

NHS Greater Glasgow and Clyde	Paper No. 24/09
Meeting:	NHSGGC Board Meeting
Meeting Date:	27 February 2024
Title:	NHSGGC Digital Strategy - Annual Update
Sponsoring Director/Manager	Denise Brown, Director of Digital Services
Report Author:	Joanne Freel, Head of eHealth Strategy & Programmes

1. Purpose

The purpose of the attached paper is to provide an update on delivery against the NHSGGC Digital Strategy “Digital on Demand” and to provide assurance regarding timescales, scope and budget for the major digital programmes.

2. Executive Summary

- The NHSGGC Digital Strategy “Digital on Demand” was approved by the Board in December 2022.
- The Strategy was developed through extensive engagement with staff and citizens.
- The Citizens Reference Group for Safer Use of Medicines provides a forum for NHSGGC to listen to patients’ experience and concerns and incorporate them into future plans. This approach will be extended to other areas, working with the Patient Experience and Public Involvement (PEPI) team.
- Work has commenced with the Corporate Communications Team to develop a robust communications plan to further engage with citizens to raise awareness of digital channels including virtual appointments.
- The Digital Strategy Delivery Plan priorities are aligned with the NHSGGC Annual Delivery and operational priorities.
- The eHealth Strategy Board provides oversight and governance on the delivery of the strategy and quarterly updates are provided to the Corporate Management Team.
- Delivery of digital priorities and major programmes are progressing within the strategic scope, timescales and budget.

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Key delivery updates:

- The Digital Maturity Assessment (DMA) is a Scottish Government audit conducted nationally to assess how health boards, local authorities and other public bodies are leveraging digital technologies to meet objectives and adapt to the changing landscape. NHSGGC scored highly across all categories, with an average score of 83%, and progress being made since the last audit in 2019. As part of the feedback, the Scottish Government has identified a number of areas demonstrating good and best practice to showcase at national level.
- NHSGGC submitted a full response to the Network and Information Systems (NIS) cyber security audit in July 2023. NHSGGC achieved key performance indicators of above 80 percent overall compliance, 80 percent of categories with a score of over 80 and 0 percent of categories below 30 percent (80,80,0) ahead of schedule. Overall compliance is at 93%.
- The Innovation Programme is currently delivering: Mental Health Small Business Research Initiatives (SBRI) focused on AI powered patient and operational dashboards for eating disorders. Reducing Drugs Death SBRI focused on an unobtrusive wearable device to detect overdose and Preparing Cancer SBRI focused on Systemic Anti-Cancer Therapy (SACT). This is in addition to a new Enabled By AI programme for NHSGGC.
- A successful pilot of Patient Hub has been progressed with ENT & Neurology to send digital appointment notifications and letters. This has been well received by patients with 70% of patients choosing to engage digitally. Planning is underway to roll this out further.
- A programme is underway to support clinical services to increase their uptake of virtual consultations, remote monitoring and virtual wards.
- NHSGGC has led the development and configuration of the Open Eyes Ophthalmology EPR system. The system is in use across all Acute sites and has been extended into Community Optometry to facilitate Glaucoma Shared Care initiatives.
- As part of the National GPIT Programme, NHSGGC will be moving all General Practice clinical systems to the cloud-hosted Vision GPIT system commencing from April 2024 which includes a shared care module supporting patient information sharing and multi-disciplinary workflows.
- The Cancer MDT App is live in three Cancer MDTs: Gynaecology, Head & Neck and the Molecular Tumour Board. 5,559 gynaecology referrals have been submitted, 721 Head & Neck, and 45 Molecular Tumour Board using the new integrated system. Further developments in progress including the MDTs for Pancreatic Cancer and planning for Urology and Lung is underway.

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- The new stroke audit tool has been developed by eHealth and the clinical service and is live in the QEUH, GRI and RAH. The data is helping the Stroke Audit team who now have access to near real-time data. The new Thrombectomy module went live in September 2023.
- Procurement of a new Pharmacy Management System is complete and integration is underway. This will result in a more streamlined medicines ordering process with reduced administrative burden once fully integrated with HEPMA, finance/procurement systems and Distribution Centre robots.
- A Digital Skills and Literacy Programme has been initiated working with the NHSGGC Learning & Education team and Corporate Communications to support staff in the use of digital tools in their roles.

