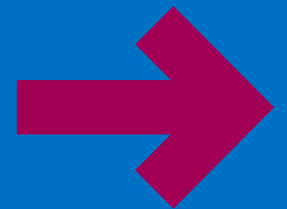


Digital & Informatics Partnership for London

26 January 2018



The case for a digital and informatics partnership for London

Context and Background

Digital technology and data are essential enablers to integrated and accountable care envisioned by the STP intentions and yet the activities in relation to this are currently spread across a large portfolio of programmes and organisations, happening at various levels in the system, locally, regionally and nationally. This is set within the context of a major shift in policy over the past few years which saw a National Programme for IT radically convert to the principle of subsidiarity whereby technology decisions were determined as close to the business as possible. There is now a growing consensus that this position is re-calibrating in order to leverage the best outcomes and value at different levels across the system . This requires system leaders to come together with collective oversight and influence over the consistency, quality, sustainability and value for money in digital an informatics provision for health and care across the capital.

Engagement with key leaders across health, social care, the Grater London Authority and academia over the summer and autumn of 2017 has led to a growing consensus that there is a need for London to take a co-ordinated approach to shaping a joint strategy for digital and informatics, supported by a partnership governance to bring aa collective focus on best value, safety and scalability in the goal of 'connecting the capital'.

The signing of the London Health and Care Devolution Agreement in November 2017 brings fresh impetus for driving genuine integration and transformation tailored to London populations and with a partnership governance already in place, it is timely that digital and informatics can align onto this architecture along with workforce, prevention, estates and integration. There is also an opportunity to support of the Mayor's vision for a Smart London plan, putting investment in digital technology and data at the heart of making the capital an even better place to live, work and visit.

By way of background, conversations took place over the summer/ autumn 2017 with a wide range of stakeholders, which includes:-

- A workshop on 13 October with STP leads and system leaders
- An away day with Matthew Swindells on 31 October
- An away day with the London CCG Chairs on 15 November
- Meeting with The Chief Information Officer for LAS on 20 November
- Meeting with The Chief Digital Officer at GLA on 22 November
- Discussions with academic partners and the accelerator
- The Devolution Agreement for London – signed on 16 November

The focus on new models of care

The current context

Place-based Accountable Care Systems (ACSs) work to a principle of subsidiarity whereby service models are designed as close to the local service delivery as possible in order to best serve the needs of the local population. Complimentary to this is the opportunity to implement provider group models that offer a standard operating capable of being replicated as a recognised brand across the country and which by definition transcend the place-based construct whilst simultaneously adapting to fit the local population dynamic. The advantage of provider groups is that they offer reliable, standards based provision designed to minimise unwarranted variation. ACSs may have a provider group chain as part of their service offer or chose to refer to one outside their place-based footprint where it is evident that better outcomes can be achieved for their population.

Through the emerging Smart London plan, the Mayor of London aims to leverage the assets of digital economy and the learning from Smart Cities to ensure strategic alignment of digital across all aspects of the Greater London Authority work especially the ambition to reduce health inequalities, the intelligent use of data across all big public sector service delivery and the advancement of business and research. This aligns well to the development of Accountable Care Systems and to the opportunities afforded by the powers associated with the London Health and Care Devolution agreement..

NHS England is currently in the process of reviewing its operating model with a focus on delivery and resources aligned to support STPs. This also includes a review of the National Information Board domains and greater alignment with NHS Improvement. Alongside this is the recent announcement following the cabinet reshuffle of a secretary of state with dual responsibility for both health and social care.

This provides an important opportunity for London system leaders is to articulate and orchestrate a coherent strategic approach to **connecting the capital** through the effective deployment of digital and informatics in a way that is responsive to the local business needs as part of emergent accountable care systems and relevant the diverse London populations who move around. Putting the focus on the people of London and the service transformations required to deliver sustainable health and care means digital and informatics is no longer a decision about which system to buy for which organisation but more about how to attain a level of scale, connectivity, coherence and value for taxpayers. The aim being to reduce unwarranted variation and creating greater integration across the city and for the flows in and out of London.

With all of this there needs to be a recognition that change at this scale is hard, complex and requires considerable resource effort to support overstretched services which are trying to deliver in some cases with outdated, dysfunctional and poorly integrated systems.

