ESNEFT Digital, Data and Technology Strategy 2027- 2030 (v1.2)

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1. Executive Summary

Delivering Better Care Through Digital Excellence

Digital, Data and Technology are fundamental enablers of ESNEFT's ambition to deliver outstanding care, improve population health, enhance staff experience and ensure the long-term sustainability of services.

Following the successful implementation of Epic, ESNEFT has established a strong digital foundation. Our focus now shifts from digital deployment to digital optimisation, ensuring that technology, data, innovation and redesigned ways of working deliver measurable benefits for patients, staff and the wider health and care system.

The NHS is facing increasing demand, workforce pressures, financial constraints and growing expectations from patients and communities. At the same time, advances in digital technology, data analytics, artificial intelligence and interoperability present opportunities to transform how care is delivered, coordinated and experienced. To realise these opportunities, digital transformation must be viewed not as a technology programme, but as an organisational change programme that brings together people, processes, data and technology.

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

By 2030, ESNEFT will operate as a digitally enabled, intelligence-led organisation where information is captured once and used many times; where patients actively participate in their own care through digital services; and where clinicians, operational teams and leaders are supported by timely, trusted data, automation and artificial intelligence to improve outcomes, productivity and experience.

Digital services will be designed to be inclusive and accessible, ensuring that patients and staff who are unable, unwilling or disadvantaged in accessing digital technologies continue to receive equitable access to services through appropriate alternative channels.

This strategy sets out how ESNEFT will use digital, data and technology to support high-quality, person-centred care across hospital, community, neighbourhood and system-wide services. We will work in partnership with patients, staff, primary care, local authorities, the voluntary sector and system partners to create more integrated and accessible services, while ensuring digital innovation does not widen inequalities.

The strategy is built around five strategic priorities:

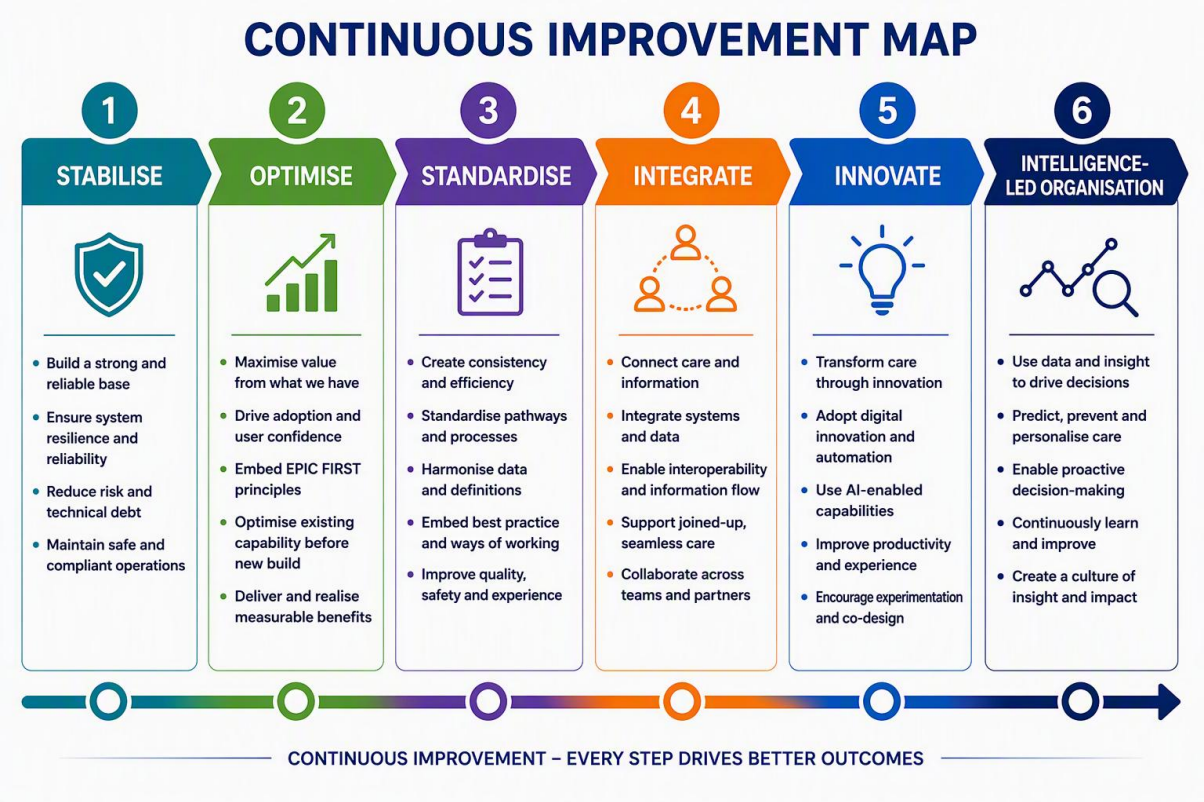
1. **Epic Optimisation & Digital Care Excellence -** Optimise and enhance our digital capabilities, taking an ‘Epic First’ approach, to support safer, more effective and more personalised care.
2. **Connected and Integrated Care -** Enable seamless information sharing and collaboration across health and care organisations to support joined-up care and improved patient outcomes.
3. **People, Culture and Workforce -** Develop the digital, data and AI capabilities of our workforce, foster innovation and continuous improvement, and support staff to embrace new ways of working.
4. **Data, Intelligence and AI -** Use trusted data, advanced analytics, automation and artificial intelligence to improve decision-making, operational performance, research and innovation.

5. **Secure and Resilient Digital Foundations -** Maintain secure, reliable and modern digital services that protect information, support business continuity and provide the infrastructure required for future transformation.

Success will be measured through improvements in patient outcomes, patient and staff experience, operational efficiency, productivity, digital maturity and organisational resilience. Every digital investment undertaken through this strategy will be assessed for its contribution to patient safety, quality improvement, benefits and clinical effectiveness.

By delivering this strategy, ESNEFT will build on its digital foundations to become a more connected, data-driven and innovative organisation that supports safer, simpler and more personalised care for the populations we serve.

This strategy covers the period 2027-2030 and will be reviewed annually to ensure it remains aligned to organisational priorities, emerging technologies and changes in the wider NHS landscape.



