Care in the Digital Age:
Delivery Plan 2022-23

Scotland's Digital Health and Care Strategy

Scottish Government and COSLA

Scottish Government
Riaghaltas na h-Alba

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Care in the Digital Age: Delivery Plan 2022-23

Delivery Plan 2022-23

This is a national delivery plan. It describes the activities under way that are supporting local Health Boards, Health and Social Care Partnerships, local authorities, Primary Care, social care, social work, and care providers to offer new or improved services – with better systems and infrastructure, or because they can now offer access to digital services and products. This plan follows directly from the publication of our strategy 'Care in the Digital Age' (October 2021). This responded to the widespread use of digital solutions to meet health and care needs during the early days of the coronavirus pandemic. This also recognised changed public views on using digital to access health and social care services, and how digital can be used to help improve people's health and care in Scotland. This plan will be updated again by April 2023 taking account of the budget available for 23/24 and further opportunities to support and accelerate reform.

Our vision is to *'improve the care and wellbeing of people in Scotland by making best use of digital technologies in the design and delivery of services.'*

Our Strategy has three aims, which are underpinned by six linked workstreams. This Delivery Plan demonstrates how we are progressing our aims through each of the workstreams, noting the work ongoing in 2022-23 and signalling how we will make choices within available resources during 2023-24 and in future years. It takes account of the shifting needs of the health and care system as it emerges from the pandemic, the development of the care and wellbeing portfolio, and the ever-shifting creativity of new technology.

- **Aim 1:** Citizens have access to, and greater control over, their own health and care data – as well as access to the digital information, tools and services they need to help maintain and improve their health and wellbeing.

- **Aim 2:** Health and care services are built on people-centred, safe, secure and ethical digital foundations which allow staff to record, access and share relevant information across the health and care system, and feel confident in their use of digital technology in order to improve the delivery of care.

- **Aim 3:** Health and care planners, researchers and innovators have secure access to the data they need in order to increase the efficiency of our health and care systems, and develop new and improved ways of working.

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To achieve our aims, and ultimately our vision, we are focusing on six priority areas:

Digital access:
- People have flexible digital access to information, their own data and services that support their health and wellbeing, wherever they are.

Digital skills and leadership:
- Digital skills are seen as core skills for the workforce across the health and care sector.

Digital services:
- Digital options are increasingly available as a choice for people accessing services and staff delivering them.

Digital futures:
- Our wellbeing and economy benefits as Scotland remains at the heart of digital innovation and development.

Digital foundations:
- The infrastructure, systems, regulation, standards, and governance are in place to ensure robust and secure delivery.

Data-driven services and insight:
- Data is harnessed to the benefit of citizens, services and innovation.

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Our Dynamic Delivery Context

This Delivery Plan recognises the unprecedented economic upheaval of the past few months: much like the 2022 Programme for Government, although we cannot guarantee that increased uncertainty and rising costs will not impact our plans, our ambition and our intentions to deliver on our Strategy are unchanged.

Although our ambitions and intentions are unchanged, the unique pressure our health and social care system continues to be under – with winter 2022/23 expected to be one of the most challenging our NHS and social care sector has ever faced – has led to a necessary change in priorities. Some actions detailed therefore focus on those immediate priorities that we believe should be driven forward with urgency in the face of current challenges.

This includes ensuring that Health Boards, local authorities, independent and third sector social care providers, are supported to take the steps required to ensure that contingency measures are in place where necessary, recognising the appropriate use of digital and data can support preparations this winter. Some of this work is foundational – maximising investment in Microsoft Office 365 to support the integration of NHS and local authority teams, enhancing the digital monitoring capabilities of Hospital@ Home services, as well as supporting the availability of Near Me video consultations – and some offers long term transformation opportunities.

This re-prioritisation to focus on system pressures has meant we have had to scale back some of our activity. For example, whilst we are on track to deliver our Programme for Government commitment on digital prescribing by 2025, we have re-phased the delivery of programme milestones. We also have to flex to respond to emerging situations, such as the recent

cyber attack on one of NHS Scotland's key suppliers. This necessitates significant investment in time, effort and resources in alternative ways of working and in the work required to safely restore affected systems, all of which impacts on planned programmes of work. This flexibility means that the plan is a dynamic one.

This first Delivery Plan does not address every commitment in our Strategy. Instead, we have focused on activities that will make a difference to people using and delivering health and social care services. We have also highlighted 'behind the scenes' work likely to lead to a direct change in health and social care over the next 12 to 24 months. We also show examples of the work we are doing to support local service providers, such as Health Boards and local authorities, to improve the services they offer.

