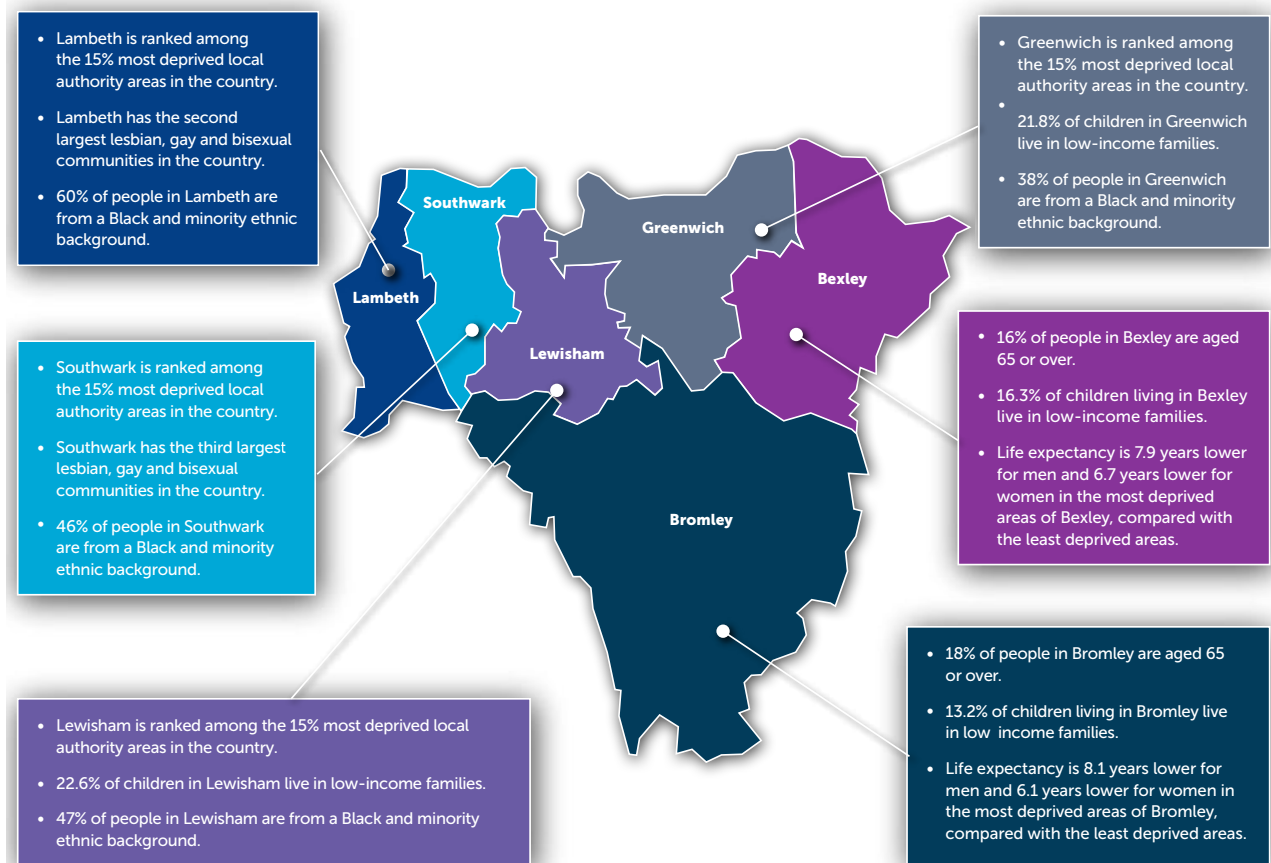


1. Introduction

1.1 System context

South East London is a diverse community consisting of:

- 6 boroughs
- 1.84 million people
- 197 GP practices
- 5 major provider trusts
- 341 community pharmacies
- 6,000 voluntary and community sector organisations