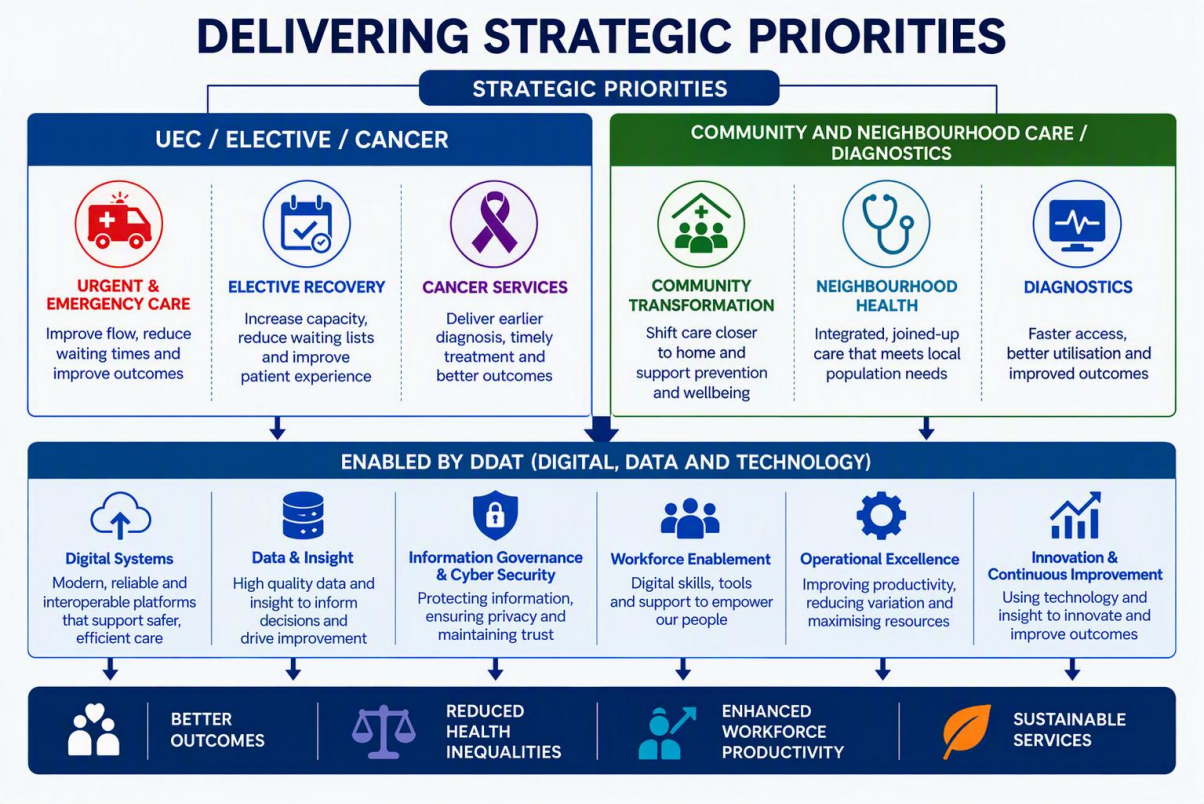
Delivering ESNEFT's Strategic Priorities

Digital, data and technology are not objectives in themselves. They are enablers of ESNEFT's wider ambitions to improve patient outcomes, reduce health inequalities, enhance workforce productivity and deliver sustainable services. Over the life of this strategy, our digital investments will be prioritised to support urgent and emergency care improvement, elective recovery, cancer services, community transformation, neighbourhood health, productivity and operational excellence.

Strategic Objectives

By 2030 ESNEFT will:

1. Optimise Epic to improve patient safety, quality and productivity.
2. Enable integrated and neighbourhood-based care through connected digital services.
3. Develop a digitally confident workforce and culture of continuous improvement.
4. Use data, analytics and AI to support better decisions and innovation.
5. Maintain secure, resilient and sustainable digital foundations.



2. Where We Are Now

Strategic Context

The NHS faces a period of significant challenge. Demand for healthcare continues to increase as populations grow, age and experience more complex long-term conditions. At the same time healthcare organisations face financial pressures, workforce constraints and increasing public expectations regarding the accessibility, quality and convenience of care. These challenges are particularly relevant across the communities served by ESNEFT, where demographic change and health inequalities continue to place pressure upon services.

National healthcare policy increasingly focuses upon three fundamental shifts: from treatment to prevention, from hospital to community, and from analogue to digital. These shifts recognise that traditional models of healthcare delivery are unlikely to remain sustainable without significant transformation. Digital, data and technology have been identified as critical enablers of this transformation, providing opportunities to redesign services, improve productivity, strengthen clinical decision-making and support more proactive models of care.

Local Context

ESNEFT operates across the geographies of both the Suffolk and Northeast Essex Integrated Care Systems and works closely with a wide range of health and care partners. The delivery of our digital ambitions will therefore depend not only on our own investments and capabilities, but also on effective collaboration with Integrated Care Boards, primary care, community services, mental health providers, local authorities, ambulance services, and neighbouring NHS organisations. Digital transformation must be considered within the context of the wider health and care system and not solely from an organisational perspective.

ESNEFT is well positioned to respond to these challenges. Significant investments over recent years, including the successful implementation of EpicEPR, have established modern digital foundations from which the organisation can now focus on optimisation, innovation and measurable benefits realisation.

Our Current Position

ESNEFT has made significant progress in its digital transformation journey. The Trust enters this strategy period from a position of strength. The successful implementation of EpicEPR has established a single integrated electronic patient record across core clinical services and significantly improved the organisation's digital maturity. Investment in infrastructure, cyber security, information governance and digital delivery capabilities has created a robust platform for future transformation.

Whilst considerable progress has been made, substantial opportunities remain. Variations in digital maturity continue across some services and pathways.

Significant opportunities exist to optimise Epic workflows, increase adoption of MyChart (patient portal), strengthen analytical capabilities, improve interoperability and safely adopt emerging technologies such as artificial intelligence and automation. This will include embedding Teamwork (staff rostering) into operational management, maximise use of Chart with Art (ambient voice technology) to support clinical workflows and deploy Beans (digital renal therapy) to support renal care. The greatest opportunity over the next 12 months is not the deployment of new technology but the optimisation of capabilities already available within Epic.

Our strengths include:

- A mature Electronic Patient Record platform through Epic.
- Strong digital leadership and governance.
- Established cyber security and information governance arrangements.
- Growing digital capabilities across clinical and operational services.
- Expanding use of data, analytics and business intelligence.

We also recognise several challenges:

- Variation in digital maturity across services.
- Opportunities to optimise and standardise clinical workflows.
- Increasing cyber security threats.
- Growing demand on workforce capacity.

- The need to improve integration across organisational boundaries.
- The need to develop the skills required for a data-driven and AI-enabled future.

Digital Inclusion

We recognise that not all patients, carers and staff have equal access to technology, digital skills or connectivity. As we expand digital services, we will ensure that digital transformation does not widen existing health inequalities.

Our approach will be founded on inclusive design principles, accessible technologies and the continued availability of appropriate non-digital alternatives where required. Digital services will be developed to support patient choice, improve accessibility and reduce barriers to engagement.

