



Group Digital Strategy March 2021 – March 2024

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1 | Foreword from the Group Chief Digital Information Officer

As we've developed our ambitions as a teaching hospital Group, time and time again the need for digital approaches has come up. To paraphrase Satya Nadella, the CEO of Microsoft "Every organisation is a technology organisation" and the health system is no different.

But what is digital? Digital is NOT rebadged IT, it is about working to *apply the culture, processes, business models & technologies of the internet era to respond to people's raised expectations* [Tom Loosemore].

That's what is important about this strategy, it sets out our plans for the next few years to ensure that the digital approach is applied across all aspects of our Group, so that our patients receive the excellent care they deserve and our staff are supported by tools that meet their needs.

We are starting from a challenging position where lots of our processes are paper-based and the electronic systems we have don't talk to each other very well. That situation cannot continue.

Our ambition is to be the Most Digital Hospital Group in England by July 2023. Achieving that would mean clinicians are given excellent tools that give them back time to care, patients are in control of their treatment, managers have instant information to drive decision-making and all staff have access to amazing training and support. This strategy sets the path to get there.



Andy Callow
Group CDIO

2 | Our Group

Our Group is made up of two hospital Trusts with two main hospital sites and a number of services provided elsewhere. We are proud to serve the people of Northamptonshire and beyond.

In 2020 Kettering General Hospital and Northampton General Hospital announced the formation of a Group Hospital Model. Over the last year we have made some important steps towards working ever more closer together, including the appointment of a Group CEO, CFO, CDIO and CPO.

In January 2021, both Boards approved our **Group vision, mission and values**, which describe our ambitions for the Group, including our strapline “Dedicated to Excellence” and our values describe how we want our behaviours to be in the future.

Our Group Strategy outlines our Group priorities that will be supported through the development and delivery of a series of **strategic initiatives**; one of these is a Group Digital Strategy.



Our Excellence Values

- Respect
- Compassion
- Integrity
- Courage
- Accountability



Our strategic initiatives



NHS
Kettering General Hospital
NHS Foundation Trust



Kettering General Hospital (KGH) NHS Foundation Trust

NHS
Northampton General Hospital
NHS Trust



Northampton General Hospital (NGH) NHS Trust



2 | National context

Digital has an incredible potential to transform the way that the NHS delivers care and supports its staff. Digital solutions provide an opportunity to help meet some of the key priorities for the NHS. In recent years, innovations in digital technology have supported the rise of virtual outpatient appointments, the use of Robotic Process Automation (RPA) is beginning to ease the burden on repetitive tasks, and machine learning is revolutionising the way we are able to understand the wealth of data that the NHS collects.

There have been a number of key documents and initiatives published nationally that emphasise the importance of digital in the future of care delivery and how organisations should work to design digital into care delivery:

The NHS Long term plan five digital transformation priorities:

- 1 Empowering people:**
People will be empowered, and their experience of health and care will be transformed, by the ability to access, manage and contribute to digital tools, information and services.
- 2 Supporting health and care professionals:**
The information technology revolution in the NHS also needs to make it a more satisfying place for our staff to work
- 3 Supporting clinical care:**
Patients, clinicians and the carers working with them will have technology designed to help them, through digitisation of records, EPRs and modern IT infrastructure.
- 4 Improving population health:**
Shared care records and population health management solutions will support ICSs to understand the areas of greatest health need and match NHS services to meet them
- 5 Improving clinical efficiency and safety:**
Digital technology can support the NHS to deliver high quality specialist care more efficiently, including digitising diagnostic images, and the use of wearable technology.

Next steps for digital in Integrating Care Systems:

- 1 Build smart digital and data foundations:**
Building shared infrastructure, contracts and platforms across systems, creating data and digital literacy of the whole workforce. Having a system-wide digital transformation plans to complement organisational plans that outlines the three-year journey that will benefit the citizens who live in the system.
- 2 Connect health and care services:**
Develop a shared care record that safely joins records across health and social care, supplemented by following national standards for digital, data and interoperability. Tools and services are in place to work collaboratively across a system.
- 3 Use digital and data to transform care:**
Redesigning care pathways to make use of digital solutions to join care up and improve outcomes. Building cross-system data and analytical functions to enable data-driven decision-making at every level.
- 4 Put the citizen at the centre of their care:**
Develop citizen-centred digital channels and services with personalised advice, enhanced by remote monitoring solutions.

