Cllr Introduction to…
The role of digital in Social Care

Resources Pack

Purpose of this Pack

- On 10th March 2021 the LGA ran a session with speakers on the topic of applying digital tools, technologies and approaches in social care

- This pack provides a range of resources relating to that event to help both those who attended at the time and those who didn't

- It contains
  - An outline of this issue/opportunity   (slide 3)
  - Slides and Q&A from the speaker sessions
    - The Landscape for Social Care Tech (LGA)   (Slides 4-21)
    - Case Study (Cheshire West and Chester) (Video)   (slide 22)
    - Case Study (Lincolnshire County Council)   (slides 23-39)
  - Discussion notes from the day   (slide 40)
  - Other relevant resources for the topic   (slide 41)
  - Some suggested questions for members to ask   (slide 42)

The scope of this issue

It is impossible not to think about our recent Covid experiences when thinking about the issue of technology in social care. Those many councils and care providers whose past decisions meant that they were able quickly to mobilise remotely, to share data, and to help connect individuals, carers and support networks were able to make tremendous progress in digital transformation – others can now benefit from what they were able to do.

As we emerge into a post-Covid world every council area will be different but we are likely to see some common themes of increased care home financial fragility due to lower demand and the aftereffects of additional costs, and new opportunities for technology supported care in the home.

This is a timely moment to consider the art of the possible, learn from pioneers, and in particular to understand the help and support that may be available to councils to progress this rapidly evolving agenda.

On the day, many of the points that came up related to issues of Connectivity and to Digital Inclusion which was the topic of a previous session in the series. The resources pack for the connectivity and digital inclusion session is here.

The Landscape for Social Care Technology

Ian James, from the LGA gave an overview of how these themes are being applied in councils and in particular highlighted a number of LGA support programmes that can help with this.

His slides from that session follow and include very many useful links to further resources.

If not Us …... If not Now?

Adult Social Technology challenges are not new but Covid has moved them from supporting-cast to centre-stage, suddenly central to how people keep safe, well and connected.

The challenges that can make adoption and spread of care technology have not gone away – but the appetite and imperative have never been stronger.

With a result ….. that there is much going on …..!

Summary

- LGA - CHIP Digital Support
  - 1.Tech Support Offer
  - 2. Digital Maturity Self-Assessment
  - 3. Better Security Better Care
  - 4. Care Tech Diagnostic
- Joining Up Care (NHSx Programme)
- Learning from Covid-19 Response
- Leadership for the Future – Some Key Themes

Care and Health Improvement Programme

What does our support offer include?

1. Influencing …	*national digital activity at a strategic level in partnership with government*
2. Funding…	*for councils through the Social Care Digital Innovation Programme and Digital Accelerator Programme (NHSD)*
3. Collaborative work…	*between councils and care providers to support data and cyber security*
4. Practical support…	*for commissioners and providers to support use of care technology across social care*
5. Tools and resources…	*to support councils in using data and technology to support the commissioning and delivery of adult social care eg IPC report, Care Tech diagnostic Tool*

1: Care Tech Support Offer

A 12- week layered sector-led improvement programme. Co-produced with councils and designed to create momentum and shift people and organisations into new ways of thinking about care technology (telecare, technology-enabled care, assistive technology). Delivered in partnership with Rethink Partners it includes:

- **Five practical masterclasses** – themes agreed in collaboration with councils. Includes: digital care tech commissioning, measuring value and benefits, human-centred design and innovation, culture change & partnerships and digital & data future trends. Support tool for each masterclass developed along with a think piece for councillors and DASSs.

- **Bespoke coaching** to a small cohort also being supported to develop a community of practice and receiving intensive development support.

- …a second **community of practice** developed due to demand!

- **Direct support** to five councils completing the Care Technology Diagnostic and Planning Resource (more on this later…).

Feedback from councils...

