MTW
Exceptional people, outstanding care

NHS
Maidstone and Tunbridge Wells
NHS Trust

Digital and data strategy 2024 - 2029

Digital and data supporting exceptional people and outstanding care

Foreword

Maidstone and Tunbridge Wells NHS Trust (MTW) provides a full range of general hospital services and some areas of specialist complex care to around **600,000 people** living in west Kent and East Sussex. Our Kent Oncology Centre provides complex radiotherapy and chemotherapy to almost **2 million people.**

Our Trust has over 7,000 staff and operates from two main hospital sites: Maidstone Hospital and Tunbridge Wells Hospital. Across the two sites we have a total of 620 beds. We also provide services at the Birthing Centre at Crowborough Hospital, sexual health services in Tunbridge Wells and Gravesend, oncology services at the Kent and Canterbury Hospital and outpatient clinics across a wide range of locations in Kent and East Sussex.

The services we provide to colleagues and patients are enabled by digital technology and effective use of data.

This strategy builds upon three, previously separate strategies that have helped us make so many developments in the last five years:

- MTW IT strategy 2018 - 2023
- MTW business intelligence strategy 2019 - 2022
- MTW digital transformation strategy 2020 - 2030

This new strategy outlines our commitment and aspirations for the Trust's digital and data roadmap from 2024 to 2029, aligning with the latest national guidelines. Our ability to harness digital innovation and data driven decision making will support the delivery of exceptional patient care and operational efficiency. With continuous improvement, our vision is to create exceptional digital and data services that enable staff to provide outstanding care.

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Director of IT

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MTW digital

Our digital and data vision

Our vision is to create exceptional digital and data services that enable our people to provide outstanding care.

Our strategic goal

To provide digitally seamless, enhanced patient care.

Digital technology offers solutions to some of the most complex challenges facing the NHS and we plan to fully embrace these opportunities. Through the increased use of digital technology and the intelligent use of data, MTW is already seeing huge improvements to patient care, safety and quality.

To date, this has most notably been done through the launch of Sunrise Electronic Patient Record (EPR). We want to build on this using the latest technology and data, such as Artificial Intelligence (AI), Robotic Processing Automation (RPA), along with partnering with industry and acadaemia to support our clinical colleagues with earlier diagnosis, personalised treatment plans and population health management.

Our digital vision for the future

We aim to help treat patients more effectively by giving healthcare staff:

- Easier access to the right information in the right place at the right time with decision support tools to provide safer and more efficient care
- Opportunities for working differently across boundaries, to improve care and improve how our services are provided by different teams across organisations

All staff in every department of our Trust will see the benefits of digital technology. This will enable:

- Better use of the digital and data tools within the Trust, supported by continuous training and improvement
- Easy access to information at the point of care with reliable quality of data

It will also enable MTW to:

- Support the wider Kent and Medway vision by using digital and data to enable better research, innovation and improvement across the system
- Continue to collaborate with other provider organisations to converge systems where appropriate to support data driven decision making

As digital technology is constantly changing and evolving, we will be flexible and open to new opportunities. While we want to be ambitious in our use of technology, we are mindful that we need to prioritise investment in the infrastructure that will help to underpin successful deployment of the latest technologies. We will also commit to investing in developing and enhancing the skills of our workforce to keep up to date with innovations in technology.

Design principles

Our design principles guide our digital and data developments, help us make investment decisions and prioritise what we deliver. We will continue to invest in our core electronic patient record systems but will not introduce risk, workarounds or complex digital processes.

Principle	What it means
Simpler	✔ We will rationalise the number of systems in use ✔ We will not replicate or introduce complex processes digitally ✔ We will develop systems and solutions that are usable, easy to understand, easy to navigate, accessible and meet the needs our staff and patients
Connected	✔ We will create tools and systems that bring together information from disparate systems ✔ We will not create closed systems which create silos of information
Efficient	✔ We will develop digital solutions that streamline work for clinicians, improving their speed and efficiency, while enhancing the patient experience ✔ We will not develop inefficient solutions that detract from the patient experience
Enabling	✔ We will create digital solutions to transform care pathways ✔ We will not create solutions in isolation and will learn from others to accelerate implementation ✔ We will support staff by improving digital literacy and developing expertise where required
Secure	✔ We will develop digital solutions that are safe and secure, and meet our security standards ✔ We will not support any solutions that put our data at risk
Collaboration	✔ We will develop digital and data solutions in collaboration with staff and patients to support a patient first and clinically driven culture ✔ We will develop digital and data solutions to facilitate communication across health and social care boundaries enabling transformation of care pathways
Governance & Ethics	✔ We will develop simplified governance processes with an overarching Digital & Data Board ✔ We will utilise existing Trust governance processes to reduce duplication ✔ We will develop and strengthen our clinical safety capacity to support digital and data solutions

Key digital and data developments that we are proud of

Staff tell us that we are already doing great things. We have achieved many successes over the last two to three years, including:

