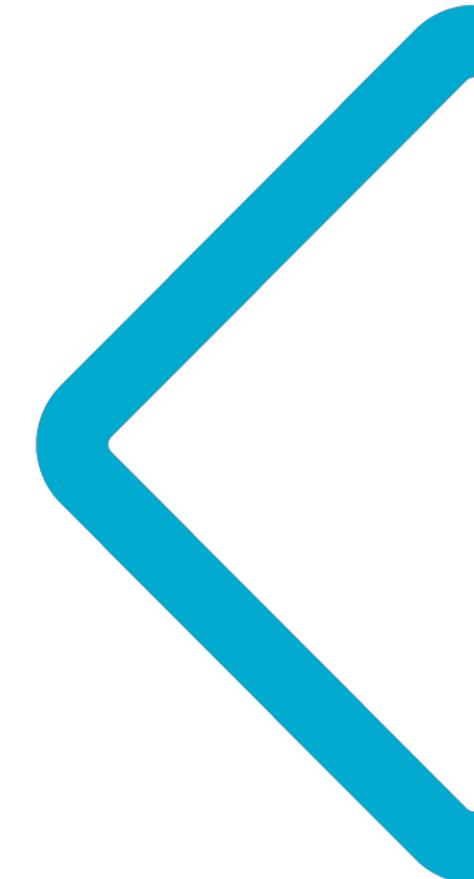


ICB Digital and Data Mental Health Sub-Strategy: 2025 – 2028

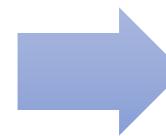
March 2025 – FINAL APPROVED



Summary

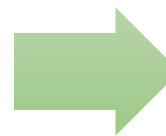
This strategy will deliver digital and data capability that:

- Empowers patients to better manage their own mental and associated physical health
- Improves the efficiency of mental health service delivery and the productivity of staff
- Optimises the use of existing resources to enable time to be focused on improving patient experience, safety and outcomes
- Improves patient flow through the system



For staff in mental health services, this means:

- More consistent and reliable access to the digital tools and associated data required to do their job effectively today, and to plan services to meet future patient needs
- Increased support to maximise the opportunity that digital and data can bring to mental health care delivery
- Better digital infrastructure and support



For patients and their carers, this means:

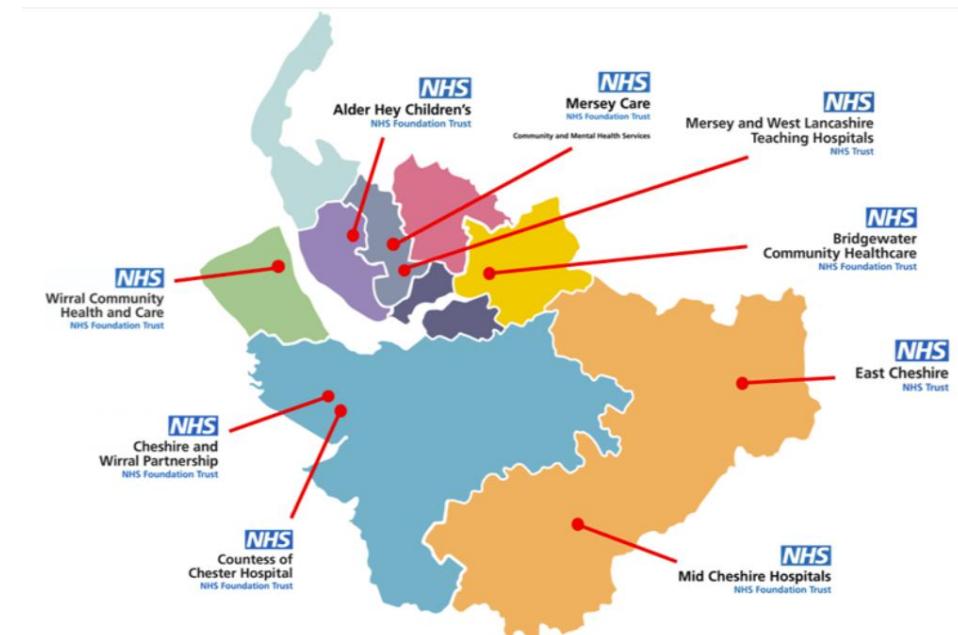
- Improved access to relevant mental health services and information
- Improved experience of mental health services
- Improved ability to self-manage their own care
- Better care outcomes
- Safer care

Background

Mental health services in C&M are delivered for both adults and children by three main NHS providers (Mersey Care, CWP and Alder Hey) as well as a plethora of VCFSE services.

These service providers work closely in collaboration with other statutory services such as the Police, Ambulance Services, Education and Social Care to provide the best possible person-based care services to the population of C&M. The three main NHS providers also work collaboratively with other NHS organisations as part of the Mental Health, Learning Disability and Community Provider Collaborative (MHLDC). A map detailing the member organisations of the MHLDC Provider Collaborative is shown opposite.

The range of mental health service providers and the need to share information outside the health and care sector to support both mental and physical health (as well as across different health and care systems to support out of area placements) makes having a joined up digital and data strategy (and set of solutions) for mental health services particularly challenging to deliver.



