

## Report to the NHS Somerset Clinical Commissioning Group on 25 November 2021

<b>Title: Annual Digital Report 2021 – Celebrating and Learning</b>	<b>Enclosure I</b>
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Version Number / Status:	[1.0]
Executive Lead	Alison Henly
Clinical Lead:	Dr Justin Harrington, Associate Clinical Director and Chief Clinical Information Officer
Author:	Allison Nation, Associate Director – Digital Strategy

### Summary and Purpose of Paper

This Digital Annual Report – Celebrating and Learning - summarises the extensive breadth, depth and scope of work undertaken by the CCG Digital Team as part of Somerset system approach to digital transformation since September 2020.

Topics include: COVID response and recovery, digital transformation, digital inclusion, digital connectivity, data analytics and population health as well as investment opportunities and Team highlights.

### Recommendations and next steps

To approve the Digital Annual Report, noting the range of transformation, achievements and progress towards a more digital first approach.

### Impact Assessments – key issues identified

<b>Equality</b>	Digital inclusion is a key part of the digital strategy and therefore the aim is to have equal access for all patients, considering how to address digital exclusion where identified.
<b>Quality</b>	Digital aims to improve the quality of health and care services through improved information sharing.
<b>Privacy</b>	Appropriate information sharing agreements and privacy notices are in place where necessary.
<b>Engagement</b>	The Digital Team frequently attend a number of public forums (PPG Chairs and SEAG), plus host a quarterly public Digital People's Champions Group.
<b>Financial / Resource</b>	To plan core and additional funding, manage delegated budgets and develop new business cases and funding bid awards where new requirements and opportunities develop. To develop resource of digital and data skilled workforce to support enablement of initiatives to improve information sharing, working in a 'one team' approach

	with colleagues across the system as required.			
<b>Governance or Legal</b>	Appropriate information governance measures are in place for all projects and programmes, with co-working with Information Governance, Caldicott and SIRO leads as required for emerging/developing initiatives.			
<b>Risk Description</b>	Risks are identified at project and programme level as required for corporate and system consideration.			
<b>Risk Rating</b>	Consequence	Likelihood	RAG Rating	GBAF Ref

## DIGITAL ANNUAL REPORT 2020/2021

### 1 CELEBRATING AND LEARNING

- 1.1 The NHS Somerset CCG Digital Team has proudly worked on an amazing and demanding portfolio during 2020/21, with continued pace and breadth for digital enabled transformation of teams and services. We have continued to collaborate and extend our working with local groups and organisations in Somerset, as well as linking with neighbouring communities across the South West. We have blended a mix of national, regional and local opportunities to make a real difference to the care we can deliver across Somerset.
- 1.2 Our #OneTeam approach of matrix working is a core value within the Digital Team, always seeking to further develop and engage with clinical, executive, operational and patient groups. We have continued with our ethos of 'Clinically Led, Digitally Enabled', maintaining our direction of strategic vision, and recognised the value to engage people in awareness and development where digital transformation can make a difference to experiences in our access to health and care services.
- 1.3 The Somerset Digital footprint includes the following core organisations:
- NHS Somerset CCG
  - Somerset GP Practices
  - Somerset County Council
  - Somerset NHS Foundation Trust
  - Yeovil District Hospital NHS Foundation Trust
  - St Margaret's Hospice
  - DDOC/ Out Of Hours
- 1.4 Other organisations vital to delivery of effective care that we have engaged with:
- Dorothy House Hospice
  - Weston Hospicecare
  - Marie Curie
  - Children's Hospice South West
  - Somerset Care Homes
  - Practice Plus Group
  - Bristol Connecting Care
  - Professional Bodies including Somerset Local Medical Committee (LMC), Local Dental Committee (LDC), Local Optical Committee (LOC) and Local Pharmacy Committee (LPC)
- 1.5 Our work to engage with local people and representative groups has continued to grow, with extension of our Digital People's Champion Group, alongside stronger links established with CCG Equality and Diversity lead, as well as our

Communication and Engagement Team and the associated networks of local contacts.

