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Agenda Item: 6.

## **Integration Joint Board**

Date of Meeting: 3 October 2018.

Subject: Update on Delivery of Information Technology Services.

### **1. Summary**

1.1. This report updates on the delivery of Information Technology Services to Orkney Health and Care by NHS Orkney and Orkney Islands Council.

### **2. Purpose**

2.1. To provide an update on the progress in the delivery of IT to Orkney Health and Care.

### **3. Recommendations**

The Integration Joint Board is invited to:

3.1. Note the progress of delivery of IT Services to Orkney Health and Care by NHS Orkney and Orkney Islands Council.

### **4. Background**

4.1. Following on from introduction of the Public Bodies (Joint Working) (Scotland) Act 2014 and publication of the Health and Social Care Delivery Plan, integrated health and care for Primary and Community Care in Orkney has been established as Orkney Health and Care. This is under the governance of the Integration Joint Board, which has the remit for the commissioning and monitoring of the delivery of these services, including the delivery of support services.

4.2. Further to the publication of the Health and Social Care Delivery Plan, Digital Health and Care Scotland, comprising CoSLA, NHS Scotland and The Scottish Government, have published Scotland's Digital Health and Care Strategy.

4.3. At a local level, Orkney Health and Care covers the approach to Primary and Community Care, while acute and hospital services remain outwith this remit. Orkney Health and Care comprises the Primary Care, Community Care and Allied Health Professional arms of NHS Orkney and Social Services from Orkney Islands Council.

4.4. The development for the strategy for integrated Health and Social Care in Scotland follows on from the publication in 2011 of the report on the findings and recommendations of the Commission on the Future Delivery of Public Services, (also now known as the Christie Commission/Christie Report). The Scottish Government's response to these findings and recommendations was to identify the four pillars of reform: Prevention, Performance, People and Partnership.

4.5. NHS Orkney and Orkney Islands Council are the principle providers of support services to Orkney Health and Care under the commissioning of the Integration Joint Board and work in partnership to deliver these in several areas including Information Technology.

## **5. Current Position**

5.1. Currently the two service providers provide the following shared or integrated services to Orkney Health and Care:

- Shared Network Connectivity linking the two organisations.
- Shared Access to the Scottish Wide Area Network (SWAN), specifically in shared sites across Orkney.
- Integrated Access to the Case Management Information System "PARIS" to relevant Council and NHS Orkney teams in Orkney Health and Care.
- Integrated Telephony Links including Directory Services on the Council and NHS phone systems.

5.2. Other non-integrated services are provided either from the Council's or NHS Orkney's individual IT environments. This includes login services ("Active Directory"), PC Desktops and Laptops, E-mail, File Storage, Backup and Helpdesk Services.

5.3. Therefore, staff in NHS locations are mainly assigned IT resources configured for access to NHS IT Systems and staff in Council locations are mainly assigned IT resources configured for access to Council IT Systems.

5.4. In some cases, staff employed by the Council are provided computers by NHS IT, configured for access to NHS Systems. For example, when the Community Mental Health Team relocated to the Balfour Hospital (Skerryvore) from Stromness Townhouse, Council staff migrated to use NHS E-mail addresses and NHS devices.

5.5. E-mails sent between each organisation are transmitted securely via the Public Sector Network (PSN) interconnect between NHS Mail and OIC Mail.

## **6. Recent Developments**

6.1. Over the past two years work has been done co-operatively to support major technology and improvement projects in each service provider.

6.2. The construction project of the New Balfour Hospital is a major project for NHS Orkney. Throughout this development, NHS Orkney and Orkney Islands Council's IT teams have worked together to protect current services and to explore areas where shared access to vital infrastructure and connectivity is required:

- Orkney Islands Council has provided access to fibre optic routes and locations where required free of charge.
- NHS Orkney has ensured contractors have protected vital connectivity services with Orkney Islands Council by careful planning and execution of roadworks in the vicinity of the Council's underground fibre.

6.3. The shared case management system PARIS is hosted at Orkney Islands Council's Datacentre on Council server infrastructure, with shared arrangements for hosting, support, maintenance, licensing and access. A major upgrade of this system has been completed with both IT teams working together to minimise transitional downtime. (The Council provide a full-time resource to support PARIS, and supply the IT server infrastructure, while NHS Orkney supply the Oracle Licensing and their access infrastructure).

6.4. Both organisations use the Scottish Wide Area Network (SWAN) to provide connectivity to the Internet both at major sites on the Orkney Mainland and in the Isles. NHS Orkney uses SWAN to connect to NHS services hosted at the ATOS data centre and other NHS Boards, primarily NHS Grampian.

