

IM&T Strategy 2013-16

Document Information					
Board Library Reference	Document Type	Document Subject	Original Document Author	Scrutinised By	Review Cycle
IMT_15	Strategy	IM&T	Head of IS&T		3 Years
Note: This document is electronically controlled. The master copy is maintained by the author department within the document library on OurSpace. Once printed, this document becomes uncontrolled.					

Document Version Tracking				
Version	Date	Revision Description	Editor	Status
1.0	19/03/2013	First Draft	Head of IS&T	Draft
2.0	13/05/2013	Spilt into Appendices	Head of IS&T	Draft
3.0	27/08/2013	Amendments following strategy workshop	Head of IS&T	Draft
4.0	06/09/2013	Amendments following Executive Team review	Head of IS&T	Draft
5.0	16/09/2013	Amendments following Finance & Planning Committee review	Head of IS&T	Draft

Table of Contents

1. Introduction4

2. Purpose.....4

3. Scope4

4. Roles and Responsibilities4

5. Background4

6. Previous IM&T Strategy5

7. Strategic Drivers and Context.....6

8. NHS Information Strategy6

9. The Vision for IM&T8

 9.1. Trust Vision8

 9.3. Trust IM&T Vision8

 9.6. The Future9

 9.9. Staff Perspective10

 9.16. Service Users Perspective10

 9.19. GP Perspective11

 9.22. Members & Governors Perspective11

 9.24. Estates & facilities Perspective11

 9.27. Quality Perspective11

10. IM&T Strategy.....11

11. Information Technology Strategy.....13

 11.2. Supporting Technical Infrastructure13

 11.4. Technical Implementation13

12. Information Systems Strategy14

 12.4. Technical Implementation15

13. Information Governance15

14. IT Training16

15. IM&T Strategy Implementation16

 15.4. IT Work Plan16

 15.7. Timescales16

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	2 of 20

IM&T Strategy 2013-16

15.9.	Risk Management	17
16.	Governance Arrangements.....	18
16.3.	Change Programme Structure	18
16.5.	Governance Structure	18
16.7.	Performance Management Structure	19
17.	IM&T Resources.....	19
17.3.	IM&T Service Model.....	19
17.7.	Funding Implications	20
18.	Conclusion	20

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	3 of 20

1. Introduction

- 1.1. The Trust recognises that Information is the key asset in the Trust for supporting both day to day clinical operations and the effective management of services and resources. Information Technology is a major driver for initiating change within the organisation, with the capability to create business advantage and enhance the effectiveness and efficiency of its services. In order to harness the benefits from developing these two major aspects of Information Management and Technology (IM&T) it is important that developments in this area support the key objectives and priorities, both clinical and business, of the Trust as set out in the Trust's Integrated Business Plan.

2. Purpose

- 2.1. The purpose of this document is to set out the strategic direction for IM&T development over the next three years, for the period 2013 to 2016, and the process for implementing it. It will ensure that the IM&T developments undertaken are those required by the business to enable the efficient and effective provision of care.
- 2.2. This plan for information systems and technology will facilitate the modernisation of services and improved communication both internally and externally with partner organisations. This will support the core purpose of the Trust to ensure:

"We provide the highest quality mental healthcare that promotes recovery and hope"

3. Scope

- 3.1. This Information Management and Technology Strategy covers the areas of Information Systems, Information Technology, Information Security, Information Governance and Electronic Records Management.

4. Roles and Responsibilities

- 4.1. The Trust Board is responsible for approving this strategy and the Head of Information Systems and Technology is responsible for its implementation in the Trust.

5. Background

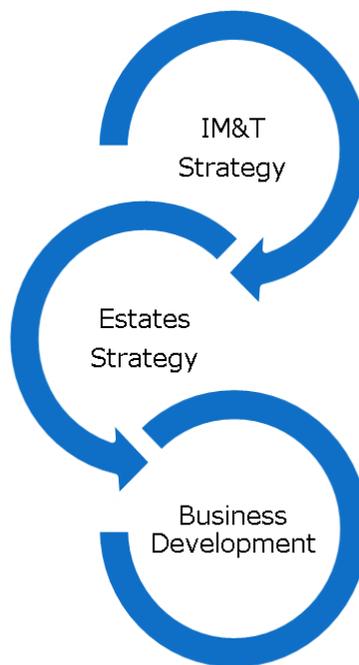
- 5.1. In contributing to AWP's future fitness for purpose the Trust requires an IM&T Strategy that enables the Trust's strategic priorities which are core to the achievement of its Integrated Business Plans
- 5.2. A robust IM&T Strategy will support the Trust in delivering these priorities ensuring that:
- We will deliver the best care

