

# Digital IT Strategy

2024-2028



# FOREWORD

Digital technologies touch almost every part of our daily lives. The internet, apps, smart phones and tablets help many people organise, entertain and work. These digital technologies can and should make a positive difference to the way we provide care for our patients.

The Digital Team is determined to lead the way in creating a digital healthcare future in the NHS. We appreciate there is a long way to go, but we want to make sure that digital solutions improve the day-to-day experience of our patients and staff and support the delivery of world class healthcare and research.

This document sets out our vision and strategy and we look forward to working with staff, patients, partners and suppliers to turn this into reality.



**Dr Paul Jones**

Chief Digital Information Officer

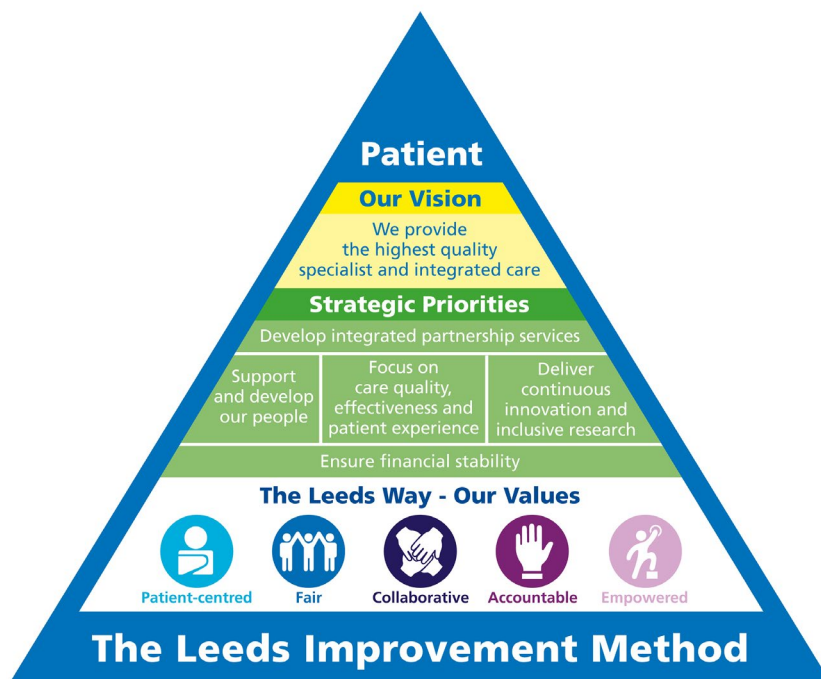


**#LeedsDigitalWay**

CONNECTS • TRANSFORMS • IMPROVES

# OUR STRATEGY

Leeds Teaching Hospitals NHS Trust is an ambitious organisation with a clear vision to provide the highest quality specialist and integrated care. Our vision, values and strategic priorities are summarised in our strategic triangle below, which shows patients at the centre of everything we do.



Our mission:

to be an internationally renowned academic healthcare institution, working in partnership to deliver the highest quality, safe, effective and innovative care which improves outcomes.

- One of the **largest teaching hospitals** in the country
- A **regional and national centre for specialist treatment** and the **local hospital for the Leeds community**
- **Seven hospitals** across **five sites** in the city
- Treat around **1.6 million patients** every year
- Spend around **£1.9 billion** each year
- Almost **22,000 staff**
- Established **Centre of Excellence** for Research and Innovation at scale and a top recruiter for clinical trials

To support delivery of the strategy, we have seven multi-year goals which drive our long term activity and seven annual commitments which are refreshed each year to consolidate our in-year priorities.

Our multi-year goals are:

- Deliver fit for purpose healthcare.
- Deliver top quartile healthcare performance.
- Deliver a sustainable surplus by becoming the most efficient teaching hospital.
- Have an embedded culture of service improvement and innovation.
- To be a leading academic healthcare institution.
- Have a consistent, high performing and sustainable workforce.
- People receive person-centred care in the most appropriate setting.

Our 7 annual commitments are available on our [website](#).



## The Leeds Way

The Leeds Way is what we stand for and what we want to achieve. It is how we do things around here and what makes Leeds Teaching Hospitals different to other organisations. The Leeds Way is described in our strategic triangle; it encompasses our ambition through our vision and strategic priorities and our culture through our values, as created by our staff. It sets out what our stakeholders can expect from us as a Trust.