6.5. Orkney Islands Council has recently completed the move to Office 365 for its E-mail arrangements and is in a position now to consider the opportunity of federation and calendar and directory sharing with other organisations such as NHS Orkney.

6.6. NHS Orkney is currently considering a move of its e-mail to similar arrangements. When that is completed the action at 6.5 above can be progressed.

6.7. Guest network access can be offered to NHS staff working with NHS devices on the Council premises and vice-versa, but this is simply a route back to a user's "home" network.

6.8. North of Scotland (NoS) Health NHS Boards are developing a 'Care Portal' which will enable clinical staff to access information across a number of systems regardless of their 'home' Board. Linking to NoS Social Care systems has been identified as a subsequent Care Portal development.

## **7. Challenges**

7.1. There is no unified IT experience. Therefore, the delivery of non-integrated services can at times be problematic for staff requiring access to both environments (Council and NHS Orkney). Therefore, authorised sharing of programs, files, documents and other collaboration can still be technically or operationally difficult to achieve (Appendix 1, Figure 1).

7.2. These challenges reflect the national position, as described in Scotland's Digital Health and Care Strategy: "We heard consistently that there needs to be a national approach to information governance in order to address, amongst other issues, inconsistencies in decision making about appropriate sharing of information, and misunderstandings and myths round existing legislation – which can impede the effective delivery of care, but also the timely introduction of new models of care, research and innovation".

7.3. To address this and to underpin partnership work being done, Digital Health and Care Scotland has stated that by 2020 there shall be in place: “clear arrangements to deliver a simplified and consistent national approach for Information Assurance which will take into account the different needs....and provide clarity around information sharing across health and care.”

7.4. In preparation for the publication of the 2020 national approach for Information Assurance, the local service providers will continue to work together under individual governance requirements to meet the objectives of the strategy.

## **8. Progress Towards a Common Digital Approach**

8.1. At the heart of the Health and Social Care Delivery Plan is a recognition that “technology is fundamentally changing the way we live our lives... how we interact with services and manage our lives”. The triple aim of “better care, better health and better value” identifies digital as “a key to transforming health and social care services so that care can become more citizen centred”.

8.2. One of the key domains of the national strategy will be development of the National Digital Platform. This will “address the need for easy access to information at the point of care in a timely fashion” and will be developed to facilitate interoperability via common standards.

8.3. It is therefore clear that to meet the ambitions of the Health and Social Care Delivery Plan and the objectives of the Integration Joint Board, there is much work that needs to be done both at a national level and at a local level in terms of information technology, data policy and governance arrangements, and operation delivery arrangements (Appendix 1, Figure 4).

8.4. Any desire to move to a single integrated system for Orkney Health and Care and give all staff working in Orkney Health and Care a unified and effective IT experience should firstly recognise the importance in the development of a joint local Information Technology Strategy and a joint Digital Strategy first, to inform the approach. Otherwise, there is a risk of focus on integration for integration’s sake, rather than to underpin the strategic digital objectives.

8.5. These should be developed mindful of current information governance legislative restrictions and informed by national policy and plans. To be clear, a digital strategy is not an IT strategy, but rather sets out the vision and objectives through which health and care can harness digital developments to provide improved health and care services. The IT strategy underpins and supports the digital strategy via IT systems and technologies.

8.6. According to the Health and Social Care Delivery Plan, “Spread and adoption of proven digital technologies will require local service change and redesign. A strategy for digital health and care [in Orkney] will require that digital is at the heart of ways of working and require focus on the design and implementation of new ways of working, that will inform the process of closer technical integration”.

8.7. Current work on the National Digital Platform by Digital Health and Care Scotland will be of strategic significance to this end and the local service providers will need to consider the implications for this at a local level in terms of digital and information technology.

8.8. The Digital Office for Local Government has also established a comprehensive programme of work including digital health and social care and these will also be of value in the development of a local digital strategy.

8.9. Integrated information technologies will be required to underpin the digital strategy and an information technology strategy for health and care in Orkney will require careful disciplined understanding of technology platforms and standards to ensure services are delivered in a unified manner where possible and beneficial. Both organisations work with multiple technology layers, and even within each provider multiple segregations exist.

8.10. The creation of a single shared IT environment in Orkney Health and Care will therefore need to be clearly defined (as to precisely what is being integrated) and should not create a further degree of fragmentation between itself and both the Council's and NHS Orkney's core networks (Appendix 1, Figure 2).

