



NHS North East & North Cumbria Integrated Care System (ICS)

"Competition to Collaboration – Digitally transforming Integrated Care Systems"

Professor Graham Evans

Executive Chief Digital and Information Officer/SIRO

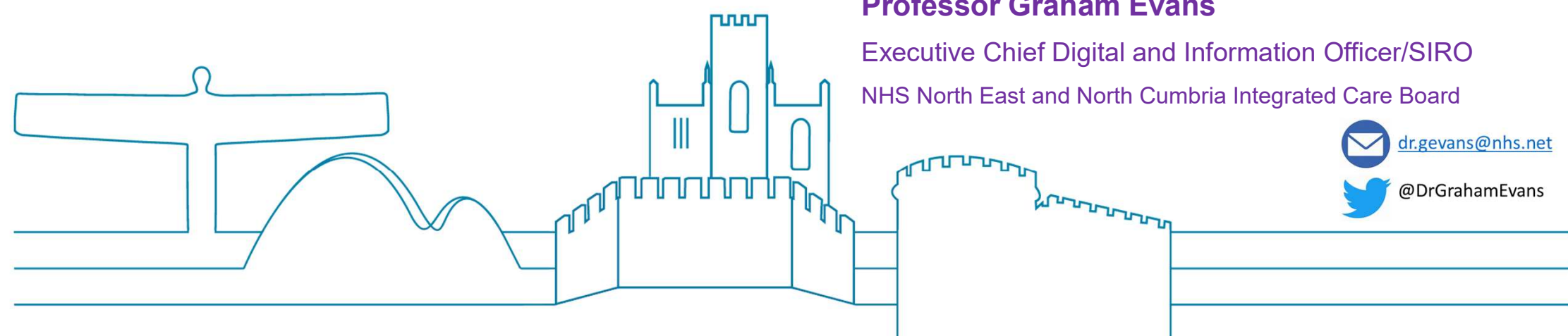
NHS North East and North Cumbria Integrated Care Board



dr.gevans@nhs.net



@DrGrahamEvans





Context



System context

Life expectancy has stopped increasing in England, and in some areas is reducing



Demand on NHS services has been increasing, but much of that extra demand is for treatment of conditions which are preventable

Health inequalities are widening and England lags behind comparable nations of many key measures of health outcomes



North East and North Cumbria
Local Authority / ICP boundaries



Working with partners we aim to achieve:

- Constraints on NHS funding – our challenge in 2023/24 and beyond.....
- Rising demand - a growing and ageing population – NHS and Care services under enormous pressure.
- Current hospital-based model of care – supply and demand miss-match.
- NHS needs to work differently;
 - providing more care in people's homes and community and,
 - break down barriers between services (i.e., GPs, other Healthcare Providers) – prevent duplication and manage efficiency of scale - meet escalating needs
- Long Term Plan (re-draft WIP)
- Integration and Collaboration



Elective recovery

National and Local Context



NHS NENC ICS - Overview

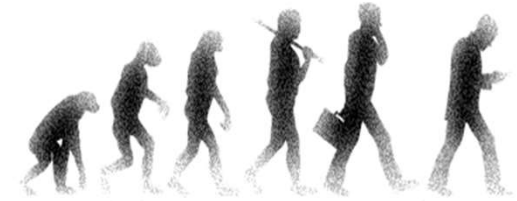
System overview

The NENC ICS is one of the **largest in the country**, serving a total of **3.2m people** across four localities:

- North - 1,025,000
- Central - 992,000
- South - 847,000
- North Cumbria - 327,000

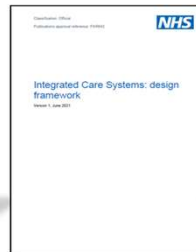
The system is home to **170,000 health and care workers** and brings together a wide **range of partners**, including:

- 13 Local Authorities
- 8 Foundation Trusts
- 2 Ambulance Trusts
- 64 PCNs
- the Healthwatch network
- numerous voluntary, community and social enterprise organisations



