

BOARD MEETING

Title	Digital, Data and Technology (DDaT) Directorate Update (including update on Digital Maturity Assessment 2024)		
Paper Date:	03 July 2024	Board Meeting Date:	16 July 2024
Purpose:	Update	Agenda Item:	11
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Executive Summary

This paper presents an overview and update of the Digital, Data and Technology (DDaT) Portfolio and activities which support the delivery of the ICS Digital and Data Strategy. The update is structured to align with the agreed four strategic functions of the DDaT directorate.

Key highlights in each of these functions include:

Strategy

- The national Digital Maturity Assessment (ICS and primary care) survey has been completed and validation of scores across the region has been conducted. Final output of the assessment is expected mid-July.
- An ICS cyber security exercise was conducted in early June to prepare for responding to an ICS-wide cyber incident. Useful lessons were identified and will inform the ICS Cyber Strategy that is currently in draft.
- The ICS Data and Intelligence programme is being established with a first meeting of the programme board in July.

Service Delivery

- This month, key performance indicators (KPIs) for current DDaT services provided by SCW CSU have been met in all services with the following exceptions: GPIT (several GP server incidents were resolved slower than target metric), clinical effectiveness and Individual Funding Requests.
- While KPIs have been met for the BI service, it should be noted that the BI service does not current meet the requirements of the ICB. Further work (through the CEO, Turnaround Director and CDIO) has started across all SCW CSU service lines to improve the performance management of existing service lines (short term) and redesign service lines to deliver better value for money (longer term).

Transformation

- Progress and roadmaps for DDaT transformation programmes are presented at section 3 and aligned to the nationally recognised categories of “digitise”, “connect”, “transform”.
- Highlights of flagship transformation programmes include:
 - **Inhousing of SCW CSU Business Intelligence Services.** NHSE have not given approval to in house SCW CSU BI services. Alternative plans are therefore being developed and will form part of a wider review of options for redesigning SCW service.
 - **Shared Care Record.** GP sign up to data sharing now sits at 95%. Continued delays exist in enabling data feeds from Oxford University Hospitals and Oxfordshire County Council into shared care record.
 - **Cyber Security.** On track to deliver the first ICS cyber strategy by Q3 following on from the ICS cyber security exercise in June.
 - **Digital Patient Engagement.** The mandate for a digital patient engagement programme across the ICS has been agreed by ICS Digital and Data Steering Group.

Partnerships – Nothing significant to report this month.

<p>Digital Maturity Assessment 2024</p> <p>The slide pack also presents an update on the interim findings for the annual Digital Maturity Assessment. Full results from this annual self-assessment of digital maturity for NHS providers and ICSs will follow in mid-July.</p>	
<p>Action Required</p> <p>The board are asked to note the DDaT Directorate update and interim findings for the Digital Maturity Assessment 2024.</p>	
<p>Conflicts of Interest:</p>	<p>Conflict noted: conflicted party can participate in discussion and decision.</p> <p>The Digital and Data Strategy informs the prioritisation of the use of NHS resources. This will have an impact on organisations that members of the Board lead/are employed by and ICB funding contributes to the pooled budgets with local authorities and the contract held by GP practices. The perspective of these members is an important aspect to development of our priorities and plans.</p>
<p>Date/Name of Committee/ Meeting, Where Last Reviewed:</p>	<p>System Productivity Committee 2 July 2024</p>



**Buckinghamshire, Oxfordshire
and Berkshire West**
Integrated Care Board

Digital Data and Technology Strategy, service and transformation



Authors - Matt Sutton, Henry Wright and Mel Warren, DDaT Directorate
SRO Victoria Otley Groom, CDIO
July 2024

Executive Summary

Our Vision
Improve the lives and experiences of those accessing and working in our ICS, through building collective digital and data maturity across our partners and providers.