The paper attached in Appendix 1 provides a summary of examples of key areas of progress achieved against major Digital Strategy programmes for ease of Board Members' review, as well as a detailed report of project progress during 2023.

3. Recommendations

The Board is asked to consider the following recommendations:

- To note the progress against NHSGGC Digital Strategy, Digital on Demand 2023 - 2028, with priorities aligned to the Board's ADP and operational priorities.
- To note delivery is on target in terms of scope, timescales and budget with no major risks identified at present.
- To note the ongoing focus on communications and engagement to support digital changes which are patient and staff focussed.

4. Response Required

This paper is presented for assurance.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|------------------------|
| • Better Health | <u>Positive</u> impact |
| • Better Care | <u>Positive</u> impact |
| • Better Value | <u>Positive</u> impact |
| • Better Workplace | <u>Positive</u> impact |
| • Equality & Diversity | <u>Neutral</u> impact |
| • Environment | <u>Positive</u> impact |

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

- eHealth Strategy Board
- eHealth Programme Board
- Corporate Management Team

7. Governance Route

- The NHSGGC Digital Strategy 2023 - 2028, Digital on Demand was approved by the Board in December 2022
- An annual update on progress is required to go to the Board
- An update paper was reviewed by CMT on 2 November 2023
- An update paper was reviewed by Finance Planning & Performance Committee on 5 December 2023

8. Date Prepared & Issued

This paper was drafted in January 2024 and issued on 20 February 2024.

Attached

- Appendix 1: Digital Delivery Plan Update

Appendix 1

NHSGGC Digital on Demand Strategy 2023 – 2028

Annual Update 2023

Summary

This paper summarises progress achieved during 2023 with highlights to date against a number of the major programmes within the strategy.

NHSGGC Compliance

- **National Digital Maturity Assessment (DMA) 2023**
 - This National audit is designed to assess how Health Boards are using digital technologies to meet objectives and adapt to the changing digital landscape. NHSGGC scored highly across all categories, evidenced progress since the last audit in 2019 with feedback from Scottish Government highlighting a number of areas demonstrating good and best practice to showcase at National level.
- **National Network and Information Systems Audit (NIS)**
 - This National Cyber Security Audit took place in July 2023 in accordance with Scottish Health Competent Authority timescales achieving overall compliance of 93% with feedback highlighting areas of progress since the previous audit in 2019.

Citizen Access Programme

- **NHSGGC Patient Hub**
 - Implementation of Patient Hub across 2 Acute services currently - ENT and Neurology providing secure and accessible digital channels and online services for citizens including digital access to appointment letters, appointment notifications and patient information.
 - The Scottish Government National Front Door Programme will deliver similar capability but due to delays in the national programme, local Board implementation has been established with governance aligned under Citizen Access.

Innovation Programme

- **Trauma App**
 - App developed in collaboration with NHSGGC Major Trauma Teams enabling real-time data capture and recording of adult and paediatric cases presenting. App fully developed as a commercial product for adoption across other Boards.
- **Enabled by AI** - the following projects are progressing to develop NHSGGC capabilities and apply AI solutions.
 - Lung Cancer Chest X-Ray – being evaluated in live use in both North and Clyde sectors to inform full economic evaluation.

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- Trauma Head CT - being evaluated in live use at QEUH ED to inform full economic evaluation as part of UK wide study.

Safer Diagnostics Programme

- **Digital Pathology**

- Transformation of the laboratory service from analogue to digital processing of eligible slides (c.50,000 per month). Completed in 2023 and the digital pathology system transitioned to full operational service with currently 279k slides online with a further 1.46m archived.

Data & Clinical Informatics Programme

- Development of systems to support virtual and unscheduled care pathways across NHSGGC
- **Urgent and Unscheduled Care (UUSC)** – robust data analysis and development of digital dashboards presenting patient discharge monitoring, Virtual Ward digital pathways, access for SAS and national reporting for UUSC measures.
- **Planned Care and Waiting Times** – implementation of Waiting List planning system, supporting planning and projections for Waiting List management across NHSGGC.