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	4 of 20

IM&T Strategy 2013-16

- We will support and develop our staff
- We will continually improve what we do
- We will use our resources wisely
- We will be future focused

5.3. These priorities are supported by the ten Trust-wide strategies. Of these the key enabling strategies are this IM&T Strategy along with the Estates and Business Development Strategies. As demonstrated below, the approach to using IM&T informs the Estates Strategy and drives successful business development. It allows the continuing transformation of services enabling them to be high quality, cost effective and future focussed.



6. Previous IM&T Strategy

6.1. The Trust's previous IM&T strategy aimed to have the majority of clinical and business information held electronically by 2014 and that the Trust would be actively utilising technology to support service change. Investment was made to provide a common IT infrastructure, providing an integrated working environment supported by appropriate IT systems, services and skills. The key achievements of the strategy were:

- The full implementation of RiO across the Trust with all strategic business units actively using electronic clinical records on a day to day basis.

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	5 of 20

IM&T Strategy 2013-16

- The development and roll-out of a mobile working solution using the citrix infrastructure and 3G connectivity to provide clinicians access to RiO on the move.
- Provision of a Trust-wide Voice over IP telephone system.
- Implementation of a new Wide Area Network with increased bandwidth increasing response times and allowing the use of video and audio technologies.
- Creation of a new Trust website and provision of a web based real-time patient experience system.
- The development of a clinical portal for access RiO data warehouse information for resilience and care plan printing.
- Virtualisation of the server environment to reduce the carbon footprint and increase flexibility around delivery and business continuity.

This has provided an excellent foundation on which to build the further IM&T developments identified in this strategy.

7. Strategic Drivers and Context

- 7.1. The Trust requires accurate, timely and relevant information to enable it to deliver the highest quality care and to operate effectively as a modern and effective public sector organisation responsible for health and social care of individuals with serious mental health problems. Having accurate relevant information available at the time and place where it is needed is critical in all areas of the Trust's business and plays a key part in corporate and clinical governance, strategic risk, service and workforce planning and quality management.
- 7.2. This strategy has been formulated by examining the strategic drivers and context within which it must operate and the requirements of the Trust's Integrated Business Plan for the period. The strategic drivers considered are detailed in Appendix A.

8. NHS Information Strategy

- 8.1. The NHS Information Strategy published in May 2012, "The Power of Information", sets a ten-year framework for transforming information for the NHS, public health and social care. This new strategy has changed direction on the provision of information systems from one of centrally purchased and controlled, to one of locally procured and owned systems with the capability to interoperate with other NHS systems.
- 8.2. NHS England now sets the direction for NHS information technology and informatics so that commissioners, providers and suppliers can make informed investment decisions, identifying, amongst the alternative approaches, those that deliver the highest quality care for

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	6 of 20

patients. Frontline clinicians leading this agenda will ensure that systems are designed around optimal clinical workflows, enabling health and care professionals to do their jobs more effectively.

8.3. The NHS England, will continue to secure national infrastructure and is responsible for realising the digital information needs of the NHS and stimulates the development of new innovative information technology and information services to benefit clinicians, patients and the public. Their Key deliverables relevant to this strategy are:

- enabling and supporting people to access and interact with their individual health records online
- facilitating the widespread adoption of modern, safe standards of electronic record-keeping
- the re-launch of the Choose and Book service to make eReferrals available to patients and health professionals for all secondary care by 2015
- supporting hospitals to implement ePrescribing services for their patients
- ensuring that integrated digital care records (IDCRs) become universally available at the point of care for all clinical and care professionals
- encouraging and facilitating the widespread adoption of the Electronic Transfer of Prescriptions (EPS) programme
- commissioning nationally-provided underlying NHS IT infrastructure including the Spine (the national system which enables services to be shared across NHS care settings), N3 (the underpinning network) and NHSmail (the secure email service).

8.4. The Trust currently using the nationally provided RiO system which is one of the Connecting for Health (CfH) centrally purchased clinical systems managed by BT for Trusts in London and the South. The Department of Health has already stated that post 2015 the contract will not be centrally renegotiated and Trusts will need to procure their own replacement systems. To facilitate a co-ordinated approach London and Southern Trusts have formed a consortium to undertake a framework procurement, which the Trust has joined. The European Union Tender process has been undertaken and framework contracts awarded providing Trusts with a choice of systems and suppliers through the use of mini-tender competitions. It provides for the clinical system, hosting arrangements and integration services. The implementation of the replacement clinical system is therefore a key element of this strategy.