Our Objectives		
Digitise	Connect	Transform
We will deliver the Minimum Digital Foundations across our providers to reach a core level of digitisation across the system.	We will use digital, data and technology to connect our care settings and improve experience for citizens.	We will deliver the data foundations to provide the insights required to transform our system and better meet the needs of our population

Our Design Principles

- Population Health-led**

We will be led by population health data in evaluating our investments to further the outcomes of our population. We will utilise data across our investments to enrich the understanding of our population's health needs.
- Experience & Needs Centred**

We will judge the success of our strategy and programmes based on our ability to meet end user needs, improve experience and provide digital access for everyone.
- Open Collaboration**

We will openly collaborate to share assets, improve our collective digital maturity and overcome the challenges our system faces.
- Common Frameworks & Standards**

We will adopt national frameworks and standards where appropriate and define shared standards for our ICS. Our investments and roadmaps will be aligned to our frameworks and standards.
- Once for BOB**

We will use the ICS' commercial leverage to deliver best value for money. We will seek to build and utilise collective BOB capability. We will, where appropriate, deliver a single solution for all of BOB, avoiding duplication and ensuring seamless working.

Our Purpose

ICS purpose

Improve outcomes in population health and healthcare

Tackle inequalities in outcomes, experience and access

Enhance productivity and value for money

Help the NHS support broader **social and economic development**

ICB purpose

Working to design, plan and integrate health and care services across Buckinghamshire, Oxfordshire and Berkshire West, so that we improve the lives of our population and deliver greater value together

What we do

System perspective
 Focus on areas where a system level perspective delivers impact, always acting in the best interests of population

Allocate resources
 Allocate resources effectively between our places and partners to achieve the best outcomes for our population

Oversee service quality
 Assure service delivery to support high and equitable access to care across the ICB

How we do it

Empower system partnerships
 Empower our partnerships to deliver high quality services and transformation, embed best practice to support shared learning

Foster collaboration
 Create the right environment for system collaboration (NHS, social care, local authorities, academic partners etc.) through effective leadership

Drive standardisation
 Embed consistency across the system to realise efficiencies, and drive equal outcomes for our population

ICB DDaT Directorate Strategic Functions

<p>STRATEGY</p> <p>Planning Investment Oversight</p>	<p>SERVICE DELIVERY</p> <p>ICT Data Analytics Actionable Insights</p>	<p>TRANSFORMATION</p> <p>Digitise Connect Transform</p>	<p>PARTNERSHIPS</p> <p>Healthcare Academia Innovation Industry</p>
Reputation for excellence and effective timely delivery of ambitious ICB plans	Secure, compliant, reliable DDaT service delivery	Deliver effective timely ICS service transformation and benefits	Delivery innovation and change through shared solutions and partnerships

1 Digital and data strategy, planning and assurance update



Digital & Data Strategy

- **ICS Cyber Security.** “Exercise SPIDER” 3 June 2024 to identify clinical & operational impacts and plan mitigations for a simulated, major ICS-wide cyber incident
 - NHSE regional cyber leads, ICB and all NHS providers.
 - Outputs will support development of ICS Cyber Security Strategy.



Digital Maturity Assessment (DMA)

- **ICS (and Primary Care) Digital Maturity Assessment** survey responses has been submitted to NHSE.
- **Results** – full DMA results are expected mid-July after validation work with providers (observations on interim results are attached)



ICS Intelligence Function

- Governance for the **ICS intelligence programme** established by July 2024.
- **BI Service Inhousing.** NHSE panel did not approve the inhousing of BI services (SCW CSU to BOB ICB) - this will impact planned financial savings and service improvements. Alternative options are being considered.
- **ICS Data Architecture.** Workshop with ICS providers to agree a common ICS data architecture in planned for July 2024



Ongoing development of DDaT governance and assurance

- **DDaT board development.** Board development sessions for the digital and data governance groups (ICB, Steering Group, Delivery Group) planned for May – September 2024 (supported by NHS Providers and Public Digital).
- **Development of Digital and Data Office function.** Standardising and centralising the support to digital delivery teams.



DDaT Support to ICB Turnaround

- **Digital Contracts.** Digital contracts database shared with turnaround team to help advise other ICB directorates on the digital contracts they are responsible for.
- **Risk management.** Support to the governance team to develop risk management processes.
- **Cost Improvement.** Identifying DDaT cost improvement opportunities to meet targets for 2024/25.
- **ICB DDaT Advice and Oversight Panel** aligned to new processes to support turnaround (spend assurance).