Remote Practice/Virtual Pathways Programme

- Maximising the use of virtual consultations
- **Virtual Consultations** - approximately 60,000 appointments per month are delivered virtually (video, telephone etc). There is an established Board-wide programme to build on progress to maximise use of virtual consultations and eHealth is working with specialties to remove any barriers, identify opportunities and enable service led improvement.
- **COPD** – enabling remote management and monitoring of COPD patients reducing unscheduled admissions, length of stay in hospital and further supporting diagnosis of COPD – currently over 750 patients now supported on the digital platform.
- **Remote Monitoring Heart Failure** - helping reduce waiting times for heart failure diagnosis with over 500 patients currently being managed remotely through this digital platform.
- **Remote Monitoring for Blood Pressure in Primary Care**- reducing need for physical appointments with results and readings for the patient being sent digitally to GP record – currently over 4000 patients enrolled.

Workforce Digital Skills and Literacy Programme

- Working with NHSGGC Learning and Education and Corporate Communications to support our workforce in increasing digital literacy, including use of Microsoft365, clinical systems, data use and digital safety.

Programme	Key Strategy Deliverables	Target Impact and Measurement	Milestone Position (What has been achieved)	Resources and Financial position	Risks to delivery (Type and description)	RAG Status	Mitigating action required	Lead
	(Descriptor)							
1. National Digital Maturity Assessment Audit (DMA) 2023		Target: Ensuring NHSGGC compliance with National Digital Maturity Assessment Audit (DMA) - this Audit is designed to assess how Health Boards are leveraging digital technologies to meet objectives and adapt to the changing landscape through readiness, capability and infrastructure.	NHSGGC submitted a full response in support of this process. For 2023 submission, average responses across all sections was 83% compared with the national average of 63%. NHSGGC has scored highly with evidence of progress since the previous assessment in 2019.	No additional financial resources required	None	Completed	None	Head of Strategy & Programmes
2. National Network and Information Systems Audit (NIS)		Target: Ensuring NHSGGC compliance with National Network and Information Systems Audit (NIS).	July 2023 - NHSGGC submitted a full response to the Network and Information Systems (NIS) audit in accordance with the Scottish Health Competent Authority timescales. September 2023 - Final Audit report validated achieving key performance indicators of above 80% compliance, 80% of categories with a score of over 80 and 0% of categories below 30% (80,80,0). Overall compliance is at 93%.	No additional financial resources required	None	Completed	None	Head of Operations
3. Innovation Programme	Progressing early and later stage Innovations for NHS GGC Supporting the West of Scotland Innovation Hub	Target: Ongoing delivery of a portfolio of projects with spread across research, innovation and operationalisation. Identify and develop a minimum of 3 business cases to delivery AI solutions. Establish a future AI Strategy for the Board. Evaluation and business case development for the specification and procurement of sustainable solutions for Respiratory/COPD remote care which will speed up patient diagnosis, improve patients outcomes and reduce hospital admissions. Explore further use cases for VCreate asynchronous video. The focus for late stage-stage innovation is on extended evaluation of solutions in operational use, leading to development of NHSGGC business cases for adoption, or establishing sufficient evidence for submission to the CfSD Accelerated National Innovation Adoption (ANIA) pathway.	Enabled by AI Programme established and aligned with Board priorities. 3 projects are being progressed to develop NHSGGC capabilities and apply AI solutions. (1) lung cancer chest x-ray AI being evaluated in live use in Clyde and North to inform full economic evaluation, part-funded by SG Detect Cancer Early Programme; (2) trauma head CT AI being evaluated in QUEH ED to inform full economic evaluation as part of UK-wide study; (3) AI-assisted discharge planning aid being evaluated. Two bids successful to InnovateUK for projects to evaluate bias the performance in diagnostic AI. Five further projects in scoping and external funding bid stages.	Dependent on eHealth Strategy Fund in 24/25 to fund the core Programme Per programme design and scope dependent on external funding bids for projects to progress the programme's objectives.	Overall - as an emerging technology the market, capabilities and regulation are rapidly evolving, and there is limited evidence of efficacy of AI solutions in healthcare.	Progressing to Plan	None - the programme's purpose is to explore this emerging area, assess risks and build evidence	Innovation Programme Director
			COPD - scale-up of the Digital COPD innovation project and approaches to remotely manage & monitor COPD patients so reducing unscheduled admissions and length of stay, c.750 patients now supported; (2) speed up diagnosis of COPD through patient cohorting and review / referral to remote pathway; Referred to CfSD / ANIA pathway for national consideration.	2024/25 onwards dependency on approval of business case.	Financial - acceptance of business case (new digital system costs to reduce admissions and improve quality of life)	Progressing to Plan	None	
			Heart Failure - scale-up of the Digital Diagnostic Heart Failure innovation project (OPERA) to reduce waiting lists by streamling the diagnosis process. With the scale-up then informing business case and procurement if evidence at scale validates the original OPERA project's outcomes. Also referred to CfSD / ANIA pathway for national consideration.	Interface Care funding dependent and to be reviewed	Workforce - service pressures have presented challenges to uptake new service model and associated digital platform	Overdue	Close engagement with services to increase uptake	

