



# Integrated Care System

Shropshire, Telford and Wrekin

**NHS**

Shropshire, Telford  
and Wrekin



## Shropshire, Telford and Wrekin

### ICS DIGITAL STRATEGY 2023-28

FINAL - Approved, March 2024

# Forward



## **Sir Neil McKay**

**Chair**

**NHS Shropshire, Telford & Wrekin Integrated Care System (ICS)**

*“Developing digital capabilities that support people’s health and wellbeing, and enabling the workforce to deliver best care underpins all elements of Shropshire, Telford and Wrekin Integrated Care System’s Strategic Plan”*

## **Simon Whitehouse**

**Chief Executive**

**NHS Shropshire, Telford & Wrekin Integrated Care System (ICS)**

“Digital transformation and the insight it unlocks can improve health and care outcomes. This strategy is a pledge by all ICS partners to embrace technology and use it to help people access the best health and care services for them, at the right time.

By ensuring that our partners have the right technology, system and skills in place we will be able to provide a better work environment where we can deliver safer care.

Using technology, will enhance our citizen’s ability to participate in all elements of their care and data, giving better access to information and best practice advice and guidance. This will enable us to focus more on supporting people in their home when that is the more convenient and safer to do so.”

## **Dr Nick White**

**Chief Medical Officer**

**NHS Shropshire, Telford & Wrekin Integrated Care System (ICS)**

“Clinical colleagues across the system face many challenges delivering care on a day-to-day basis – digital solutions described in this strategy will support improvements in care.

The potential for what we can achieve by having joined-up digital and technology programmes between healthcare and other public bodies is immense.

Better and faster sharing of information between citizens, patients and staff gives people a better experience and makes services more efficient. Digital tools that capture information or carry out analytical tasks will help increase safety and quality.”



# Digital transformation can realise our collective ICS ambition



## Dr Masood Ahmed

Chief Digital Information Officer

NHS Shropshire, Telford & Wrekin Integrated Care System (ICS)

**“We will use digital to improve care for citizens, support our staff and enhance how we work together as an Integrated Care System delivering our collective ambitions.”**

At the heart of our digital journey in the Shropshire, Telford and Wrekin Integrated Care System (ICS), you'll find our most important driving force: you, our community members. Our mission is to weave technology into health and care in a way that enriches all our lives.

We are committed to a "digital-first, but not digital-only" philosophy, taking into account the genuine impacts on healthcare equity. Guided by national standards, we're committed to ensuring no-one is left behind as we navigate the digital tide.

We're aligning our digital initiatives with broader national objectives, striving to create a healthcare experience that meets your needs and expectations. Our diverse portfolio of programs tackles specific digital challenges, all anchored in our larger vision of enhanced community healthcare and reduced digital exclusion.

We're laying the groundwork for a more intelligent, seamlessly connected health and care system. We aim to deliver consistently excellent, easily accessible care transformed by digital innovation and inclusive by design.



My GP, mental health and community support workers are aware of my care needs as they receive high-quality information



I can book my appointments online and have secure video consultations with my GP and hospital



I can securely access my care record and get my test results digitally



I can access information I need from multiple devices, locations & organisations



I can receive care from the comfort of my home



I can access data enabling me to make better decisions about the care of my patients, including children and young people

# Our ICS' challenges and ambitions give us focus for prioritisation in digital

An ambitious vision for person-centred, integrated care is central to our Integrated Care Strategy in Shropshire, Telford and Wrekin (STW). Our Joint Forward Plan lays out the practical steps to realise this vision, with our Digital Strategy serving as a critical enabler. Specifically, we aim to address health inequalities and counteract digital exclusion.

Our primary care providers have transitioned predominantly to electronic medical records, laying a solid foundation for digital maturity. As we move toward a system-wide transformation, we remain deeply committed to delivering an equitable and optimised health and care experience for our entire community.

