St Patrick's
Mental Health Services

The Future
in Mind

DIGITAL TRANSFORMATION STRATEGY

2023 - 2027

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Introduction

Over the last seven years, St Patrick's Mental Health Services (SPMHS) has invested heavily in a range of technologies to enable and support the delivery of the highest quality mental healthcare. Almost a decade on, SPMHS has become a leader in the delivery of digital mental healthcare in Ireland. We were the first health service in Ireland to deploy a full integrated electronic health record (EHR); to introduce a service user portal, Your Portal; and to integrate new models of service delivery including Homecare and remote care.

While, today, we have a critical dependency on our technology to deliver our services, we are now in a position to strategically build on our digital capability and harness our technology to innovate and respond effectively to our national mental health needs.

In line with our focus on a rights-based approach to care and treatment, we will continue to enable real and increased choice to service users and staff in where and how they either access or provide care and treatment, regardless of distance and time. This will include supporting remote, hybrid and online models of service delivery. We will collaborate with our service users and staff to increase service users' access to their own information and provide them with tools to support their active role in their treatment and recovery.

Our extensive experience using technologies will also inform the design of a new hospital and a national centre for mentally healthy living, integrating *Digital by Design - Digital First* principles so that those that access inpatient services at our Dublin 8 and Lucan campuses will have a first-class experience of mental health promotion and treatment.

We believe digital technologies can also be used to promote positive mental health, educate citizens in managing their own mental health, provide our service users with recovery and self-management tools, and enable the delivery of excellent care and treatment to more people.

What does *Digital by Design - Digital First* mean?

Digital by Design - Digital First means having an organisational mindset that places digital technologies alongside service user and staff needs and experiences at the forefront of our service improvements decision-making processes. Rather than treating digital as an afterthought, we should aim to make it a focal point of our innovations and service development requirements to meet the organisation's strategic objectives.

Our *Digital Transformation Strategy* is recognition of how physical/manual and digital capabilities must seamlessly combine to improve and meet our service users and staff's needs and expectations when receiving and delivering care using technology.

This means establishing digital processes and transformations that listen to and consider our staff and service users' needs and address them, regardless of the specific technology that is leveraged to make this happen, and as early as possible in the processes that identify business change requirements.

Digital health achievements: 2017-2023

In 2017, we introduced a fully integrated EHR system called eSwift. eSwift has improved the delivery, safety, and quality of healthcare for our service users by providing better access for clinicians to information, while, at the same time, protecting the privacy and confidentiality of all information.

Our *Changing Minds. Changing Lives. Strategy 2018 – 2022* recognised the transformation that the implementation of eSwift would bring and that the use of technology would be imperative to delivering quality care.

It envisioned the future state of "internet-based support" and that a key factor would be ensuring service users have access to their own personal health record. In line with this vision, we committed to implement a patient portal.

With eSwift at the core, a *Digital by Design - Digital First* mindset, and innovative technical integration capabilities, substantial progress has been made in achieving our digital health ambitions.

Some examples of our digital health transformation achievements are outlined below, followed by a high-level depiction from 2016 to mid-2023:

- ❖ Provision of clinical care and treatment across inpatient, Homecare, outpatient and day care services for both adult and adolescent services.
- ❖ Seamless enablement of registration, scheduling, billing and external communications (integrated SMS, email, and system-generated letters).
- ❖ Joined up information flows across clinical and business applications, including pharmacy, incident management, laboratory, billing and claims systems, as well as our business intelligence application and collaboration applications.
- ❖ Timely sharing of information with and from service users through Your Portal, our patient portal.
- ❖ Engagement of service user and staff to inform digital health developments.
- ❖ Establishment of a new Service User IT Support (SUITS) service.
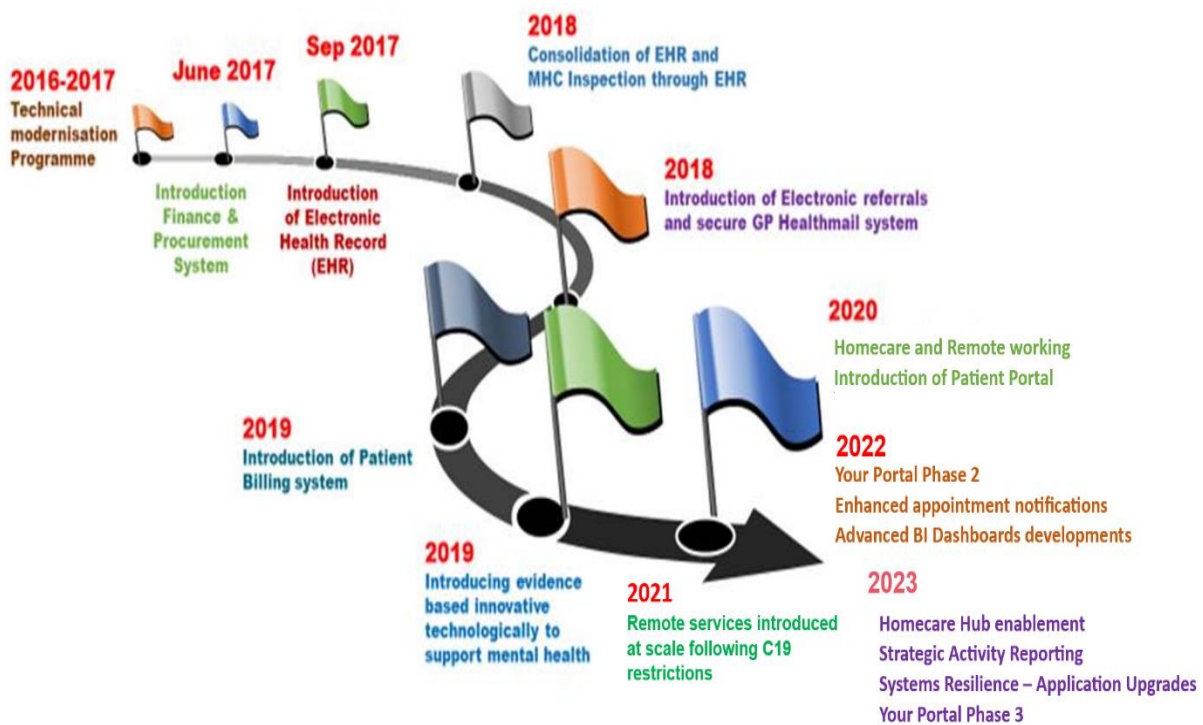
Our digital vision

Our *Digital Transformation Strategy* describes how we will support the delivery of our organisational strategic objectives and commitments as set out in our strategy, *The Future in Mind*. Through technological innovation and digital transformation and our *Digital by Design - Digital First* mindset, we will enhance our services and support reaching more people across the country.

Our *Digital Transformation Strategy* is underpinned by our rights-based approach; our information governance framework; and our associated *Cybersecurity Strategy*, which sets out the highest standards of information security for all technologies.

Our *Digital Transformation Strategy* is borne from a *Digital by Design - Digital First*-principled approach and has been developed to identify how technology and innovation can be used as an enabler for us to:

- ❖ Provide the highest quality support and treatment to people experiencing mental health difficulties.
- ❖ Involve service users as equal partners in the planning, management and evaluation of the treatment and support they receive within SPMHS.
- ❖ Enhance our evidence-based understanding of mental health difficulties, and their treatment, through research.
- ❖ Support staff and organisations working in mental health to maintain and improve their skills and develop new competencies.

- ❖ Ensure mental healthcare, prevention strategies and promotion efforts for children and adults in Ireland are grounded in human rights and adhere to key human rights conventions.
- ❖ Educate and empower more people to live a mentally healthy life by promoting greater public understanding and awareness of mental health and reducing stigma.