Programme	Key Strategy Deliverables	Target Impact and Measurement	Milestone Position (What has been achieved)	Resources and Financial position	Risks to delivery (Type and description)	RAG Status	Mitigating action required	Lead
3. Innovation Programme (cont)			vCreate Neurology - while already adopted within core services, explore use-cases in services allied to Neurology to inform future procurement and business case - 5 tests of change successfully completed and built evidence, 2 showed not suitable, 7 underway.	Funded by SG until 2025.	None	Progressing to Plan	None	Innovation Programme Director
			Robotic Process Automation (RPA) - established project to develop business case and target operating model based on pilots that will be undertaken in Finance and eHealth.	Internal technical resource being trained to support any long term implementation	None	Progressing to Plan	None	
			Trauma App - was co-developed with NHSGGC major trauma teams to enable real-time recording of adult and paediatric cases. Industry partner has developed into a commercial product (https://thetraumaapp.com/), NHSGGC ongoing business case and funding agreed.	N/A	None	Completed	None	
			Digital Pathology - transformation of the laboratory service from analogue to digital processing of eligible slides (c.50,000 per month) was delivered under the 4-year iCAIRD innovation programme funded by Innovate UK and at no direct cost to NHSGGC. This completed in 2023 with the implemented digital pathology system transitioned to operational service.	N/A	None	Completed	None	
			R&I continuing to host the WoS Innovation Hub service under Service Level Agreement with Scottish Government Chief Scientist Office (SG CSO) to deliver early-stage national innovation priorities and support local innovation ideas.	2024/25 onwards dependency on Scottish Government CSO SLA funding and ability to continue eHealth innovation cost-recovery model	Workforce - capacity to support exploration and evaluation of new ideas (particularly as depend on buying-out-time from scarce specialist skillsets in areas such as eHealth)	Progressing to Plan	Through Innovation Governance Group, ongoing alignment of projects to NHSGGC priorities and capacity to support, and spreading involvement and support to other WoS Boards.	

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4. Citizen Access	NHSGGC Patient Hub - Delivery of digital channels for patients	<p>Target: Implement a Patient Hub to provide digital channels and online services for patients including digital access to appointment letters, appointment notifications and patient information.</p> <p>Support the national development of a national "Digital Front Door". which includes incremental delivery of digital access to a range of digital functions access via an App.</p>	<p>Digital channels for patients through a number of initiatives delivered.</p> <p>NHSGGC Patient Hub - Pilot implemented and live in 2 Acute services - ENT and Neurology. High uptake and engagement from patients. Enabling patients to access their appointment information digitally via the Patient Hub. 70% of patients contacted chose to engage digitally, a total of 30,500 digital appointments notified at end January 2024. Final review and wider implementation being developed to rollout across wider Acute services quantifying associated savings in comparison to traditional print and post services.</p> <p>Digital Pre- Operative Assessment Questionnaires – Implemented in Patient Hub and live across all Pre-Op services across NHSGGC. Digital Responses from patients are reviewed by Pre-Op staff enabling patient to be vetted to the appropriate pathway. Average patient engagement currently at 55% with expected increases in conjunction iwth communication strategy.</p> <p>Digital Print and Post Service – Implemented to support the Patient Hub by providing a traditional paper letter for patients who do not take up the digital solution.</p> <p>Waiting List Validation – campaign of digital engagement with patients and Health Records across inital x3 services with further expansion across services through rolling programme during 2024.</p> <p>Digital Test results to Patients via Patient Hub – Implementation to enable patients requiring regular Lithium tests to receive their results digitally via Patient Hub. In addition to HIV Patients and also for NHS Staff members who participated in the SIREN research study for COVID-19 Serology testing.</p>	Collaboration across eHealth Teams supported by Digital Clinical Leads and Acute Services and the Acute Access Team.	National - Local delivery progressing whilst national Digital Front Door Programme is delayed.	Progressing to Plan	Local Citizens Access Programme in place to mitigate national delays and support progress against strategic aims.	Head of Strategy & Programmes

