

digitalhealth

**REWired**

BIRMINGHAM 12-13 MARCH 2024

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# Sir Julian Hartley

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Chief Executive,  
NHS Providers



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# REWIRED 2024:

## A SYSTEM WIDE VIEW: PROVIDERS WORKING IN SYSTEMS, COLLABORATION AND DIGITAL IMPROVEMENT

**Sir Julian Hartley**

Chief Executive,  
NHS Providers

13 March 2024

## What we will cover

**Current landscape**

**State of the Provider Sector**

**Opportunities and good practice**

**Digital ICS programme insight**

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# NHS Providers supporting digital transformation at scale



**INSIGHTS BRIEFING**  
2022

**DIGITAL ICS**

### Five traits of effective ICS digital leadership

In delivering our Digital ICS programme we've been working closely with systems across the country. While ICSs (integrated care systems) are different in their makeup and the areas they serve are diverse, in our conversations with ICS leaders we've seen five common traits of effective digital leadership at system level. Leaders in all roles who display these characteristics are more likely to be creating the right conditions for successful digital transformation.

1. **They understand that digital underpins the delivery of services**

While health and care services are about people, they are **fundamentally powered by digital**. Getting the basics in place and continually investing in keeping those up to date and safe will enable you to deliver services across your system that meet patient and clinician needs. This includes empowering patients to be active in their care where and when possible, clinical decision making powered by effective data sharing and a deep understanding of your population's need, which helps you to prioritise preventative care. We can't be problems that can't see – digital is fundamental to getting on the larger picture of what's happening in the system, so that you can identify which priorities your system should tackle first.

The number one question from the board is also coming, 'what does it mean for our system?' While digital is integrated into every part of the system, it has to be an **ever-green** investment for the future. Clinics must seek to be influenced through an **adviser** – and know enough to have the conversation.

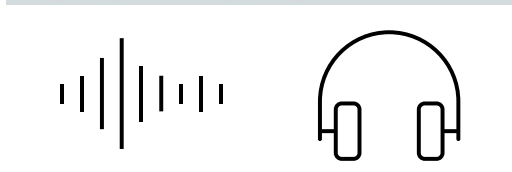
THE INTEGRATED CARE BOARD CHAIRMAN AND TRUST PARTNER MEMBER INTEGRATED CARE BOARD

**DIGITAL ICS**

## ALLEVIATING WINTER PRESSURES

### How digital is supporting NHS Gloucestershire system flow

NHS Providers NHS Confederation public digital NHS



**TRUST PARTNER MEMBERS: NAVIGATING THE COMPLEXITIES OF SYSTEM WORKING**

## TRUST PARTNER MEMBERS: NAVIGATING THE COMPLEXITIES OF SYSTEM WORKING

November 2023

Share

### Introduction

The first year of statutory system working has brought challenges and opportunities but trust leaders are playing a full role as the co-leaders of their local systems and driving forward the core ambitions of integrated care systems (ICSs) – to improve outcomes in population health, tackle inequalities and help the NHS support broader social and economic development.

One way trusts are providing leadership in their systems is by using their unique expertise and insight as integrated care board (ICB) trust partner members.

## Local innovation and place priorities: how trusts are working with their partners to support people in their communities

28 January 2024

**Joshua Edwards**  
POLICY ADVISOR (PRIMARY CARE)

Over the past year, trusts, and their system partners, have been dealing with significant short-term challenges: operational pressures, industrial action, wider workforce challenges, and rising financial difficulties. As a result, we repeatedly hear that many are finding it difficult to create the time to focus on the longer-term ambitions that need to sit at the heart of system working. In this context, progress on system working has been inconsistent with different integrated care systems (ICSs) investing differing levels of resource and leadership energy in place based working in particular.

**Related articles**

**Blog**  
08 Jun 2024

**Making the most of the opportunities system working offers**  
Cara Gailhan [examines how](#)

## Current landscape of trusts and systems

**Funding**

**Workforce**

**General  
election**

**Digital  
challenges**

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Opportunities and good practice

Digital ICS programme insight

# State of the Provider Sector



Top concerns: seasonal pressures, industrial action, workforce burnout and morale, financial pressures

Trust leaders recognise the importance of digital ways of working to ensure the sustainability of health services

FIGURE 20

How important do you think digital ways of working are to ensuring the sustainability of health services? (n = 151)

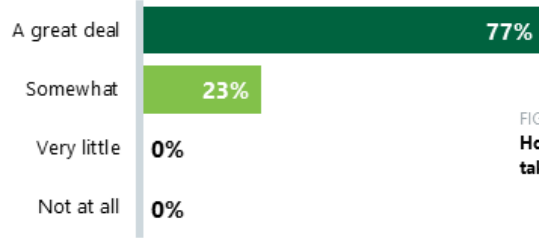
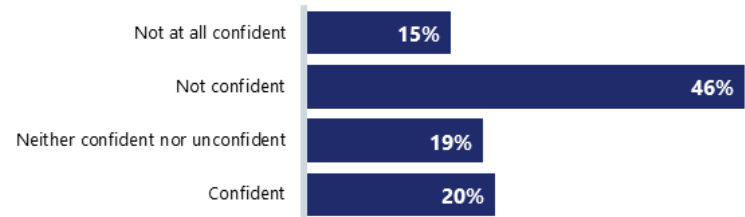


