



St George's, Epsom
and St Helier
University Hospitals and Health Group



Digital and data strategy

2026–2030

Enabling safe, connected and data driven care across the gesh group.

FOREWORD



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Advances in technology are providing a pivotal moment across our society and how healthcare is experienced is no exception.

Working through the development of this strategy, the most exciting potential has emerged. Patients and residents are keen to own and control more of their interactions with us and by enabling this, we also help them own more of their own health. At the same time, this strategy empowers clinicians too, so they can spend more time on what matters most – be that speaking with patients “in that moment” or using rich data reserves to drive forward prevention and research.

Compared to many other areas of society, the NHS often feels behind the times. Too many patient letters are typed and still go in the post. Mobile work-stations on wards are cumbersome and often remain plugged-in due to poor battery technology. Poor WIFI can make caring a battle and limited data sharing can augment a feeling that “the system” is conspired against us.

At gesh, we have therefore prioritised significant capital investment in the basic IT infrastructure as well as continuing to pioneer advancements – such as in ambient voice technology. Already our emergency department doctors are engaging patients first and looking at the computer later, where the conversation has been captured and actions processed for them.

The power of the group, providing outstanding care together, makes all this more possible for more patients. Our thanks therefore go to the newly formed gesh digital team and our joint clinical leaders, who built this vision and are making it a reality every day.

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EXECUTIVE SUMMARY

St George's, Epsom and St Helier Hospitals Group (gesh) is at a critical point in its development as a single, integrated organisation. The scale of our services, the diversity of our communities and the growing demand on our hospitals require a step change in how digital and data support care delivery.

Digital and data are now central to modern healthcare. They enable safer care, more efficient services and better experiences for patients and staff. However, they also introduce complexity and risk if not managed well. This strategy sets out how we will strengthen our foundations, simplify our environment and make better use of digital and data across the Group.

We recognise that our current digital environment does not yet consistently support the level of care we aspire to deliver. Fragmented systems, ageing infrastructure, variable user experience and increasing cyber risk create inefficiencies and place additional burden on staff. At the same time, expectations from patients and staff continue to grow, with increasing demand for digital access, real time information and more connected services.

In the last year, we have begun the journey of stabilising key areas of our technology environment and strengthening important capabilities, particularly in analytics and our shared electronic patient record (EPR). This provides a platform from which we can

now move forward with greater pace and clarity.

This strategy sets out a clear and practical approach for the next five years. We will address critical risks in our infrastructure and cyber security, simplify and integrate our systems and establish a single, trusted data capability across the Group. Alongside this, we will adopt AI and automation to reduce administrative burden, improve productivity and support better clinical and operational decision making.

Our work is organised around six strategic priorities:

- 1. Safe and secure digital foundations** that ensure systems are reliable, resilient and protect patient data.
- 2. A data driven organisation** where decisions are based on timely, accurate and trusted insight.
- 3. AI and automation to improve productivity** and support better clinical and operational outcomes.
- 4. Optimised and integrated digital systems** that reduce duplication and enable more seamless care.
- 5. A connected and collaborative organisation** where staff can work effectively across all sites.
- 6. A simple and accessible digital front door** for patients and staff, centred on the NHS App and consistent digital services.

Within these priorities, we will focus on a small number of targeted investments where we expect the greatest impact. These include expanding the NHS App as our primary patient interface, deploying ambient AI to support clinical documentation, simplifying access to corporate services and making better use of our Electronic Patient Record (EPR).

Delivering this strategy will require more than technology. It will depend on strong clinical and operational engagement, clear governance and disciplined delivery. We will strengthen our digital workforce, align our programmes to organisational priorities and work closely with system partners to maximise value and interoperability.

The outcome will be a simpler, more reliable and more intelligent digital environment. This will enable staff to focus more of their time on patient care, improve experience for patients and support more proactive, equitable and efficient services across the Group.