## Locally, our ICS faces significant challenges when compared to national averages:



Currently STW is in segment 4 of the National Oversight Framework which means the ICS has very serious, complex issues manifesting as critical quality and/or finance concerns that require intensive support



The system has a significant deficit that cannot be closed through traditional cost efficiencies



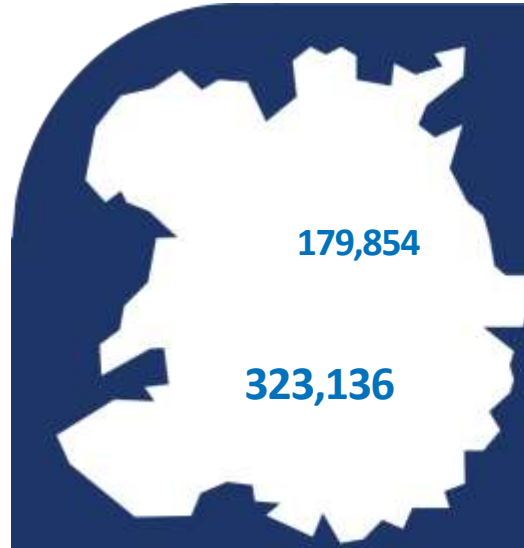
We have a workforce shortage due to unfilled vacancies, poor retention & high sickness rates



We have a population and workforce that is ageing and living with more complex needs



Continuing quality concerns and inefficiencies at our acute trust



## Our ICS

- NHS Shropshire, Telford and Wrekin ICB
- 51 General Practices formed into 8 Primary Care Networks
- Shropshire Council
- Telford & Wrekin Council
- The Shrewsbury and Telford Hospital NHS Trust
- The Robert Jones Agnes Hunt Orthopaedic Hospital NHS Foundation Trust
- Shropshire Community Health NHS Trust
- Midlands Partnership University NHS Foundation Trust
- Care homes and hospices
- Community Pharmacies
- Optometry & Dental Practices
- The voluntary sector and other core partners, such as Imaging and Pathology Networks

## We are on a journey to increase our digital maturity

- SaTH's Digital Strategy makes a self-assessment of Level 1 on the HIMSS Electronic Medical Record Adoption Model (AMRAM)
- The system's digital exclusion level exceeds that of the national average
- We have an ageing estate across the system – community hospitals, primary care, Shrewsbury and Telford Hospital, Local Authorities
- We are silos based with digital services and digital management being delivered out of each organisation
- The geographical area of STW has seen digital challenges with rurality, an ageing population and high levels of deprivation



# We want to design a health and care system that puts citizens and patients' needs first

**Digital can enable the ICS to deliver effective and safe care for the citizens of Shropshire, Telford and Wrekin.**

A two-way street of communication with you, our community members and patients is essential to our progress. We're all ears regarding understanding the issues that impact your lives and healthcare needs.

Using technology as a bridge, the partners across our region are uniting to realise your aspirations for a health and care system that meets and exceeds your expectations.

Importantly, as we chart our digital course, we're not going it alone. Both the voices\* of our community and our dedicated staff serve as guiding lights, ensuring that our digital priorities are firmly rooted in the needs and insights of those we serve.



*\* These voices have been captured via numerous engagement routes with citizens, reflecting current feelings surrounding digital transformation within the ICS*



**My prescriptions are paper-free if I want them to be**

**All care providers have the most up to date information to provide consistent, reliable, high quality care**

**My digital experience is tailored to my needs & appropriate for my digital skills**

**I can contribute information to my healthcare record**

**I can easily access services that meet my needs via an online directory**

**My local hospital is modern**



**I can turn up for my blood test without a paper referral copy. The phlebotomist will know what tests I have been referred for and by whom**

**I know that my clinician has the most up to date information about my care & treatment plan**

**I am confident my care & personal information is safe & secure**

**I want my family and me to feel supported at the end of life**

**I can get access to my test results and status digitally**

**I can access Wi-Fi throughout the hospital**



**I only have to visit the hospital when I really need to**

**I have access to information about my care and treatment in a format that I understand**

**I can receive care from the comfort of my home**

**Clinicians and nurses can spend more time with me**

**I can book appointments online, when it suits me and without waiting a long time**

**I do not have to repeat myself**



# We will use digital to enable our workforce to deliver effective care

**We will support all ICS partners to equip colleagues with the right tools and skills to allow them to focus on effective delivery of care to our communities.**

We're committed to rolling out digital services that empower our staff to deliver outstanding patient care and related services. Our eyes are always on the horizon, looking for innovative ways to enhance what we offer while ensuring our team is fully equipped to tap into the potential of these advancements.