C&M Mental Health Strategy

The NHS Long Term Plan and Five Year Forward View for Mental Health set out a series of commitments to improve mental health services for adults and children. The Mental Health Implementation Plan, published in 2019, set out the specific commitments to be achieved by March 2024.

C&M has adopted the national mental health ambitions from the LTP and the 5YFVMH as its strategy, and focussed the transformation programme supporting mental health service development in C&M on meeting the MH Implementation Plan targets, refined each year through the annual NHS Operating Plan requirements. The key transformation programmes running in C&M are currently:

- Children and Young People (CYP) Mental Health, including Eating Disorders
- Talking therapies
- Community Mental Health including Physical Health Checks for People with Severe Mental Illness
- Dementia Care
- All age crisis care
- Inpatient Quality Transformation.

C&M Digital Mental Health Mission and Principles

C&M has outlined its mission for digital mental health services and a series of guiding principles for digital mental health development. These will underpin all digital and data developments outlined in this strategy, underpinned by a truly co-production based approach through early engagement with all relevant partners.

Mission for digital mental health							
Priorities for digital mental health							
Digitise		Connect		Transform			
1. Ensuring the digital basics are in place		2. Enhancing data sharing across systems and organisations		3. Improving how people get the support they need		4. Supporting the workforce to deliver the highest-quality of care	
People and organisations have the infrastructure, information systems, processes and capabilities needed to provide safe, effective and high quality mental health care.	<ul style="list-style-type: none"> Build digital leadership across organisations Ensure clear digital strategies and plans are in place for mental health Achieve the Minimum Digital Foundations 	Digital information systems are connected to support the collection, sharing and use of data across organisations to deliver integrated healthcare and meaningful improvements to services. <ul style="list-style-type: none"> Support improved data quality Connect provider information systems within each ICS Facilitate sharing of data beyond individual ICSs Use data to make meaningful improvements 	People are supported to find the information and services they need as quickly as possible, with more choice in how support is received. <ul style="list-style-type: none"> Address inequalities in access Increase digital options within care pathways Support safe and informed choice Support earlier intervention 	The mental health workforce is supported to focus on delivering effective mental health care, and have the digital skills and literacy required to engage in digital transformation. <ul style="list-style-type: none"> Utilise digital productivity enhancements to release time to care Improve clinical decision-making support Increase data and digital literacy 	Digital products and services are designed, trialled and embedded across care pathways using user centred approaches, to enable transformation for the benefit of service users and staff. <ul style="list-style-type: none"> Build capacity, teams and cultures to support digital ways of working Assure the quality of digital products and services Streamline the onboarding of digital products and services 		
Guiding principles for digital mental health							
Personalise where possible	Identify and design for the excluded	Make the journey intuitive	Inform decision making	Ensure its safe and secure	Collect good data once	Meet people where they are	Breakdown and bridge silos
Provide people greater choice of how they access and share information and use services	Identify who is being missed and design services and support to meet their needs	Make the care journey easy to understand and navigate, so people know where they are and what comes next	Make sure people have access to high-quality evidence and information to make the right choice for them or their patient	Build services and products that support safe and secure care, building trust with service users and clinicians	Collect high quality data, in a timely way that can be appropriately shared to avoid duplication	Acknowledge varied digital literacy and poverty for service users and staff and tailor support accordingly.	Support data flow, connected systems, collaboration and the sharing of learnings across the system

C&M ICS Digital and Data Strategy

C&M ICS published its overarching [Digital and Data Strategy](#) in November 2022 and there is strong alignment between the three core goals in the ICS strategy with the five priorities for digital mental health development. This Sub-Strategy also closely aligns with other sub-strategies that have been developed, in particular the one related to primary care digital developments.



1. Ensuring the digital basics are in place (e.g. through investment in digital and data infrastructure & Electronic Patient Records, as well as Information Governance, Cyber Security, Data Quality and Clinical Safety)
2. Enhancing data sharing across systems and organisations (e.g. through Shared Care Records, CIPHA pop health platform)
3. Improving how people get the support they need (e.g. through Patient Portals, NHS App, access to accredited apps)
4. Supporting the workforce to deliver the highest-quality care (e.g. through skills development, productivity & collaboration tools)
5. Embedding digital products and services into mental health pathways (e.g. adoption of remote monitoring platform & services)

C&M wide digital and data developments in Mental Health (1 of 3)

C&M has a long-standing history of digital and data developments at scale across mental health providers for the benefit of staff and their patients

Some examples of current and previous cross system digital and data developments that have had significant impact across Cheshire and Merseyside include:

