



THET'S DIGITAL TRANSFORMATION STRATEGY



OVERVIEW

THET's Digital Transformation Policy sets out a new approach to working in the digital age. Our aim is to ensure the effective use of technologies within both THET and health partnerships as we strive towards our goal of Universal Health Coverage.

Together with our global partners, we will use technology to support health workers across the world, striving to:



Use technology to build and support health partnerships



Implement best practice to ensure compliance and streamlined operations



Reduce our carbon footprint



Minimise the disruption of COVID-19 through digital community collaboration



Promote usable technology in low- and middle-income countries to ensure inclusivity and equitable access



Become a leader in digital transformation for Health Partnerships

WE WILL MEET THESE GOALS BY:

- Adopting a 'user built' approach, ensuring usability and input from a diverse range of stakeholders.
- Scope out innovative approaches and employ these where effective and appropriate
- Use extensive reporting and analysis to drive decision making.

INTRODUCTION

VISION

THET's aim is to establish itself as a leader in supporting digital transformation for Health Partnerships and our wider community. This will manifest itself through two key areas:

1) INTERNAL TRANSFORMATION

THET will begin with user-based research to analyse internal tools and systems. Working with staff and external partners will allow us to improve on security, compliance, and best practice procedures. This will coincide with an internal audit of the range of technologies used, gaps in current processes and to ensure we remain compliant with global security policies.

2) USE TECHNOLOGY TO DEVELOP AND STRENGTHEN HEALTH SYSTEMS AND PARTNERSHIPS

THET will aim to improve quality and learning across partnerships through blended learning, accessible training resources and open collaboration.



INITIAL RESPONSE

The crisis of COVID-19 has propelled many organisations and partnerships around the globe headfirst into a digital transformation. Remote working and limited travel have prompted THET to create a digital vision which embraces new technology in the aim of continuity. To coincide with the crisis of COVID-19, the inevitability of climate change places additional pressure on the organisation to reduce our carbon footprint.

Early efforts were made to increase the use of collaborative software as well as utilising video conferencing solutions to ensure a sustainable and effective method of communication. In 2020, THET's Annual Conference was brought online for the first time, attracting over 400 participants from 54 countries. Further to this, THET launched a Virtual Volunteering initiative in partnership with Health Education England to allow links of global solidarity and quality improvement to continue despite the restrictions.

CHALLENGES TO TRANSFORMATION

A digital transformation undoubtedly provides THET the opportunity to reach a broader and more diverse range of stakeholders in the global health community. Despite this, there are many challenges to transformation.

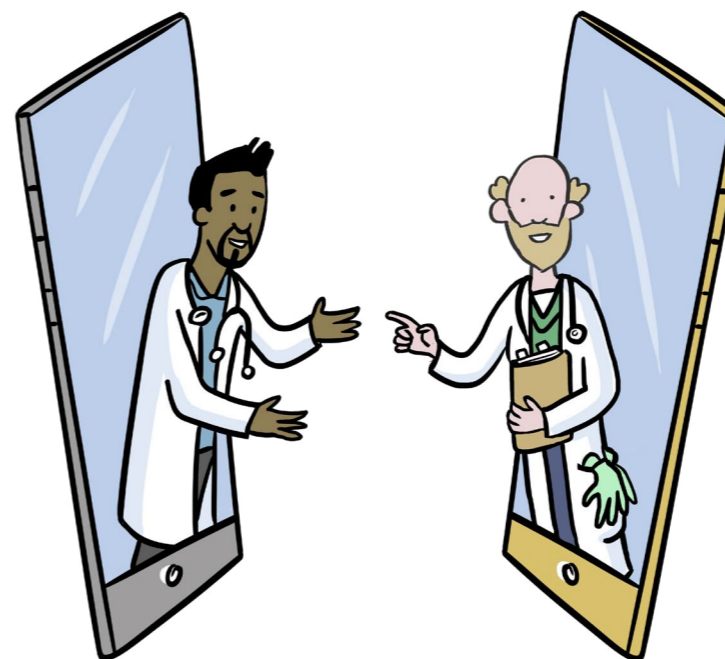
Concerns over digital transformation lie with user adoption and a skill-based gap. Many stakeholders can feel pressured or worried at the thought of a radical transformation in their daily tasks.

It is therefore important that any strategies maximise digital opportunities but in a user-friendly manner.

Issues over limited connectivity in low- and middle-income countries also risk worsening inequality and preventing tools being rolled out to an inclusive audience.

We aim to tackle such challenges by:

- Providing continuous digital training and assistance for end users.
- Using cutting edge technology to ensure accessibility to bridge the digital divide.
- Work with end users to create useful and meaningful digital solutions which are based around their everyday needs.
- Creation of a secure and compliant infrastructure for all users.



THET'S DIGITAL FRAMEWORK

The [Principles for Digital Development](#), developed by the Digital Impact Alliance are nine living guidelines that are designed to help integrate best practices into technology-enabled programs and are intended to be updated and refined over time. They include guidance for every phase of the project life cycle and are part of an ongoing effort among development practitioners to share knowledge and support continuous learning.