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It is not, however, a 'crisis' response plan – it also confirms the important foundational activity being invested in for long-term transformation. As such, it has been fully developed to integrate with the Care and Wellbeing Portfolio of Scotland's health and care services. This is a wider area of work aiming to improve healthy life expectancy, achieve fairer outcomes, and reduce health inequalities, all enabled by the use of digital. This overall mission for our health and care services lines up with the existing vision of 'Care in the Digital Age' to 'improve the care and wellbeing of people in Scotland by making best use of digital technologies in the design and delivery of services.'

The work of the Scottish Government's Digital Health and Care Directorate will be fully integrated with the Care and Wellbeing Portfolio, and this will be evidenced in each of the Portfolio's annual delivery plans. A digital approach is about more than just the technology and systems; it is about a cultural shift toward thinking and planning as digital organisations. By ensuring the correct digital foundations are in place in line with the commitments set out in our Strategy, we can improve the overall experience for everyone who uses health and care services. We will separately produce an illustration showing how our work maps to the Three Horizons, a common model and language of change that brings both our Digital Strategy and the Care and Wellbeing Portfolio alive.

It will highlight the work prioritising the here and now, whilst showing the transformational programmes that lead to our long-term aims being realised. Work is under way on developing a critical path that charts the key technological and other developments that are necessary to achieve the third horizon, and what can be expected and by when. This, along with a sharper focus on innovation and prioritisation, will form the basis of the 2023-24 Delivery Plan.

Digital Access

Priority One: People have digital access to information, their own data, and services which support their health and wellbeing, wherever they are.

Ensuring digital access for all is an essential element of shifting the focus of health and care systems from crisis intervention towards prevention, early intervention, enablement, and supported self-management. Achieving our ambitions will support people to not only access support, but to manage and control their own health and care needs, with a collective focus across all programmes on inclusion and engagement.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Continue to expand opportunities to embed, and grow the use of, **Near Me** in NHS services and key priority areas, including women's health services and group consultation services.	To improve access and choice and to increase resilience in health services. To provide additional functionality within Near Me to support group treatment programmes in mental health, educational type interventions and explore the use of group clinical consultations to reduce waiting times.	Scottish Government	Ongoing spread and scale, with shift to core business activity.
Re-procurement of the **Near Me** Video platform ensuring effective transition.	To ensure a sustainable cost-effective model is in place for all NHS providers of video enabled services and those across the public sector who use Near Me.	Scottish Government and NHS National Services Scotland	March 2023

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Ability for people to have the choice for a video appointment with social work.	To improve remote access to social care for people using services and families through service re-design by embedding Near Me as part of the toolkit within Social Work Scotland (SWS).	Scottish Government and Social Work Scotland	March 2023
Public transparency on, and access to, planned care and outpatient **waiting times information** for their local services.	By making planned care and outpatient waiting times and data available to the public on NHS inform, this will enable them to be better informed of their care and to help manage public expectations.	NHS 24	Completed September 2022, now available at https://www.nhsinform.scot/waiting-times/
A prototype online **'symptom checker in your pocket' app** deployed to deliver existing **NHS inform self-care guides** as well as signposting people to their nearest GP/Pharmacy/Dentist/Optician/Hospital using the Scottish Service Directory.	It is anticipated that a 'symptom checker in your pocket' will enable people to take charge of their own health, have an increased knowledge of how and where to access help and support, and reduce pressure on NHS Scotland services by providing tools for appropriate self-care.	NHS24	Initial product October 2022
Launch a digital inclusion programme with a focus on mental health and housing.	To support the increase in access to a range of health and care services through digital, raising awareness and digital skills for people who could benefit most.	Scottish Government and partners, and Scottish Council of Voluntary Organisations	March 2023

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Digital Services

Priority Two: Digital options are increasingly available as a choice for people accessing services and staff delivering them.

The way care is delivered is changing, with an increasing number of services becoming digital, either fully or in part. These range from basic services such as ordering repeat prescriptions, booking appointments and accessing trusted online information, to the digital tools and products to help people manage their own health and wellbeing at home. Over the coming years, digital services will become the first point of contact with health and care services for many people, and will inform how many will choose to engage with health and care services on an ongoing basis.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Expand capability to deliver self-management resources, advice and guidance through **improvements to NHS inform** to allow focused support for mental health. Expansion of Mind to Mind with additional functions and resources.	Supports ongoing opportunities for self-management, prevention and mental wellbeing with access to low-level digital mental health therapies and other interventions.	NHS 24	September 2023
Increased self-management opportunities for people with high blood pressure by further modernising and expanding our '**Connect Me**' service to all primary care settings for management of hypertension.	To reduce face-to-face appointments and clinics, freeing up clinician time, allowing citizens to take more control of their conditions, and improving access to services. Improved outcomes for citizens, more advanced technology.	Scottish Government	March 2023