- **Complex Needs Escalation and Support Tool (CNEST) risk stratification tool** - provides an evidence-based way of stratifying a young people's unmet need, including risk of admission to Tier 4 services. The tool is now used across C&M and facilitates the mobilisation of appropriate support to address diverse needs. Its multifaceted approach plays a vital role in mitigating hospital admissions, placement breakdown and averting custody situations
- **Limbic** - a digital mental health referral chatbot that provides single access front door to Talking Therapies for service users across the area. Benefits of Limbic include:
 - **Quality of triage and assessment:** Limbic Access improves the accuracy of triage with its tool evaluated by the MHRA as having over 93% accuracy in identifying common mental health conditions. As a result, services saw a 45% decrease in treatment changes for patients meaning patients got to the right treatment pathway.
 - Using Limbic **reduces clinician variability** and adds a **level of standardisation** to the assessment process.
 - **Efficiency of triage and assessment:** Limbic Access reduces time spent in assessment with some services choosing to shorten assessment times by 12 to 20 minutes. The chatbot's standardised triage takes up to 10 minutes to complete, can identify patient's ineligible for the service and offers a 24/7 digital front door.
 - **Patient experience:** in an NHS Digital case study over 98% of patients said Limbic helped them access treatment. Patients from underrepresented minorities and those with ADHD / ASD particularly benefit from this mode of access
- **Thalamos** – implemented by Trusts to support work on digitising work associated with the Mental Health Act. Although currently excludes Section 136 support

C&M wide digital and data developments in Mental Health (2 of 3)

- **As One Platform** - CYP As One™ is a mental health services integrated platform mobilised in Liverpool and Sefton, bringing together a single point of access for referrals, support, therapeutic delivery, PROMS and educational resources. It enhances service access and provision for Children & Young People (CYP) and professionals through:
 - Streamlining Mental health services and increasing the number of CYP who can easily access support and self-help resources.
 - Reducing administration burden and releasing more time to care by automation and EPR integration of the referrals process across the services
 - Improving staff experience for those processing external CAMHS referrals through the implementation of Rapid Process Automation.
- **MaST (Management and Supervision Tool)** - is a decision support tool designed to help mental health staff make better decisions about resource allocation to provide safer and higher quality care. It uses retrospective data from mental health electronic health records to group service users into cohorts, helping to understand the resources required to support their care. MaST assists Specialist Mental Health Trusts in achieving patient-focused goals by:
 - Supporting operational level allocation of resources by having an overview of caseloads
 - Improving patient flow through services via an operational level by having an overview of case load
 - Easy monitoring of care standards and PROMs via supervision
 - Flagging key information during supervision.

C&M wide digital and data developments in Mental Health (3 of 3)

- **Crisis Care Coordination Tool** - assists in mapping patients to appropriate on duty staff and prompts a swift response to mental health crises. The initiative ultimately aims to boost crisis response efficiency, improve patient outcomes and ensure the model “right place, right time, right people” is consistently applied.

The new digital solution (based on the NHS Federated Data Platform) will improve the existing crisis response process, supporting NHS professionals and helping improve patient care by equipping staff with a summary of critical, up to date patient information during initial assessments. It also presents a capacity and demand dashboard which includes a live overview of open referrals.

Digital and Data Investment Principles

In seeking sustainable investment for digital and data developments for Mental Health, several underlying investment principles have been agreed to support system wide strategic development.

When we invest in Digital and Data in C&M to support Mental Health, we do this to:

Free up more time to care for our frontline staff

Provide equitable access and outcomes for patients, regardless of the digital and data solutions used and the patient's ability to use them

'Level up' across the system to provide equality of access to appropriate digital and data solutions

Invest in system level solutions for all partners in the system – develop once, share and implement consistently at scale where possible

Provide greater parity of esteem between physical and mental health services

Meet agreed system level priorities

Align with and support individual MH provider digital strategies and plans

Reduce the duplication of effort across MH service providers

Drive informed decision making and performance through a single source of high-quality data

Promote collaborative working

Reduce the burden on our extremely pressured staff

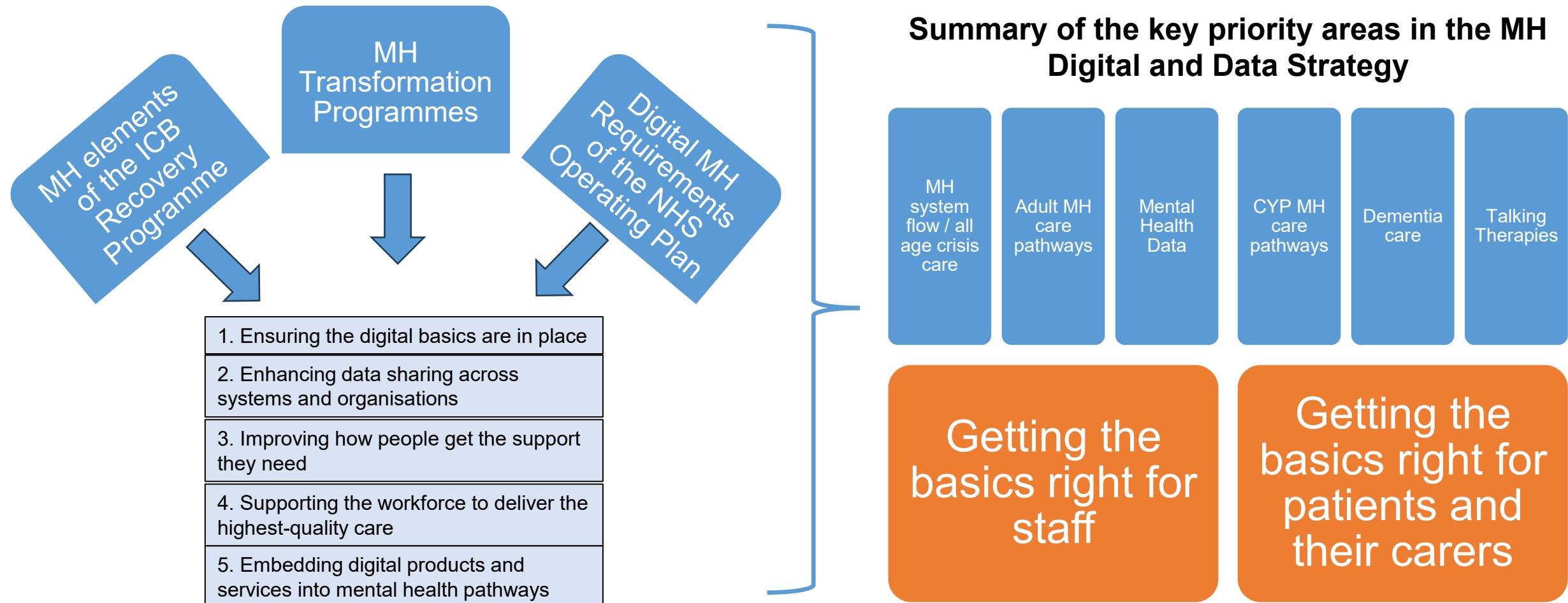
Focus on the physical health as well as mental health needs of our patients

