

Being Digital Strategy

Our strategy for being digital and how we deliver it 2019 - 2021

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Effective digital services are built on trust and confidence. It is important that people feel their personal data is secure and only used in ways that are lawful and transparent. In accordance with the General Data Protection Regulation (GDPR) and Data Protection Act 2018, we will assess the potential impact of new digital services on individual rights and freedoms and apply the principles of privacy by design and by default from the outset. It is important to us that we uphold the highest standards of data security and protection and respond promptly and courteously to enquiries about the way we handle and share personal information.

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Foreword



By Anne Tidmarsh,
 Director of Partnerships

Having effective digital capabilities which complement traditional care and support services, is fundamental to delivering the ambitions set out in our Corporate and Adult Social Care and Health strategic plans.

We recognise that to continue to succeed, we must use all the resources available to us including those described in this Being Digital strategy. This strategy sets out our vision and ambitions for transforming the end-to-end care and support pathways which complement the delivery of services and supports the new operating models in Adult Social Care.

Our intention is to continue to improve the experience of people who use services and for staff.

We will do so through the effective implementation of key service changes and related projects during the lifetime of this strategy.

The innovations described in this Being Digital document, together with the objectives of the NHS Sustainability and Transformation Partnership emphasise the strategic importance of closer working between health and social care organisations in Kent. We aim to integrate health and social care services wherever such integration has the potential to deliver better benefits and improve outcomes for people.

The digital innovations which we promoted in this Being Digital strategy, are resolutely driven by our determination to put the needs of the

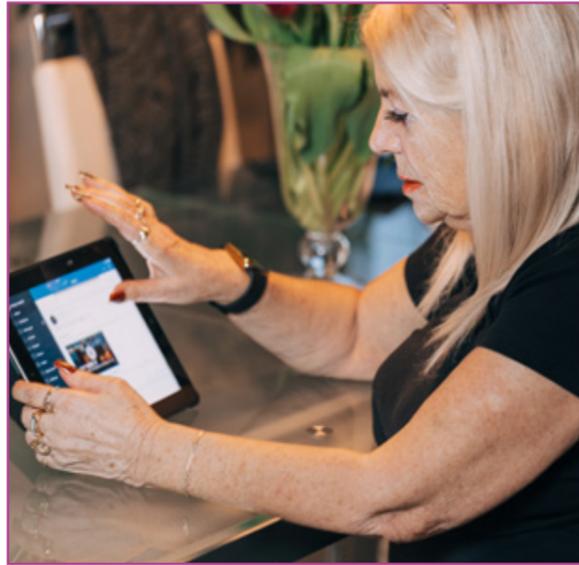
person at the heart of everything we do. This is best summed up in the philosophy and the principles which underpin the 'ESTHER' way of working, which is increasingly being adopted across the county and exemplified by the Kent Enablement Recovery Service online evaluation facility. This uses iPhones to gather views of people who use our services and aims to make improvements based on their feedback and measure the outcomes which matter to them. Our In-house 'Inspiring Lives' services have developed models of person centred support planning in a similar way.

I am thrilled that the plans we have developed and are taking forward with our key partners will very much complement other forms of care and support and can bring about the maximum benefits to all.

"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 for people of all ages in the organisation and delivery of care and support". We have high expectation that taking advantage of digital technology can help us address some of the challenges the care system faces. Whether the challenge be workforce recruitment, retention and development issues, or assist in tackling loneliness and social isolation or indeed, enabling better approaches to prevention and planning early by people with care and support needs."



Introduction



Harnessing the benefits that digital technology and innovation can contribute in the delivery of services, is not regarded as something incidental, but an important part of the resources that all forward-thinking adult social care organisations rely on.

The pressures from tighter budgetary resources which all local authorities have, and continue to face, have forced the pace of change and the range of digital innovations being introduced across the health and care system. Alongside the financial pressures, councils have also seen significant increase in demand for services, especially demand associated with the number of people with multiple or complex needs that local authorities support. Adult Social Care in Kent is no different in this context.