NHS service design principles:

- 1 Put people at the heart of everything you do**
- 2 Design for the outcome**
- 3 Be inclusive**
- 4 Design for context**
- 5 Design for trust**
- 6 Test your assumptions**
- 7 Make, learn, iterate**
- 8 Do the hard work to make it simple**
- 9 Make things open, it makes things better**

2 | Our current digital services

In the most recent NHS Digital Maturity assessment, KGH and NGH scored below the average, with scores of 55 and 70, respectively. We want to take advantage of coming together as a Group to make improvements to our digital maturity and create a shared infrastructure on which to build.

There are currently over 220 clinical IT systems in use across the Trust, many of which aren't interoperable, making it difficult for our clinicians to have access to the right information at the right time.

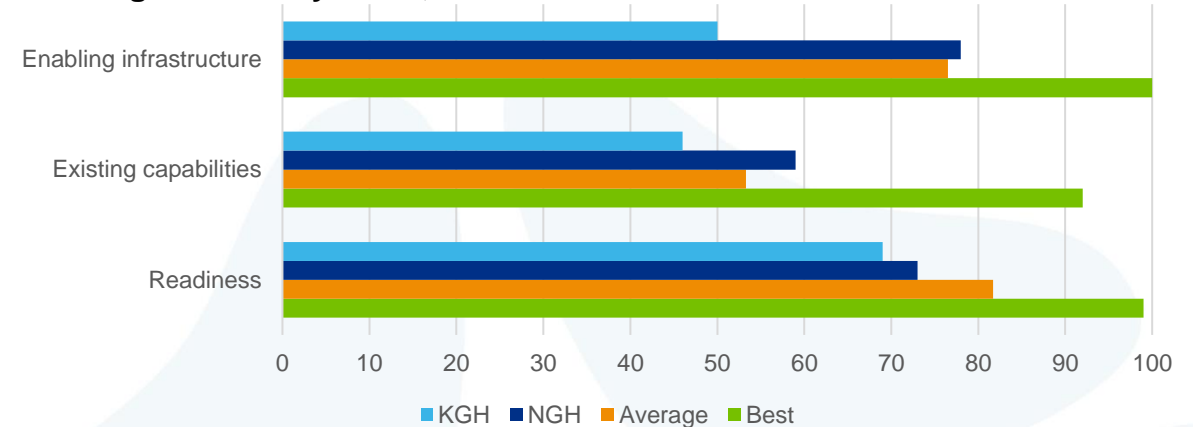
In a survey to all staff as part of the development of the strategy, our staff told us that we aren't doing so well at supporting them digitally, scoring an average of 2.2 out of a possible 5 across a range of different areas.

However we have some great work that we can build on. The KGH EPR programme will ensure that there is a robust clinical system in place, and the NGH EPR programme will be able to learn from this experience and together we will work towards the single patient record our patients expect and our clinicians need.

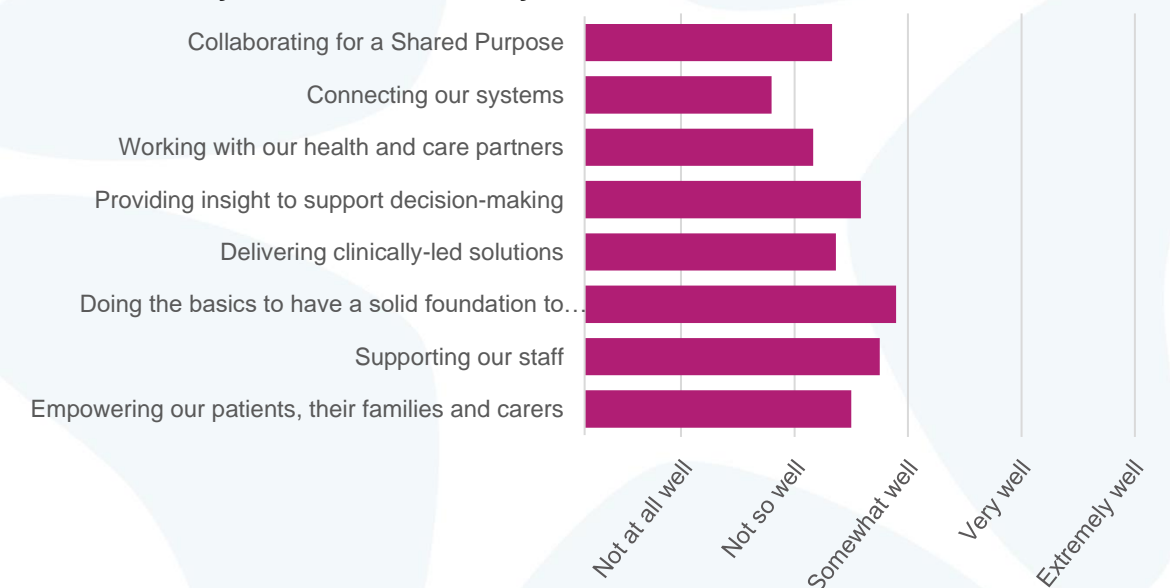
We have seen great innovation in response to the Covid-19 pandemic which has seen a substantial increase in virtual outpatient appointments and the roll-out of a number of remote patient monitoring technologies which have supported care.