Central to our strategy is the intelligent use of data. We'll leverage data-driven insights to fine-tune clinical quality, steer service planning, and manage organisational performance, all to elevate the care experience for you: our community.



**Aspects of my work are automated, letting me focus on delivery**

**I can provide and receive effective handovers, supported by digital presentation of data**

**I can record and analyse information about patient outcomes and experience**

**I receive alerts or notifications that help me to safely & effectively care for our patients**

**I can access data that enables me to make better decisions about the care of my patients**

**We use digital insights to identify what we do well and what we can improve on**



**I only need to log on once to access the information I need**

**My work is automatically saved and readily accessible**

**I have the digital tools and skills to work effectively on site and remotely**

**I can view the results of tests for my patients even when they have been performed outside of this Trust**

**Patient records are 'digital-first' and I have minimised or eliminated the use of paper**

**I can access information I need from multiple devices & locations**

**IT support my needs and I feel involved in digital change**



**I am supported to use new digital solutions**

**I can view patient records in a way that is meaningful to me**

**I can access information I need from multiple devices, locations and organisations**

**I can capture information at the point of care**

**There is a single point of contact for any digital issues**

**I can easily request consultations & diagnostic tests digitally**

**I can share information easily with my colleagues**



# Our health and care organisations will benefit from taking a digital approach to delivering services

**We will use technology that capitalises on effective data management and implementing innovation.**

Digital tools will ensure we offer care that's not only safe and clinically sound but also creates a positive experience for you, our patients. These digital advancements will guide our ICS toward sustainability and cost-effectiveness, future-proofing our services for the foreseeable future and beyond.

Through careful data capture on our community, we'll enable more personalised support, thanks to our focus on population health management.

Our strategy is in perfect harmony with the ICS's ambitions. We're committed to delivering exceptional care to our communities, all backed by robust and seamlessly integrated technology.



**We are striving to be a paper-lite ICS**

**Data returns are automated and submitted electronically**

**Our clinicians are involved in digital decision making and influential in shaping the future of digital**

**We work together to ensure our services are cost effective**



**Services are better connected, resulting in more efficient and effective data analysis**

**Our systems and services are modelled to meet future demand**

**We can manage, in real time, our resources or assets across the ICS**

**Collaborating lessons learnt and resources in relation to key digital programmes**

**Medical Devices are secure and free of cyber threat**

**We co-ordinated an infrastructure collaboration group across the ICS**



**We have a single source of truth**

**Systems and hardware are safe from Cyber Security threats 24/7**

**We are able to share patient information between services safely and securely**

**Procurement and contract renewals are streamlined and converged where possible across the ICS**

**Test results can be captured electronically from anywhere within the ICS**

**Our decision making is data-led**



# Our prioritisation for investment is driven by national ambition

## We will prioritise how and where we invest in digital across Shropshire, Telford and Wrekin Integrated Care System.

Nationally, the NHS is focused on meeting future challenges and investing £2 billion to support Digital Transformation. The Secretary of State for Health and Social Care set out in the [Plan for Digital Health and Social Care](#) (June 2022) the minimum digital foundations expected of all health and social care providers in England.

The national ask of us as an ICS is that we support our health and care organisations to work together to meet digital expectations, including:

- The core capabilities set out in The Frontline Digitisation Minimum Digital Foundations (MDF)
- Implementing standards defined in the [What Good Looks Like \(WGLL\)](#) framework for digital services
- Enabling providers to work towards *Level 5* on the [HIMSS EMRAM maturity model](#) to strengthen performance

- Develop a comprehensive digital strategy for the ICS, which includes a clear vision and objectives for the use and innovation of digital technology as per the [Hewitt Review](#)
- Establish a digital & data architecture for the ICS, whether this is locally or nationally, aligning to both the [Hewitt Review](#) and STW Population Health Management Strategy
- Invest in digital skills training to increase digital competencies across the workforce, improve the use of data and analytics that support clinical decision-making, and improve the patient experience as per the [Hewitt Review](#) and [Fuller Report](#)
- Deliver the operational planning guidance priority of mitigating digital exclusion
- Support alignment with the social prescribing information standard

As care providers, we are committed to delivering the NHS Long Term Plan, which emphasises transforming care through digital tools and data.

These national frameworks provide a structure for planning digital delivery and focused investment prioritisation.