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	7 of 20

9. The Vision for IM&T

9.1. Trust Vision

9.2. The vision for the Trust is that:

- We will be first choice for service users
- We will be widely recognised as the best mental healthcare employer in the *country*
- We will be an established learning, teaching and research organisation
- We will be rated as ‘excellent’ by regulators and described as excellent by commissioners
- We will be a strong partner and a system leader that ensures best quality, best value and coherence across complex pathways of care

9.3. Trust IM&T Vision

9.4. In pursuit of the Trust’s Vision, Priorities and Integrated Business Plans and to support the Trust’s intent to become a Foundation Trust, AWP has developed a supporting strategic vision for IM&T:

“To be a dynamic and innovative provider of mental health services that fully exploits technology solutions and harnesses the power of information systems to improve the delivery of care to our service users”

9.5. This vision will be delivered by these strategic objectives for IM&T:

- **Deliver the best care:** Combining and integrating our data and information making it accessible anywhere to those that need it, in an appropriate form, through the use of cloud, virtual and interoperability technologies.
- **Future focussed:** Being courageous and innovative in our use of Information systems and technologies to deliver better healthcare.
- **Continually improve what we do:** Building powerful healthcare knowledge and research bases that can inform the development of care, increase competitor knowledge, enhance reputation management and fully support the future running of the business.
- **Use our resources wisely:** Providing a supporting IM&T infrastructure where staffing and service delivery are flexible, nimble, cost effective and fit for purpose ensuring that the rapid development and use of new technologies are not inhibited.

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	8 of 20

- **Support and develop our staff:** Ensuring our whole workforce is comfortable with the use of technology both in the workplace and beyond.

9.6. *The Future*

- 9.7. In response to the drivers outlined, the Trust's integrated business plans and the Trust's vision for IM&T this strategy for the period 2013 to 2016 has been developed. It is planned that by 2016 the use of information technology in the Trust will have dramatically changed the way mental health services are delivered and, by fully enabling staff to be knowledge workers, will contribute to improvements in the quality of care provided. This change will be achieved through:

Consolidation

- Ensuring systems and technologies are used to their maximum capabilities to ensure their benefits are fully realised.
- Maintaining the core IS&T infrastructure ensuring it is kept up to date, fully supported and maintained, secure and resilient, and located in suitable environments to ensure continuity of service provision.
- Developing IS&T staff to ensure appropriate skills and experience are in place to enable excellent service provision.

Integration

- Ensuring information is accessible to partner organisations, wherever it is needed, to support the safe delivery of care.
- Giving key stakeholders the ability to access information in their own time frame through compatible systems and the use of interoperability technologies.
- Providing accessible information to service users about their care.

Expansion

- Providing new and innovative solutions, outside the existing technical architecture of the Trust, to support different, more effective and efficient ways of working.
- Enabling the provision of IM&T solutions and services outside the current geographic boundaries to enable the expansion of care provision.
- Expanding IM&T service provision to other organisations to reduce overheads and/or gain additional income.

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	9 of 20

- Develop innovative information systems and applications and deliver them to the wider health marketplace.

9.8. Therefore In three years time it is anticipated that the following picture of IM&T will be realised.

9.9. Staff Perspective

- 9.10. Staff will be able to access systems, information and people from wherever they operate from, whether that is a team base or ward to a service user's or their own home. Communications will be via a range of devices and options from smart phones to laptops, via voice, video or messaging and from social networking to virtual clinics.
- 9.11. All staff will fully utilise IT to undertake their role; from the use of the electronic clinical record to ordering services, remotely communicating with service users and carers or understanding policy and accessing guidance.
- 9.12. Clinicians will be monitoring clinical outcomes and developing practice through audit and research enabled by directly interrogating clinical data.
- 9.13. Managers will have a complete picture of all aspects of their service delivery from quality to costs and are able to directly access all information sources.
- 9.14. The Trust induction process will ensure that staff are appropriately trained and enabled to use systems and access information right from their start in the Trust. Elearning and interactive online training allows them to easily keep up to date and develop their knowledge and skills at a time and place to suit them.
- 9.15. Safety will be enhanced by location tracking and response systems to better support lone working.

