NHS Greater Glasgow and Clyde

NHS Greater Glasgow and Clyde	**Paper No. 25/14**
Meeting:	**NHSGGC Board Meeting**
Meeting Date:	**25 February 2025**
Title:	**Annual Update on Delivery of the NHSGGC Digital Strategy**
Sponsoring Director:	**Denise Brown, Director of Digital Services**
Report Author:	**Neil Warbrick, eHealth Head of Strategy, Programmes and Innovation**

1. Purpose

The purpose of the attached paper is to:

Provide an update on the NHSGGC Digital Health & Care Strategy (Digital on Demand) 2023-2028 to the Board.

2. Executive Summary

The paper can be summarised as follows:

The NHSGGC Digital Strategy was approved by the Board in December 2022. Good progress is being made on the delivery of the strategy including:
- Deploying at scale patient-facing digital appointment notifications and pre-operative assessments
- In-house development of solutions to support Cancer MDTs
- Development and implementation of a digital Ophthalmology patient record
- Expanding support to workforce digital skills and literacy
- Pursuing a board-wide strategic approach to remote and virtual pathways
- Evaluating Artificial Intelligence supported solutions with aim of evidenced business cases to support long-term implementations
- Growing momentum and implementation of inpatient Digital Clinical Notes which improves quality and legibility and supports nursing processes with a person-centred focus.
- Transformation of Pathology services from analogue to digital processing with the digital pathology system transitioned to full operational service.

- Following the previous large-scale implementation of Hospital Electronic Prescribing and Medications Administration (HEPMA), the replacement of the related Pharmacy Stock Management System is now complete.
- Ongoing investments in the technology estate and proportionate cyber resilience.
- Developing longer-term roadmap for the evolving area of Digital Clinical Safety.

Key short-term challenges are increasing, largely focused on national programme delays and dependencies which require local NHSGGC implementations in tactical solutions.

Key programmes include patient engagement and feedback which is positively influencing the delivery of the strategy. External assessments relating to Digital Strategy and delivery have provided positive feedback.

3. Recommendations

The Board are asked to consider the following recommendations:

- Note the progress against NHSGGC Digital Health & Care Strategy (Digital on Demand) 2023-28, with priorities aligned to the Board's ADP and operational priorities.
- Note immediate delivery is on target in terms of scope, timescales and budget with risks for longer-term national programmes being monitored.
- Note the ongoing focus on communications and engagement to support digital changes which are patient and staff focussed.

4. Response Required

This paper is presented for **assurance.**

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

Better Health	**Positive** impact
Better Care	**Positive** impact
Better Value	**Positive** impact
Better Workplace	**Positive** impact
Equality & Diversity	**Neutral** impact
Environment	**Positive** impact

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

Regular updates to the Digital Programme Boards, eHealth Strategy Board, Area Medical Committee, Area Partnership Forum, Corporate Management Team, Finance Planning & Performance Committee updates to the Board's Annual Delivery Plan.

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

- eHealth Programme Board – 6 November 2024
- Corporate Management Team – 7 November 2024
- eHealth Strategy Board – 6 December 2024
- Finance Planning & Performance Committee – 11 February 2025

8. Date Prepared & Issued

Prepared on12 February 2025
Issued on 17 February 2025

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1.   Introduction

This paper provides an update on the NHSGGC Digital Health & Care Strategy (Digital on Demand) 2023-2028.

2.   Background

The Digital Strategy

- Following development involving extensive engagement with staff and citizens, the NHSGGC Digital Health & Care Strategy (Digital on Demand) 2023-28 was approved by the Board at its meeting on 20 December 2022.
- The Strategy was developed through extensive engagement with staff and citizens.
- The Digital Strategy Delivery Plan priorities are aligned with the NHSGGC Annual Delivery and operational priorities.
- The eHealth Strategy Board provides oversight and governance on the delivery of the strategy and quarterly updates are provided to the Corporate Management Team.

Digital Delivery Plan 2024/25

The Strategy is delivered incrementally through an annual Digital Delivery Plan. This ensures eHealth resources are aligned to NHSGGC priorities including NHSGGC Annual Delivery Plan, Sustainability & Value programme, operational priorities, national digital programmes and eHealth technical and operational

priorities such as critical infrastructure, systems lifecycle replacement and cyber-security requirements.

The [2024/25 Digital Delivery Plan](#) was extensively reviewed in early 2024 taking into account the Board's Annual Delivery Plan, need to support the Board's Sustainability & Value (S&V) Programme and a 3.4% reduction in the national eHealth Strategic Funding which supports the delivery of a number of resources and programmes within the plan. The updated Delivery Plan was approved by the Corporate Management Team on 2 May 2024, and includes 154 prioritised projects and programmes grouped into 12 strategic areas.

Appendix 1 summarises the 2024/25 Delivery Plan, and a quarterly progress report is shared through the eHealth Strategy Board and other internal stakeholders.

Governance

Reporting to the Corporate Management Team, the eHealth Strategy Board is chaired by the Deputy Medical Director (Corporate Services) and governs the delivery of the Digital Strategy, ensures alignment with the Board's ADP and national strategy and acts as escalation body for the supporting delivery groups.

Ahead of presentation at NHSGGC Board meeting on 25 February 2025 this paper will be reviewed with input through the following groups and committees.