However, whilst many areas can be seen to have adopted a more rapid and wide-ranging application of newer forms of digital technology, embedded as a core part of the mainstream services, we have not done the same in terms of keeping pace with the use of digital technology to bolster support services which work with all the main groups of people who use services.

At the same time, we know that changing expectation of people who use services is shifting dramatically. A phenomenon that mirrors changing expectation we see in the rest of the public at large. The spread, and the ease of use of digital technology as part of the normal aspect of care and support provision is growing and the Being Digital strategy describes the changes which will be put in place over the next few years.

Our vision 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 for people of all ages in the organisation and delivery of care and support”. We have high expectation that taking advantage of digital technology can help us address some of the challenges the care system faces. Whether the challenge be workforce recruitment, retention and development issues, or assist in tackling loneliness and social isolation or indeed, enabling better approaches to prevention and planning early by people with care and support needs.

We stand a better chance of realising the objectives of Your life, your well-being - a vision and strategy for Adult Social Care 2016 – 2021, by turning the ideas in the Being Digital strategy into reality.

The five themes

The strategy is built around five themes of People, Place, Product, Practice and Partnership. We expect that:

1 People

People – Empowered and supported to do more for themselves through online self-service, including needs and financial assessments and real-time information about services. People will experience the benefit of having to tell their story once rather than multiple times, as services will be better connected through improved information sharing.

2 Place

Place – Home, Community and Residential care providers using technology to change the way services are delivered, improving efficiency and reducing errors, travel time and risks. Secure WiFi across the estates that will enable staff to get the information they need wherever they work.

3 Practice

Practice – we will see the spread of the use of digital tools (such as smarter mobile working, electronic work-flow to manage tasks and real-time decision making, much reduced or no double data entry). This will enable effective Multi-Disciplinary Teams (MDTs), or virtual variations, and ensure all staff including those working for providers are supported, involved and benefit from the application of digital tools including, increased staff productivity, cost savings, faster or automation of processing and dashboards that enable the entire care pathways to be viewed much more easily by managers and staff. The focus to ‘always do what matters to ESTHER’ will drive culture-change.

4 Product

Product – Evaluating and testing digital services and technology products, we aim to work with industry and colleagues in other parts of the country to find what works to improve outcomes for service users and the productivity of staff.

5 Partnership

Partnership – Health and social care services achieve better outcomes when they work together. The Kent and Medway Sustainable Transformation Partnership (STP) has a key role in setting out a common vision and purpose. Being Digital sets out our vision for digital social care services that closely align with STP digital ambitions and makes full use of shared technology investment. In partnership with the Care Sector, Academic Health Science Network, Skills for Care, Design and Learning Centre, the NHS and people we aim to discover, evaluate and implement what works.

Policy Context

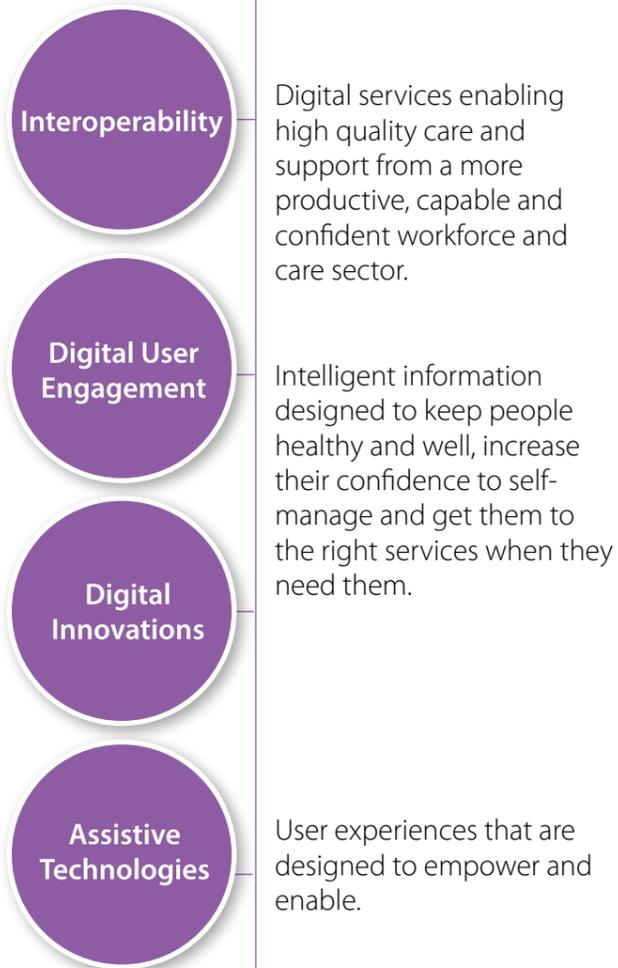
Your Life, Your Well-being is Kent's vision to help people to improve or maintain their well-being and to live as independently as possible. It details Kent County Council's vision for the future of adult social care over the next three years. Your Life, Your Well-being and the Being Digital contribute to achieving the KCC Strategic Statement outcomes.