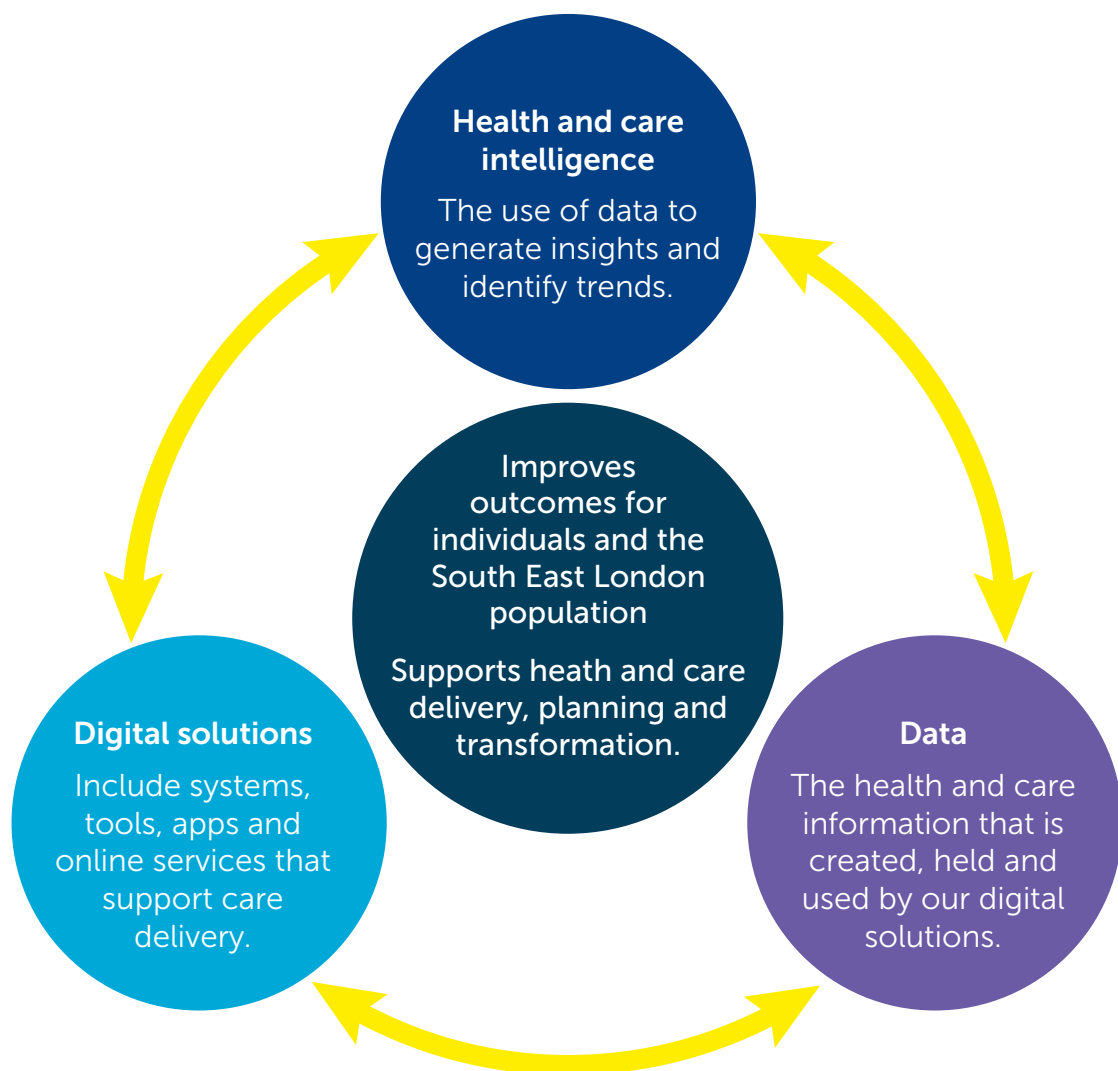


1.2 Why digital is important

Our health and care system is under huge pressure meaning that transformative change may be required so that we can continue to have an NHS of which we can be proud – one that provides services that meet the needs of our diverse populations in an equitable way.