The next phase of our digital journey focuses on maximising value from existing investments whilst embracing future opportunities for optimisation, adoption, integration and innovation.

3. Our Principles

Our vision is to deliver safer, simpler and more connected care for our patients through intelligent use of digital technology, data and innovation.

The following principles will guide all-digital, data and technology investments during the life of this strategy:

- We will remain **patient-centred** in everything we do, ensuring technology improves access, safety is assured in **clinical safety case**, experience and outcomes.
- We will maintain a clinically led approach to transformation, recognising that technology is valuable only when it delivers improvements in care.
- We will adopt a **digital-by-design** philosophy, embedding digital capability into the design of services, pathways and organisational processes from the outset and all digital services will be designed to avoid widening inequalities.
- We will make **greater use of data, analytics** and evidence to inform decision-making and service improvement.
- We will **adopt artificial intelligence safely**, ethically and responsibly, ensuring that innovation is supported by robust governance and clinical oversight.
- We will **act ethically and transparently** in our use of digital technology, data and artificial intelligence, ensuring that innovation is fair, explainable, accountable and aligned to our organisational values. We will actively consider the impact of digital decisions on patients, staff and communities, promoting trust, equity and inclusion in everything we do.
- We will ensure that **security, resilience, interoperability, accessibility and inclusion** remain fundamental components of all technology investment decisions.
- We will demonstrate measurable value through improved **patient outcomes**, workforce **productivity**, operational **performance** and **financial sustainability**.

Working as Part of an Integrated Health and Care System

ESNEFT delivers services across multiple health and care systems and works in partnership with a wide range of organisations, including the Integrated Care Boards, primary care providers, community services, mental health services, local authorities, ambulance services, hospices, voluntary sector organisations and neighbouring NHS providers.

Whilst this strategy focuses upon ESNEFT's digital, data and technology ambitions, we recognise that many of the challenges facing healthcare can only be addressed through partnership working and shared transformation. Many of our partners have their own digital strategies, priorities and investment plans, and successful delivery will require alignment wherever appropriate.

Over the lifetime of this strategy, ESNEFT will work collaboratively with partner organisations to improve interoperability, enable secure information sharing, support integrated neighbourhood working and develop digital services that improve experiences for both patients and staff. We will seek opportunities to support wider system priorities through shared platforms, common standards, population health management, collaborative innovation and joined-up digital pathways.

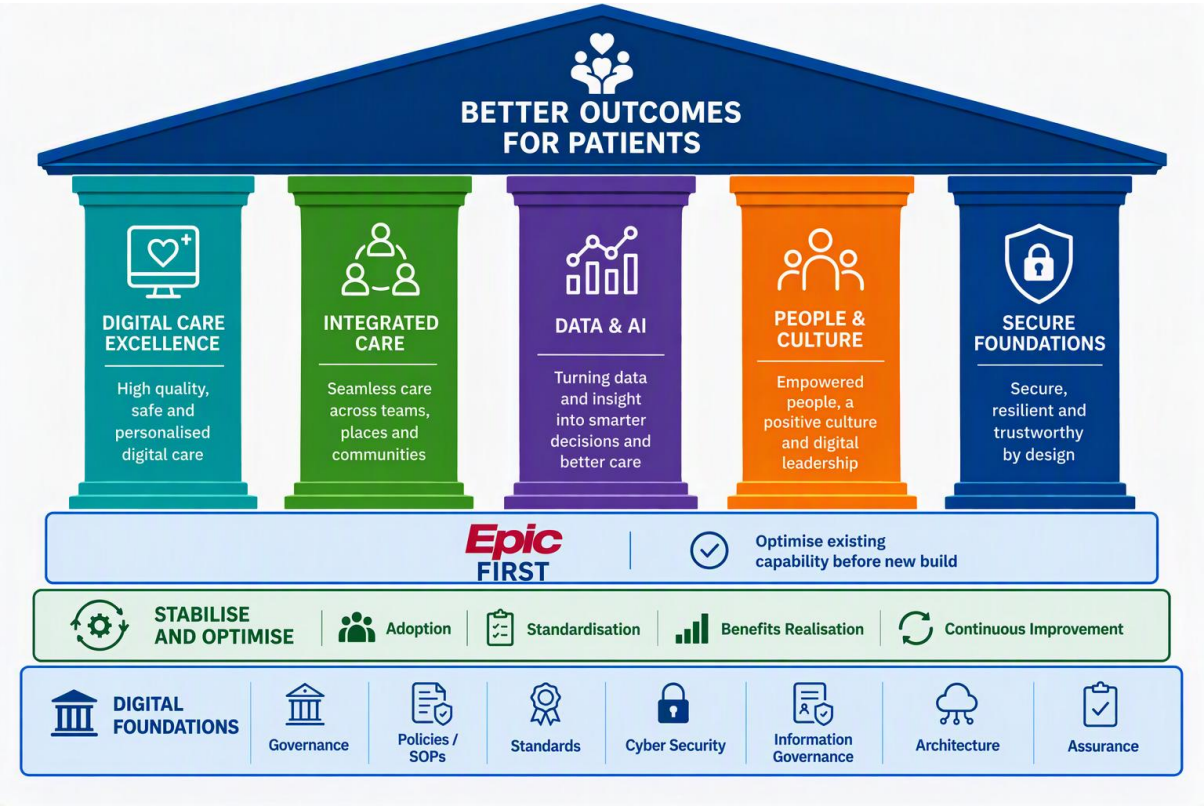
As an anchor institution serving a diverse population across our region, we are equally committed to ensuring that digital transformation is inclusive, equitable and accessible. Whilst digital tools can improve access, convenience and patient empowerment, we recognise that not all individuals have the same levels of digital access, confidence or capability. By using population health insights, community partnerships and patient engagement, we will ensure that innovation contributes to reducing inequalities rather than widening them.

ESNEFT will ensure that digital transformation improves outcomes for all patients and communities, with particular focus on reducing health inequalities and supporting prevention. We will use data, digital technologies and artificial intelligence responsibly, transparently and ethically, maintaining public trust through clear communication about how information is used for direct care, service improvement, planning, research and innovation. We will work with patients, staff and partners to ensure the benefits of digital transformation are realised equitably across our population.

Our ambition is to ensure that patients experience coordinated and connected care, regardless of organisational boundaries.

Building Sustainable Digital Continuous Improvement

At ESNEFT, successful digital transformation is built progressively. Following the successful implementation of Epic, our immediate focus is on stabilisation and optimisation, ensuring we maximise the benefits of our investment in Teamwork, MyChart, Beans, Chart with Art and other Epic capabilities before pursuing wider innovation opportunities. This approach ensures that innovation is built on reliable foundations and delivers meaningful benefits for patients, staff and services.