8.11. In the meantime, the local service providers must continue to identify opportunities for partnership working and integrated service delivery. Therefore, the key objectives over the next twelve months will be:

- To continue to promote wider adoption of current local health and care IT systems (e.g. PARIS).
- To continue working in partnership to support the transition to new Balfour Hospital (e.g. connectivity changes and migrations).
- The development of further layers of interconnectivity (e.g. SWAN).
- Exploring opportunities for the development of new methods of collaboration once NHS Orkney migrates to Office 365. For example, federation of access to these systems to share access to calendars, e-mail and messaging tools will be explored.

## **9. Actions Arising**

9.1. The development of a strategy for digital health and care in Orkney will be commenced by the service providers and will require leadership support from within Orkney Health and Care.

9.2. The development of a strategy for information technology for health and care in Orkney will be commenced by the service providers and will require leadership support from within Orkney Health and Care.

9.3. The service providers will continue to promote the wider adoption of local health and care IT systems.

9.4. The service providers will continue to work in a spirit of partnership and support in the transition to new Balfour Hospital.

9.5. The service providers will investigate and where appropriate arrange for better interconnectivity via the Scottish Wide Area Network.

9.6. The service providers will explore opportunities for development new methods of collaboration as technology aligns (e.g. Office365 federation, exploring opportunities to shared access to calendars and e-mail).

## 10. Contribution to quality

Please indicate which of the Council Plan 2018 to 2023 and 2020 vision/quality ambitions are supported in this report adding Yes or No to the relevant area(s):

<b>Promoting survival:</b> To support our communities.	No.
<b>Promoting sustainability:</b> To make sure economic, environmental and social factors are balanced.	No.
<b>Promoting equality:</b> To encourage services to provide equal opportunities for everyone.	No.
<b>Working together:</b> To overcome issues more effectively through partnership working.	Yes.
<b>Working with communities:</b> To involve community councils, community groups, voluntary groups and individuals in the process.	No.
<b>Working to provide better services:</b> To improve the planning and delivery of services.	Yes.
<b>Safe:</b> Avoiding injuries to patients from healthcare that is intended to help them.	Yes.
<b>Effective:</b> Providing services based on scientific knowledge.	Yes.
<b>Efficient:</b> Avoiding waste, including waste of equipment, supplies, ideas, and energy.	Yes.

## 11. Resource implications and identified source of funding

11.1. There are no financial implications directly arising from this report.

## 12. Risk and Equality assessment

12.1. There are no risks arising from this report.

## 13. Direction Required

Please indicate if this report requires a direction to be passed to:

NHS Orkney.	No.
Orkney Islands Council.	No.
Both NHS Orkney and Orkney Islands Council.	No.

## **14. Authors**

14.1. Sally Shaw (Chief Officer), Integration Joint Board.

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## **16. Supporting documents**

16.1. Appendix 1: IT Update.

# Appendix 1: Update on the Delivery of Information Technology Services

## Schematic overviews of technology in NHS Orkney, Orkney Islands Council and Orkney Health and Care and Strategic Inputs