*"The main focus shouldn't be the technology, **it's only an enabler!"***

*"**Culture change** most important - not just technology. Need to strengthen support politically & operationally"*

*"Enjoyed the breakdown of key lessons. Made me feel like the issues and problems I face in delivery **are not unique to my LA"***

*"Care tech diagnostic tool is fantastic! It's really helped to **bring some visibility** about the actual vs perceived reality. I'm due to present an update to our strategy and approach to senior leaders in 2 weeks and will be structuring the conversation around the outputs from the diagnostic tool".*

*"Loved the masterclass yesterday, it gave [name] and I so much food for thought. My first coaching session was fab and it couldn't have come at a better time, **it has really given me a boost**.*

***"I can just see and experience myself with my Dad and how it can really help, even the simple things like Alexa.** This week, a group of colleagues and I have managed to get approval and sign off to explore a virtual support programme working alongside a local uni and our wonderful citizens"...*

2: Social Care Digital Maturity Self-Assessment (DMA)

- Re-launched 2021, 3 key themes:
  - Readiness (strategic alignment, leadership, collaboration*, governance, resourcing, information governance, workforce and skills*)
  - Capabilities (care records/assessments/plans, transfers of care, care technology, decision support, business intelligence, [online] digital channels)
  - Infrastructure (investment in technology*, access to systems*)
- By self-assessing, councils can use DMA to identify areas of relative strength and room for improvement across either adult social care, children's social care or both.
- Findings from the last DMA in 2017 indicated strengths in Readiness and Infrastructure but a relatively low base in Capabilities.
- 80% of councils completed the voluntary DMA across 2016 and 2017.
- Sharing DMA learning supports SLI regionally. National averages help inform areas of focus for LGA CHIP Digital support and national investment.
- The updated 2021 DMA gives councils the chance to strategically reflect on digital developments in response to COVID-19 with initial analysis from **15 March 2021**.

* new/refined DMA topic area for 2021
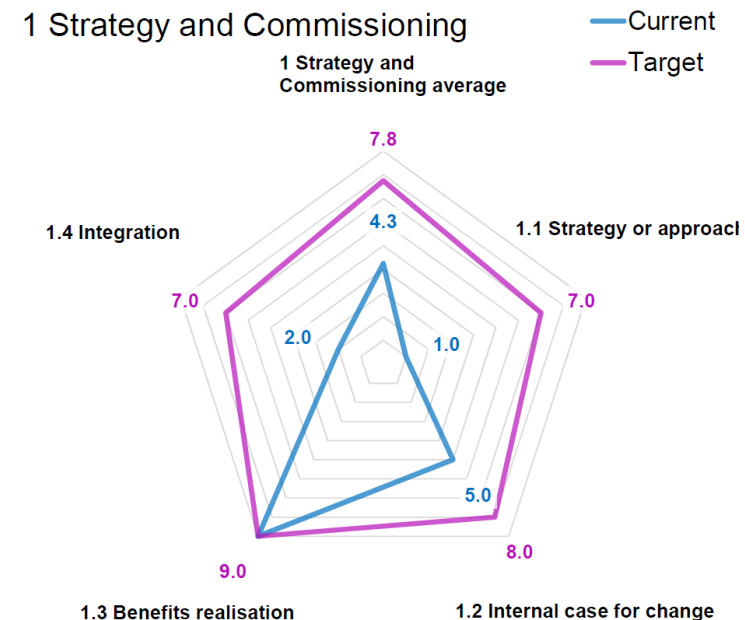
3: Better Security, Better Care

- The NHS Digital Data Security and Protection Toolkit (DSPT) provides a free annual online self-assessment supporting this, co-produced with adult social care.

- The Better Security, Better Care (BSBC) programme is supporting care providers to complete the DSPT. BSBC is a collaboration between NHSX, NHS Digital, NHS England and Improvement, the Local Government Association, the Association of Directors of Adult Social Services and the Care Provider Alliance.