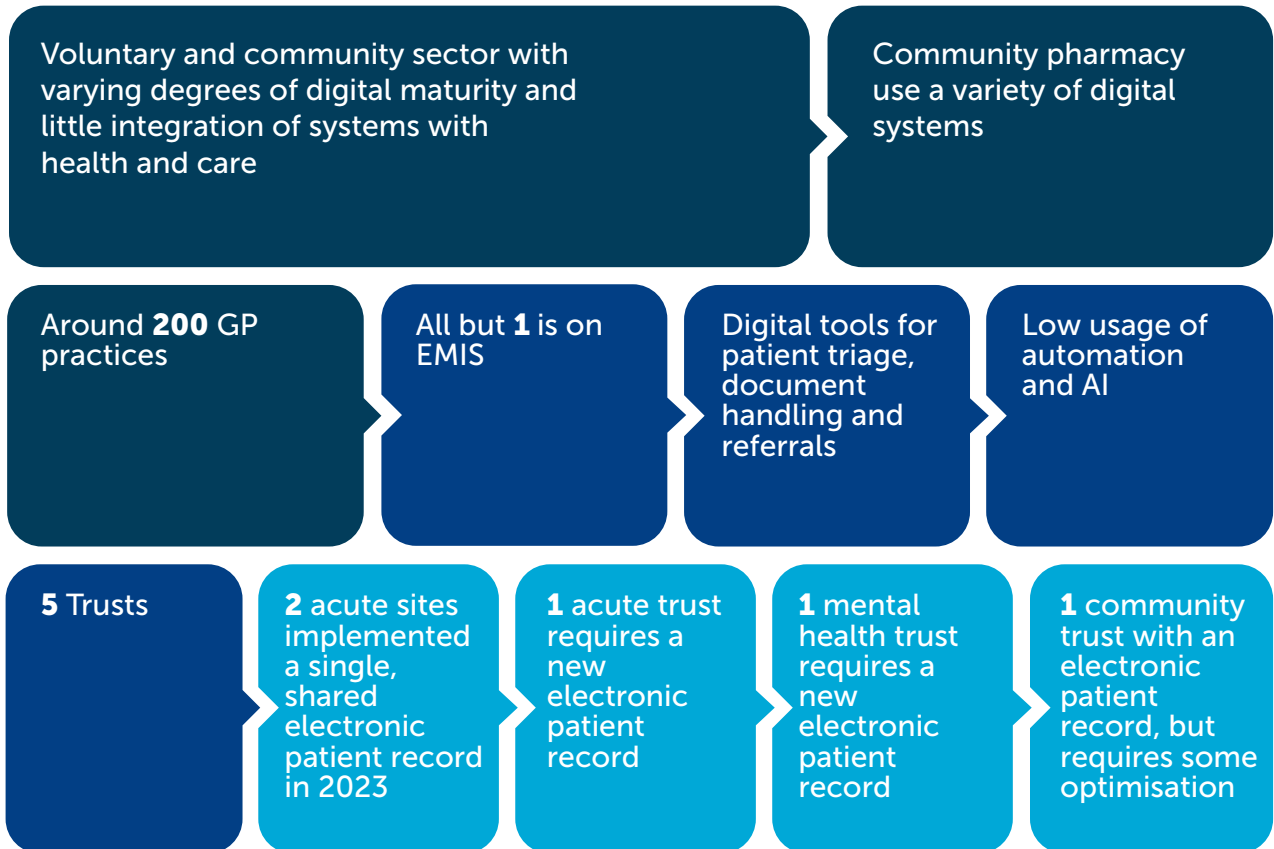
Digital transformation is a key enabler in the delivery of safe and high quality care as:

- It unlocks access to data, enabling generation of insights that can support the management of a person, as well as management of the health and care system.
- It supports collaboration by making data needed for decision-making available at the point of care.
- It empowers people in our community by allowing them to access health and care services from their own homes.



2. Where are we now?

2.1 Overview



2.2 Current state



- London Care Record to support sharing of patient information to members of the health and care team.
- Strong support of NHS App capability in GP practices.
- Advanced AI and research infrastructure in partner organisations.



- Limited sharing of digital infrastructure and resources across our system.
- Opportunity to consider how we can attract and retain the workforce required to deliver our digital and data capabilities now and into the future.
- A multitude of patient-facing digital solutions including apps, many of which are not yet integrated with the NHS App.
- Developing work at the London level to improve access to and use of data to support improvements to care.



- No ICS-wide, single digital solution to support multi-organisational care teams.
- Inconsistent digital enablement of referral pathways.



3. Where do we want to be?

3.1 Our vision

The SEL ICS mission is to help people in South East London to live the healthiest possible lives.

Our vision from a digital, data and system intelligence perspective is:

To enable the delivery of high quality care for the people of South East London through digital innovation and data-driven intelligence.

3.2 Our key objectives

What are we trying to achieve?