Our approach is to build sustainable digital transformation from strong foundations. Following the successful implementation of Epic, our immediate focus is to stabilise services, optimise adoption and maximise value from existing Epic capabilities before pursuing wider innovation opportunities. This ensures that every investment contributes directly to better outcomes and experiences for patients.

4. Our Strategic Priorities

Digital, data and technology will enable ESNEFT to improve patient outcomes, staff experience, operational performance and population health. The following five priorities describe how we will harness technology, data and innovation to support excellent care, integrated services, workforce development, intelligent decision-making and resilient digital foundations over the lifetime of this strategy.

This strategy directly supports delivery of the Trust's strategic objectives the associated Medium-Term Plan through digital, data and technology enablement:

- Improving health: not just treating illness, moving from treatment to prevention
- Joined up care: integration and community-based delivery
- Excellent care: improved outcomes, increasing personalisation and co production
- Developing staff: supporting our teams and building for the future
- Using technology to improve care: digital, technology and innovation; shifting from analogue to digital care

It also supports the Trust's 2-year medium term plans for Urgent & Emergency Care and Elective, Cancer & Diagnostics; all of which incorporate the core national NHS 'Getting it Right First Time (GIRFT)' principles and pathways.

The Digital, Data and Technology Strategy is an enabling strategy that supports delivery of the Trust Strategies including but not limited to: Clinical, People, Quality, Estates and Research ambitions. Every digital investment will be prioritised according to its contribution to organisational objectives, patient outcomes, workforce experience and financial sustainability.

Priority 1: Epic Optimisation and Digital Care Excellence

Epic is the Trust's primary digital platform and strategic enabler. Over the next 12 months our focus will be on maximising the value of our investment through optimisation, adoption, standardisation and benefits realisation. By expanding use of Epic capabilities such as MyChart, Teamwork, Beans and clinical decision support, we will improve patient experience, staff productivity and clinical outcomes.

We will maximise the value of our investment in Epic by adopting an "Epic First" approach. Before procuring, developing or integrating alternative digital solutions, we will determine whether Epic functionality can meet the clinical, operational or patient need. We will prioritise optimisation, adoption and standardisation of Epic workflows and modules to reduce complexity, improve user experience and realise benefits for patients, staff and the organisation.

The optimisation of Epic will not be focused solely on system functionality. All Epic's clinical and operational workflows will be designed and regularly reviewed to ensure alignment with evidence-based best practice, national guidance, Trust policies and agreed operating procedures, reducing unwarranted variation across services.

Where variation exists, ESNEFT will seek to standardise workflows wherever possible to improve safety, quality, consistency and productivity across services.

Digital solutions must work for the majority of colleagues delivering care every day. We will adopt user-centred design principles, simplifying processes, reducing unnecessary clicks, eliminating duplication and ensuring systems support clinical workflows rather than create additional administrative burden.

We will routinely assess adoption and outcomes by demographic characteristics, deprivation, ethnicity, age, disability and clinical risk to ensure digital services contribute to reducing health inequalities rather than widening them.

Our focus will be:

- Maximising benefits from Epic.
- Standardising clinical workflows.
- Improving clinical usability and adoption.
- Supporting electronic prescribing and medicines optimisation.
- Expanding mobile and point-of-care technologies.
- Increasing digital support for clinical decision-making.

What this means for patients:

- Safer care through improved clinical decision support.
- Fewer delays and duplicated assessments.
- Better communication and access to information through MyChart.
- More consistent care regardless of specialty or location.
- Reduced need to repeat information multiple times.

Success will mean:

- Reduced variation in care processes.
- Improved patient safety.
- Reduced duplication and administrative burden.
- Improved staff experience.
- Reduced reliance on manual workarounds, duplicate data entry and locally developed processes through workflow redesign and optimisation.
- Improved data quality through recording information once at source and reusing it across care pathways.
- Improvements in digital adoption and engagement demonstrated across underserved and high-need populations.

EpicEPR is now one of the Trust's most important strategic assets. The focus across for 2027-2030 will be on optimisation, adoption and benefits realisation.

The Trust will continue to redesign workflows, improve usability, enhance clinical decision support, expand MyChart capabilities and standardise good practice across specialties. Legacy systems will be systematically retired where appropriate, reducing complexity and creating a more integrated digital environment.

The ambition is to ensure that EpicEPR becomes not just a digital record system but the primary platform through which safer, more efficient and more connected healthcare is delivered.

Priority 2: Connected and Integrated Care

Healthcare is increasingly delivered across organisations and within communities. We will ensure digital services support joined-up care regardless of location. Epic and associated care record integrations will form the foundation for interoperability and information sharing across neighbourhood and system partners. The years between 2023-2026 focused on establishing digital foundations and implementing Epic across acute services. The forthcoming period 2027-2030 will focus on optimisation and extending digital maturity across community, neighbourhood and integrated care services.

We will move beyond providing access to information and create a more active partnership with patients in managing their health and care.

This will include greater use of patient-generated health data, remote monitoring technologies, digital questionnaires, patient-reported outcome measures and two-way communication capabilities that support proactive and personalised care delivery.

Digital technologies, population health analytics and patient engagement tools will increasingly support prevention and earlier intervention. We will use risk stratification, remote monitoring, predictive analytics and patient-reported information to identify rising risk earlier and support proactive care.

Population health insights will be used to identify communities at greatest risk of poor outcomes and target digitally enabled interventions accordingly. Digital services will always be complemented by appropriate non-digital routes to ensure equitable access for patients and staff regardless of digital literacy, capability or access to technology.

Our focus will be:

- Strengthening interoperability.
- Supporting shared care records.
- Integration with primary, community and social care partners.
- Expanding virtual care and remote monitoring.
- Supporting population health approaches.
- Enabling care closer to home.

What this means for patients:

- More care delivered closer to home.
- Fewer appointments requiring travel.
- Better coordination between hospital, GP, community and social care services.
- Professionals having access to the information they need when caring for patients.
- Reduced need for patients to tell their story repeatedly.

Success will mean:

- More seamless patient journeys.
- Better coordination between organisations.
- Improved access to information.
- Reduced unnecessary hospital attendance.
- Increased use of patient-generated health data to inform clinical decision-making and support self-management.
- Increased use of digital tools and population health analytics to support prevention and early intervention.

Healthcare is increasingly delivered through integrated pathways that span primary care, community services, mental health services, social care and acute providers. Digital technologies will play a central role in supporting these models of care by enabling information sharing, care coordination and collaborative working across organisational boundaries.

The Trust will continue to expand virtual care, remote monitoring, virtual wards and digitally enabled neighbourhood services. Greater interoperability with system partners, primary care, community services and regional health records will support more connected pathways and reduce barriers to information sharing.