Our *Digital Transformation Strategy* is also informed by the *United Nations 2022-2025 Digital Transformation Strategy*, which is an integral part of its development programme plan. This alignment will ensure our focus on its guiding principles in how we deliver our strategy. They include:

- ❖ Human rights at the centre of digital design
- ❖ The promotion of digital accessibility and inclusivity
- ❖ Empowerment that provides opportunities for self-management.

Our *Digital Transformation Strategy* will build on our digital experience and be in line with service users' expectations of a modern, digitally enabled service. Continuing with our commitment to service user engagement, we will involve service users in the design and development of digital solutions to ensure inclusivity. Digital solutions will be built around the needs and care pathways of the person, their families, and carers.

Through *Digital by Design - Digital First* approaches, we will empower our service users to manage their health and wellbeing and become partners in their care, as well as contribute to their healthcare information. Our service users will be able to access information about their care and treatment in a format that is easy to understand. This will enable service users to be more involved in their treatment and recovery and to access more support digitally to manage their mental health.

To deliver our vision, we will continue to implement robust information governance and management practices, promoting data analysis as part of our culture and a fundamental pillar of informing and improving our services. We have made excellent progress in the development of the organisations business intelligence system. Using our business intelligence (BI) platform, we now have access to a rich dataset that not only provides insight, intelligence and reporting, but is also a gateway to a completely new way of using information to improve healthcare. In addition to the provision of advanced analytics, the BI system can support the intelligent automation of day-to-day operational data processing, which reduces the burden on frontline staff and improves data quality through reduced duplication.

Artificial intelligence (AI) and machine learning stands as a cornerstone of emerging digital modernisation across many aspects of businesses and our day-to-day lives. Investing in AI and machine learning opportunities, and focusing first on our data analytics, will see our information reporting progress from describing what has happened to forecasting improvements we want to happen for future organisational and service delivery priorities.

We have embarked on exploring the viability of building a world-class mental healthcare facility, leveraging our existing land at St Patrick's Hospital Lucan. A world-class mental healthcare facility will need to build on and support new organisational digital capabilities so that the highest quality and secure technologies are integrated into the design and planning of the building. In addition, where technologies are built into the hospital design, provision needs to be made for the integration and interoperability of these systems as these are foundational elements in modern healthcare.

The deployment of Self-Monitoring, Analysis and Reporting Technologies (SMART) connected technology and devices needed to support care delivery and operational efficiencies can only be considered where the building design has incorporated sufficient ICT infrastructure to ensure the highest level of systems resilience and cybersecurity standards.

Digital Transformation Strategy objectives

Following the achievements of the last 10 years, we have now moved into a maturation phase of our digital capability which will see:

- Staff and service users using technologies more naturally in the work and care context.
- Service users having increased expectation of real-time access to their information to support treatment, care and recovery.
- The innovative use of current and new technologies for our services to remain relevant, efficient, and responsive.
- Clinical, operational, and strategic decision-making informed by real-time data from integrated applications.
- Trusted access to mental health anonymised data supporting our Academic Institute's agenda and activities.
- Excellence in systems privacy by design and cybersecurity standards mandated by staff, service users and partners (digital trust).

To some, technological innovation and digital transformation is exciting and aspirational. To others, it may be difficult to picture what this means in practice or what it looks like in future. Our commitment is that we will work with our service users and staff to deliver technology in a way that supports everyone to maximise the potential of digital care delivery. This means engaging and supporting our staff and service users to embed digital processes in the ways we work, communicate, improve and develop our services and facilitate wellness.

The *Digital by Design -Digital First* approach will apply equally to new solutions and to enhancing existing solutions. Sometimes, we do not have the power to make the changes we want to as we are reliant on many external providers to make the changes to the systems we use. We will work with our systems suppliers and partners to move to better interoperability and seamless working solutions.