9.16. Service Users Perspective

- 9.17. Service users will be able to access services in a way that is appropriate to their needs at the time. Either at an AWP site, or virtually via conferencing, messaging or interactive sites. They will be able to access information on their condition, the services available, or Trust performance.
- 9.18. Remote access to their own clinical record will be available and they can book appointments in person, by the telephone, smart phone app or the web and be interactively reminded. Their feedback on services received are real-time.

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	10 of 20

9.19. GP Perspective

- 9.20. GPs will have direct access to the clinical records of their patients ensuring joined up care. They will be able to converse with the staff involved in the care and consult with specialists from their place of work via a variety of methods. Referrals can be made directly from their system, by telephone or through a virtual assessment clinic with their patient present.
- 9.21. Information on services they have commissioned is directly accessible and has the ability to drill down to their individual patients.

9.22. Members & Governors Perspective

- 9.23. Members and governors will be at the heart of a virtual organisation with a variety of methods to communicate and share information. Voting systems will be supported by appropriate technology with facilities for real-time feedback.

9.24. Estates & facilities Perspective

- 9.25. Delivery of IT will no longer be linked to physical estate but through a virtual office environment. All IT services will be delivered via the internet and this can be provided to the user via wired, wireless and 3G technologies as appropriate. Staff can be based anywhere and location is now purely dependant on appropriateness for service delivery.
- 9.26. Trust sites, although geographically spread, will be managed as a whole single virtual site. Building maintenance and control systems operate centrally ensuring maximum efficiency of utilities with security enhanced by central control of buildings access. Staff will be able to book appropriate space at sites as and when required, e.g. hot-desking, and can easily meet with staff from other locations without travelling.

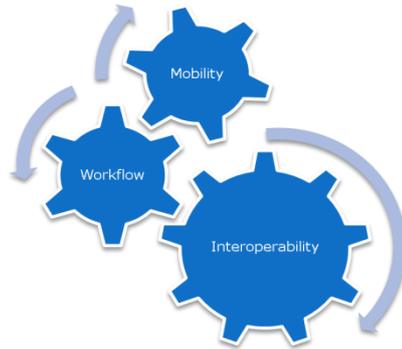
9.27. Quality Perspective

- 9.28. Real-time feedback from service users and carers will be used alongside information from a variety of information system sources which are combined to provide a rich integrated view of all aspects of care within a team or ward. Managers and staff will be able to see their indicators of quality alongside their workload.

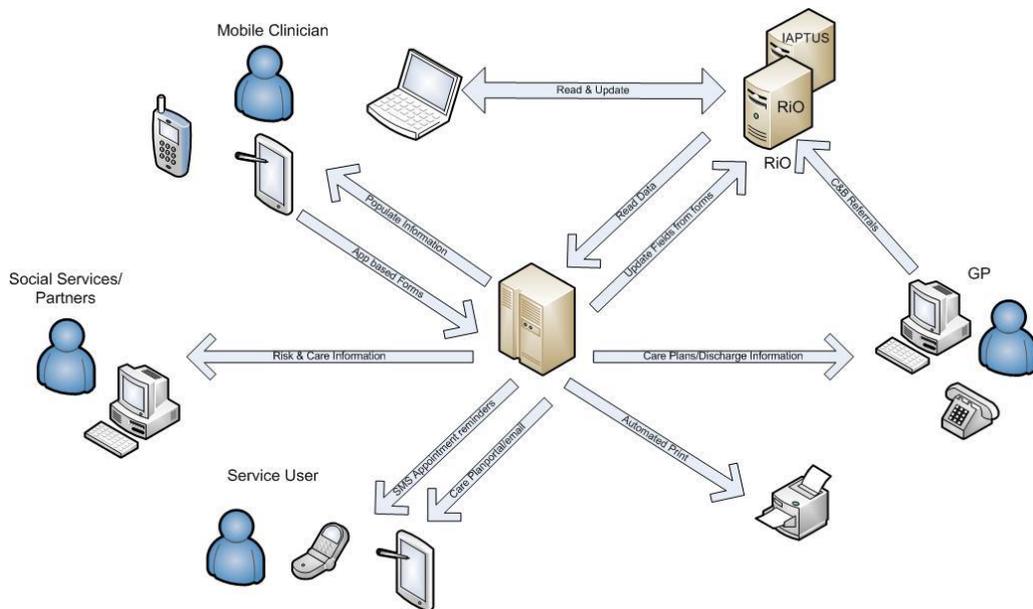
10. IM&T Strategy

- 10.1. The underlying core purpose for IM&T services is to enable the business to work more effectively and efficiently. The major strategic components that working together will achieve the vision outlined above for IM&T and support the development of new business processes are demonstrated below.