This Strategy sets what we need from digital and data as enablers of our health and care system. The four objectives outlined here will drive our priorities and investment.

We will measure our performance against these objectives.

Our objectives

1. People are empowered to manage their health and wellbeing through access to their information and insights about their health and wellbeing, as well as the ability to engage with the health and care system.
2. The care record is available to care providers at the point of care to support decision-making.
3. Information collected is used to generate data-driven insights in population health, proactive care and research, to improve decision-making, reduce inequities in health and care provision, improve health outcomes and make best use of finite resources.
4. Service transformation is supported by innovative digital and data products, and existing capabilities, well-supported and continuously improved.

3.3 Digital maturity

NHS England have published the What Good Looks Like Framework, which provides guidance for health and care leaders to digitise, connect and transform services safely and securely.

Through delivery against this Strategy, South East London will improve our maturity across all seven of the domains (see diagram for the domains). Annually we will participate in surveys conducted by NHS England on our maturity against this framework.

We will adopt a culture of continuous improvement as we seek to achieve against the success measures outlined in the Framework.



3.4 Making sustainable changes

Our digital programmes align closely with the NHS Green Plan. By changing how we work with people and communities there are several ways in which the Strategy will help to make the NHS in south east London more environmentally sustainable:

1. Supporting care at home and remote monitoring where appropriate to reduce travel.
2. Delivering digital transformation including digitisation of patient records to reduce use of paper.
3. Reducing duplication of testing, which can reduce patient travel time, consumable usage and logistics.
4. Reusing and recycling IT hardware.
5. Ensuring our suppliers consider sustainability by including net zero and social value weightings.
6. We will also consider the potential negative impacts of digital programmes, such as the energy required for some generative AI capabilities and identify opportunities to mitigate these risks.



Volunteers at Community Tech Aid restoring laptops for donation to members of our community



4. How do we get there?

4.1 Partnership working

We need all SEL ICS partners working collaboratively if we are going to achieve our vision.

Each system partner commits to:

1. Act in the best interests of the system as a whole, putting the needs of our people at the centre of our decisions.
2. Provide leadership and resources to support the system deliver its objectives.
3. Work in partnership to ensure shared learning and efficiency in everything we do.
4. Have digital strategies and plans that support achievement of the SEL mission including taking responsibility for delivery of projects and programmes to support system transformation, system resilience, and continuous improvement.
5. Invest appropriately in digital and data initiatives, acknowledging the potential many such initiatives have to support system financial sustainability, under a spend to save delivery approach.
6. Consider the impact of actions of one organisation on our system, and engage broadly to ensure the impact is well managed, including mitigation of risks and maximisation of opportunities.

In addition to local partnerships, our ICS works closely with other systems in the London region, identifying when it is more efficient and effective to work at scale, and when we need to deliver at the local level.



4.2 Principles to guide our working

How do we define our projects to deliver improvements and transformation?

As we move through the period of this Strategy, projects will be established that aim to deliver against the objectives and priorities.

When we define and manage these projects, we will keep these six principles in mind:

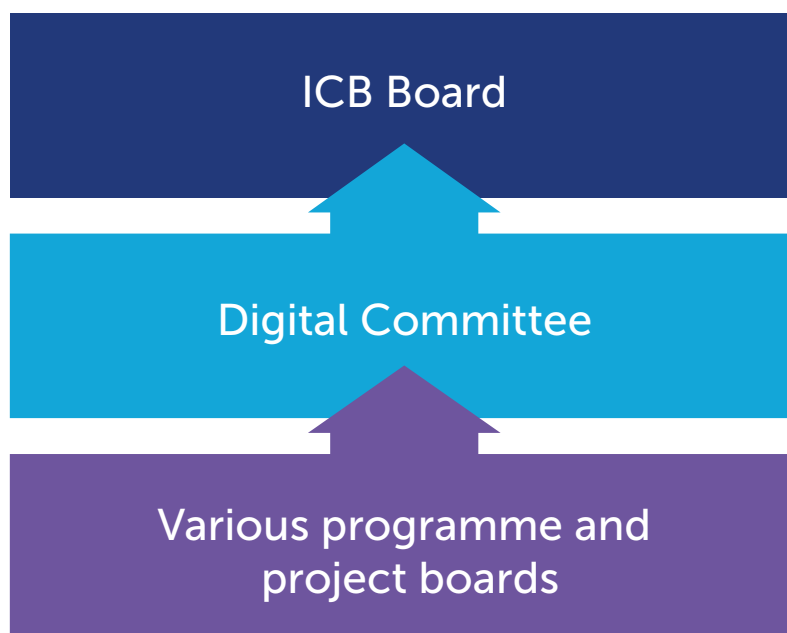
- **People-centred** – ensuring the needs of the SEL community are at the centre of all decision making.
- **Collaborative** – working smarter to deliver the best outcomes, working in partnership across SEL to drive change and improvement.
- **Enabling** – driving transformation by focusing not only on the delivery of a technical capability or raw data but on the transformation needed and the insights provided.
- **Equitable** – delivering insights to support the delivery of equitable care, with the aim of reducing the experience of poorer health outcomes in some community sectors.
- **Inclusive** – ensuring our systems are accessible by as many people as possible and identifying opportunities for digital capabilities to reduce exclusion.
- **Efficient** – adopting the share, reuse and design principles, our approach will be to share best practices, leverage existing infrastructure and capabilities, build on what is already out there and generate efficiencies through standardising systems and processes where appropriate.



