

**NHSBT Board****Technology Strategy**25<sup>th</sup> May 2022**Status: Official****1. Summary and Purpose of Paper**

The Technology Strategy is one of the functional strategies described in the NHSBT strategy, it provides the foundation for technology that enables a world where every patient receives the donation they need.

The strategy has been developed to set high-level technology direction for the organisation, guide technology decisions, inform detailed technology plans and start to highlight wider implications for organisation culture and workforce planning.

There is a strong link between the Data Strategy approved by the Board in September 2021 and the Technology Strategy. The Data Strategy describes our ambition to improve the way we use data for decision making, operational improvement and improved clinical outcomes. The Technology Strategy includes the technology platform required to deliver on the Data vision.

**2. Action Requested**

The Board is asked to review and approve the strategy including the priority focus areas for NHSBT over the next 5-years. The Board is asked to consider:

- Alignment of technology priorities with NHSBT strategic priorities and NHS/ Government Digital, Data and Technology (DDAT) standards.
- The multi-year investment commitment required to continue the digital transformation of NHSBT.
- The cultural change and workforce implications of delivering on the priorities outlined in the strategy.
- Whether there are any measures of success that are high priority for the board.

**3. Background**

The role of Technology in high performing organisations has been increasing exponentially over the last decade and the coronavirus pandemic accelerated things further as businesses and people had to pivot to digital channels to do business and communicate effectively. The journey over the last few years has been no different for NHSBT where tools and services that were used sporadically in the past like videoconferencing, chat and virtual collaboration tools have become critical to on-going operations.

We have been investing an estimated £20m - £25m in new or improved technology capabilities per annum and that has allowed us to deliver significant benefits for the organisation. We have deployed mobile devices to donor carers to replace some but not all

paper on Collection sessions, made step changes in digital channels for donors to book and manage appointments, digitised and improved organ pathways, modernised some of our legacy technology, transformed our cyber security capabilities and started to build infrastructure to support improved data capabilities. Despite this progress there is much more to do to complete programmes already started, keep up with the pace of technology change and provide our staff, donors and customers with digital capabilities that meet their needs.

The growth in NHSBT services and products described in our strategy alongside external business and technology drivers, create an urgent requirement for an organisational level Technology Strategy that will drive smart and efficient technology choices.

#### 4. Detail of Report

The attached Technology Strategy:

- sets out our Technology vision, goals and principles;
- responds to key internal and external drivers identified in the NHSBT Strategy;
- identifies six priorities areas, some of which may look familiar but will all be delivered using different approaches, building on each other to enable true digital transformation;
- makes clear the importance of people and culture in delivering digital transformation; and
- at a high level identifies the assumed on-going levels of investment required to deliver technology enabled business change.

#### 5. Sign off

Following approval of the Technology Strategy we will launch internally and publish the strategy on our external website in line with our principle of working in the open. The key elements of the strategy will be built into our ways of working, service technology plans, portfolio plans and budgets. We will review progress against the strategy annually and refresh the strategy as business and external drivers change.

**Author:** James Fishwick, Head of Business and Enterprise Architecture

**Responsible Director:** Wendy Clark, Chief Strategy, Digital and Information Officer

**Non-Executive Directors Consulted:** Piers White, Jo Lewis

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