Levelling up on SystmOne technology in the community to meet the Acute care ambition with Epic is fundamental to long term sustainability, instilling robust pathway resilience and an enhanced patient flow to support patient to Trust pathways via primary care, community care, and social care.

Successful integrated care requires close partnership with primary care, community, mental health and social care providers, supported by interoperable digital services and shared information.

These developments will help support earlier intervention, reduce avoidable admissions and enable more care to be delivered closer to home.

Priority 3: People, Culture and Workforce

Digital transformation succeeds when people are supported to embrace and shape change. We will create a digitally confident workforce capable of leading continual improvement. Epic will become the organisation's primary source of trusted operational, clinical and analytical data, supporting business intelligence, AI and population health management.

Sustainable digital transformation requires strong clinical and operational leadership. We will continue to develop multidisciplinary informatics capabilities that bridge clinical practice, operational delivery and digital technology.

Every division will be supported by appropriate clinical and operational informatics leadership to champion adoption, drive optimisation and ensure technology development is informed by frontline experience.

We will develop the capability of managers, clinicians and operational leaders not only to access data, but to ask the right questions, interpret information effectively and use evidence to drive improvements in patient care, experience and productivity.

Digital transformation and quality improvement are mutually dependent. The Trust will continue to strengthen improvement capability across clinical, operational and corporate services, ensuring data, digital technologies and informatics expertise are combined with recognised improvement methodologies to deliver sustainable change.

Our focus will be:

- Digital skills development.
- Clinical and operational informatics leadership.
- Workforce modernisation.
- Continuous improvement methodologies.
- User-centred design.
- Innovation and collaboration.

What this means for patients:

- Staff who are confident using digital tools.
- More clinical time spent with patients rather than administrative tasks.
- Faster adoption of improvements that improve patient experience.
- Better supported clinical teams delivering higher quality care

Success will mean:

- Increased digital confidence.
- Improved staff engagement.
- Greater workforce productivity.
- Stronger digital leadership across services.
- Enhanced digital literacy, data literacy and AI literacy.
- Strengthened divisional informatics leadership supporting continuous improvement and digital adoption across services.
- Demonstrable increase in digitally enabled quality improvement initiatives delivering measurable patient, operational or workforce benefits.

We will foster a culture of innovation, continuous learning, collaboration and improvement, empowering staff to embrace new ways of working and maximise the value of digital technologies, data and artificial intelligence. By investing in digital skills, leadership and workforce development, we will ensure our people have the confidence, capability and support needed to deliver high-quality, patient-centred care.

Digital literacy, data literacy and AI literacy will become increasingly important capabilities for all staff groups. The Trust will continue to invest in workforce development, professional education, clinical informatics leadership and organisational change management.

The aim is to create a digitally confident workforce that understands how to use technology safely, effectively and innovatively to improve patient care.

Priority 4: Data, Intelligence and AI

By 2030, ESNEFT will use data not only for reporting but as a core enabler of operational, clinical and strategic decision-making. Leaders, clinicians and managers will routinely use trusted intelligence to improve patient flow, workforce deployment, theatre utilisation, discharge planning, capacity management and service performance.

Through advanced analytics, predictive modelling and artificial intelligence, we will move from understanding what has happened to anticipating what is likely to happen, enabling more proactive management of resources and patient care. We will increasingly combine Trust, primary care, community, local authority and wider datasets to support a deeper understanding of population health needs, inequalities and outcomes.

Data is one of our most valuable organisational assets. We will treat information as a strategic asset, ensuring that data, documents, records and clinical images are well governed, high quality and accessible when needed. By strengthening data ownership, information architecture and lifecycle management, we will create trusted foundations for operational excellence, informed decision-making, regulatory compliance and the safe adoption of analytics and AI.

We will establish robust frameworks for AI ethics, algorithmic transparency, bias monitoring and human oversight, ensuring that emerging technologies are adopted in ways that are safe, equitable and trusted by patients, staff and partners.

Public trust is fundamental to the successful use of data, analytics and artificial intelligence. ESNEFT will be transparent about how patient information is used to support direct care, service improvement, planning, research and innovation. We will work with patients, communities and partners to improve public understanding of data use, ensure appropriate consent and information governance arrangements are maintained, and promote confidence that data is used ethically, securely and for public benefit.

Self-service analytics will be supported by training, coaching and communities of practice that enable staff to translate data into action and measurable improvement.

Our focus will be:

- Improving data quality and governance

- Strengthen analytics and business intelligence capabilities
- Information management and data curation
- Expand population health management
- Develop responsible adoption of AI
- Ethical AI governance and algorithm assurance
- Automation of routine processes
- Advanced reporting and forecasting

What this means for patients:

- Earlier identification of deterioration and risk.
- Better planned services based on patient need.
- Faster access to diagnostics and treatment.
- Reduced delays through agentic AI.
- More personalised care informed by high-quality data.

Success will mean:

- Better operational decisions
- Greater use of predictive analytics to support patient flow, discharge planning and capacity management.
- Improved utilisation of operating theatres, outpatient capacity and workforce resources through data-driven decision-making.
- Reduced administrative workload leading to increased productivity and value.
- Demonstrable compliance with AI ethical and governance standards.
- Increased adoption of AI-enabled decision support and automation capabilities.
- Demonstrable use of linked datasets and population health intelligence to support improvements in health outcomes, health inequalities and prevention.

Acknowledging data is one of the Trust's most valuable strategic assets, ESNEFT will develop the analytical capabilities required to support timely and informed decision-making across clinical, operational and strategic functions.

We will use digital technologies and trusted data to support research, innovation and the rapid adoption of evidence-based practice. We will work with academic, industry and NHS partners to evaluate and adopt innovative digital solutions that improve patient outcomes and accelerate research and service improvement.

The organisation will move beyond traditional reporting towards predictive analytics, real-time operational intelligence and advanced decision support. These capabilities will support patient flow, workforce planning, productivity improvement, quality improvement and population health management. By 2030, trusted information and actionable insight will be embedded within everyday decision-making across the organisation.

Artificial intelligence is expected to become a transformational capability during the lifetime of this strategy. ESNEFT will adopt AI where it can demonstrably improve patient care, staff experience, productivity or organisational effectiveness. Initial areas of focus are expected to include ambient voice technologies, clinical documentation support, productivity tools, imaging AI, digital pathology, predictive analytics and operational decision support.

The Trust will develop the technical, governance and infrastructure capabilities required to support future AI adoption, including computing capacity, data engineering, information governance and specialist workforce skills.

AI will be treated as an enabling capability embedded within clinical, operational and analytical services rather than a standalone technology programme. It will complement professional expertise, reduce administrative burdens and support better informed decision-making.