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	11 of 20



=New business Processes



10.2. The components that inform the Technical and Systems Strategies are therefore:

Interoperability - Mobile application integration, automatic interfaces between systems, messaging to other systems e.g. GPs and automated services e.g. SMS, fax, print.

Mobility – Wi-Fi and 3G, Mobile Devices, Virtual Desktops, Unified Communications.

Workflow – Flexible workflow based systems e.g. SharePoint, Agresso, Choose & Book, and digital dictation & speech recognition.

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	12 of 20

11. Information Technology Strategy

11.1. Information Technology is a core integral part of any business and we have long passed the point where its loss is merely an inconvenience. It is now a major element that can directly influence the viability of the Trust through, for example, the loss of its information assets. Equally its innovation potential can be a powerful driver for business advantage. Therefore the Trust recognises the need for on-going and increasing investment in information technology over the life of this strategy as part of its integrated business plans.

11.2. *Supporting Technical Infrastructure*

11.3. The vision for IM&T will require a next generation technical infrastructure to be in place based on the following principles:

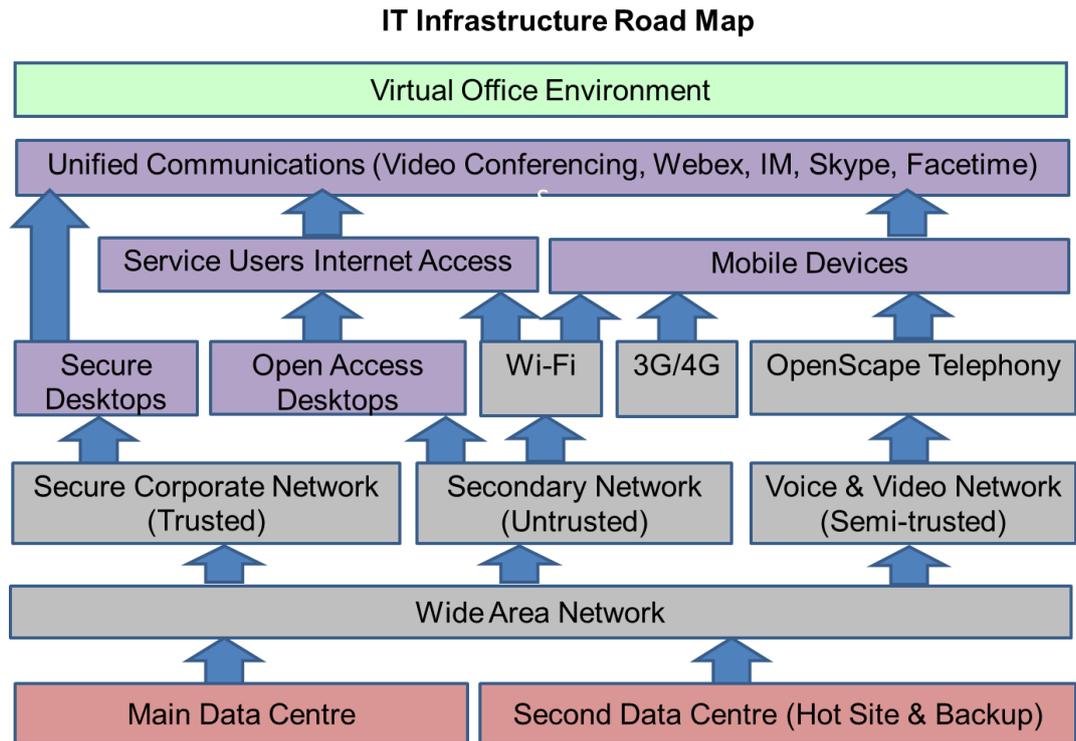
- Information systems, infrastructure and data centres being resilient, available 24x7, and appropriately supported.
- Every member of staff having access to an appropriate internet connected device wherever they need to access information.
- All Trust systems being securely accessible via the Internet
- Secure core networking available on all Trust sites connected by N3 to the national NHS infrastructure network with sufficient capacity for business purposes.
- A secondary internet accessible network, utilising Wi-Fi technology, supporting wider business uses, that can securely access the primary core network for systems access.
- Networks capable of supporting integrated voice, video and data.
- Making use of national NHS systems and services where they are cost-effective and fit for purpose
- Systems capable of being technically linked and able to exchange data and messages, through both electronic messaging and shared data input.
- Adopting a standardised approach ensuring compliance with both legal and NHS requirements
- Continued replacement of systems and technology at the end of their expected lifecycle to ensure they remain fit for purpose.