Our evolution

- **Legacy of collaborative working**
 - Regional (NESHA)
 - FT landscape
- **Digital was one of 6 initial ICS priorities**
 - Digital Care Programme (DCP)
 - Digital strategy and roadmap
 - CIO Network
 - Flagship Programmes (growing)
- **Digital Care Programme**
 - Direct NENC ICS Digital Strategy
 - & supporting strategies
 - Coordinate delivery
- **ICB Strategy - in progress** (alignment)

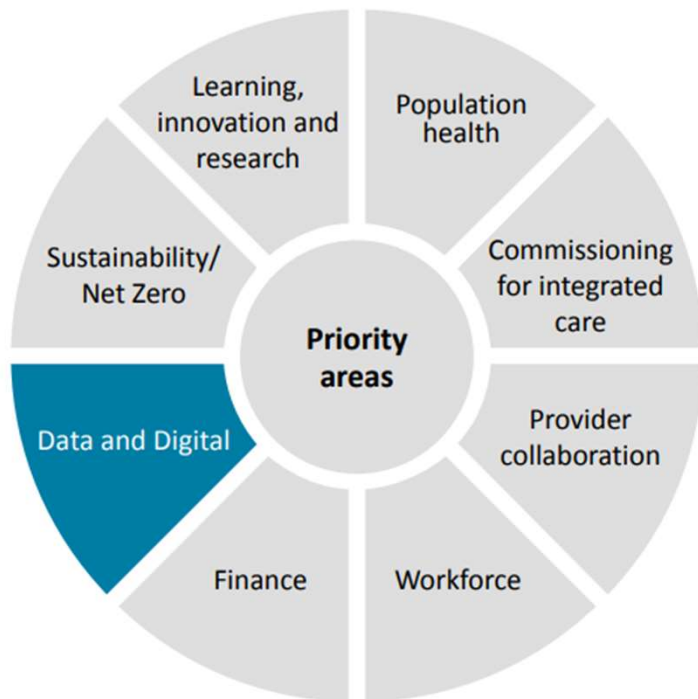


Establishment of formal
Integrated Care Board (ICB)
1st July 2022

NENC ICB – priorities – ‘digital golden thread’