Within this vision is a digital offer to enable service users and staff to better navigate the health and social care system and access the network of voluntary services. This includes a digital catalogue of support and the use of Telecare and assisted living technology. The key aims are to promote well-being, promote independence and support independence by improving care and support planning, move to outcomes-based homecare, and providing ways to support self-care.

The Kent and Medway Sustainable Transformation Partnership includes a Digital work-stream to deliver the infrastructure needed for digital technologies. This is supplemented by a programme of work to improve digital maturity across health and social care.



Our aims are:



Our Principles are:

- Tell us once and we'll remember you. Information recorded once and used multiple times.
- Digital information security by design and by default.
- Systems that exchange information.
- Access to information when and where it's needed.
- To enable people to access support through digital channels anytime, anywhere and from a broad range of devices.

Strategy on a page





Outcomes

1 People What can they expect?

- Digital services that remember them and securely share their information with others involved in their care so they do not have to repeat their stories.
- Online services that intelligently advise and guide their care and service enquiries and involve them in decisions about the planning and management of their care.
- Self-service eligibility and financial assessments that allow them to make informed decisions quickly and which offer alternative options via an e-market place or access to further information.
- Systems for people, their families and carers to communicate with us in ways that work best for them; for example,

- email, apps, online conferencing, instant messaging and where appropriate virtual visits.
- Apps that improve the control people have over their care, so they feel actively engaged and can connect to friends, families, carers, health and care professionals.
 - A choice of apps, online social networks and other activities such as ESTHER cafés designed to reduce social isolation, give more control over care and improve cooperation between people and services.
 - Assistive Technology that works with our systems to discreetly monitor vulnerable, frail and elderly people so they have the confidence needed to remain independent whilst providing alerts and updates when needed to those involved in their care and support or in the event of an emergency.

2 Place Home Care, Close to Home, Residential Care

Assistive Technologies are becoming cheaper, more innovative and intelligent and we are on the cusp of a revolution in affordable home health and care technologies. It is essential that we exploit these trends and discover how they can be used to empower self-care, support carers and improve care. Assistive Technologies can provide alerts to remind people to eat, drink and take medication as well as reassuring them and keeping them in contact with friends, family and carers as they support their needs.

Online Medication Administration Records (MARs) can provide consistency, improve quality and reduce some of the risks associated with home and community care. Medical devices can deliver treatments in the home to reduce or remove the need for travel or admission to hospital. The use of digital services and technology by Homecare providers offers an opportunity to transform how they deliver care, with the potential to improve efficiency, reduce errors, travel and risks and manage limited resources more effectively. We will work with them to deliver high-quality person-centred care. Video and online communication tools make it easy for people to keep in touch with their families, friends and carers, and offer new opportunities to improve their care, keeping them independent and at home longer.



Kent Care Record (KMCR)

The Kent and Medway Care Record (KMCR) aims to deliver a significant transformational change for the health and social care system in Kent and Medway. It will create a single patient record for each resident from the separate records currently held by different providers. This means that a health or social care professional involved in an individual's care will be able in near real-time to see the treatment and medications provided by others so they can make better diagnosis and treatment decisions. The project is a key deliverable of the Kent and Medway Sustainability and Transformation Plan (STP).