Building on our digital capabilities and our collaborative delivery approach, we have identified the following seven key digital objectives to focus the delivery of our *Digital Transformation Strategy*:

1 We will support the rights and empowerment of our service users, their families, and carers through their recovery by means of digital solutions, training and consultation.

2 We will support our staff's competency, confidence and engagement with technologies required to do their job.

3 We will explore opportunities to adopt new and enhance existing technologies which support improved mental health treatment.

4 We will inform and develop the organisation's operational excellence, efficiencies and regulatory compliance through the power of data.

5 We will support our Academic Institute Research Strategy by collaborating to develop methods to enable digital research approaches and trusted use of SPMHS data.

6 We will manage our digital applications to the highest standard to assure our technology foundations are secure and sustained within suppliers' support agreements.

7 We will invest in our digital health team to support the delivery of our organisational strategy and operational requirements.

Objective 1:

We will support the rights and empowerment of our service users, their families, and carers through their recovery through digital tools, training, and consultation.

What we will do	How we will do it
Digital ways of working should enable and empower our service users. We will ensure digital ways of working do not create extra difficulties for our service users. Everyone who needs it will have access to service user IT support and help so they are able to take advantage of digital solutions where it is suitable.	❖ Develop our SUITS service to enable more proactive assistance and to be more accessible. ❖ Ensure easy-to-use, accessible and reliable systems and equipment are in place, with flexible alternatives when digital solutions are not suitable. ❖ Continue to work closely with our Communications Department to promote awareness of SUITS. ❖ Explore opportunities to partner with external organisations to enhance our training resources for our service users.
We will support service users to make sure that lack of confidence and/or digital competency are not limiting factors when it comes to using digital technology for mental healthcare.	❖ Support service users to use our digital health-enabling systems by developing more hybrid training sessions, interactive guides and instructional videos. ❖ Continue to work closely with our Communications Department to promote the use of plain english and National Adult Literacy Agency (NALA) standards within SUITS training materials.
We will enable the ability to engage with clinician-provided recovery and wellness tools more easily.	❖ Develop Your Portal to provide digitised self-guided workbooks and supporting materials that are currently provided in paper and CD formats.
We will digitally enable our care pathways to be delivered remotely, with self-care and health monitoring options to increase independence; help people manage their conditions better; and offer flexibility to our service users and carers.	❖ Implement the use of features in Your Portal that can enable service users to contribute to their care by using self-reported symptom trackers, wearable devices, while enhancing their ability to manage and monitor their recovery care plans. ❖ Enable more clinical programmes and services to share clinical review letters and summaries with service users using Your Portal.

We will enable greater choice to empower service users and carers in making better decisions and to make it easier to interact with our services and access information about them.	❖ Develop, in partnership with our portal supplier and our adolescent clinicians, the ability for Your Portal to be used in the adolescent services. This requires the ability for Your Portal to communicate with parents and guardians and transition access for young people to their own personal health records, where age appropriate, and in line with Irish law and regulatory requirements. ❖ Develop the technical capabilities and integration between Your Portal and eSwift to enable our adult service users to book a defined cohort of individual appointments online.
We will have digitally enabled care pathways that offer clear service user advice and guidance to support better wellbeing.	❖ Enhance Your Portal to enable service users to access online health promotion, self-refer to use other online tools and support services, and access wellbeing apps.
We will continue to collaborate with service users and carers in designing and delivering our digital health tools and SUITS service.	❖ Continue to develop the engagement strategy and contributions from our Remote Care User Advisory Forum. ❖ Promote further clinicians' engagement in the Remote Care User Advisory Forum. ❖ Continue to contribute to, review and incorporate service user feedback received from Service User Experience Surveys into digital developments and the SUITS service improvement plans.
We will support the digital enablement of service user supports and engagement structures.	❖ Engage with relevant areas of the organisation to support and deliver service user engagement and any peer support model and digital-enabling requirements that may be needed.
We will support the digital enablement of service user advocacy initiatives.	❖ Engage with the relevant areas of the organisation to support and deliver digital requirements to support advocacy initiatives. ❖ Support digital enablement for the LGBTQ+ community information requirements.