In summary, this strategy addresses current risks, builds strong and dependable foundations and enables the transformation required to deliver high quality care for our communities, now and in the future.

01

Where we are now

A single integrated Group, serving one of the largest and most diverse populations in South West London, on digital foundations that do not yet match our ambition.

WHERE WE ARE NOW

St George’s, Epsom and St Helier Hospitals Group (gesh) is entering a period of significant organisational change. **The Group is progressing its route to an Integrated Health Organisation (IHO), with a formal merger planned to create a single statutory organisation.** As a single, integrated Group, we care for one of the largest and most diverse populations in South West London. **The ambition is to enable more integrated care delivery across hospital and community settings, improve outcomes and support system level priorities including prevention, productivity and reducing health inequalities.**

This direction is set out in the gesh five year strategy, which defines a clear ambition to deliver outstanding care, together, including providing the right care, in the right place, at the right time, improving outcomes and experience, and tackling health inequalities. **Digital and data are critical enablers of these care objectives**, supporting integrated pathways, timely access to information and better informed clinical decision making across organisational boundaries.

Meeting rising demand, reducing inequalities and improving patient experience requires **digital and data services that are reliable, secure and joined up.**

Our current digital environment does not yet consistently support the level of care we aim to deliver. Across our hospitals and community services, systems remain fragmented, infrastructure is ageing and reliability is variable. Staff frequently experience slow or inconsistent access to systems and limited availability of real time information. This creates inefficiencies and reduces the time available for direct patient care and constrains our ability to deliver care in the most appropriate setting.

In 2025, the Group took an important step towards integration through the expansion of the St George’s Electronic Patient Record (EPR) iClipPro to Epsom and St Helier. However, **significant work remains to stabilise, standardise and optimise the system** so it fully supports our digital priorities and the strategic objective of a shared, integrated record across the Group.

There are also material risks within our current position. **Legacy technology, ageing infrastructure and weaknesses across core networks and data centres increase exposure to operational disruption and cyber attack.** These risks have direct implications for **patient safety, service continuity and organisational resilience** and impact our ability to deliver safe, timely and effective care.

17,000

staff across 4 main hospital sites and community services

300

digital and data staff supporting the Group

100+

clinical systems currently supported

18,000

devices, including desktops, laptops and workstations on wheels

WHERE WE ARE NOW

Digital and data must keep pace with our scale and ambition

Digital and data are core enablers of the Group's transformation portfolio, supporting delivery of the Medium Term Plan, NHS Long Term Plan and the CARE objectives. The portfolio of transformation programmes, spanning clinical pathways, workforce, productivity and the route to an Integrated Health Organisation, is underpinned by the need for shared, reliable and accessible information.

The digital strategy will support these programmes by enabling integrated patient records, standardised pathways, improved access to real time data and digital tools that support new models of care across hospital, community and system partners. This includes supporting key programmes such as transforming outpatient services, non elective care, clinical workforce transformation, productivity improvement and the shift from hospital to community based care.

Without sustained improvement in digital capability, many of these programmes will be constrained in their ability to deliver the intended benefits in quality, access, productivity and patient experience.

This digital and data strategy is central to enabling delivery of our ambitious transformation priorities and our gesh 2030 vision to offer Outstanding Care, Together. It is critical for enabling joined up care across hospital and community settings outcomes and responding to system priorities including prevention, productivity and reducing health inequalities

WHERE WE ARE NOW

Four challenges we must address

01 Fragmented, complex landscape

200+ systems with limited interoperability make it hard to share information, coordinate care and operate efficiently.

02 Weak foundations, high risk

Ageing infrastructure and single points of failure create real risks to continuity, patient safety and cyber resilience.

03 Underinvestment & constrained capacity

Spend below national benchmarks, with demand exceeding workforce capacity, limits our ability to modernise.

04 Underutilised, fragmented data

Despite strong data assets, variation in how data is managed and used limits its potential for decision-making.