- Deployment of Sunrise Electronic Patient Record (EPR) Electronic Prescribing and Medicines Administration (EPMA) and Electronic Discharge Notification (EDN) for adult patients
- Implementation of Teletracking (patient flow management)
- Windows 10 deployment to a refreshed PC and laptop estate
- Rapid expansion and implementation of hybrid working, and deployment of equipment including iPads for patients and increase in video consultations during COVID
- Significant network, server and system upgrades across the Trust
- Significant Patient Administration Systems (PAS) upgrade
- Implementation of new Radiology Information System
- Deployment of new Picture Archiving and Communicaiton System
- Deployment of Incident & Risk Management system
- Implementation of bereavement software solution
- Single Sign On implementation
- Adoption of Making Data Count methodology and use of Statistical Process Control charts
- Deployment of Power BI for close to real-time reporting

Strategic context

We have aligned our digital and data strategy with national guidance.

The aim nationally is to use digital technology to keep people well in their own homes, offer choice and improve overall life chances through healthcare at residents' fingertips.

At the same time, the NHS aims to address the challenges of demand and capacity across the system for the management of urgent and emergency care pressures, elective recovery, and the objectives set out in the Primary Care Strategy 2022, including virtual wards and hospital at home.

NHS England launched the 'What Good Looks Like' (WGLL) programme that builds on established good practice on how to digitise, connect and transform services safely and securely. From this a WGLL framework has been developed and used to assess our Kent and Medway Integrated Care System (ICS) and MTW digital maturity. Developing our own digital and data strategy in line with this framework ensures consistency with national strategy and regional strategy. It will help us improve the outcomes, experience and safety of our patients.

Our Trust

Our five-year digital and data Strategy 2024-2029 is one of the key foundations in supporting the delivery of our trust strategic objectives. This strategy aligns with our 'Exceptional people, Outstanding Care Strategy' and the national WGLL framework.

Our healthcare system

Our care pathways cross numerous boundaries within ICS as well as in Surrey, Sussex and London. As a member of the Kent and Medway Integrated Care Board (ICB) and the West Kent Health & Care Partnership (HCP), we collaborate with other health and care providers and our local community including the voluntary sector, to support the vision of enabling multidisciplinary teams to work effectively across organisational boundaries. We will continue to work with other providers towards integrating and consolidating IT systems, ensuring data can flow between them and importantly, access at the point of care. We will continue to consider convergence of digital and data systems where there is clear productivity and efficiencies to be gained and proactively contribute to system projects such as the KERNAL (integrated datasets), the Kent and Medway Shared Care Record and a number of county wide diagnostics projects including the Kent and Medway LIMS (laboratory information management system). We will work together across West Kent and the wider K&M system to support improved outcomes and enhanced productivity ensuring value for money.

We will continue to work with other providers towards integrating and consolidating IT systems, ensuring data can flow between them and importantly, access at the point of care

National digital guidance informs our strategy

Key guidance	Highlights
The NHS long term plan 2019	A significant drive to transform health care through better and widespread use of digital technologies. Emphasis on upskilling users at all levels in the NHS, particularly clinicians
What good looks like framework (WGLL) programme 2021	Provides clear guidance for health and care leaders to digitise, connect and transform services safely and securely
Who pays for what: Digitise, connect, transform NHS Transformation Directorate Aug 2021	Who Pays for What (WPfW) identifies the barriers faced by the system when it comes to investment in digital technology and proposes actions to overcome these barriers in 2021 to 2022 and beyond
A plan for digital health and social care GOV.UK June 2022	A plan for a health and social care system that will be faster and more effective and deliver more personalised care
Greening government: ICT and digital services strategy 2020-2025 GOV.UK Sept 2020	Strategy setting out how government can provide responsible and resilient ICT and digital services to all its end users and customers
Data saves lives: Reshaping health and social care with data GOV.UK June 2022	Plans the use of data to bring benefits to all parts of health and social care
Inclusive digital healthcare: A framework for NHS action on digital inclusion Sept 2023	Provides a framework to help NHS staff enable and encourage greater access to and improved experiences of healthcare, and increased adoption of digital approaches where appropriate
NHS long term workforcplan June 2023	The first comprehensive workforce plan for the NHS, putting staffing on a sustainable footing and improving patient care. It focuses on retaining existing talent and making the best use of new technology alongside recruitment drive

MTW values

We do not compromise on our values. They aid our decision making and set an expectation of the behaviours that staff exhibit (and experience) in the workplace. These are implicit within our digital and data priorities identified in this strategy.