## **2 COVID-19 RESPONSE AND RECOVERY**

- 2.1 The Digital Team formed the core of a Digital Cell, alongside other digital leads and aligned with other cells, as part of Somerset Incident Response and delivered a number of activities at significant pace for colleagues and services across General Practices and CCG. Of particular focus in the first wave of response was the ordering, supply and distribution of over 600 laptops to primary care to support agile and safer working whilst they continued to deliver GP services remotely. Later waves of digital activity saw the need to support the set up of antibody testing and PCN mass vaccination services across NHS and community sites with infrastructure to include hardware, internet connectivity and access to national software systems. As we moved into recovery wave planning, digital input is helping to shape further new services for people needing complex multi-disciplinary team support during their COVID Recovery.
- 2.2 All members of the team have led, facilitated and/or supported a number of fast paced and critical elements of the digital requirements, from developing new services, helped to create a shielded patient list, supported and created outbound PCN communications and advised / signposted digital issues with nationally mandated systems. For the PCN vaccination services, we led daily PCN digital support meetings, with a One Team Digital Tech Team across CCG, SCW CSU and Somerset FT, and produced daily PCN newsletter communications over the first few months of the vaccination programme. Support is now being offered as and when required for changes in location or service improvements, as well as continuing to attend regular countywide mass vacs coordination calls and weekly digital check ins with CSU and PCN leads.
- 2.3 COVID has accelerated the full digital agenda and raised resultant expectations. Our CCG colleagues have been supported in a new way of working, including the adoption of Microsoft Teams at pace, enabling safer working from home. This involved extensive input and support from both the Digital Team and the CSU. As part of this we are working with Microsoft Customer Success Leads, in identifying our new digital work environment challenges and how we might address the need for new digital tools and functionality, particularly as we increasingly work as a whole system approach. We also supported partner organisations such as the NHS Foundation Trusts and Social Care with their response to the pandemic, together with adoption and harmonisation of new software.
- 2.4 During summer 2020, the Care Homes Directed Enhanced Service was introduced with the need to ensure care homes could connect through the Digital Social Care programme with local PCNs and practices. An initial digital baseline was established to understand progress already underway with NHS Mail and completion of the Data, Security and Protection Toolkit, identifying an accelerated pace of engagement and support was required to activate use. Digital and Information Governance Team resources were gathered for early

work to understand the need for information sharing in a virtual cross-organisational environment and established a virtual platform for multi-disciplinary teams to safely and securely exchange information to support delivery of care services. Additional funding was secured to appoint additional resource to support care homes with digital connectivity and improving digital baseline for care homes, working with RCPA and Skills for Care. These activities are forming into a Digital Social Care Programme for Somerset, with national bid funding being sought for 'levelling up' to improve connectivity.

2.5 More recently, as part of COVID Recovery planning, digital and data initiatives have significant opportunity to enable impact for Elective Care Recovery programme, contributing to development of new Community Oximetry Service and in support of scaling up digital tools for patients across a number of long-term conditions.

2.6 This collaborative approach to digital transformation work will continue and increase as we prepare for ICS development.

### **3 OUR DIGITAL CORE**

3.1 Maintaining and improving the building blocks we have established over a number of years remains our core objective – meeting responsibility for providing GP IT Services as part of national GP Contract, alongside CCG corporate requirements and wider system working. This includes work on cyber security and information sharing, incorporating equality, patient safety and quality improvement approaches.

3.2 The core of our Digital Portfolio has seen a range of new and continued initiatives, including work on:

- Rollout of MS Teams to the CCG and 64 General Practice estate
  - Selected by Microsoft as a champion CCG to promote our journey for other CCGs across the country
  - Support with training materials
  - Organised a hackathon training day to understand our business challenges
  - Continuation of training sessions and feedback / lessons learnt
- Rollout of online and video consultations across the GP estate, working with SW AHSN, CSU and Primary Care
- Promotion of the NHS App and digital access to primary care through online consultations and GP online services
- Support technical development of and promote the Think 111 service
- Engaged with and chaired a Digital Forum comprising of operational leads across partner organisation to share learning and promote good practice
- Engaged and worked with the Digital People's Champion's Group
- Improved social media platforms and communications to the public (via "Your Somerset" SCC newsletter, Facebook, Twitter and Instagram)
- Ensured that local residents and groups are supported to engage in digital access to services, health records and information

- Employed 3 Digital Outreach Team Communicators as a pilot project across the Taunton PCNs to promote digital tools to the public and educate practice staff on enabling and encouraging usage of the same
- Continued to fund Health Connections Mendip for employing Digital Connectors
- Expanded the Digital Outreach Team Communicators team to care homes by employing two more team members.