Adopt new and innovative digital and data solutions where these have been evaluated and there is an evidence based to inform future investment decisions

Detailed implementation plans will be co-produced with staff and those with lived experience (e.g. patients and their carers)

Aligning other initiatives with the Digital Mental Health Priorities

Whilst delivering the five digital mental health priorities is a 'must do', the scope of what is delivered as part of these priorities will be influenced by new and on-going programmes of work from within and across the ICB.



Mental Health System Flow / All age crisis care

The ambition of NHS Cheshire and Merseyside is to improve patient flow across the whole system to improve system capacity and patient outcomes. A contribution can be made to this ambition by improving mental health system flow to support improved community-based interventions and increase the available bed capacity through reducing the number of people who are clinically ready for discharge (CRFD) occupying hospital beds by more effective and timely discharge arrangements to more appropriate settings of care. The work will focus on adults with mental health conditions but also take account of the work already underway for children and young people.

Our Digital and Data Ambition

- To provide digital and data solutions to ensure that patients presenting in ED are supported in a more appropriate care setting at pace
- To better understand the MH service capacity and demand across the whole system to identify where delays occur and support improved system flow
- To remove paper processes where possible and ensure information flows electronically between different care providers to improve care quality and experience
- To provide digital solutions to enhance and optimise access to mental health crisis care across the C&M footprint and to better track patient journeys, understand delays and improve overall patient flow



Our Digital and Data Priorities

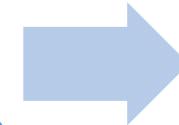
- Fully implement SHREWD Phase 2 for mental health and community providers for real-time operational management and system pressure reporting, and optimise use of the SHREWD dashboard in operational services
- Identify additional requirements for SHREWD and implement as part of future phases of the SHREWD rollout
- Implement a single system wide digital solution to support Mental Health Act administration, in particular action planning for Section 136 that works across all partners involved in such cases
- Work closely with NWAS, NHS 111 and other providers to implement a streamlined single point of access for mental health crisis care, using AI and voice technology, and digital system integration where appropriate
- Implement a single solution to manage out of area placements to better support patient flow
- As part of the Mental Health Incubator programme, develop products to better track individual patients on their crisis care journey, understand reasons for delays and improve overall patient flow
- Ensure Shared Care Records and digital forms are optimised to support all age crisis care pathway both across C&M and into other health and care systems where appropriate
- Utilise the data gained from digital systems to evidence crisis service alternatives with a view to designing upstreamed interventions where possible
- Investigate the use of AI and voice technologies to improve safety across the MH Crisis Care pathway

Embed digital technologies to transform adult MH Care pathways

To provide more personalised and joined-up care, improve clinical productivity, and support improvements in access, waiting times and outcomes through optimising electronic patient records (EPRs) and increasing digital maturity.

Our Digital and Data Ambition

- To ensure that all NHS providers exceed the core capabilities outlined in the MH Digital Capabilities Framework (DCF)
- To ensure there is strong integration between MH EPR systems and primary care solutions (including both general practice and community pharmacy)
- To enable in-scope third sector and independent sector MH providers to have access to core digital solution capabilities
- To utilise the power of digital to improve access to the wider range of mental health services on offer as part of the referral pathway
- To utilise digital to support Point of Care testing and an annual check for physical health for SMI patients
- To utilise digital solutions to improve patient safety (e.g. safeguarding, medicines adherence, e-observations, electronic prescribing etc.)
- To implement digital solutions to enable patients to better manage their own care (or be better supported by their carers)