Patient First

Patients are at the centre of service design with access to a standard set of digital services that meet their needs

Respect

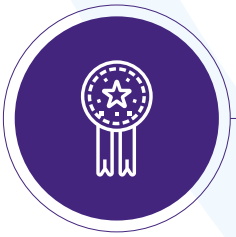
We respect and value our patients, visitors and staff and ensure that appropriate digital safety and data quality standards are in place to keep them safe

Innovation

We take every opportunity to improve services. Leaders across MTW collectively own and drive the digital transformation journey

Delivery

We embed digital and data within our improvement capability to transform care pathways. We aim to deliver high standards of quality and efficiency in everything we do using reliable, modern, sustainable and resilient solutions that capture data at source when required



Excellence

We take every opportunity to enable our staff to work optimally with data and technology. Digital and data tools and systems are fit for purpose, regularly validated and support staff to do their jobs well

How the strategy fits together

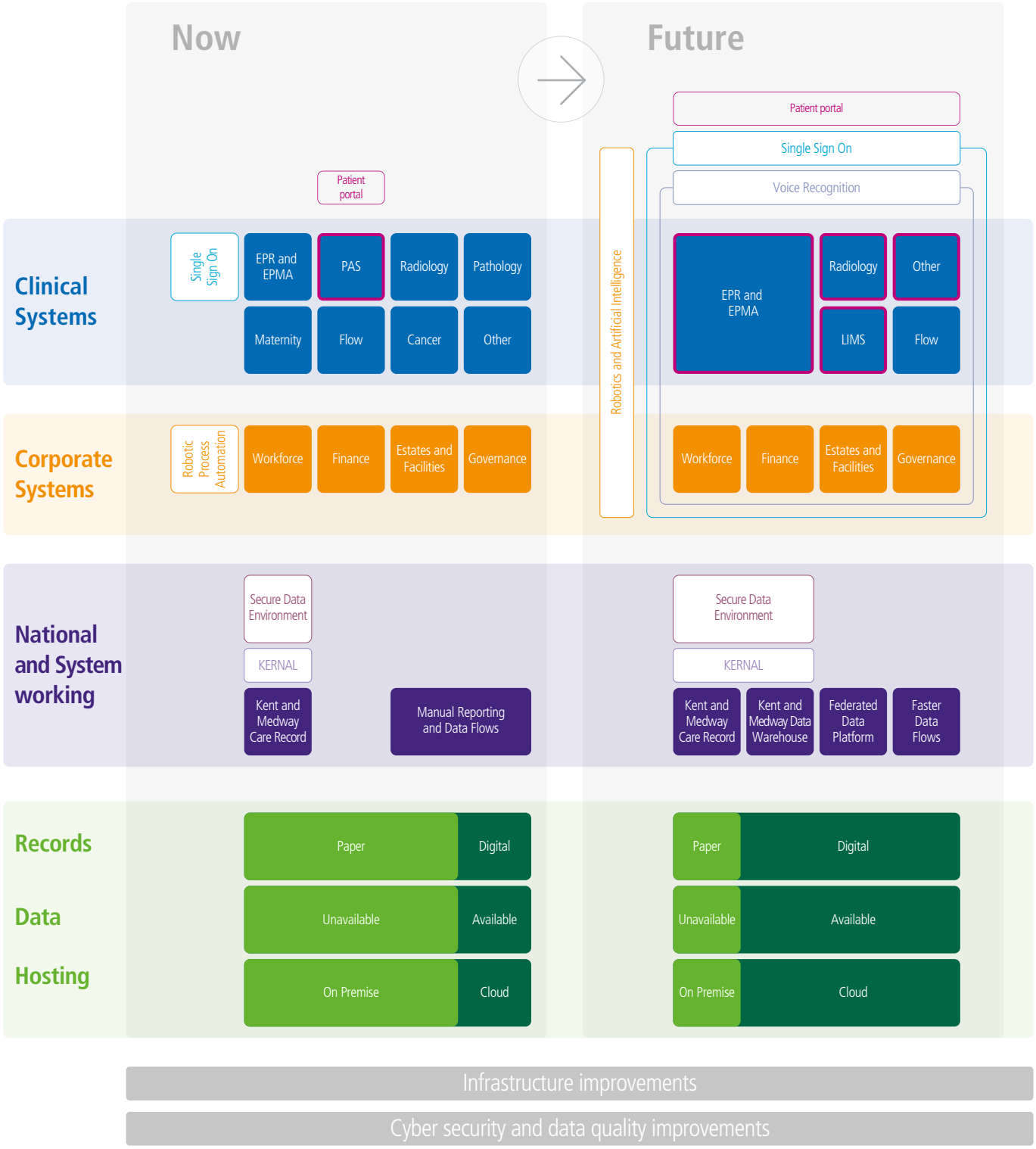
We have targeted our priorities for this strategy based on the feedback from staff. The Trust commits to supporting national and regional plans, and meeting the expectations of NHS England and NHS Digital.

Our strategy is designed to be actionable and is based on the themes of the WGLL framework:

This strategy provides high-level objectives. It will be revisited annually by the digital and data leadership team and appropriate committee to review progress and reset priorities and timelines, in order to maintain a relevant high-level plan and assist in the development of a sustainable financial plan.