We will work with NHS England to ensure that the STW ICS digital transformation programme meets the needs of national funding priorities and the expected standards.



## Our Digital Strategy will be considered against the 'What Good Looks Like' framework:

### WELL-LED

A clear strategy for digital transformation & collaboration, with citizens & frontline perspectives at the centre.

### SMART FOUNDATIONS

Digital, data and infrastructure operating environments are reliable, modern, secure, sustainable, and resilient.

### SAFETY

Organisations maintain the standards for safe care set by the Digital Technology Assessment Criteria for health and social care.

### QUALITY

Sharing information between organisations, technologies that support safer care, and developing analytical capabilities to support learning, knowledge generation, decision support and safer systems.

### SUPPORT PEOPLE

We have a workforce that is digitally literate and able to work optimally with data and technology.

### IMPROVE CARE

Citizens are at the centre of service design, with access to a standard set of digital services that suit all literacy and digital inclusion needs.

### HEALTHY POPULATIONS

Embeds digital and data within our improvement capability to transform care pathways, reduce unwarranted variation and improve health & wellbeing.

### EMPOWERING CITIZENS

We use data to design and deliver improvements to population health and wellbeing, making the best use of collective resources. The insights we produce from data are used to improve outcomes and address health inequalities.



# Our ICS' challenges and ambitions give us focus for prioritisation

To tackle these challenges, the ICS recognises a number of high level priorities that are reflected within the ICS Strategy and Joint Forward Plan. These include:

## Transformational recovery of the six clinical priority pathways:

Urgent and Emergency Care (UEC), Cancer, Cardiac, Diabetes, MSK and Mental Health (*STW Clinical Strategy, March 23*). The clinical strategy has been developed to set the clinical priorities and associated objectives to deliver a 2-year clinical service improvement programme. This is a crucial criterion for exiting segment 4 of the national oversight framework.

**Complete alignment and delivery** of the two large-scale transformation change programmes **Hospital Transformation Programme**, which includes the implementation of a new EPR system at SaTH and RJAH and the **Local Care Transformation Programme**, such as delivering Virtual Wards to deliver a sustainable health and care system for the residents of Shropshire, Telford and Wrekin, or deliver digital solutions for children and young people's mental health services, as well as adult mental health transformation.

**Service recovery** including efficiency and productivity improvement.

## Population Health Management (PHM)

with digital and data at the heart of improving patient outcomes; this will support PHM by establishing a **workforce analytics team** to support the analytical requirements for PHM. Additionally, Identifying a solution for an **'Engine Room'** for a single data repository across the ICS.

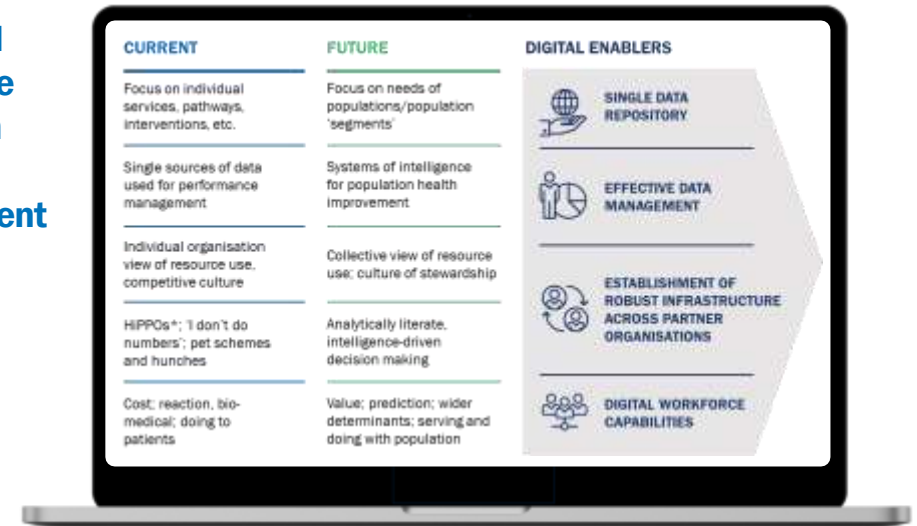
## Delivery of ambitions in NHS Long Term Plan,

including Prevention, Reduction of Health Inequalities, and Joined-up Coordinated Care.