- Councils delivering adult social care and care providers must achieve at least *Standards Met* for the DSPT. For providers *Approaching Standards*, their action plan must outline how Standards Met will be achieved

- Completing DSPT enables NHSmail, GP proxy and shared care record access.

- Councils receive webinar support from the Institute of Public Care (IPC) and online guidance for commissioners to support their care providers.

4: Care Tech Diagnostic Tool

[A practical tool](#) to enable councils to **review their local care technology approach** in a structured way and to act as a **catalyst for further activity**. Developed in partnership with 30+ councils:

- Structured questionnaire, nine key themes – including strategy, leadership, governance & risk, approach to partnership working, workforce.
- Measure where you are now and where you want to be in an agreed timeframe (eg 12, 18 months etc)
- Creates a visual gap analysis to support action planning – a good tool for engaging internal audiences (inc. members)

Best completed with colleagues in workshop session – **councils tell us the experience of completing the tool is just as valuable as the output.**

1 Strategy and Commissioning

Current

Target

1 Strategy and Commissioning average

7.8

4.3

1.1 Strategy or approach

1.4 Integration

7.0

2.0

1.0

7.0

1.3 Benefits realisation

9.0

5.0

8.0

1.2 Internal case for change

"*Excellent [resource]… highlighting a number of actions across the spectrum we need to do*"

cal.gov.uk

Joining Up Care - Partnership

•Joining Up Care is a new partnership initiative between NHSX, the Local Government Association and Association of Directors of Adult Social Services and aims to improve people's lives by supporting health and social care joint working through the improved use of technology and data.

•The partnership was agreed in June last year between the CEX of the LGA, the President of ADASS and NHSx CEX.

•At its core, the partnership is about recognising the importance of strong system leadership and co-creation in delivering digital transformation for adult social care.

Joining Up Care – Outline of Programme

Joining up Care brings together a series of projects and programmes, themed under three workstreams. The JUC Strategic Oversight Board brings together partners from across the health and care system.

Joining Up Care Strategic Oversight Board

Culture and Skills

Connecting Care Providers Programme	Supporting People at Home Programme	Sharing Care Records Programme
Digital Social Care Records	Devices	Regional Scale Plans	Supporting Digital Households	Linked health and care data	Standards
Better Security Better Care	NHS Mail	Outpatient Transformation	Scaling Social Care Tech	Simplified IG	Interoperable Services
Provider Connectivity	Access to Information				

Joining Up Care – LGA Focus

The LGA's support for JUC next year has four key elements:

1. To ensure the needs of ASC are taken into account in DHSC/NHSX's longer-term strategic planning, including 2021/22 Spending Review

2. To align the work of the NHSX with the wider work of the CHIP programme.

3. To encourage co-creation with all parts of the health and care system, emphasising local delivery backed by national support

4. To build and strengthen local government regional leadership.
    •   This element includes a six-month pilot project in collaboration with the NHS Midlands and ADASS WM and EM to better align social care regional leadership with other NHSX and NHSE/I regional activity. This project will be funded with the aim of sharing learning from the pilot across other regions with a view to widening this approach.

Learning From Covid-19 Response

LGA and ADASS report: [Digital innovation in adult social care: how we've been supporting communities during COVID-19](#)

[Executive summary](#) for councillors and directors of adult social care.

	Promoting wellbeing and independence	Flexible and enabled working	Digital for everyone	Working together with partners
What we have done	Made greater use of technology to help people of all ages and in all settings get connected and stay connected, independent and well	Adopted digital technology to keep vital services up and running	Worked with communities to provide digital support to those who need it	Collaborated with others to adopt digital technology at pace and scale
What we have learned	Simple technologies can help people with daily activities and reduce isolation	Digital transformation requires strong leadership and a culture shift	It's not just about the kit, but about enabling outcomes for people and communities	Sustainable and meaningful change needs strong partnerships and commitment
What next	Think beyond social care as technology can be used preventatively to support self-management of own health and wellbeing	Invest in people to achieve digital change and transformation	Invest in local and co-produced digital approaches as they work best	Invest in digital to support longer-term adult social care reform which is co-produced with key stakeholders and communities

