



Improving lives **together**

Norfolk and Waveney Integrated Care System

# Digital Transformation Strategic Plan and Roadmap



Part of

**ConnectNoW**

Using technology to improve health and care in Norfolk and Waveney



# Foreword

**We are at the start of an exciting, but challenging, digital transformation journey.**

Together, we are determined to transform the way we use technology to deliver better, more personalised and easy to access care for the people of Norfolk and Waveney. Following on from the engagement and work we did to create our clinical and digital strategies, we have developed this Digital Transformation Strategic Plan and Roadmap.

**Digital transformation is required to help achieve our three ICS primary goals:**



To make sure that people can live as healthy a life as possible.



To make sure you only have to tell your story once.



To make Norfolk and Waveney the best place to work in health and care.

**Our new strategic plan and roadmap sets out the steps we want to take on this journey which include:**

- ✓ improving communication between different parts of our system so people only have to tell their story once;
- ✓ having a single Electronic Patient Record (EPR) across our three acute Trusts to save time;
- ✓ more virtual services so people can be cared for in their own home and prevent/shorten admissions; and
- ✓ improve how we store, see and use data to help plan services much more wisely, focusing on people who need the most help.

To make these digital promises a reality, we need to make wide-ranging and long-term changes across our health and care organisations. Probably the most important, and hardest change, will be to adjust our attitudes and cultures to embrace digital opportunities. This is why we will work together to adapt how we are organised (governance), look at leadership, improve digital skills training we provide to staff, and help those who can't or haven't used digital technology to make sure that nobody is left behind.

Across Norfolk and Waveney we have digitally well-informed people and communities who deserve a health and care system which can keep up with them. This strategy will help us create a secure and safer system to deliver better care.



**Dr Frankie Swords**  
Medical Director,  
Norfolk and Waveney  
Integrated Care Board (ICB)

# Connect-NoW



# ConnectNoW

Using technology to improve health and care in Norfolk and Waveney

Across Norfolk and Waveney, we are committed to investing in, and using technology, to improve care and people's experience of health services. **We have called this area of work 'Connect-NoW'.**

Our vision is to develop a fully integrated digital service across Norfolk and Waveney, making more effective use of the technical expertise we already have across the region and allow our digital abilities to develop in line with advances we're seeing globally.

**By setting out and working to our new Digital Transformation Strategic Plan and Roadmap, we have three key ambitions for our people and communities:**

- 1 Improve people's safety and quality of care**
- 2 Give staff more time to care for people**
- 3 Empower people to manage their health and wellbeing better**



# Our Integrated Care System (ICS)

Across Norfolk and Waveney, we have a growing population and the ICS is striving to meet the needs of our people.

There is an urgent need to transform how we deliver care and support better health outcomes to address health inequalities, differences in life expectancy, and preventable causes of death.