4.3 Governance

The Digital Committee has been established, and has been delegated by the ICB Board to be responsible for:

- Agreeing with partners across the NHS and with local authorities to put in place smart digital and data foundations to connect health and care services, putting people at the centre of their care.
- Approving plans to use joined-up data and digital capabilities to understand local priorities, track delivery of plans, monitor and address unwarranted variation, health inequalities and driver continuous performance and outcomes.
- Approving arrangements for ensuring appropriate safekeeping and confidentiality of records and for the storage, management and transfer of information and data.



More detailed plans and roadmap will be included in the SEL Joint Forward Plan: [Joint Forward Plan - South East London ICS \(selondonics.org\)](#).

More detail on our programmes and projects are available on our website: [Digital and Data - South East London ICS \(selondonics.org\)](#).



4.4 Priority workstreams to deliver transformation and continuous improvement

We have identified six priority workstreams under which our activities will be focused. These are described in this Strategy, with key activities for each outlined annually in our Joint Forward Plan.



Empower people through digital and data

Giving citizens the tools to be active participants in their own health and wellbeing.



Digital solutions for connected care

Ensuring health care records are digital and that information is shared across the care team regardless of physical location or organisation.



Deliver data driven insights

Bringing together data for analysis and insight generation to enable the efficient and effective delivery of health services, making use of opportunities including artificial intelligence and machine learning.



Ensure system resilience, data integrity and cyber security

Ensuring our systems are always available, the data in the systems reflects the real-world is only accessible to those that need to access it to care for our population.



Drive continuous improvement and innovation

Always looking for opportunities to build on how digital and data can improve ways of working for our health and care teams as well as the broader population.



Undertake workforce planning to support our digital, data and analytics activities

Acknowledging that the skills needed in digital and data are changing and working to ensure that we have the right people for the work required, both now and into the future.





Empower people through digital and data

The adoption of digital technologies by both patients and staff has significantly increased over the last few years. However, the benefits are not yet accessible for everyone. Digital exclusion can compound health inequalities by exacerbating challenges with access to healthcare, skills and capability to navigate and use services, and the general resources needed to lead a healthy life.

We acknowledge that not everyone in our community has access to the devices and data that are needed to interact with digital services. We will work with partners across our system to improve this, including through donation of devices for distribution to people in our community.

Our targets

1. We understand the barriers to digital inclusion and take measure to remove those barriers.
2. Digital solutions for our community meet accessibility requirements, and where possible, are integrated with the NHS App as the digital front door.
3. People in our community have increased access to health and care in their homes. This will include easier navigation to the right services, access to virtual wards and assistive technology as well as online consultation tools.

We will take action to signpost our community, as well as organisations working with people in our community, to tools that can assist in improving digital literacy.





Digital solutions for connected care

Many of our health and care providers have multiple systems for collecting and displaying information on people's health and care. These are often not joined up between organisations. To move towards a data-driven health and care system, we need to ensure information is collected at the point of care and shared with the health and care team, with people responsible for planning and research.