Our programme with Northamptonshire Health and Care Partners (NHCP) is developing the Northamptonshire Care Record (NCR), which will help us to share access to health and care records beyond our Group and across the county.

NHS digital maturity index, 2017



How well do you feel we currently do in these areas?



3 | Developing the digital strategy – engagement with our staff and patients

From December 2020 to March 2021, more than 460 people engaged, through:

- All staff survey
- Patient survey
- Focus groups with patients
- Workshop for senior leaders within the organisations
- GDHC Committee workshops
- Workshops with the clinical senates
- Junior doctor meetings
- Group briefings
- Newsletters

”What do we want from excellent Digital services?”



We aspire to be the most Digital Hospital Group in England by July 2023

We will work together and with partners to enable digital care for patients across the Northamptonshire Health Economy in a joined-up & Integrated Care System



We will obtain external validation to confirm our position. By July 2023 we aim to be **ranked #1** in the “What Good Looks Like measure of Digital Transformation” (this is an emerging NHSX standard, aligned with ICS development).

Also by July 2023, we aim to achieve the highest levels of Healthcare Information and Management Systems Society (HIMSS) accreditation:

- Electronic Medical Record Adoption Model (EMRAM) Level 7
- Outpatient Electronic Medical Record Adoption Model (O-EMRAM) Level 7
- Analytics Adoption Model for Analytics Maturity (AMAM) Level 7

4 | We will know we've achieved this ambition when...

Patients say:

"I can make appointments using my device"
"My care can be monitored from my home"
"I can have video consultations"
"I know my information is safe"
"As a patient I only need to say things once"
"I see no paper notes or forms being used in my care"

Summarised as:

- Control of my care
- Control of my time
- Control of my information



Managers say:

"I understand the performance of my service compared to other Trusts"
"I have access to the information I need to help inform my decision making"
"I trust the analysis I see and can create and answer queries on the data"

Summarised as:

- Trusted data
- Comparative data
- Actionable data



All staff say:

"I can go anywhere in the Group and have a great internet connection"
"The software and kit I have helps me to do my best work"
"I have all the training I need to use the systems I need"
"When I have a software or hardware problem, it gets fixed rapidly"

Summarised as:

- Universal connectivity
- Great kit
- Amazing support and training



Clinicians say:

"I can provide better care because of the information systems we have"
"I understand what care my patients need and can direct my time to those most in need"
"As a clinician I can view records for my patients from any site"
"As a clinician, I have a single-sign-on two-factor authentication to access the systems I need on either site"

Summarised as:

- Any record
- Any location
- Any device



5 | Our design principles for Digital



✓ Putting users' needs first

We need to get better at thinking about things from the user's point of view, whether that is our staff, our patients or their families/carers. This means User Research methods and skills to understand what people are trying to do and how they are trying to do it, and then designing our systems and solutions in a way that puts them first.



✓ Designing for simplicity

We want our systems to be simple and easy-to-use. The best digital systems and solutions are intuitive, simple and make sense to users without needing in-depth training. We want there to be as few different systems that our patients and staff need to use as possible. We should be doing the hard work to make it easy for them.



