

Integrated Care Board

Date of meeting	15 May 2024
Title of paper	Digital and Data Strategy 2024 - 2029
Presented by	Asim Patel – Chief Digital Officer Stephen Dobson – Chief Information Officer, OneLSC
Author	Linda Vernon – Head of Digital Empowerment
Agenda item	12
Confidential	No

Executive summary		
<p>This paper presents the Lancashire and South Cumbria ICB Digital and Data Strategy 2024 to 2029. It builds on the previous Digital Strategy ‘Our Digital Future’ published in 2018 and the Digital Transformation Investment Plan 2022-2027.</p> <p>The ICB is required to produce a Digital and Data Strategy under the Well Led pillar of the What Good Looks Like Framework and adherence to this is assessed by the Digital Maturity Assessment (currently being submitted for 2024).</p> <p>This strategy supports the delivery of the ICP Strategic Priorities and the ICB Strategic Objectives and, along with workforce and infrastructure/estates, is an enabler for other system strategies.</p> <p>When endorsed by the Board, work will commence to develop costed place-based implementation plans, and to support the wider system to understand how this strategy can support delivery of their strategic priorities.</p>		
Recommendations		
The ICB Board is requested to endorse this strategy.		
Which Strategic Objective/s does the report relate to:		Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience	Y
SO2	To equalise opportunities and clinical outcomes across the area	Y
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	Y
SO4	Meet financial targets and deliver improved productivity	Y
SO5	Meet national and locally determined performance standards and targets	Y
SO6	To develop and implement ambitious, deliverable strategies	Y

Implications				
	Yes	No	N/A	Comments
Associated risks				
Are associated risks detailed on the ICB Risk Register?				
Financial Implications	Y			Capital requirements and associated revenue costs
Where paper has been discussed (list other committees/forums that have discussed this paper)				
Meeting	Date		Outcomes	
Digital Strategy and Delivery Board	25.04.2024		Support from the Board for finalising of the Strategy and submission to the ICB Board. Commitment to producing a costed implementation plan following endorsement by the ICB Board	
Conflicts of interest associated with this report				
Not applicable				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed			✓	
Equality impact assessment completed			✓	
Data privacy impact assessment completed			✓	

Report authorised by:	Asim Patel – Chief Digital Officer
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Integrated Care Board – 15 May 2024

ICB Digital and Data Strategy 2024 - 2029

1. Introduction

- 1.1 This is a Lancashire and South Cumbria wide Digital and Data Strategy, updating and building on *Our Digital Future*, published in 2018, and the Digital Transformation and Investment Plan 2022 to 2027.
- 1.2 As a key and critical document for the ICB and our partner organisations it sets out the strategic digital and data priorities of the ICB and Provider Collaborative (OneLSC), to support and enable transformation across the health ecosystem.
- 1.3 It supports transformation across primary care, secondary care, tertiary care and regulated care, will enable better partnership working with academia, VCFSE and other wider partners, and is a key enabler of a shift to the left in terms of patient management but also the prevention and self-care agenda.
- 1.4 The strategy draws from and supports the ICP Strategic Priorities and the ICB Strategic Objectives, and each of the four digital and data strategic priorities are articulated in relation to how they support those system objectives.
- 1.5 From a national perspective, the strategy supports our adherence to the Well Led pillar of the What Good Looks Like framework, and is a fundamental enabler for adherence to the other pillars:
 - Ensure smart foundations
 - Safe practice
 - Support people
 - Empower citizens
 - Improve care
 - Healthy populations
- 1.6 The Strategy will enable the development of transformational plans at place, organisation, PCN and directorate level, as well as significantly supporting the Recovery & Transformation agenda.

2. Key components of the Digital and Data Strategy

2.1 The strategy is presented in three sections:

- contextual background and overview of the strategy;
- a deep dive into each of the 4 strategic priority areas; and
- an outline of how we will measure success, and how the strategy can support the system fundamentals

2.2 The first section describes how the strategy builds on previous work. It demonstrates the alignment of the strategy with the ICP strategic priorities, the 6 ICB strategic objectives and the national What Good Looks Like Framework. It then presents an overview of the elements of the strategy (as described below) and a summary of the strategy elements across two pages:

- ICS mission
- ICS digital and data mission
- Digital and Data vision
- System working principles (delivering through the lenses of population, people, partners)
 - The four strategic priorities (see section 2.3) and their alignment to the ICP Strategic Priorities and the ICB Strategic Objectives.
 - The journey from siloed teams and systems to fully integrated
 - Strategy support for system enablers
 - Measuring success

2.3 The second section describes the four strategic priorities in detail.

These are:

- Single digital infrastructure
- Single set of core strategic system platforms
- Single data architecture
- Single digital & data service delivery and support model (OneLSC)

2.4 Each strategic priority is described in terms of:

- The ambition for 2029
- What the future state will look like
- What that means for our population, our people and our partners
- Where we are now
- What we need to do
- How we will get there

2.5 The third section initially outlines how the digital and data strategy will underpin the fundamental system enablers.

2.6 The final part of section 3 articulate how we will measure successful delivery against the strategy.

2.7 Throughout, the document is illustrated with examples of our existing key system platforms, case studies and (people and population) user stories.

3. Conclusion

- 3.1 The Digital and Data Strategy is a refresh and expansion of the existing digital strategy, Our Digital Future, and has been co-created with the transition of the digital delivery function to OneLSC in mind.
- 3.2 It is a fundamental enabler, providing principles that will underpin delivery of transformational projects cross the system, playing a key part in supporting our Recovery and Transformation efforts and a 'shift to the left' in terms of care delivery and the prevention agenda.
- 3.3 The strategy is aligned with the national requirements of the What Good Looks Like framework, will be supported with a Target Operating Model and costed implementation plans will be developed. A recent digital portfolio governance review has made recommendations that will support the oversight of delivery against this strategy.
- 3.4 The strategy will be reviewed in 2028 – 2029 financial year, in readiness for a further refresh, reflecting on our delivery and the operationalization of OneLSC.

4 Recommendations

The ICB Board is requested to endorse this strategy.

Asim Patel
Chief Digital Officer
2nd May 2024