Together, we have opportunities to enable a shift to connected, data driven, patient-centred care delivered more efficiently across hospital, community and home.

02

Our vision

A digitally connected, data-driven organisation, with an accessible digital front door, making care simpler for patients and empowering staff.

OUR VISION AND MISSION

OUR VISION

A digitally connected, data-driven organisation with an accessible digital front door, making care simpler for patients and empowering staff to deliver high-quality care.

OUR MISSION

We will deliver a connected, data-driven organisation where technology supports every aspect of care. We will provide an accessible digital front door, simplify pathways and enable joined-up working across partners. By supporting staff with intuitive systems and trusted data, we will deliver safer, more personalised care and better outcomes for our communities.

OUR VISION

Six strategic priorities



Safe and secure foundations

Reliable, resilient and secure digital services that support safe care.



A data driven organisation

Trusted, timely insight to support better decisions at every level.



AI and automation

Reducing administrative burden and improving productivity through AI.



Integrated digital systems

Joined-up systems that support coordinated care across gesh.



A connected organisation

Enabling staff to work effectively across all sites and services.



An accessible front door

A clear, accessible digital front door for patients and staff.

03

What we want to achieve

Each of our six priorities, with the focus areas and the key deliverables that bring it to life.

Safe and secure digital foundations

Strengthening our digital foundations to ensure technology is reliable, secure and always works for staff and patients.

Over the next four years, we will put the right foundations in place to ensure our digital services are reliable, secure and resilient. Our aim is to create a stable, dependable digital environment where systems work consistently, risks are actively managed and staff can focus on patient care rather than technology issues. This will improve safety, strengthen cyber resilience, enhance staff experience and support better outcomes for the people we serve.

Key priorities We will focus on getting the basics right by strengthening the core infrastructure that underpins all digital services across gesh, delivered through a focused set of priorities.

01 One reliable network across all sites.

We will replace the current mix of ageing systems with a single, modern network across gesh. This will ensure consistent performance, reduce outages and allow staff to work reliably wherever they are.

03 Reliable and resilient systems that staff can depend on.

We will improve how our systems are set up and managed, so they are stable, secure and able to grow with us. This will ensure critical services remain available and care is not disrupted, even when there are issues.

05 Strong and proactive cybersecurity.

We will strengthen our approach to cybersecurity in line with NHS standards, protecting patient data and reducing risk to services. This will help ensure our systems always remain safe and available.

02 Faster and more reliable connectivity.

We will upgrade the technology that keeps our systems running to ensure faster and more reliable connections. This will enable modern clinical systems, digital diagnostics and new ways of working such as video and remote access.

04 Modern, reliable devices for staff.

We will provide staff with fast, secure and regularly refreshed devices. This will reduce day to day technical issues, improve productivity and enable the use of new digital and AI supported tools.

06 Laying the foundations for a data and AI enabled organisation.

We will put in place the infrastructure needed to support real time data, automation and AI. This will enable more advanced capabilities over time and support our ambition to become a modern, data driven organisation.

Our key deliverables



Cybersecurity enhancements

Establishment of a dedicated cyber security team to enhance resilience and reduce risk



Digital Infrastructure Building Blocks

We are modernising our network and Wi-Fi to improve performance, reliability and scalability.



Governance and Control

We are strengthening governance to improve oversight, accountability and decision making



Integration and Standardisation

Improvements to integration and standardisation to improve interoperability, reduce duplication

Together, these priorities will create a single, secure and high performing digital foundation that supports safe, seamless care and enables staff to deliver their best work every day.

A data driven organisation

Using data and insight to support better decision making and improve outcomes across the Group.

Over the next four years, we will become a data driven organisation where decisions at every level are informed by timely, accurate and trusted insight. We will make data central to understanding performance, planning services and improving care, using it to describe the past, understand the present and anticipate future demand to enable earlier intervention and more proactive care. We will create a single shared view of performance across the Group, enabling earlier action, better demand management and more equitable outcomes, while improving transparency and reducing variation. To achieve this, we will build a unified data and analytics capability providing clinicians, operational teams and leaders with reliable, actionable insight, supported by one platform, one set of standards and one coordinated workforce.