✓ Working in an agile way

We know that working flexibly and using agile principles will allow us to make rapid progress, whilst remaining flexible when needs change. We want to make sure that we are able to hear feedback from our staff and patients and change our course appropriately to match their needs and priorities. This will allow us to learn and iterate as we go. On this we will work to the best practice of Government Digital Services, NHS Digital and NHSX.



✓ Doing things once across the Group

We will take every opportunity to provide solutions, processes, suggestions, and learning once for both hospitals. We want to build links between both Trusts to build on our individual strengths, whilst making sure that we don't duplicate. Just imagine how much faster we'll improve things if we are doing things once for both hospitals!



✓ Communicating and engaging throughout

We want to make sure that as we are developing new solutions we will engage with both our patients and staff and the wider community to involve them in our design and roll-out process. Beyond that, we know that it's really important for people to know what is available, what is coming, and when – in non-technical language.

6 | Our five promises for our staff and patients

Our patients, their families and carers

We will:

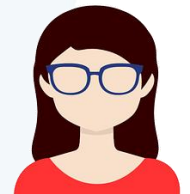
- ✓ Join our patient records up so our patients have access to their health record across the whole health system
- ✓ Put our patients in control of their care, making it easy for our patients to receive care in a way that works for them
- ✓ Invest in technology that helps us to monitor our patients' condition wherever they are, meaning our patients can be cared for at home
- ✓ Make sure our systems are simple for our patients to use and provide support if people are struggling
 - ✓ Protect our patients' data and information



Our staff

We will:

- ✓ Work with our staff to understand how digital solutions can be designed to improve care and make our workplace a better place to work
- ✓ Reduce the number of different systems and log-ons our staff need to use to do their jobs
- ✓ Make sure our staff have the appropriate kit and software
- ✓ Make sure our NHS.net and Office365 accounts are joined up across the Group so our staff can work together more effectively
- ✓ Provide amazing training and support to our staff



7 | Our themes within the Digital strategy



Empowering our patients, their families and carers



Supporting our staff



Doing the basics to have a solid foundation to build on



Delivering clinically-led solutions



Providing insight to support decision making



Working with our health and care partners



Connecting our systems



Collaborating for a Shared Purpose

7 | Theme 1: Empowering our patients, their families and carers



Our ambition for this theme

We want to design services around our patients’ and their families needs that give them control of appointments. To provide communications in formats of their choice. To have access to their records to share as they see fit and feel that their needs are known by all who are for them.

We will make appropriate use of remote monitoring technology to support care from the comfort of their own home. We will provide technology and support to our patients to help access our systems if they need it.

We want to keep improving our environment to improve the inpatient experience, such as electronic meal ordering and patient entertainment, taking opportunities presented of the new building works taking place.

Our priorities

- 1 We will **join our records up** so our patients have access to their records across the health system
- 2 We will **hold virtual appointments** for our patients where that is safe and appropriate. We will be able to **virtually monitor our patients’ conditions**
- 3 We will **improve the patient experience**, making sure **our systems are simple** to use, we **provide support if people are struggling** and **improve inpatient experience**

How we will measure improvement

Within one year (by 31.03.2022)		Within three years (by 31.03.2024)	
1	<ul style="list-style-type: none">Maternity patients have access to the patient health record through system-wide portal.Patients can select their communication format preference (e.g. email, letters etc).		<ul style="list-style-type: none">All patients have access to their digital records from their smartphone and can share it with health professionals. No paper notes/forms will be used in direct patient care.Patients can reschedule appointments through self-service
2	<ul style="list-style-type: none">25% of outpatient appointments are virtualOf patient groups suitable for virtual monitoring 50% are utilising this technology		<ul style="list-style-type: none">1M virtual consultations have occurred, 50% of outpatient clinics are virtualOf patient groups suitable for virtual monitoring, 85% are utilising this technology
3	<ul style="list-style-type: none">25% of volunteers are trained to provide digital support to patientsSelf-check-in kiosks installed to Outpatients facilitating patients self-check in		<ul style="list-style-type: none">50% volunteers are trained to provide digital support to patientsSelf-check-in kiosks installed to Emergency Department facilitating patients self-check inWe will have refreshed our electronic inpatient entertainment and meal ordering.