- eHealth Programme Board on 6 November 2024
- Corporate Management Team on 7 November 2024
- NHSGGC eHealth Strategy Board on 6 December 2024
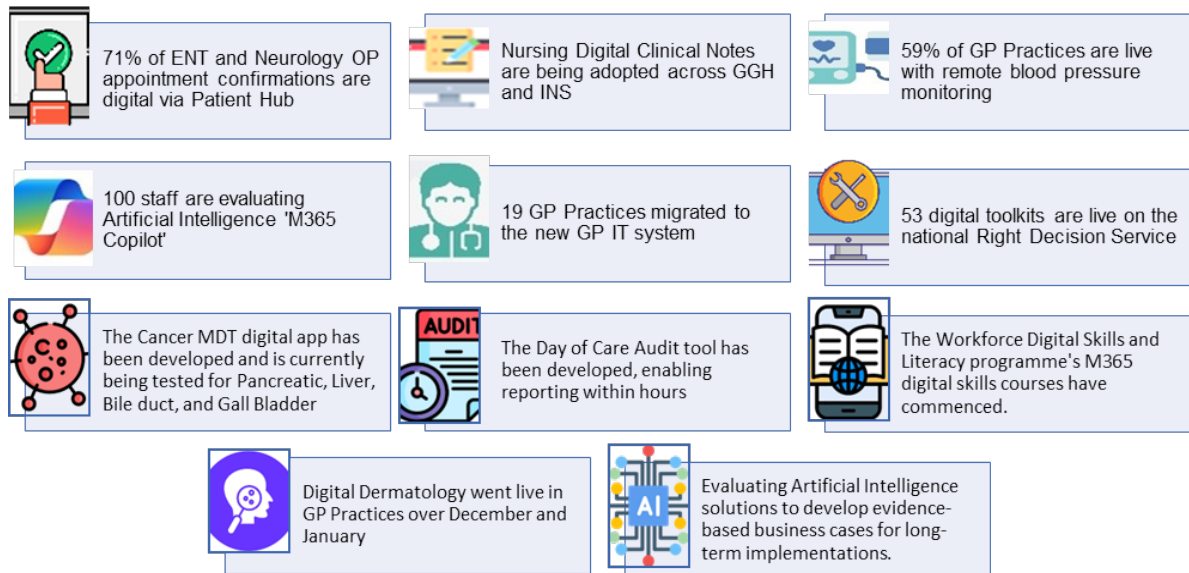- Finance Planning & Performance Committee on 11 February 2025

3. Assessment

Progress on delivering the Digital Strategy 2023-28

Appendix 2 provides a review linking the 12 strategic areas being progressed under the yearly Digital Delivery Plan with the key deliverables and targets, and summarises current progress, resources and key risks to ongoing delivery.

Key progress linked with Digital Strategy deliverables is summarised below.

71% of ENT and Neurology OP appointment confirmations are digital via Patient Hub

Nursing Digital Clinical Notes are being adopted across GGH and INS

59% of GP Practices are live with remote blood pressure monitoring

100 staff are evaluating Artificial Intelligence 'M365 Copilot'

19 GP Practices migrated to the new GP IT system

53 digital toolkits are live on the national Right Decision Service

The Cancer MDT digital app has been developed and is currently being tested for Pancreatic, Liver, Bile duct, and Gall Bladder

The Day of Care Audit tool has been developed, enabling reporting within hours

The Workforce Digital Skills and Literacy programme's M365 digital skills courses have commenced.

Digital Dermatology went live in GP Practices over December and January

Evaluating Artificial Intelligence solutions to develop evidence-based business cases for long-term implementations.

Technology Estate	- Investments in the technology estates, telephony and Microsoft-365 continue as part of managing the lifecycle and proportionate cyber resilience of services.
Innovation	- Adoption - TraumaApp co-developed through Innovation Hub fully transitioned to operational service. - Robotic Process Automation (RPA) pilot implementation underway as part of S&V to build business case for future adoption. Pilot use-cases are in Staff Bank (interpreting services) and Finance (sales invoices and accounts payable). - vCreate asynchronous video embedded in service. - Enabled by AI Programme - lung cancer chest x-ray live evaluation across all sectors now in write-up and submission to ANIA stage for future national business case. - Microsoft-365 Copilot evaluation underway with 100 NHSGGC staff to inform future business case. - InterSystems Trakcare AI platform evaluation underway looking at how AI can predict patient DNA and support more accurate discharge planning
Citizen Access	- Digital appointment notifications - following pilot with ENT and Neurology and extensive review through governance and patient feedback, 20-month rollout to all Acute specialities underway to provide patients with their appointment information digitally (including process that prints & posts if not accessed digitally within 3 days, currently >70% patients accessing digitally). - In August 2024 of 14,512 ENT and Neurology appointments booked, 12,738 (88%) were notified digitally, with 9,003 (71%) patients responding. Consistent improvement in DNA rates also seen (8.5% in patients not notified digitally to 5.1% for those notified digitally). - Pre-Operative Assessment questionnaires - implemented and live across all NHSGGC Pre-Op services. Digital responses from patients are reviewed by Pre-Op staff enabling patient to be vetted to the appropriate pathway.

Remote Practice / Virtual Pathways	- Remote monitoring for Blood Pressure in Primary Care- reducing need for physical appointments with results and readings for the patient being sent digitally to GP record – currently over 50% of practices using the app with 6,614 patients enrolled. - Following supplier of previous COPD remote management innovation solution ceasing unexpectedly in early 2025, continuity arrangements in place while wider procurement underway for strategic approach to long-term conditions. - ANIA Digital Dermatology live in GP Practices over December-January with adoption being support.
Digital Health & Care Records	- Digital Clinical Notes for Nursing Inpatients rolling out to INS and GGH following successful pilot and co-development of digitalised admission record, clinical assessments, care plans and discharge check list. This programme will improve the quality and legibility of clinical notes and support documenting patient care using the nursing process with a person-centred focus. - Digital Clinical Notes further developed and implemented for ED, Paediatrics, Dental and Rheumatology replacing paper and legacy systems. - Community system replacement process started with specification of requirements agreed with all services.
Safer Diagnostics	- Transformation of the laboratory service from analogue to digital processing of eligible slides (c.50,000 per month) was completed in 2023 and the digital pathology system is now transitioned to full operational service and a refresh / upgrade of hardware and software is progressing to secure service to 2026.
Safer Use of Medicines	- Procurement and implementation of a new Pharmacy Stock Management System and its integration with HEPMA, finance/procurement systems and Distribution Centre robots is complete
Workforce Digital Skills and Literacy	- Programme was established in 2023/24, working collaboratively with NHSGGC Learning and Education, Corporate Communications and external partners including NHS Education for Scotland. It initially focused on Microsoft-365 and is now expanding focus to include clinical systems. - M365 digital skills courses commenced with 157 attendees across 7 sessions
Data & Clinical Informatics	- Supporting cancer services - a new Cancer Waiting Times (CWT) tracking system has been implemented. - Cancer MDT digital app developed and in testing for Pancreatic, Liver, Bile duct and Gall Bladder are being tested. - Day of Care Audit (DOCA) tool developed with reporting within hours, replacing complex spreadsheet-based data collection and reporting taking weeks. - Public Protection Developments - Workforce data developments - Urgent and Unscheduled Care full programme of work to support Whole System Measurement, bespoke data analysis and dashboards for U&USC improvement team.