11.4. *Technical Implementation*

11.5. To build this new infrastructure it is recognised that the supporting projects have interdependencies that mean core elements will need to be put in place before some of the projects that bring the benefits can be

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	13 of 20

implemented. This Technical Architecture is demonstrated in the diagram below.



11.6. The detail on the Information Technology architecture and infrastructure to be implemented are detailed in Appendix B.

12. Information Systems Strategy

12.1. The vision for IM&T will require information systems that will:

- Collect, securely, core information through ergonomic processes, workflows, and systems
- Seamlessly integrate information across systems and functions and interoperate with our partner's systems.
- Collate core information, presenting key management and clinical data with clarity
- Enhance knowledge sharing and collaboration through inventive use of technology.

12.2. The information systems requirements for the next three years have been considered in three main areas; clinical, corporate and back office systems. These will require a mix of replacement, upgrading and development in addition to the further integration of core systems and data and the much wider development of the information repository to cover all aspects of Trust business. The ability for all staff to interrogate

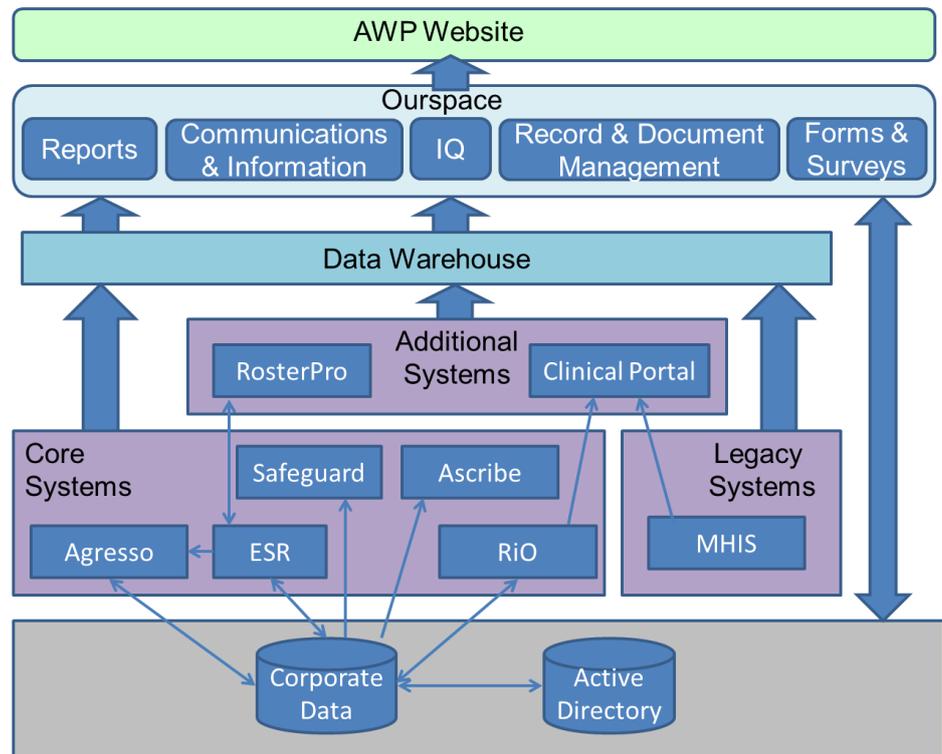
Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	14 of 20

and actively use this information gathered from operational systems is a key development for this strategy.

- 12.3. The detail on the Information Systems Architecture and the information systems to be used are detailed in Appendix B.

12.4. Technical Implementation

- 12.5. To achieve this, the key elements of the system infrastructure to be developed are shown in the diagram below, which is a simplified version, showing a limited number of systems to demonstrate the principles.



13. Information Governance

- 13.1. The Trust recognises the importance of embedding high standards of Information Governance into all information processing systems and practices. The Information Governance Toolkit prescribes the standards of compliance with legislation and regulation in this regard, and the Trust achieved an 80% score in the Toolkit return for 2013-14 with all items as a minimum scoring level 2 compliance. This ensures the Trust meets the NHS Statement of Compliance required for access to RiO and N3. Further work will be undertaken during the lifetime of this strategy to increase the Trust’s scoring with the aim of achieving level 3 compliance in all areas where it is cost effective to do so.