Key priorities We will build a strong, joined up data capability across the Group, bringing together people, platforms and processes to support consistent, high quality insight.

01 One team delivering data and insight across gesh.

We will bring together our analytics teams into a single, coordinated workforce with shared standards, skills and ways of working. This will reduce duplication, improve consistency and provide better support to clinical and operational teams.

03 A single, trusted view of performance.

We will establish a consistent set of metrics and reporting across the Group, ensuring decisions at every level are based on the same clear and trusted information.

05 Using data to improve patient experience.

We will use data to support clearer, more personalised communication with patients, helping reduce missed appointments and making services easier to navigate.

02 One platform for data and analytics.

We will bring our data into a single, modern platform with common tools and definitions. This will replace fragmented systems and give staff faster access to reliable information.

04 Making it easier to access and use information.

We will provide simple dashboards, improved reporting and self service tools so staff can quickly find and use the information they need. We will also use automation and AI to reduce manual effort and simplify analysis.

06 Working with partners across the wider system.

Working with regional and national partners to share data safely and adopt best practice. We will ensure the infrastructure is in place to enable research and innovation, leveraging Secure Data Environments to accelerate research and enhance data driven insight.

Our key deliverables



Unified data platform and reporting

A single platform and common reporting tools to provide trusted, consistent insight.



Real-time data and operational insight

Near real-time dashboards and alerts to support faster decisions and earlier action



Data Driven Patient Pathways

Implement predictive analytics to identify patient needs, improve performance and reduce delays.



Performance management system

A shared performance framework with common metrics, accountability and visibility of delivery.

Together, these priorities will create a single, secure and high performing digital foundation that supports safe, seamless care and enables staff to deliver their best work every day.

AI and automation to improve productivity and care

Using AI and automation to streamline processes and give staff more time to focus on patient care.

Over the next four years, we will use AI and automation to improve productivity and support better care delivery. Our aim is to reduce unnecessary administrative work, streamline processes and make it easier for staff to do their jobs. This will free up time for patient care, improve efficiency and support safer, more consistent ways of working across the organisation. We will take a practical and focused approach, embedding AI into everyday workflows in a way that supports staff rather than disrupts them, and delivers clear benefits for both staff and patients.

Key priorities We will use AI and automation to simplify processes, reduce administrative burden and support more proactive, efficient care.

01 Digitising and automating key processes.

We will reduce reliance on paper and manual processes by introducing digital workflows and automation where appropriate. This will improve speed, accuracy and productivity.

03 Ambient AI to support clinical documentation.

We will introduce ambient voice technology to support the capture of clinical conversations. This will allow clinicians to focus on patients rather than screens, while generating draft clinical notes for review and approval.

05 Robotic Process Automation for operational use

We will automate high-volume operational and administrative tasks to reduce manual effort, improve flow and free up staff time for higher-value work.

02 Using AI to reduce administrative burden.

We will deploy tools such as Microsoft Copilot and other generative AI solutions to support tasks such as drafting documents, summarising information and automating routine work. This will save time, reduce duplication and improve productivity across clinical and corporate teams.

04 Using AI to improve patient communication and access

We will use AI-enabled tools to give patients clearer information, support appointment management and make services easier to access and navigate

06 Scaling AI safely across the organisation.

We will put in place the governance, infrastructure and change support needed to adopt AI and automation safely, effectively and at scale.

Our key deliverables

Ambient AI in all clinical settings



Support clinical documentation and release more time for patient care

Microsoft Copilot for administrative use



Reduce routine admin effort through drafting, summarising and workflow support.

Centre of Excellence for AI established



A centre for AI and innovation established at gesh to support product development and commercialisation.