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5. Remote Practice/Virtual Pathways	Digital channels for patients. Maximise the opportunities for virtual and remote care	<p>Target: Scale up virtual appointments, reducing the need for face-to-face appointments. Increasing the uptake of virtual consultations is a key strategic priority for NHSGGC. Maximising use of virtual consultations where clinically appropriate delivers a better patient experience, reduces environmental impact and can increase efficiency and capacity.</p> <p>Create new and expand existing virtual wards to redirect patients from ED, avoid admission and reduce the inpatient length of stay.</p>	<p>Virtual Outpatient Appointments - A number of services now carry out at least 30% of outpatient appointments virtually, mainly by telephone. A structured programme to scale across all relevant services is underway to include video appointments, advice referrals, referral guidelines and asynchronous appointments.</p> <p>Near Me Video Consultations - While NHS Boards with a significant rural component have higher utilisation of the urban NHS Boards NHSGGC has the highest number of Near Me consultations per 100,000 population with high uptake in the Flow Navigation Centre (FNC).</p> <p>eConsult for Primary Care - Following a test of change a small number of GP Practices are implementing eConsult tools providing asynchronous care for patients. This will allow patients to post a request for advice, request an appointment and provide details of symptoms to the Practice who will then review and response accordingly.</p> <p>Unscheduled Care – Expansion of Virtual Wards - Digital Virtual Wards have expanded to include OPAT Adult GRI, OPAT Paeds, Cardiology; ED assessment and Early Supported Discharge and Heart Failure Pharmacy an are configured within Patient Management Systems with new workflows to support these pathways.</p> <p>Remote Monitoring Heart Failure - The Heart Failure digital diagnostic pathway helps reduce waiting times for heart failure diagnosis. 554 patients are now being managed remotely on the digital platform.</p> <p>Remote monitoring of Blood Pressure in Primary Care - reduces need for physical appointment, results / readings are sent digitally into the patients GP record and into the GP workflow. c. 4000 patients enrolled.</p> <p>Remote monitoring of PSA test results - reduces the need for an appointment as results sent digitally into the system workflow.</p>	Utilisation of national Near Me video tools supported by eHealth implementation resources	Workforce - Service capacity to adopt new virtual digital tools particularly for outpatient appointments	Progressing to Plan	Ensure that patient management systems (Trakcare) are appropriately configured and implementation and training support in place	Head of Strategy & Programmes
					Workforce - Some Service pressures within Cardiology Services have presented challenges to further uptake of remote management of Heart Failure platform	Progressing to Plan	Close engagement with services to increase uptake.	