7 | Theme 2: Supporting our staff



Our ambition for this theme

We want our digital systems to transform the workplace, making it a better and more efficient place to work. We will do the hard work to design our systems and processes to make things easier for our staff.

We will have a single sign-on service for our staff. Our people will have the appropriate hardware and software to do their job and feel confident about using our digital systems.

Our approach to training and support for staff will be continuous and adaptive, using data to target the support to staff to help them to make the most of our systems.

Our priorities

- 1 We will develop **universal NHS.net and Office 365 accounts** across all sites for our staff
- 2 We will make sure that staff have the **appropriate kit and software** that they need to do their jobs
- 3 We will provide amazing **training and support** for our staff and ensure that we are **building digital literacy**

How we will measure improvement

Within one year (by 31.03.2022)		Within three years (by 31.03.2024)	
1	<ul style="list-style-type: none">All staff on NHS net accounts by Q3 2021	1	<ul style="list-style-type: none">Online collaboration is the norm for all staff and emailing attachments has fallen by 95%
2	<ul style="list-style-type: none">Consistent rolling hardware replacement programme established by Q3 2021 with regular review process in place to establish user device needs.	2	<ul style="list-style-type: none">Number of service desk calls related to old or non-functioning kit and software is reduced by 75%
3	<ul style="list-style-type: none">All staff have access to digital training and support which utilises a range of learning techniques including virtual and face to faceNumber of service desk calls that could have been resolved using self-help (or are first time fixes over the phone) are reduced by 25% by Q1 2022IT SLAs are standardised across the Group	3	<ul style="list-style-type: none">Digital literacy programme embedded into staff roles - within all appraisals and staff induction by Q3 2022Digital literacy programme heralded nationally as exemplar (e.g. awards, national body recognition) by Q2 2023.We will extend our service desk support hours to reflect demand by Q2 2022No more than 1% of service desk calls outstanding without a resolution after 31 days of the call being made

7 | Theme 3: Doing the basics to have a solid foundation to build on



Our ambition for this theme

- We want to be ambitious and drive our Trusts forward, but we need to build great foundations to build on.
- We need to ensure that our connectivity is universally available and our staff have the tools they need to do their jobs.
- We are trusted with our patients' data and our systems need to be safe and secure. We will always consider confidentiality, integrity and availability of our data to embed a culture of data protection by design.
- We will continue to enact our cloud-first policy to make the best use of today's technology.

Our priorities

- 1 We will focus on **cyber security and data security** to ensure our patients' records are safe and secure
- 2 We will seek to be one of the truly **cloud-first Hospital Groups** in England
- 3 We will work to ensure our **network and connectivity keeps pace** with our growing digital needs

How we will measure improvement

Within one year (by 31.03.2022)		Within three years (by 31.03.2024)	
1	<ul style="list-style-type: none">0 Serious Security Incidents each year. Standardised Cyber reportingBusiness Continuity rehearsal based on testing scenarios & table top exercise by Q2 2021+97% of servers fully patched at all times by Q2 2021		<ul style="list-style-type: none">Achieve Cyber Essentials Plus accreditation.A disaster recovery test is completed across the group every year.100% of servers and clients are fully patched within 14 days of a patch release by Q4 2022
2	<ul style="list-style-type: none">NGH Cloud-first policy in place by Q2 2021No more new software hosted in our data centres from Q2 202120% of services hosted in the cloud by Q4 2021		<ul style="list-style-type: none">50% of services in the cloud by Q2 2022100% of services hosted in the cloud by Q4 2023 with minimal viable data centre footprint
3	<ul style="list-style-type: none">The number of calls to the service desk for poor Wi-Fi and slow connectivity drops by 50% by March 2022Independent assessment of wired and wireless LAN taken place and all remediations / action plan complete by March 2022Network availability across both sites at 99.9+% by March 2022		<ul style="list-style-type: none">Latest Wi-Fi (at least Wi-Fi 6) is rolled out inside and outside the Trust. Independent surveys tell us that coverage and quality is great.Distributed working is seamless and as quick as working on-site. All systems and services are available remotely by Q3 2023.Network availability across both sites 99.97+% by Q2 2022

7 | Theme 4: Delivering clinically-led solutions



Our ambition for this theme

We will understand the needs of clinicians in order to give them excellent tools that work for them and give them back time to care. Our paperless systems will not just be aligned but will bring together relevant clinical information into a hub for ease of access by clinicians and improve workflows for clinicians, including minimising additional data capture.

