

Developing a successful data strategy

KPMG point of view

Healthcare data and analytics

Policies and drivers shaping the healthcare landscape

The Goldacre Review published last year outlines how to achieve better, broader, and safer use of health data for research and analysis. The output of the review was a set of detailed recommendations setting out how the Government can increase data transparency by adopting Secure Data Environments (SDEs) enabling research and identification of new opportunities to improve patient outcomes. The review outlines how opportunities for data analysts can be improved within the NHS and encourage open working with NHS data to reduce duplication and increase consistency.

The Data Saves Lives strategy aims to improve trust in the health and care system's use of data, giving health and care professionals the information they need and supporting local and national decision makers with data. It also identifies the need for the right technical infrastructure, encourages partners working together to develop innovations that improve health and care, and aims to empower researchers with the required data to develop life-changing treatments, diagnostics, models of care and insights.

Based on the benefits of data demonstrated during the Covid-19 pandemic, the NHS has started its journey to transform how it uses data to improve healthcare and have launched an ambitious plan to build a new Federated Data Platform (FDP). The FDP aims to unlock the value of NHS data by integrating and making data available to clinicians, operational staff and leadership, enabling improved planning and operations.

The new concept of an Intelligence Function, describes a well-structured multidisciplinary team across ICS organisations working together to support informed decision making. It has highlighted the value and need for robust data, linked datasets, improved processes and relevant skills in data which will enable leaders to take a population health based approach and deliver targeted services and interventions.

ICS's and Trusts need to understand each of these policies and what it means to them from a local perspective.

Benefits of a successful data strategy

A key benefit of a successful data strategy is enabling data-driven and evidence-based decisions, supporting clinicians with improved insights about their patients and the population they serve leading to more effective use of resources to improving care and drive outcomes.

It allows a clear vision to be established by articulating the future state of the organisation incorporating national strategies and local objectives. The desired future state can be translated into an actionable roadmap outlining key initiatives across three phases; foundational, transformation and leading. This plan informs a Trust or ICS on the core foundational initiatives that should be prioritised in the short-term e.g. conducting data discovery, establishing a data platform, clear and defined governance.

The strategy will also identify a plan for addressing data literacy and data cultures across the Trust or ICS, improving stakeholder confidence in the data and as a result, allowing for quicker, evidence-based decisions by operational and clinical leadership.

Common challenges

Often having a lack of stakeholder engagement can lead to a strategy being developed in isolation which can result in no clear articulation of the benefits and what it means for each stakeholder.

A data strategy may be developed in silo and as a result, is not aligned to the organisation's overall strategy and digital strategy.

The strategy may also lack a roadmap with realistic, tangible actions and outcomes that build upon the current state of the organisation therefore not providing clear direction to move forward. Furthermore, strategic roadmaps are often too detailed with too many recommendations and lacking prioritisation, resulting in a plan that is overwhelming and difficult to deliver.

Key success factors:

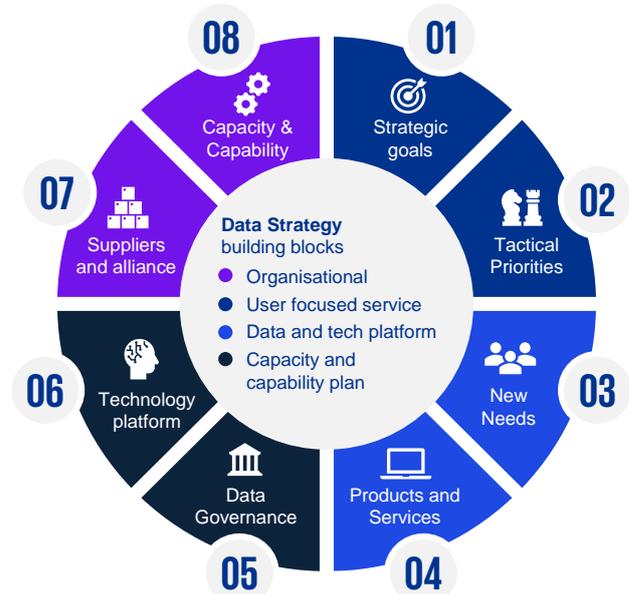
<p>Senior buy-in, commitment and sponsorship to drive derive value from data, develop and implement a data strategy</p>	<p>A data strategy aligned to organisational strategic objectives, with a clear case for change to include use case</p>	<p>Identify, engage and co-develop with all key stakeholders to gain buy-in (e.g. in an ICS across various health, care and voluntary sector organisations as applicable)</p>
<p>Focus on developing a data-driven culture and articulate what the strategy means for each stakeholder e.g. patients, clinician and leadership</p>	<p>Develop a actionable implementation plan that is staged to build on foundations and prioritised to include key initiatives</p>	