Health and social care organisations have a legal obligation to ensure the records they hold about their patients and service-users are available to all of those involved in their care, whether they work for them or not. This project aims to deliver that obligation. It is anticipated that an individual's KMCR will be accessed through a secure portal, with professionals only able to view the relevant part of the record. The current plan is to procure the system during 2018 with implementation starting during Summer 2019.

Creating a shared health and care record on this scale is challenging and ambitious, and we are learning from other implementations across the country. The outcome however will be a better quality of care for patients, who will spend less time repeating themselves as they move between providers.



Case study

Our In House Learning Disability Services going digital

Learning Disability In-House services have created person centred support plans, and outcome focussed documents, which are in a digital format. These will be used across all of the learning disability In-house services, and now exploring if we can licence these in the future to other social care providers.

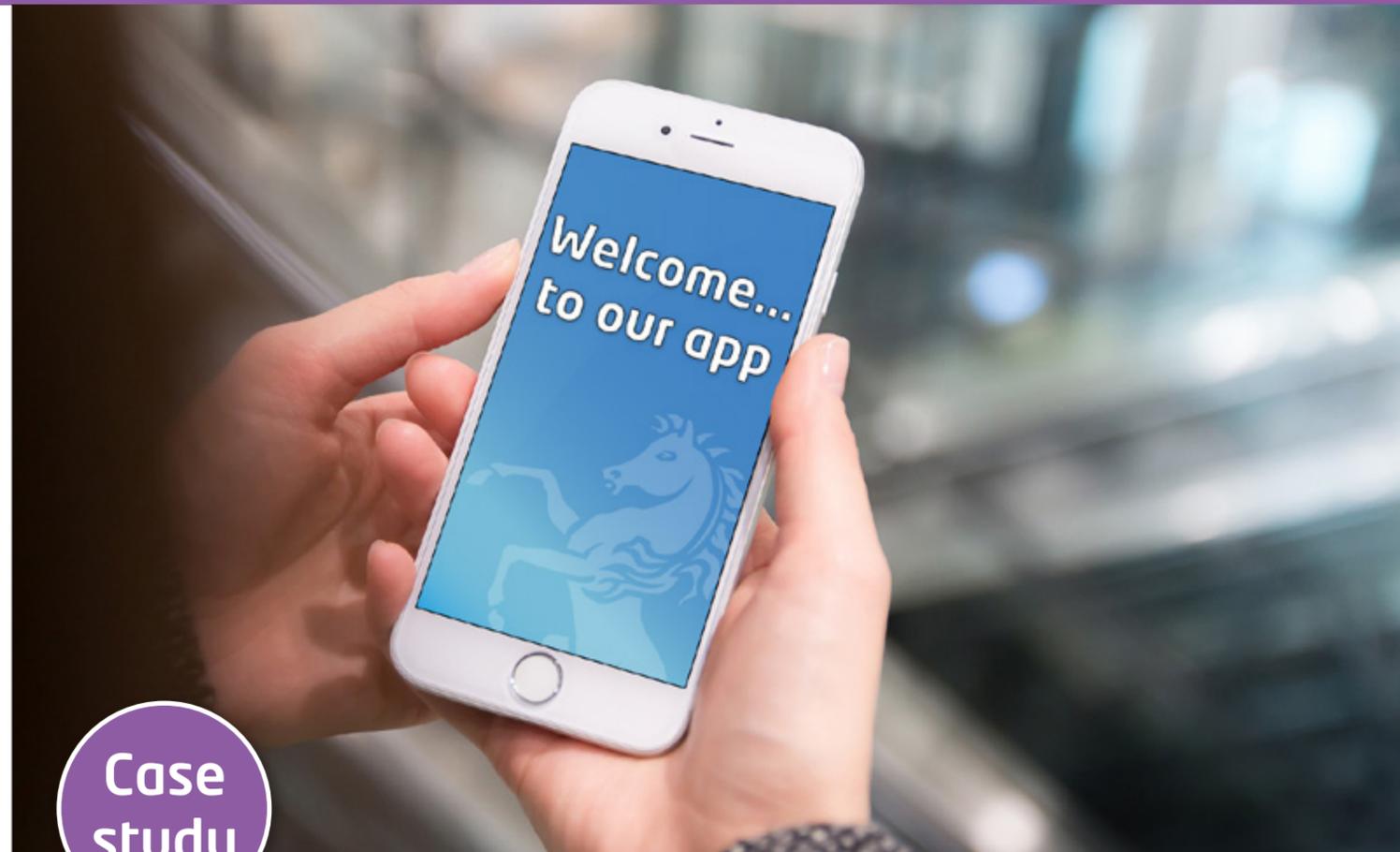
3 Practice

Digital services support improve and enhance the way frontline services are delivered.

We will support Multi-Disciplinary Teams (MDTs) to ensure they have the tools and access to information they need to communicate effectively with each other and co-ordinate care. This will include video conferencing, instant messaging, Apps and digital services that reduce travel and associated costs. Mobile devices are already being used to ensure care workers have access to real time information and updates. Smart scheduling and rostering systems can take the pain out of managing people and resources and ensure an appropriately skilled care worker is allocated to meet an individual's needs. Shared care records will bring a view of the person and their 'whole' journey to our workforce, reducing duplication, and improving productivity and workflow. A connected workforce will feel more engaged, better supported and less isolated.

This will improve handovers of care and improve outcomes for our service-users. Our workforce is in the process of being equipped for mobile working, with wi-fi being rolled out across the public sector estate. Our replacement social care case management system will allow speedy data capture and support staff in new ways of working, with access to the information they need when they need it. Online financial and needs assessments will complement conventional methods and automate some of the back-office processes needed to get people the care they need.

The technology will be in place to eliminate multiple logins and devices. The workforce will be able to access their services using their mobile device using a single login.