Ambitions

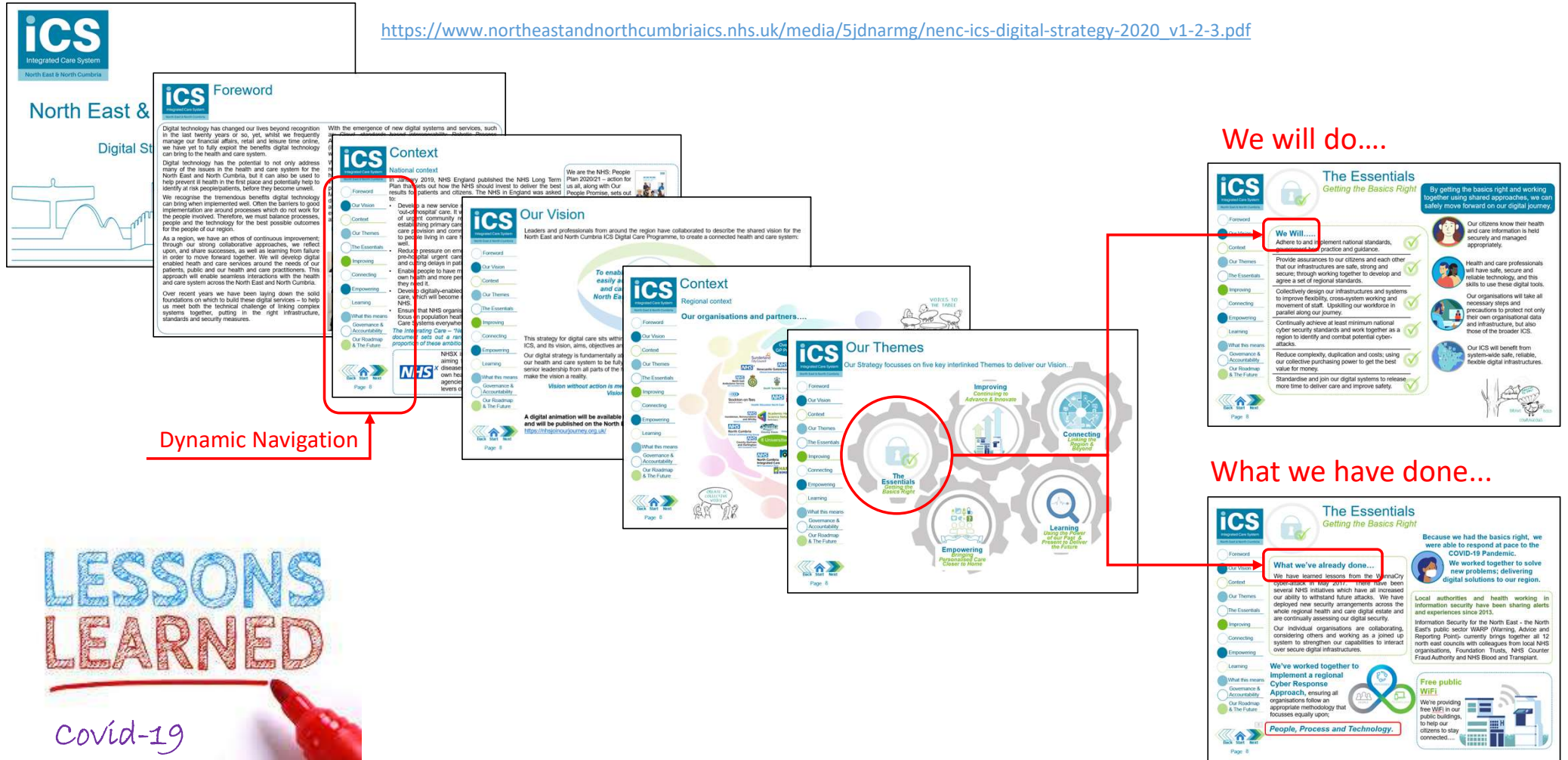


Data and digital - ambitions for the future

- The NENC ICS will build on the excellent interoperability and access provided by the existing digital solutions in health and explore how these can be made **accessible to all partners** in the footprint
- The NENC ICS will **underpin all decisions with robust data evidence** through developing a greater analytics capacity, leveraging existing capabilities, and ensuring the generated insights flow into the decision making process
- The system will build up its population analysis and behaviour predictive capabilities to better inform the design of health and social initiatives to drive improved outcomes for the population
- The NENC ICS will develop a strong pipeline of **digital and analytics capacity** through supporting upskilling and recruitment, in collaboration with business, academia and system partners
- The system will **raise the digital maturity** of all providers and system partners, to ensure interoperability of functions is maximised
- The NENC ICS will become a 'trailblazer' system for digital services, including for enabling digital access to citizens for all services
- By **improving the digital adoption in the population** and enabling access to digital services, NENC ICS will empower residents to take ownership over their own health

ICS digital strategy approach/format

https://www.northeastandnorthcumbriaics.nhs.uk/media/5jdnarmg/nenc-ics-digital-strategy-2020_v1-2-3.pdf



ICS digital strategy approach/format



Reviewing in line with ICB strategy development

- ICS Digital Governance review new arrangements in progress, further work to be confirmed.