Our digital maturity

The diagram below shows the transition through the Digital Capabilities Framework and the increase in the organisation's digital maturity based on the implementation of the strategy.



Well led

Our goals and measures of success

- MTW has a clear strategy for digital and data leadership and collaboration
- Leaders across all departments collectively own and drive the digital and data transformation journey, to support our staff and improve services for patients
- All leaders promote digitally enabled solutions, ultimately aiming to deliver safe, high-quality care, efficiently
- We will develop a set of metrics to provide assurance over the delivery of the strategy and the associated benefits
- The Trust will use assessment models such as Healthcare Information and Management Systems Society (HIMSS) and the Digital Maturity Assessment provided by NHS England

Our commitments

- Review the governance of our digital and data programmes
- Establish Board-level governance to regularly review and align all Trustwide digital and data programmes, procurements, services, capability and risks within the Trust against the delivery of the digital and data strategy
- Ensure projects are prioritised appropriately in line with the Trust's objectives with support and commitment from senior leadership
- Invest in regular Board and senior leadership development sessions to develop digital and data competence
- Support digital clinical leaders by developing a dedicated team of digital clinicians
- Combine all digital support services under one overarching leadership structure

Prioritising investment

Investment will be prioritised using a matrix that considers our corporate objectives, clinical strategy, risk, productivity, safety and sustainability. We will seek to expand our digital and data capability by investing in solutions that allow us to increase productivity in front line and back office functions. We will continue with our commitment to remove high cost agency staff and utilise local and national funding to expand our digital and data workforce.

New governance structures will be developed to ensure strategic oversight, clinical engagement and effective delivery in line with the Trust's business planning and business case development processes.

Our five year plan

2024-25	2025-26	2026-27	2027-29
Regular digital and data metrics which measure progress, improve scrutiny and monitor delivery will be introduced to the Trust Board agenda			
A digital and data engagement plan will be developed with the support of the Communications team			
Regional engagement and collaboration on digital, data and technology will be maintained along with participation in developing stronger digital clinical leadership across the region			
Enabling stronger links between central digital leadership teams and developing a Digital and Data Business partner model for Divisions to provide better coordination and more effective prioritisation, and avoid unnecessary duplication of effort			
Develop plans to strengthen the Trust's digital clinical leadership representation			
Develop a set of principles and scoring metrics for prioritising digital and data projects. Review and standardise the process for change management, implementation and operational support			
Ring-fenced digital and data resources and dedicated digital workforce will be promoted to deliver improved efficient ways of working across all areas of the Trust			
Develop an annual financial investment plan			

Smart foundations and safe practice

Our goals and measures of success

- Digital, data and infrastructure operating environments are reliable, modern, sustainable, resilient and meet national standards
- We have well-resourced and competent teams delivering modern digital and data services
- Demonstrate that digital systems store and process information in a safe, fair and lawful way.
- Trust-wide security, sustainability and resilience is reviewed annually
- We will maintain our focus on improving our data quality and ensuring compliance with national data standards

Our commitments

- Staff will be able to use MTW's digital and data resources efficiently whenever and wherever they are working
- Hardware, software and end user devices will be within the suggested supplier life cycle and fully supported
- Staff will have access to the technology and devices that best support their roles, including a clear process for replacing such equipment
- There will be a secure and well-tested back-up process, including a plan to move away from unsupported systems
- Robust business continuity processes will be implemented that are tested regularly for all our key digital systems
- Progress towards net zero carbon, sustainability and resilience ambitions by meeting the objectives of the Sustainable ICT and Digital Services Strategy (2020 to 2025)
- Investigate the benefits of moving to a cloud data hosting and management solution
- Maintain a robust and secure network
- Comply with the requirements of the Data Security and Protection Toolkit and Cyber Assessment Framework
- Regulatory compliance with the Data Protection Impact Assessment for all systems where personal or sensitive data is processed or stored
- Compliance with appropriate governance procedures for clinical systems and tools will meet clinical safety standards as set out by the DTAC and DCB0129 and DCB0160
- All projects and programmes will meet clinical safety standards and be cyber secure by design
- Our cyber security function will be adequately resourced with an established process for managing cyber risk
- A cyber improvement plan will be developed and reviewed regularly at Trust Board
- There will be a clear process for reviewing and responding to relevant safety recommendations, alerts, and monitoring, including those from NHS England Cyber Security team, NHS England, the Medicines and Healthcare Products Regulatory Agency (MHRA) and the Healthcare Service Investigation Branch (HSIB)
- We will comply with NHS national contract provisions related to technology-enabled delivery of automated correspondence

We will understand the risks presented by the growth of AI technology in healthcare and how these may impact our systems, processes and security