Digital Clinical Safety	- As a rapidly evolving area and the need to target resources on greatest areas of risk.
Decision Support	- 53 live toolkits developed onto the national Right Decision Platform supporting this once for Scotland platform approach to clinical guidelines
Workforce & Business Systems	- Continuing to manage the lifecycle of over 140 existing specialist applications that support delivery of NHSGGC services, including upgrade of the Adult ICU's CareVue system to extend its life, upgrades of TrakCare and a new Pharmacy Management System - Supporting national implementation programmes with eRostering live in 11 early adopter wards in Clyde - Delivering NHSGGC's implementation of the national GP Reprovisioning Programme which will provide GP practices with systems to meet requirements for nGMS and enable a shift to cloud-hosted managed services. 19 practices live with all others awaiting national programme dependencies. - NHSGGC has led the development and configuration of the national Open Eyes Ophthalmology EPR system. The system is in use across all Acute sites and has been extended into Community Optometry to facilitate Glaucoma Shared Care initiatives. 380 staff have been trained and supported as part of adoption.

Key challenges in delivery

National programme delays and dependencies	- A number of national programmes are experiencing delays or reduced scope of delivery, which in turn impacts NHSGGC implementation plans and is requiring either local solutions or extending the life of existing systems. - GP IT and Docman replacement – delays - Child Health replacement – risks, scope, delays, go live now June 2025. - Digital Front Door – national roadmap continues to be delayed, requiring NHSGGC implementation of Patient Hub/Citizens Access - Microsoft-365 – a number of national dependencies / agreements required for further adoption - eRostering – Payroll integration pending otherwise significant double-keying resource requirement
Finances	- Shift to and increases in recurring costs of digital solutions. - Real-terms reduction in national eHealth Strategic Funding which supports the delivery of many local programmes.
Workforce	- Capacity to engage, adopt and transform services to maximise the benefits from adoption of digital
Technical	- Complexity of existing systems ensuring lifecycle upgrades and cyber security oversight

In year two of the period covered by the Digital Strategy, the eHealth Strategy Board has not so far identified and assessed any potential changes to the Strategy. Emerging new priorities continue to be assessed, approved through governance and incorporated via the yearly Delivery Plan process, including:

- Sustainability & Value (S&V) – a growing programme of work is being progressed to support NHSGGC's focus on how digital technology can support efficiency and reduce costs. This includes Diagnostics contact centre, voice recognition (VR) and robotic process automation (RPA).
- Health Records Transformation Programme – maximising the use of digital technologies.
- Digitally Supported Remote & Virtual Care – an overarching programme to support remote management of patients with long term conditions aligned with the Board's Moving Forward Together Strategy.
- New national projects – continue to emerge including the requirement to adopt the new national theatre scheduling solution and endoscopy reporting systems.

Patient engagement and feedback

Through its strategic theme of 'Citizen Access' the Digital Strategy's vision is for "*citizens to access and contribute to their own health record online. This will be accompanied where appropriate by a transition from traditional face-to-face interactions. This will offer a more integrated digital experience for citizens and care providers, while maintaining alternatives for people without digital access or confidence.*". Key programmes involving citizen facing digital solutions include approaches to communicate benefits to patients and to listen to patients' experience and concerns and incorporate them into future plans, this has included:

- Safer Use of Medicines Programme – where a Citizens' Reference Group has provided input with support from the NHSGGC Patient Experience and Public Involvement (PEPI) team.
- Virtual consultations – where media coverage has been utilised to communicate the potential benefits to patients.
- Digital communications – where patient surveys provide feedback into the pilot and now ongoing rollout of 'Patient Hub' which notifies patients digitally of outpatient appointment bookings and provides online pre-operative assessments. The most recent PEPI survey showed, for 479 patients accessing digital appointment notifications, 84% were satisfied with the experience.
- Decision Support Programme – continues to work with the PEPI team to gather patient input on the style guide for citizen facing resources developed on the national Right Decision Service platform. This platform is a single, national source of digital tools that enables people to make safe decisions quickly based on validated evidence.

External assessments

While most delivery of Strategy is governed via internal governance groups, some areas involve external or regulatory assurance:

- Scottish Government and COSLA Digital Maturity Assessment (DMA) - this national audit is designed to assess how Health Boards are using digital technologies to meet objectives and adapt to the changing digital landscape. In its December 2023 report NHSGGC scored highly across all categories, with an overall average score of 83%, and evidenced progress since the last audit in 2019 with feedback from Scottish Government highlighting several areas demonstrating good and best practice to showcase at national level.

- National Network and Information Systems Audit (NIS) - this annual national cyber security audit was undertaken in July 2024 and reported in September 2024 in accordance with Scottish Health Competent Authority timescales and achieved 97% overall compliance. Other audits and assessments of IT Security compliance and risk are undertaken throughout the year.
- Development of the Digital Strategy itself – was reviewed by the Board Internal Audit. The audit report in April 2024 showed that there were effective processes in place within NHSGGC to develop and implement the Digital Strategy. Approval of the Strategy was subject to significant levels of governance, following engagement with all relevant stakeholders. No significant weaknesses were identified.

Finances

2024/25 allocations comprise £5,503k strategic fund and £1,875k capital.

Forecast (as at December 2024 eHealth Strategy Board meeting / month 7) is summarised in table below:

Programme Name	Strategic Fund Allocation £'000	Capital Funding £'000	Total Allocations £'000
Citizen Access	£97	£0	£97
Clinical Leads	£220	£0	£220
Decision Support	£62	£0	£62
Digital and Clinical Informatics	£536	£0	£536
Digital Health and Care Records	£376	£0	£376
Digital Skills and Literacy	£62	£0	£62
Innovation Programme	£670	£0	£670
Remote & Virtual Care	£241	£0	£241
Safer Diagnostics	£384	£0	£384
Safer User of Medicines	£172	£0	£172
Technology and Infrastructure	£1,727	£1,875	£3,602
Workforce and Business Systems	£956	£0	£956
Total	**£5,503**	**£1,875**	**£7,378**

4. Conclusions

In year two of the period covered by the Digital Strategy good progress is being made on realising the implementations and impacts sought by the Strategy and associated transformational work.

