

Board of Directors

Report Summary

Date of meeting: 5 th November 2026	
Title of Document: Digital, Data and Technology Strategy 2027-2030	
To be presented by: Mike Meers, Managing Director	Author: Various Digital Leaders, with wide stakeholder engagement.
1. Status: For Approval	
2. Purpose: To seek Trust Board approval of the ESNEFT Digital, Data and Technology (DDAT) Strategy 2027-2030, which establishes the strategic framework for the Trust's digital, data and technology priorities over the next three years.	
Relates to:	
Strategic Objective	Supports delivery of the Trust's strategic objectives through digital transformation, innovation and data-driven care.
Operational performance	Improves productivity, efficiency and service performance through optimised digital systems and processes.
Quality and equality impact	Enhances patient safety, experience and outcomes while promoting equitable access to digital services.
Legal, Regulatory, Audit	Supports compliance with information governance, cyber security and statutory regulatory requirements.
Finance	Maximises value from digital investments and supports delivery of efficiency and productivity benefits.
Governance	Delivery will be monitored through established digital, executive and Board governance arrangements.
NHS policy/public consultation	Aligns with national NHS digital, data, technology and transformation priorities.
Accreditation/Inspection	Supports compliance with CQC, NHS England and digital maturity expectations.
Anchor institutions	Contributes to reducing inequalities and improving digital access across local communities.
ICS/ICB/Alliance	Promotes interoperability, collaboration and shared digital ambitions across the Integrated Care System.
Board Assurance Framework (BAF) Risk	Supports mitigation of strategic risks relating to digital resilience, cyber security and transformation delivery. Ref BAF 8 and BAF10
Other	This strategy focuses on the Trust's wider Digital, Data and Technology ambitions. A complementary Cyber Security Strategy, aligned to the DDAT Strategy and Trust risk profile, will be submitted in due course.

3. Summary:

The successful implementation of Epic Electronic Patient Record (EPR) has provided ESNEFT with a strong digital foundation and represents a significant milestone in the Trust's digital transformation journey. As the organisation moves from implementation to optimisation, there is an opportunity to maximise the value of existing digital investments while leveraging emerging technologies, data and analytics to improve patient outcomes, staff experience and operational effectiveness.

The DDAT Strategy 2027-2030 sets out a clear vision for how digital, data and technology will support delivery of the Trust's strategic objectives and wider NHS priorities. The strategy recognises that digital transformation is fundamentally about redesigning care, services and ways of working, enabled by technology rather than driven by technology alone.

The vision outlined is: **To deliver safer, simpler and more connected care for our patients through the intelligent use of digital technology, data and innovation.**

The strategy is structured around five strategic priorities:

1. Epic Optimisation and Digital Care Excellence

Maximising value from Epic through optimisation, adoption and continuous improvement.

2. Connected and Integrated Care

Supporting seamless information sharing and joined-up care across organisational boundaries.

3. People, Culture and Workforce

Developing the capability, confidence and digital skills of the workforce.

4. Data, Intelligence and Artificial Intelligence

Harnessing data, analytics and emerging technologies to support decision-making and service improvement.

5. Secure and Resilient Digital Foundations

Maintaining robust cyber security, infrastructure and digital resilience.

The strategy is founded on the principle that digital transformation is an organisational change programme rather than a technology programme. It adopts an "Epic First" approach to maximise value from existing investments, supports neighbourhood and integrated models of care, promotes digital inclusion and equitable access, and establishes the foundations for the safe, ethical and responsible use of artificial intelligence. Clear outcomes and measures have been defined to ensure delivery of tangible benefits for patients, staff and the organisation by 2030.

Assurance

The DDAT Strategy has been developed through engagement with clinical, operational and corporate stakeholders. It was formally presented to the EMC on 15th October 2026, and all feedback has been considered and incorporated into the final version where appropriate.

The strategy is aligned to:

- ESNEFT's organisational objectives and Medium-Term Plan.
- The opportunities created through implementation of Epic EPR.
- National NHS priorities relating to digital transformation, data and technology.
- Existing governance, cyber security and information governance frameworks.
- The Trust's commitment to improving quality, productivity, patient experience and workforce wellbeing.

Delivery of the strategy will be supported by annual implementation plans, monitored through established governance arrangements and reported through the relevant executive and Board committees. Progress will be measured through defined outcomes, benefits realisation measures and digital maturity indicators.

Benefits and Impact

Delivery of the strategy is expected to:

- Improve patient safety and quality of care.
- Enhance patient and staff experience.
- Increase productivity and operational efficiency.
- Support integrated care delivery across organisational boundaries.
- Enable better use of data and analytics.
- Strengthen cyber resilience and digital service reliability.
- Ensure the Trust achieves maximum value from its digital investments.
- Ensure digital transformation reduces rather than widens inequalities through inclusive, accessible service design and appropriate non-digital alternatives.

Risks

Without an agreed strategic direction, there is a risk that digital investment and transformation activity become fragmented, reducing the Trust's ability to realise the full benefits of Epic and other technology investments, limiting opportunities for innovation and increasing inefficiencies across services.

4. Recommendations / Actions

The Trust Board are asked to:

1. Approve the Digital, Data and Technology Strategy 2027-2030. (*Note approval is of **content only**, not final corporate formatting for publication. This will be actioned by the Communication and Engagement team once content is confirmed as acceptable*).
2. Endorse the five strategic priorities that will guide digital, data and technology investment and transformation activity over the strategy period.
3. Support the implementation of the strategy through existing governance arrangements and annual delivery planning processes.
4. Note that progress, risks, benefits realisation and outcomes will be reported through established Trust governance structures.