Consensus on approach

Consensus on the key areas

There appears to be consensus around the key factors needed to create a partnership approach to ‘Connecting the Capital’:-

1. To agree an overall ambition, vision and strategy for digital and informatics for London, building on work already underway at local and regional levels and aligned to the Five Year Forward View and emergent ACSs, The Smart London plan and to national mandates, standards and guidance
2. To develop an overarching London roadmap aligned to the characteristics of digitally mature accountable care systems, with activity happening at the right levels and which allows for greater convergence over time, ensuring delivery today whilst also building more integrated, scalable and sustainable systems for the future
3. To establish a partnership operating model and governance to support the design and delivery of 1 and 2 above. An operating model that can balance the principle of subsidiarity and the devolved powers with concentrated use of specialist expertise ‘once for London’ in order to maximise value, reduce duplication and drive deployment and adoption at scale. An operating framework designed with, by and for London to better manage interdependencies, obligations and risks across the system and to move on from the perpetual cycle of programme funding to a more sustainable investment model designed to ensure the positive impacts are maximised and deliver value for money.

Some key principles:-

- That digital and informatics should be led by the business needs and adhere to a citizen centric architecture and a set of design principles and standards
- There are benefits that the active presence of NEDs can bring to this governance architecture especially in terms of supporting a customer perspective and bringing experience and expertise from other industries
- That decisions about both design and delivery should take place at the right level in the system and with an emphasis on how to effectively operationalise digital and informatics into the business workflows
- The existing broad portfolio of digital and informatics programmes should be brought together into one place to ensure alignment of interdependencies and to ensure alignment with STP plans
- The principle of subsidiarity should be respected and decisions kept as close as possible to the business whilst maximising the opportunity of a ‘do once for London’ where it makes sense to do so and drive up adoption and spread of good practice through the use of blueprinting and fast followers
- Develop a London data strategy and a federated ‘enterprise architecture’ for London
- Concentrate the use of scarce and specialist expertise and explore opportunities to bring IT services to greater convergence over time
- Develop a target operating model for London that moves beyond the perpetual cycle of programme funding to a more sustainable approach that can better manage shared assets and risks and open up opportunities for innovation and investment by working with the supplier, academic and business community