- ICS Digital Roadmap
- Lots delivered, COVID helped
- More to do – future opportunities

- Miniaturisation driven evolution
- Digital by default
- Solid foundations essential

- Regional strategic direction
- Domain & place/ICP delivery plans
- Place/Organisational alignment

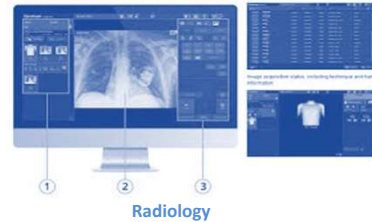
Example



ICS – strategic digital programmes



Optimising Health Services - Diagnostics



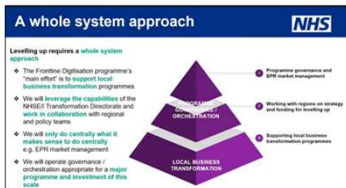
Radiology



Digital Pathology



Strategic/Tactical oversight
SYSTEM RESPONSE
i.e. Winter/COVID/Cyber



Frontline Digitisation (inc. Digital Convergence)



Laboratory Information Management System



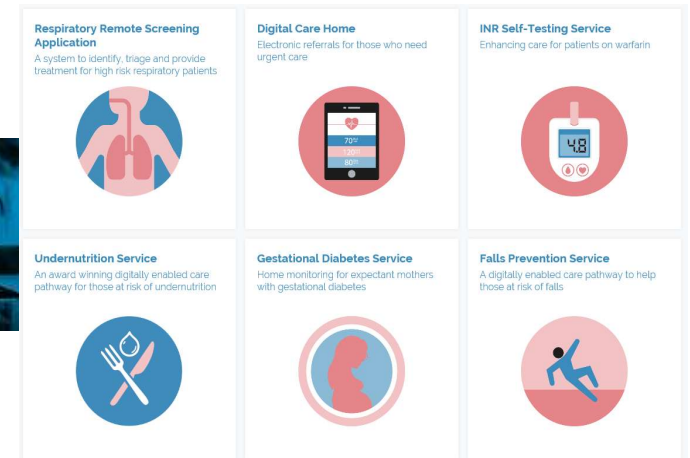
Patient Centred



Community Diagnostic Hubs



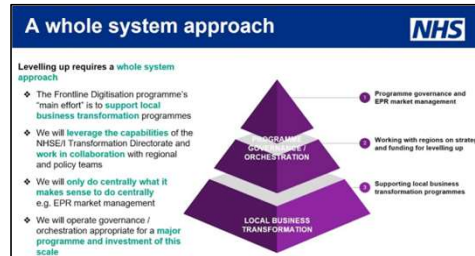
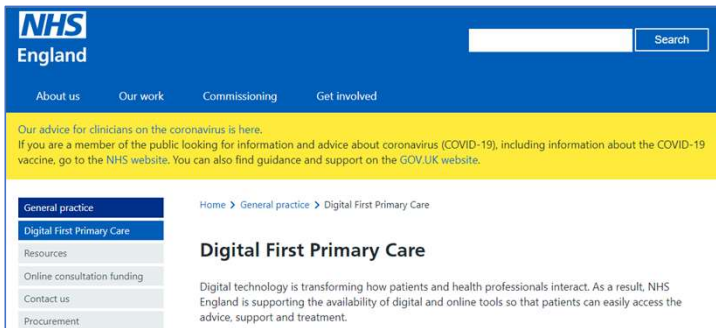
Aging Well
Anticipatory Care



Many other priority digitally enabled health and care programmes evolving



ICS – strategic digital programmes – (6 themes)



Frontline Digitisation (inc. Digital Convergence)