Key short-term challenges are increasing, largely focused on national programme delays and dependencies which require local NHSGGC implementations of tactical solutions.

The Strategy remains relevant and appropriate, and emerging new priorities are considered and incorporated through the yearly Digital Delivery Plan process.

Key programmes include patient engagement and feedback which is positively influencing the directions taken. Key external assessments relating to Digital Strategy and delivery have provided positive feedback.

5.   Recommendations

The Board are asked to consider the following recommendations:

- Note the progress against NHSGGC Digital Health & Care Strategy (Digital on Demand) 2023-28, with priorities aligned to the Board's ADP and operational priorities.
- Note immediate delivery is on target in terms of scope, timescales and budget with risks for longer-term national programmes being monitored.
- Note the ongoing focus on communications and engagement to support digital changes which are patient and staff focussed.

6.   Implementation

The NHSGGC eHealth Strategy Board continues to govern the delivery of the Digital Strategy, ensures alignment with the Board's Annual Delivery Plan and national strategy and acts as escalation for the supporting delivery groups.

7.   Evaluation

The NHSGGC eHealth Strategy Board continues to monitor effectiveness of the Strategy and incorporate evolving NHSGGC priorities through the yearly Digital Delivery Plan approach. Regular updates are provided to the Corporate Management Team.

8.   Appendices

1 – Digital Delivery Plan 2024/25 summary

NEW SERVICE MODELS AND APPLICATIONS

Creating new value in support of NHSGGC strategies and corporate priorities, including:
- Gooroo waiting list forecasting, modelling and planning
- Ongoing adoption of Right Decision Service
- LIMS replacement
- Dental charting
- Data and reporting

CORNERSTONE SYSTEMS DEVELOPMENT

Gaining further value from existing investment in the six cornerstone digital systems, including:
- Replacement of Community system
- Commence transition to the new GP IT system
- TrakCare version upgrade as part of route to new functions
- Further rollout of PatientHub digital appointment notifications
- PatientHub digital pre-operative assessment
- Broaden support to hospices
- Implement board priorities such as Criteria Led Discharge
- Digital Clinical Notes

SUPPORTING NATIONAL PROGRAMMES

Which aim to create new capabilities, maximise value and generate consistent services across Scotland, such as:
- eRostering implementation
- Endoscopy Reporting System
- Digital Dermatology service adoption
- PACS re-provisioning
- Child Health system replacement

NHSGGC Digital Delivery Plan 2024/25

BOARD PRIORITIES

Sustainability & Value, including:
- Health Records and Telephony transformation
- Diagnostics contact centre
- Virtual consultations programme
- Digital skills & literacy programme

Annual Delivery Plan requirements, including:
- Cancer MDT app
- Optimising and maximising value from Microsoft-365
- National Network and Information Systems Audit (NIS)

INNOVATION ADOPTION

Explore, try, build evidence and business cases, procure and adopt new ways of working, including:
- COPD / long-term conditions remote management platform
- AI proofs of concept and clinical studies to build evidence and inform business cases
- Remote and virtual care overarching programme and building new service models

LIFECYCLE OF EXISTING SERVICES

Preserving value, maintaining service and meeting regulatory requirements, including:
- Paediatric Intensive Care system re-procurement
- Adult Intensive Care system upgrade
- New Cancer Wait Times system
- New Pharmacy stock management system
- Incident Management System replacement
- Management and deployment of c.4,500 replacement Win11 devices
- Production Infrastructure (data centre servers & storage) replacement
- Cyber-security ongoing further requirements

