

Coventry & Warwickshire Local Digital Roadmap

January 2017



OUR CONNECTED COMMUNITY

Working together to deliver
high quality care which supports
our communities to live well, stay
independent and enjoy life.



COVENTRY AND WARWICKSHIRE becoming the healthiest community in the UK

“The Art of the Possible” - Modernising and Transforming Health and Care through Technology

Our journey to work together

**“to become the healthiest community in the
UK”**



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Long-term Strategic Vision

Relationship to the Sustainability and Transformation Plan

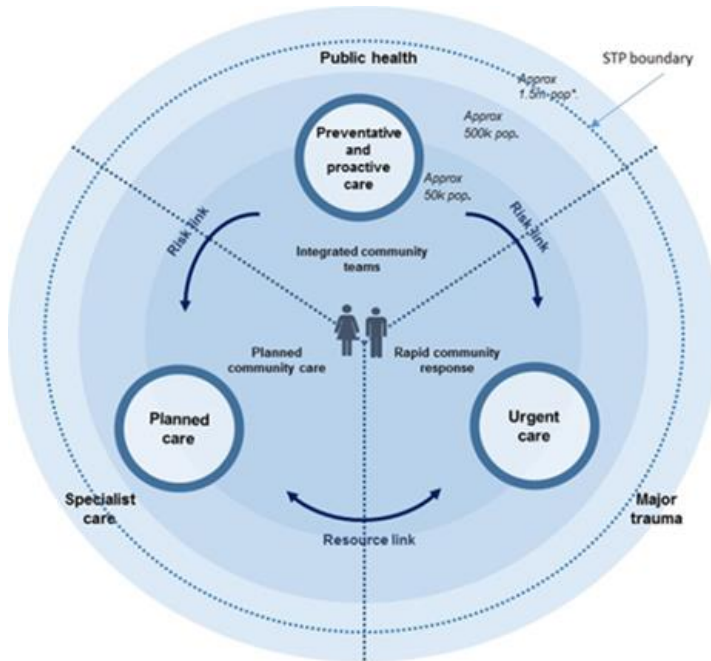
- Between now and 2021, Health and Social care across the whole of Coventry and Warwickshire faces enormous challenges in matching the increasing demands for care against the need for transforming how that care should be organised and delivered.
- At the same time care needs to make optimal use of the physical and manpower resources available to it and live within the financial resources available to pay for this care.
- As part of starting the redesign of health and social care, the three CCGs across Coventry and Warwickshire, the two local Authorities and the four NHS providers, have been working on their strategic approach to how services could be shaped over the next 5 years and how to gain maximum benefits across a shared health and social care system for the residents of Coventry and Warwickshire.



Long-term Strategic Vision

Relationship to the Sustainability and Transformation Plan

- At the core of this new system there will be a focus on Proactive and Preventative Care that is delivered across integrated teams/communities (each covering around 50,000 people); this is to ensure that local needs are met by local services, and that specific community priorities are being met.



- Developing proactive, responsive and integrated community services;
- Operating at scale, across organisations and acting as one system that maximises the people, buildings and financial
- Utilising existing resources more effectively through a shared approach that require the system to pull together as one;
- Investing in technology, organisational development and cultural change to ensure more people are cared for in their own home, to proactively plan care for people rather than reacting to unplanned crises.