Leadership Challenges

- Organisations stifle innovation!
- Political leadership key to creating right conditions
- Personal stories
- It's not about the **Tech,** think **Lives** not Services
- Leadership Narrative (Know enough not to be fobbed-off!)
- Principles of good **Service Design** hold good
- **Inclusion** and **Citizen Tech** more than Care Tech
- The **Real Learning** from Covid – **Empowerment?**
- **SLI** and working collectively – Adopt and Adapt

Key Questions for a Lead Member

- How are we keeping in touch with the best that is happening in digital innovation in health and care?

- How are we bringing that into our service development and budget planning?

- How are we rooting that in people and communities, so it's inclusion first, services later?

Tech Support Offer: See also key messages for senior leaders in our series of care technology thought pieces (commissioning, value creation and benefits, human-centred design)

Thank you and close

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Q&A

Q	A
Can Housing Associations with Care Homes join these initiatives directly?	At the moment, it is targeted at councils. However, the tools we have at the LGA are available to all. If they are CQC registered care provider they can get involved in the Joining Up Care initiative that is taking place in partnership between the LGA and NHSX.
With reference to phrase '*rooting in people and communities, so it's inclusion first, services later'*. Does any of that tie into asset-based community development? And, in that low-level tech support such as assisting people to access zoom – is that part of the programme?	Tech is an enabler. If you take an asset-based community development approach, you must think about how technology support can you to do this. We need to bring digital to the front and centre, as it is there to support all the objectives councils are trying to achieve.
Do you have any ideas on how we can communicate locally?	With those who are inclined, we need to understand how this is helping them. Also, as councils, we will all have some front door and advice system that support people, and direct them towards support services. But generally, advice about digital is now a challenge for councils and not included in support provided to local communities.

Case Study: Cheshire West and Chester

Cllr Louise Gittins, Leader of the council, made a video contribution to the session.

The Cheshire West and Chester Video can be viewed here, it lasts about 18 minutes and covers a wide range of social care-related topics as well as showing how the broader digital programme is closely grounded in community action.

Case Study: Lincolnshire County Council

Cllr Sue Woolley, Executive Member for NHS Liaison and Community Engagement, supported by Emma Scarth, Head of Service, Adult Care and Community Wellbeing spoke about the multiple initiatives carried out in Lincolnshire.

Slides from that session follow here.

Digital Transformation of Adult Care

Cllr Sue Woolley

Emma Scarth

Introduction

Role of elected members in digital agenda

- Set vision and appetite for digital
- Focus on improving outcomes
- Supportive of innovation
- Digital approach should allow limited resources to focus on those most in need