AI tools for appointment management



Improve appointment management, communication and access to services.

Together, these priorities will create a single, secure and high performing digital foundation that supports safe, seamless care and enables staff to deliver their best work every day.

Optimised and integrated digital systems

Improving and connecting our digital systems to reduce duplication and support more efficient and coordinated care.

Over the next four years, we will optimise and integrate digital systems across the group for both acute and neighbourhood care to reduce duplication, remove unnecessary variation and align around consistent workflows. We will rationalise the application landscape, simplify support across clinical and corporate functions and enable systems to communicate safely and effectively, removing the need for repeated data entry. This will reduce manual effort, improve data quality and support safer, more coordinated care, creating a more efficient digital environment for staff and a more seamless experience for patients..

Key priorities We will optimise and integrate our digital systems to reduce duplication, simplify workflows and support more coordinated, efficient care.

01 Reducing duplication across our application landscape.

We will review and rationalise systems across the Group, removing duplicate applications and consolidating where appropriate. This will reduce complexity, lower cost and improve consistency.

03 Improving integration between systems.

We will ensure our systems can communicate effectively, enabling information to flow across care settings. This will reduce repeated data entry and improve continuity of care.

05 Supporting joined up care across the wider system.

We will enable safe and effective information sharing with partners across primary care, community and system organisations. This will support more coordinated and integrated care.

02 Standardising clinical and corporate workflows.

We will align how systems are used across services, introducing consistent processes and reducing unnecessary variation. This will improve efficiency and support safer, more reliable care delivery.

04 Making better use of our Electronic Patient Record.

We will optimise our shared EPR to support consistent pathways, improved clinical decision making and more efficient workflows. This will help ensure patients receive high quality care regardless of where they are seen.

Our key deliverables



Unified, connected clinical systems

Reducing duplication by aligning clinical systems to the Group Strategy for joined up clinical services



Standardised system workflows to reduce unwarranted variation

EPR and other clinical system changes will be designed to improve efficiency



EPR optimised to support patient pathways and transformation

Support clinical decision making and improved administrative workflows for efficient patient care



Clinical data visible across care settings

Improved interoperability between care settings to support integrated care delivery

Together, these priorities will create a single, secure and high performing digital foundation that supports safe, seamless care and enables staff to deliver their best work every day.

A connected and collaborative organisation

Enabling seamless communication, collaboration and information sharing across a single, connected organisation.

Over the next four years, we will use digital technology to bring gesh together as a single, connected organisation. Our aim is to make it easy for staff to communicate, share information and collaborate across all sites and services, with seamless and secure access to the systems and tools they need. This will reduce barriers between teams, improve coordination and enable more joined up ways of working across hospital, community and corporate services. We will align systems, standardise ways of working and enable safe, real time information sharing so staff can work effectively across organisational boundaries without duplication or delay. This will create a more connected, efficient and collaborative organisation that supports better decision making, improved staff experience and more coordinated care for our patients.

Key priorities We will simplify how staff connect, communicate and access digital services across gesh.

01 One email and calendar system for all staff.

We will move to a single email and calendar platform using NHS.net across the Group. This will make it easier for staff to communicate, organise their work and collaborate across all sites and services.

03 One consistent way to access digital services.

We will introduce a single, clear way for staff to access the systems, information and support they need. This will remove complexity, reduce time spent navigating different systems and improve day to day experience.

02 One system for messaging and collaboration.

We will provide a single, easy to use platform for messaging, meetings and collaboration. This will reduce reliance on multiple tools and make it simpler for staff to work together in real time.

04 A single digital network across the organisation.

We will ensure staff can access systems and information seamlessly across all sites, supporting flexible and cross site working without barriers.

Our key deliverables



NHS.net mail for all gesh staff

NHS.net mail creates a unified digital identity, enables cross site collaboration and integration.



One unified IT network across gesh.