3.3 Further Digital Team changes have been made to aid our response to the new awareness and growing need for digital transformation and support:

- Worked with Non-Executives to identify and establish the role of Digital NEDs as champions for the digital portfolio, to engage with topics (such as cyber security) and seek different perspectives on emerging digital plans and activities
- Employed a Digital Apprentice, to support the team with all projects as well as to help improve engagement with the younger generation through relevant social media, supporting fresher's fairs and digital promotion events across a number of academic settings in Somerset
- Confirmed additional Clinical Lead role to support artificial intelligence programme of work
- Created 3 Lead Officer roles and a Digital Data Project Officer role as part of a new digital graduate scheme
- Established a new digital data workstream to support primary care data analytics and the wider strategic approach to Population Intelligence
- Programme management lead and support resources as collaborative team with SCC Adult Social Care for development of Digital Care @ Home (remote monitoring) and Digital Social Care programmes
- Early planning underway to identify other primary care clinical roles (Primary Care Nurse) and health/social care digital engagement opportunities
- A new focus emerging for Portfolio Support to ensure we meet requirements for FOI, Risk Management and digital reporting of programme success and challenges.

## 4 DIGITAL INCLUSION

4.1 The COVID pandemic has highlighted the impact of a divide between those able and willing to access support digitally and those digitally excluded. With the increased opportunity for thinking 'digital first', we need to ensure a level of equality and equity in access to our health and care services, noting people need capability (access, digital literacy), opportunity and motivation to engage. With the need for a priority focus on digital inclusion requested by the CCG Governing Body in September 2020, we have continued to build on inclusion work across the digital portfolio, with factors for inclusion considered and regular liaison with CCG Equality and Diversity Lead and CCG Engagement Lead to ensure links are made to relevant forums and community groups.

4.2 We have engaged in a number of new opportunities for Somerset and involved with some new initiatives in the South West, spanning both Devon and

Somerset in the final part of 2020. These initiatives are funded through three routes - by South West Local Economic Partnership (SWLEP) with Department for Education, NHSX (Empower the Person Team) and Innovate UK award as a partner with Healthwave Hub and SW Academic Health Science Network. These projects are sponsored and led by Associate Director - Digital Strategy and are being promoted across all areas of the county, with a particular need to focus specifically to support the West Somerset community.

- 4.3 As part of the Digital Team development and closely working with teams in primary care, we continue to develop our 'Joining the DOTs' approach, by extending the core team with our Digital Outreach Team (DOT). This has recently been expanded to include DOTs now appointed to work with care homes across Somerset, all promoting and supporting digital skills, access and integration.
- 4.4 Through developing collaborative discussions across the Somerset system, we have been working hard on closing the gap for digital inclusion. This has involved working with the following community based organisations and funding specific projects:
- SPARK Somerset
  - Heart of the South West LEP
  - COSMIC
  - Bridgwater and Taunton College
  - Healthwave Hub
  - Health Connections Mendip
  - Care Homes in Somerset
- 4.5 Much of these discussions recognise the need to support people, both local population and workforce, in improving digital skills and literacy. In 2020/21 we have worked with Somerset Workforce leads aware that digital is a core competency for working in health and care, and engaged with SWLEP and two training providers in developing our workforce (COSMIC and Bridgwater and Taunton College), to focus on:
- Giving people skills and confidence to be able to apply for jobs in the NHS and social care
  - Upskilling the health and social care workforce
- 4.6 From January 2021, 12 week 'bootcamps' have been providing digital skills learning (60 hours) to approximately 50 people in Somerset. These bootcamps have been offered to staff across the health and care system, including care home staff. The aim is to upskill our health and care workforce in order that attendees are able to either step into a job in the sector, or able to seek promotion / a digital champion role. There is also potential for engaging with attendees who are living with learning disability, mental health or physical long-term conditions to develop a new expert patient role as part of our digital transformation work. Recognising both the essential need for this initiative and the current COVID pressures on our system to release current staff to attend, we have had agreement for extension of these schemes to run further bootcamps throughout 2021.