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
The ability for local services to offer to their patients new nationally-consistent pathways for **at-home monitoring** of a greater range of long term conditions such as COPD, heart failure and asthma.	To reduce face-to-face appointments and clinics, allowing people to take more control of their conditions and freeing up clinician time. Increased self-management and improved access to services. Improved outcomes for citizens.	Scottish Government, Centre for Sustainable Delivery, Health Boards	March 2023
Implement the digital approaches in social care programme including the Care Home Action Plan	To support people in their own homes and in supported housing, improve access and support to people in care homes, aid wellbeing and maintaining independence, and thereby keep people out of hospital.	Scottish Government, local authorities, care providers	November 2023
Ability for people to refer themselves to **digital mental health therapies** for common conditions include depression, anxiety and insomnia.	Improving accessibility and increasing access to evidence-based psychological treatments.	Scottish Government, NHS 24 and Health Boards	January 2023
Greater access to **mental health** CBT treatment for **young people.**	Support CAMHS services by providing young people access to digital therapies for anxiety and low mood.	Scottish Government, NHS Education for Scotland and Health Boards	March 2023 onwards

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Introduce new workforce models that increase capability and capacity to deliver **digital mental health therapies** in Health Boards through the development of 'digital therapy teams.'	Enable the further expansion of digital therapy services through that support local provision of psychological services while greatly increasing access to CBT treatment.	Digital Mental Health Programme and Health Boards	March 2023
Implementation plan for an October 2023 first release and a three-year roadmap/investment plan for the **Digital Front Door** that includes options for accelerating delivery.	The Digital Front Door will support the citizens of Scotland to access a wide range of self-served health and social care services from a common digital source. It will help people to access services and their own health information directly.	Scottish Government	Investment Plan – March 2023 Release 1 – October 2023
Establishing the digital contribution to the reduction of **drug-related harm** in Scotland.	Improve digital inclusion, and design digital solutions that better meet people's needs, to improve the health outcomes for people who use drugs, reducing the risk of harm and death.	Scottish Government Digital Health and Care and partners	March 2023

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Improvements to **telecare services**, such as greater use of proactive wellbeing calls by alarm receiving centres to telecare users.	To increase people's quality of life at home and in their communities through more proactive support, ensuring needs are met by the right service at the right time, driving up quality standards and supporting the development of preventative and predictive services based on intelligence born from better use of telecare and other datasets.	Scottish Government, COSLA, Local Government Digital Office	December 2023
Improving links between **fire safety and telecare services** including publication of new guidance, clarify the responsibilities of telecare services in relation to the new legislation, developing guidance and supporting good practice in implementation.	Increase standardisation of service to drive up the safety, effectiveness and efficiency of telecare service delivery, safeguard telecare customers and improve the experience and outcomes of people in receipt of telecare.	Scottish Government and the Scottish Fire and Rescue Service	December 2022
Implement the Phase 2 TECH in Housing programme.	Facilitate the development of sustainable, effective and efficient person-centred services that will improve people's health and wellbeing.	Scottish Federation of Housing Services	March 2024

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Establish national decision support service, building on the Right Decision Service.	To provide validated evidence and guidance for health and care staff. To embed evidence within day-to-day tools and processes, to make it easy for professionals and citizens to access, so that they can make the best possible decisions about health and care.	Scottish Government and the Digital Health & Care Innovation Centre (DHI)	March 23

Digital Foundations

Priority Three: The infrastructure, systems, regulation, standards and governance are in place to ensure robust and secure delivery.

Alongside our people and our services, digital technology provides the foundation on which our health and care system is built. Some of what we have needs modernising or improving. Addressing these issues means investing in the development of modern cloud-based infrastructure that adheres to today's standards, and is as secure and as resilient as possible. We also need to make sure our systems comply with legislative standards. This covers a huge amount of work 'behind the scenes' that is needed to modernise our health and care systems. From providing over 160,000 staff with up-to-date Microsoft Office software, to exploring the use of ultra-high definition medical images for diagnosis and treatment of diseases such as cancer, this work is critical to safe and effective delivery of care. Ultimately, better systems can lead to faster diagnosis and more targeted treatment, improving life chances. An Enabling Technology Board oversees these large technical programmes.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Conduct second national **Digital Maturity** exercise with health and care organisations	Building on understanding of baseline exercise in 2019, to contribute to identifying priorities and areas requiring additional support and development.	Scottish Government	Snapshot of priority areas by March 2023 Full exercise by June 2023