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6. Digital Health & Care Records	<p>Further develop the digitisation of remaining paper records.</p> <p>Further integration and sharing of information between Health and Social Care</p>	<p>Target: Further integration of the digital health and care record by supporting sharing of information and extending access across health and social care.</p> <p>Implement systems to improve discharge planning and existing telephone handover in discharge areas.</p>	<p>Digital Clinical Notes (DCN) - A pilot to implement DCN for Nursing has been undertaken across three inpatient wards at the QEUH. This includes the development of a digitalised admission record, clinical assessments, care plans and discharge check list. 18,000 documents have been completed digitally. The Royal Hospital for Children have implemented electronic Paediatric Early Warning (PEWS) with over 30,000 observations recorded digitally since October 2023.</p> <p>Rheumatology services have moved from previous bespoke systems to DCN and resulted in the contract for this system no longer being required.</p> <p>Work is continuing to roll out across the Dental hospital, with Paediatrics live and Oral Medicine and Surgery development currently underway.</p> <p>Dental Charting System - A procurement has been completed for a digital charting system which will replace the current paper clinical charts. The implementation is planned to commence from end March 2024.</p> <p>GPIT Re-provisioning - GP server infrastructure is being upgraded to schedule and due to complete by April 2024 in preparation for the new GPIT system.</p> <p>Ophthalmology digital system OpenEyes- NHSGGC has led the development and implementation of this national electronic patient record system across acute sites supporting a range of clinical pathways and has been extended into Community Optometry to facilitate Glaucoma Share Care.</p> <p>New national CHI system - the new system went live in NHSGGC in November 2023.</p> <p>Discharge Planning Support – Development and implementation of digital workflows and dashboard reporting to support discharge planning and delayed discharge reporting at ward level and HSCP level.</p> <p>Day of Care Audit Tool (DOCA) - A new online tool has been developed and implemented to support Day of Care audits within hospitals. Previously the Day of Care audit regarding patients who are fit for discharge took several weeks to compile using complex Excel spreadsheets. Now the entire hospital bed complement across all hospitals can be assessed and reported in a matter of hours.</p> <p>eHuddle Dashboard - Dashboard views for various daily huddle sessions providing retrospective view of previous day admission and discharges against predictions</p>	All programme activities are supported within the existing eHealth resources	Financial constraints	Progressing to Plan	Confirm funding available to support DCN rollout	Head of Strategy & Programmes

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7. Safer Diagnostics	Digital Solutions for Laboratory Medicine Services	<p>Target: Over the next 5 years the Diagnostic Directorate will manage a significant change in the cornerstone clinical systems that support the on going operational delivery of the service.</p> <p>This will include the implementation of a new Laboratory Information Management System (LIMS), a change to the Managed Service Contract (MSC) responsible for all laboratory analysis and the re-provisioning of the National Picture Archiving Communication System (PACS).</p>	<p>National Laboratory Information Management (LIMS) - NHSGGC implementation of the new LIMS is planned for late 2025. NHSGGC host the national LIMS team and lead on the programme</p> <p>National Picture Archive and Communications System (PACS) Re-Provisioning Programme - PACS Re-provisioning Programme is continuing and will transition to the new system by 31st December 2026. The new system will be hosted in the Cloud providing several benefits including enhanced scalability, streamlined technical and application support, and future-proofing to meet the evolving requirements of Health Boards.</p> <p>Contact Centre Technology - Project aligned to support the implementation of contact centre technology in the Diagnostics Service to be implemented in 2024 by extending the existing appointment booking call centre system for the booking of patient imaging appointments.</p> <p>Digital Pathology - The Philips Digital Pathology System is fully implemented and operational. Over 38,000 new whole slide images are added every month, with a total of 279K currently online and a further 1.46M in archive.</p>	Collaboration of Technical and Programme management resources from eHealth and Diagnostic Services	Technical - Single LIMS for Scotland is a major programme and involves highly complex implementations from legacy Laboratory systems. Opportunities to transform services will require national and local Board redesign	Progressing to Plan	National LIMS Programme reporting to the Chief Executives with alignment to national diagnostics groups	Head of Strategy & Programmes
8. Systems Development	Develop Digital Solutions	<p>Target: Implement digital developments to support NHSGGC operational priorities and address gaps in core clinical systems where needed. Scope includes Cancer MDT digital tools, Day of Care Audit tools to improve efficiency of discharge planning and a new Stroke App.</p> <p>Collaborate with WoS Boards ensuring benefit from the new developments and innovations.</p>	<p>Cancer MDT – Digital App - The Cancer MDT App is live in three Cancer MDTs: Gynaecology, Head & Neck and the Molecular Tumour Board. 6,500 gynaecology referrals have been submitted and over 3,000 patients assessed through MDT meetings, 1,326 Head & Neck, and 64 Molecular Tumour Board using the new integrated system. Further developments in progress include the MDTs for Pancreatic Cancer and planning for Urology and Lung are underway.</p> <p>Stroke – Digital App - The stroke audit tool is live across 3 major Acute sites. The data is helping the Stroke Audit team who now have access to near real-time data using the Microsoft Power BI dashboard system. Application now has over 4,700 assessments accessible. The new Thrombectomy module went live in September 2023 supporting 43 assessments to date.</p>	eHealth Development team working with WoS Boards utilising Microsoft tools within the Microsoft Office 365 toolkit	Workforce - NHSGGC leading on these developments and there is a risk of requirements exceeding resource	Progressing to Plan	Alignment to NHSGGC priorities, aims and objectives and focus on benefits cases to ensure best use of technical resources and service time	Head of Information Management