Our five year plan

2024-25	2025-26	2026-27	2027-29
All new contracts will meet the published standards and embed the Technology Code of Practice			
Review and evaluate the purchase of end user devices via a service model			
	Undertake a strategic review of how cloud storage could be developed and introduced at MTW		
	A new integration strategy will include continuing investment in the technology ensuring that it can meet demand robustly for messaging between systems		
A Cyber Improvement Plan including training, awareness and targeted campaigns (such as Multi Factor Authentication) will be accompanied by an investment plan and proposal for monitoring progress and delivery of such projects			
Review the clinical safety officer structure at Trust and divisional level supported by a clinical safety policy to ensure all clinical systems undergo reviews before implementation, during their use and when decommissioned, to comply with DCB0160. This includes developing a plan to ensure all the current clinical systems have a safety review completed within the next 24 months			
Continue to measure and report our compliance against the national information governance and cyber compliance standards and frameworks			
Standardise role-based access for digital systems, including robust processes for temporary staff			
Work with the Trust Estates team to deliver 'A Green Plan for MTW – 2023-2028'			
Plan annually for the introduction of latest versions of operating systems and other core technology. Develop a prioritised plan of migration of unsupported operating systems with documented mitigating action where this is not immediately possible			
Continue optimisation of systems to get maximum benefit from them and develop a robust plan for the disinvestment of systems no longer required			
Robust business continuity processes and documentation for all digital systems will be tested regularly so that all departments know what to do during an outage			
	Develop asset management capability to enable robust device tracking		

Supporting staff and teams

Our goals and measures of success

- Our workforce is digitally literate and can work optimally with data and technology
- Digital and data tools and systems are fit for purpose and support staff to do their jobs well
- Equipment provided allows teams to work more efficiently and reduces manual data entry
- All staff in all areas will benefit from digital technology to enable continued improvement of services they provide within the Trust

Our commitments

- Multidisciplinary teams with clinical, operational, informatics, design and technical expertise will lead and deliver our digital and data ambitions
- Develop a Digital and Data Academy to undertake a gap analysis and develop digital skills and competency-based training for staff
- Develop plans and explore opportunities to improve digital inclusion for patients and staff
- Support specialist staff to enhance their existing skills including those in digital and data roles
- Create virtual and on-site digital hubs to support staff to develop and maintain data, digital and cyber security literacy
- Providing collaborative dedicated digital teams to support the daily management of core clinical systems and infrastructure
- Accessible digital support services that are quick to respond and have high first-time fixes
- Staff supported to work flexibly, remotely, and across multiple areas or sites
- Staff have the information they need to do their job safely and efficiently, reducing the need for manual intervention and duplication of work by integrating systems
- A simplified identity management system enabling staff to be given appropriate access to the systems they need via a streamlined process that captures all starters and leavers
- All staff can access and interact with the systems they need, wherever they are, supported by a single sign on process
- Systems optimised so that they are intuitive and easy to use
- Use of voice recognition and/or digital dictation for those who need it
- Staff can 'self-serve' to access the reporting they need from our clinical and corporate systems
- Promote the use of digital solutions to increase wellbeing through access to resources, facilitating connections, empowering staff to take proactive steps towards improving their mental, emotional and physical health
- Staff can provide feedback on the quality of digital and data services and suggest areas for improvement

Data is made available from our clinical systems to support the management of patient flow, ensuring our compliance with best practice guidance and the completion of clinical audits

Our five year plan

2024-25	2025-26	2026-27	2027-29
All MTW-provided devices will have email, chat, phone and, where appropriate, virtual meeting functionality and reliable connectivity			
	Develop our ability to manage stock, and track resources using wireless tag and reader technology, e.g. beds, caseloads, emergency department capacity, equipment, aligned with Scan for Safety guideline		
Develop voice recognition capability for all staff who need it to reduce manual typing and aid inclusion			
	Clinical systems (such as EPR) to have functionality enabling patient correspondence or forms to be automatically generated based on a validated clinician's typed or digitally-dictated notes		
	Engage and plan for digital hubs that can be used for digital drop-in sessions, training and safe space for digital literacy development		
Increase integration to reduce the complexity of systems in use across MTW and automate processes so that staff only enter information once			
	Continue investment in appropriate technology to support flexible working		
Enable staff in clinical education training labs to use the same digital systems in training that they will use in the real clinical environment			
	Develop a Digital Academy based on a digital literacy competency framework to support staff and provide training and mentoring		
Develop a strategic workforce plan to meet our digital and data ambitions, including digital career pathways to aid retention and development of our staff			
Provide a standardised identity management system enabling staff to be given appropriate access to the systems they need via a streamlined process which captures all starters and leavers correctly			
Promote the principles and learning from digital exemplar wards when implementing digital and data initiatives			

Empowering our patients

Our goals and measures of success

- Patients have access to a standard set of digital services that suit all literacy, cultural and digital inclusion needs
- Patients are central to the design of the digital services they use and will be engaged with for all patient facing systems being introduced
- Patients can take an active role in, and control of, their health, care and wellbeing through secure online access to clinicians, personalised health information, digital tools and advice. They are empowered to make choices around sharing their health data and their consent will be effectively recorded
- Patients can better manage their long-term conditions to avoid unnecessary visits to hospital