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
A **Cyber Centre of Excellence** (CCoE) to continue to improve the security of NHS systems and grow our specialist cyber workforce – helping to protect people's data and services.	To enhance the response to security threats and drive excellence through continuous improvements by focusing on key enablement pillars including Centralised Security, 24/7 Monitoring, Threat Hunting, Incident Response and Training and Awareness.	NHS National Services Scotland	Operational charter to be completed by end of 2022.
The Security of Network and Information Systems (NIS) Regulations **audit lifecycle**, which will continue to assess on a yearly basis all NHS Scotland health boards, **cyber resilience practices** and improvements. The findings from the yearly audits/reviews help to inform the strategic direction by focusing on mitigating practices for the areas of greatest risk.	To protect our critical infrastructure and the data held within it, and to comply with the [NIS Regulations 2018](). These set out standards which all NHS Scotland health boards (Operators of Essential Services) must comply with. These standards cover managing security risk, defending systems against cyber-attack, detecting cyber security events, and minimising the impact of cyber security incidents. These are all currently assessed against the Scottish Public Sector Cyber Resilience Framework (PSCRF).	Scottish Health Competent Authority, which is a Scottish Government function on behalf of the Scottish Ministers PSCRF – Scottish Government Cyber Resilience Unit	Ongoing audit lifecycle programme of work which commenced 2020 PSCRF revised version due November 2022

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
The ability for Health Boards to offer new, more advanced systems for GP practices through the national '**GP IT**' programme.	These will speed up some admin tasks, lead to better recording of health information and allow different teams to work more closely thanks to greater ability to share patient records, and remote and mobile access. It introduces more features designed to support patients, such as advanced appointment functionality.	NHS National Services Scotland	First deployment from July 2022 All Health Boards have selected an accredited system by end January 2024 Rollout to all GP practices targeted for June 2026
An improved **hospital bed management system** in critical care.	This will allow for better planning and co-ordination of critical care capacity, including efficiency gains through automated and timely reporting to Public Health Scotland.	Public Health Scotland	Deployed September 2022
Expanding our **National Clinical Data Store.**	Enhancing the ability to capture data once and share it many times, building on work on COVID-19 vaccination records through adding further data such as different vaccinations or medicines taken.	NHS Education for Scotland	Continuous expansion, with travel vaccinations included from September 2022

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Implement a new **Inventory Management System** (IMS) as part of the wider 'Scan for Safety in Scotland' programme.	To improve tracking of medical equipment and medical devices across Scotland.	National Services Scotland	Inventory Management System (IMS) rollout completed March 2023. Medical Device Data Hub designed March 2023.
Fully implement **Hospital Electronic Prescribing** and Management Administration (HEPMA) systems across Health Boards.	Digital approach to prescribing within Acute Care to improve patient safety, better manage drug stocks, and reduce paper.	Health Boards	December 2025
Enhanced **diagnostic capability**. This includes replacing Scotland's Picture and Archiving Communications System (PACS), which stores all radiography images so that they can be viewed from anywhere, in any hospital, in any Health Board.	The new PACS will support fast access to images from any location, providing opportunities for improved utilisation of scarce radiology resources, making images accessible for safe patient care and supporting the development of innovations such as artificial intelligence.	National Services Scotland	Procurement to conclude December 2022, contract award May 2023

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
A new, faster, private, and secure public sector broadband service via the **'Scottish Wide Area Network'** (SWAN) will start rollout in April 2023, with full coverage complete by 2026.	This will support increasing use of online services, the transfer of greater amounts of data for better patient care, and provide greater resilience in our systems across the public sector.	National Services Scotland	April 2023 onwards
A modern **master patient management system** to hold and protect data that identifies individuals – known as the Community Health Index (CHI) – that provides individual patients with their unique CHI number, used by all parts of the health service.	To upgrade and modernise our core patient demographics infrastructure, so that services always know who an individual patient is, and can match their health information to their core health record.	National Services Scotland	June 2023 onwards
Supporting the transition and rollout of **Analogue to Digital Telecare.**	To mitigate the risk to citizens with analogue telephony switch off and ensure response services remain resilient.	Local Government Digital Office	To be achieved nationally by 2025
National procurement of a shared cloud-based **Alarm Receiving Centre** technology solution to expedite Telecare service providers' transition to digital telecare, and drive innovation.	This solution will increase resilience, allow adopting providers to take advantage of shared routes to implementation of new technologies, improve access to data, and open new service delivery models.	Scottish Government, Local Government Digital Office and Scotland Excel	June 2023 Onwards