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9. Safer Use of Medicines	Digital Support for Moving Pharmacy Forward Framework	<p>Target: The Safer Use of Medicines Programme aims to digitalise wherever appropriate, build on HEPMA capabilities/investment including further implementation into a number of Outpatient clinics and to reduce clinical risk by using medicines more efficiently.</p> <p>Procurement and implementation of a new Pharmacy Management System.</p>	<p>Hospital Electronic Prescribing and Medicines Administration (HEPMA) - HEPMA is fully rolled out across NHSGGC inpatient and theatre areas. HEPMA is in use in specific outpatient areas in line with NHSGGC's strategic approach to supply of medicines in outpatient settings. This reduces the need for hand-written prescriptions, streamlines the medicines supply process, and provides more complete data on medicines use.</p> <p>Pharmacy Management System - Procurement of a new Pharmacy Management System is complete and integration is underway. This will result a more streamlined medicines ordering process with reduced administrative burden once fully integrated with HEPMA, finance/procurement systems and Distribution Centre robots.</p> <p>eMedicines Programme - An eMedicines Citizen Reference Group has been established, providing a forum for NHSGGC to listen to patient experiences directly, and incorporate that feedback into future plans. A prototype "single medication record" is in development, which will assist clinicians in establishing an accurate complete picture of a patient's medicines.</p>	HEPMA resources and developments are supported by eHealth and Pharmacy service. The new Pharmacy Management system was subject to a business case approval process.	Technical - Complex integrations between HEPMA and Pharmacy systems	Progressing to Plan	Rigorous testing and service engagement within scope of programme plan.	Head of Strategy & Programmes
10. Workforce Digital Literacy & Skills	Improve Digital Skills and Literacy	<p>Target: Put in place a Digital Literacy Programme aligned with the NHSGGC Workforce Strategy 2021-2025 which sets out the need for staff to be supported in increasing digital literacy and skills.</p> <p>These capabilities extend beyond just technical proficiency and should include knowledge such as data use, digital safety and having "digital first" approach to quality improvement.</p>	<p>Digital Literacy and Skills Programme - has been established as set out in the NHSGGC Digital Strategy, working collaboratively with NHSGGC Learning and Education, Corporate Communications and external partners including NHS Education for Scotland.</p> <p>The scope includes Microsoft Office tools, maximising the value of clinical systems, corporate applications and tools aligned to staff roles and training needs.</p>	Collaborative working between eHealth Facilitators the Boards Learning & Education team will deliver digital training programmes and utilise new and innovative ways of delivering digital training	Workforce - Capacity for staff to engage with training and support	Progressing to Plan	Utilise digital tools and scope programme based on job role and training needs	Head of Information Management