Diagrams to illustrate the concepts discussed in the update

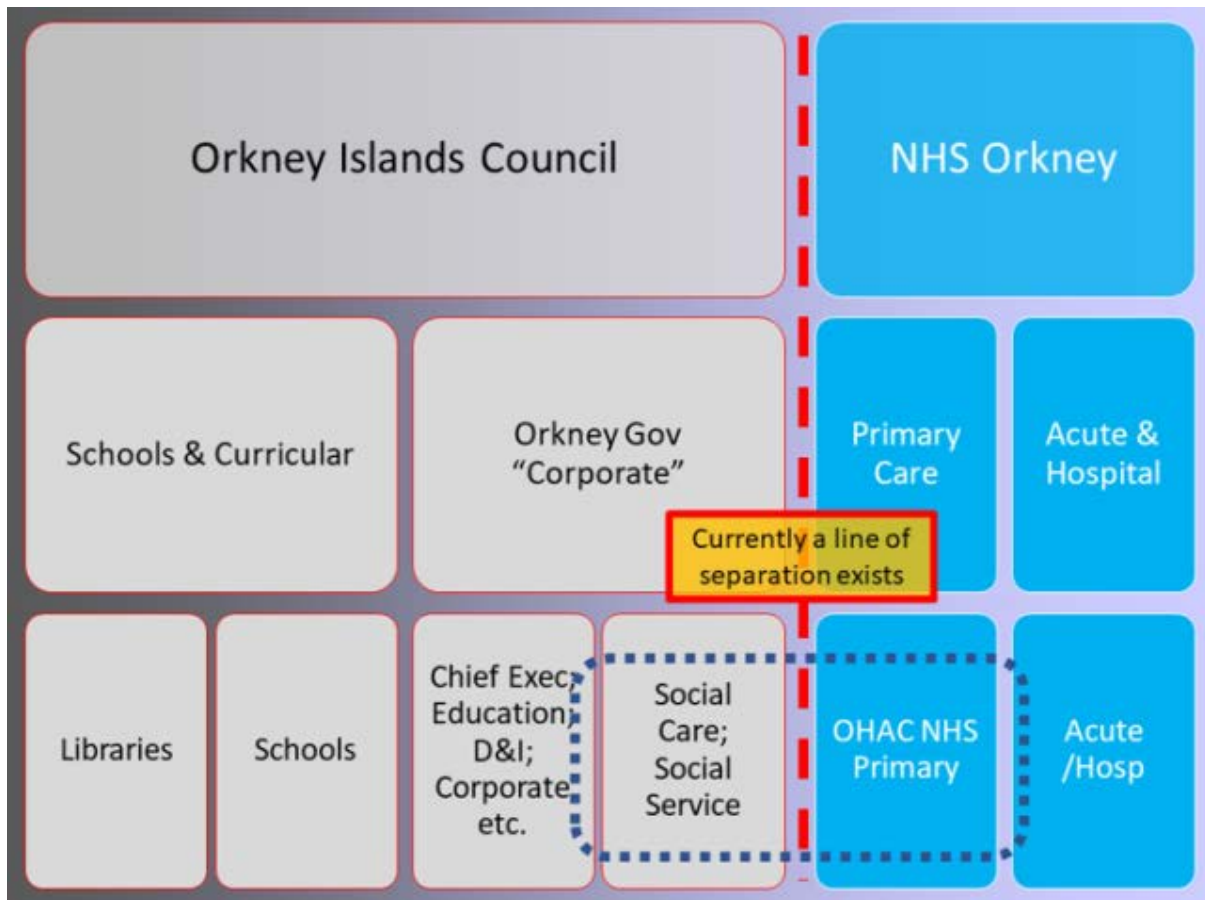


Figure 1: Current Arrangements reflect the challenges of two separate organisations delivering services to an integrated subset of both organisations.