Case study

Apps that Empower People and Support the Workforce

There is a national library of public and personal health and well-being apps, and there are commercial apps for specific lifestyle and medical needs. Social care is not as well served, so we have been working to identify and develop apps that meet specific needs.

Care Navigator App

Care Navigators work in the community or at hospital sites and help those over 50 who want to stay independent and in their own home. They can help them manage money and benefits, find the right sort of home or adapt one to their needs, plan support, fill in forms or help as they go through the assessment process. They are based with local voluntary organisations around Kent.

In July 2017, Kent successfully bid for Local Government Association (LGA) funding to develop an app for Care Navigators through

their Local Investment Programme. Work on the app commenced in May 2018 and focuses on the use of digital technology to improve the delivery of social care. The app has now been developed and is being tested as part of a pilot.

Carers App

Clinical Commissioning Groups in Kent commenced development of an app for Carers in June 2018. Based on the STOP-LOOK-CARE booklet published by Brighton and Hove it provides useful information for carers, and family and friends with caring responsibilities.

The product will be simple to use so carers can quickly refer to the app for advice on all aspects of care, as well as signposting local support services.



Deaf Community Worker

Following a Deaf Well Being and Access pilot project, in April 2017, a Deaf Community Worker was appointed in Thanet which has a high number of Deaf people. This has been extended to cover the whole of Kent, with the employment of a full-time post. The role aims to improve well-being, promote independence and build community capacity, amongst Deaf adults and children, who use British Sign Language (BSL), in Kent.

The key objectives of the role are to:

- 1) Promote independence & well-being.
- 2) Improve accessibility to services with a reduction in barriers.
- 3) Improve access to information, advice and guidance. Using technology the role improved Access to Services through:

- Reviewing the KCC 'front door' and made it more accessible for Deaf people
- Deaf accessible Sensory Services Facebook page
- NGT Lite – Deaf text relay telephone service for Deaf people
- Improved accessibility to a range of Apps for staff and people using services
- Sensory Services Facebook page statistics: By February 2018 there were 208 'Likes' on the page; BSL videos have between 66 and 2.2K views and a typical comment from a service user rates 5 stars and provides the following feedback ' Brilliant information here and very useful'.