Long-term Strategic Vision

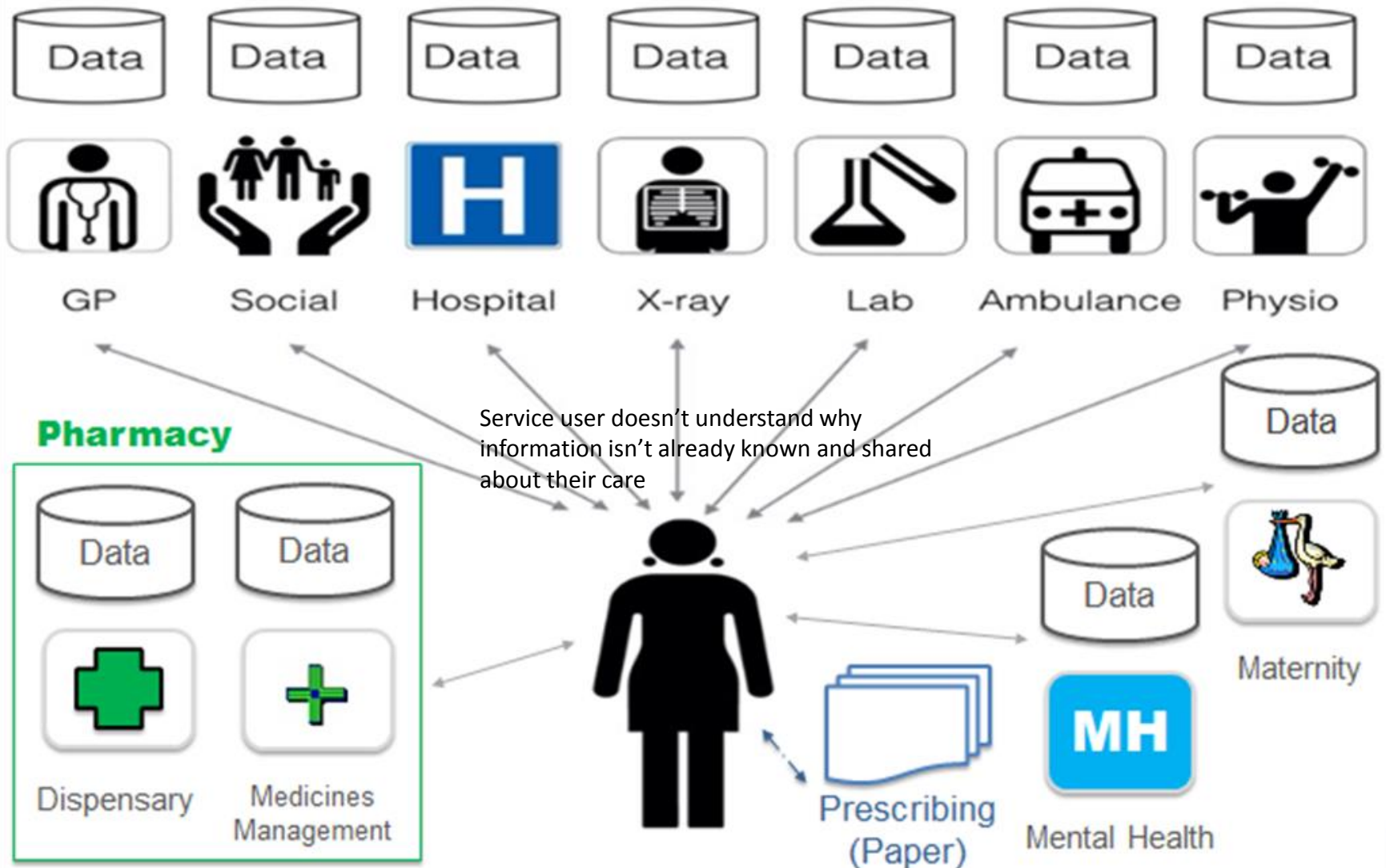
C&W Digital Roadmap

- Electronic Emergency/Urgent Care Record (UCR)
- Electronic Patient Record (EPR) → Electronic Citizen Record (ECR) which enables us to coordinate services across organisations to focus on health and wellbeing and prevention of disease
- Digital/electronic innovations in treatment & care
- Improved Population Health Management approach
- Reduction in duplication across systems and services
- Better, safer care & improved user experience
- Innovative, digitally enabled transformations in care for users
- Reduced demand through increased independence
- Empowered workforce and service users
- To enable the move over time to move towards an integrated accountable care system and to implement outcomes/values-based care service models for our population.



Where are we now?

Multiple Systems Not Linked Systems



Existing position

- Too many separate and unconnected IT systems within and across organisations
- Data being held multiple times and not updated collectively leading to issues with Data Quality in inconsistencies
- Some IT systems are obsolete, non-compliant with current operating standards and unsupportable going forwards
- Clinical records being held in multiple formats across the Community i.e. paper and digitally
- Little or no integration between Primary, Secondary, Community and Social Care
- Un-optimised and fragmented care for service users

Focus shift

**What do our patient's think about
their system of health and care
currently?**

Patients' perspective

Patient 'stories' outlining their own recent experiences from across our health community

➤ **Improving the patient experience of care**

- patients feel helpless to influence decisions about their treatment and care and feel upset, angry and frustrated
- they don't understand all the different waiting periods between for what are seen as siloed organisations not working together for the benefit of the patient
- why do we need to repeat the story over and over again?
- do not feel nurtured or cared for by the system
- “As a patient, you assume the NHS is one organisation which should communicate effectively in real-time”