How digital can enable the clinical strategy ambition

## How digital can enable Population Health Management



# Digital can act as an enabler to the ICS in meeting our key challenges and ambitions.

Our Digital Strategy makes the following pledges for the next five years:

1

Committed to reducing Digital exclusion and inclusive by design

2

Collaborative working across the ICS

3

Sharing resources & meeting workforce challenges together

4

Improved reporting capabilities & confidence in source of truth

5

Improved Cyber Security capabilities & infrastructure

6

Single technology where possible

7

Compliant with national standards and regulations

8

Agreed approach to procurement and contracting



# We will be realistic in what we can achieve over the next five years

**Our next five years will build upon our collaboration to date and focus on how we can support our organisations to meet national expectations and deliver against local priorities.**

Not all of our current digital portfolio programmes are live, resourced or funded. We have no new budget for 2023/24, and we are operating in a financially constrained environment where Integrated Care Boards are having to assess and manage finances to continue to be sustainable. We have a pragmatic and realistic approach to bidding for additional NHSE funding.

As an ICS, we will structure and coordinate around the digital portfolio and make decisions together. In doing so, we can protect our staff's time by prioritising their workload and sharing our resources.

**We, therefore, will be realistic in our ambition, deliver what we promise, and set the digital foundations that will enable future transformation and innovation.**

Our Digital Strategy takes the needs of our citizens, workforce and organisations combined with the expectations of national bodies and regional partners to prioritise focus for investment and effort in digital over the next five years.

**Despite our challenges we have proven that we can support each other to implement digital solutions:**



**RESILIENCE**  
Supporting staff to continue working during the COVID-19 pandemic through rapid deployment of home working solutions.



**IMPROVED PATIENT EXPERIENCE**  
Introducing software to support online appointment booking & introducing virtual follow-up appointments for outpatients.



**ENHANCING PERFORMANCE, SAFETY & SECURITY**  
Replacing ageing devices and infrastructure.



**INCREASING COMMUNITY DIGITAL EXPOSURE**  
Allowing the digitally excluded citizens the opportunity to borrow an iPad to increase digital literacy.



**IDENTIFYING DIGITAL LITERACY GAPS**  
Enabling the over 65s the opportunity to increase their digital literacy with citizens engagement events.



**HOSPITAL OF THE FUTURE**  
Procurement of a network upgrade solution and commencement a two-year upgrade programme.



**'AT A GLANCE' INFORMATION**  
Introducing digital tools to make it easier for clinical staff to see the information they need.



**IMPROVING STAFF EXPERIENCE AND PRODUCTIVITY**  
Simplifying the sign on process for staff through single on software.

# Our digital portfolio will enable us to put in place the core foundations to set us up for future transformation

The ICS will oversee the delivery of this digital portfolio for the next five years.

The digital pledges underpin the prioritised programmes, align to national frameworks and will enable the ICS to meet its local challenges and ambitions.

Most of these digital programmes will be managed and delivered by organisations and partnerships within the ICS.

## DIGITISE

SAFE PRACTICE, SMART FOUNDATIONS, WELL LED

### Electronic Patient Record

Level up access to electronic patient records & prescribing systems, allowing collaboration on implementation

### Cyber Security

Ensuring that the ICS partners' cyber & support approach is robust & aligned

### Infrastructure Optimisation & Alignment

Upgrade infrastructure across ICS and align technology, suppliers and processes to reduce variation

### Digital Diagnostics

Providing joined up solutions to enable optimal diagnostic services at an Imaging and Pathology Network level

### Outpatient Transformation

Supporting the digital delivery of outpatient care

### Digitise Social Care

providers will adopt a Digitalisation of Social Care Records and care homes will install Sensory Based Fall equipment

## CONNECT

EMPOWERING CITIZENS, SUPPORTING PEOPLE

### Shared Care Records

Enabling clinicians and staff the ability to access patient records across multiple regions including Shropshire Telford and Wrekin, Staffordshire and the Black Country, and enhancing integration capabilities between primary, secondary and community care across the region

### Workforce, Digital Inclusion and Leadership

Enable our workforce and community to thrive through a digital first approach to managing care and supporting transformational change: delivering on a strategy for the clinical & digital leadership, and managing a growing digital & clinical expert workforce

### MSK Transformation

Enable a local integrated model using a digital system that standardises referrals, joins up records and creates a single point of access to the service