Objective 2:

We will support our staffs' competency, confidence, and engagement with the digital health technologies required to do their job.

What we will do	How we will do it
We will continue to develop staff competency and confidence with digital technologies.	❖ Provide digital training that is inclusive, relevant and accessible using remote and in-person approaches. ❖ Continue to develop our digital induction programme for new and returning staff. ❖ Continue to develop and make more accessible our digital training information in multiple formats and mediums. ❖ Gather feedback about digital training sessions and collateral to inform service improvements.
We will communicate and increase engagement and awareness of new digital innovations and changes to current systems.	❖ Establish an organisational-wide Digital Innovations Hub (DIH): – Promote and inform *Digital by Design - Digital First* approaches to enable organisational changes. – Share ideas and lessons learned about our digital solutions, how they are being used, and how they can be used. – Investigate and research modern technologies and digital-enabling opportunities. – Inform systems implementation and training service enhancements through previews and hands-on system experiences.
We will communicate and increase engagement and awareness of the SUITS service with staff.	❖ Provide and update SUITS awareness information for staff as the service develops. ❖ Continue to work closely with our Communications Department to promote awareness of SUITS.
We will work to support the implementation of professional bodies' defined digital competencies for	❖ Engage with our Nurse Education Centre colleagues to support the inclusion of the digital health competency standards and

students committing to work in mental health.	requirements for undergraduate nursing and midwifery education programmes.
	❖ Provide scheduled placements within the digital health team for year three student nurses to support insight into the benefits of *Digital by Design - Digital First* adoption approaches in mental healthcare.
We will support colleagues in our Finance and Procurement Departments to further enable and enhance their digital operational business processes to improve efficiencies and meet the needs of departmental and organisational working practices.	❖ Engage and work with our colleagues in the Finance and Procurement Departments with the selection and implementation of the preferred option to replace the Dynamics AX 2012 system.
We will support our Human Resources (HR) Department colleagues to further enable and enhance their digital operational business processes to improve efficiencies and meet the needs of departmental and organisational working practices.	❖ Engage and work with our HR Department colleagues with the selection and implementation of the preferred option to replace the Dynamics AX 2012 system.
We will support our Facilities Department colleagues to further enable and enhance their digital operational business processes to improve efficiencies and meet the needs of departmental and organisational working practices.	❖ Engage and work with our Facilities department colleagues with the selection and implementation of the preferred option to replace the Dynamics AX 2012 system.
We will implement a new ICT service support system to enable more efficiencies in management of our staff ICT support requests.	❖ Work collaboratively within the ICT Department and across the organisation to procure and replace our existing Sysaid helpdesk system.

Objective 3:

We will explore opportunities to adopt new and enhance existing technologies which support improved mental health treatment, recovery, and outcomes.

What we will do	How we will do it
We will implement new, and enhance existing, digital solutions that will enable our staff to work from where	❖ Provide digital solutions and equipment (such as hybrid screens and information-sharing with service users through further