Patients' perspective

- **Current challenges with Information and Communication systems**
 - Perceived lack of communication between GP and hospital and vice versa
 - “I feel like a parcel being posted from one department to another without anyone looking at the contents or tracking it's progress”
 - “Staff have to wade through huge amounts of paper to find simple information”
 - “The only way to feel in control, after the diagnosis, was to create a journal of notes- our own ‘paper’ patient portal”
 - “There is a distinct lack of flow of information between departments and organisations within the healthcare system. In fact you often end up being the delivery service for your own medical record and notes as well”

Patients' feelings



George Murray

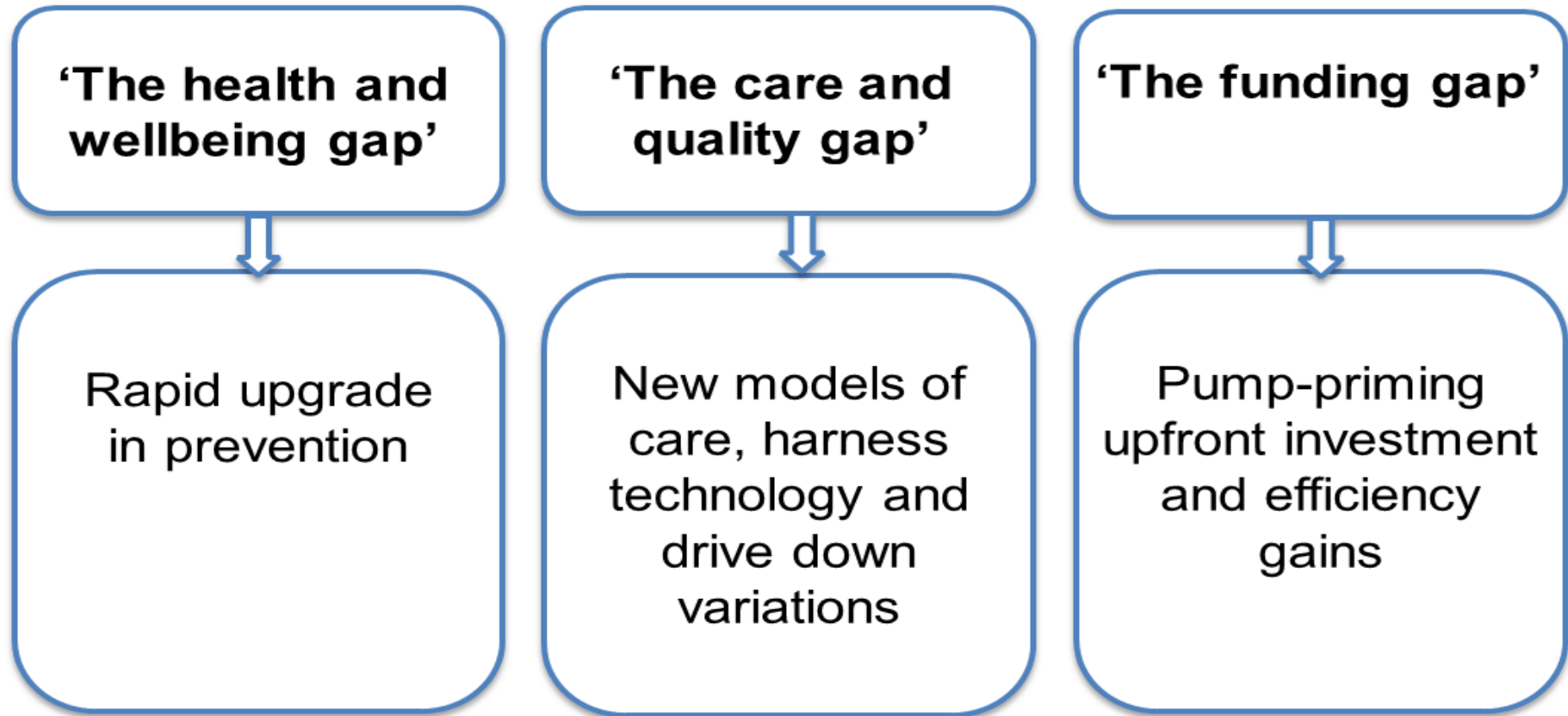
Diagnosed with rheumatoid arthritis (RA) January 2016 having been unwell for 18 months
Career as a potential Olympic Team GB athlete curtailed as a result



- *On being diagnosed with RA*
“it’s soul-destroying; it crushes you.”
- “You feel like a nobody; it’s out of your control and makes you feel empty.”
- “Each department is segregated with no communication and no flow of information between them; I have to do lots of chasing and waiting.”