Our commitments

- Digital tools, e.g. our patient portal, will enable patients to take control of their health and care, with access to their healthcare records, results, medications and clinical correspondence, and the ability to manage appointments
- Technology will be used to support self-care such as triage, referral, condition management, advice and guidance, apps, and wearable devices for monitoring health
- New processes will allow patients to choose and update how much consent they give over their health data and record those preferences
- Digital systems for virtual wards and outpatient clinics will continue to support care to avoid unnecessary hospital visits
- Alongside our Patient Experience group we will ensure digital services are developed with their input including devising a clear digital inclusion strategy will address digital accessibility for all those that have potential to be excluded or left behind
- Improved collection and coordination of data and feedback, including friends and family, for departments to learn and enhance their digital services
- We will be involved in developing seamless digital services with our regional partners, led by patients
- We will make data available to the public to support those making an Freedom of Information request or looking to understand more about the work we do
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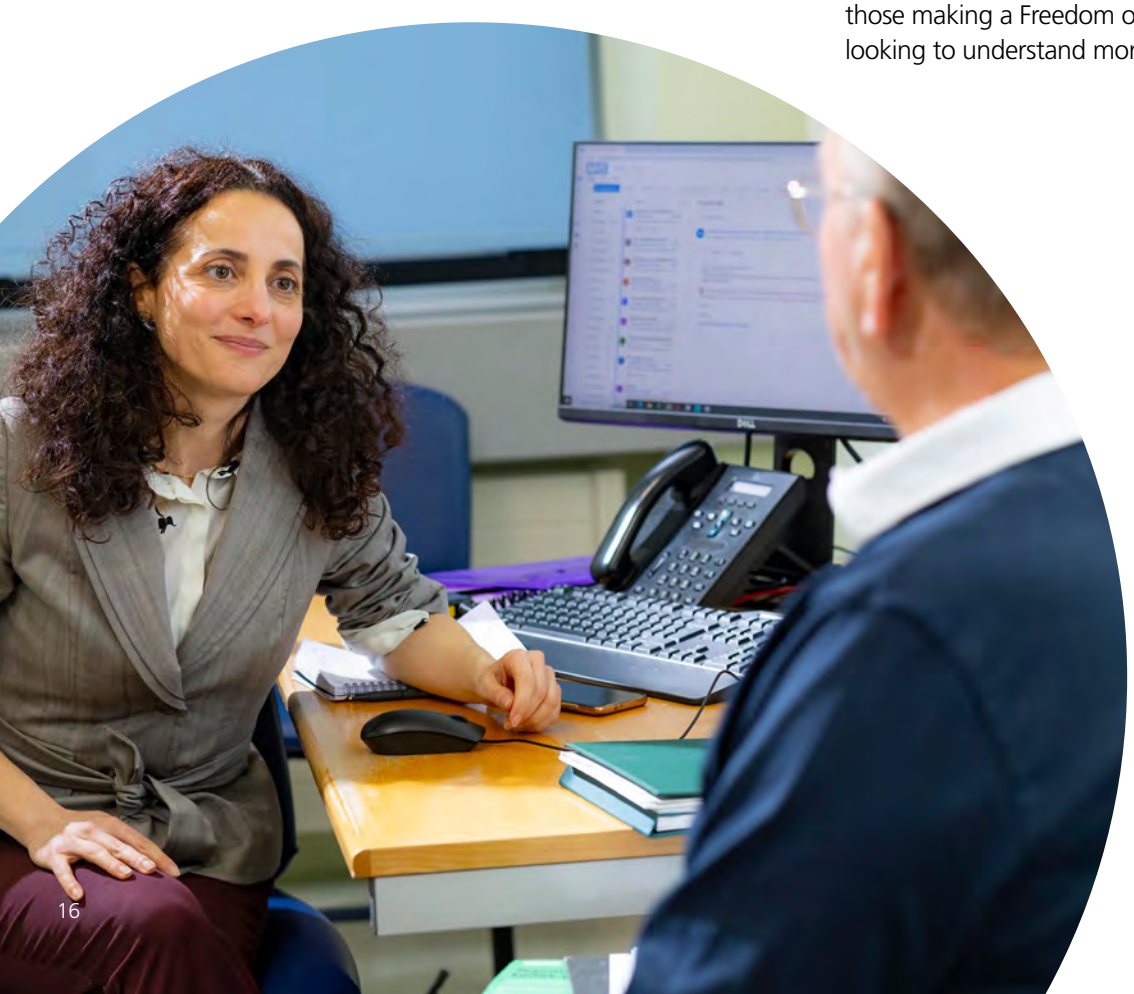