All adoption will be evidence-based, clinically led and subject to appropriate governance, safety, ethical and regulatory requirements. Clinical accountability will remain with qualified professionals, and human oversight will remain fundamental wherever AI influences patient care.

Priority 5: Secure and Resilient Digital Foundations

We will maintain secure, resilient and sustainable digital foundations that enable safe, reliable care and support the Trust's strategic ambitions.

Digital resilience is fundamental to safe patient care. ESNEFT will maintain robust arrangements for business continuity, cyber recovery and technology resilience, ensuring critical services can continue during major incidents or system outages.

Our focus will be:

- Modernise and future-proof our technology estate through planned device refresh programmes, infrastructure upgrades and the reduction of legacy technical debt.
- Maintain secure, reliable and high-performing infrastructure, networks and hosting and Platform services that support clinical and operational delivery.
- Strengthen cyber security through proactive vulnerability management, threat monitoring and the adoption of modern security practices.
- Protect our digital identity platforms and privileged access systems, recognising that identity is a critical component of cyber resilience.
- Regularly test and improve business continuity, cyber recovery and disaster recovery capabilities to ensure critical services can be maintained or rapidly restored following disruption.
- Respond to emerging risks, including AI-enabled cyber threats, complex digital supply chain vulnerabilities including software vendors, hosting providers and technology partners and changes in the global threat landscape.
- Ensure our digital foundations remain sustainable, scalable and capable of supporting future innovation and service transformation.

What this means for patients:

- Reliable access to digital services that support safe and effective care.
- Reduced risk of disruption caused by legacy technology, cyber incidents or infrastructure failures.
- Strong protection of personal and health information.
- Faster recovery of critical services in the event of major incidents.
- Greater confidence that digital services are secure, resilient and fit for the future.

Success will mean:

- High availability and resilience of critical digital services.

- Regular executive-led testing and assurance of disaster recovery, cyber recovery and business continuity arrangements.
- A modern, supported and standardised technology estate with reduced technical debt.
- Successful testing of business continuity, disaster recovery and cyber response arrangements.
- Demonstrable recovery capability for critical digital services within agreed recovery objectives.
- Improved cyber security maturity and compliance with recognised standards.
- Reduced exposure to critical vulnerabilities and emerging threats.
- Enhanced protection of identity and privileged access systems.
- Secure, sustainable infrastructure that supports the delivery of excellent patient care.

As reliance on digital services continues to grow, secure, resilient and modern digital foundations are essential to the delivery of safe patient care. ESNEFT will continue to invest in infrastructure, hosting & platform services, workplace technologies, cyber security and identity management, ensuring our technology estate remains reliable, supportable and fit for the future. We will reduce legacy technical debt, strengthen cyber resilience and regularly test our ability to recover from disruption, recognising that digital resilience is a critical component of patient safety.

We will also support the Trust's sustainability ambitions through responsible technology lifecycle management, efficient use of digital resources and sustainable procurement and investment decisions. By maintaining secure, scalable and sustainable digital foundations, we will enable future innovation while supporting the delivery of high-quality care.

Strategic Objectives and Key Deliverables:

Strategic Priority	Defined as	Delivered by
Epic Optimisation & Digital Care Excellence	Maximising value from Epic to improve patient care, experience, safety and productivity	Epic optimisation, MyChart adoption, Teamwork and Beans deployment, Chart with Art optimisation, clinical decision support, pathway redesign and workflow standardisation
Neighbourhood and Integrated Care	Supporting neighbourhood healthcare, virtual care and integrated working	Interoperability, virtual care, remote monitoring, community referral optimisation, digital inclusion
People, Culture & Workforce	Building capability, confidence and leadership across the organisation	Digital ambassadors network, clinical informatics knowledge expansion, change capability
Data, Intelligence & AI	Expanding the use of analytics, automation and artificial intelligence	Analytics, AI, agentic AI and robotic process automation, population health analytics
Secure Foundations	Maintaining secure, reliable and sustainable digital services	Sustainable approach to hardware, high performance, Cyber resilience, infrastructure optimisation

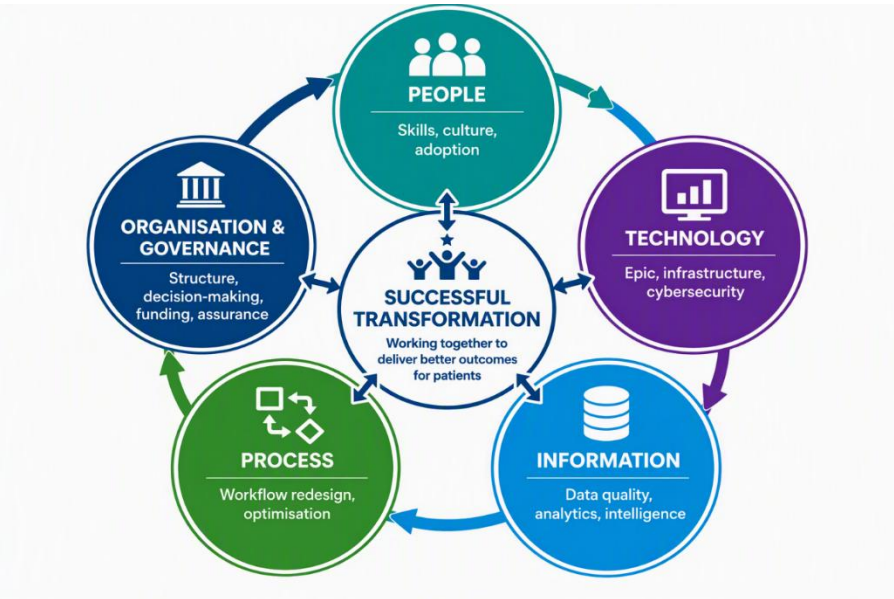
Each priority will be informed and be referenced by annual delivery plans, benefits realisation measures and appropriate governance oversight.

5. Delivering the Strategy

Success Measures

Successful transformation occurs when people, processes and technology work together:

- People - Building capability, confidence and digital leadership
- Organisation & Governance - Ensuring oversight, prioritisation and benefits realisation
- Process – Standardising pathways and improving ways of working
- Information – Providing the digital tools, information and insight needed to support care
- Technology – Resilience in infrastructure, cybersecurity and business continuity



The success of this strategy will not be measured by the implementation of technology alone. It will be measured by the contribution digital, data and technology make to improving patient outcomes, workforce experience, operational performance and productivity across ESNEFT's key priorities, including urgent and emergency care, elective recovery, cancer services, community transformation and neighbourhood health.

Success will be measured through outcomes enabled by technology. These outcomes will include improvements in patient experience, clinical outcomes, workforce productivity, population health, prevention, health inequalities and the overall sustainability of services. The Trust will use robust benefits realisation approaches to demonstrate the value delivered through digital investment.