Our Challenge

Demand Forecasts for Social Care

£££ Reducing Council Resources

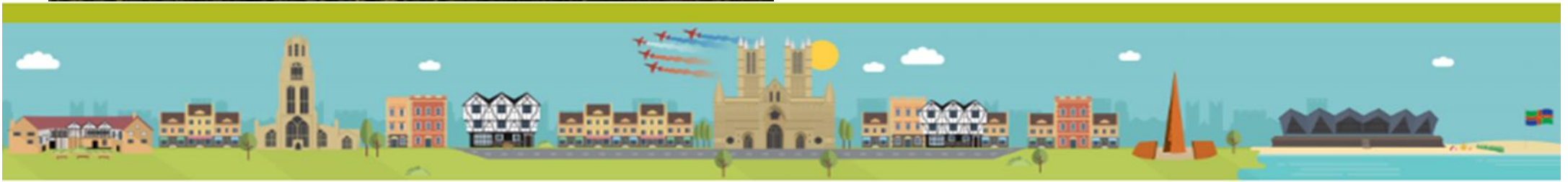ADASS

Peer Review

LGA Digital Maturity Assessment
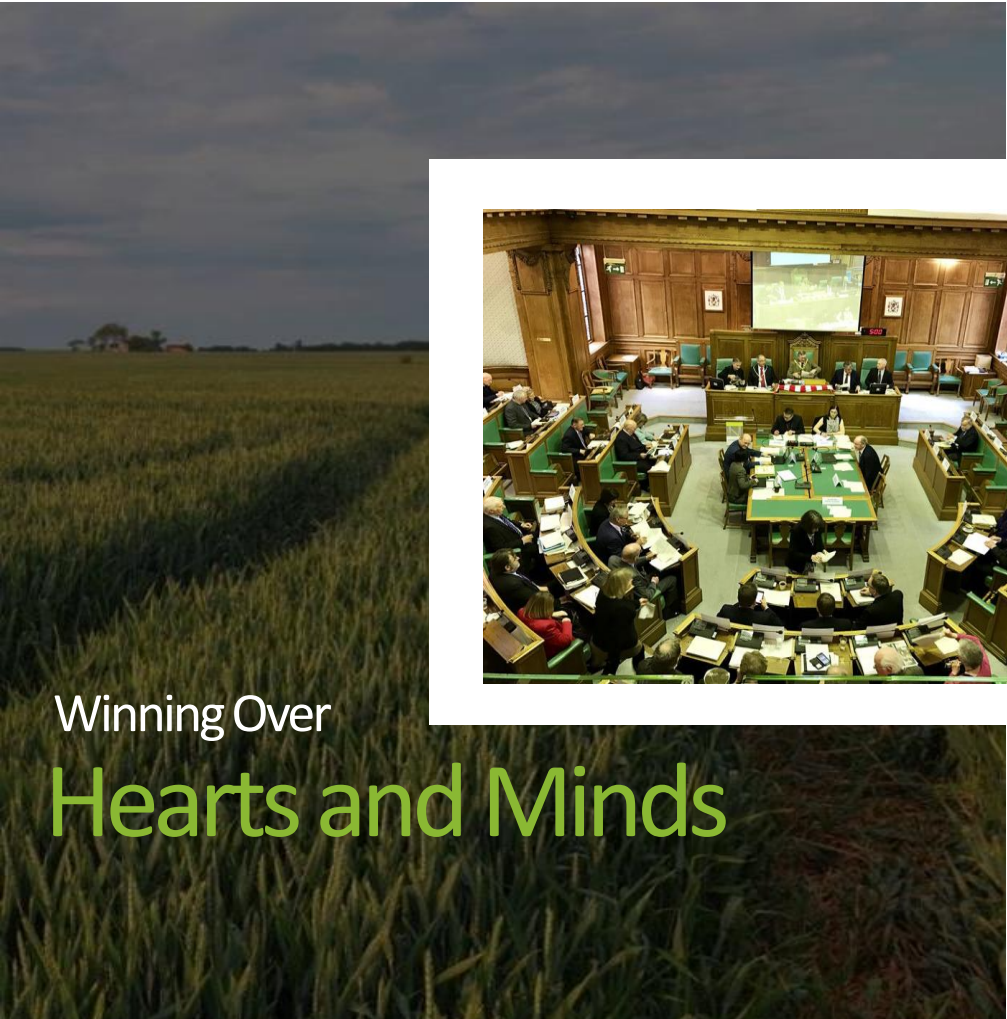
Winning Over
Hearts and Minds