Our Digital and Data Priorities

- All NHS MH Providers to meet all relevant 'Transformation Capabilities' outlined in the Mental Health DCF and optimise use of their EPR and other core digital solutions across all care settings
- Ensure that third and independent sector providers have access to a basic EPR system that collects relevant clinical information to support direct patient care
- Develop and implement a single system wide digital Directory of Mental Health Services, aligned to the NWAS Directory of Service (DoS) and nationally provisioned DoS', ensuring it is widely used in clinical care and is kept up to date
- Resolve issues and ensure there are appropriate data flows in place between EMIS and both TPP SystmOne and RiO to support the primary / mental health care interface
- Improve integration and support for MH patient pathways with community pharmacy services and the national Electronic Prescription Service (e.g. referrals for discharge medication reviews, medication adherence etc.)
- Implement Patient Empowerment Portals (PEPs) across MH providers to allow patients to access their referral and appointment information, undertake questionnaires (such as PROMs), access accredited information and advice (including apps), and receive notifications and reminders both through the PEP and via NHS app (where made available through the NHS Wayfinder programme)
- Ensure Shared Care Records and digital forms are optimised to support adult mental health care pathways both across C&M and into other health and care systems where appropriate, including medicines monitoring and investigation of broader determinants of health to support interventions
- Horizon scan for innovative new digital and data solutions (including AI) that can improve clinical outcomes and safety for patients, piloting and evaluating to develop an evidence base for future investment decisions

Transforming Children's and Young People's MH Care pathways

Digital and data has a significant opportunity to transform access, patient experience and outcomes for CYP across C&M, where there are particular challenges around access to service data and a platform to support service delivery.

Our Digital and Data Ambition

- Implement a single digital approach across C&M to manage community MH triage and referrals
- Increase alignment of digital solutions with the 'All age' crisis / mental health flow priority
- Implement a single risk stratification tool to support identification of CYP most at risk of mental health crisis#
- Adoption of a single Avoidant Restrictive Food Intake Disorder (ARFID) digital resources across C&M to support Eating Disorder services
- To utilise digital solutions to improve patient safety (e.g. safeguarding, medicines adherence etc.)
- To implement digital solutions to enable patients to better manage their own care (or be better supported by their carers)

Our Digital and Data Priorities

- Gain agreement across all Places to align and share data between the existing community MH triage and referral platforms through a single, shared approach
- Roll out single risk stratification tool across C&M and integrate with NHS MH EPR systems
- Development and adoption of online/digital resources linked to ARFID to be accessible to clinicians, families, parents and carers across C&M
- Implement Patient Empowerment Portals (PEPs) across MH providers to allow patients and their carers to access their referral and appointment information, undertake questionnaires (such as PROMs), access accredited information and advice (including apps) and receive notifications and reminders both through the PEP and via NHS app (where made available through the NHS Wayfinder programme)
- Ensure Shared Care Records and digital forms are optimised to support CYP mental health care pathways both across C&M and into other health and care systems where appropriate
- Horizon scan for innovative new digital and data solutions (including ambient AI technologies) that can improve clinical outcomes for patients, piloting and evaluating to develop an evidence base for future investment decisions

Improve timeliness and quality of mental health activity, outcomes and equality data

To evidence the expansion and transformation of mental health services, and the impact on population health. This includes improving data flows into the Mental Health Services Data Set (MHSDS) from partner organisations, including primary care and the voluntary, community and social enterprise (VCSE) sector.

Our Digital and Data Ambition

- To improve MHSDS data quality, timeliness and completeness for all NHS provider submissions
- To enable in-scope third sector and independent sector MH providers to submit comprehensive and valid data to the MHSDS
- To utilise the data provided by digitised systems to address the underlying determinants of health inequalities
- To retire duplicate data collections
- To leverage external investment in data platforms and use of mental health data for research, innovation and population health across the whole C&M system

Our Digital and Data Priorities

- Review existing MHSDS submissions and put in place an action plan to address data quality, completeness, timeliness and flow issues
- Develop plans to increase outcome measure reporting as part of MHSDS
- Ensure that third and independent sector providers have access to a basic EPR system that reports relevant information to support service planning and delivery, underpinned by a C&M wide health and care data sharing agreement for MH data
- To develop patient level MH population health segments by Place using the CIPHA platform to provide earlier detection and treatment in physical and mental health care
- To develop and deploy BI products to support development of MH service delivery models / investments to transform services based on a 'single source of the truth' data platform that links together different structured and unstructured data sources (clinical, workforce, financial etc.)
- To work collaboratively across NHS MH providers in delivering the required outcomes of the Mental Health Federated Data Platform (FDP) product incubator
- To work collaboratively on other schemes associated with leveraging MH data for research and innovation (e.g., Secure Data Environment, MRIC, Patient and Carer Race Equality Framework)

Digitisation of NHS Talking Therapies

NHS England has allocated funding to grow the workforce and expand services to support delivery of the NHS Long Term Plan mental health commitments, including the additional funding announced in the 2023 Spring Budget and Autumn Statement to expand individual placement and support (IPS) services and support the digitisation and expansion of NHS Talking Therapies.