Over the past two decades, the global sector has worked to unify, coordinate, and sustain the scale of digital developments. To address these challenges the [Principles for Digital Development](#) were developed in consultation with organisations such as the Bill & Melinda Gates Foundation, UNICEF, WHO and World Bank, in order to unify those previous principles and create a community of practice for those who work in digital development. These Principles are nine living guidelines that are designed to help integrate best practices into technology-enabled programs and are intended to be updated and refined over time.

Endorsing the Principles for Digital Development means that an organisation, THET agrees to put the Digital Principles into practice through its policies, processes and activities. It is a formal and public acknowledgement that we are committed to designing technology-enabled tools that can reach more people, achieve greater impact, and produce stronger and more sustainable outcomes by actively living out the Digital Principles.

Principles for Digital Development



Design with the user



Be data driven



Reuse and improve



Understand the existing ecosystem



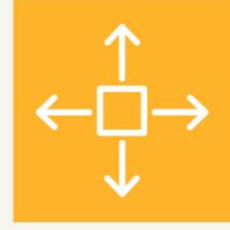
Be collaborative



Use open standards, open data, open source & open innovation



Be collaborative



Design for scale



Address privacy and security

Recognising the increased need and opportunity to benefit from digital technologies both within THET and health partnerships, in collaboration with global health capacity development experts, and building on the above mentioned [Principles for Digital Development](#), THET has developed its own standards framework to guide good practice in the design, management and evaluation of health partnership capacity development interventions that involve the use of digital technology.

These standards are summarised below within four anchor themes. We have highlighted the links to the relevant Principle for Digital Development where appropriate:



THE CULTURAL ANCHOR

1. Co-create a person-centred and inclusive approach.
 - Focus on what is wanted and needed from the perspective of the [end user](#).
 - Co-create the project with a range of stakeholders including project leads, implementing partners and the users themselves.
2. Build equity into the design through Equality, Diversity and Inclusion (EDI) and Gender Equality and Social Inclusion (GESI) approaches.
 - Ensure delivery is ethically sound to produce equity of access to learning.
3. Develop culturally transferable adaptable capabilities.
 - Acknowledge the context and understand that an intervention cannot be transferred from one setting to another without considering how technologies might be accepted, or need to be adapted, in new contexts.

THE ENVIRONMENTAL ANCHOR

1. Align with organisational policies and [Principles of Partnership](#)
 - Build programmes with available budget and in line with relevant policies (organisational and national).
 - An [open approach](#) to digital development can help to increase collaboration in the health partnership community and avoid duplicating work that has already been done.
2. Embed a virtual strategy that improves quality
 - Ensure strategies to capture and apply learning to improve quality are factored in. Advancing your use of technology may be a new approach within a partnership or a project. Take time to consider what has worked or not worked within the local context and what changes might need to be made to ensure effectiveness.
3. Develop an adaptive system
 - Partnerships function in complex contexts and projects need to be [designed so that they can adapt and grow](#), especially when stakeholders may be introduced to new technologies.
 - If introducing technology to a partnership or project, take small steps to test the use of the technology before adopting on a wider scale.

THE EDUCATION ANCHOR

1. Focus on the development of capabilities and support innovation.
 - Use educational approaches that move beyond individual skills or knowledge to broad capabilities that can be applied in varied and changing circumstances and settings.
 - Ensuring that you use systems which [build for sustainability](#) will allow you to create programmes, platforms and digital tools which will maintain stakeholder support, as well as maximising the long term impact of your project.
2. Create connected and compassionate learning communities.
 - By [improving collaboration](#) between participants, this will develop a sense of community, ensuring engagement and facilitating learning.
3. Develop information and [collect data](#) to support digital literacy and signpost to resources.
 - Designing an intervention that has clear strategies and guidelines will lead to more engaging learners.

THE ORGANISATIONAL ANCHOR

1. Align with organisational priorities including environmental sustainability.
 - Ensure alignment with the wider organisations and systems values. Digital transformations are successful when the organisation has a clear digital plan. It is also key to build programmes with available budget and in line with relevant policies (organisational and national).
2. Form a virtual learning organisation that improves quality.
 - Ensure strategies are in place to capture and apply learning to improve quality are factored in. Online learning platforms can support extensive capture of data for monitoring, evaluation, and learning.
3. Develop an adaptive system.
 - Partnerships function in complex contexts and digital projects need to be designed with the possibility to adapt.

INTERNAL DIGITAL TRANSFORMATION

PRINCIPLES

The following section will include plans to transform THET's internal infrastructure by aligning to the above principles:

- **Digital audit:** Analysis of the existing ecosystem with focus on end user feedback on the current digital state.
- **Data security and compliance:** Use of data in a secure and compliant way to improve on decision making and analysis.
- **Digital development and training:** Ensuring all stakeholders have the tools to feel confident and comfortable in the digital age.
- **Collaborative working:** Use and improvement of technology to increase collaboration between THET stakeholders

DIGITAL AUDIT

In order for THET to design and build a digital strategy, a survey was carried out to better understand the needs, expectations and motivations of THET employees. Focus was largely placed upon the current IT provider, user understanding of technology and where we can improve digitally as an organisation. The aim of the audit was to conduct a bottom up approach to the project by Designing with the User.