Our methodology

Our tried and tested data strategy framework comprises of four core building blocks which form the foundations of the data strategy and developing a data driven culture:

- Organisational
- User focused service
- Data and technology platform
- Capacity and capability plan

Our framework ensures a consistent and transparent approach to discovery and stakeholder engagement, ensuring all core areas are covered during the strategy development.



How we will work with you

<p>Discovery and current state</p> <ul style="list-style-type: none"> • As part of data discovery we will request and review documentation to inform your current state, combined with 1-1 interviews with key stakeholders and current state workshops to identify your current challenges, opportunities and capabilities.
<p>Future state</p> <ul style="list-style-type: none"> • Through the continuation of stakeholder engagement via future state workshops and follow up interviews, we will help to establish design principles and then co-develop your future vision for data to guide the development of your data strategy.
<p>Data strategy and strategic roadmap</p> <ul style="list-style-type: none"> • We will identify initiatives based on the assessment of your current state, previous workshop discussions and aligning with national standards and leading practice. • All findings will be incorporated into the data strategy with an aligned strategic roadmap outlining initiatives over the short, medium and long term. Initiatives will be categorised as foundational, transformational and leading.

How we have helped our clients

The Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care System (ICS) serves a population of almost 1.8 million people. The Integrated Care Board (ICB) sought to define the Digital and Data Strategy collaboratively with system leaders to articulate the shared ambition for digital, data and technology to enable integrated care transformation.

KPMG engaged with over 70 Health and Social Care stakeholders across the ICS to:

- Facilitate a series of co-design workshops to define the vision, design principles and objectives
- Define the 12 strategic programmes required to achieve the objectives aligned to reaching a core level of digitisation, connecting care settings, and transforming the ICS' data foundations
- Define the target data architecture required to support use cases across direct care, business intelligence, population health management and research
- Defined the roadmap for >£140m investment over 3 years

Throughout the team have been flexible, insightful, and driven to provide a high-quality strategy that has impact. The clarity of the strategy has enabled us to set up a clear set of programmes and investment plans that are embedded in the Joint Forward Plan for our system."

– Ross Fullerton, CIO – BOB Integrated Care Board



Jonathan Orritt

Data Analytics Lead
jonathan.orrith@kpmg.co.uk

Jonathan specialises in progressive data strategies and advanced analytics, focusing on ethical data practices. He has 10 years' experience in data, supporting organisations across financial services and the public sector.



Dr Janak Gunatilleke

Head of healthcare data and analytics
janak.gunatilleke@kpmg.co.uk

Janak a qualified doctor with 17 years' of healthcare experience across digital health, health data, programme management, and healthcare operations. Janak holds an executive MBA and a master's degree in Data science, Technology & Innovation. He recently published a book on the adoption and implementation of AI within healthcare.



Kate Bradley

Manager in healthcare data and analytics
kate.bradley@kpmg.co.uk

Kate has over 5 years' experience working across the NHS include acute providers, community health and integrated care systems. Her experiences within healthcare include data strategy, BI transformation, health data and healthcare operations.

kpmg.com/uk



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2023 KPMG LLP, a UK limited liability partnership and a member firm of the KPMG global organisation of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organisation.

Document Classification: KPMG Public

CREATE: CRT147568A