4 Product Digital Services and Technologies

As Adult Social Care implements its new outcomes focused operating model, we will take the opportunity to use technology to focus on positive outcomes for people rather than delivery of a service.

The market for home and assistive living technologies is developing rapidly, far beyond the simple personal alarm and creates new opportunities for innovative services to support carers, families, friends and care workers, as well as enriching the lives of those they care for.

Commissioners will be able to use and link anonymously collected information generated by these systems and services to gain insight into and be able to assess and manage need and supply and support effective budget management.

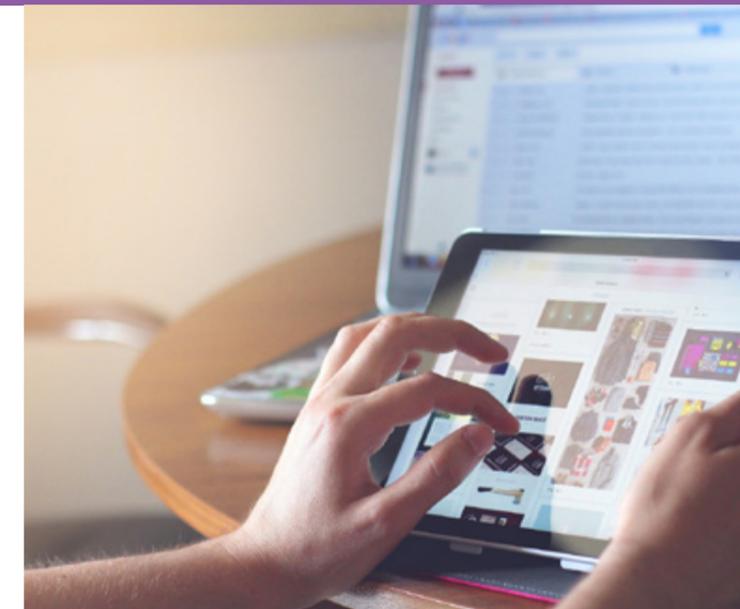
5 Partnership Encouraging and Supporting Collaboration

Care homes and domiciliary care services face funding challenges and experience difficulties in recruiting. We will work with the care sector to innovate and utilise technology.

This will include access to information, advice and guidance and opportunities to train and learn.

We are co-ordinating activities with partners such as Accademic Health Science Network (AHSN), Skills for Care, Design and Learning Centre, Health and people to explore, design, test and implement new solutions and to secure funding to allow us to rapidly adopt what works well.

The Design and Learning Centre (DLC) for Clinical and Social Innovation will play a key role in exploring, testing and implementing innovative solutions across Health and Social Care.



Our key outcome objectives are:

Digitally-enabled People

- Improved information advice and guidance
- Intelligent online systems to support self-referrals and assessments
- More advanced and wider range of assistive technologies
- Apps and tools to support and connect people

Digitally-enabled Place

- Support the care sector in utilising technologies
- Improved range of technologies available

Digitally-enabled Practice

- Flexible and mobile working enabled
- Making systems and tools work for practitioners
- Improved digital skills and abilities
- Improved data and analytics to inform decision making