2 ICB Digital and Data Services – Performance overview

KPI Target missed X

KPI Target exceeded ✓

GP IT	Corporate IT
<p>KPI Target (95%)</p> <p>GPIT 001 Incident resolution* 85%</p> <p>GPIT 002 Service Requests* 99.2%</p> <p>Summary</p> <ul style="list-style-type: none"> GPIT 001 – 9 x breaches at separate GPs (all related server and broadband issues) resolution taking longer than KPI targets (4hrs / 8hrs) <p>Data period: May 24</p>	<p>KPI Target (95%)</p> <p>CIT001 Incident resolution* 98.6%</p> <p>CIT002 Service Requests* 98.6%</p> <p>Summary</p> <p>Data period: May 24</p>
SCW Services - Other	Business Intelligence (BI)
<p>Human Resources (HR)</p> <p>Information Governance (IG)</p> <p>111 & Directory of Services (DOS)</p> <p>Procurement</p> <p>Clinical Effectiveness (CE)</p> <p>Individual Funding (IFR)</p> <p>Summary</p> <ul style="list-style-type: none"> CE – failure relates to 1 annual KPI to update a SOP with Thames Valley Priorities Committee. IFR – failure relates to Blueteq applications received and decisions reported. 4 cases missed the 10-day deadline. KPI 100%: Achieved 99% <p>Data period: April 24</p>	<p>KPI Target (90% <12hrs)</p> <p>BI001 Issue resolution 100%</p> <p>BI002 Contract monitoring report provision 100%</p> <p>BI003 Engagement with ICB 100%</p> <p>Summary</p> <ul style="list-style-type: none"> Whilst KPIs are being met, the SCW BI service does not fully meet the ICB needs (separate improvement project) <p>Data period: April 24</p>

3a Digital and data transformation – Digitising our + 200 organisations

DIGITISE

Programme	Description	RAG - Cost	RAG - Scope	RAG - Milestones	Update	SRO
Frontline Digitisation	Buckinghamshire Healthcare NHS Trust, implement new Acute Electronic Patient Record and optimise Community Electronic Patient Record (RiO). In Oxford Health NHS Foundation Trust, optimise and extend Community Electronic Patient Record (EMIS Web) and Mental Health Electronic Patient Record (RIO)	National funding agreed for these programmes has been reduced from initial bids.	Plans to mitigate reduced funding have been developed by Buckinghamshire Healthcare NHS Trust & Oxford Health NHS Foundation Trust	Delay to NHSE funding decision. Buckinghamshire Healthcare NHS Trust, in particular, will be focused on delivery of the Electronic Patient Record in 2024/25 (limited capacity for other Integrated Care System work)	Oxford Health NHS Foundation Trust working on EMIS mobile roll out and True Colours (symptom tracker) pilot in child and adolescent mental health services. Buckinghamshire Healthcare NHS Foundation Trust roll out continues with engagement with NHSE team.	Programme Director Clinical Systems & Interim CIO – Oxford Health NHS Foundation Trust and Digital Director - Buckinghamshire Healthcare Trust
ICS Cyber Security	Define a strategy for improving Cyber maturity across the Integrated Care System and prioritise investment of Cyber Improvement Programme Funds	2024/25 - £201k revenue allocation ready to be spent	Project scoping has started	Initial Integrated Care System Cyber Strategy draft is due Sep 2023 – on track to meet this	Initial workshops on managing security risks and protecting against cyber-attack held. Awaiting trust feedback on priorities for £201k funding	Deputy CDIO – Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board
Digitise Primary Care	Multiple Programmes involving: Advanced Telephony GP to improve access, giving Mobile/remote working solutions (supporting Integrated Neighbourhood Teams), Multi-agency network access supporting MDTs (Govroam)	2024/25 DF funding confirmed £1.392m from PC. Insufficient Capital budget to meet 24/25 reqs.	New GP IT Operating Model changed core/non-core Integrated Care Board obligation	Primary Care Strategy implementation with digital support tbc	Primary care/ GP priorities noted at 20 th May Workshop. Digital will present a plan to use the £1.392m funding based on primary care priorities and the core GP IT operating model requirements by end June 2024 for agreement.	Deputy CDIO – Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board
Digitise Adult Social Care and Care Homes	Roll out Digital Social Care Records for Care Quality Commission -registered Adult Social Care providers within Buckinghamshire, Oxfordshire, and Berkshire West using national funding	2024/25 – fully funded by national funding – exact envelope TBA.	Within scope agreed by national team.	On track to meet 89% of Adult Social Care providers with Digital Social Care Records by March 2025 (9% above national target)	Implementation plan for 2024/25 submitted to NHS England including sensors-based falls detection. Awaiting funding allocation/budget.	Deputy CDIO – Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board
Digital Patient Engagement / Empowerment	Improving digital access to NHS services within Buckinghamshire, Oxfordshire, and Berkshire West, including promotion of / uptake of the NHS App amongst the population.	Awaiting regional confirmation on extra NHS App integration funding for Mental Health/Community.	Within scope	Agreeing internal milestones for 2024/25	Paper being prepared on Digital Patient Engagement Strategy to be put to Integrated Care System partners following on from Commissioning Support Unit investigation.	Deputy CDIO – Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board
Digital and Data Enablers to Diagnostics	Supporting the deployment of digital and data enablers for Buckinghamshire, Oxfordshire and Berkshire West diagnostics through 3 overlapping diagnostic networks	NHSE Diagnostic Capability Development funding bids for each diagnostic network	Within scope agreed with Diagnostic Networks.	South 4/Thames Valley Radiology Network common order comms delays to project due to SRO availability – scheduling.	Progress with connections between South 4 pathology systems but challenge securing availability from internal teams. Project team mobilised for Berkshire and Surrey Pathology Services harmonised order comms.	Various