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
'Federated' collaboration of **Microsoft 365 across health and social care** (local government) systems.	By making it easier for health and local government-employed social work and social care staff to collaborate and share information, enhancing use of Microsoft Office 365 will increase efficiency and working experience.	Local Government Digital Office, with NHS National Services Scotland	October 2022 onwards – Phase 1 complete
Infrastructure in place to support the delivery of Scotland's **Scottish Vaccination Immunisation Programme.**	This SVIP digital infrastructure will support the delivery of Scotland's ambition to have a world class vaccination and immunisation programme and the creation of single vaccination record.	Public Health Scotland	April 2023 onwards
Enhanced information sharing between Primary Care and the Scottish Ambulance Service for patients treated but not transferred to secondary care by deploying **Ensemble** to all Health Boards.	By making it easier for information to be shared with SAS, Primary Care and Flow Navigation Centres, this will support with supply and demand for unscheduled care, helping to ease winter pressures and support continuity of care.	National Services Scotland	October 2022

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Establish **a new National Information Governance Programme** to address the recommendations of the Information Governance Review executive summary which sets out a number of key challenges around access to and sharing of data across health and social care.	Key challenges to be addressed by the National Information Governance Programme include: ⬠ enhanced transparency and trust by citizens through transformative-participatory public engagement ⬠ scoping a proposal for a national IG body that promotes a federated national approach to IG across health and social care ⬠ carrying out an IG maturity review across our partners and ensuring the right IG tools are in place to support the right IG task ⬠ empowering people through training and career paths to be confident in data and digital Progressing these challenges will be fundamental to the success of the Data Strategy.	Led by Scottish Government Digital Health and Care National Information Governance Programme team	April 2022 onwards with the initiation of the National IG Programme Board and governance structures by end 2022
Enhancing our **cyber security tools** and responses.	To actively promote security controls, regulatory requirements and best practices that include infrastructure security, end-user behaviour, organisational policies, network security, information security, and cloud security.	National Services Scotland	Ongoing

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Options appraisal for a new national approach to Radiology Information Systems (RIS).	A new national approach to RIS is anticipated to result in better co-ordination and management of radiology services, including tracking and issuing results to patients.	Digital Diagnostics Group, supported by National Services Scotland	April 2023
Further developed tools to support safer staffing and more flexible workforce arrangements.	A national eRostering solution is to be deployed on a 'Once for Scotland' basis that will provide a single source of real-time workforce demand and fulfilment data.	National Services Scotland	
A digital prescribing system for GPs and citizens in Scotland.	To remove "wet ink" signatures from GP Prescriptions

Enable electronic prescribing and dispensing without paper. | Scottish Government, National Services Scotland and NHS Education for Scotland | December 2025 |

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Digital Skills and Leadership

Priority Four: Digital skills are seen as core skills for the workforce across the health and care sector.

In order to embed digital transformation, leaders across health and care must be equipped with the necessary digital skills. That extends to the skills required to identify where digital could be used, rather than just how to use digital. This requires us to continue building knowledge and skills within the health and care system to support and deliver digital transformation. This starts from the top of an organisation, from Board-level down. The success of digital transformation is entirely reliant on people's ability to know when, why and, crucially, how to use digital. Workforce development in digital skills, leadership and capabilities across the whole health and care sector underpins the successful uptake and use of digital technologies.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Publish a comprehensive action plan clarifying the range of **learning and development options** for our integrated workforce. This will detail digital principles, learning outcomes and outputs, evaluation methodology and measurements of progress.	There is a range of different offers from different providers and we will reduce duplication, identify gaps, and provide more collaborative opportunities to improve understanding and skills of our shared workforce.	Scottish Government and Digitally Enabled Workforce Programme Board	Initial Action Plan document agreed by December 2022. Updates provided in advance and discussed at Programme Board meetings.