Drivers for change

Five Year Forward View – NHS England



Key drivers

- **Reducing duplication** – saving money on repeat diagnostics and investigations by having access across organisations to the results from the latest tests
- **Reducing medication errors** – visibility of all past and current medications, allergies and contraindications in a range of settings for a patient in front of them
- **Enabling integrated working** – real time multi-agency care planning across health and social care based around the patient needs and requirements
- **Improving patient experience of care** – a holistic approach using digital means to focus on outcomes to be achieved for the patient as a whole rather than transactions i.e. individual services delivered by individual organisations

Triple Aim of Healthcare

- 1) Improving the patient experience of care
(including quality and patient satisfaction);
- 2) Improving the health of populations and
- 3) Reducing the cost of health care

Population Health Management



Institute for Healthcare Improvement, 2014

Our vision for integrating health and social care

- Understand the national/global drivers for change
- How do we fix it and meet the 'Triple Aim'?



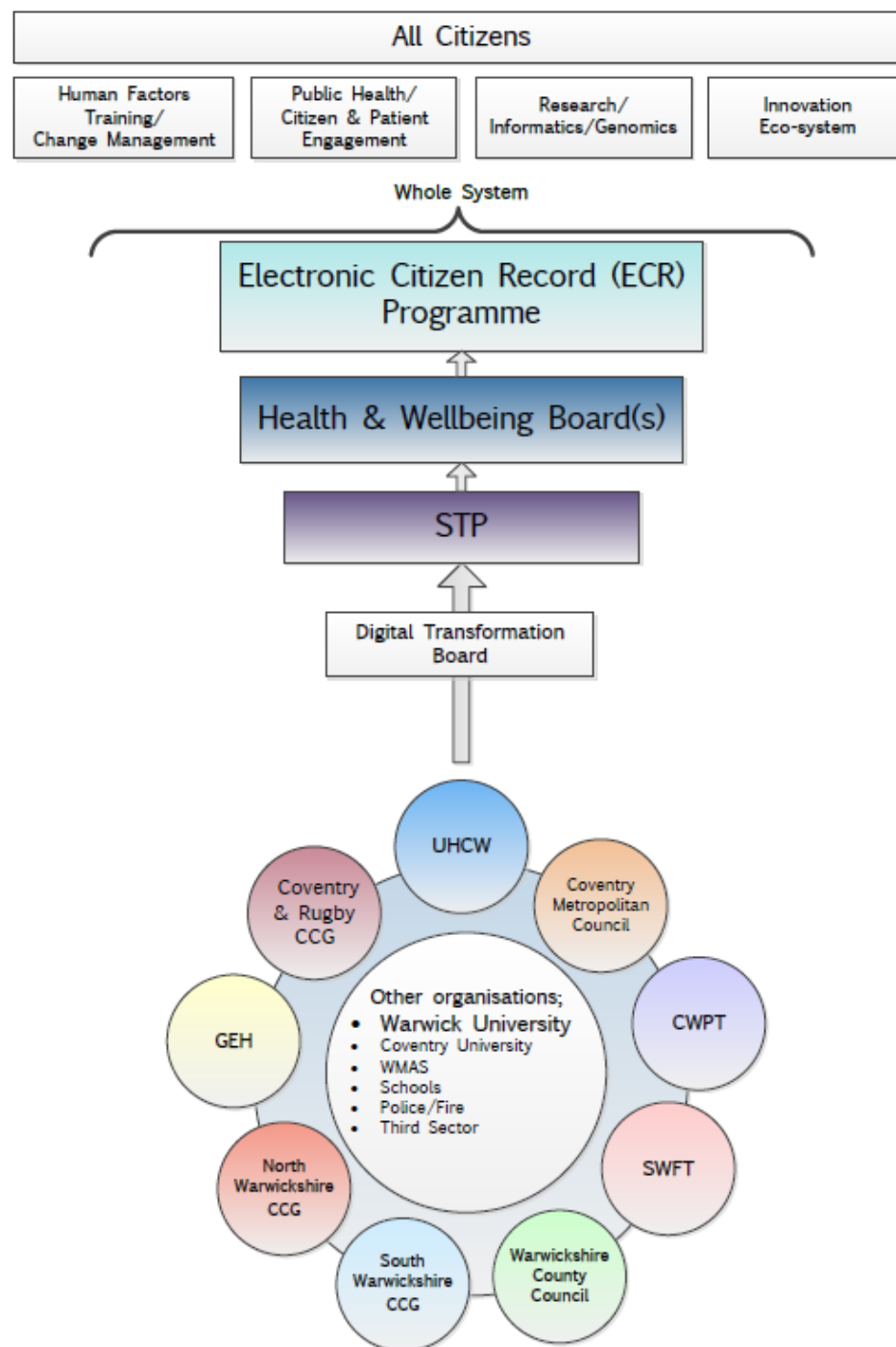
- ***Invest in a modernised IT infrastructure***
- ***Transform and create an innovation health and care system***
- ***Engage and empower citizens and patients to make decisions on their care***
- ***Improved population health management***
- ***Rapid adoption of new ways of delivering services, technologies and personalised medicine***