Our Digital and Data Ambition

- Implement a single computerised CBT (CCBT) solution and a single digital 'front door' system across C&M to support delivery of the single service specification for Talking Therapy services
- Ensure there is consistent interoperability between the CCBT solution and NHS EPR systems

Our Digital and Data Priorities

- Review existing CCBT contract arrangements, develop business case and procure system wide CCBT solution in line with national evidence and clinical appropriateness prior to current system contract expiry date
- Develop and implement appropriate interfacing solutions between single CCBT solution and both TPP and RiO
- Specify, procure and implement a single digital 'front door' solution to access Talking Therapies assessments and services, manage 'homework', deliver check in messages, reminders of appointments, access to trusted sources of information etc.
- Ensure Shared Care Records are optimised to support NHS Talking Therapy care pathways
- Utilise data and intelligence to inform future workforce model for Talking Therapy services as the service expands
- Regularly 'horizon scan' for new, proven effective Talking Therapy tools and other solutions (including AI) to continually improve the service offer to patients, piloting and evaluating to develop an evidence base for future investment decisions

Dementia Care

The Joint Forward Plan commits to develop and agree a Cheshire and Merseyside wide strategy for dementia that enables the development of integrated models of care that are evidenced based and plan to meet, and go beyond, the national 66.7% dementia diagnosis rate target.

Our Digital and Data Ambition

- Increase the detail and quality of dementia data collection, including recording of accurate dementia diagnosis subtype
- Ensure that sufficient IT and information-sharing processes are in place to support appropriate access to clinical information between primary care, acute and mental health settings

Our Digital and Data Priorities

- Ensure availability of accessible websites, apps and software for people affected by dementia to avoid digital exclusion
- Roll out the use of digital dementia diagnostic and assessment tools, including consideration of tools that use AI alongside speech and language analysis to detect memory problems at an early stage and thus predict dementia
- Offer personalised care using innovative digital technology

Getting the basics right for staff

As well as ensuring digital and data solutions and tools are in place to support delivery of the five key transformation programmes identified previously, there is a need to ensure that solid foundations of digital and data infrastructure and skills underpin delivery of the other digital and data priorities.

Our Digital and Data Ambition

- NHS Provider staff have access to reliable, fit for purpose, secure and safe software solutions to support patient care, integrating systems to make it easier for staff wherever possible
- NHS Provider staff have access to 'fit for purpose' digital devices
- Reliable, robust and fast network connectivity is available through a modern, secure 'cloud first' infrastructure
- All health and care staff involved in the patient journey are supported to enable them to be digital and data confident and confident in their job role
- NHS Provider staff have access to digital tools to support them to be more productive in direct patient care and supporting administrative process, and work more collaboratively internally in their organisation and across organisational boundaries

Our Digital and Data Priorities

- Undertake a clinical safety, information governance and cyber security reviews of existing solutions and ensure that all relevant clinical safety, IG and cyber standards have been met
- Identify 'technical debt' and prioritise investment into digital and data infrastructure and access devices to have the most impact on delivering the strategy outcomes
- Identify current levels of digital and data literacy in the MH staff workforce
- Implement digital and data skills development programmes to support all health and care staff to thrive in their roles using the devices and solutions being delivered through this strategy
- Implement and optimise use of digital productivity tools (e.g. Robotic Process Automation and Generative AI) that reduce the administrative burden for staff and improve productivity
- Implement and optimise use of digital collaboration tools

Getting the basics right for patients and carers

It is important that we equitably empower patients (and their carers) and take positive steps to ensure health inequalities are not worsened through the adoption of digital and data tools. To ensure we retain equity of provision for those who cannot or prefer not to access digital services, traditional services will remain.

Our Digital and Data Ambition

- To ensure equitable access to usable digital and data solutions to support health and care improvements for our patients (and their carers), and provide viable service alternatives where the digital approach is not possible or wanted