Our five year plan

2024-25	2025-26	2026-27	2027-29
Tailored digital engagement with our patients by capturing their communication preferences			
Continue to develop and empower our patients through targeted projects to have safe access to their health records, test results, and be able to enter relevant information and update their records through our patient portal			
A targeted project will continue to develop our maternity records and functionality, enabling service users to enter relevant information and hold their records digitally			
Trust-wide plan to tackle digital exclusion will draw on the guidance within 'The digital inclusion guide for health and social care' here			
Support the Patient Engagement Programme with accessibility requirements that define a specific, consistent approach to identifying, recording, flagging, sharing and meeting the information and communication needs of people with a disability or sensory loss			
	Enhancement of technology in place for virtual clinics and virtual ward services to ensure they support reduction of unnecessary visits to hospital		
	Working with the MTW Charity we will support the development of a Digital Pod on each Trust site, and potentially even in the community, for patients to go to for access to Trust services and to use technology (for example hub/s for remote digital assessment in Ophthalmology).		
		Empower patients to have controlled and safe access to test results and the ability to update their records via patient portal	

Digital care pathways

Our goals and measures of success

- We embed digital and data to transform care pathways for patients ensuring they get the right care, in the right place, at the right time
- Digital and data is used to standardise processes, reduce variation and manual data entry for our staff

Our commitments

- Our journey to become a paper-free organisation will continue through the increased use of digital technology
- Care pathways across departments and multidisciplinary teams will be redesigned taking a user-centred approach supported by the latest digital technology, giving patients the safest care in the most appropriate setting
- The use and scope of Sunrise EPR extended to all services, so it becomes the Trust's default EPR for managing patient care
- Extend use of decision support tools and implement AI technology to help clinicians follow best practice and eliminate variation across the care pathway
- Legacy bleep/pager systems will be removed and replaced with electronic messaging and rapid response alert systems for staff
- Where possible people will be offered remote and virtual services to keep well in their own homes
- Through further integration of systems, clinicians have the right information when they need it
- Contribute data to the implementation and expansion of regional shared care records
- We will integrate Sunrise EPR with bespoke systems with specialist functions such as Maternity, ITU and Opthalmology

The use of Artificial Intelligence (AI) has the potential to increase productivity and remove repetitive tasks. We will consider the use of AI technology on a case by case basis through robust governance processes, while developing an AI strategy in line with NHS England's objectives to strengthen the use of AI in healthcare. Examples of AI technology that we will explore include the use of AI technology in key diagnostic services such as Stroke and Cancer, assisted voice recognition, chat bots to assist call centres and wearable devices for our virtual wards.

Our five year plan

2024-25	2025-26	2026-27	2027-29
Enable multi-disciplinary teams to coordinate care more effectively for priority high-risk pathways, including discharge or transfer of care using integrated digital clinical systems			
	Increase the use of mobile handheld devices to allow clinical teams to review patient records by the bedside		
		Collaborate with regional partners to develop the Shared Care Record, enabling clinicians to request tests and procedures, and track progress across the county	
Further develop the automation of patient observations in our EPR, improving rapid response to deteriorating acute illness, alerting outreach teams for critically ill patients			
	Further develop the virtual ward and remote monitoring device technology for patients with long term conditions		
		Enable self-service access to close to real-time workforce data, including rostering and temporary staffing usage, to support resource scheduling, staff and budget management	
Support the integration capability of the patient flow management system with key clinical systems			
	Implement the Pathology Network-wide replacement Laboratory Information Management System (LIMS) ensuring integration with relevant MTW systems		
Collaborate with other local maternity and neonatal system (LMNS) trusts on a system-wide procurement of new Maternity Information System			
Develop a plan for the procurement and implementation of a specialist Clinical Information System for ITU			
Increase the level of patient pathway documents to be created electronically in line with the Trust's digital maturity ambitions			
Deliver the planned expansion of the EPR replacing relevant legacy systems			
Deliver integration priorities to reduce the data burden and increase the availability of data for clinicians			
Further reduce the need to scan and store paper records for all new and existing patients			
Support the national Scan4Safety initiative, using barcodes to enhance patient safety through point of care scanning, streamlining data entry and inventory management			
Procure and implement a new e-chemo prescribing system and extend EPR or ophthalmology			

Digital for a healthy population

Our goals and measures of success

- We use data to design and deliver service improvements to enable positive change in the health and wellbeing of our population
- Insights from data are used to improve health outcomes for our patients and address health inequalities
- Data and advanced analytics are used to increase our understanding of our services – and the patients accessing them – to ensure efficiency, effectiveness and control
- We will ensure data quality is at the centre of everything we do by promoting the capture of the right information at source, which is monitored for accuracy and assurance through regular validation to meet national standards.