3a Transformation - Digitisation of BOB organisations

		FY 24-25				Finances			
Programme		Q1	Q2	Q3	Q4	Cost	Funded	Gap	
DIGITISE	Digital and Data Strategy and Roadmap	Update strategy with approach to innovation, diagnostics, cyber, remote monitoring, digital patient engagement					£0	£0	-
	Frontline Digitisation	Procure and begin deployment of Buckinghamshire Healthcare NHS Foundation Trust Acute Electronic Patient Record and continue optimisation of Community Electronic Patient Record					£13m	£13m (Frontline Digitisation)	-
		Optimised Oxford Health Foundation Trust community Electronic Patient Record							
	Integrated Care System Cyber Security	Continue to deploy additional Frontline Digitisation capabilities in Oxford Health Foundation Trust (e.g. eMHA, SSO)				Integrated Care System Cyber Strategy in place	TBC	£200k (Cyber Impr. Programme)	-
		Draft and agree Integrated Care System Cyber Strategy							
	ICS Infrastructure, AI & Technology	Develop and enact x-org productivity and infrastructure efficiencies					£0	£0	-
	Digitise primary care	Advanced telephony (enabling Integrated Neighbourhood Teams)					TBC	TBC	
		Develop Primary Care data infrastructure							
Digitise Adult Social Care and Care Homes	Deploy Digital Social Care Records to Care Quality Commission -registered adult social care providers				80% providers with digital record	TBC	TBC (DASC)	TBC	
	Further Remote Monitoring / Falls Detections tech deployed to care homes								
Diagnostics - Digital and Data Enablers	BSPS unified order comms Pathology build and test completed				BSPS unified order comms pilot go live	£24m	£24m (DDCP)	-	
	South 4 Pathology LIMS rollout								
	South 4 and Thames Valley radiology order comms project				GPs in BSPS able to order pathology and radiology through single order comms				
Digital Patient Engagement / Empowerment	Draft and agree Patient Engagement Portal (PEP) strategy				All acutes Trusts using digital consent	£0	£0	-	
	Deploy Centric consenting in Oxford University Hospitals NHS Foundation Trust / Buckinghamshire Healthcare NHS Foundation Trust								
	Integrate community and mental health appointments into NHS App								