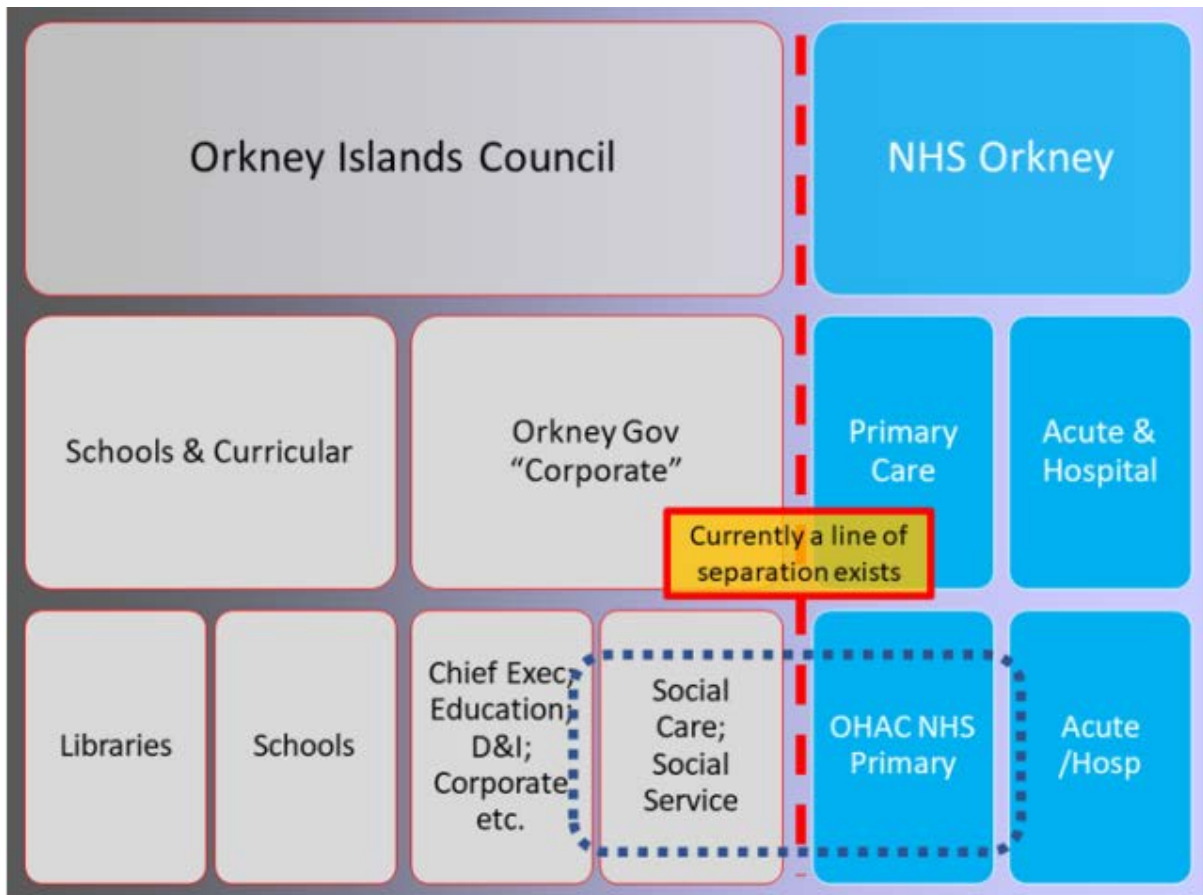


Figure 2: Creating a “third” organisation may solve some problems, but creates more, not less separation. This is not the way forward as it creates additional separations, most notably within NHS Orkney.