Patient-centred



Fair



Collaborative



Accountable



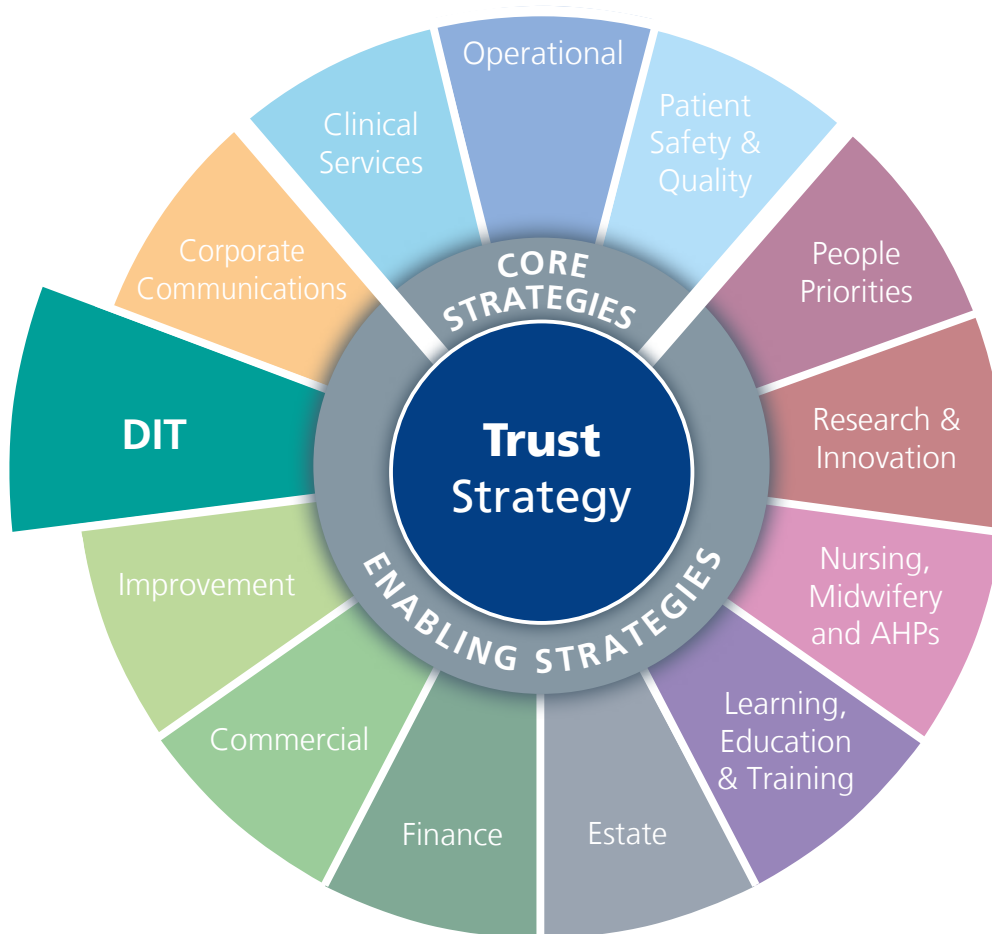
Empowered

# The Leeds Improvement Method

The Leeds Improvement Method (LIM) is our philosophy of continuous improvement that underpins all our organisational strategies. It brings the principles of daily management methods, improvement methodology, respectful behaviours and the removal of waste from processes together.

## Our strategy framework

This strategy is part of a wider suite of strategies that work together to support the Trust to meet its overarching vision. At the centre of this is the Trust's corporate strategy, supported by three core strategies and ten enabling strategies. This strategy framework enables us to ensure our strategies align and are updated appropriately to reflect and support the overall Trust strategy.



# INTRODUCTION

Digital is a key enabler to efficiency, service improvement and innovation, and will support the provision of excellent, safe and integrated patient-centred care in Leeds and beyond.

To realise our digital vision, it is essential that reliable, safe and secure digital infrastructure is in place to support the provision of high quality, integrated care across our hospitals, the city of Leeds and beyond. As one of the country's leading teaching hospitals with an ambition to be internationally renowned, we must ensure that our digital facilities are scalable and future-proofed for generations to come.

# STRATEGIC AIMS

The Trust has five strategic priorities and digital technologies play an important supporting role in each of them:

- Developing integrated partnership services.
- Supporting and developing our people.
- Focus on care quality, effectiveness and patient experience.
- Financially sustainable.
- Delivering continuous innovation with inclusive research.