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	15 of 20

14. IT Training

- 14.1. In order to fully realise the benefits from investment in Information Systems and Technology it is vital that the Trust continues to develop a fully IT literate workforce. All Trust staff need good IT skills and competencies as expected by any modern business. This needs to be further developed to enable staff to be effective users of the technology and information resources fully understanding of the information governance environment in which staff and service user information exists. The Trust's Organisational Development Strategy and learning & development plan will support the implementation of this IM&T Strategy through the development of staff to meet these needs. In addition the continued alignment of the annual IT training plans of the Trusts with the annual IT work plan will ensure staff are fully supported for new implementations.

15. IM&T Strategy Implementation

- 15.1. The implementation of this strategy will be delivered through the annual IS&T work plans that are aligned to the Trusts Integrated Business Plan and annual operating plan. The constituent IS&T projects will be managed using the PRINCE2 project management methodology.
- 15.2. Major capital IM&T projects are included in the on-going capital planning undertaken by the Investment Planning Group.
- 15.3. As part of the on-going business development of the Trust it will be important to explore any strategic business partnerships that arise that could support the business and the delivery of services, including IM&T.

15.4. IT Work Plan

- 15.5. The annual IT Work Plan for 2013-14 has been developed alongside this strategy as part of the annual business planning process. This details the individual developments and projects planned to be undertaken and is developed and monitored by the Business and Clinical Systems Groups and approved by the Trust's Senior Management Team (SMT) on an annual basis.
- 15.6. Business cases are produced for projects requiring capital funding for consideration by the Investment Planning Group, agreement by SMT and approval by the Trust Board.

15.7. Timescales

- 15.8. As implementation of the IM&T Strategy is intrinsically linked to the integrated business planning cycle of the Trust, some indicative timescales for the implementation of the constituent parts of the strategy have been identified within this strategy. However, these will be further aligned with the on-going development of the Trust's annual and longer term plans and also the changing business priorities and

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	16 of 20

availability of resources over the lifetime of this strategy. More detailed timescales are developed in the supporting project plans underpinning the annual IS&T Work Plan.

15.9. Risk Management

- 15.10. IM&T risks are managed in line with the Trust’s Risk Management Strategy and information systems and technology risks are managed as a subset of the F&C Directorate risk register. They are regularly reviewed at both department and directorate level and, where appropriate, strategic risks are escalated to the corporate risk register by the Director of Finance and Commerce.
- 15.11. Risks within specific IM&T projects are regularly reviewed by the Project Board and, where appropriate, strategic risks are escalated to the corporate risk register by the Project Director through their Directorate risk registers.
- 15.12. The strategic IM&T risks identified in the development of this strategy are shown below and have been included in the IT Department risk register.

Threat (Description of risk)	Underlying Cause	Probability (1 - 5)	Severity (1 - 5)	Risk Score	Summary Planned Actions to Mitigate Risk
Failure to achieve Trust business plans through lack of identified technology developments	Inability to add IT systems due to lack of suitable data centres	4	4	16	Upgrade existing data centres in the short term, plan for the long term.
Cessation of central funding for Connecting for Health systems e.g. NHSmail, N4, RiO, etc.	Consequence of NHS modernisation	4	4	16	Estimate possible costs/solutions to inform IBP as information becomes available.
Failure to win/retain contracts due to uncompetitive pricing	Inefficient use of IT systems/equipment by the business leading to high cost IM&T services.	3	4	12	Maximising system and technology benefits realisation. Benchmarking of IM&T and the development of SLAs

- 15.13. It was recognised that successful implementation of the previous strategy was highly dependent on the continued successful delivery of National Programme for IT systems by Connecting for Health and the Southern Cluster Local Service Provider. Following their implementation and in light of the proposed NHS reforms there is now a risk relating to the use of these centrally funded systems particularly

in relation to the withdrawal of the central funding or additional costs incurred locally from recharging or transfer of the contracts. This includes RiO, ESR, N3 based WAN and NHSmail.

- 15.14. The lack of suitable data centres to host the identified technologies and systems is another major risk to this strategy. The previous move to a COIN based network and a virtualised server environment enhances the ability for them to be more flexible in their location and reduce the associated transfer costs.
- 15.15. Failure to provide cost effective and standards compliant IT services would be a significant risk to maintaining or gaining new contracts. Overall failure to deliver the benefits of this strategy would have serious implications for the Trust's future as an effective provider of modern mental health services.

