

Public Health Reform Programme

IT & Digital Project

Objective 3 Deliverables Summary

Programme Board 22/01/19



Andy Robertson
IT & Digital Lead

IT & Digital Project Team Objectives

Completed – Objective 1 – As Is Analysis

- Objective 1 - describe the current situation with regard to the corporate IT arrangements (including systems, software, contracts, data repositories, information storage and retrieval, archiving, networks and telephony) in Health Scotland and Public Health Intelligence, National Services Scotland;

Completed - Objective 2 – Requirements for Vesting day

- Objective 2 - define the immediate IT requirements Public Health Scotland will require in order to deliver its functions on vesting day

Objective 3 – Future Needs / Roadmap

- Objective 3 - define the new and future IT requirements Public Health Scotland will require in order to deliver its functions, with an eye to 'future proofing' over the next 10 years

Objective 4 – Implementation Plan

- Objective 4 - produce a transition plan and related project approach to achieve the effective and sustainable delivery of the IT needs of Public Health Scotland from vesting day.



Status of Objective 3 Deliverables

- Deliverable 11 : Multi-year roadmap for IT & Digital services and infrastructure
 - Requirements to date in Draft Strategy document (section 3)
- Deliverable 12 : IT & Digital innovation opportunities
 - Requirements to date in Draft Strategy document (section 3)
- Deliverable 13 : Overlap with emerging H&SC Digital Transformation architecture
 - Discussions ongoing with NES Digital re public health based 'pilot'
- Deliverable 14 : Collaboration and partnering opportunities
 - Draft of separate document is work in progress – ready for February board
- Deliverable 15 : Costs / Investment Requirements
 - Will work with Finance / Due Diligence efforts as required



Future IT & Digital Requirements / Strategy Document

Future Needs Deliverable / Draft Digital Strategy context

- 1- Introduction
 - Context, Work in Progress, Change Journey, Important Definitions
- 2- Digital Vision
 - Aims, Objectives, Principles, Governance / Decision Making, Approach, Key Roles within Organisation
- 3- Plan / Roadmap
 - Change leadership, Digital awareness, Planning and Delivery, **Business Priorities, Digital Roadmap**, Digital Skills, Measuring progress / Maturity Matrix
- 4- Key Partners / Linkages
 - SG HSCD, COSLA / Local Authority Digital, SG Digital, NSS Digital, NES Digital



Future IT & Digital Requirements / Context

So where do these requirements fit in the bigger picture ? (Section 1)

- Context
 - Public Health priorities, Importance of digital transformation
- Work in progress
 - Current projects / initiatives, PHR Work packages being launched
- Change journey
 - New operating model, OD linkage, Culture shift, Skills, Phased approach
- Defining / Using the 'D' word
 - Digital Transformation, Scope of Digital Public Health for PHS



Future IT & Digital Requirements / Vision

So what does the future look like for IT & Digital in PHS ? (Section 2)

- Aims
 - The 'Digital First' approach
- Objectives
 - High level enabling outcomes at the end of 2020/21
 - New models of service provision, Digital awareness, Integrated into business plans, Core platform development, Increased digital skills / roles
- Principles
 - Checklist for digital investments
 - User focused, Digital inclusion, Data driven, Connected, Open and transparent, Able to measure impact / learn, Efficient, Value for money



Future IT & Digital Requirements / Vision

So what does the future look like for IT & Digital in PHS ? (Section 2)

- Governance & Decision Making
 - Integrated with the PHS wide TOM
 - Supportive of the principles as agreed
- Approach to Delivery
 - Ways in which PHS digital demand may be delivered against
 - Criteria for choosing delivery model
- Key Roles in the Organisation
 - Default approach is to partner / 'buy in' core services
 - What ownership for IT/Digital needs to be retained with PHS ?
 - Linkage to corporate services principles / approach



Future IT & Digital Requirements / Plans

So what is the plan / roadmap for IT & Digital in PHS ? (Section 3)

- Change Leadership
 - Setting the foundations for digital transformation
- Digital Awareness
 - Internal communications and basis for culture shift
- Planning and Delivery
 - Planning within new TOM
 - Establish internal governance and finance regime
 - Establish internal digital / agile roles
 - Establish Digital Design Authority



Future IT & Digital Requirements / Plans

Core future requirements by IT / Digital platform (section 3.4)

- Infrastructure
 - MS 365, Federation, Mobile, Access, Cloud
- Digital Channels
 - Platform convergence, UX improvement, Social Media expansion, Public services / apps
- Data Platforms
 - Upgraded tools, Data Science capabilities, IAM, New service models, Expanded domain access, Cloud
- Line of Business Applications
 - Rationalisation / modernisation, Agile, Cloud, Apps



Future IT & Digital Requirements / Plans

Longer term requirements / priorities by business function (section 3.5)

- Protecting Health
 - Genome sequencing data, Expanded access / linkage, Social media leverage, Open data, NHS Inform linkages, Surveillance system upgrade, ICNet convergence, Broader datasets
- Improving Health
 - File and knowledge sharing capabilities, Knowledge / Research repository, Media monitoring, Publications impact analysis, Enquiry management, CRM platform
- Improving Service
 - Channel shift, Toolset federation, Re-architecting board access, Data platforms upgrades, Agile development and UX environments, Access / rollout of data virtualisation tools
- Data & Intelligence
 - Expanded portfolio of Data Science tools, Robust UAS, Cloud tools access, Data linkage tools, Big data investments, Code repository / sharing, National digital platform



Future IT & Digital Requirements / Plans

So what is the plan / roadmap for IT & Digital in PHS ? (Section 3)

- Digital Skills
 - Training and development needs identification
 - OD plan to address / workforce planning influence
- Measuring progress / maturity
 - Digital maturity index / framework establish
 - Determine target status / plan for future
 - Feed Digital Skills thread as appropriate



Future IT & Digital Requirements / Linkages

So who are the key partners / linkages for IT & Digital in PHS ? (Section 4)

- Internal PHR links
 - Core commissions
 - Corporate Services, TOM, OD and Innovation projects
 - Other internal PHR projects, NSS/PHI and Health Scotland teams
- External Strategy Considerations
 - SG H&SC and Local Authorities Digital Transformation strategies
 - SG Digital strategy (including Data Linkage initiative)
 - PH England Digital strategy
- Partners
 - Core Suppliers (NSS Digital, NES Digital, LA Digital Office/IS)
 - Innovation (HDR-UK/EPCC, SILC, SG Digital)



Next Steps / Plans for Consultation ?

- PHR Commissions / Projects
 - Build / agree deliverable 14 around IT & Digital support for Innovation
 - Collaborate with TOM / Corp Services work re structure, governance, delivery processes etc
 - Collaborate with OD / HR work re culture, comms and skills
- Governance
 - PHR IT & Digital Governance Group on 31/1/19
- Broader Consultation
 - Extended PHR IT & Digital team members
 - Other SG Digital partners / stakeholders
- Redraft
 - Next revision / draft available for Feb PHR PB



Questions for PHR Programme Board

- Comfort with Approach / Next Steps?
 - Draft / outline / interim strategy has been proposed
 - Business requirements at fairly high level / not yet prioritised
 - Heavily leverages PH England Digital strategy
 - Assumes current work continues (including agreed Work Packages)
 - Heavy consultation now required across stakeholders
 - Will redraft in line with feedback / other PHR work as it emerges
 - Happy to turn this over to IT & Digital Governance Group now ?
- When to return to Programme Board ?
 - By exception and on basis of required decisions ?



PHR IT & Digital Objective 3

QUESTIONS ?