This strategy sets out how Leeds Teaching Hospitals will become a leader in digital technologies, supporting each of our multi-year goals and creating a digital environment that supports our colleagues in providing excellent clinical care, putting patients at the centre of everything we do.

# OUR VISION

## What we will deliver

- The Leeds Digital Way will enable the provision of excellent, safe and integrated patient-centred care in Leeds and beyond.
- Digital services will be recognised as a key enabler to our clinical services.
- Our technology will be secure, robust, reliable, useful and easy to use.
- Our systems will provide up-to-date and accurate information which supports effective decision making and planning.
- Our information and data will be managed in a secure, governed framework that enables and supports patient care.

## How we will get there

- We will create a digital environment that supports our colleagues in providing excellent clinical care, putting patients at the centre of everything we do.
- We will deliver the IT basics well.
- We will lead on innovation and research, creating opportunities to adopt and evaluate digital innovation.
- We will maximise local, national and international partnerships, combining expertise and new advances in pursuit of a shared vision.
- We will champion digital approaches across the Trust, supporting transformation and reconfiguration of clinical services.
- We will ensure the Trust receives maximum benefit from the products and services we develop.
- We will be proactive and customer focused.

# DELIVERING OUR STRATEGY



## People

- We will develop and support a skilled, engaged digital team, living the Leeds Way values and recognised as a high performing team within the Trust.
- We will support a digitally empowered workforce, providing a great staff experience with IT that 'just works'.
- We will enable patients to engage digitally with their clinical services.
- We will continue to build our reputation as a recognised national and regional leader in health IT.







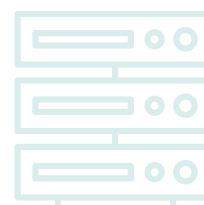
## Process

- We will provide a digital service that is responsive, flexible, reliable and offers value for money.
- We will provide a proactive service, engage with all colleagues to identify and exploit digital opportunities.
- We will ensure our corporate and health records are available and accessible for clinical colleagues.
- We will develop and support a team that is easy to engage with, providing a transparent and effective customer service.
- We will enable patient engagement in the development of our products and services, supporting the provision of excellent, safe and integrated patient-centred care.



## Infrastructure

- We will ensure our infrastructure is reliable, safe and secure.
- We will ensure our underlying technologies - network, telephony, storage and hardware – are up-to-date and fit for purpose.
- We will consolidate and centralise, driving efficiency and reducing risk.
- We will deliver high quality services regardless of location.
- We will ensure infrastructure is flexible and able to quickly support new services.



## Applications

- We will ensure that the six clinical applications used across the whole Trust are robust, resilient and fully supported. These are eMeds, Enterprise Imaging, ICE, PAS, PPM+ and Telepath.
- Where Clinical Service Units support and manage their own applications, we will put clear guidance and governance arrangements in place to ensure a consistent service is provided and the Trust is protected.
- PPM+ will continue to be our core electronic health record (EHR), enhanced to meet the needs of the Trust and partners and integrated with supporting applications.
- When new services are needed, we will seek to balance speed of delivery, cost, scale and complexity when deciding whether to extend PPM+ functionality or purchase commercial products to integrate into our eco-system.
- We will seek to limit the number of applications in use across the Trust, creating a more manageable, robust, cost-effective and resilient environment.



## Data, information, insight

- We will ensure data is managed as a strategic asset at all levels throughout the Trust.
- We will deliver a highly effective Information service, allowing colleagues to explore and exploit data in line with their role and experience.
- We will provide self-service tools that are intuitive, easy to access and tailored to users' information needs, ensuring colleagues across the Trust feel capable and confident to derive insights from these tools.
- We will develop and apply consistent data management principles.
- We will work with Trust colleagues to improve the quality of our data, incorporating automatic and manual checks to ensure all data is fit for purpose.
- We will develop strong diagnostic analysis, modelling and forecasting skills to help us exploit our information assets.



## Innovation

- We will explore the art of the possible for a Digital Hospital through the Building the Leeds Way programme, ensuring that this is grounded in real user requirements to positively transform care pathways and patient experience.
- We will work with partners to stimulate health-tech innovation, supporting a culture of innovation in the Trust and fostering an environment of enhanced collaboration.
- We will lead and engage on national and regional initiatives and proactively engage with our key industry partners and the local health IT community to drive innovation and value.
- We will seek to form partnerships between NHS, academia and industry to support research and the development of new scientific knowledge.
- We will embed improvement methodologies within digital services to drive improvements across our processes and engagement with our customers.