2 – Progress on delivering the NHSGGC Digital Strategy

Programme (Delivery Plan Strategic Area)	Key Strategy Deliverables	Target Impact and Measurement	Milestone Position (What has been achieved)	Resources and Financial position (2024/25)	Risks to delivery (Type and description)	RAG Status	Mitigating action required	Lead
1. Technology Estate	Strategic theme: Regulatory and cyber security Priority programme: Technology estate Major investment: Telephony transformation Major investment: Microsoft-365 Major investment: Infrastructure replacement and improvement	**Ensuring NHSGGC compliance with National Network and Information Systems requirements (NIS)** Continue to refresh up to 5,000 devices annually Continue to deliver modern, sustainable and cost‐effective telephony solutions to maximise benefits User experience will be continually evaluated, and improvements made when and where possible Source solutions using recognised procurement methods to obtain demonstrable best value Cloud First – Where possible and where cost effective and resilient, applications will be delivered as cloud‐hosted 'Software as a Service' Maximise the investment in existing systems and infrastructure before buying new software Further extend the Microsoft Office 365 digital tools to replace StaffNet, shared drives and users' home drives Undertake the national cyber security audits and review	<u>Cloud Hosting</u> - business case to move Virtual desktop environment to Azure Virtual Desktop (AVD) Underway with expectation of moving forward in 2025. Data collection for move of server estate to support business case with expectation of move to cloud in 2029 <u>Modern, Supported Technology</u> - lifecycle programme continues to modernise the server environment, Device replacement also moving devices to Windows 11 <u>Remote Access</u> - audit of RAS underway to provide assurance that NHSGG&C is less likely to suffer an attack like NHSD&G. <u>Microsoft-365</u> - MCAS rollout allowing access to M365 from personal devices. Moving forward with Azure information protection and Sensitivity labelling. Work progressing on closure of on-premise email with change to @nhs.scot email suffix. Negotiations started on new national deal. <u>Telephony</u> - work underway to purchase and implement cloud contact centre with AI call handling for internal switchboard calls. Also moving forward with alternative to paging system. <u>Proportionate Cyber Resilience</u> - NIS report for 24/25 showing 97% compliance. Cyber action plan in place and continuously reviewed. <u>Redundancy and resilience</u> - new computer cooling units in place at RHC <u>Storage</u> - Production Infrastructe (PI) replacement purchased with additional capacity. Imagevault replacement intending to use Cloud storage to aid high volume of large data being generated Production Infrastructure <u>Resilience and Continuity Testing</u> - new BC action cards developed for BC group and then SMG table top sessions. BC test carried out with SMT. Focused BC session on TrakCare DCN and HEPMA to ensure appropriate ward BC processes & action cards <u>GP estate</u> - developing plan to remove Practice Servers post move to Vision and reviewing GP Service desk options.	Resources - all programme activities utilise internal eHealth resources Finances - £937K Strategic Fund committed Projects & Programmes - 10 on track, 2 blocks, 2 complete	Financial - affordability of Cloud First approach in line with SG strategies	**Progressing to Plan**	Continue to apply 'where cost effective' test to Cloud First	Head of Operations
2. Innovation	Priority programme: Innovation and systems development	**Progressing early and later stage Innovations for NHSGGC and supporting the West of Scotland Innovation Hub** Ongoing delivery of a portfolio of projects with spread across research, innovation and operationalisation. Identify and develop a minimum of 3 business cases to delivery AI solutions. Establish a future AI Strategy for the Board. The focus for late stage-stage innovation is on extended evaluation of solutions in operational use, leading to development of NHSGGC business cases for adoption, or establishing sufficient evidence for submission to the CfSD Accelerated National Innovation Adoption (ANIA) pathway.	<u>Innovation adoption</u> - Health Data Exchange programme which suported innovators largely during COVID closed down as planned at end 2024 as natural conclusion and 4 partner organisations unable to fund further. Digital Pathology implemented under iCAIRD fully transitioned to business as usual. TraumaApp co-developed through Innovation Hub fully transitioned to business as usual. Robotic Process Automation (RPA) pilot implementation underway as part of S&V to build business case for future adoption. Pilot use-cases are in Staff Bank (interpreting services) and Finance (sales invoices and accounts payable). vCreate asynchronous video embededd in business as usual with current national contract and funding ending in 2025. <u>Enabled by AI Programme</u> - scope reduced to focus on operationalising solutions rather than also catalysing research and early-stage work. Lung cancer chest x-ray live evaluation across all sectors now in write-up and submission to ANIA stage for future national business case. Microsoft-365 Copilot evaluation underway with 100 NHSGGC staff to inform future business case. InterSystems IRIS AI platform evaluation underway to inform future business case. <u>Support to WoS Innovation Hub</u> - supporting SG CSO commissions including Mental Health SBRI, HbA1C SBRI, No Need to Fall, COPD innovation portfolio and vCreate further tests of change. Supporting University of Glasgow Living Lab Radiogenomics project.	Resources - WoS Innovation Hub projects utilise R&I hosted SG Chief Scientist Office SLA funded resources; Enabled by AI Programme utilises internal eHealth resources. Finances - £437K Strategic Fund committed Projects & Programmes - 1 startup, 14 on track, 2 blocks, 2 off track, 5 complete	Overall - for AI as an emerging technology the market, capabilities and regulation are rapidly evolving, and there is limited evidence of efficacy of AI solutions in healthcare. Workforce - capacity to support exploration and evaluation of new ideas (particularly as depend on buying-out-time from scarce specialist skillsets in areas such as eHealth where these can no longer be released / backfilled)	**Progressing to Plan**	The programme's purpose is to explore this emerging area, assess risks and build evidence Through Innovation Governance Group, ongoing alignment of projects to NHSGGC priorities and capacity to support, and spreading involvement and support to other WoS Boards. And seeking long-term funding which would allow investment in eHealth roles required.	Head of Strategy, Programmes & Innovation