We will work with our clinicians through the Group Clinical Strategy and Clinical Collaboration work to understand patient pathways in our services and design digital solutions to enhance care.

We will make use of the advanced technology and data available to us to help support decisions about clinical care and we will become nationally renowned for the environment we create to allow our clinical research to thrive.

Our priorities

- 1

We will have a **Group Electronic Patient Record** so that our two hospitals can share the same record, viewable from any location on any device
- 2

We will **spend time with our clinicians** to understand how our staff are using systems and how our systems could better help
- 3

We will **help deliver innovative research projects**, supporting our ambition to become a teaching hospital

How we will measure improvement

Within one year (by 31.03.2022)		Within three years (by 31.03.2024)
1	<ul style="list-style-type: none">Aligned PAS (patient administration systems) in place across the Group	<ul style="list-style-type: none">By Q3 2022 our hospitals will be able to share critical patient information through a shared EPR (electronic patient record)Sharing of the full patient record by Q3 2023No paper in use in any clinical interaction. All clinical procedures are closed-loop
2	<ul style="list-style-type: none">System in place to gather digital, innovative ideas from across the Trust.Embedded use of user research and service designers to improve introduction and use of clinical systems	<ul style="list-style-type: none">Clinical system usage analysis in place and being used to adapt practice and processesAt least two hackathon days have been hosted each year (digital innovation events)Clinicians consistently give a Net Promoter Score for clinical systems of over 80
3	<ul style="list-style-type: none">Provision of access to pseudonymised data and analytical support to research projects	<ul style="list-style-type: none">All research projects have digital team involvement.Our data and analytical support for research projects will be nationally recognised/ renowned (e.g. national body recognition given)

7 | Theme 5: Providing insight to support decision-making



Our ambition for this theme

We want to revolutionise the way decisions are taken in our Group and across our health system. We will start with being clear about what data is relevant for making decisions and build a consistent structure that supports this.

We will adapt and provide increased insight and analysis, getting to the point where our teams are anticipating the questions colleagues may ask.

We need to make it easy for all staff to have information at their fingertips and for it to be easier for clinicians involved in research being able to analyse data for better care and prevention.

Our priorities

- 1 We will **understand what data is needed** to support patient care so that when we are creating data, it provides value
- 2 We will develop **dashboards that are intuitive and staff can use** to revolutionise decision-making
- 3 We will **improve the consistency and data quality** across the sites, including standardising the way we report our data

How we will measure improvement

Within one year (by 31.03.2022)		Within three years (by 31.03.2024)	
1	<ul style="list-style-type: none">Agreed consistent board, committee and operational reporting frameworks and what data is required by Q2 2021	<ul style="list-style-type: none">All transformational activities to improve pathways and/ or software systems, use (and informed by) analytics to understand patient and clinician journeys.Consistent Net Promoter Score of 80+	
2	<ul style="list-style-type: none">Power BI is available to all staff and all staff have been trained to use itGroup Data Warehouse established. 30% of clinical systems ingested.	<ul style="list-style-type: none">100% of clinical systems ingested onto the Group Data Warehouse and all data visualisations accessed through Power BI platform by Q1 2023	
3	<ul style="list-style-type: none">Data Quality Improvements Programmes established at both Trusts, ensuring that data is extracted and processed with the consistent application of validated business rules by Q2 2021.	<ul style="list-style-type: none">Data Quality Improvements Programmes embedded at both Trusts by Q4 2022Using new technologies and consistent processes in Clinical Coding across the Group to reduce manual coding effort by Q2 2022	

7 | Theme 6: Working with our health and care partners



Our ambition for this theme

We need to work better with our local health and care partners to make sure that our systems talk to each other.

We want it to be easy for our staff to make sure our patients get the care in the community they need. We will create a single shared system to manage putting care packages in place that all our partners use, rather than relying on unconnected systems and processes.