TREE

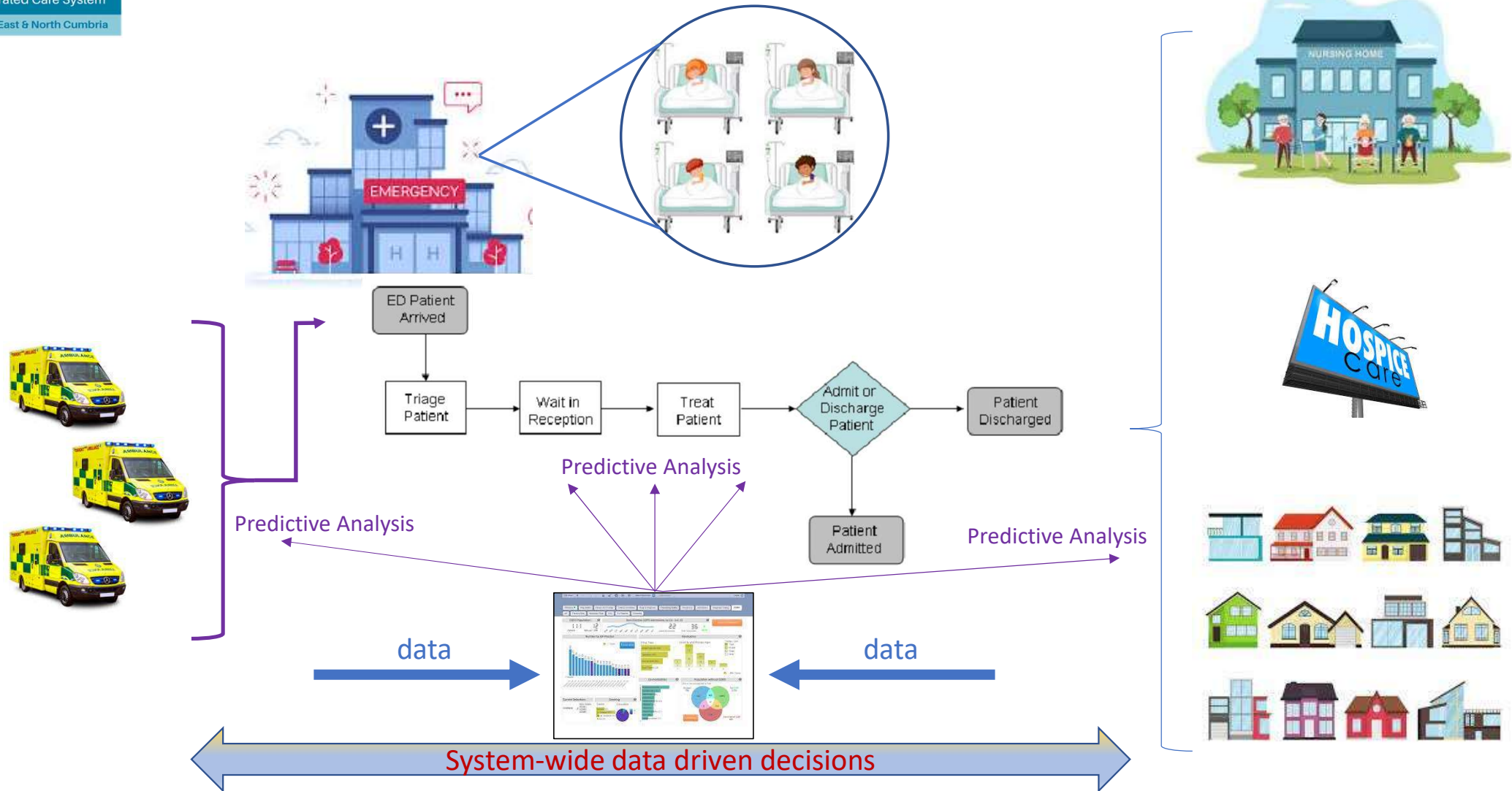


Potential Regional Delivery Priorities	<div>1. Patient Engagement Portals</div> <div> <div>Patient Administration & OPs</div> <div>Design & Implementation Support</div> </div> <div> <div>Peri & Post Operative Care</div> <div>Remote Patient Monitoring</div> </div> <div> <div>Self Management Resources</div> <div>Patient Communication & Experience</div> </div>	<div>2. Risk Stratification & Proactive Care Planning Tools</div> <div>3. Digital Administration Tools inc RPA & AI</div> <div>4. System Capacity Planning Tools</div> <div>5. Digital Cancer Tracking</div> <div>6. Digital Diagnostics</div>
Digital Elective Delivery Hub	<ul style="list-style-type: none"> Collating and crystallising the future operating model(s) and digitally enabled pathways for elective recovery (the future blueprint) Delegating specific capabilities and deliverables to each workstream Simplifying communication channels and terminology between National, Regional & ICS teams Managing the programme governance Tracking benefits Providing centralised resource and implementation support at Regional level Supporting implementation teams within ICSs/Systems 	

Elective Recovery

But what's the problem we are trying to fix?

