

From: Graham Gibbens, Cabinet Member for Adult Social Care and Public Health
Penny Southern, Corporate Director of Adult Social Care and Health

To: Adult Social Care Cabinet Committee – 22 January 2019

Decision No: 18/00054

Subject: **Adult Social Care and Health Being Digital Strategy 2019-2021**

Classification: Unrestricted

Past Pathway of Paper: Adult Social Care and Health Directorate Management Team – 19 September 2018

Future Pathway of Paper: Cabinet Member decision

Electoral Division: All

Summary: This report provides an overview of Kent County Council’s Adult Social Care and Health Being Digital Strategy and a summary of the implementation plan that will allow the vision set out in the strategy to be delivered.

Recommendation(s): The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **ENDORSE** or make a **RECOMMENDATION** to the Cabinet Member for Adult Social Care and Public Health on the proposed decision (attached as Appendix A) to:

- a) **APPROVE** the Adult Social Care and Health Being Digital Strategy 2019-2021 and the high-level implementation plan; and
- b) **DELEGATE** authority to the Corporate Director of Adult Social Care and Health, or other nominated officer, to undertake the necessary actions to implement the decision; and
- c) **NOTE** that an update will be presented to the Adult Social Care Cabinet Committee in September 2019 with a revised implementation plan and details on the financial implications including savings and investment.

1. Introduction

- 1.1 The Adult Social Care and Health Being Digital Strategy 2019 – 2021 has been developed to set out the strategic direction for, and help to enable the delivery of, digital innovation and technology to transform and support the new adult social care operating models. The Being Digital Strategy is attached as Appendix 1.

- 1.2 The vision as set out in the Being Digital Strategy is to help people to achieve the best possible health and well-being outcomes, living independent and fulfilling lives in their own homes and communities by using digital innovation and technology.
- 1.3 The high level aims of the strategy are:
- **Enabled Service Users:** embedding intelligent information and new technologies that promote individual health and wellbeing to empower people to self-manage and allow them to effectively access services
 - **Empowered Workforce:** developing a more productive, competent and confident workforce in the Council and in the care sector to use the tools and information they need to provide high quality care and support
 - **Improved Partnerships:** working closely with key partners across the county to ensure we seek opportunities to collaborate, innovate and share information to delivery better outcomes
- 1.4 There is an expectation that taking advantage of digital technology can help address some of the challenges the health and social care sector faces. These challenges include the increase in demand for services alongside less resources available to pay for services. As well as these challenges, the expectation of people who use services, and those who work in the health and social care sector is shifting towards being more digital. The Being Digital Strategy describes the changes that will be put in place over the next few years to overcome these challenges and meet expectations.
- 1.5 The Being Digital Strategy is built around five themes, and on completion of the strategy in 2021, Adult Social Care and Health will have made significant progress in achieving the following themes:
- **People;** enabling people to do more for themselves and make use of intelligent information, tools and apps to increase their independence and improve their quality of life
 - **Place;** transforming the way services are delivered across all settings by improving connectivity and using innovative technology.
 - **Practice;** developing a more productive, capable and confident workforce by ensuring employees have the right digital tools and information and can work flexibly
 - **Product;** empowering and enabling service users to live more fulfilling and independent lives by utilising more advanced and innovative products where appropriate
 - **Partnership;** delivering better outcomes for people by enabling key partners to more easily collaborate, innovate and share information.

2. Strategic Statement and Strategy Alignment

- 2.1 Successful delivery of the Being Digital Strategy will help to realise the objectives within the Adult Social Care and Health Your Life, Your Wellbeing Strategy 2016-2021. The strategy refers to utilising digital technology and innovation to support the new adult social care operating models, to help people

to live as independently as possible and to provide them with more choice around how they access the right support.

- 2.2 The Being Digital Strategy supports the Council's strategic outcomes by supporting older and vulnerable residents to be safe and have choices to live independently.
- 2.3 The strategy also aligns to the Kent and Medway Sustainability and Transformation Partnership (STP) by considering how health and social care services could be delivered more effectively in the future to improve health and wellbeing, improve the standards of care and make better use of resources.
- 2.4 The Being Digital Strategy and high-level implementation plan recognise that work is already underway within the STP and the necessary links between the STP Digital Workstream and the Being Digital Strategy have been made. This is to ensure duplication is avoided and the best solutions can be delivered.

3. Strategy and Implementation Plan Development

- 3.1 In developing the Being Digital Strategy engagement with service users and staff through innovation workshops to explore how people use technology and the gaps, has been undertaken. Work has also been undertaken with partners such as the Academic Health Science Network (AHSN) and Skills for Care in shaping the strategy.
- 3.2 The Being Digital Strategy presents the Adult Social Care and Health digital offer which will form an important part of the way services are delivered going forward. It is recognised that the aims of the strategy will need to be delivered through different platforms, both internally and externally, for example through the STP, the way services are commissioned and the new adult social care system case management system (MOSAIC).
- 3.2 The high-level implementation plan for the strategy is being developed with support from the Council's strategic technology partners, Microsoft. The plan outlines several new digital projects to be explored, alongside several existing projects, with the aim of bringing about benefits for the people of Kent, our internal and external workforce, and our partnerships.
- 3.5 The development of the strategy and implementation plan has been overseen by the Adult Social Care Being Digital Board, chaired by the Director of Adult Social Care and Health - Partnerships. The Board informally signed off the Being Digital Strategy in September 2018 and has overseen the creation of the high-level implementation plan.
- 3.4 Further work has been planned for 2019 with partners to support the care sector and service users with emerging technology. This includes a digital showcase event with Kent Integrated Care Alliance (KiCA) in February 2019 and a Kent and Medway Expo with AHSN later in the year. The project team will also explore how Engaging Kent and Healthwatch can support with engaging service users.