3. Citizen Access	Strategic theme: Citizen access	**NHSGGC Patient Hub - delivery of digital channels for patients** While awaiting national Digital Front Door programme and solutions, implement a Patient Hub to provide digital channels and online services for patients including digital access to appointment letters, appointment notifications and patient information. Support the national development of a national "Digital Front Door". which includes incremental delivery of digital access to a range of digital functions access via an App	<u>NHSGGC Patient Hub digital appointment notifications</u> - following pilot with ENT and Neurology and extensive review through governance and patient feedback, 20-month rollout to all Acute specialities underway to provide patients with their appointment information digitally (including notes that prints & posts if not accessed digitally within 3 days, currently >70% patients accessing digitally). In August'24 of 14,512 ENT and Neurology appointments booked, 12,738 (88%) were notified digitally, with 9,003 (71%) patients responding. Consistent improvement in DNA rates also seen (8.5% in patients not notified digitally to 5.1% for those notified digitally). <u>NHSGGC Patient Hub Digital Pre-operative Assessment questionnaires</u> - implemented and live across all NHSGGC Pre-Op services. Digital Responses from patients are reviewed by Pre-Op staff enabling patient to be vetted to the appropriate pathway. <u>Digital Test results to Patients via Patient Hub</u> – Implementation to enable patients requiring regular Lithium tests to receive their results digitally via Patient Hub. In addition to HIV Patients and also for NHS Staff members who participated in the SIREN research study for COVID-19 Serology testing.	Resources - all programme activities utilise internal eHealth resources. Finances - £97K Strategic Fund committed Projects & Programmes - 2 on track, 1 blocks	National - Local delivery progressing whilst national Digital Front Door Programme is delayed.	**Progressing to Plan**	Local Citizens Access Programme in place to mitigate national delays and support progress against strategic aims. Working with national programme to seek support for working with NHSGGC and current suppliers to further develop patient facing functionality and adopt as part of national programme.	Head of Strategy, Programmes & Innovation
4. Remote Practice / Virtual Pathways	Strategic theme: Remote practice	**Digital channels for patients - maximise the opportunities for virtual and remote care** Scale up virtual appointments, reducing the need for face-to face appointments. Increasing the uptake of virtual consultations is a key strategic priority for NHSGGC. Maximising use of virtual consultations where clinically appropriate delivers a better patient experience, reduces environmental impact and can increase efficiency and capacity. Create new and expand existing virtual wards to redirect patients from ED, avoid admission and reduce the inpatient length of stay.	<u>Virtual consultations</u> - structured programme to support services further adoption, however remains at average 18% of outpatient appointments across NHSGGC. <u>Remote monitoring based on national IHC platform</u> - Blood Pressure and Prostate Cancer rollouts continue. 59% of practices live with Blood Pressure with 6,614 patients using the platform to report blood pressure readings to their GP and direct into the GP patient record for ongoing action. <u>Near Me Video Consultations</u> - While NHS Boards with a significant rural component have higher utilisation, of the urban NHS Boards NHSGGC has the highest number of Near Me consultations per 100,000 population with high uptake in the Flow Navigation Centre (FNC). <u>Unscheduled Care</u> – continue to support Discharge Without Delay, Rapid Acute Assessment, Community Focused Integrated Care and Virtal Pathway priorities. <u>COPD Remote Patient Monitoring</u> - following supplier of previous innovation solution ceasing early 2025, continuity arrangements in place while wider procurement underway for strategic approach to long-term conditions. <u>Overaching Digitally Supported Remote & Virtual Care Programme</u> - starting up to provide overall coordinated approach and strategic roadmap. Preparations cover reviews of end-to-end respiratory, care homes, mental health, call before convey and long-term conditions.	Resources - all programme activities utilise internal eHealth resources. Finances - £241K Strategic Fund committed, plus Business case and procurment in progress for remote management platform Projects & Programmes - 1 startup, 8 on track, 4 blocks, 2 complete	Workforce - Service capacity to adopt new virtual digital tools particularly for outpatient appointments Workforce - Service pressures within Cardiology Services have presented challenges to uptake of remote management of Heart Failure platform Financial - agreement of business case and new recurring costs for remote management and virtual ward approaches and digital platforms	**Overdue**	Close engagement with services and governance to support uptake	Head of Strategy, Programmes & Innovation