We will work to make sure we are supporting the four transformation aims of the Northamptonshire Health and Care Partnership, including implementing the Northamptonshire Care Record (NCR) and supporting the Integrated Care In Northamptonshire (ICAN) programme.

Our priorities

- 1

Implement the Northamptonshire Care Record (NCR), fully supporting the digital strategy for the Northamptonshire Integrated Care System (ICS)
- 2

We will fully support the development of the **ICS Digital Strategy**, and the delivery of the digital requirements of **four transformation priorities**, starting with ICAN
- 3

We will contribute to the **creation of an ICS-wide dataset** that can support decision-making across the system and population health management

How we will measure improvement

Within one year (by 31.03.2022)		Within three years (by 31.03.2024)	
1	<ul style="list-style-type: none">All our patients records linked to the NCR by Q2 2021 and available for sharing. NCR view integrated with existing systems	<ul style="list-style-type: none">Full patient record will be included in the NCRPersonalised pre-elective support/guidance and rehabilitation materials available via NCRAll appointments from all providers visible in one place to patients by Q2 2023	
2	<ul style="list-style-type: none">ICS Digital Strategy approvedTactical solution for frailty assessments by Q2 2021 as part of ICAN programme	<ul style="list-style-type: none">Digital solution developed, implemented and integrated to support ICAN programmeSupport for the ICS Transformation Priorities	
3	<ul style="list-style-type: none">Implementation and use of the Northamptonshire Analytics Reporting Platform (NARP) at Trust and ICS level	<ul style="list-style-type: none">Demonstratable use of the NARP for Population Health decisions by Q2 2022Fully embedded Northamptonshire Control Tower by Q2 2023, supporting system-wide decision making	

7 | Theme 7: Connecting our systems



Our ambition for this theme

We need our systems to be as joined up as we will be. We want our staff to be able to experience a friction-free experience when working in any Trust location, though use of a staff “digital passport”.

We have a large collection of unconnected clinical systems, each with its own overhead of training, support, supplier management and release maintenance. We will seek to reduce the number of systems, following the principle of once for both, and ensure that there is greater interoperability between the systems that remain.

We will build on our work as a Robotic Process Automation (RPA) Centre of Excellence to release efficiencies. We will be the first Trusts to transform Clinical Coding through the application of machine learning

Our priorities

- 1 Implement **single sign-on** across all sites for our staff
- 2 Reducing the **number and variety of stand-alone clinical systems** that are in use across the Group
- 3 Supporting the **alignment and consolidation of back office and corporate systems**

How we will measure improvement

Within one year (by 31.03.2022)		Within three years (by 31.03.2024)	
1	<ul style="list-style-type: none">Single sign on solution evaluated and identified. Proof of concept demonstrated.		<ul style="list-style-type: none">No more than 5 log-ons per user by Q3 2022Single log-on per user by Q2 2023
2	<ul style="list-style-type: none">5% reduction in number of clinical systems used across the Group by Q4 2021		<ul style="list-style-type: none">20% reduction in the number of clinical systems used across the Group by Q4 202230% reduction in the number of clinical systems used across the Group by Q4 2023
3	<ul style="list-style-type: none">Agree strategy to align the separate workforce systems across the Group by Q1 2021Agree strategy to align single costing system and financial system		<ul style="list-style-type: none">Implement a Group workforce deployment system and phase 1 of a Group costing system by March 2023. Alignment of Occupational Health Systems. Scanned Personnel files and Digital Passport. Leading implementor of the national ESR programme.Implemented single costing system and single financial systemImplement CRM system to manage employment queries across the Group

7 | Theme 8: Collaborating for a shared purpose



Our ambition for this theme

We want to make the most of working together as a Group. We have a wealth of experience and talent in our two current Hospital Digital teams, and together we will be able to go much further and faster.

We want to create a shared culture in our Digital portfolio, better support, training and development, and make the Group Digital team the best place to work. We will value behaviours of collaboration over individual brilliance.

Working on the principle of “Once for Both”, we will become a national exemplar on how NHS teams organise themselves to do great work.