The research data overwhelmingly supported an organisation led transformation and key trends included:

- Need for an organizational policy on technology and digital
- Dissatisfaction with current digital providers
- Training on internal tools including collaborative technologies

DATA SECURITY AND COMPLIANCE

According to recent findings, charities are fast becoming the target of cyber criminals.¹ As a charity, we remain focused on developing our security capabilities to build the appropriate safeguards into the delivery of our projects and processes. In collaborative projects, we will require partners to apply the secure ways of working promoted by the Principles for Digital Development.

We aim to address our privacy and security by:

- **Obtaining CyberEssentials certification². This has allowed us to:**
 - Reassure stakeholder that we are working to secure our IT against cyber attack
 - Engage with new partners with the promise that we have standardised cyber security measures in place
 - Have a clear understanding of THET's cyber security level
 - Ensure we can work within Government tenders which require Cyber Essentials certification.
- **Ensuring secure control access to applications**
 - Implementation of Multi-Factor authentication on our cloud-based email and file servers to improve security.
 - Strengthening security of all overseas users through the implementation of mobile device management solutions and increased patching.
 - Improving password processes through using password generators and frequently changing passwords.
 - Implementing a disaster recovery plan for any potential downtime.

DIGITAL DEVELOPMENT AND TRAINING

Our aim will be to deliver a high standard of training to ensure that THET as an organisation, can move forward with integrating a successful policy. For training to be delivered in a relevant and timely manner, each session must be tailored and customised towards the user's needs. Creating or signposting targeted material will allow for a more engaged user who can dictate their speed of learning.

Training will be provided by following key principles:

- Identify individual needs by designing with the user
- Connect with existing material and expert knowledge
- Work towards wider organisation goals

For the training to remain effective, employees will also use active training on the technologies which they use daily. This will allow for the user to learn skills faster and more efficiently. Furthermore, by placing the new training methods in to daily workflows, this will strengthen the user's knowledge of the systems and allow for greater retention of the material.



COLLABORATIVE WORKING

THET will strive to promote the shared use of solutions and technology. By collaborating across internal teams, we aim to work towards a transformation which allows us to build and reuse systems in the future which are cost effective to the organisation.

With a focus on open data, this will allow THET to share knowledge of systems and processes. A common approach to communication tools, database systems, training resources and more will ensure THET as an organisation can create an internal community of best practice.

Our desired outcomes would then see staff in all teams be able to work together digitally to enforce THET's policies at home and abroad. Furthermore, all new digital interventions should be designed around the digital principles which can be adopted by any member of staff. Offering support to staff overseas offices will be simpler and more efficient due to shared knowledge and resources.

SERVICE ANALYSIS

Any new tools implemented at THET will be required to meet the needs of the users themselves - both staff and external partners. This results in the need to improve inclusion by deploying tools which are opened to marginalised groups. As a result, we aim to use technology which bridges the Digital Divide and reaches communities around the globe. An example of this would be the creation of Pulse, an online community platform aimed at increasing collaboration on a global scale.

As well as ensuring any digital interventions remain inclusive, THET aims to implement solutions which are beneficial to all users. This may take the form of:

- Assisting in better decision making
- Increased productivity or reducing the burden of time heavy tasks
- More reliable data and analytics

USING TECHNOLOGY TO DEVELOP AND STRENGTHEN HEALTH SYSTEMS AND PARTNERSHIPS

OVERVIEW

In most cases, health partnerships are not developing their own digital technologies, but rather deciding how and where to use existing technologies to meet partnership or project goals. This could include:

- as the means to make connections between individuals and teams,
- as the mechanism to work collaboratively on the design or management of a new project,
- as the platform to deliver specific capacity development or training activities,
- to monitor progress with the delivery of a project.

The following section will include THET's plans to support health partnerships incorporate and use technology by:

- Providing digital training and support to NHS staff and health partnerships,
- Collaborate on digital project implementation and analysis,
- Building an [online community platform](#) for members of the health partnership community,

CONCLUSION

This strategy sets out an aim of incorporating technology in to organizational aims of THET. Digital reaches far beyond social media presence or tools which assist in our daily tasks. Regardless of the task, this strategy and the adoption of the Principles for Digital Development aims to approach all tasks in a successful way when applying digital technologies to development programs.

Although some of the ideas above may seem familiar such as increased training, better use of data and enhanced security, the Digital Principles allow for THET to ensure any digital intervention has no negative impact on marginalized groups in society.

The result of this strategy is for THET to be recognised as a leader in digital transformation in order to have a greater impact on our work. By advocating and promoting on best practice in the proper use of technology, we aim to inspire our partners to develop and uphold similar standards.

The strategy lays the foundations of adopting to the new digital world. Despite this, technology is everchanging and as an organisation, we must ensure that we are responsive to global trends and the technologies we use to combat these.



ARTWORK: twovisualthinkers.info



DELIVERY SUITE



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STAY IN TOUCH