Programme (Delivery Plan Strategic Area)	Key Strategy Deliverables	Target Impact and Measurement	Milestone Position (What has been achieved)	Resources and Financial position (2024/25)	Risks to delivery (Type and description)	RAG Status	Mitigating action required	Lead
5. Digital Health & Care Records	Priority programme: Digital health and care records Major investment: Active Clinical Notes	**Further develop the digitisation of remaining paper records, further integration and sharing of information between Health and Social Care** Implementing Digital Clinical Notes to replace paper notes with a full digital inpatient record, replacing scanned paper, putting the patient at the centre and achieving "digital hospital" increased maturity Introducing aggregated data to provide a citizen centred view of health and care information from all relevant organisations Ensuring that the DHCR is readily available within traditional care settings, and remotely accessible using a range of mobile technologies Improving the user experience by optimising the look and feel of clinical systems such as TrakCare and Clinical Portal Incorporating enhanced decision support and electronic workflows Utilising data to drive quality improvement through delivering improved data visualisation, accessibility, training and support Reducing duplication of data entry, saving time for clinicians and reducing the need for patients to repeat information Developing integrated referral pathways and single system working Review and implement further system convergence in line with the GGC Clinical Systems Review and recommendations Maximise on investment already made by taking full advantage of cornerstone system capabilities and the opportunities with new GPIT system and additional features within TrakCare	Digital Clinical Notes (DCN) - Nursing Inpatients 3 ward pilot succesfully developed digitalised admission record, clinical assessments, care plans and discharge check list, with recommendation to eHealth Strategy Board for full deployment across NHSGGC. The business case was not affordable so agreed reduced 2024/25 scope of implementation to INS and GGH underway. - ED, Paediatrics live covering ED clinician initial assessment, annotated images, upper limb, paroxysmal, over-2 injury, under-2 injury, and foot & ankle questionnaires. - Dental service live - Rheumatology live replacing previous bespoke system and removed need for contract Community system replacement - A re-procurement of a cornerstone system - Following extensive engagement approach specification and procurement process is now underway under a dedicated Programme Board with representatives from all key community services, and specification of requirements agreed. Dental - Dental Charting System procurement approaching completion - Oral Health Digital Programme Board in place to progress overarching roadmap for Dental Others - Discharge planning support - development and implementation of digital workflows and dashboard reporting to support discharge planning and delayed discharge reporting at ward level and HSCP level. - Accord and St Vincent's Hospice live on TrakCare patient management system	Resources - all programme activities utilise internal eHealth resources. Finances - £271K Strategic Fund committed Projects & Programmes - 2 startup, 8 on track, 5 blocks, 4 complete	Financial and timeline - Community System replacement will require extension of current solution while procurement and implementation progresses, and business case re affordability of new solution. Further implementation of Clinical Systems Review, particularly Unified Care Record dependent on affordable business case.	Overdue	Taking incremental approaches, and continuing to explore routes to Unified Care Record while assessing interim steps re levels of upgrade and investment required in Clinical Portal.	Head of Strategy, Programmes & Innovation
6. Safer Diagnostics	Priority programme: Safer diagnostics Major investment: Laboratory Information Management System (LIMS)	**Digital Solutions for Laboratory Medicine and Imaging services** Implement the new Laboratory Information Management System (LIMS) in NHSGGC replacing the old, legacy system. Develop a comprehensive benefits plan. Develop and implement a new Genetics module within the new LIMS Complete the PACS Re-provisioning programme Support the implementation of the new Laboratory Medicine Managed Service Contract National Digital Cytology Transformation PET Service Review and Transformation Digital Image Management System Review and Transformation Implement new Secure Clinical Image Transfer (SCIT) app with Medical Illustration Service	National Laboratory Information Management (LIMS) - NHSGGC implementation of the new LIMS is was planned for late 2025 but slippage in earlier Boards within this multi-Board programme requires NHSGGC continuity plans to extend current system into 2026. National Picture Archive and Communications System (PACS) Re-Provisioning Programme - PACS Re-provisioning Programme is continuing and aims to transition to the new system in 2026 with national timescales slipping. Digital Pathology - The Philips Digital Pathology System is fully implemented and operational with a hardware and software refresh / upgrade during 2024, and fresh business case and procurement required by 2026 when current contract ends. Contact Centre - As part of S&V new telephony management system implemented and supporting transformation of Imaging Booking Office processes.	Resources - all programme activities utilise internal eHealth resources and collaboration with Diagnostics resources. Finances - £33K Strategic Fund committed Projects & Programmes - 1 startup, 4 on track, 3 blocks, 1 complete	Technical - Single LIMS for Scotland is a major programme and involves highly complex implementations from legacy Laboratory systems. Opportunities to transform services will require national and local Board redesign. National - slippage in PACS and LIMS programmes require NHSGGC to further invest in maintaining current solutions and defer resources and finances to support implementation in future years	Overdue	National LIMS Programme reporting to the Chief Executives with alignment to national diagnostics groups Re-prioritise resources and finances in future years to support delayed implementations	Head of Strategy, Programmes & Innovation
7. Safer Use of Medicines	Strategic theme: Safer use of medicines Priority programme: eMedicines programme Major investment: HEPMA Major investment: Pharmacy management system	**Digital support for Moving Pharmacy Forward Framework** HEPMA will be extended to outpatient and day case areas. Opportunities will be explored to extend this further in the future, for example to emergency departments. Community Pharmacy supply of medicines to patients on discharge from hospital has been successfully piloted and can enable patients to get home several hours sooner. This work will be extended, to deliver benefits more widely across NHSGGC. Develop and implement a communications solution with Community Pharmacies to improve inpatient medicines processes including discharge Options appraisals will be carried out to identify opportunities to join up and improve medicines processes for community nursing, addiction services and care homes. Development of additional medicines informatics dashboards to support service improvement. Explore options for a Single Medication View to aggregate a single view of patient's medicines and prescriptions records. Pilot and roll out access to medicines information for Care Home staff.	Hospital Electronic Prescribing and Medicines Administration (HEPMA) - HEPMA is fully rolled out across NHSGGC inpatient and theatre areas. HEPMA is in use in specific outpatient areas in line with NHSGGC's strategic approach to supply of medicines in outpatient settings. This reduces the need for hand-written prescriptions, streamlines the medicines supply process, and provides more complete data on medicines use. Pharmacy Stock Management System - procurement and implementation of new system and integration with HEPMA, finance/procurement systems and Distribution Centre robots is complete. Total Parental Nutrition (TPN) - was excluded from the replacement stock management system, the legacy solution is being extended while a long-term solution has been procured and implementation planning. eMedicines Programme - An eMedicines Citizen Reference Group has been established, providing a forum for NHSGGC to listen to patient experiences directly, and incorporate that feedback into future plans. A prototype "single medication record" is in development, which will assist clinicians in establishing an accurate complete picture of a patient's medicines. Care homes access to patient medication records - rollout within Glasgow City is complete	Resources - all programme activities utilise internal eHealth resources and collaboration with Pharmacy resources. Finances - £108K Strategic Fund committed Projects & Programmes - 4 startup, 5 on track, 2 blocks, 11 complete		Progressing to Plan		Head of Strategy, Programmes & Innovation
8. Workforce Digital Skills and Literacy	Strategic theme: Workforce digital literacy and skills	**Improve digital skills and literacy** Put in place a Digital Literacy Programme aligned with the NHSGGC Workforce Strategy 2021-2025 which sets out the need for staff to be supported in increasing digital literacy and skills. These capabilities extend beyond just technical proficiency and should include knowledge such as data use, digital safety and having "digital first" approach to quality improvement.	Digital Literacy and Skills Programme - established in 2023/24, working collaboratively with NHSGGC Learning and Education, Corporate Communications and external partners including NHS Education for Scotland. It initially focused on Microsoft-365 and in 2024/25 is further developing to include existing clinical systems. M365 digital skills courses commenced with 157 attendees across 7 sessions. Annual Clinical Links Digital Event supports broad engagement with clinical community, with focus at October 2024 event on Digital Skills and Literacy.	Resources - all programme activities utilise internal eHealth resources. Finances - £62K Strategic Fund committed Projects & Programmes - 1 on track, 1 complete	Workforce - capacity for staff to engage with training and support	Progressing to Plan	Utilise digital tools and scope programme based on job role and training needs	Head of Strategy, Programmes & Innovation