3b Transformation – Connecting our providers to enable service integration

CONNECT

Programme	Description	RAG - Cost	RAG - Scope	RAG - Milestones	Update	SRO
Integrated Care System Intelligence Function	Develop a single, coherent, system-wide intelligence function.	Inhousing project unlikely to go ahead in current form-projected savings may not be achievable	Programme Board will be established in Jun/Jul 2024 to govern this programme	NHSE have declined the business case on in-housing.	The business case for in-housing of Commissioning Support Unit Business Intelligence into Integrated Care Board has not been approved. Further discussions ongoing on next steps and new scope to redesign/ renegotiate the SCW BI service.	Chief Digital Information Officer – Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board
Direct Care – Shared Care Records	Implement a single shared care record across Buckinghamshire, Oxfordshire and Berkshire West.	2024/25 – budget planning underway. Likely to be ~£1m adverse gap to fill.	Within scope	Bucks migration complete July. No firm timelines for OUH or Oxfordshire County Council connections.	Progress on Oxfordshire University Hospitals NHS Foundation Trust/Oxfordshire County Council connections awaiting supplier->supplier conversations. South Central Ambulance Service due to start accessing in late June/early July.	Chief Clinical Information Officer – Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board
Operational data - Planning, Oversight and Service Improvement	Improvement of operational analytics support.	Clarification required on funding of Health Insights tool in 2024/25 (UEC)	Comprehensive requirements for Integrated Care System operational data yet to be scoped in detail	No milestones agree in this programme	Same issues as ICS Intelligence Function. South Central West Commissioning Support Unit internal restructuring may affect services - under investigation.	Chief Digital Information Officer – Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board
Population Health Management	Develop the Population Health Management platform across Buckinghamshire, Oxfordshire and Berkshire West using Thames Valley and Surrey-level solution (System Insights).	No funding available	Within scope	Usage of Population Health Management tools starting to grow. More work required to identify benefits.	376 active accounts (up from 243) in Buckinghamshire, Oxfordshire and Berkshire West. Oxfordshire data now live in Population Health Management platform from participating partners/practices. Training pack development ongoing.	Chief Clinical Information Officer – Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board
Research and Development	Creation of a Sub-National Secure Data Environment (SNSDE) to allow safer, easier access to data for research use purposes.	National funding allocation for 2024/25 received (by Oxford University Hospitals NHS Foundation Trust)	Within scope	On track to hit Q1 milestones for creating initial data flow plans.	New Senior Responsible Officer appointed. Draft operating model and draft Data Protection Impact Assessment circulated for adoption. Technical build underway.	Division Director for Clinical Support Services at Oxfordshire University Hospitals NHS Foundation Trust and SRO for Thames Valley and Secure Data Environment
Digital, Data and Technology Workforce	Build and execute a plan to develop the specialist Digital, Data and Technology workforce within BOB, including better workforce data, and an Integrated Care System Digital, Data and Technology curriculum.	No funding available	Within scope agreed by Integrated Care System Digital and Data Delivery Group.	On track for creation of prospective clinical informaticians group by end of Q1	Free Patient-Centred Digital Transformation training launched by Integrated Care Board and available to Integrated Care System. Pre-market engagement completed on development of specialist curriculum. Awaiting South-East job census data for analysis.	Chief Digital Information Officer – Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board

3b Transformation – Connecting services

		FY 24-25				Finances			
Programme		Q1	Q2	Q3	Q4	Cost	Funded	Gap	
CONNECT	ICS Intelligence Function		Set up BOB Data Lake						
		Inhousing BI services from South Central West Commission Support Unit			◆ BOB ICB Analytics / Business Intelligence team established				
		Scope Federated Data Platform options for BOB			Deploy >1 Federated Data Platform capability across BOB				
	Direct Care – Shared Care Records (ShCR)	Increase data available in TVS Shared Care Record (e.g. Oxon and South-Central Ambulance Service)				◆ South Central Ambulance Service data available on Shared Care Record	£3.5m	£2.4m	£1.1m
		◆ Shared Care Record available to all BOB clinicians			◆ Oxon data available on Shared Care Record				
	Operational data - Planning, Oversight and Service Improvement		◆ Commissioning Data Sets (CDS) available in System Insights from all BOB Trusts						
	Population Health Management	Build understanding of data and analytics							
	Develop Population Health Management tools such as System Insights			◆ Population Health Management tools contain all Oxon data					
Research and Commercial	◆ PHM tools available to any Shared Care Record user	Increase usage of Population Health Management Tools							
	Sign provider agreements for data flows, design data marts and go live on selected development projects for Sub-National Secure Data Environment				★ Secure Data Environment live for first research customer	£4.4m	£4.4m (SNSDE)	-	
DDaT Workforce						£0	£0	-	