- 4.7 An NHSX ‘proof of concept’ project was developed with Somerset identified, to explore alternative ways to promote the national NHS App and linked our work with Healthwave Hub who held a number of user engagement workshops. Insights were gained around capability, opportunity and motivation resulting in two ‘intervention’ approaches:
1. Increase the use of the NHS App amongst younger people, and
  2. Increase the use of linked profiles for parents / carers

- 4.8 Other initiatives underway include:-
- Working with the schools and the Personal, Health and Social Education part of the curriculum to increase uptake of the NHS App for younger people
  - Working with Family Centres to introduce the NHS App to new parents (promoting linked profiles)

- 4.9 In December 2020, Healthwave ran a virtual tutor session to talk about healthcare management to understand what students do to manage their health both online and offline. They shared what functionality the NHS App has, encouraged students to download and register for the App, and encouraged them to use it. They also asked the students to review the information about the NHS App on the nhs.uk website. They have now created a social media campaign having considered ‘How might an NHS App promotional campaign be made to appeal to 16-20 year olds?’ This work has created a blueprint for NHSX to inform rollout and uptake in national planning, and our local success has seen downloads at a rate accelerated above national rates, as more people use the NHS App to access this digital front door to support their healthcare needs.

## **5 DIGITAL TRANSFORMATION**

- 5.1 We continue to develop and lead the delivery of the Somerset Integrated Digital Electronic Record (SIDeR) Programme, joining up specific records and stakeholder organisations to improve information sharing.

- 5.2 Our key achievement has led to success of Somerset meeting the national ambition for areas to establish a shared care record by September 2021. Our SIDeR shared care record (SSCR) went live in November 2020 containing GP and Yeovil Hospital data, with St Margaret’s Hospice adding to the service from 23<sup>rd</sup> December. By end March 2021, the SSCR has been accessed over 11,670 times, rising to 86,866 by October 2021 with all core parts of the Somerset ICS across health and social care settings now able to contribute and access information at the point of care.

- 5.3 Other key parts of the programme include:
- Over 3,400 End of Life Care Plans have been completed on SIDeR by primary, secondary and hospice care staff
  - Over 8,750 Special Patient Notes have been created and shared through Black Pear integration of EMIS with 111/Out of Hours



- EMIS Viewer (read only access to primary care records) has been used over 500,000 times to date, across all clinical and care settings in Somerset.
- Working with Community Pharmacies to support existing use of EMIS Viewer and working with Somerset LPC to consider access to SSCR in Community Pharmacies from late 2021
- Set up a service so that Children’s social care records can access and include the NHS number, to use this as the single digital identifier / key for everyone
- Creation of 3 digital Community Mental Health Service dialogue forms – to date 85 Open Mental Health First Contact forms created and 628 Open Mental Health Dialogue+ forms
- Over 1,879 acute records have been updated to flag people with a learning disability (LD) and / or autism following formal assessment, in order to better support them as and when they next present for treatment in a hospital setting
- Over 7,000 Treatment Escalation Plans created in care settings across Somerset in the last 12 months and digitally shared with GP practices
- With additional funding opportunity for Scale Up of Remote Monitoring, a CSU project manager working in the team to develop a Clinical Assessment Form (CAF) accessible via SIDeR, as well as pilot adoption and launch of several apps supporting LD and mental health in a communal programme of work with colleagues from Somerset County Council
- Working to create a digital Somerset Treatment Escalation Plan (STEP), accessible via SIDeR
- Developed a digital Advance Care Plan (ACP) for Marie Curie to complete with relevant patients, accessible via SIDeR, with 19 created since launch
- Creating links to other shared care records to reflect patient flow and access to their records at the point of care, and working with regional and national teams, including Professional Records Standards Body, towards further maturity.
- Enabling more effective prescribing and medicines reconciliation through the use of open standards interoperability between systems and care settings.

5.4 Other initiatives include reducing the paper flow across care settings to support service improvement and efficiency; and fostering a mind-set of challenging convention and improving digital maturity in every care setting.

5.5 With the emergence of the national digital strategic approach through ‘What Good Looks Like’ and ‘Who Pays For What’, we will need to review digital maturity across Somerset ICS and identify aspects of levelling up investment required across our health and care services, to enable information to flow to the point of care.