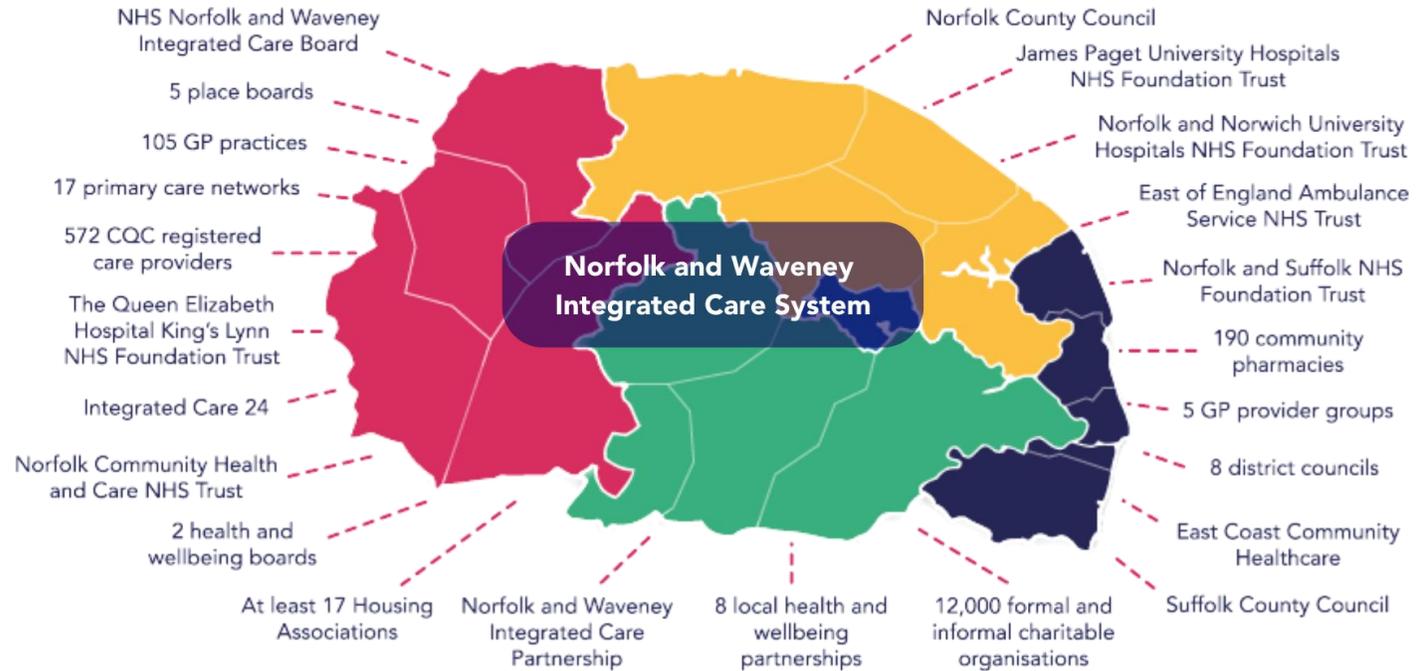
-  **1.1 million** population and growing
-  **80-84 years** average life expectancy
-  **9%** of the population is non-white British
-  **160** spoken languages

**By 2040** our population is expected to **increase by over 110,000**, with older age groups growing faster than younger age groups.



**280,000 adults** could **eat better** and **100,000 smoke**.  

**143,430 adults** estimated to have a **mental health condition**. 



In 2019 more than **160,000** people in **Norfolk and Waveney** lived in some of the least wealthy areas of the country in both urban and rural places.

**Inequalities** exist from birth to older age (e.g. smoking in pregnancy, obesity, lifestyle, unemployment). These contribute to life expectancy inequality of **8.6 years for men** and **6.8 years for women** between the least wealthy and most wealthy areas in Norfolk and Waveney. **The life expectancy gap between these communities is mainly due to more people dying at an earlier age of circulatory, cancer and respiratory diseases.**

# What people and communities said about digital



Throughout Summer 2022, we spoke to over 250 people at engagement events to find out what they want in digital health and care improvements. People said they want to see digital technology used for more reliable information sharing, improved access to services and more resources to support living well. They also said they'd like the ICS to ensure that information is kept confidential and shared securely, inequalities are not worsened, and the human element of care is preserved, especially for people who can't or don't use digital technology. The key themes were:

## Reliable information sharing

"Real-time information sharing system-wide (not restricted to health). This could prevent delays in patients' treatment, e.g. patients seen by a specialist then referred back to GP for follow up but GP did not receive this info/referral."

## Security of information

"Patients may not want their medical information to be accessible to the wider care system e.g. a disabled patient may not want their assessment shared due to the risk of their disability care needs not being met by another care service."

## The 'human element' in care

"Information being accessible without counselling can distress or confuse patients e.g. test results shared online without explanation of results."  
"Digital solutions need to add to existing services rather than replace them."

## Access to resources to support living well

"Online information sharing of useful services for patients to self-manage their wellbeing without having to go to their GP. We need tailored and localised information shared about services. A virtual info hub that goes beyond health and signposts support e.g. energy grants."

## Access to Services

"Many people have disabilities, long term conditions and fears regarding COVID-19 – virtual access enables easier access to services"  
"Peer support and virtual communities for carers and patients."

## Inaccessibility of digital services

"Online appointment booking can be difficult to access, particularly for individuals who lack digital skills or people with learning disabilities. It can also be challenging for people with complex needs and several appointments."

**The feedback gathered helped develop our future vision for "a digitally-enabled Norfolk and Waveney where access to information, services and support make it easy to deliver high quality health and care for and with our people".**

# Why we're using digital to improve care

**There is a need to digitise health and care services to support joined-up care, reduce inefficiencies and improve outcomes.**

We know the impact using digital technology can have on our services and the level of care we can offer people in Norfolk and Waveney. Over the past few years, especially throughout the COVID-19 pandemic, technology helped us care for people in new ways as we adapted to innovative ways of working to keep people and our staff safe.