4 Spotlight on 3 Digital and Data Transformation Projects

Programme	Description	RAG - Cost	RAG - Scope	RAG - Milestones	Update	SRO	
TRANSFORM	Primary and community care (including Pharmacy, Optometry and Dental (POD))	Development of a strategy and investment case for Integrated Care System Wide remote monitoring.	No funding allocated to remote monitoring	Programme proposal approved but detailed scope yet to be defined	N/A	Remote monitoring strategy proposal was presented to the Primary and Community transformation board. Identifying a programme manager (Digital, Data and Technology) and clinical sponsor to start this programme.	
	End of Life Care	Roll out of live digital ReSPECT form across BOB on the shared care record platform.	£70k project costs approved by Clinical Transformation Board for ReSPECT project	Terms of References in place for Bucks and Berks West groups	Understanding governance timelines before starting format project.	Initial digital clinical safety workshop held 07/06 with stakeholders from Bucks. Monthly working group meetings set up in Berkshire West and Bucks.	Director of Vulnerable People's Services BOB ICS: SRO for Autism, Learning Disability, Mental Health, Community Services, Continuing Health Care, Care Homes and Palliative End of Life Care
	Mental Health and Learning Difficulties	Implementation of national Reasonable Adjustments Digital Flag (Reasonable Adjustment Digital Flag) standard.	No funding allocated	Clarifying scope with National Team.	Delays from the national team have resulted delay in compliance to standard in BOB.	First Task and Finish group scheduled for 14/06 with representatives from all trusts to understand supplier timelines. Engagement with template supplier and national team has clarified scope but final confirmation still needed.	Lead for All Age Mental Health, Learning Disability, Autism and SEND Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board

Patient Centred Digital Transformation Training. The 1st cohort of a 1-day internally delivered, staff training package* will start in July 2024 and be repeated monthly over the next 6 months. The aim of this training is to give ICB staff (not just Digital, Data and Technology / technical staff) the skills and confidence to engage with future digital transformation initiatives in their respective functional area. This training programme aims to embed digital transformation skills in teams across the Integrated Care Board (and wider Integrated Care System) and develop a network of confident digital transformation “champions” who will be able to support, lead and champion future digital transformation across the Integrated Care Board.

Full list of 12 ICB strategic transformation programmes with Digital, Data and Technology support outlined in the Digital, Data and Technology Portfolio

5 Transformation - Risks, Assumptions, Issues, Dependencies

RISKS

- Uncertainty around national 2024/25 funding (Federated Data Platform (FDP), patient portals)
- Impact of the internal Integrated Care Board change programme extending
- Delay to full delivery of shared care record in Oxon (GPs, Oxford University Hospitals NHS Foundation Trust and Oxfordshire County Council)
- Integrated Care System provider trusts at very different levels of digital maturity
- Clinical & financial risk of delayed financial approval of key digital contracts for primary care. Core supplier to charge 'out of contract' higher price for not signing contracts (BT)

ISSUES

- Business Intelligence in-housing project has not been approved by NHSE
- Several programmes on the roadmap are dependent on external funding
- Loss of subject matter expertise in South Central West Cyber Team adversely impacting current commissioned projects (e.g. Multi-factor authentication). South Central West hold an out-of-date Cyber Strategy.
- There are competing priorities for providers within the Integrated Care System.
- Engagement / alignment with wider system stakeholders including local authorities, public health, Voluntary, Community and Social Enterprise, Patient Participation Groups can be improved

ASSUMPTIONS

- Digital, Data and Technology strategy will be delivered through several key programmes.
- Outcomes of BOB Digital Maturity Assessment won't significantly change direction of Digital, Data and Technology portfolio in 2024/25
- Implementation of major national Digital, Data and Technology programmes (e.g. Secure Data Environment and Federated Data Platform) will provide delivery resources and funding
- Closer working with Frimley needs to be supported by a target operating model