## **6 DATA SECURITY AND PROTECTION**

6.1 A key enabler for digital transformation is establishing good information governance and safe, secure digital systems with clear process and support. The Digital Team continue to work in close liaison with Information Governance Team, and have engaged in following activities during 2020/21:

- Implementation of DocuSign for electronic data and information sharing agreements
- Provided all care homes with NHS mail
- Promoted the Data Security and Protection (DSP) toolkit across core and new organisations to support information flow
- Renewed focus on cyber security and protective measures planned as part of Cyber Security Action Plan, with CCG Governing Body briefed on Board Cyber Toolkit for development during 2021/22
- Provided education and communications for colleagues across initiatives
- Secured funding via NHS England to support Estates and Technology Transformation Fund projects, emerging Digital First Primary Care approach and Clinical Leads
- Addressed security and information governance aspects in deployment of MS Teams at pace for video conferencing across CCG corporate teams and in General Practices, to support virtual working and information sharing for multi-disciplinary teams
- Addressed data processing and information governance aspects for new data flows ie national reporting requirement with GPs for new pulse oximetry data returns.

## **7 DIGITAL CONNECTIVITY**

7.1 One of the key building blocks for successful transformation of services is the provision of reliable and secure technology. During 2020/21, this has remained a continued core programme, with following highlights as part of GP IT and CCG Corporate IT service delivery, supported by our SCW CSU colleagues:

- Improved digital maturity and connectivity of provider systems across health and care community:
  - HSCN migration from N3
  - N365 rollout planned, currently rolling out to digital champions for testing
  - Axe the Fax
  - Continuing to route electronic messages via MESH (National data standard)
  - Assisted with national transfer of care pilot with Dorset County Hospital
  - Electronic Referral Service, 98% of referrals now sent this way, with increased use of electronic Advice & Guidance
  - Electronic Prescription Service, majority of practices using, encouraged use of Electronic Repeat Dispensing with new programme underway

- Early support for development of project to enable proxy access of medications project for care homes, working with PCN Pharmacists
- Worked with LPC to embed community pharmacists who will support digital progression between PCNs and other providers
- Discharge medicines service
  - Enabled community pharmacy consultation service
  - Linked with Connecting Devon and Somerset broadband initiative
  - Exploring funding improvement opportunities with NHS Digital for practices as part of Better Connectivity Programme.
- Community and Mental Health inpatient settings are now paper light across the Somerset system
- Continued to contribute to regional discussions for 'One South West' Local Health and Care Record Programme
- Enabled development of digital skills / capabilities in the workforce through range of projects and working with local colleges to develop T levels and apprenticeship opportunities
- Team attended SW AHSN/Billions Institute Spread Academy to learn more about how to ignite and maximise culture change through quality improvement.

## **8 DATA ANALYTICS AND POPULATION INTELLIGENCE**

- 8.1 The need for primary care data analytics has been part of a developing programme for the last few years, and with the increasing focus on need for system level population health management, this was the time for action. Utilising NHSE Digital First Primary Care Funding, the Digital Team has extended to appoint two new roles – Digital Data Projects Lead Officer and a digital graduate as a Data Digital Outreach Team (Data DOT). This part of the portfolio has started work with Somerset LMC and our general practices to open up new analytics functionality through EMIS Enterprise Search and Reports, in order to streamline effort of analytics for required data returns. Through practice and PCN growing focus on managing cohorts of patients, and the planned NHSE/I Population Health Management Development Programme through Action Learning Sets, addressing our data and information governance readiness are key steps. The emerging strategic approach for population health management over the next year is an exciting one to evolve our system thinking.
- 8.2 As part of the strategic approach, working across the system, and the links from the Joint Strategic Needs Assessment with Somerset Public Health Team, the need for a collaborative approach to data and actionable insight is key. Population health management is a key feature of national focus. Recognising the ICS developments required, the need to consider the wider determinants, there is work already underway to establish our 'building blocks', through both health focused discussions and a local authority intelligence partnership, leading us to a combined approach of Population Intelligence, where focus is

broader than health, incorporating social, housing, environment, Police, Fire and Rescue, economic, with a mix of whole population and local community data sources.

8.3 Population Intelligence will form a significant strategic programme from 2021/22 in a similar way the SIDeR Programme (for shared care records for direct care) developed over the last three years. This will build on the previous drafted data strategy, noting key themes of people (analytics skills across workforce), process (governance and access) and technology (tools and systems), and a collaborative approach to joining data sets, shared analytics and actionable insight. Extending into further use of artificial intelligence (AI), machine learning and potential use of robotic process automation (RPA) will need to be explored given continued growth in workforce pressures and opportunity technology provides.