One shared IT network giving gesh staff secure, consistent access and simplifying operations.



Single Digital Service Desk for gesh

Single access point for staff to access digital support simplifying access and operations.



Single communication platform

A single platform for communication and collaboration based on Microsoft 365 environment.

Together, these priorities will create a single, secure and high performing digital foundation that supports safe, seamless care and enables staff to deliver their best work every day.

A simple and accessible digital front door for staff and patients

Providing a simple, consistent and accessible digital front door for both patients and staff to access care and support.

Over the next four years, we will provide a simple, accessible digital front door that improves how patients and staff access care and support. We will make it easier for patients to manage their care and for staff to access tools and information through clear, consistent channels, reducing complexity and delays. We will expand access through the NHS App and other platforms, alongside a single, consistent approach to staff access for clinical and corporate services. As more patient interactions are enabled through the digital front door, we will prioritise designing and delivering these services in ways that do not exacerbate digital exclusion. Services will remain inclusive, with appropriate alternatives to ensure no one is excluded. This will improve experience, reduce barriers and support more responsive care.

Key priorities We will simplify and standardise how patients and staff access care and support through clear, consistent digital channels.

01 The NHS App as the primary patient front door.

We will expand the use of the NHS App as the main way for patients to access services, information and support. This will provide a single, familiar entry point and improve consistency across the Group.

03 Consistent digital pathways across services.

We will standardise how digital services are used across specialties, including questionnaires, referrals and “wait well” support. This will ensure patients have a consistent experience regardless of where they receive care.

05 A single digital front door for staff support services.

We will introduce one platform for staff to access corporate services such as HR, IT, Finance and Estates. This will simplify access, improve response times and provide a more consistent experience.

02 Managing appointments and communications digitally.

We will enable patients to book, change and cancel appointments, receive communications and view results digitally. This will reduce delays, improve convenience and support more responsive services.

04 Integration with clinical systems and patient records.

We will ensure information provided through digital channels flows directly into clinical systems and the Electronic Patient Record. This will improve data quality, reduce duplication and support safer, more coordinated care.

06 Inclusive and accessible digital services for all.

We will design digital services to be accessible and easy to use, while maintaining alternative routes for those who need them. This will ensure no patient or staff member is excluded from accessing care or support.

Our key deliverables



A single access point for gesh.

A single digital front door giving gesh staff one place to access support, services and information.



90% digital access via the NHS App

By 2029, 90% of patient interactions will be through a single NHS App front door.



90% of appointments managed online

By 2027, most appointments will be managed online, reducing missed appointments by 30%.



100% standardised pathways

By 2028, all services will use standard digital pathways for consistent patient journeys.

Together, these priorities will create a single, secure and high performing digital foundation that supports safe, seamless care and enables staff to deliver their best work every day.

04

What this means for staff and patients

A more connected, responsive and patient-centred organisation, care that is safer, more efficient and more personalised.

What this means for our staff and patients

Our digital and data strategy will enable a step change in how we deliver care across the gesh Group. By combining reliable digital foundations, better use of data and modern technology, we will create a more connected, responsive and patient-centred organisation. This will support our ambition to deliver care that is **safer, more efficient and more personalised**, while improving experience and outcomes for both patients and staff.

Better, safer and more reliable care:

Patients will benefit from **more consistent and dependable services**, where systems are available when needed and information is accurate, complete and secure. This will **reduce delays and minimise risk**, supporting safer, higher quality care. For staff, reliable infrastructure, modern devices and secure systems will reduce disruption and frustration, enabling them to focus on delivering care.

More personalised and proactive care:

Using data more effectively, supported by analytics and AI, we will move towards **more proactive and preventative models of care**. Patients will experience services that are better tailored to their needs, with **earlier intervention and improved outcomes**. Staff will have access to timely, trusted information and decision support, helping them to make more informed choices and deliver more effective care.