they can provide the best care and be the most productive.	developments and integration with Your Portal). ❖ Develop and implement mobile electronic health record solutions. ❖ Continue to enable remote, in-person and hybrid models of working.
We will continue to enable digital pathways that can minimise manual and paper processes.	❖ Engagement with services to elicit new and existing service developments and to identify digital-enabling requirements. ❖ Apply the *Digital by Design-Digital First* approach equally to new solutions and to enhancing existing solutions. ❖ Develop further digital solutions to support bed management across the organisation.
We will continue to enable standardised data entry to enhance clear communications and views of service users' clinical information.	❖ Continue to build out eSwift Care Plan Library templates based on clinical services requirements. ❖ Provide user role-defined views of key information displayed in eSwift on login. ❖ Enable the ability to send system-generated letters to external healthcare referrers and care providers. ❖ Enable transfer of care information internally between multidisciplinary teams (MDTs).
We will expand the use of automated solutions to report on departmental and organisational metrics.	❖ Engage with stakeholders to standardise data entry and define reporting requirements.
We will improve availability of physical monitoring information.	❖ Develop integrated digital solution(s) to enable access to and review of physical monitoring information from within eSwift: – Pathology results – Electrocardiograms (ECGs) – Electronic observations (vital signs and early warning scores).
We will continue to support the organisation's electronic billing processes development.	❖ Support: – Sharing integrated claims information – Online payments – Billing data management and reporting.

We will enable digitised business operations.	❖ Open mobile access to work orders and information for Facilities Department staff. ❖ Implementing electronic safety management system.
We will investigate the use of decision support and AI tools to help clinicians support service users in managing their mental health.	❖ Research, procure, design and deploy AI and machine learning solution technologies that will scale to the organisation's clinical management and care delivery requirements. ❖ Develop and implement an AI governance strategy and policies.
We will investigate the use of decision support and AI tools to help support services in managing operational business processes.	❖ Research, procure, design and deploy AI and machine learning solution technologies that will scale to the organisation's operational business requirements. ❖ Develop and implement an AI governance strategy and policies.
We will collaborate with our colleagues in developing digital promotion within the National Centre for Mentally Healthy Living.	❖ Investigate and develop digital mental health promotion and preventive strategies through *Digital by Design - Digital First* design principles.
We will work to embed the benefits of *Digital by Design - Digital First* design principles for any hospital building work.	❖ Embed: – SMART care delivery solutions – digital-enabled service users' care experience – digitally improved operations.

Objective 4:

We will inform and develop our operational excellence, efficiencies, and regulatory compliance through the power of data.

What we will do	How we will do it
We will increase the ability for staff to use data to inform their clinical and service planning, delivery needs and service management.	❖ Develop a staff development programme in data awareness and digital analytics. ❖ Provide data dashboards which enable staff to analyse information, regardless of their technical skills or knowledge.
We will increase the availability of information for data-driven decision-	❖ Engage at the earliest point with new service developments and continue to engage with existing services to identify

	opportunities to transform information management and improve the quality and efficiency with which the information is captured.
making to leverage emerging technologies for strategic advantage.	❖ Work towards eliminating processes that have led to maintenance of spreadsheets and other databases.
We will increase the availability of real-time information to support the swift access to care for service users and the delivery of care by clinical teams.	❖ Identify requirements and design dashboards to provide real-time information that supports work flows relevant to clinical teams and roles within the electronic health record.
We will investigate the opportunities for using of AI and machine learning tools to help service planning.	❖ Research, procure, design and deploy AI and machine learning solution technologies. ❖ Develop and implement an AI governance strategy and policies. ❖ Develop our in-house skills to configure and develop.
We will continue to review and contribute to the development of national standards.	❖ Review and feedback on the relevant Health Information and Quality Authority (HIQA) standards consultations.
We will develop our technical data warehousing infrastructure, capabilities and resilience.	❖ Research, procure, design and deploy data warehousing solution technologies that will scale to our data management and analytical requirements. ❖ Continue to develop an information plan to manage our data warehousing and information flows.
We will develop our AI infrastructure, capabilities and resilience.	❖ Research, procure, design and deploy AI and machine learning solution technologies that will scale to our data management and analytical requirements.

Objective 5:

We will support the SPMHS Academic and Research Strategy by collaborating to develop methods to enable digital research approaches and trusted use of SPMHS data.