We will know we have succeeded against each priority when we achieve the following:

Priority 1: Epic Optimisation & Digital Care Excellence

- Epic is recognised as ESNEFT's strategic platform for clinical, operational and administrative workflows.

- ESNEFT achieves top-quartile performance against Epic benchmarking measures and progresses towards Epic Honour Roll status.
- MyChart adoption exceeds **70% of eligible patients,** with equitable uptake demonstrated across demographic groups, geographic communities and populations at greatest risk of poorer health outcomes.
- More than **90% of available Epic functionality** is actively utilised where appropriate.
- Clinical variation is reduced through standardised digital workflows.
- Epic delivers measurable improvements in:
    - Urgent and emergency care flow.
    - Elective pathway management.
    - Cancer pathway tracking and coordination.
    - Clinical productivity and efficiency.

Measures

- Achievement of Epic Gold Stars and progression towards Honour Roll status.
- Reduction in clinical workflow variation driven by data-led decision making.
- Increased utilisation of Epic functionality.
- Increased MyChart adoption and digital self-service.
- Demonstrable reduction in digitally influenced patient safety risks through optimisation of clinical decision support and standardised workflows.

Priority 2: Neighbourhood and Integrated Care

- Acute, community and neighbourhood teams can seamlessly access and share information across care settings.
- Digitally enabled pathways are established for priority community and integrated services.
- Virtual ward and remote monitoring services are supported by scalable digital platforms.
- Community clinicians have access to modern mobile digital tools and information at the point of care.
- Digital services support admission avoidance and care closer to home.
- Interoperability with primary care, community and system partners is significantly improved.

Measures

- 100% of priority community pathways digitally enabled.
- Increased utilisation of remote monitoring and virtual care solutions.

- Improved information sharing across ESNEFT, primary care and system partners.
- Reduction in duplicate data entry across care settings.
- Evidence of digitally enabled interventions supporting prevention, early intervention and reductions in unwarranted variation across population groups.

Priority 3: People, Culture and Workforce

- Staff are confident and capable users of digital technologies.
- Digital skills and informatics capabilities are embedded across clinical and non-clinical teams.
- Staff actively contribute to innovation and service improvement.
- Clinical and operational leaders use digital tools to drive transformation and continuous improvement.
- Digital change is consistently supported through effective engagement and change management.

Measures

- Greater than **95% completion** of mandatory digital training requirements.
- Increased staff satisfaction with digital services year-on-year.
- Increased participation in Clinical Informatics and Digital Ambassador networks.
- Growth in staff-led innovation and improvement initiatives.
- Improved digital maturity across workforce groups.

Priority 4: Data, Intelligence and AI

- Clinical, operational and corporate teams routinely use trusted data to inform decision-making.
- Real-time insight supports patient flow, capacity management and operational performance.
- Appropriate AI tools are deployed safely and deliver measurable benefits.
- Data quality is consistently high, and information is treated as a strategic asset.
- Self-service analytics are available across all divisions and services.

Measures

- Reduction of manual reporting by **50%**.
- Self-service dashboards available across all clinical and operational divisions.
- Delivery of **3-5 high-value AI use cases** at scale.
- Measurable improvements in patient flow, productivity or workforce efficiency from analytics and AI initiatives.

- Improvement in key data quality indicators year-on-year.

Priority 5: Secure and Resilient Digital Foundations

- Critical clinical systems remain secure, resilient and highly available.
- Modern, standardised infrastructure and devices enable reliable access to digital services across all care settings.
- Legacy technology and technical debt are reduced through ongoing modernisation and technology refresh programmes.
- Information, documents, records and clinical images are managed effectively throughout their lifecycle.
- Cyber resilience, identity security and proactive threat management protect patients, staff and services from evolving threats.
- Regular testing of business continuity, cyber recovery and disaster recovery capabilities strengthens organisational resilience.
- Digital foundations support future innovation, analytics and the safe adoption of emerging technologies, including AI.

Measures

- Achievement and maintenance of DSPT and cyber security requirements.
- Maintain reliable and resilient critical systems, effectively managing planned downtime and minimising unplanned service disruption.
- Reduction in legacy technology and technical debt across the digital estate.
- Completion of regular business continuity, disaster recovery and cyber resilience testing exercises.
- Improved protection and governance of identity platforms, including Active Directory, Entra ID and privileged access.
- Delivery of Trust-wide Information Management, Document Management and Image Management strategies.
- Year-on-year improvement in information governance, cyber maturity and data quality measures.

2030 Outcomes Summary

Area	2030 Outcome Measure
Epic Optimisation	Top quartile Epic benchmark performance and progression towards Epic Honour Roll status
Patient Engagement	>70% of eligible patients actively using MyChart

Area	2030 Outcome Measure
Community & Neighbourhood Care	Digitally enabled end-to-end pathways across all priority acute, community and neighbourhood services
AI & Innovation	3-5 high-value AI solutions deployed at scale delivering measurable clinical, operational or workforce benefits
Data & Analytics	Self-service analytics available across all divisions with trusted data supporting operational and clinical decision-making
Workforce	>95% compliance with digital learning requirements and established Digital Ambassador/Clinical Informatics networks
Cyber & Resilience	DSPT standards maintained annually, with critical digital services achieving >99.9% availability and cyber resilience regularly tested and assured.
Technology Modernisation	A modern, supported and standardised technology estate, with legacy technology and debt materially reduced through sustainable lifecycle manage technical debt and planned technology refresh.
Digital Recovery & Continuity	Critical services have tested business continuity, cyber recovery and disaster recovery arrangements demonstrating the ability to maintain or rapidly restore patient services following significant digital disruption.
Future-Ready Infrastructure	Secure, scalable and resilient infrastructure provide the capacity required for Epic, data, AI and future models of care.
Productivity & Benefits Realisation	Every major digital investment demonstrating measurable cash-releasing and/or non-cash-releasing benefits
Operational Performance	Digital demonstrably supporting improvements in patient flow, elective recovery, cancer pathways and community service productivity
Digital Maturity	Recognised as one of the most digitally mature NHS organisations and a leader in the use of Epic, data and AI

Governance

Successful delivery of this strategy will require strong governance, clinical leadership and effective benefits management.

Delivery will be supported through an annual digital portfolio and roadmap process, ensuring that investment priorities remain aligned to organisational objectives and emerging national requirements. Progress will be reviewed through established governance structures, including

digital, clinical, operational and information governance forums. In addition, the planning assumptions will be reviewed through the Trust's digital governance framework, with material changes reported through executive and Board governance arrangements.

Benefits realisation will form a core component of programme governance, ensuring that technology investments deliver measurable improvements in patient care, workforce experience, operational performance and financial sustainability.