Faster access and a clearer digital front door:

We will expand the use of the **NHS App and patient portal** to create a **clear digital front door** for our services. This will allow patients to book, change and manage appointments, access results and letters, and communicate more easily with their care teams. This will simplify how people interact with the organisation, reduce reliance on paper and telephone-based processes, and give patients **greater control**.

At the same time, integrated systems and streamlined pathways will reduce duplication and delays, creating smoother patient journeys with less need to repeat information.

For staff, improved digital access and better managed patient interactions will reduce administrative workload and make services easier to coordinate.

More joined up care across the system:

The strategy will enable a more integrated model of care, where **information flows seamlessly** across hospitals, community services and partners. This will **improve coordination and continuity of care** and reduce fragmentation. Staff will be better able to work across teams, sites and services, supported by shared systems and consistent ways of working.

More time for what matters most:

Automation and AI will reduce manual processes and administrative workload, freeing up **more time for**

patient care and enabling staff to **focus on clinical care and high value activities**. For patients, this will mean more meaningful interactions, better communication and a more personalised care.

A more inclusive and accessible service:

Digital services will be designed to be **simple, accessible and inclusive**, including the patient portal, ensuring that all patients can benefit. Alternative routes to access care will remain in place so **no one is excluded**. For staff, a more intuitive and consistent digital environment will support adoption and improve overall experience across all roles.

Overall impact

Together, these changes will create a more connected, efficient and sustainable organisation, where:

- patients receive **safer, faster and more personalised care**.
- patients have **greater control through a clear digital front door**.
- staff are supported by **reliable, intuitive systems** that enable them to work effectively.
- services are **joined up, reducing complexity and improving outcomes**.

This represents a shift towards a modern, digitally enabled healthcare model that improves quality, experience and equity across the gesh Group.

WHAT THIS MEANS

Patient and staff stories

- **A PATIENT'S STORY - MARIA**

“Everything I need is accessible, secure and simple.”

Living with a long-term cardiac condition, Maria uses her patient portal to see appointments, results and messages in one place, and completes a short questionnaire before she arrives. In clinic, her clinician has a complete, joined-up view of her care, and her plan and next steps are updated and booked before she leaves. When her symptoms change, she reports it through the portal and is reviewed quickly, allowing early advice before things worsen.

- **A NURSE'S STORY - EMMA**

“More time on clinical judgement, less on admin.”

Emma, a clinical nurse specialist in oncology, starts her day with a prioritised view of her caseload, working from a single, comprehensive patient record. In clinic, ambient technology captures conversations and completes documentation, so she can focus fully on patients. She coordinates complex pathways using shared, real-time systems and responds early to alerts, ending the day with no backlog and no after-hours admin.

05

How we get there

Delivery depends on more than technology, a skilled workforce, a phased roadmap, and disciplined governance.

HOW WE GET THERE

A skilled and empowered digital workforce

Building the capability, capacity and culture to deliver secure, reliable and user-centred services across gesh.

Build skills and capacity

Technical, analytical and clinical informatics skills to deliver transformation at scale.

Security & safety by design

Cyber security and information governance built into every service and decision.

Leadership & accountability

Clear roles and governance for digital, data and cyber across the Group.

User experience & adoption

Training, support and intuitive systems so staff use digital tools confidently.

A responsive digital function

Visible, engaged teams responsive to operational needs, with clear support routes.

Continuous learning

A culture of development and innovation to adapt to AI and new technologies.

HOW WE GET THERE

The five-year roadmap

2026

Foundation

Secure, In 2026, the focus is on putting the basics in place to support future digital services.

- A **strong, secure digital backbone** will be established, including new infrastructure and a **dedicated cybersecurity team**.

- Core systems and governance** will be strengthened to ensure safe, reliable use of data and technology..

- A **unified data platform** will begin development, alongside improved access to real-time operational data.

- AI tools such as Microsoft Copilot** will be introduced to support staff with administrative work.

2027

Connect

In 2027, the organisation becomes more joined up and consistent.