DEPENDENCIES

- Transformation of Integrated Care System Intelligence Capabilities is reliant on redesigning the BI services currently provided by South Central West Commissioning Support Unit
- Reliance on unconfirmed national funding to deliver key programmes
- Digital transformation of clinical pathways models of care dependent on completion of shared care and population health programmes across BOB



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and Berkshire West**
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Digital Maturity Assessment (DMA) 2024



Author - Matt Sutton, DDaT Directorate
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July 2024

Digital Maturity Assessment (DMA) 2024

- **What is it?**
 - Annual self-assessment survey of all NHS providers (including primary care) and ICS across England
 - Understand digital maturity by identifying key strengths and gaps
 - Mostly a subjective question se
- **When?**
 - April – May. Compile survey response
 - June – July. Check and validate interim scores
 - Mid-late July. Scores released by national DMA team
- **How?**
 - Assessment measures maturity against seven dimensions of “What good looks like” framework (see right)
 - Providers / ICSs answer a set of questions which give a maturity score out of 5 (1 = lowest maturity, 5 = highest maturity)
- **Why?**
 - Helps NHS organisations understand strengths and weaknesses (baseline for future plans)
 - Used by national teams to target future national investment
 - Uncertain if it will be used to drive specific NHSE investment decisions for individual organisations

Digital Maturity Assessment

... for ICSs...

- Answered by Integrated Care Board on behalf of Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System
- 350 questions

... for Provider Trusts...

- Separate question sets for acute, mental health, community and ambulance trusts

... for Primary Care...

- Answered by the Integrated Care Board Digital and Data and Technology



“What good looks like” Framework - NHSE

DMA 2024 – Next Steps / Interim Observations

- **Next Steps**

- Review and validation have taken place with Integrated Care System providers during June and July
- **Final scores will be confirmed for mid-July 2024**
- ICS will receive an overall score (out of 5) comprised of scores for each dimension of “*What good looks like*”

- **Interim Observations**

- The following tables highlight some interim observations from the assessment
- **Caveats**
 - Scores are based on subjective responses
 - Regional review and validation has been conducted, but variation remains in the way that organisations answered the same questions
 - Scores should be viewed as “indicative” rather than “absolute”
 - All scores are interim and subject to review by national team



“What good looks like” Framework - NHSE

DMA 2024 – Interim Observations (1)

ICS Scores (compared to SE region)

Region	SOUTH EAST					
WGLL Pillars	NHS BUCKINGHAMS HIRE, OXFORDSHIRE AND BERKSHIRE WEST INTEGRATED CARE BOARD	NHS FRIMLEY INTEGRATED CARE BOARD	NHS HAMPSHIRE AND ISLE OF WIGHT INTEGRATED CARE BOARD	NHS KENT AND MEDWAY INTEGRATED CARE BOARD	NHS SURREY HEARTLAND S INTEGRATED CARE BOARD	NHS SUSSEX HEALTH & CARE INTEGRATED CARE BOARD
Well Led	2.33	1.67	2.00	1.33	1.33	2.33
Ensuring Smart Foundations	2.60	2.40	1.80	2.00	2.20	2.20
Safe Practice	3.00	3.00	3.33	2.33	3.00	3.00
Support People	1.00	2.00	1.50	2.00	1.00	1.00
Empower Citizens	1.67	2.33	2.33	1.83	2.50	2.17
Improve Care	2.00	3.60	2.20	2.20	2.80	2.00
Healthy Populations	2.00	3.20	1.80	2.40	2.20	1.80
Total	2.10	2.69	2.14	2.03	2.28	2.10

Analysis

- Overall, BOB ICS digital maturity scores about average across the SE region
- Notable exceptions were
- “Well Led” (strategy, board memberships and governance) and “Safe Practice” (data governance, IG, security etc) scored higher than average
 - “Empower Citizens” dimension (patient portals, digital engagement, accessible health records) which scored lower than average

Primary Care Scores (compared to SE region)