16. Governance Arrangements

- 16.1. Clear governance arrangements for IM&T are important to provide the necessary assurance that the associated projects or programmes (including system, process, organisation, outcome, benefit, deliverable and capability) meet the agreed Trust requirements.
- 16.2. As part of the Finance and Commerce Directorate's annual business planning process annual objectives including the annual IS&T Work Plan and Key Performance Indicators are agreed for the Information Systems and Technology Department. Progress is reported by the Director of Finance and Commerce to the Board. In addition the Finance & Planning Committee scrutinises on behalf of the Board the strategic plans for, and performance and delivery of, IM&T Services and major projects.

16.3. *Change Programme Structure*

- 16.4. In order to appropriately control and manage major service changes as set out in the Integrated Business Plan the Trust has setup a Programme Management Office. Within this structure IM&T related change projects are managed as part of the programme and further IM&T strategy and planning are included within the Integrated Business Planning Process.

16.5. *Governance Structure*

- 16.6. The governance and assurance of IM&T is provided by the Information Governance Management Group which reports to the Senior Management Team. The Business Systems Group and Clinical Systems Group are responsible for informing and monitoring the annual IS&T work plan and associated projects. In addition all IM&T Policies and Strategies are approved by the Finance & Planning Committee on behalf of the board.

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	18 of 20

16.7. Performance Management Structure

- 16.8. The performance of the Information Systems and Technology Department, as part of the Finance and Commerce Directorate, is monitored through the Information for quality system and internal KPIs.

17. IM&T Resources

- 17.1. The use of information systems and technology within the Trust is continuing to grow at a rapid pace that will only increase with the move to electronic information and greater use of technology. The range of IS&T specialisms, that are needed to be able to use and support new systems and technologies, continues to grow and evolve and will require increased skills and knowledge base to support this strategy. The share of resources available to support this expansion is considered and included in the Trust's strategic financial and workforce planning as part of the integrated business planning process.
- 17.2. Decisions on the level of resourcing are dependant on the extent to which the Trust wishes to be at the forefront of technology and systems developments and ahead of its competitors. The expansion over the last five years has mainly been managed through achieving more with existing resources rather than providing significant investment. In the current constrained financial environment further investment can only be achieved from further efficiencies in service and the full realisation of the benefits from the use of technology within the business.

17.3. IM&T Service Model

- 17.4. Following a review process undertaken with staff a restructure was undertaken to remodel the IS&T service provision to better meet the changing technologies used and systems required. The Information Systems & Technology Department is now structured as two customer facing sections: Information Technology Services (Helpdesk, Devices, Communications and Data Centre Operations) and Information Systems Services (Projects, Business Analysis, Development and Application Support). These are supported by the Information Security and Technical Assurance Team.
- 17.5. As part of the recent restructure of executive portfolios responsibility for the Information Governance Team and the IG Toolkit have transferred to the Company Secretariat and change project managers to the Programme Management Office.
- 17.6. Services are currently provided on a 9-5 basis with on call support from the Communications and Data Centre teams in case of system failure. With electronic clinical records requiring 24-7 availability the level and type of IS&T support required by the operational service will be reviewed. ITIL based service provision will be implemented to improve standards compliance.

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	19 of 20

17.7. Funding Implications

- 17.8. This strategy will require significant capital investment over the period for both new projects and the maintaining and replacing of existing infrastructure. The capital investment required will be dependant on the agreement of the associated business cases and the priority of IM&T schemes within the business and capital planning process.

18. Conclusion

- 18.1. This strategy document sets out the IM&T vision and challenges the Trust will face over the next three years. The maintenance and support of existing systems enabling the Trust to continue delivering its core services remains high priority. In addition, an ambitious development programme is required to meet NHS national priorities and to adequately support Trust needs in operating as a more autonomous organisation in the changing NHS environment.
- 18.2. The impact of transitioning from NPfIT, and in particular the move to a Trust chosen replacement electronic clinical information system offers significant potential benefits in terms of integrated care for service users. To support applications which will become increasingly business critical and to comply with the NHS code of connection our IT infrastructure and systems will have to become ever more resilient and available. Individual implementation projects will be the subject of individual business cases with careful cost-benefit analyses to ensure the correct investments are made and appropriate benefits realised.

Location:	Version:	Status:	Date:	Page:
http://ourspace/Trust/Policies/	5.0	Draft	16/09/2013	20 of 20