FIGURE 21

How confident are you that the potential of digital ways of working is being fully taken advantage of? (n = 150)





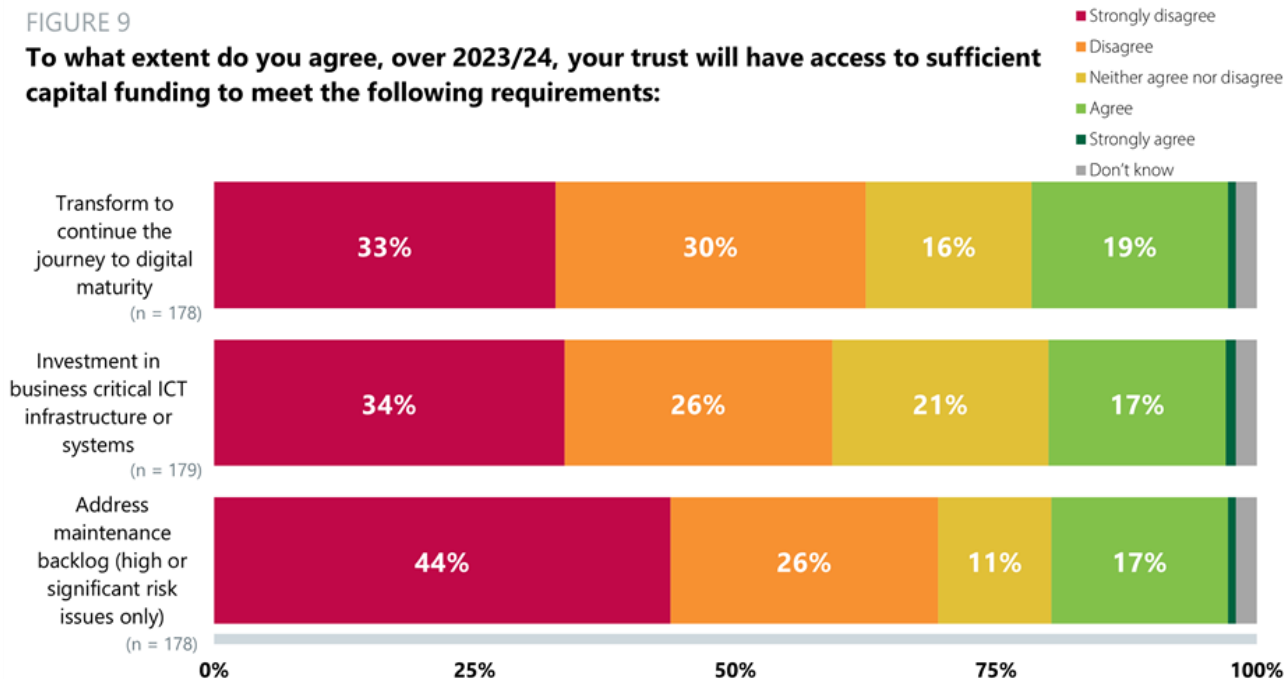
# State of the Provider Sector

## Results

Trust leaders highlighted insufficient capital funding for digital transformation and digital infrastructure

FIGURE 9

**To what extent do you agree, over 2023/24, your trust will have access to sufficient capital funding to meet the following requirements:**



## State of the Provider Sector

Further actions the government or NHSE could take to support further digital transformation across the provider sector

Providing clarity and prioritisation support for digital transformation.

Sharing good practice, including where things have not gone well, or where costs have overrun.

Leaders reiterated the need for more funding.

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## Opportunities of system collaboration

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**Joining up systems and processes**

**Coalescing around the need of the patient  
rather than the need of the organisation**

## Good practice across systems

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**Implementation of large  
digital transformation  
programmes**

**Data sharing**

**Digital teams**

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Effective collaboration needs trusted relationships and ICSs will move at the pace of trust

INSIGHTS BRIEFING  
January 2024

## Five traits of effective ICS digital leadership

DIGITAL ICS

Understand that digital underpins the delivery of services

Create consensus and build momentum

Be comfortable with uncertainty

Inspire and motivate people on the digital agenda

Give people and organisations space to deliver and be creative



**Leadership development sessions** enabling system leaders to reflect on how digital can support delivery of the core strategic purposes of the ICS



**Peer learning events** that give system leaders the opportunity to learn from peers, share good practice and explore the art of the possible



**Insight briefings** that share learning and insights from digital transformation across the sector

Contact [digital.ICS@nhsproviders.org](mailto:digital.ICS@nhsproviders.org) to find out more





THANK YOU

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13 March 2024