Region	SOUTH EAST					
WGLL Sub pillars	NHS BUCKINGHAMS HIRE, OXFORDSHIRE AND BERKSHIRE WEST INTEGRATED CARE BOARD	NHS FRIMLEY INTEGRATED CARE BOARD	NHS HAMPSHIRE AND ISLE OF WIGHT INTEGRATED CARE BOARD	NHS KENT AND MEDWAY INTEGRATED CARE BOARD	NHS SURREY HEARTLAND S INTEGRATED CARE BOARD	NHS SUSSEX HEALTH & CARE INTEGRATED CARE BOARD
Well Led	2.00	1.00	2.00	2.00	5.00	2.00
Digital Leadership and Board Membership	2.00	1.00	2.00	2.00	5.00	2.00
Ensuring Smart Foundations	1.50	1.67	2.00	2.50	3.00	1.67
Support People	1.00	1.50	1.50	1.00	1.50	2.00
Empower People	1.33	2.17	1.67	1.50	2.33	1.83
Improve care	2.50	1.50	2.50	3.00	1.50	2.50
Healthy Populations	3.00	3.00	2.00	1.00	3.00	1.00
Total	1.63	1.87	1.87	1.88	2.47	1.87

Analysis

- Maturity of “Healthy populations” and “Well Lead” dimensions scored near the top across the SE region
- Overall Primary Care digital maturity was assessed as being slightly lower than other ICSs

All scores are out of 5
(1 = lowest maturity; 5 = highest maturity)

DMA 2024 – Interim Observations (2)

Acute Providers

WGLL Pillars	BUCKINGHAMSHIRE HEALTHCARE NHS TRUST		OXFORD UNIVERSITY HOSPITALS NHS FOUNDATION TRUST		ROYAL BERKSHIRE NHS FOUNDATION TRUST	
	MH	Community	MH	Community	MH	Community
Well Led	2.67	2.00	2.67	2.00	1.33	1.33
Ensuring Smart Foundations	2.07	3.93	3.23	2.07	2.13	2.13
Safe Practice	2.25	3.50	3.25	2.25	2.50	2.50
Support People	2.75	3.75	2.25	2.75	2.50	2.50
Empower Citizens	1.71	2.86	2.17	1.71	2.14	2.14
Improving Care	2.20	3.00	2.80	2.20	2.40	2.40
Healthy Populations	2.25	3.80	3.75	2.25	2.60	2.60
Total	2.17	3.43	2.92	2.17	2.23	2.23

Analysis

- Overall Oxford University Hospitals NHS Foundation Trust digital maturity was scored the highest of the ICS scores with particularly high scores for “Ensuring Smart Foundations” (infrastructure, devices, networks), “Healthy Populations” (data and analytics, Population Health Management) and “Safe Practice”
- Unsurprisingly, Buckinghamshire Healthcare NHS Foundation Trust digital maturity was scored the lowest of the acute providers within the ICS.
- For Royal Berkshire NHS Foundation Trust “Well led” was scored significantly lower than other aspects of digital maturity

Community and Mental Health Providers

WGLL Pillars	BERKSHIRE HEALTHCARE NHS FOUNDATION TRUST		BUCKINGHAMSHIRE HEALTHCARE NHS TRUST		OXFORD HEALTH NHS FOUNDATION TRUST	
	MH	Community	MH	Community	MH	Community
Well Led	3.33	2.00	3.50	2.00	2.67	1.33
Ensuring Smart Foundations	3.46	3.93	2.07	3.46	2.38	2.29
Safe Practice	3.75	3.50	2.25	3.75	3.25	3.00
Support People	3.75	3.75	2.50	3.75	2.25	2.25
Empower Citizens	2.71	2.86	1.57	2.71	1.43	1.57
Improving Care	3.40	3.00	2.20	3.40	2.80	2.20
Healthy Populations	3.80	3.80	2.25	3.80	2.40	2.20
Total	3.41	3.43	2.15	3.41	2.37	2.14

Analysis

- Berkshire Healthcare NHS Foundation Trust digital maturity was scored significantly higher than other community and Mental Health providers in BOB. Indeed, some of these scores were in the top 10% nationally.
- Unsurprisingly, Oxford Health NHS Foundation Trust and Buckinghamshire Healthcare NHS Trust (both undergoing significant Frontline Digitisation programmes in 2024/25) digital maturity was assessed as much lower than Berkshire Healthcare NHS Foundation Trust

All scores are out of 5
(1 = lowest maturity; 5 = highest maturity)