What does our future look like?

10 years hence – What the digital revolution in health and social care will deliver across Coventry and Warwickshire

This takes account of:

- Current investments in existing systems
- Future investment in IT infrastructure and systems to enable change
- The need to develop integrated care pathways with social care and primary care across organisational boundaries
- The ultimate aim of enabling true population health management for our community



The Journey

Transformation first

“It’s fundamentally not a technology project” Bob Wachter

The whole Local Digital Roadmap programme is about enabling and addressing human factors and changing behaviours leading to whole system cultural transformation for the benefit of patients and service users



Modernisation, Transformation and Innovation not just IT

- Changing behaviours – work collectively not separately
- Changing the way we work, enabled by technology
- Clinical decision support – improving consistency and quality of services
- Engaging and empowering citizens and patients to make decisions about their care and maximising self-care
- Effective population health management can be seen across organisations and the wider health community



But enabled by applying the benefits of technology - Second Digital Revolution

- Many millions of us already carry 'smart' phones in the UK but a phone itself is not smart. It helps its user to make smarter decisions
- The Local Digital Road Map is about applying these principles to health and social care, centred around the needs of our service users – 'digital health'

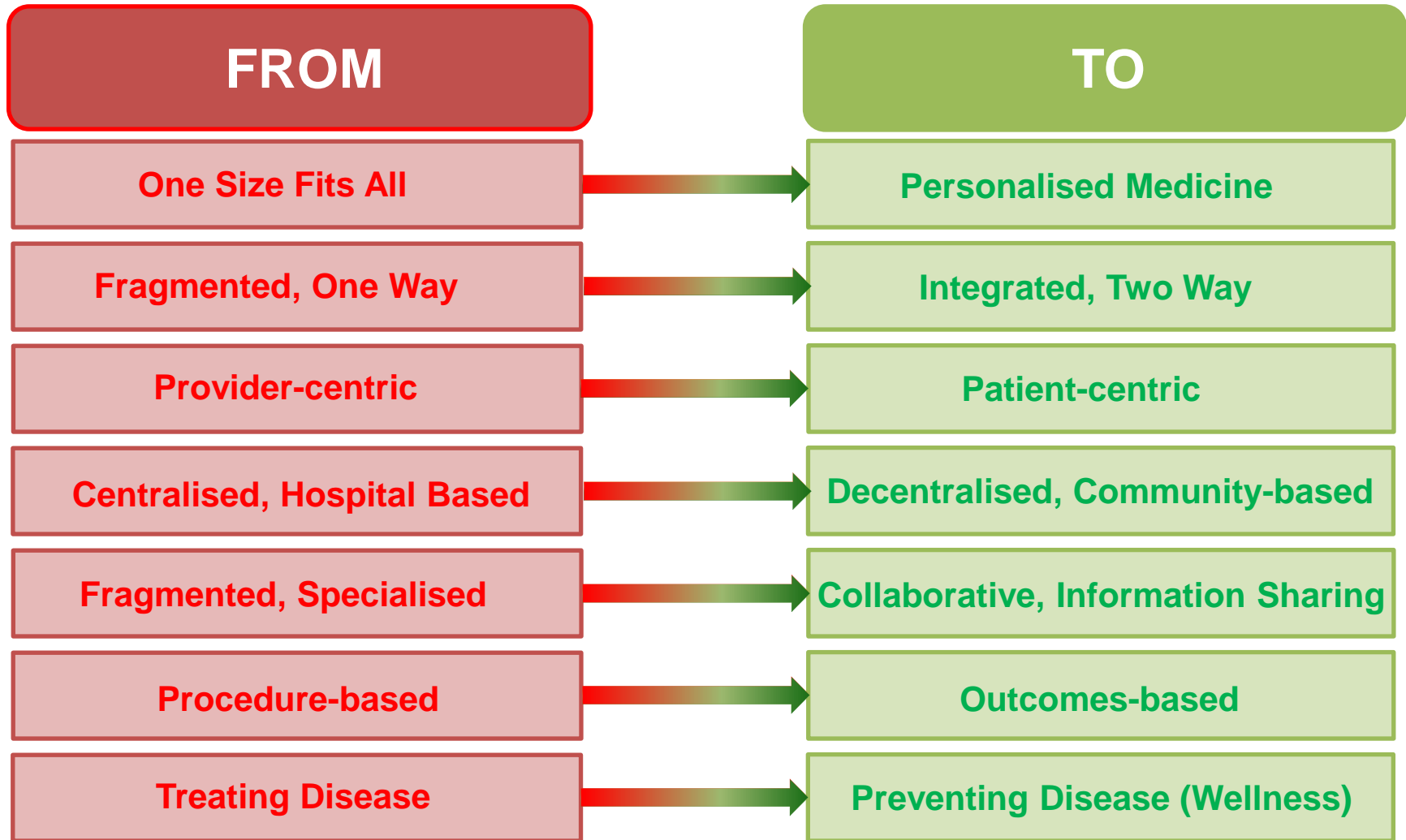


Definition of Digital Health

“Digital health is the convergence of the digital and genomic revolutions with health, healthcare, living, and society. Digital health is empowering people to better track, manage, and improve their own and their family’s health, live better, more productive lives, and improve society. It’s also helping to reduce inefficiencies in healthcare delivery, improve access, reduce costs, increase quality, and make medicine more personalized and precise”

Paul Sonnier, Story of Digital Health 2015

Where do we need to get to?



What does our roadmap look like?

- Tactical short-term
- Strategic long-term

Tactical Coventry Actions

Support STP work streams:

- UHCW commence procurement of Electronic Patient Record (EPR)/ Electronic Care Record (ECR) solution
- Commence successful Estate and Technology Transformation Fund (ETTF) Bid work
- Commence projects for successful Primary Care Information Technology (GP IT) capital bids
- Continue work on system integration with Black Pear on GP Access fund projects – Electronic Palliative Care Co-ordination Systems (EpaCCS), GP in Emergency Department, Out of Hours Hubs, Integrated teams and Frailty work