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11. Data & Clinical Informatics	Digital Business Intelligence tools to support services	<p>Target: Improve access to information and reduce administrative burden. Put in place digital tools to support new virtual and unscheduled care pathways and improve systems to support cancer tracking.</p> <p>Develop systems to support management of waiting lists and reduction of DNAs.</p>	<p>Planned Care and Waiting Times - Installation of Waiting List Planning software to support Access Team in planning and projections underway (GooRoo system).</p> <p>Supporting Cancer Services – Expansion of digital support with a focus across both local and regional Cancer Services. A new Cancer Waiting Times (CWT) tracking system has been procured to replace the existing legacy system and is currently being tested for go live from March 2024.</p> <p>Vaccinations Campaign - Invitations or booking prompts for five main age and health related cohorts have been processed with covering autumn / Winter Flu and COVID campaigns. In addition, HSCPs are being supported to identify these housebound citizens.</p> <p>Urgent and Unscheduled Care - Full programme of work to support Whole System Measurement, bespoke data analysis and dashboards for U&USC improvement team. Developments include pre-noon discharge monitoring, Virtual Ward activity and bed days saving, Flow Navigation Centre analysis and Redirection monitoring.</p> <p>Other Data Projects ongoing - Increased measure data capture and reporting for Excellence in Care on local and national CAIR dashboards. Dashboard launched to identify and support use of Interpreter services including BSL. Dashboard launched to identify and support delivery of Armed Forces Covenant pledge.</p>	Utilisation of patient management system tools and local developments.	Workforce - Demand for data reporting and analysis to support new pathways, patient cohorts and new tracking systems may exceed resource capacity	Progressing to Plan	Programme approach to prioritise and scope the workplan aligned to resources.	Head of Information Management
12. Digital Clinical Safety	Put in place a Risk Management Framework to support digital clinical safety	<p>Target: Alongside cyber resilience and compliance understand the clinical safety benefits and risks deploying technology into services.</p> <p>Ensuring key knowledge and skills within the workforce to critically evaluate digital technologies at key stages.</p> <p>Ensure that development, deployment and use of medical devices software and IT systems are based on risk management best practices.</p>	<p>Safety Cases - Clinical safety cases produced for NHSGCC internally developed applications.</p> <p>Medical Device Regulation – Medical Equipment Systems Committee and Sub Groups continue to ensure the safe and effective management of medical equipment systems consistent with legal requirements and industry standards.</p> <p>Adverse Event Monitoring – Robust process in place for comprehensive review of all flagged Datix incidents; clinical input to relevant SAERs.</p>	Key responsibility of eHealth Clinical Leads working with services and eHealth support teams	Workforce - potential risk that demand for reviews and complexity cannot be resourced	Progressing to Plan	Ensure that clinical safety reviews are programmed in to the project workplans from project initiation stage	Director of Digital Services

Programme	Key Strategy Deliverables	Target Impact and Measurement	Milestone Position (What has been achieved)	Resources and Financial position	Risks to delivery (Type and description)	RAG Status	Mitigating action required	Lead
13. Decision Support	Achieve a whole-system approach to Decision Support	Target: Implement the National Decision Support Programme with other Boards across NHS Scotland in a "once for Scotland" approach.	<p>Decision Support Tools - There are currently 51 digital toolkits available on the national Right Decision Platform, including all clinical guidelines and referral guidance supporting clinicians.</p> <p>Support Realistic Medicine - Working with the national team, the Realistic Medicine toolkit has been developed into a national toolkit, and developed a parallel citizen toolkit. The Diagnostic Atlas of Variation education toolkit has also been created. Further work will take place during 2024 to deliver more in terms of citizen self-management and shared decision making.</p> <p>Achieve a whole-system approach - NHSGGC decision support platforms have been developed onto a single once for Scotland platform with the remaining two will be migrated in March 2024.</p> <p>Develop an App catalogue - Work has begun on a shared project to deliver an App catalogue the Right Decision Service with target to deliver by October 2024.</p>	NHSGGC Knowledge Management Services working closely with national teams and utilising the Right Decision Platform	Financial - Successful business case to continue funding for the platform post April 2025	Progressing to Plan	Work with the national team at HIS to collate and curate a robust evidence base in support of the business case.	Head of Information Management
14. Workforce & Business Systems	Digital Support for National System Implementations	Target: Support the implementation of National Programmes with other Boards across NHS Scotland in a "once for Scotland" approach.	<p>National eRoosting System - supporting the National programme through the key stages of procurement, initial pilot phases and further Board wide implementation of the National system across NHSGGC - commencing 2023. 8 early adopter wards are live and using the new system to inform the 2024 implementation plan.</p> <p>Incident Management System Replacement - NHSGGC eHealth led the National Procurement exercise to establish the Framework for NHS Boards call off contracts in support of Incident Management System replacement – Business Case progressing early 2024.</p>	Collaboration with National Programme Teams, Service leads across NHSGGC. Programme management resources from eHealth supporting local implementations	Workforce - Capacity for staff to engage with training and support	Progressing to Plan	Programme approach to prioritise and scope the workplan aligned to resources.	Head of Strategy & Programmes

Complete
Progressing to Plan
Overdue
Major delay and risk to strategy