Our Digital and Data Priorities

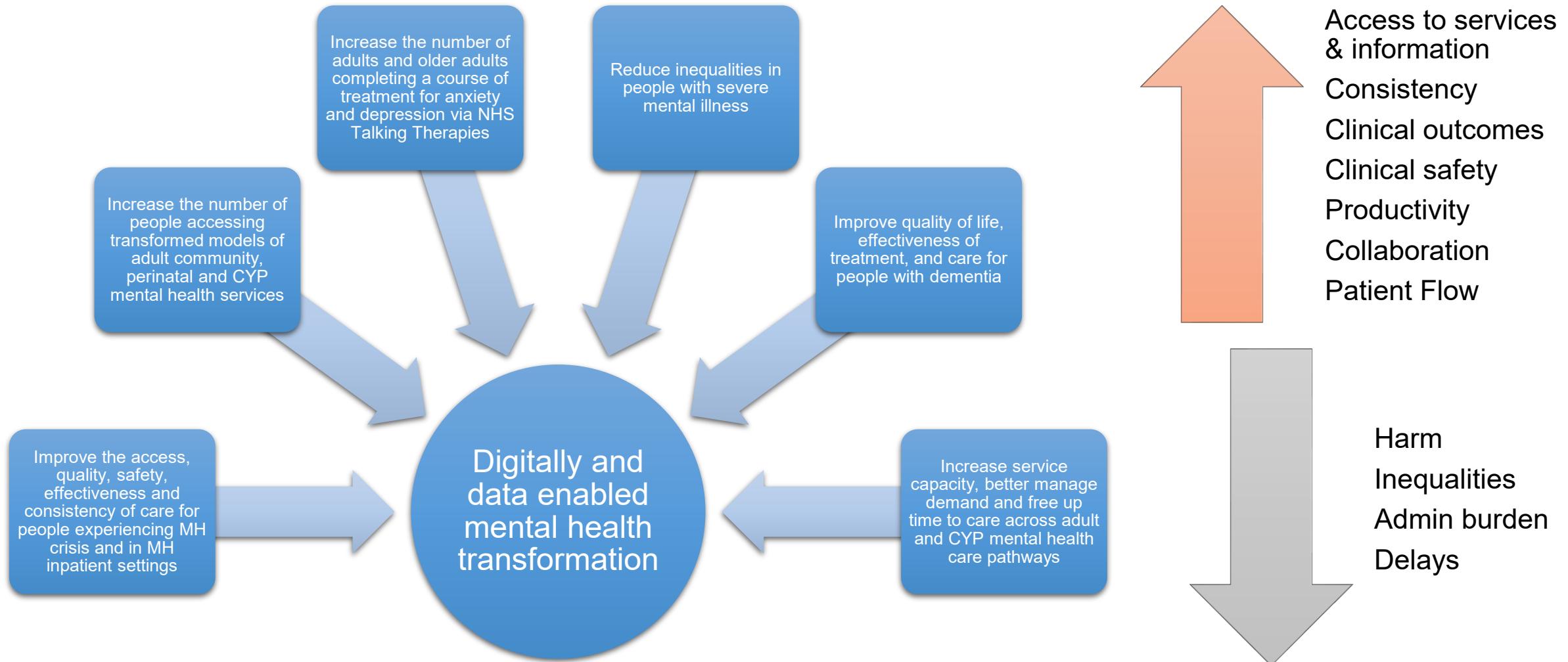
- Undertake a digital inclusion impact assessment for current and proposed future MH digital and data solutions
- Provide targeted support to prioritised cohorts of patients (and their carers) to enable increased engagement with digital and data solutions. This support could include enabling access, developing skills etc.

Alignment of Digital Priority Developments

	Digital Basics	Enhanced Data Sharing	Getting People Support	Supporting the Workforce	Embedding Digital in Pathways
MH System Flow / All Age Crisis Care	Reliable, fit for purpose digital and data solutions	Implement SHREWD Phase 2 Further develop SHREWD reporting Evidence for crisis service alternatives ShCR optimisation	PEP implementation	Single MH Act admin tool	Digital SPA for MH crisis care Tool to support management of out of area placements
Adult MH Care Pathways	Exceed core digital maturity capabilities in NHS EPRs Basic EPR in third and independent sector providers	ShCR optimisation	PEP implementation	Implement single Mental Health DoS	Data flows between primary care and MH systems
CYP MH Care Pathways	Exceed core digital maturity capabilities in NHS EPRs	ShCR optimisation	ARFID resources PEP implementation	Single risk stratification tool ARFID resources	Single CAMHS triage and referral platform
MH Data	Exceed the basic requirements of the MHSDS	Improved data quality, completeness, timeliness and flow BI products and tools to support transformation C&M wide MH data sharing agreement	Improved support to understand how their data is used for research	FDP mental health incubator Tools to support research, innovation and pop health	
Talking Therapies	Reliable, fit for purpose digital and data solutions	ShCR optimisation	Access to single CCBT solution	Data flows between CCBT solution and MH EPRs	Single digital 'front door' to Talking Therapies
Dementia Care	Reliable, fit for purpose digital and data solutions	Improved data sharing across organisations and care settings	Availability of accessible websites, apps and software	Digital dementia diagnostic and assessment tools	Digital driven, pathway focussed personalised care support
Getting the Basics Right	Clinical safety and cyber reviews 'Technical debt' assessment and prioritised investment plan Digital and data skills development programme Digital inclusion impact assessment Targeted patient engagement support	<p>This table summarises the key strategic developments across C&M that will deliver the five digital MH priorities and support the overall national and system priorities for MH recovery and transformation</p>			