4. Implementation Planning

4.1 An implementation plan is being shaped, focusing on the five themes within the strategy. In summary, it is proposed that the following projects and activities be explored to support the achievement of the strategy. Some of these projects or activities are already underway or being delivered externally to the Council.

Project Title	Description	Proposed Activities to be explored
Digital Front Door	Providing residents of Kent with better choice over how they access social care, improving information, advice and guidance and allowing service users to self-manage.	<ul style="list-style-type: none"> • ASCH web-platform • web-chat and bot-chat • instant messaging • digital health and social care directory of services • digital market place • online self-assessments • digital appointment management
Digitally Enabled Service Delivery	Developing new digital tools to support and enhance the way services are delivered.	<ul style="list-style-type: none"> • digital scheduling and rostering • remote updates to records using dictation • electronic call monitoring and lone working • electronic signatures • digital outcome and goal monitoring • in-house electronic care and support plan development
Technology Enabled Care	Building on TEC Phase 1 to increase access, interoperability and remote working.	<ul style="list-style-type: none"> • implementation of portals • remote working app • service user app • increased access to the system • interoperability with other systems • electronic provider payments
Exploring Assistive Technology	Understanding how assistive technology can be better used to support service users	<ul style="list-style-type: none"> • development of an assistive technology strategy • horizon scanning and testing of apps and assistive technology • recommissioning of assistive technology service
Improving Performance Reporting and Analytics	Improving the use of performance reporting and analytics to support better decision making.	<ul style="list-style-type: none"> • implementation of new performance reports • implementation of predictive analytics
Sustainability and Transformation Programme	Implementing a range of digital projects to improve the delivery of health and social care services.	<ul style="list-style-type: none"> • Kent and Medway Shared Care Record with service user access • carers app • electronic discharge notices • shared health and care analytics • virtual Multi-Disciplinary Teams • digital shared care and support plan

4.2 Enablers such as digital skills, connectivity and equipment will also be looked at alongside the above projects.

- 4.3 If the strategy and high-level implementation plan ideas are endorsed, the project team will develop an outline business case for the new proposed projects to identify opportunities and benefits, investment and delivery options. The delivery of the implementation plan will continue to be overseen by the Being Digital Board, and individual project progression will be monitored to evidence successful delivery of the strategy.

5. Financial Implications

- 5.1 There have been no financial implications in developing the strategy; however, potential financial implications including both savings and investment will be apparent throughout implementation. The potential savings opportunities and required investment for the new digital solutions will be explored through the development of an outline business case following endorsement by the Cabinet Committee. The project team will return to this Cabinet Committee in September 2019 to present details on the financial implications of the proposed projects.
- 5.2 The Design and Learning Centre continues to undertake horizon scanning for financial bidding opportunities; throughout the implementation of the digital strategy, the project team will take advantage of funding opportunities.

6. Legal Implications

- 6.1 There are no legal implications associated with developing the strategy, however potential legal implications during implementation could include the Government Digital Inclusion Strategy.
- 6.2 The Government Digital Inclusion Strategy was launched to set out objectives for government and partners to reduce digital exclusion by looking at digital accessibility, connectivity and skills. This was introduced as part of the Equality Act 2010.

7. Equality Implications

- 7.1 An Equality Impact Assessment has been undertaken to ensure potential negative impact on protected characteristics can be minimised. Analysis suggests that there is a low risk of negative impact, particularly around digital inclusion, to the following protected characteristic groups; age, disability, gender and race. The Equality Impact Assessment is available at Appendix 2.
- 7.2 To ensure any potential negative impact can be reduced, a digital inclusion maturity matrix tool has been developed to ensure Adult Social Care and Health can demonstrate digital inclusion through three themes; digital skills; connectivity and accessibility. This aligns to the Government Digital Inclusion Strategy.

8. Conclusions

- 8.1 The Adult Social Care and Health Being Digital Strategy 2019-2021 has been developed to set out the strategic direction for, and help to enable the delivery of, digital innovation and technology to transform and support the new operating models. It is built around five themes; people, place, practice, products and partnerships.
- 8.2 The implementation plan for the strategy will outline several new digital projects to be further explored, alongside several existing projects, with the aim of bringing about benefits for the people of Kent, our internal and external workforce, and our partnerships.
- 8.3 If the strategy and high-level implementation plan ideas are endorsed, the project team will develop an outline business case for the new proposed projects to identify opportunities and benefits, investment and delivery options.

9. Recommendation(s)

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10. Background Documents

Digital Inclusion Strategy

<https://www.gov.uk/government/publications/government-digital-inclusion-strategy>

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