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Provide a **Leading Digital Transformation in Health and Care** MSc for 60 people a year.	Provision of effective and efficient health and care services requires an understanding of the role digital plays. Places open to staff from health, housing and care.	NHS Education for Scotland and sub-contracted partners	First cohort starts March/April 2023
Digital Mindset Masterclasses. Initially three two-hour masterclasses. The initial pilots being one professional specialist group and two territorial Health Boards.	To equip Board-level executives and non-executives with the understanding of digital health, governance and leadership skills necessary to support transforming service delivery. This includes a train the trainer approach so that the pilot can be scaled and continued longer term dependent on commitments, evaluation and permanence of the team.	NHS Education for Scotland	Initial pilots March 2023.
Review **roles and career pathways** to support Digital, Data and Technology workforce.	To support and develop this specialist workforce to enable delivery of related priorities.	NHS Education for Scotland and Scottish Government partners	August 2023
Review of **Information Governance** Framework.	Shared understanding of Information Governance is essential to successful partnership service delivery.	NES and Scottish Government	September 2022 onwards

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Create a library of digital skills resources.	Recent user research confirmed a demand for readily accessible, reliable, role-focused digital resources. Including videos, checklists, condition-specific care guides and good practice case studies	NHS Education for Scotland	June 2022 onwards
Creation of a Knowledge, Information and Data (KIND) **virtual learning academy.**	To support multi-disciplinary and geographically neutral collaboration.	NHS Education for Scotland, Healthcare Improvement Scotland and Public Healthcare Scotland	June 2022 onwards
Identification of requirements (roles, responsibilities, knowledge and skills) for **IG competency framework** across health and care.	To improve the information governance services in Scotland addressing the recommendations of the IG Review.	NHS Education for Scotland and Scottish Government	Complete March 2023
New service design resources to support local skills and understanding of how to embed digital transformation, through completion of the Transforming Local System pathfinder programme and associated evaluation report.	This will allow us to demonstrate the impact of, and share the learning from, the programme and user-centred design in health, housing and care.	Scottish Government	March 2023

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Digital Futures – Innovating and Enhancing Our Digital Nation

Priority Five: Our wellbeing and economy benefits as Scotland remains at the heart of digital innovation and development.

Advances in technology and the growth in its use, means that we need a constant focus on what is coming next. Scotland is well placed to support the development, design, testing and – ultimately – the adoption of new technology. We will seek to maximise opportunities for a pipeline of innovation through supporting the adoption and scaling up of initiatives that have the potential to reduce the already heavy burden on our workforce. This will also create new jobs and roles of tomorrow and strengthen how people interact and engage with health and care services.

We also engage across the UK and Europe – and further afield – to share learning and knowledge, attract extra money and grow our own expertise. This includes conducting extensive research so that we understand the best approach to replacing some of our core systems, and the detailed planning needed before we replace old systems or change the ways that people work.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Further develop our **UK and International collaborations**, bringing inward investment in support of improvements, and innovations and industry collaborations.	Progress significant co-designed collaborative programmes to address a key health and care demand challenge, and deliver further inward investment for digital health and care in Scotland.	DHI, Scottish Government Digital Health & Care Innovation Centre, Scottish Government	March 2023

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Opportunities for **knowledge exchange and collaboration** with international stakeholders to support the sustainable development and delivery of digital health and social care for Scotland.	Promoting Scotland as a leader and as a strong collaborative and learning partner in digital health and care.	Scottish Government	March 2023
Continued support for innovation through development of **Healthy Ageing and Mental Health innovation clusters** to support increased investment in Scotland and improved infrastructure for innovation and evaluation activity within mental health.	To further develop a strong digital health and care ecosystem and identify a pipeline of innovations with an infrastructure to support adoption at scale. Sharing good practice and actively promoting knowledge exchange with a focus on collaboration. To promote the development and testing of new and emerging technologies focused on improving the mental health and wellbeing of individuals across Scotland.	Digital Health & Care Innovation Centre with Innovation Centres	March 2023
Develop an effective partnership model, bringing together health and care practitioners, industry, and academia to collaborate to solve key demand-led challenges and support economic growth for Scotland.	Create economic growth; increase jobs in Scotland's digital health and care sector and foster, maintain partnership and collaborations; create routes to market for new products.	Scottish Government	March 2023

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Data-Driven Services and Insights

Priority Six: Data is harnessed to the benefit of citizens, services and innovation.

It is essential that data is used to the benefit of people, services, and innovation but in a secure, transparent and ethical way that is built on trust and a shared understanding with the public.