- Staff will benefit from a **single IT network (including roll out of NHS.net), shared systems, and one digital service desk**.

- Work will progress toward a **single access point (“digital front door”) for staff**.

- Processes and pathways will be standardised, with **most appointments managed online** via the NHS App.

- A **performance management system and common reporting tools** will improve how services are monitored and managed.

- A **centre of excellence for AI, Innovation and automation** will be created to support wider adoption.

2028

Integrate

In 2028, digital systems and data are brought together to transform care delivery.

- Electronic patient records (EPRs) across hospital and community services will be **integrated with Ambient AI and other AI technologies**.

- Clinical systems will be integrated across the group, supporting joined-up care.

- Pathways on **Acute and Community EPRs** will be **more standardised**, making care more consistent and easier to navigate.

- Ambient AI and automation tools** will be introduced **across all clinical areas**, supporting clinicians and improving efficiency.

- Data will increasingly be used to design and improve patient pathways through **predictive analytics**

2029

Optimise

In 2029, the benefits of earlier changes are scaled up and optimised.

- Clinical systems will be fully connected**, enabling seamless information sharing across services.

- A **centre of excellence for the NHS App and patient portal** will support better digital access.

- The majority of patients will be able to **access services and manage their care digitally**.

- Data and insights will be used more routinely to **improve performance and patient outcomes**.

2030

Innovate

By 2030, the organisation builds on its digital maturity to keep improving.

- Advanced **AI and automation** will be more widely used, including tools that support patient communication and access.

- Digital services will continue to evolve, becoming **more personalised, proactive, and efficient**.

- The organisation will be well placed to **adopt new technologies quickly and safely**.

HOW WE GET THERE

Capability and governance enhancements

To deliver safe, modern and efficient care, gesh requires a step change in digital, data, AI and governance capability. This will be achieved through a coordinated approach spanning prioritisation, delivery, workforce and partnerships.

A strengthened governance framework will ensure all digital, data and AI investment is aligned to strategic priorities, clinical need and risk reduction. Clear decision making routes, accountability and oversight will be established at both portfolio and programme level.

This will be supported by a structured demand management process, providing a transparent route for assessing and prioritising new initiatives based on value, risk and affordability. This enables a balanced portfolio between transformation, operational stability and technical debt.

An **AI Centre of Excellence** will be established to provide central leadership and expertise for AI adoption across the Group. The function will:

- Support identification, prioritisation and scaling of

AI use cases.

- Provide specialist expertise in **data science, model assurance and deployment**.
- Promote **reuse of tools, platforms and patterns** to avoid duplication.
- Build **capability across clinical and operational teams** through guidance and training.
- Establish **partnerships with industry and academic organisations** to accelerate innovation and research.
- Support **product development and commercialisation** of internally developed solutions where appropriate.

Delivery confidence will be improved through a strengthened **business management function**, coordinating procurement, finance and risk. This will support robust business cases, effective supplier engagement and disciplined programme execution. Benefits will be clearly defined and tracked against outcomes linked to patient care, productivity and staff experience.

Alongside governance and delivery improvements, the strategy places strong emphasis on capability

building. Clinical and operational teams will be supported to maximise the value of digital tools, including business intelligence and AI solutions. Focus on adoption, communication and data quality will ensure benefits are realised in practice, with clinical involvement embedded in all programmes.

Partnerships with academic, industry and system organisations will support innovation, particularly in AI, automation and advanced analytics. This will be underpinned by a four year workforce plan to grow digital, data and AI capability, supported by a sustainable funding model.

The approach set out above establishes the foundations required to deliver the Group's digital strategy in a controlled and prioritised way. It ensures that investment is aligned to clinical and operational need, that delivery is governed and assured, and that capability is built alongside transformation. The following roadmap outlines how these capabilities, structures and investments will be phased over time to deliver measurable improvements in patient care, productivity and staff experience.