Programme (Delivery Plan Strategic Area)	Key Strategy Deliverables	Target Impact and Measurement	Milestone Position (What has been achieved)	Resources and Financial position (2024/25)	Risks to delivery (Type and description)	RAG Status	Mitigating action required	Lead
9. Data & Clinical Informatics	Strategic theme: Data and clinical informatics Priority programme: Innovation and systems development	**Digital Business Intelligence tools to support services** Improve access to information and reduce administrative burden. Put in place digital tools to support new virtual and unscheduled care pathways and improve systems to support cancer tracking. Develop systems to support management of waiting lists and reduction of DNAs. Provide a sustainable, supported, secure environment for innovation and development both locally with NHSGGC and across the West of Scotland, to include: - Ongoing support for Cancer Services across the region - Development of applications to support regional MDT meetings - Molecular Genetics - Further rollout and development to regional centres of excellence for stroke application - Cancer treatment summaries	Planned Care and Waiting Times - Implementation of Waiting List Planning software to support Access Team in planning and projections underway (GooRoo system). Supporting Cancer Services – expansion of digital support with a focus across both local and regional Cancer Services. A new Cancer Waiting Times (CWT) tracking system has been implemented and replaced the legacy system with a further phase of potential developments with new benefits being scoped for 2025/26. Cancer MDT digital app developed and in testing for Pancreatic, Liver, Bile duct and Gall Bladder are in UAT. Vaccinations campaign - Invitations or booking prompts for five main age and health related cohorts have been processed with covering autumn / Winter Flu and COVID campaigns. In addition, HSCPs are being supported to identify these housebound citizens. Urgent and Unscheduled Care - full programme of work to support Whole System Measurement, bespoke data analysis and dashboards for U&USC improvement team. Developments include pre-noon discharge monitoring, Virtual Ward activity and bed days saving, Flow Navigation Centre analysis and Redirection monitoring. Other Data Projects ongoing - Worforce data developments, Public Protection Developments, CAPTND, Care Assurance, Epilespy cohort and dashboards, Maternity dashboards, and underlying strategic technical plaform developments. Day of Care Audit Tool (DOCA) - online tool developed and implemented to support Day of Care audits within hospitals. Previously the Day of Care audit regarding patients who are fit for discharge took several weeks to compile using complex Excel spreadsheets. Now the entire hospital bed complement across all hospitals can be assessed and reported in a matter of hours. eHuddle Dashboard - dashboard views for various daily huddle sessions providing retrospective view of previous day admission and discharges against predictions	Resources - all programme activities utilise internal eHealth resources. Finances - £493K Strategic Fund committed Projects & Programmes - 1 startup, 11 on track, 1 complete	Workforce - Demand for data reporting and analysis to support new pathways, patient cohorts and new tracking systems exceeds resource capacity	**Progressing to Plan**	Programme and annual Digital Delivery Plan approaches to prioritise and scope the workplan aligned to resources.	Head of Information Management
10. Digital Clinical Safety	Strategic theme: Digital clinical safety	**Put in place a Risk Management Framework to support digital clinical safety** Alongside cyber resilience and compliance understand the clinical safety benefits and risks deploying technology into services. Ensuring key knowledge and skills within the workforce to critically evaluate digital technologies at key stages. Ensure that development, deployment and use of medical devices software and IT systems are based on risk management best practices.	Overarching - as a rapidly evolving area and the need to target resources on greatest areas of risk, a short life working group is developing proposed roadmap for eHealth governance and resources in this area Safety Cases - clinical safety cases produced for NHSGGC internally developed applications. Medical Device Regulation – Medical Equipment Systems Committee and Sub Groups continue to ensure the safe and effective management of medical equipment systems consistent with legal requirements and industry standards. Adverse Event Monitoring – Robust process in place for comprehensive review of all flagged Datix incidents; clinical input to relevant SAERs.	Resources - key responsibility of eHealth Clinical Leads working with services and eHealth support teams Finances - £211K Strategic Fund committed Projects & Programmes - 3 in startup	Workforce - risk that demand for reviews and complexity cannot be resourced	**Progressing to Plan**	Ensure that clinical safety reviews are programmed in to the project workplans from project initiation stage	Head of Strategy, Programmes & Innovation
11. Decision Support	Priority programme: Decision support	**Achieve a whole-system approach to Decision Support, with initial focus on the adoption of the national Right Decision Service platform** Address workforce challenges around demand/capacity management by providing tools that reduce decision density for practitioners Support the Realistic Medicine goals of reducing unwarranted variation, harm and waste, and embedding shared decision making Develop an App catalogue and supporting process for the development and/or adoption of Apps within clinical services	Decision Support Tools - There are currently 53 digital toolkits (44 staff, 9 citizen facing) available on the national Right Decision Platform, including all clinical guidelines and referral guidance supporting clinicians. Support Realistic Medicine - working with the national team, the Realistic Medicine toolkit has been developed into a national toolkit, and developed a parallel citizen toolkit. The Diagnostic Atlas of Variation education toolkit has also been created. Further work will taking place to deliver more in terms of citizen self-management and shared decision making. Achieve a whole-system approach - NHSGGC decision support platforms have been developed onto a single once for Scotland platform. Develop an App catalogue - work has begun on a shared project to deliver an App catalogue the Right Decision Service	Resources - all programme activities utilise internal eHealth resources. Finances - £62K Stategic Fund committed Projects & Programmes - 1 on track Key dependencies - ongoing national provision of the Right Decision Service platform and its ongoing development and support to meet needs of NHSGGC	Financial - successful business case to continue funding for the platform post April 2025	**Progressing to Plan**	Work with the national team at HIS to collate and curate a robust evidence base in support of the business case.	Head of Information Management
12. Workforce & Business Systems	Major investment: GP IT Major investment: eRostering	**Digital support for national and local Board system Implementations** Manage the lifecycle ('technical debt') of 140 existing specialist applications support delivery of NHSGGC services. Support the implementation of National Programmes with other Boards across NHS Scotland in a "once for Scotland" approach. Health Records transformation programme GP IT Programme	Lifecycle - Datix Incident Management System Replacement - NHSGGC eHealth led the National Procurement exercise to establish the Framework for NHS Boards call off contracts in support of Incident Management System replacement. NHSGGC implementation business case developed for approval. - TrakCare to Aria (Radiotherapy) interface upgrade completed - CareVue Adult ICUs system upgraded to remain within support - Trakcare Patient Management System upgraded to latest version National - ANIA Digital Dermatology implementation progressed and rollout commenced November 2024 - Endoscopy Reporting System implementation, business case to be reviewed by CMT - Theatre Scheduling System implementation subject to business case - Ophthalmology EPR - final pathway live October 2024 and implementation project completed December 2024, 380 Ophthalmology staff trained (Secretaries, Nurses, Optometrists and Clinicians) and 120 tablet devices, 20 laptops and 10 computers on wheels deployed to support. - Child Health replacement system - national programme delayed and now aiming live June 2025 - eRostering - 11 early adopter Wards covering 250 staff are live and informing direction of travel, with considerable dependencies on capabilities such as Payroll integration to be delivered by the national programme. GP IT Programme - 18 Vision and 1 EMIS practice migrated to new GP IT system, all other practices delayed awaiting national programme - Document management system upgrade, national programme delayed - GP Digital Triage pilot - 5 practices live Others - Voice Recognition implementation in startup in support of S&V	Resources - all programme activities utilise internal eHealth resources plus additional temporary resource for GPIT national programme Finances - £794K Strategic Fund committed Projects & Programmes - 1 startup, 18 on track, 6 blocks, 4 complete Key dependencies - national programmes delivering to scope and timescales, Service resources to support lifecycle (e.g. upgrades and testing) of existing systems	Workforce - capacity for staff to engage with implementation preparations, training and support National - delays and scope reductions in many dependent national programmes Financial - (1) in line with national strategies and market capabilities digital systems are increasingly becoming service-based so recurring revenue requirement; (2) increasing number of national projects with local NHSGGC recurring costs not funded; so in both challenging for NHSGGC to approve business cases	**Overdue**	Programme approach to prioritise and scope the workplan aligned to resources.	Head of Strategy, Programmes & Innovation

RAG status:

Complete
Progressing to Plan
Overdue
Major delay and risk to strategy

Digital Strategy Strategic Themes:
- Data and clinical informatics
- Digital clinical safety
- Remote practice
- Citizen access
- Safer use of medicines
- Workforce digital literacy and skills
- Regulatory and cyber security

Digital Strategy Priority Programmes:
- Digital health and care records
- Innovation and systems development
- Safer diagnostics
- eMedicines programme
- Decision support
- Technology estate

Digital Strategy Major Investments:
Laboratory Information Management System (LIMS)
GP IT
HEPMA
Telephony transformation
Unified Care Record
Microsoft-365
Pharmacy management system
Infrastructure replacement and improvement
Active Clinical Notes
eRostering