Our commitments

- Bring together data, information, intelligence and essential connectivity to inform care planning and decision making
- Contribute data and resources to the regional and national population health management systems
- Use data to support the implementation of new pathways and personalised care models to coordinate care across settings
- Make data available to support clinical trials, real-world evidencing and the development of machine learning (ML) and artificial intelligence (AI) tools
- Drive digital and data innovation through collaboration with academia, industry and other partners
- Develop automation to reduce manual intervention, including use of robotic process automation (RPA) technologies
- Ensure compliance with existing and new national data standards, and maintain an ongoing focus on improving their data quality and completeness
- Review and assess the opportunities for the adoption of cloud-based data services and related tools
- Expand the use of SNOMED CT (coding) to enable clinicians to better document the needs of our patients and the care we provide and fully utilise this in our analysis
- Empower clinicians and patients to deliver and receive personalised care that is tailored to individual need and choice through the use of digital technology and targeted analysis

Insights from data are used to improve health outcomes for our patients and address health inequalities

Our five year plan

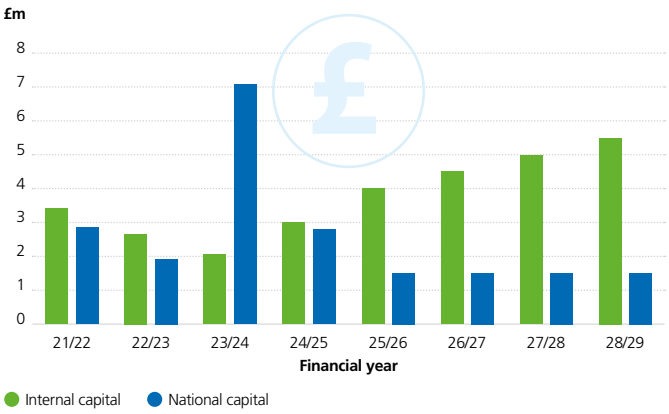
2024-25	2025-26	2026-27	2027-29
Use of dynamic speciality and ward-level reporting to show compliance with clinical policy and best practice			
	Collaborate with system partners to develop operational and financial reporting from the new Pathology system (LIMS)		
		Develop our predictive and prescriptive analytical capability	
Use data to support the development of new models of care, e.g. virtual wards, shared care record and patient portal inollaboration with regional ICS			
Integrate data sources to enable unified reporting across disciplines, e.g. workforce, finance, and performance			
Expand the use of Power BI software to allow colleagues to create reports more easily, automating analytics and reporting			
Enable staff to manipulate data directly and with ease, including data for Population Health analytics			
Use shared care records and data to inform care planning and decision making			
Use segmentation tools to predict future health needs and promote better health outcomes			
Monitor national NHS progress with development of a Federated Data Platform (FDP) and associated enablers of transformational improvements			
Look for opportunities to explore the use of new data tools and techniques in collaboration with other NHS partners and seek opportunities to learn from other industries			
Support research and innovation by working work with the Academic Health Science Network and the Kent and Medway Medical School			
Provide relevant information to support the Trust's central hub for innovation, research and clinical trials			
Develop our ability to fully automate data extraction from multiple sources into a dynamic data hub. This will enable near-real-time access to data, with quick onboarding of new data sources. Explore the automation of national clinical audits using Sunrise EPR and other clinical systems			
Develop step by step implementation plan for the development of the use of RPA for repetitive tasks in clinical and non-clinical processes			

Funding

The focus and increased use of technology and data led decision making will require sustained investment to deliver the ambitions of the digital and data strategy.

The graphic below shows the internal and national capital investment over the last three years along with assumed national funding and predicted internal capital requirements over the coming five years.

Digital and data capital investment



The predicted investment is based on the following:

Staff tell us that we are already doing great things. We have achieved many successes over the last two to three years, including:

- Continued investment in underpinning infrastructure based on three and five year replacement lifecycles
- Provision of modern and reliable computers, laptops and mobile clinical devices
- Development of the new hospital site for 24/25
- Continued clinical and corporate system consolidation and optimisation
- Expansion of the digital and data workforce
- Consideration of future EPR convergence and/or replacement in 27/28

In order to increase capital investment flexibility, we will continue to look at ways in which we can convert capital to revenue. For example, this includes looking at a managed service solution for computer and laptop replacements and moving to cloud hosted infrastructure.

Alongside this, we will be looking to find suitable benchmarks to provide context over the average or recommended level of investment in technology for public sector organisations. We will also seek to show investment alongside benefit realisation linked to the strategic aims of the strategy; this will be done in conjunction with developing the associated investment plan and required business cases which will be presented to Finance and Performance Committee.

Next steps

Detailed planning will be undertaken following the approval of the strategy, but the following actions will be taken forward as next steps.

- Develop a Resourcing Plan to deliver the strategy based on an assessment of current capacity and capabilities
- Build an Investment Plan and take this through the appropriate governance for trust approval
- Establish governance to oversee the strategy delivery with appropriate representation from the wider organisation
- Development of strategic business cases linked to the strategy
- Collation of a benefits profile and process for tracking benefit realise
- Creation and approval of a prioritisation matrix for digital and data projects to ensure alignment with trust priorities
- Restructuring of teams and recruitment to key roles

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04.2024 – 673-V16