What we will do	How we will do it
We will increase the availability of information for research through	❖ Engage at the earliest point with researchers to ensure the effective use of

promoting a *Digital by Design - Digital First* approach.	online and other digital technologies to enable the efficient capture of information from service users. ❖ Support the use of digital technologies to enable the efficient capture of information.
We will collaborate with our colleagues in the Academic Institute to support the investigation of eMental health technologies.	❖ Explore how best to deliver and improve mental health treatment and evidence-based practice through implementation of eMental health technologies using *Digital by Design - Digital First* design principles.
We will become known for sharing our digital learnings and work, encouraging the mental health community to see us as digital leaders.	❖ Participate in digital innovation networks and partnerships to enable better knowledge exchange

Objective 6:

We will manage our digital applications to the highest standard to assure our technology foundations are secure and sustained within suppliers' support agreements.

What we will do	How we will do it

We will connect our service users and staff to reliable networks, devices, digital applications and integrated systems.	❖ Implement planned maintenance schedules:
	  – Windows security updates
	  – Server upgrades
	  – Application system upgrades.

We will assure that all data is private and secure and used or shared safely for the purpose of care and treatment delivery.	❖ Complete all necessary data privacy impact assessments. ❖ Complete all necessary data security impact assessments.
We will monitor our applications and integrations system performance.	❖ Continue to develop and automate our applications' proactive monitoring and reporting. ❖ Continue our regular performance monitoring reviews with our application supplier(s).
We will collaborate with suppliers to solve issues and develop their product with knowledge of SPMHS requirements.	❖ Use our knowledge of their systems to help application suppliers, working towards defining their roadmaps and having representation at their customer engagement forums.

| We will monitor our applications usage and access. | ❖ Develop and implement a rolling schedule of information governance audits. |

Objective 7:

We will invest in our digital health team to support the delivery of our organisational strategy and operational requirements.

What we will do	How we will do it
We will continue to develop and implement a digital health team training and mentoring system.	❖ Perform a skills maturity assessment to identify potential training needs and gaps. ❖ Develop digital skills training pathways in-house and use external technical and digital transformation soft skills education.
We will build a robust digital health team recruitment and retention approach.	❖ Investigate partnering with universities and colleges to build a digital health talent and resource pool. ❖ Seek to identify opportunities to complement our existing skills and competencies by remaining actively open to opportunities to strengthen our team. ❖ Enable the retention of key positions, where feasible, through a contracting arrangements basis where they want to stay working with SPMHS but require relocation to another jurisdiction.
We will use application supplier(s) professional services to assure project implementations have the right level of expertise to assure delivery.	❖ Outsource for project support for only clearly defined project deliverables to existing application supplier(s), only when this is identified as an essential dependency.
We will develop our in-house expertise in applying *Digital by Design - Digital First* approaches.	❖ Provide digital health team training and skills development, supported by enrolment on relevant and accredited training courses
We will continue to develop our in-house technical expertise and knowledge required to design, develop,	❖ Complete AI implementation approaches options analysis.

and configure artificial intelligence solution technologies	❖ Develop business cases for AI technologies' technical implementations. ❖ Develop robotic process automation solution(s) for digital applications testing, where this is a viable option.

Delivering our *Digital Transformation Strategy*

Our *Digital Transformation Strategy* begins with this document: Work will need to be undertaken to make sure that it is embedded in the organisation and structures are put in place for the objectives to be realised.

Delivering on all the commitments outlined above will require the engagement of resources within the ICT Department and across the organisation, and this will take time. While some of the goals identified can be progressed in parallel, it is important that they are prioritised, and resourcing applied to those areas which are considered to be most important to the organisation's business needs.

Many of the goals are significant technical delivery projects which will require the application of significant technical resources to ensure that they are delivered on specification and within agreed budget. That will require decisions on the relative priority of individual projects.

Having regard for early engagement in new initiatives; application of *Digital by Design - Digital First* principles; and senior management team engagement in cross-organisational priority reviews will be fundamental to the successful delivery of our *Digital Transformation Strategy* over the next four years.

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