The Covid-Protect programme added 12,000 people to shielding lists using digital technology and population health management techniques and helped save lives. Using data from primary, secondary, ambulance and social care settings, the programme identified people susceptible to serious illness and hospitalisation and put them in regular contact with a virtual care team which prioritised and escalated their individual clinical and non-clinical needs.

This is just one example of digital innovation at work - there's more to do and we recognise that in order to continue our digital evolution, we need to invest more into this important area. It's also important to recognise that not everyone in Norfolk and Waveney can, or is able to, use technology so we must ensure we are inclusive delivering the best care possible by traditional and new ways.



**Investing in digital technologies can support our services to reduce inefficiencies, enhance safety and make people's confidential data more secure.**

# Benefits of digital transformation

Digital transformation will bring significant benefits for people and communities across our system by improving outcomes, reducing administrative processes, giving staff more time to care, and ensuring effective use of resources.



**Improved outcomes and quality of care**  
through earlier detection and diagnosis, and reductions in errors

**Reduced re-admissions / failed discharges**  
with patient tools to support self-management and accessible health information

**Fewer A&E attendances**  
through preventative measures, enhanced triage processes, and improved care in community settings

**Cost savings**  
with less printing, post, and merging of systems

**A happier workforce**  
with improved staff satisfaction and more productive working years

**Staff have more time to care**  
with automation and digitisation of administration

**Proactive and preventative care**  
with better access to data to analyse trends

**Reduced inequalities with improved access**  
As we can see the data of what health and care needs people have and can better target resources to help

**Reduced waiting lists and length of stay**  
as technology improves and speeds up care freeing system capacity to help cope with demand

**Reduced carbon emissions**  
With staff and people travelling less to health and care settings

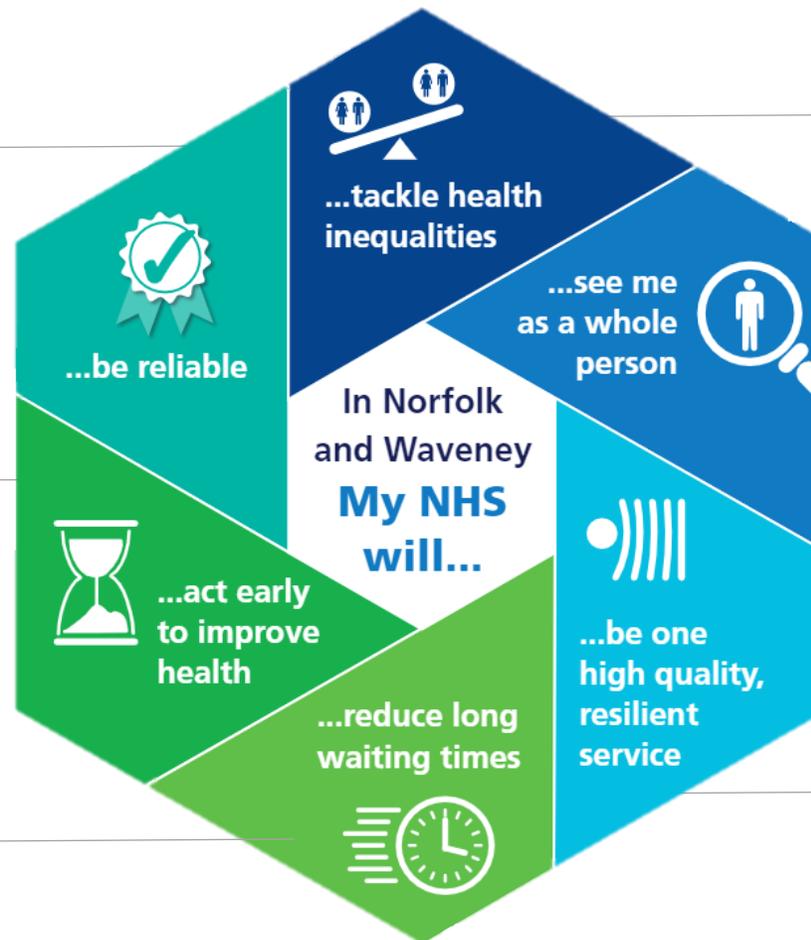
# Clinical objectives and digital ambitions

The Norfolk and Waveney clinical strategy objectives anchor our digital ambitions to ensure we are delivering services that are reliable, resilient, holistic, proactive and addresses health inequalities. Digital technology and innovation play a crucial role in helping us achieve these objectives and redesign health and care pathways.