## TRANSFORM

HEALTHY POPULATIONS, IMPROVING CARE

### Local Care Transformation Programme

Expand technology such as Virtual Wards to support treatment and care at home and prevent health issues escalating in vulnerable or at-risk groups, and embed electronic prescribing across the system

### Citizen Inclusion

Offering greater digital choice for how citizens can access & manage health and care services

### Hospital Transformation Programme

Substantial investment into transformation hospitals digitally to deliver a sustainable health and care system for the residents of Shropshire, Telford and Wrekin

### Population Health Management

Using digital and data to accurately predict and understand current health care needs and what the local population will require in the future

### Collaborative ways of working and model for digital

Putting in place the right Operating Model, Standards and tools to foster collaboration

### Data and Analytics

Enable effective data sharing, improve reporting capabilities and drive evidence-based decision making

# Delivering this Strategy will allow us to work more collaboratively as an ICS

**Most of our digital programmes will be managed and delivered by organisations and partnerships within the ICS.**

Successfully implementing ICS digital change cannot be achieved by a single organisation. This requires all organisations as part of STW to unite as partners, challenge individual ways of working, and focus on finding solutions.

**To aid this, we will embed sustainable ways of working to ensure we are all best set up to deliver the digital portfolio successfully. Our pledges align with our portfolio and will enable transformation to occur.**

By adopting these ways of working, we are promoting continuity across the ICS and enabling all organisations and partnerships to streamline their approach to digital in the same manner. These ways of working encompass the key prioritised digital work programmes across the ICS and allow for a better and more sustainable future.

## Ways of working to embed digital across the ICS



**WORK FOR PATIENTS  
COLLECTIVELY  
FOCUSING ON  
CITIZEN INCLUSION  
IN ALL OUR DIGITAL  
DECISIONS**



**EMBRACE  
DIGITAL INTO  
OUR CULTURE**



**LEARN AND  
CONVERGE AS  
AN ICS**



**UPSKILLING  
WORKFORCE AND  
COMMUNITIES IN  
DATA LITERACY**



**GOVERN AND  
MANAGE OUR  
DIGITAL  
PORTFOLIO  
TOGETHER**



**COMMIT TO  
STREAMLINING  
PROCUREMENT  
ACROSS THE ICS**



# Embracing digital into the ICS Culture



As we forge our digital journey, significant transformations are on the horizon for our Integrated Care System. Over the next five years, we'll roll out large-scale digital initiatives, from new Electronic Patient Record (EPR) systems to infrastructure overhauls and enhanced cyber security measures. These changes will profoundly impact how we operate and communicate.

We must share lessons learned and actively reshape our organisational culture. We're challenging outdated modes of operation, aiming to become an ICS where digital tools aren't just facilitators of better care—they're catalysts that inspire our teams and organisations to communicate more effectively and deliver superior care across the entire system.

## The culture principles our organisations and partnerships will adopt:



**We support and empower our staff and citizens to understand the opportunities of digital ways of working**



**Staff and citizens are properly prepared for digital change**



**Digital Communications are honest, timely, relevant and engaging**



## Actions that our organisations and partnerships will embed to embrace culture:

- ✓ Organisations and partnership staff surveys to understand staff confidence and capabilities in digital.
- ✓ Digital change management programmes supporting the change in culture and help staff embrace and feel confident with new ways of working.
- ✓ Digital skills training to embed digital-first culture within the ICS.
- ✓ Super user programmes for ICS Wide digital programmes, which will enable staff to act as champions of new systems.
- ✓ Staff feedback sessions to input into digital expectations and current experiences.
- ✓ Hold regular digital meetings including a representative from all ICS organisations to raise issues, lessons learnt and direction.



# Learn and converge as an ICS



**To deliver digital initiatives across the ICS, transparent ways of working that empower collaboration and learnings from all organisations and partnerships across the ICS are required to embed a 'Joined Up' culture.**

The momentum behind our Integrated Care System's Digital Transformation journey hinges on robust collaboration. By pooling resources, sharing hard-earned lessons, and aligning behaviours across organisations and partnerships, we're setting the stage for enhanced interoperability and higher-quality care and services throughout Shropshire, Telford, and Wrekin.

This collaborative ethos strengthens our ICS and fosters valuable partnerships with neighbouring ICS', ensuring patients experience a seamless and consistent continuum of care.