8.4 Notable progress has been achieved during 2020/21, with continued commitment to some initiatives alongside new COVID related demands:

- Restarted the work to explore development of Somerset Unified Dataset through strategic data discussions (Working Group established)
- Extended use of artificial intelligence to 3 further PCNs to improve direct care and care planning through BRAVE AI tool
- Connected digital systems for system wide bed state and availability dashboard
- Remote monitoring and pulse oximetry
- Rolled out EMIS Search and Reports to report on COVID oximetry data
- Development of warehouse options
- Exploring ethics understanding and practical use
- Cancer workstream support for ICE system accessibility and C The Signs investigation into data interoperability
- COVID Recovery – established new Pulse Oximetry weekly reporting to NHS Digital
- Investigating primary care workforce data
- Working with colleagues around data via EMIS Enterprise Search and Reports for Severe Mental Illness and other key focus areas.

8.5 Two specific data flow initiatives have begun in 2021, to understand and address the challenge of information not being available at the point of care. This has initially begun with Safeguarding information, and flows between NHS, Local Authority and Police Services. A second initiative is now being funded to focus on data/information for care of Children and Young People, as part of SEND Tell It Once work. This will map current data flows, and in parallel, explore the lived experience with local children, their families and those supporting, to understand limitations and opportunities to improve information flow. Based on outcomes, these will lead to digital design phases for further transformation work to be undertaken and aid improved understanding of our data recording systems, data quality and sharing potential.

## **9 DIGITAL INVESTMENT**

- 9.1 With good links to regional and national digital and data team colleagues (NHSE/I, NHSX) we have successfully been able to apply for emerging investment opportunities, often at fast pace, securing additional funding across a wide range of initiatives. This has enabled the team to develop creative thinking, become more agile and responsive to new requests, and start to consider impact across a whole system. Funding has been awarded for schemes including Digital First Primary Care and NHSX Digital Care @ Home (Remote Monitoring) programme. As an ICS, we are awaiting a number of Somerset system wide bids to be advised under the Unified Tech Fund opportunity for Digital Social Care, Frontline Digitisation, as well as Elective Care Recovery funding.
- 9.2 Further local funding has been identified in response to specific requests during 2020/21 to support COVID Response and Recovery phases, in both primary care and system wide – particularly of note for new Treatment Escalation Plans to be created and shared across the system and the JSNA SEND Tell It Once data flow mapping.
- 9.3 The opportunity for innovation and new ways of working are being explored through networking with SW AHSN and wider networks, participating in the set up of the South West Digital Care Skills Development Network, working with peers across the NHSE South West through CxIO networks, for sharing best practice and learning.

## **10 DIGITAL TEAM HIGHLIGHTS**

- 10.1 In summary, 2020/21 has been an amazing year for digital transformation. In summer 2020 the commitment of the Digital Team in response to the pandemic was recognised as part of the British Computer Society (BCS) vITalworkers campaign and celebrated with presentation by one of our Non-Executive Directors. The team are now engaging with BCS to explore formal recognition of professional expertise and further development of our skills and experience.
- 10.2 We also participate in the '15s30min Joy in Work' campaign, acknowledging where small improvements of digital transformation can help to make a difference in delivering our health and care services, and celebrating the successful impact this leads to.
- 10.3 Significant progress has been made with our Shared Care Record work, and the emerging programmes for Population Health Management, Digital Care @ Home, Digital Social Care and Digital Inclusion, with relevant cross links, ensuring the Team are motivated and creatively contributing to digital transformation.

## **11 OUR DIGITAL FUTURE**

- 11.1 As we move forward and consider our new digital, data and technology strategy, the themes of People, Place, Process and Technology give us new

scope on how to engage across our community. This will align with the strategic direction of Somerset ICS, enabling further transformation and understanding opportunities in addressing challenges for new ways of working.

- 11.2 Our digital environment was essential during the pandemic in keeping local people and workforce teams safe and connected. With the challenge for Net Zero and sustainability, we can further realise the role of data and technology to inform and predict new service design, with people as our core focus. Continuing to build, develop and create our future workforce, with culture, behaviour and skills for a digital first approach, will be a key step to maintain the momentum over the coming year. This will need to be aligned with keeping local people informed and included in design and uptake of digital first approach, with impact of making a real difference.
- 11.3 We look forward to working on another exciting year of digital, data and technology enabled opportunities.

**Allison Nation**

**Associate Director – Digital Strategy**

Directorate of Finance, Contracting, Performance and Digital  
NHS Somerset CCG