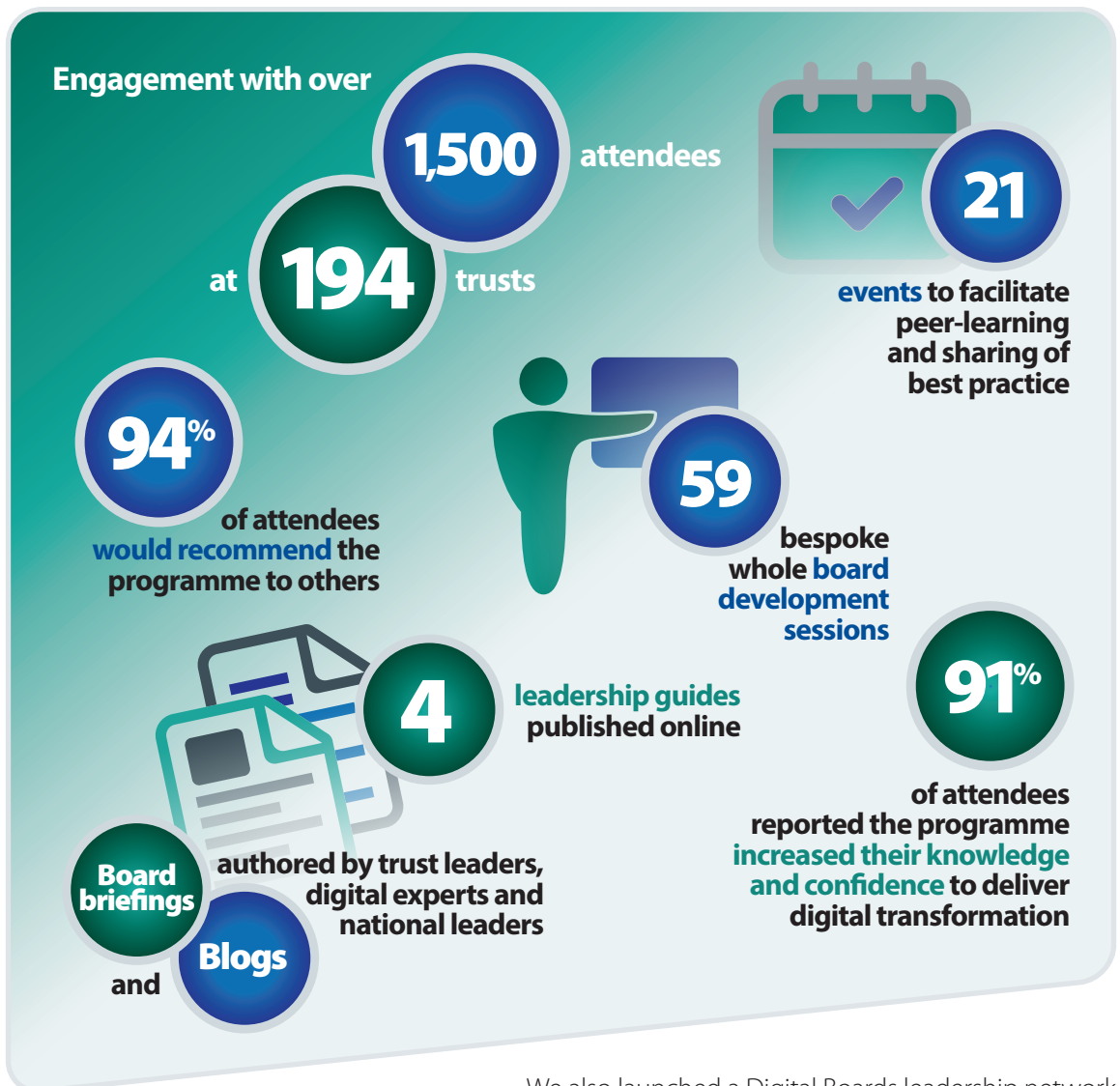**DIGITAL BOARDS**

TWO YEARS ON
Digital transformation in practice

What have we delivered?

The NHS Providers' Digital Boards development programme is delivered in partnership with Public Digital and is designed to support boards in leading the digital transformation agenda. The programme is commissioned by Health Education England as part of their Digital Readiness Education Programme and is supported by NHS England and NHS Improvement.

Digital Boards aims to build board understanding of the potential and implications of the digital agenda and increase the confidence and capability of boards to harness the opportunity that digital provides through board resources, webinars, peer learning and free board development sessions for individual trusts.

Engagement with over **1,500** attendees at **194** trusts

21 **events** to facilitate **peer-learning** and sharing of best practice

94% of attendees **would recommend** the programme to others

59 bespoke whole **board development sessions**

4 **leadership guides** published online

91% of attendees reported the programme **increased their knowledge and confidence** to deliver digital transformation

Board briefings and **Blogs** authored by trust leaders, digital experts and national leaders

Join the **Digital Boards leadership network** to stay updated

We also launched a Digital Boards leadership network which now has over 400 members.

Join the *Digital Boards leadership network* to stay updated and receive our bi-monthly bulletin. **Get in touch** to learn more.