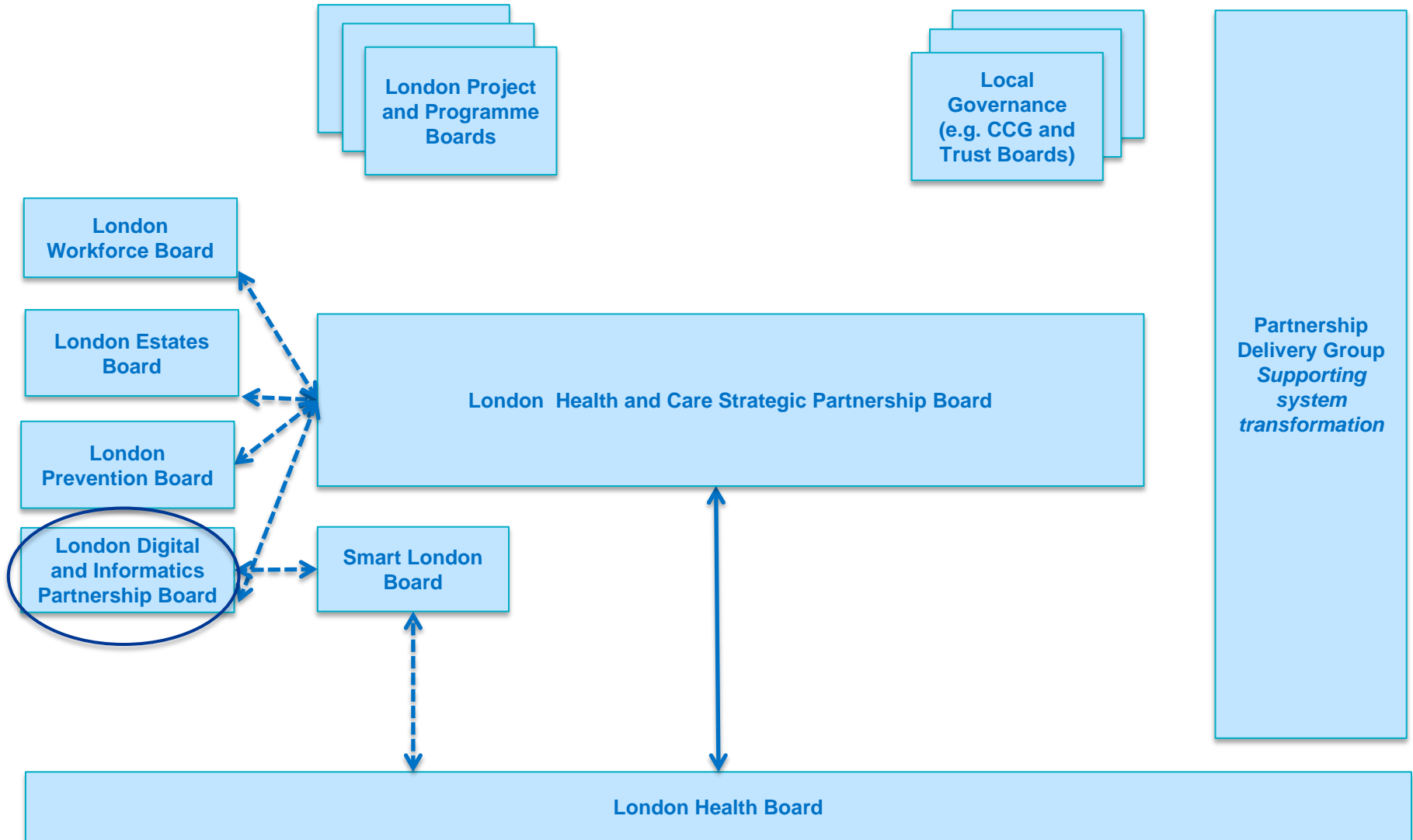
A digital and Informatics Strategy

5 strategic priority areas

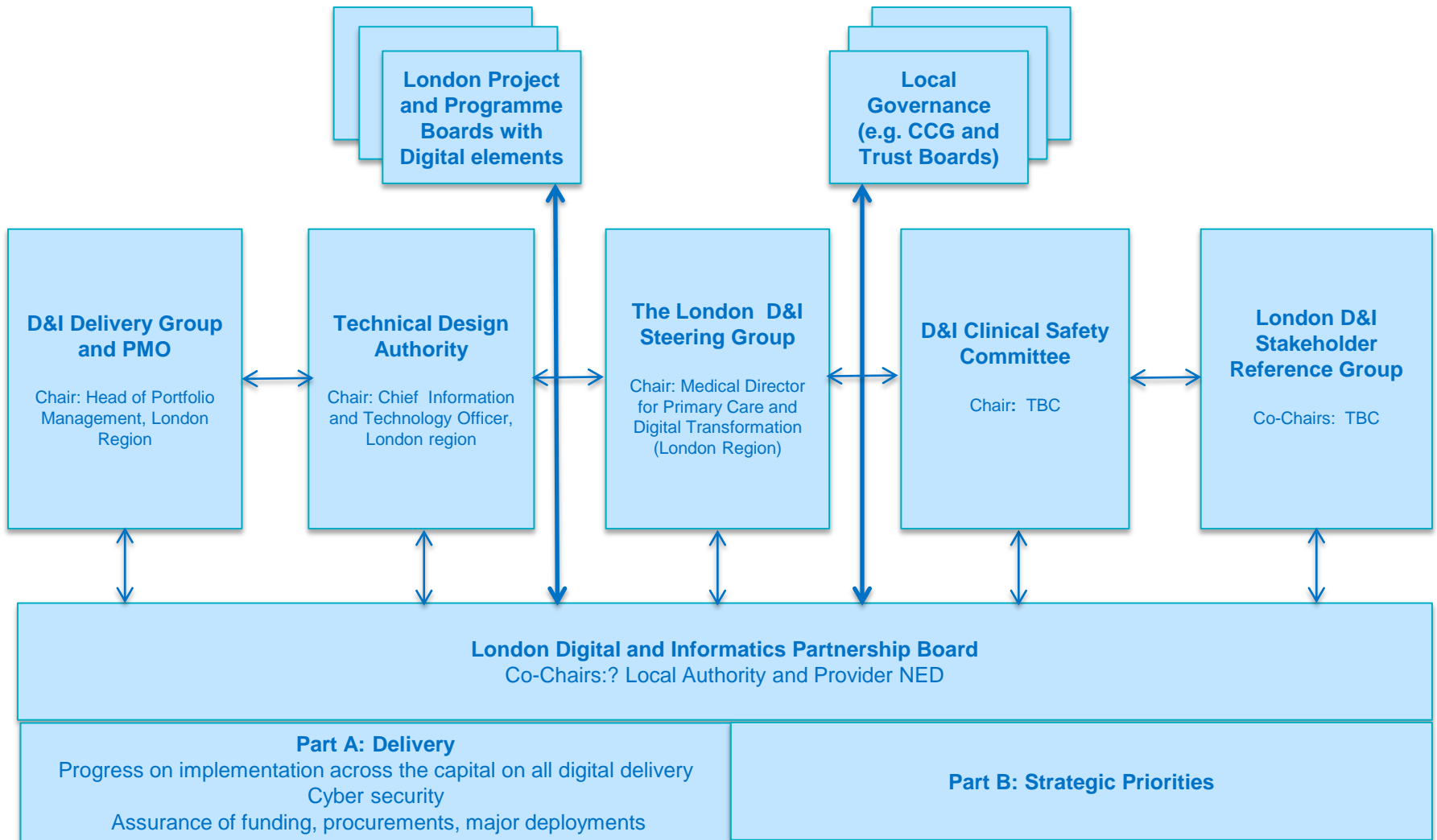
The Steering Group will act as the 'engine room' to shape the digital and informatics strategy for London in collaboration with partners and as part of this address 5 emergent priority areas which together collectively contribute the goal of 'Connecting the Capital':-