## **Actions that our organisations and partnerships will embed to embrace collaboration:**



- ✓ EPR collaboration group to share lessons learnt, strategic direction and challenges.
- ✓ Infrastructure collaboration group to share lessons learnt, strategic direction and challenges.
- ✓ Post implementation teams to support the transition into business as usual and a managed service.
- ✓ Co-ordinate shared resources to make the best use of the capabilities and skillsets across the ICS.
- ✓ Converge Digital resources where possible to have one single point of contact.
- ✓ The ICS' Digital plans will support the overall ICS Strategy of being more joined up across organisations and partnerships.
- ✓ Collaborate across the ICS to learn and develop and seek opportunities for innovation.



# Commit to streamlining procurement across the ICS



To ensure we provide all organisations with 'value for money', there is a collective ICS commitment to collaborate with current and future suppliers to procure hardware and software.

Our Integrated Care System is taking steps to future-proof our long-term supply chain strategy by reaching a consensus on a unified approach and shared goals. This will enable us to secure more enduring and sustainable contractual agreements across the ICS network.

We aim to amplify our purchasing power through a coordinated approach to market engagement and supplier selection, thereby forging more resilient and lasting partnerships that best serve our system's needs.



## Actions that are required to embed a more streamlined supply chain:

- ✓ Coordinate a Contract renewal group that identifies opportunities for collaboration across the ICS.
- ✓ Streamline procurement and supplier service offerings across the ICS to achieve more significant economies of scale.
- ✓ Review contracts as a system to ensure the ICS is getting the best value for money and achieving purchasing power.
- ✓ Ensure decision-making is made at a system level and collaboration with procurement needs.
- ✓ Identifying each organisations current procurement & contract renewal to find opportunities for collaboration across the ICS.





# Upskilling workforce and communities in data literacy



**If, as an ICS, we want to embed a digital-first culture, we must ensure our workforce and community meets a minimum level of data, digital and cyber security literacy to enable this culture to exist within the ICS**

As technology advances, it's crucial to equip our workforce across the ICS with the digital skills they need to excel. We're committed to upholding a baseline level of digital, data, and cyber literacy and will support staff in reaching this competency. Focusing on crucial strategies like 'Growing for the Future' and 'Looking after our People' will help cultivate an engaged, skilled workforce eager to develop alongside us, fostering a thriving work culture.

Simultaneously, we aim to empower our community to manage their healthcare digitally, streamlining our services. By encouraging community skill development and listening to citizen needs, we can custom-tailor digital engagement, making health and care more accessible and promoting a 'Digital First' culture.



## Actions that are required to embed culture:

- ✓ Current capability analysis across ICS workforce and community digital, data and cyber security literacy via surveys.
- ✓ Support the workforce through training modules to increase data literacy.
- ✓ Utilising new and existing forums through all organisations and partnerships to work with the communities to increase digital health literacy.
- ✓ Support all staff to attain a basic level of data, digital and cyber security literacy, followed by continuing professional development.
- ✓ Provide a Digital resource with the mandate to support and improve staff digital literacy skills.
- ✓ Network of digital champions across the ICS to empower 'Digital First' mentality.



# Work for patients collectively focusing on citizen inclusion in all our digital decisions






**Creating an environment that encourages and empowers citizens' voices when making digital decisions will drive the innovation of the delivery of care. It will be a critical feature in the success of delivering digital transformation across Shropshire, Telford & Wrekin.**

As our Integrated Care System matures digitally, it's vital to include citizens in shaping the future of digital healthcare, thereby helping us prioritise initiatives. Drawing on input from partners, clinicians, staff, and users allows us to pinpoint what's effective, what needs refinement, and what truly matters to our community in Shropshire, Telford & Wrekin.

Citizen engagement is a cornerstone of our ICS and aligns with the patient-centred ethos outlined in the recent Hewitt Review. Through interactive platforms like the 'Big Health and Wellbeing Conversation', we actively seek your feedback for service improvement. Council-led efforts further this aim; for instance, our local Councils are expanding community engagement with initiatives like the library tablet lending scheme and the 'Get Connect' Programme. These programs empower citizens, especially seniors, to navigate digital healthcare services comfortably.