Recognising limitations to interoperability, we will aim to use shared systems as much as possible, working to simplify the technology landscape across South East London. In addition, when procuring systems, we will consider the interoperability requirements and aim to procure solutions that support industry standard open API integrations and interoperability. We will also consider our requirement to extract and use data from our systems, so that we can drive the greatest value from our digitalisation investments.

Our targets

1. Clinical interactions will be recorded digitally in real-time, with providers in South East London meeting core capabilities in the Digital Capability Framework.
2. Information required for decision-making will be available to the health and care team through the London Care Record.
3. Cross-organisational care teams and transfers of care between organisations will be digitally enabled to support the safe and high-quality care of people in South East London.

We will continue to work on front-line digitisation, with projects commencing to replace the core electronic patient records at Lewisham and Greenwich NHS Foundation Trust, and South London and Maudsley NHS Foundation Trust (subject to national funding). The objective will be to support both within organisation and cross-organisation workflows, looking to leverage electronic patient records already in use by other Trusts. In addition to our focus on the Trust digital maturity, we will support the digital enablement of health and care teams across our system, including our 111 system, our integrated neighbourhood teams and care close to home initiatives.

We will also continue to partner across the London region on the London Care Record which is critical to ensuring people have the information they need to support decision-making at the point of care. This needs to consider our Strategy for the provision of editable care records for use by cross-organisational teams.





Deliver data driven insights

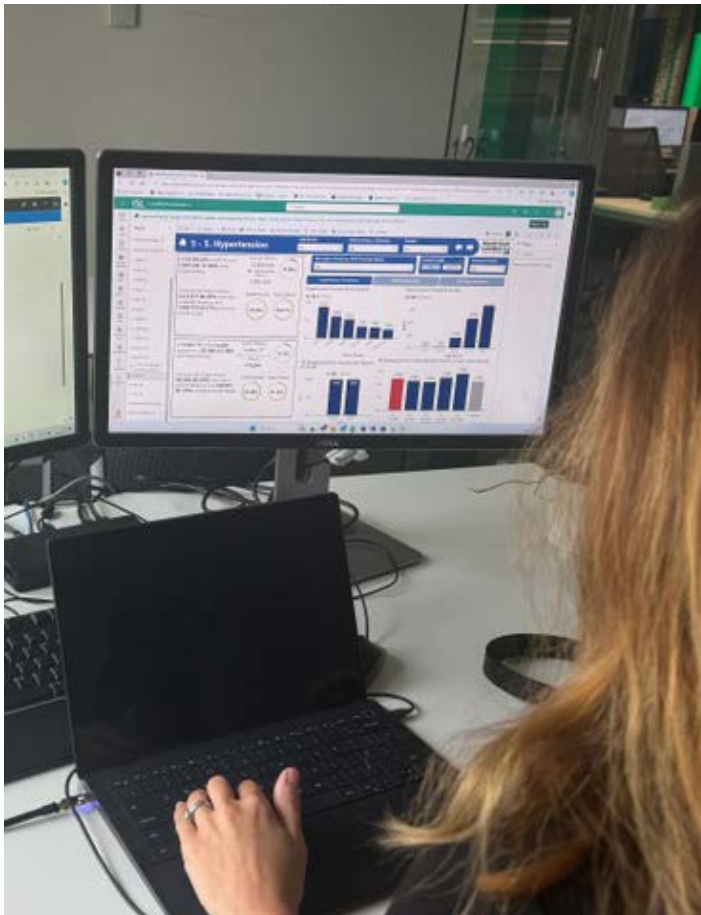
We need to make the most of the information collected and held across the health and care system, supplemented with information about the environment where people live, by providing actionable insights and intelligence that support both direct patient care and planning and delivery of services.

We will continue our good work to deliver analytics to support our care provision and care planning teams, including with a focus on people who experience the greatest socioeconomic inequality.

To build on this we are also partnering across London to deliver the OneLondon Health Data Strategy to deliver data infrastructure and capabilities that will support proactive and direct care, planning and business intelligence and research.

We will also continue to make best possible use of the Federated Data Platform to use data to drive efficiency across our system, so that we can continue to improve the care we are able to provide.

In all activities we will work closely with the users of the infrastructure and products, so that we can ensure the insights and tools are usable and useful to those that will affect the changes required to improve the health and care of our population.