Our priorities

- 1 We will develop our **shared Digital portfolio**, helping our staff to understand what we do, and providing clarity on the roles and structure
- 2 We will **enhance our professionalism** and ensure our teams are equipped with the right skills to meet our users needs
- 3 We will create a **supportive and co-operative culture** that **puts the Group first, making the most of our individual strengths**

How we will measure improvement

Within one year (by 31.03.2022)		Within three years (by 31.03.2024)
1	<ul style="list-style-type: none">Provide clarity to the organisations and our digital teams on structure and roles by Q2 2021	<ul style="list-style-type: none">Fully embedded Group delivery functions in place by Q4 2022
2	<ul style="list-style-type: none">Regular show and tells in place by Q3 2021Shared learning forums in place by Q3 2021Access to professional development tools by Q4 2021	<ul style="list-style-type: none">People are so keen to join the organisation that there are no ‘hard to fill’ roles within the digital portfolio – all vacancies are over-subscribed
3	<ul style="list-style-type: none">For 100% of procurements to be joint from Q1 2021Completion of review of Group digital contracts for efficiency, consistency and utilisation by Q3 2021	<ul style="list-style-type: none">All common software contracts co-terminating or consolidatedWe have no examples of ‘gotchas’ where a Group solution should have been considered by Q2 2023

8 | Engagement, governance and tracking of strategy delivery

We have comprehensive tracking and assurance in place for the delivery of the Group Digital Strategy

KGH and NGH Trust Boards

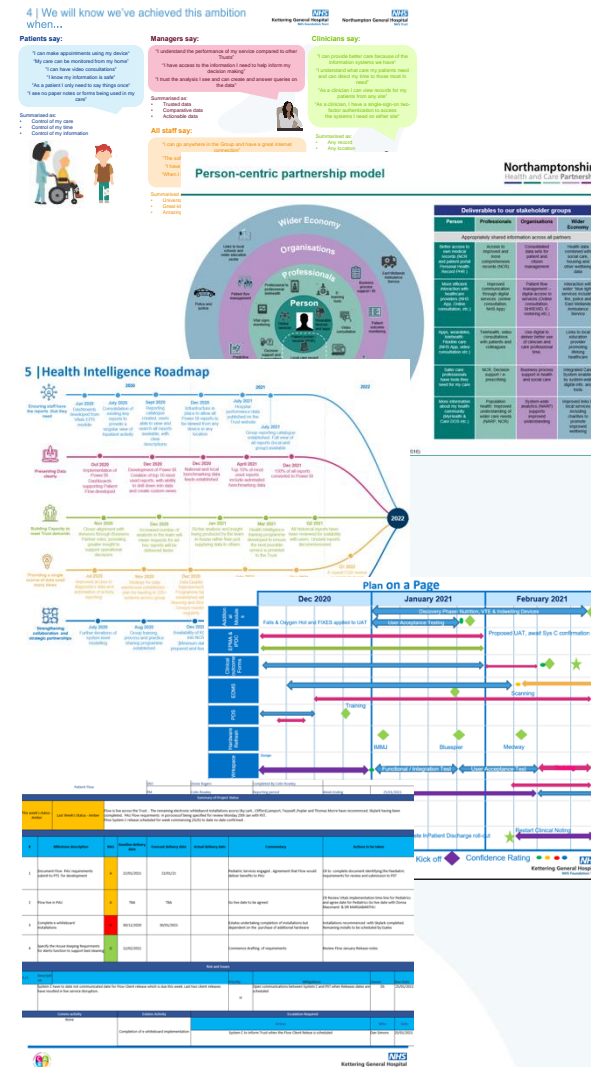
Receive an update on the Digital Strategy delivery at each meeting. Systematic review the progress of the strategy every 6 months and sign off changes.

Group Digital Hospital Committee

Oversees the strategic aspects of the NGH and KGH Group's digital, technology and information agenda. Roadmap reviewed at every meeting (every other month).

Operational Meetings

Monitor the detailed delivery of the roadmap. A number of meetings are in place at individual Trusts, as well as the Group Digital Operational meeting.



We will make sure that we keep our staff and patients informed and engaged

Patient focus groups

We will involve our patients, their families and carers through focus groups when developing and designing digital solutions.

Staff focus groups

We will use existing staff forums and set up focus groups to gather feedback and ideas, and gain input into the development of digital solutions.

Dedicated to Excellence newsletter

We will share updates in a 'Dedicated to Excellence' newsletter to keep our staff up to date with progress, next steps and raise awareness of how to get involved.