Digital supports our dedicated workforce with the right tools and helps reduce administrative burden, releasing time to provide reliable services.

Preventative and proactive measures are vital to acting early in health and care. Digital tools improve predictive capabilities to support early intervention and treatment.

Digitisation of scheduling tools enables better management of clinical time. Technology can help reduce demand on services by directing people to the right place of care, freeing clinical time for those in need.



Better collection and analysis of data allows for a better understanding of our population so we can address inequalities in a more proactive and preventative way.

Technology allows information sharing across services and agencies which ensures people are cared for holistically.

Information sharing and collaborative working reduces duplication and helps us deliver safer, more efficient health and care services.

# Our strategic objectives and guiding principles

The Digital Transformation Strategic Roadmap outlines five objectives that are underpinned by guiding principles which enable us to achieve our strategic vision.

Our five strategic objectives for the next three years are:

## Strategic Objectives



### Together

Use digital technology and skills to work more efficiently and collaboratively across standardised systems.



### Connect

Provide effective and joined-up care through systems integration and streamlined information flows.



### Activate

Empower people with greater visibility and control over their treatment and care journeys.



### Understand

Use data to drive decisions and harness population health insights.



### Innovate

Adopt a clear pathway for digital innovation and research to support the transformation agenda.



Our guiding principles were co-developed with clinical and digital stakeholders within the ICS to guide the development and delivery of the Digital Strategic Plan and Roadmap. The principles guide how we will work together to achieve our vision as a truly integrated care system:



Collaborative & Inclusive



Person-focused



Joined-up



Data-driven



Safe & Sustainable

# Investing in Digital as an ICS

## Investing in Digital Capabilities

To deliver our strategic objectives, we will build our core digital transformation capabilities and invest in technology which will improve lives. Some of these investments include digitised patient records which will be securely accessible across the health and care system to provide one true record of information. We're looking to increase the quality of technology by improving connectivity, investing in more digital tools which will help collaborative working, give people more self-management equipment, and increase virtual offers to speed up access to treatments and personalised care. We're also investing in data solutions so we can understand the health and care needs of people and communities, which will help us tailor resources and support people better.

## Investing in our System Enablers

Delivering our digital and data capabilities will require a set of underpinning system-wide enablers that span leadership, digital skills and inclusion, culture, governance, innovation and working as a unified digital team across the ICS. These are:

### Leadership and Decision Making

We will align our priorities and continue to enhance our digital leadership skills.

### Digital and Data Skills and Inclusion

We will upskill all our staff, people and communities to use digital and data confidently.

### Governance

We will optimise governance structures for transparent and efficient decision making.

### Innovation and Partnerships

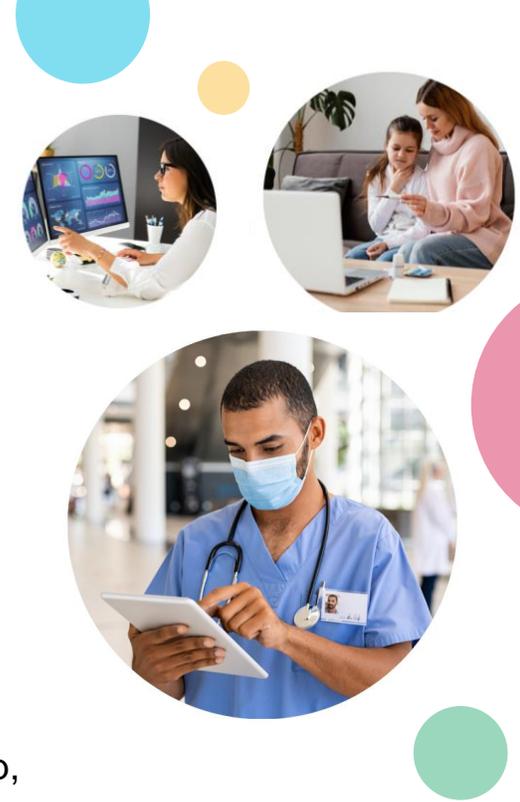
We will encourage partnerships to innovate services and embrace digitisation.

### Transformation and Culture Change

We will nurture a 'digital first' culture and embed digital within system transformation.