- 1. Information Exchange:** Drive maximum value from the London Health and Care Information Exchange to increase connectivity and transfers of care at scale across health, social care and home settings. Oversee implementation of integrated Wide Area Network (broadband) provision across health and care to support flexible, mobile working across public services in line with the Smart London plan
- 2. Data driven accountable care:** Develop a London Data Strategy and data service to enable access to records to support workflow, data sharing, population health analytics and business intelligence for accountable care systems. This aligns with the UK Life Sciences Industrial Strategy, with the work of Academic Health Science Networks and The London Datastore
- 3. Connecting the citizen:** Connecting citizens to online services across health, social care and community assets includes the national work on developing ID verification service and widening digital participation. In London this will also mean driving maximum value from London assets such as the Mental Health and Wellbeing Service, 'Good Thinking' to foster increasing opportunities for prevention, self-help and peer support and close work with Digital Health. London in accelerating adoption of technologies to support citizen participation
- 4. Delivering Value:** Oversight, scrutiny and assurance of digital and informatics capital and revenue funding streams, procurements, major deployments and cyber security that relate to health and care in London. This aims to enable strategic alignment and maximise safety and value across the Capital
- 5. Target Operating Model:** In order to deliver population health management and data sharing there is need to create a more sustainable operating approach that moves beyond a reliance on programme funding and one which reduces the risk and liabilities carried by a single CCG hosting pan-London digital health assets. Any emerging operating model would require consultation and demonstrate net benefit for London by opening up opportunities for more sustainable investment and contributions from across public sector organisations, suppliers, industry partners and academic institutions

The London Digital and Informatics Partnership Board and how it could fit into the governance



The London Digital and Informatics Partnership architecture



Coverage of the London Digital and Informatics Partnership Board

Illustrative table showing some of the existing Project and Programme Boards with digital aspects that will be picked up by the new London Digital and Informatics Partnership Board

| Topic area | Existing Governance mechanism |
|--|--|
| Global Digital Exemplars and Provider Digitisation | National Provider Digitisation Programme Board |
| e-Referrals | London e-Referrals Delivery Board and NIB Domain F Programme Board |
| Child Health | Child Health Information Services Board |
| Business Intelligence and Population Health Management | London Business Intelligence Programme Board |
| Urgent and Emergency Care | London Urgent and Emergency Care Board |
| London Health and Care Information Exchange | London Digital Programme Board |
| Primary Care Transformation | London Region GP Forward View Delivery Oversight Group |
| Proactive Care and Care Closer to Home | London Region GP Forward View Delivery Oversight Group |
| Palliative and End of Life Care | National End of Life Programme Board |
| Cancer | Cancer Commissioning Board |
| Mental Health | London Mental Health Transformation Delivery Board |

High-level objectives and membership

Objective

The Board will provide strategic oversight by senior leaders from across London's health and care system, contributing to an evolving and locally owned digital and informatics strategy that supports London's emergent Accountable Care Systems (ACS) and STP intentions, provider group models and the GLA's Smart London Plan aligned to the goals of the Five Year Forward View. The Board aims to achieve greater co-ordination and collaboration between STP areas and make recommendations/influence decisions that will be ratified through governing bodies and boards. In Part A, The Board will receive progress reports from the portfolio of digital deliverables currently being implemented through national mandates and as part of BAU and make recommendations in relation to digital programmes, digital funding streams and major procurements to ensure alignment to the strategy and drive best value against allocations. Part B will focus the strategic transformation priorities as part of an overall London roadmap.

Membership

Co-Chairs: TBC. Potentially - Local Authority and a Provider NED

- Director for Information and Technology, NHS England (London region)
- London STP designated leads x 5
- Executive Regional Managing Director (NHSI London)
- Chief Digital Officer for Greater London Authority
- Chief Information Officer for London Ambulance Service
- Deputy Director for Digital, Public Health England
- NED and user representation
- Medical Director for Primary Care & Digital and Information Transformation (London region) and Chair of the D& I Steering Group
- The Chief Information and Technology Officer NHSE (London) and Chair of Technical Design Authority
- Senior Local Authority representation
- Chief Operating Officer NHSE (London region)
- Chair of Chief Information Officers Council for London
- AHSN representation
- NHS Digital representative

Attendees from national team (as available)

- Chief Information Officer for Health and Social Care
- Chief Clinical Information Officer for Health and Social Care
- Director of Digital Experience at NHS England
- Chair of London D& I Clinical Safety Committee