Digitally-enabled Products

- Efficient and cost-effective assistive technologies

Digitally-enabled Partnerships

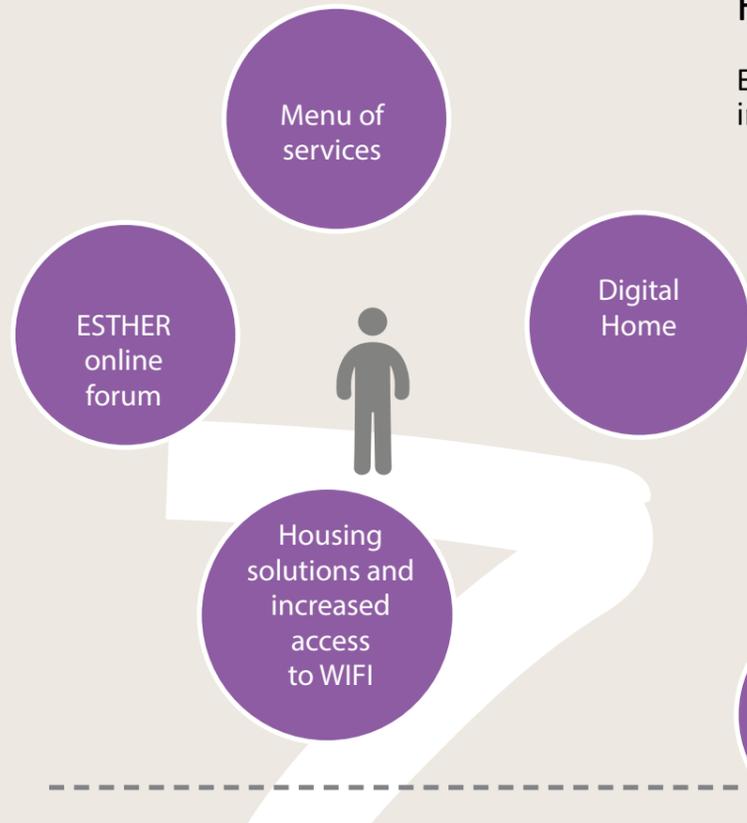
- Improved health and social care connectivity
- Utilising Innovation facilities to drive technologies
- In collaboration explore, test and implement digital solutions

The Digital Pathway

ESTHERs Journey

Promoting well-being

Enabling people to connect and access information.



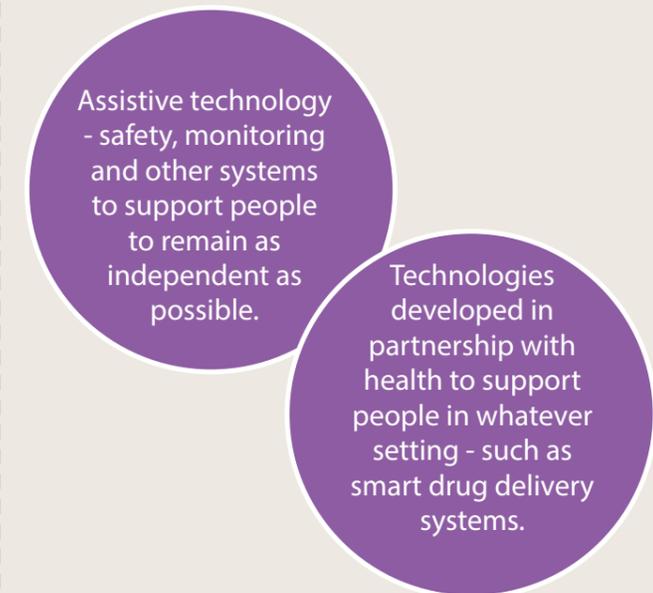
Promoting independence

Assessment processes.