### Unified Digital Team

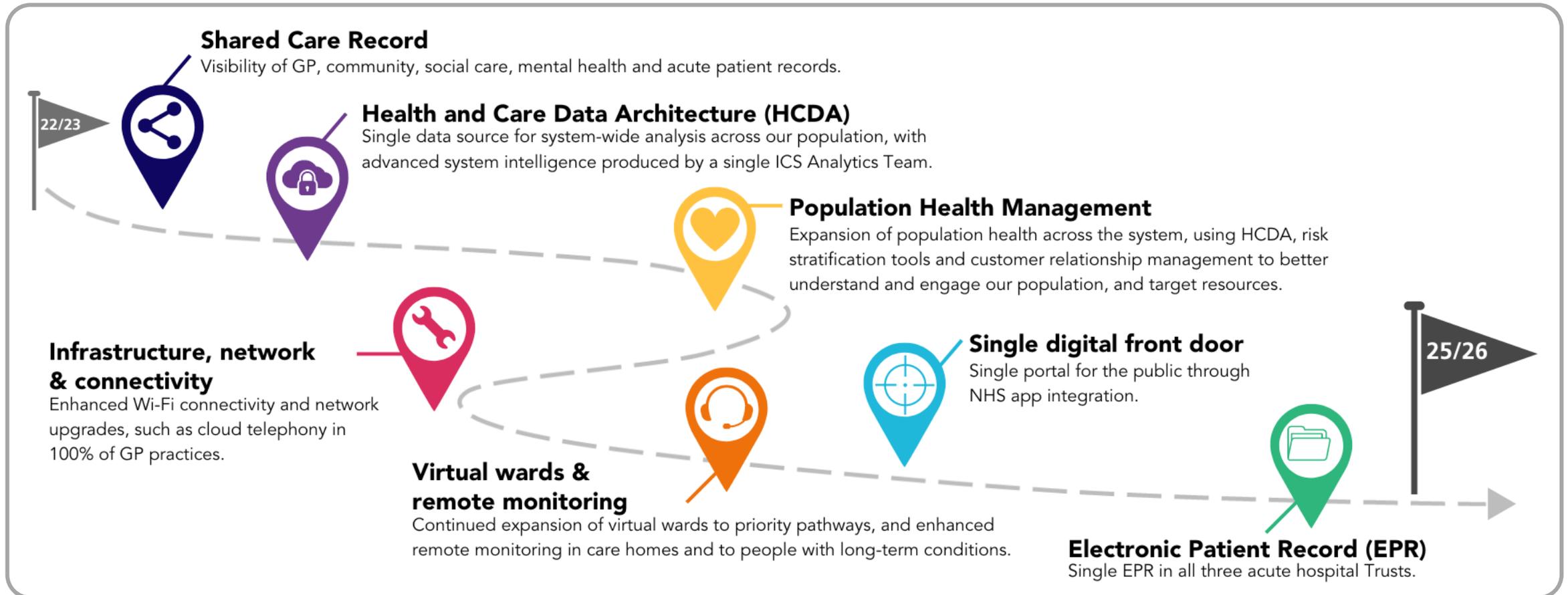
We will bring together key digital transformation skills to enhance collaboration across the system.



# Digital Transformation Strategic Roadmap

Between now and the year 2026, we will achieve key milestones on our digital transformation strategic roadmap as we work together to improve the health and wellbeing of people living across Norfolk and Waveney.

**Digital will enable transformation across all care settings, including outpatients.**



# Next Steps

This Digital Strategic Plan and Roadmap provides a direction of travel and a delivery roadmap for digital health and care over the next 3 years. Our priority actions for the ICS Digital Transformation Strategic Roadmap and Investment Plan are to:



Agree and **commence appointment** of key digital transformation roles



Share the **financial plan** with Chief Finance Officers across the ICS



Further **develop plans and investment cases** for digital projects



Regularly **review achievements** against our **goals** addressing new priorities as the clinical strategy evolves.



## Thank you

Thank you to the people of Norfolk and Waveney, as well as clinical, operational and digital stakeholders from the ICS and partner organisations who supported the co-development of this Digital Transformation Strategic Plan and Roadmap.

If you have any questions or feedback please email:  
[nwicb.digitalstrategyfeedback@nhs.net](mailto:nwicb.digitalstrategyfeedback@nhs.net)