Tactical Warwickshire actions

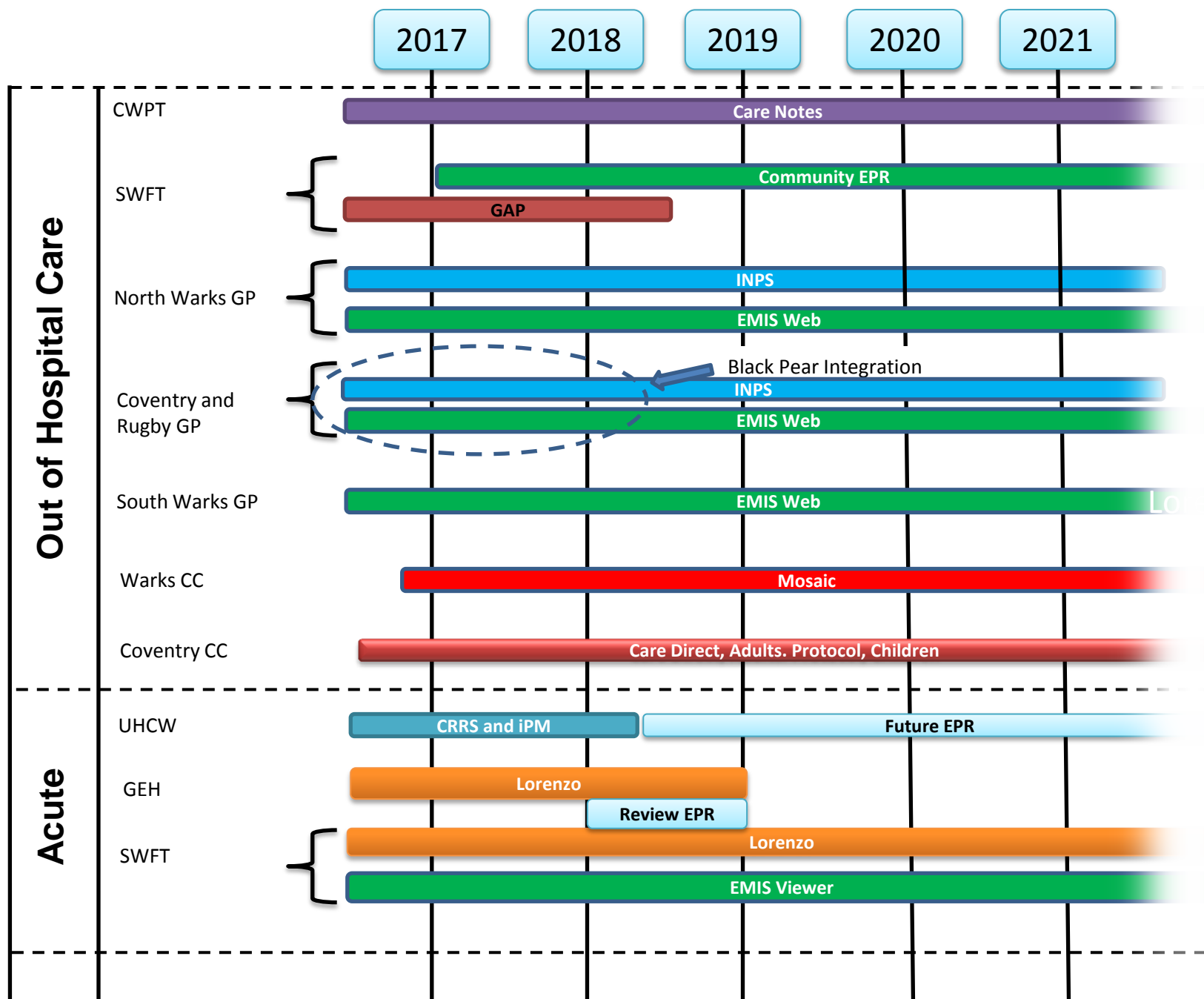
Warwickshire Out of Hospital Care:

- Commence work on successful Estate and Technology Transformation Fund (ETTF) bid projects
- Commence projects for successful Primary Care Information Technology (GP IT) capital bids
- Warwickshire Community services – investigating systems for ‘Out of Hospital’ clinicians with a view to early implementation

Tactical Coventry and Warwickshire Actions

- All health and social care partners to be included in the dialogue around business case development for System Procurement. Currently no commitment for finances from organisations at this stage.
- GEH exploring options for their replacement EPR 2018
- All partners to investigate opportunities for
 - interoperability between systems whilst strategic route is developing
 - patient portal development leading to improvements in patient self management and information sharing with carers and services
 - sharing back office systems across the footprint to avoid duplication and saving costs

LDR Major Systems Strategic Roadmap



Strategic journey- Coventry

- University Hospitals Coventry and Warwickshire (UHCW) procure and deploy an integrated EPR/ECR solution which is developed to have the potential to fulfil the long term vision – 2018/19
- Options for future deployment with Coventry City Council to be considered as the LDR and Strategic Transformation Programme (STP) progress and business cases are developed.
- Develop the final business case and agree to deploy to other Coventry health organisations, including the Coventry and Warwickshire Partnership Trust – 2021/22
- **Outcome – Electronic Citizen Health Record for Coventry**

Beyond the LDR Timescale - Warwickshire

- Explore a business case to move South Warwickshire Hospital to same integrated solution as Coventry and Rugby and deploy if compelling case 2021/22
- Explore a business case to move Warwickshire Out of Hospital Care to same integrated solution and deploy if compelling case 2021/22
- Explore a business case to move Warwickshire County Council to same integrated solution and deploy if compelling case 2022/23
- **Outcome – Coventry and Warwickshire Electronic Citizen Health Record**

Next Steps

- CCIO and IT Directors to agree priorities – January 2017
- Q1 2017 Development of plans to support those priorities

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