## Actions that are required to embed culture:

-  Proactively seek community feedback on existing digital functionality for managing your own health, and input into digital developments.
-  Develop an ICS Digital inclusion strategy adopting principles from the national strategy, where citizen engagement groups will be included.
-  Identify the needs and preferences of the population across STW and use this insight to inform and develop digital strategies.



# Embracing digital into the ICS Culture



**We will adhere to the formal governance structures and ways of working of the Shropshire, Telford and Wrekin ICS and the Place Partnerships.**

Our role is to assist our organisations in planning, executing, and refining digital services for our community. To do this, we'll offer unified strategic oversight across all digital transformation efforts detailed in this Strategy. This governance framework enables us to advocate for a system-wide approach to digital initiatives, ensuring they deliver value for money.

## ICS organisations & partnerships

### Digital programmes & digital enablement programmes

### Digital decision making groups to bring programmes together

#### INTEGRATED CARE BOARD

Sets the strategy and determines budget. Provides overall decision making and alignment of strategies

#### ICS INTEGRATED STRATEGY COMMITTEE

Provide oversight and decision making in alignment with ICB strategic direction.

#### ICS DIGITAL DELIVERY GROUP

Recommendations and risk escalation up to IDC from the programmes. Decisions made and approved for Digital programmes to progress.

#### DIGITAL ENABLEMENT

#### MSK, LOCAL CARE

#### DDIGITAL PORTFOLIO & PROGRAMMES

#### Electronic Patient Record, CYBER

#### PLACE PARTNERSHIPS

#### NHS PROVIDERS

#### PRIMARY CARE NETWORKS

#### LOCAL AUTHORITIES

**The ICB will provide direction and programme management support across the digital portfolio**

#### Chief Digital Information Officer function

- ICS Chief Digital Information Officer
- ICS Chief Clinical Information Officer
- ICS Chief Clinical Nursing Officer
- ICS Digital Programme Management Office

**Aligning to What Good Looks Like guidelines we commit to investing in ICS-wide Chief Clinical Information Officer and Chief Nursing Information Officer functions. To deliver against this Strategy and to continue to improve our services through digital we need better digital cohesion, collaboration and coordination. We have identified vital interventions which are needed to take place in order to realise benefits:**



Increase ICB capacity to provide greater structure and oversight to enable effective decision-making aligned to the vision associated with national and local objectives. In enabling and prioritising a portfolio of work, there is an opportunity for financial efficiencies to be explored and realised.



The ICS must define its digital vision and build capabilities to achieve short and long-term priorities. By creating a centralised workforce and enhancing current capabilities, the ICS can achieve the greatest value and build towards long-term strategic objectives with the future vision of a digital shared service.



Establishing transparent governance within the ICS to ensure that the direction of travel is clear, staff are supported to deliver against priorities promptly, and there is appropriate accountability and decision-making.



To achieve the desired digital transformation outcomes across the ICS, identifying opportunities for greater collaboration across all organisations will enable efficiencies across the ICS by sharing knowledge, processes and resources.



STW ICS' approach to culture change must evolve to secure leadership, clinical and non-clinical buy-in, collaboration opportunities and citizen inclusion for the changes the Digital Strategy will deliver.

# Contacts & Useful Links

For further information about the Shropshire, Telford & Wrekin (STW) ICS and our partner organisations across the health and social care systems, please see the links to the right to find out more about each organisation via their website. Additionally, you can find links to Organisations Digital Strategies.



[The Shrewsbury and Telford Hospital Website](#)

[The Robert Jones and Agnes Orthopaedic Hospital Website](#)

[Shropshire Community Health NHS Trust Website](#)

[Midlands Partnership University NHS Foundation Trust Website](#)

[West Midlands Ambulance Service Foundation Trust Website](#)

[NHS Shropshire, Telford and Wrekin Website](#)

[Shropshire Council Website](#)

[Telford & Wrekin Council Website](#)

[Shropshire, Telford & Wrekin Primary Care Networks Website](#)

[The Shrewsbury and Telford Hospital Digital Strategy](#)

[Shropshire Council Digital Strategy](#)

[Telford & Wrekin Council Digital Strategy](#)

Should you wish to contact STW ICS regarding this digital strategy or offer any feedback, please email: [stw.generalenquiries@nhs.net](mailto:stw.generalenquiries@nhs.net)