TWO YEARS ON
**What digital best practice
have we seen?**

*"greater clarity of purpose, freedom to act and permission to focus on delivering minimum
viable services in weeks, not months".*

Learn more here

- You can learn more in our introductory guide, *A new era of digital leadership.*
- Read the **definition of digital** from digital transformation
  agency Public Digital.

medical officer and chief clinical information officer encouraged the board to "*ask the questions they didn't feel comfortable asking*".

Learn more here

- You can find the full Lancashire and South Cumbria NHS Foundation Trust case study in the **understanding EPRs** chapter of our leadership guide on *Making the right technology decisions*.
- A brief set of questions that boards can ask when gaining digital assurance can be found in the **executive summary** of our guide *A new era of digital leadership*.
- You can learn more about **managing technology risks** in our leadership guide on *Making the right technology decisions*.

that enable staff to do their job well

4   clinical technology, which encompasses any clinician-led innovation.

The chief executive, Joe Harrison said: "*it is the responsibility of the whole board to have the confidence to invest in technology and create this space for innovation.*"

Learn more here

- You can find the full Milton Keynes University Hospital NHS Foundation Trust case study in the **why technology is important** chapter of our leadership guide on *Making the right technology decisions*.

- Our **one page summary** highlights what different board members can do to support digital transformation.

people and communities in digital services.

- You can read the **co-produced guiding principles** for designing digital initiatives developed by Suffolk and North East Essex Integrated Care System (ICS) in partnership with Healthwatch Suffolk and Healthwatch Essex.

5

Digital is becoming more integrated within wider strategies

Increasingly, trust leaders are embedding digital as an integral part of their wider corporate strategy. It is becoming rarer for digital to only be discussed at board level when approving business cases. Boards are instead setting a clear vision for how digital can enable the trust's wider goals.

LEADERS IN PRACTICE

Portsmouth Hospitals NHS Trust has applied design principles to build their digital strategy so that it is focused, clear, realistic and user centred. The strategy centres around five pillars that all digital solutions should meet: make things simpler, better connected, faster, enabling, and secure.

Learn more here

- You can read further examples of effective digital strategies in our leadership guide on *Building a digital strategy*.
- Hear from Gill Green, Greater Manchester Mental Health NHS Foundation Trust's director of nursing and governance, in her blog on *The board's role in developing a digital strategy*.
- User research specialist at Public Digital, Ivanka Majic, has blogged about *How user design can support good digital strategy*.

effectively and maintain focus on health outcomes and the patient journey."

Learn more here

- You can hear more from Katherine Church and Kate Walker, Suffolk and North East Essex ICS digital programme director, in their *Member spotlight* **blog on delivering digital at a systems level**.

- Read more about **understanding the system context** in our leadership guide on *Building a digital strategy*.

- One example of early system collaboration is in **Hampshire and Isle of Wight ICS**.

DIGITAL BOARDS

TWO YEARS ON
What digital best practice have we seen?

DIGITAL BOARDS

Learn more here

- You can read more about prioritisation in the **making choices** chapter of our leadership guide on *Building a digital strategy*.
- Tips and tricks for prioritisation can be found in Ways of Working's *How to prioritise things*.

8

Trusts are investing in cross-functional multidisciplinary teams

Trusts are starting to build truly multidisciplinary teams that include design, technology, clinical and operations. By breaking down silos teams can better navigate what's safe, operationally feasible, and technically possible. Some trusts have revisited their operating models to join up their digital, quality improvement and transformation capability and embed this within frontline delivery.

LEADERS IN PRACTICE

Toby Avery, chief digital information officer at Surrey and Borders Partnership NHS Foundation Trust, describes his vision for multidisciplinary teams within the trust:
"For us, a fusion team is the bringing together of diverse competencies to design for the outcome. Historically we have often designed solutions to meet a need, but we have done it based on the preferences, interests or bias of those designing it. The result has been either a solution that is not fit for purpose or one that people do not use. A fusion team aims to mitigate these natural biases that we all have by bringing the right people into the entire design, build and implementation cycle."

Learn more here

- Find out more about the 'fusion teams' at Surrey and Borders in a **blog by Toby Avery**.
- Read more about how boards can support digital teams in our leadership guide on *Building and enabling digital teams*.

TWO YEARS ON
What digital best practice have we seen?

DIGITAL BOARDS

Learn more here

- Read more about the North West Ambulance Service NHS Foundation Trust in the **managing technology risks** chapter of our leadership guide *Making the right technology decisions*.
- **Hear from two leaders** at Imperial College Healthcare NHS Trust about their efforts in aligning digital and quality improvement on NHSX's Innovation Collaborative podcast.

TWO YEARS ON
What next?

The Digital Boards programme will continue to support trust boards to achieve their digital priorities and tackle the most pressing challenges facing the sector as it looks to recover and rebuild for the future. In addition to the series of board resources, peer-learning events and bespoke whole board development sessions on offer, the programme will also:

- Explore the relationship between digital transformation and quality improvement approaches and investigate how trusts may be able to capitalise on existing transformation capability.

- Support boards to harness digital ways of working as part of their recovery efforts and explore new opportunities to free up capacity and use preventative population health management tools.

- Support new integrated care boards to increase their confidence and capability to deliver digital transformation at a system level.

Tell us your priorities to help us shape the programme in a way that will be of most use to board leaders. Where do you need support?

Contact digital.boards@nhsproviders.org

Visit here for more information about the Digital Boards programme.