We committed in the Strategy to developing a first-ever Data Strategy for Health and Social Care. The consultation for this closed on 12 August and we will publish the Data Strategy in the spring of 2023. We have established a new Data Board for Health and Social Care that will help co-ordinate and oversee all data requirements, and lead the changes required to support improvements to information governance.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Commencement of a programme of work to improve how **clinical information** in our systems is recorded against common, internationally defined standards (these are called **SNOMED-CT** for clinical health terminology and **ICD-11** for disease classification).	By setting preferred common data standards, we can begin to increase the quality of the data in our health and social care systems. Common standards will also help drive up interoperability, ultimately leading to greater insight being derived from data that can improve care outcomes.	Public Healthcare Scotland/NHS National Services	Ongoing
Continuing with planning for the digital and data requirements of the National Care Service, including consideration of what is required to deliver a **nationally consistent integrated record**.	Creating a nationally consistent integrated care record will help to further our ambition of giving citizens access to their health and care data in a way that is transparent and meaningful and support greater sharing of information between front-line professionals.	Scottish Government	Ongoing

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Developing our approach to the introduction of legally mandated standards for the safe and effective **sharing of information across health and social care**, under the powers proposed by the National Care Service (Scotland) Bill.	By mandating common data standards we can increase data quality and interoperability. We can also make the Scottish health and care landscape easier to interact with for vendors, particularly when aligning standards with other partners in four nations.	Scottish Government	Ongoing
An approach to improving the quality and consistency of **protected characteristic demographic data** (such as ethnicity).	We must have a more complete picture of protected characteristics data in order to ensure that we are providing equitable care for all citizens.	Scottish Government and Public Health Scotland	March 2023
A national approach to the ethical, transparent consideration of adoption and implementation of **Artificial Intelligence (AI)-based tools**, products and services.	There is significant interest in, and activity exploring the potential for AI in healthcare, but currently no consistent way of assessing its value or measuring its impact. As part of developing options for an 'AI Hub' (or wider data hub), there is a recognised need to create a national policy framework for the use of AI as part of overall work on the Data Strategy.	Scottish Government	February 2023.

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What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered by
Enhanced capability for **statistical analysis**, reporting and use of predictive analytics by shifting from a data warehouse to cloud hosted data storage and reporting system (SEER platform).	To strengthen and improve availability of critical data for statistical analysis and reporting by providing greater technical capability to deliver data-driven insights.	National Services Scotland	December 2023
Publication of the responses to and analysis of the consultation on the **Data Strategy** for health and care.	In line with our principle of being transparent in our approach to health and care data, we will publish the responses to the consultation and the associated analysis for stakeholders and the public to view.	Scottish Government	October 2022

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Preparing for the Future – Laying the Foundations for Future National Delivery Plans

This Delivery Plan focuses on what is becoming available for people (whether patients, service users or staff that provide care) to use in 2022 and 2023. There is, however, no shortage of future options for new, enhanced digitally enabled services, products and tools that improve people's experience of health and care services. All the activities highlighted so far have gone through extensive design, development, evaluation and decision-making processes so that we can be confident that we are delivering the right priorities across Scotland.

We have a robust process for innovating new products, trying them out in real life, and deciding what works. Many promising apps, products and devices are assessed as not being suitable for wider use. We also have to ensure that any product meets a variety of legal requirements, including ensuring people's data is properly protected and that they fully align with accessibility standards. A new 'Accelerated National Innovation Adoption' (ANIA) pathway has been developed, hosted by the Centre for Sustainable Delivery, which has been designed to create a robust process for assessing evidence and value cases for adoption, with an Innovation Design Authority providing oversight and governance to make recommendations on what is considered 'ready for adoption'.

The Delivery Plan for 2023-24 will be developed based on the results and anticipated benefits of candidate programmes; available resources; the ANIA innovation pipeline; and prioritisation by NHS Scotland's Chief Executives' Group, the Strategic Portfolio Board for Digital Health and Care, and the Scottish Government's Health and Social Care Management Board.
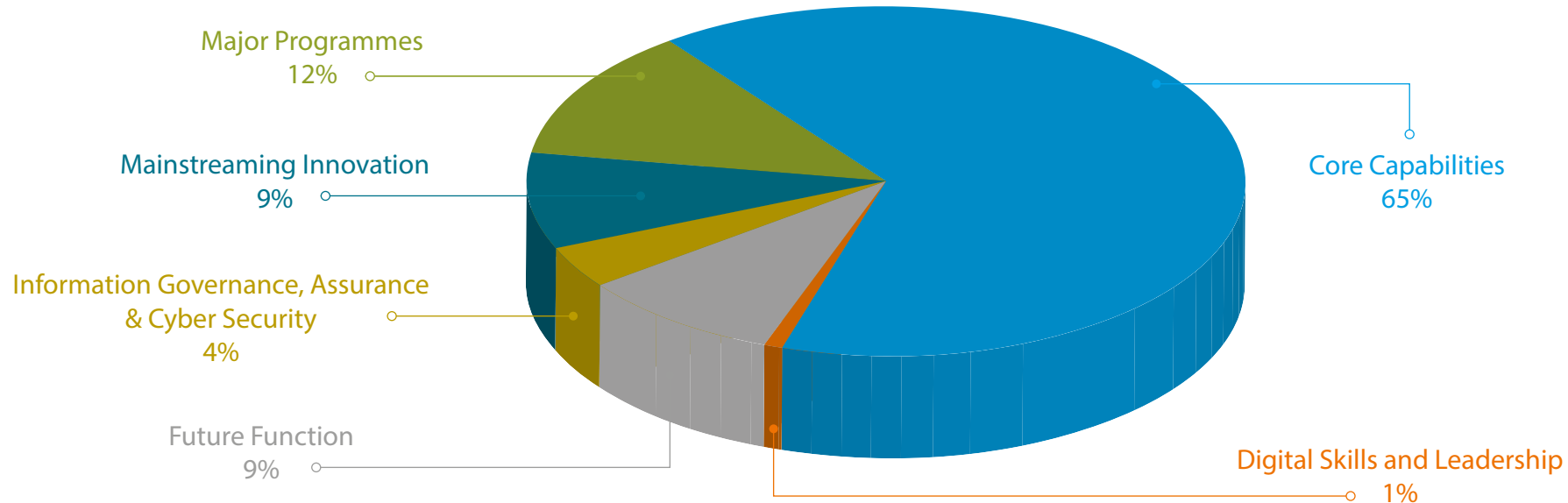
Conclusion