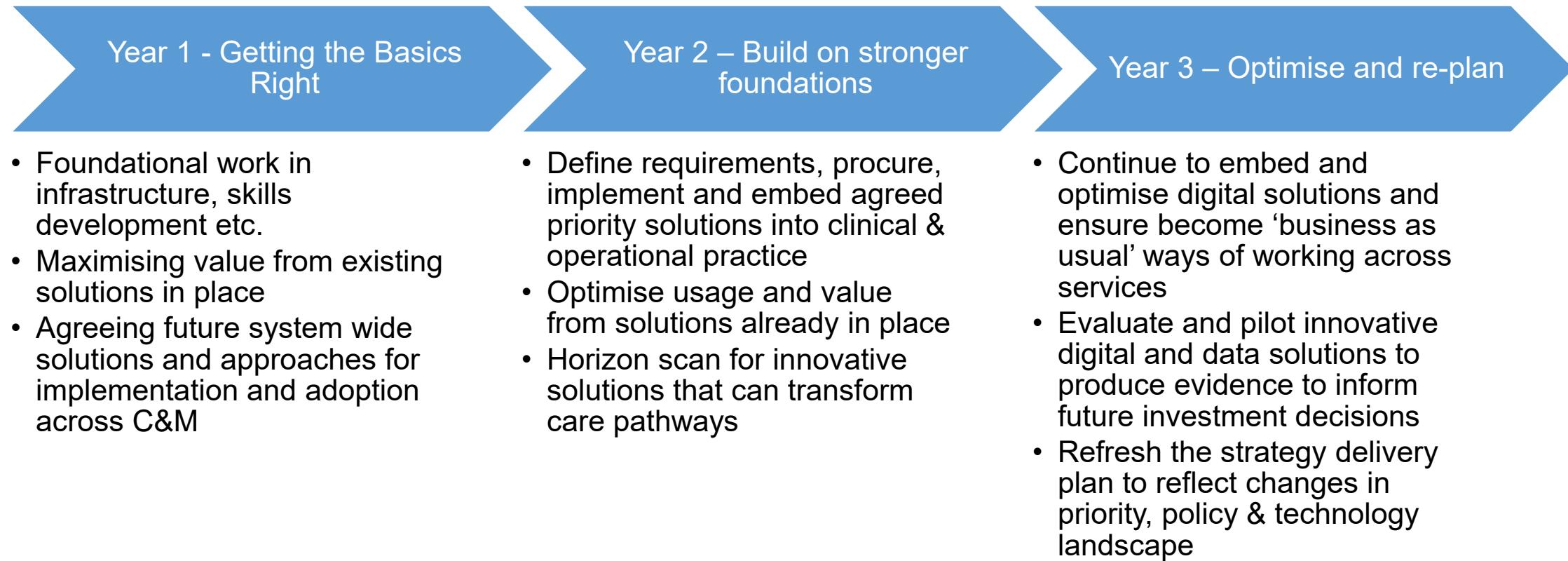
Digital Mental Health Strategy Outcomes

The objectives outlined previously are focused on achieving key outcomes that underpin the transformation of adult and children's mental health service delivery across Cheshire and Merseyside.



Strategic Delivery Roadmap

The journey to achieve the mental health digital ambition and objectives will take some time but will be prioritised to ensure maximum positive impact on adults and CYP mental health services at pace. Further details will be provided in a separate, more detailed strategy delivery plan, which will be co-produced with staff and those with lived experience (e.g. patients and their carers). This will include an indication of initial priorities and the funding identified to deliver these.



Key Risks

Achieving the vision and objectives of this strategy has significant risks in delivery and will require ICB leadership and management support at senior levels to maximise the opportunities for success

RISK	MITIGATION
Unable to achieve consensus on a single platform / tool or single delivery approach across the various strategic priorities	• Ensure involvement of a wide range of stakeholders to confirm best approach for each strategic priority utilising opportunities for 'at scale' working wherever possible
Lack of specialist resources to support implementation, optimisation and on-going use of digital and data tools	• Understand resourcing requirement to support overall mental health transformation agenda in conjunction with Providers. Include appropriate resources in programme business cases
Lack of ringfenced investment for mental health digital and data solutions	• Develop business cases for investment. Work with MH Providers to ensure investment is prioritised into highest impact areas • Utilise this strategy as the basis to respond to funding opportunities collaboratively
Lack of buy-in from clinical and operational stakeholders	• Proactive engagement programme via MH Providers to support delivery of strategic roadmap priorities
Digital and data tools implemented for staff not 'fit for purpose' or not fully utilised in operational practice	• Proactive engagement with end users at every stage of the programme • Robust testing of solutions • Robust training programme with realistic timeframes for implementation and delivery of benefits
Patients and their carers not able to use / get the best out of solutions implemented through this strategy	• Proactive engagement and co-production with people with lived experience at every stage of the programme • Promotional materials, training and support for patients and their carers

Summary

This Mental Health Digital and Data Sub-strategy has been developed to align with the overall Cheshire and Merseyside ICS Digital and Data Strategy as well as the NHSE mission for Digital Mental Health. It is underpinned by a series of principles for digital and data investment.

- The strategic ambitions and priorities outlined in this sub-strategy are designed to support:
 - The Mental Health elements of the ICB Recovery Programme
 - The ICB Mental Health Transformation Programmes
 - Digital Mental Health requirements of the NHS Operating Plan
- The six key areas of digital and data focus in this sub-strategy have been agreed as:
 - Mental Health System Flow / All age crisis care
 - Embedding digital technologies to transform adult Mental Health Care pathways
 - Transforming Children's and Young People's Mental Health Care pathways
 - Improving timeliness and quality of mental health activity, outcomes and equality data
 - Digitisation of NHS Talking Therapies
 - Dementia care
- The strategy also focuses on 'getting the basics right' for both staff and patients (and their carers). This includes getting the access, infrastructure and skills in place to maximise the opportunity digital and data can bring to mental health service transformation
- The strategy also includes a high-level strategic roadmap for delivery of the strategic priorities, and a series of key risks (and their mitigations) that will impact delivery of the roadmap
- Delivery of the strategy will significantly transform patient experience and outcomes for mental health patients in Cheshire and Merseyside.