System pressures and congestion

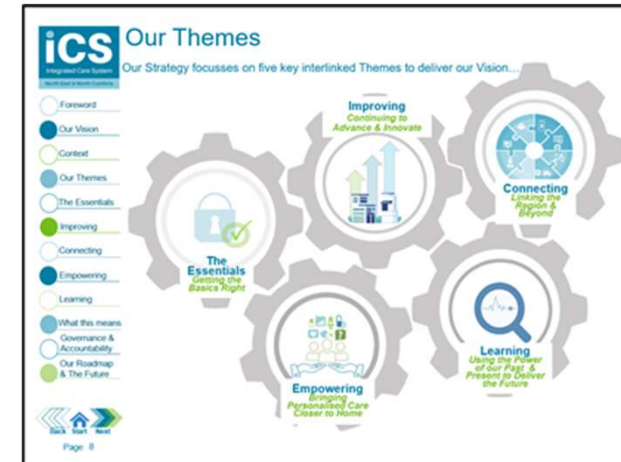
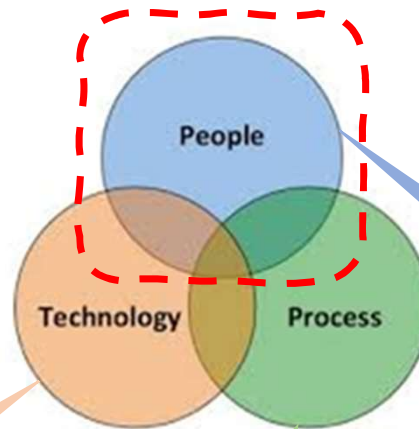


Strategic digital enablement – “it’s not just the tech”

Table 1 Factors associated with success or failure in healthcare IM&T projects

Organization	<ul style="list-style-type: none"> ● Culture ● Strategy
Project	<ul style="list-style-type: none"> ● Management roles ● Organizational change ● Human resources ● Stages
Environment	<ul style="list-style-type: none"> ● Political ● Technical ● Commercial

Factors associated with success in the implementation of information management and technology in the NHS - I. Bowns, G. Rotherham, S. Paisley *Published in 1999*



B A S I C S

- Infrastructure
- Networks
- Security
- Digital systems;
 - Clinical
 - Line of business

- Strategies, Policies, Processes
- Communications
- “As is” – “To be”
- Standards , Methods, Structures
- Governance

P O L I C I E S

- Leadership
- Culture
- People development
- Engagement
- Education/Training/Learning
- Investment