Our targets

1. Insights will be generated and made available to the health and care team to support their decision-making about a person's care.
2. Data will be used to undertake demand modelling for healthcare planning and delivery including an increase in the use of simulations and digital twins (data models of systems to support decision-making).
3. Partner in the successful delivery of the OneLondon Health Data Strategy to improve the health and wellbeing of Londoners, and solve health and care challenges, using data at scale.





Ensure system resilience, data integrity and cyber security

Our health and care system is reliant on digital technology and data to provide safe care and to support the flow of people and services through our system. This means it is critical that our core systems are available and that the public trusts that the information they hold is only accessed by those that need it to support care planning, delivery and innovation in the way care is provided. We will continue to focus on compliance with the Data Security and Protection Toolkit. We will develop our system Cyber Security Strategy and identify opportunities to work in partnership across our system to ,most efficiently and effectively mitigate risks to the resilience, security and integrity of our systems. This will include agreeing what we should do together and what should remain delivered within individual organisations.

To achieve this, we will develop a community of practice of clinical safety subject matter experts, and a community of practice of cyber experts. These groups will work together to ensure that systems are implemented and maintained in a manner that is clinically safe, as well as supporting the cyber security and resilience of the systems.

This workstream not only considers resilience in the traditional sense, but also in the broader sense relating to how drive organisations towards 'simplification of the infrastructure' by sharing and considering consolidation of spending, strategies and contracts.

Our targets

1. Our cyber and resilience Strategy will be developed and implemented to ensure that critical systems are available to support care delivery, and business continuity and disaster recovery arrangements are planned and enacted in the event of disruption.
2. We will review digital infrastructure and support arrangements to determine if there are opportunities for efficiencies and improvements through system-wide delivery of some capabilities or functions.
3. We will adopt a continuous improvement process for data protection, aligning with increasing expectations of the national cyber security team in the Data Security and Protection Toolkit.





Drive continuous improvement and innovation

It is critical that as a system, we continually improve on our existing capabilities so that they remain contemporary, and also that we remain flexible so that we can take advantage of emerging opportunities.

To achieve this, we will identify opportunities for the deployment of AI models into demand modelling, planning and clinical workflows including by using the AI Deployment Engine (AIDE) developed by the AI Centre for Value Based Healthcare. We will also work with Kings Health Partners including the Digital Health Hub, the Health Innovation Network, the Centre for Translational Informatics and other key partners in our region to ensure our health and care services are able to appropriately engage with innovative products and services.

We will continue to improve the ways of working across our system by initiating work to identify where digital solutions can better enable transitions of care and shared care, and by taking action to improve access to diagnostics including by moving to a more streamlined approach for ordering and results communication, adopting digital pathology and by embedding genomics into mainstream clinical care.

Our targets

1. The use of artificial intelligence and automation will be increased to improve efficiency of both clinical and administrative workflows.
2. A culture of continuous improvement and innovation will be adopted, including through partnering with leaders in our system to support engagement with innovative products and services.
3. We will identify opportunities to scale innovation across our system including by ensuring benefits are quantified to support decisions regarding wider investment.





Undertake workforce planning to support our digital, data and analytics activities

As technology advances, so do the skills and experience needed to

harness the benefits of that technology. We will work to build our workforce so that we have the right people to deliver the needs of our health and care system now and into the future. We will also identify the support that our broader workforce needs to be able to engage with digital tools and understand and use data and insights to inform their practice.

The NHS Workforce Plan recognises the importance of digital and data skills in our future. The Plan identifies that Artificial Intelligence (AI), alongside other technological advancements and initiatives, will be instrumental in freeing up staff time and improving the efficiency of services. However, the safe, effective and ethical adoption of these innovations is integral to successfully delivering the ambitions of the Workforce Plan.

We will work with our people development teams to identify what activities are required to ensure that our system is able to attract and retain a highly competent workforce to deliver our ambitions.

Our targets

1. Training opportunities will be identified and promoted to support development of our workforce.
2. We will partner across London to develop a Digital, Data and Analytics workforce plan to ensure we are able to attract and retain the people the NHS needs now and into the future.
3. We will support portability of working across our system by identifying and removing unnecessary barriers to appropriate access to systems and facilities.



Thank you

To all who have contributed to the development of this Strategy, and to all who will contribute to the achievement of the vision and objectives.

We look forward to working with you to enable the delivery of high quality care to the people of South East London.

For more information about our programmes and progress, go to selondonics.org/digital