This year, in 2022/23 as part of the overall health portfolio investment, we are investing £99.6 million in digital health and care. We are on track to deliver a balanced budget in this financial year. This covers a huge amount of work 'behind the scenes' that is needed to modernise our health and care systems. From providing over 160,000 staff with up-to-date Microsoft Office software, to exploring the use of ultra-high definition medical images for diagnosis and treatment of diseases such as cancer, this work is critical to safe and effective delivery of care. Ultimately, better systems can lead to faster diagnosis and more targeted treatment, improving life chances.

This investment in our systems – and the required cyber security, the training of staff to use the systems and the ongoing maintenance and development – takes up most of our budget. But without this investment, not only would our health and care services struggle to work, websites or apps for people to use wouldn't have any systems to connect to. For example, an app that let you request repeat prescriptions, wouldn't be able to show you the medicines on your record so that you could pick what you needed.

Spend has been totalled by type of funding within the chart on page 31 to provide a visual representation of the distribution of spend across the Scottish Government's Digital Health and Care Directorate. Some key cost drivers within each theme are illustrated below:

- Core Capabilities includes £19.4m of strategic money allocated to all Boards to fund digital work that supports the Strategy and funding of £28m for the NHS SLA (covers various BAU including SWAN and O365 NHS Mail);

- Future Function includes Digital Prescribing (£0.716m) and £7.4m for NES Digital (includes National Digital Platform and SCI-Diabetes);

- Information. Governance, Assurance & Cyber Security includes NIS Audits and the Cyber Centre of Excellence (£1.5m);

- Mainstreaming Innovation includes Near Me across NHS and wider public sector (£1.25m), and TEC Connect Me (£2.48m);

- Major Programmes includes GPIT Re-provisioning (£2.24m), SNOMED CT (£1.5m) and eRostering £1.2m;

- Digital skills and leadership includes work delivered by NES on digital masters courses and other projects to develop digital skills in the workforce (£1.1m).

Forecast 2022-23 Resource £99.6 million

Major Programmes
12%

Mainstreaming Innovation
9%

Information Governance, Assurance
& Cyber Security
4%

Future Function
9%

Core Capabilities
65%

Digital Skills and Leadership
1%

Future planned spend

- The expected spend for 2023-24 for digital health and care is approximately £125m if all contracts and committed programmes of work are to proceed as planned. This includes 'go live' of new CHI, new PACS, SWAN system contract, majority of new GP IT sites and the new NHS Near Me contract.

This Delivery Plan, and next year's, along with the Data Strategy, start to show how care will change as our health and care services increasingly embrace the reality of us all living and working 'in the digital age'. Our ambitions for the central role of digital – and the transformational impact of the people of Scotland having greater access to their own health information, and far greater control and management over their own health and wellbeing – will be further set out in the care and wellbeing programme of work. The intended results of care and wellbeing – right care, right time, right place that enables prevention, early intervention, proactive care and good disease management through collaborative and collective working across sectors, providers and the public – will only be achieved by us all embracing digital.

Just as digital technology was at the forefront of our response to the pandemic, it will be central to how we rebuild and remobilise the health and social care system as part of the recovery from COVID-19.

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