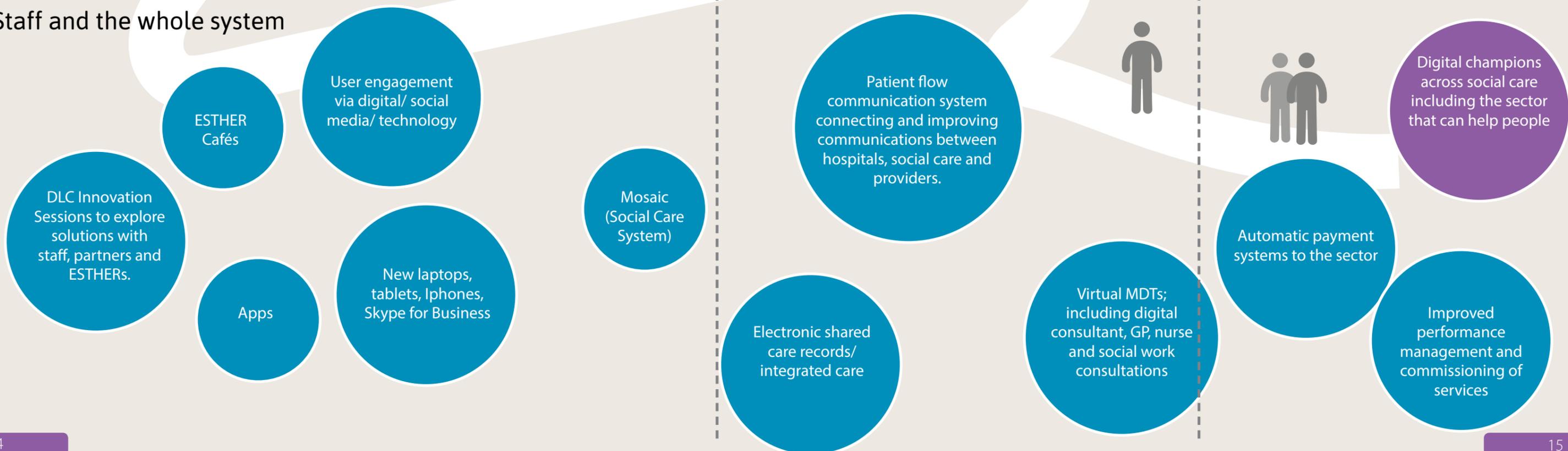


Supporting independence

Solutions to enable and support people in whatever setting.



Staff and the whole system





Case study

ESTHER

The ESTHER Model was created in Jönköping region in Sweden in 1997 and is based around the experience of an emergency referral to hospital of a frail and elderly Swedish patient “ESTHER” by her GP. During her admission, she retold her story to 36 clinicians before being admitted and receiving treatment.

The model has two main aims. The first is to create smoother and safer pathways for ESTHER, and the second to use resources more efficiently. The communal goal is to ‘always do what matters to ESTHER’. The model is a catalyst for a culture change to enable the workforce to adapt to the person with social care needs.

This is achieved on four levels:

- 1) The citizen (ESTHER) involved in their care and listened to ‘what matters to ESTHER’
- 2) Training and supporting the social care workforce and care sector to create a social care movement to promote the ESTHER culture.
- 3) Multi-disciplinary team meetings ask the question ‘what matters to ESTHER’
- 4) The system by empowering ESTHER Cafes owned by communities to listen to the stories of people (ESTHERs) who have

gone through the system, discussing how their experience could be improved and feeding back the conclusions and recommendations for improvement to commissioners and organisations.

This innovative model implements a person-centred approach and uses technology to support effective delivery. The Kent ESTHER philosophy and way of working is recognised by national bodies, such as Health Education England and the Department of Health and Social Care.

A virtual network of ESTHERs, ambassadors and coaches communicate and share good practice. We are exploring an ESTHER app to continue to support the ESTHER network and have developed an ESTHER e-learning training programme to help health and social care staff understand the ESTHER model.

Conclusion

This strategy sets out our ambitions for the next three years. We shall implement this strategy and achieve our vision through a range of projects, learning from others and working in partnership. This is an exciting time to implement this strategy as there are many opportunities that allow us to maximise the benefits that information and technology can play in the delivery of care. We have set up facilities such as the Design and Learning Centre for Clinical and Social Innovation which will help us to innovate through exploring, testing and implementing new ideas. Technology will not be a replacement for care, however it can bring improvements in efficiency, effectiveness and help improve the overall quality of care.

How we will deliver the strategy

Aim	Met through
1 People	Development of online referral and assessment systems Improved online information and guidance Making a range of apps available to support people
2 Place	Develop a digital model and framework for the social care sector that sets out the journey and practical steps to better use digital technology
3 Practice	Improve the use of digital technologies by working with suppliers to configure digital services that meet the needs of social care
4 Product	Implement new adult social care recording system by 2019 Develop practitioner skills through digital champions Ensuring practitioners have the right tools Working with the NHS to implement integrated services and systems
5 Partnership	Working with the Design and Learning Centre to explore, test and implement innovative solutions across Health and Social Care: www.designandlearningcentre.com Engage people and organisations through Innovation workshops and ESTHER cafés to co-produce solutions

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