We will embed continuous improvement and benefits realisation into all digitally enabled workflows, using data-driven insights, user feedback and performance measures to continually optimise processes, enhance user experience and maximise the value of our digital investments. This will ensure our services remain efficient, responsive and adaptable to the evolving needs of patients, staff and the wider health and care system.

Digital ethics assurance will form part of investment, design and implementation governance, ensuring that patient benefit, transparency, equality impacts, information rights and responsible innovation are considered throughout the lifecycle of digital initiatives.

The strategy will be formally reviewed annually to ensure it remains aligned with organisational priorities, technological developments and the evolving needs of the populations served by ESNEFT.

Key Planning Assumptions

The successful delivery of this strategy is dependent on several key assumptions. These assumptions will be reviewed regularly through established governance arrangements and may require adjustment to priorities and delivery plans if circumstances change.

Financial Sustainability

The strategy assumes continued availability of capital and revenue investment sufficient to maintain core digital services, optimise Epic, strengthen cyber security, modernise infrastructure and deliver agreed transformation priorities. Should funding levels change, priorities will be reassessed based on organisational and patient benefit.

The Trust will adopt financial stewardship principles to ensure that investments in infrastructure, analytics, artificial intelligence and digital platforms remain transparent, sustainable and aligned to organisational value. Digital innovation will be accompanied by clear accountability for ongoing infrastructure and operational costs.

Epic First Approach

The strategy assumes Epic will remain ESNEFT's strategic digital platform and the primary route for delivering and optimising clinical and operational workflows. Future investments will be assessed against Epic capability before introducing additional systems.

Workforce Capacity and Capability

The strategy assumes ESNEFT can recruit, retain and develop the digital, data, technology and informatics workforce required to support delivery, including specialist skills in Epic, cyber security, architecture, data engineering and artificial intelligence.

Clinical and Operational Engagement

The strategy assumes continued clinical, operational and corporate leadership commitment to standardisation, optimisation and adoption of digital solutions, recognising that technology benefits are dependent on changes to processes and ways of working.

Partner and Supplier Collaboration

The strategy assumes ongoing collaboration with key strategic partners, including NHS organisations, integrated care partners and technology suppliers, to support interoperability, shared innovation and service resilience.

Digital Infrastructure and Cyber Resilience

The strategy assumes digital infrastructure, network capacity and cyber security arrangements will continue to evolve to meet increasing service demand, technological change and emerging threats.

Data Quality and Information Governance

The strategy assumes high-quality, trusted and governed data will be available to support clinical decision-making, operational management, analytics, artificial intelligence and research activities, while inappropriate use can be monitored and offer suitable information governance in a data rich environment.

Regulatory and National Policy Alignment

The strategy assumes continued alignment between national NHS digital policy, regulatory requirements and local strategic priorities. Changes in national direction may require elements of the strategy to be reviewed and reprioritised.

Key Risks

Delivery of this strategy will take place in an increasingly complex digital environment. Growing organisational reliance on digital services, evolving cyber threats, ageing technology, supplier dependencies, workforce constraints and financial pressures have the potential to affect the availability, security and pace of digital transformation.

Particular attention will be given to the resilience of critical digital services, reduction of legacy technology and technical debt, protection of identity and privileged access, and the Trust's ability to maintain and recover services following significant disruption. Strategic risks will be actively monitored through established governance and risk management arrangements, with investment and delivery priorities adjusted where required.

Risk	Impact	Mitigation
Cyber Security	Cyber incidents could disrupt services, compromise information and impact patient safety.	Defence-in-depth security, identity protection, proactive monitoring and tested cyber response and recovery.
Digital Resilience	Failure of critical digital services could significantly disrupt patient care and operational delivery.	Resilient infrastructure and platforms, robust business continuity and regularly tested recovery arrangements.
Legacy Technology & Technical Debt	Ageing or unsupported technology increases security,	Sustainable lifecycle management, planned

Risk	Impact	Mitigation
	reliability and performance risks and constrains transformation.	technology refresh, standardisation and progressive retirement of legacy technology.
Supplier & Technology Dependency	Failure or disruption of key suppliers, platforms or technology services could affect critical services.	Supplier assurance, cyber security assessment, resilience testing, contract management and reduction of critical single points of failure.
Funding & Workforce Capacity	Financial or specialist workforce constraints could delay modernisation, optimisation and transformation.	Risk-based prioritisation, sustainable investment, workforce development and strategic use of partners.
Digital Adoption & Benefits	New and existing digital capabilities may not deliver their full clinical, operational or financial benefits.	Epic First, workflow optimisation, standardisation, adoption support and benefits monitoring.
Data, AI & Digital Inclusion	Poor data quality, inappropriate use of AI or unequal access could introduce risk and limit benefits.	Strong governance and assurance, improved data quality, responsible AI and inclusive service design.

What This Strategy Does Not Cover

This strategy provides the strategic direction for Digital, Data and Technology between 2027 and 2030. It intentionally does not provide detailed operational, technical or service-specific plans, which will be developed through annual delivery plans, roadmaps and supporting strategies. Specific areas outside the scope of this document include:

- Detailed cyber security controls and incident response arrangements, which will be addressed through a separate Cyber Security Strategy
- Technology architecture standards and detailed infrastructure designs.
- Procurement and commercial strategies for individual technologies.
- Specialty-specific digital transformation plans.
- Detailed workforce establishment and staffing models.
- Research and innovation programmes not directly linked to strategic digital priorities.
- Individual system implementation business cases.
- Day-to-day operational management of digital services.
- National NHS technology policy and regulatory frameworks, which will continue to evolve during the strategy period.

6. Looking Ahead

Digital transformation is not a technology programme. It is a fundamental enabler of how ESNEFT delivers care, supports its workforce and achieves its long-term ambitions.

The period from 2023 to 2026 was defined by establishing digital foundations and successfully implementing EpicEPR. The period from 2027-2030 will be defined by maximising the value

of our investment in Epic and transforming how patients experience care. By fully exploiting the capabilities already available to us, including MyChart patient portal, rostering, Beans and future Epic functionality, we will deliver safer, higher quality, simpler and more connected care for every patient interaction.

Through the intelligent application of digital technology, data, automation and artificial intelligence, ESNEFT will improve health outcomes, support prevention, strengthen neighbourhood healthcare, increase productivity, enhance financial sustainability and empower both patients and staff.

By 2030, ESNEFT will not simply be a digitally enabled organisation. It will be an intelligence-led NHS provider where technology, data and innovation are embedded within everyday decision-making, enabling safer, more personalised and more connected care for the communities it serves.

By focusing on digital care excellence, integrated services, empowered people, intelligent use of data and secure foundations, ESNEFT will continue to build a modern healthcare organisation capable of delivering outstanding care for the populations we serve.