World of opportunities



Digital and informatics skills
for digital/informatics staff

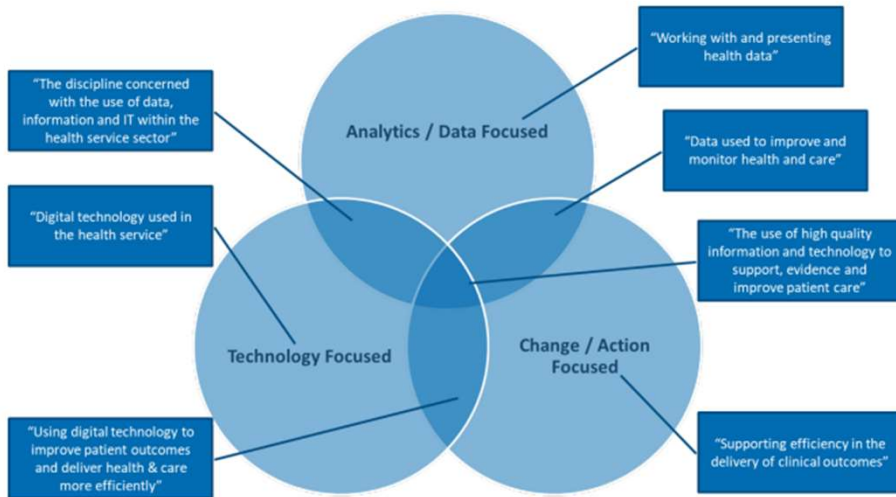


Diagram 1: Health Informatics descriptors Venn diagram



Invest in the people



Digital and informatics skills
for other healthcare staff

Digital Care Programme – Strategy



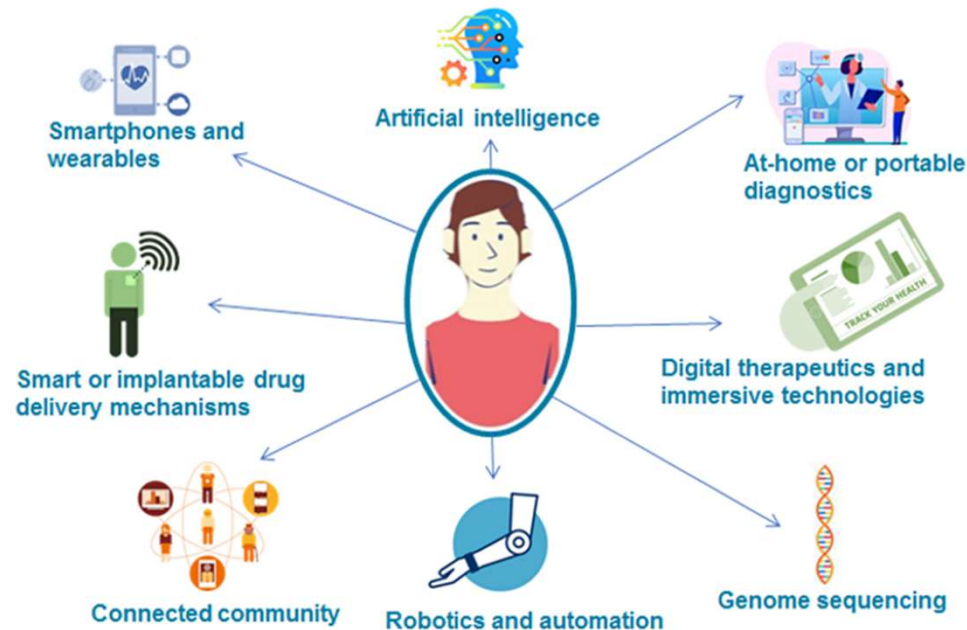


The future

Keeping our eyes on the Future

We are evaluating and delivering digital systems and services that are most likely to positively change health and care outcomes and experiences over the coming years. As a consequence of digital and technology 'miniaturisation', a number of such technologies are already in people's many pockets, on their wrists as well as, within local GP surgeries, hospitals, care homes and wider communities.

We will look at all opportunities to realise their full potential; to achieve better outcomes, more efficient care and improve our citizens' experiences.



**Build solid foundations
Get the basics right**

“.....and finally”

- C-19 (Pandemic) has proved;
 - ☐ Digital Transformation is not just for Christmas
 - ☐ But, not everyone is able, willing or can, interact digitally
 - There are unintended consequences of “digital first” i.e.
 - Digital poverty
 - Cyber threats
 - ☐ Our digital strategy must be about “delivery”
 - Get the **basics** right and **people** will deliver!
- Integrated Care Systems/Integrated Care Boards
 - ☐ Opportunity to make a +ve difference
 - Digital is the “glue” to help bond the Integrated Care System, but needs:



☐ **People.**

☐ **Process.**

☐ **Technology.**



Alignment

Digital is not an option, but a necessity

Thank you for your time

Questions?



dr.gevans@nhs.net



@DrGrahamEvans