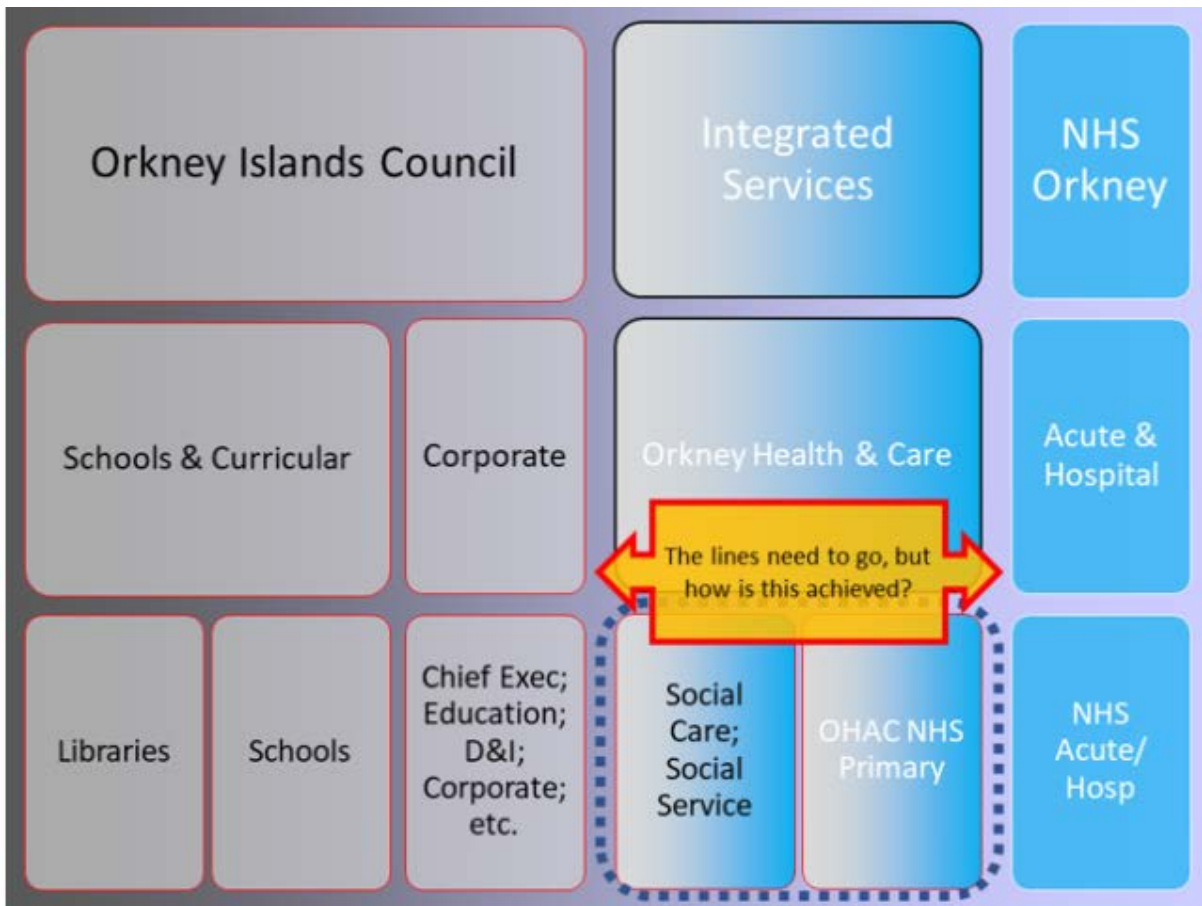


Figure 3: There needs to be a way to diminish the lines of separation but achieving this need a different approach.

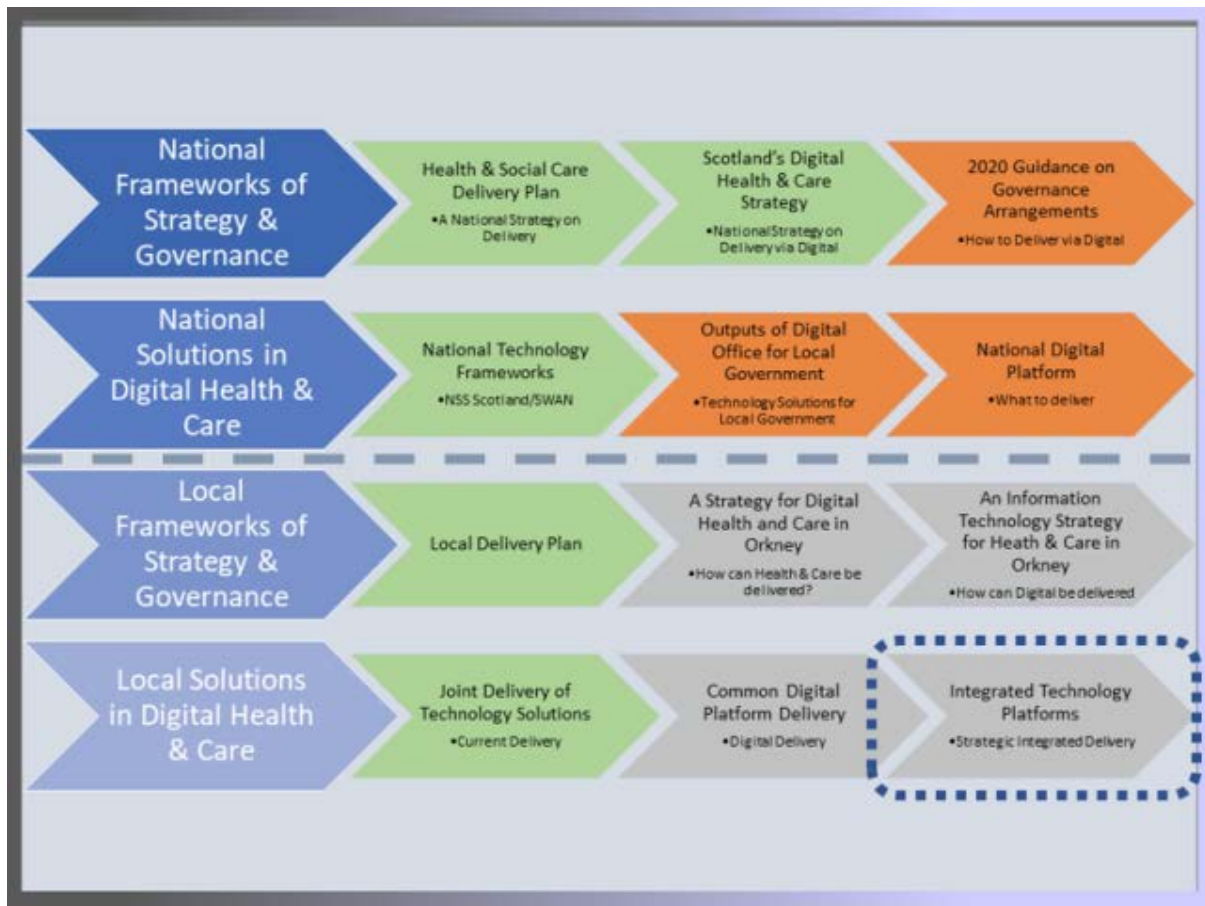


Figure 4: Local movement to an Integrated Platform will be best achieved when informed by National and Local Strategies and Governance. There needs to be a local digital strategy to drive this forward.