We needed a shared vision for a Digital Roadmap

- Councillors
- Staff
- Residents
- Partners

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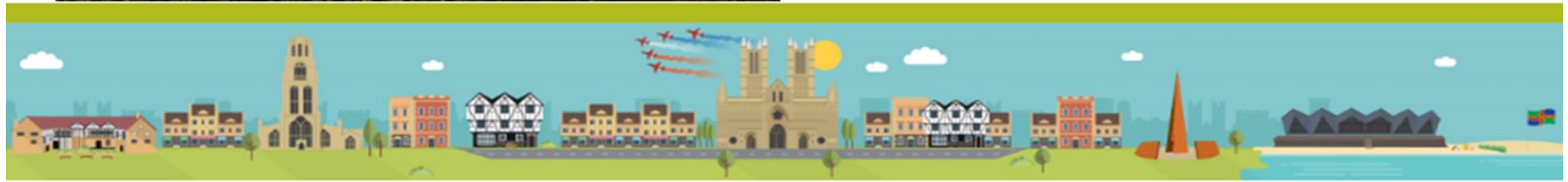
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NHS
Lincolnshire
Clinical Commissioning Group

Lincolnshire
Care Association

We needed a shared vision for a

Digital Roadmap

- Councillors

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Winning Over

Hearts and Minds

But most importantly
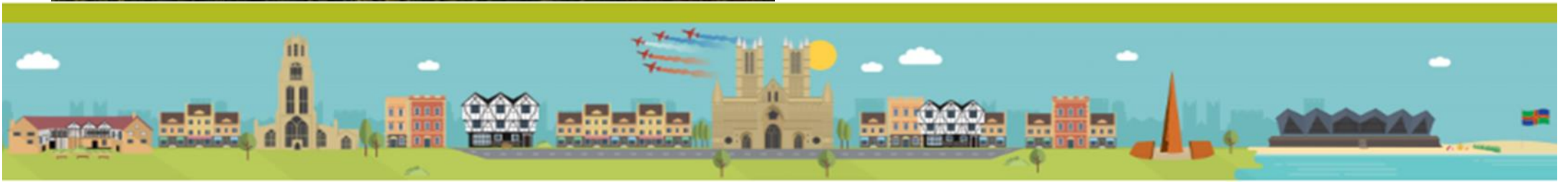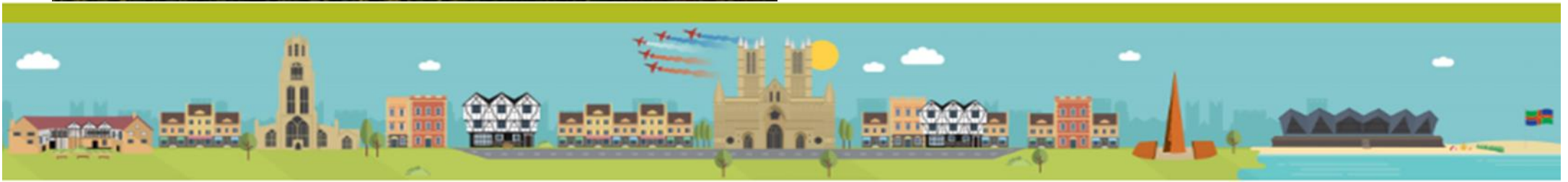
AC&CW Digital Roadmap - Themes

Digital Citizen

Empowering the person and, where appropriate, their families and carers to maintain their own independence, manage their care and support needs, and interact with the council and care services in a way that is convenient and effective for them.

Digital Workforce

Supporting the care workforce in delivering high quality care at all times, as part of a network of professionals who:
- communicate easily with each other;
- have access to people's records and care plans at the right time;
- are supported by the best decision support and monitoring tools.

Digital Community

Integrating services across health and care so that people receive support and care in the place that is most convenient to them, whilst using health and care resources in the most effective way.

Digital Roadmap

Progress so far

Customer

Directory of Services

Better Off — Benefits & Assessment tool

Prepaid Cards

Virtual Wallet

Smart Homes

Workforce

4G laptops

Online Procedures directory

Lone worker Devices

Skills and Training

Community

MOSAIC Access partner agencies

Data Sharing

NHS Mail for Care providers

Care Portal

Whzan

Lincolnshire COUNTY COUNCIL

Working for a better future

- Telehealth early warning detection and monitoring kit, with pulseoximeter, blood pressure monitor, thermometer and tablet
- Kits rolled out to 266 care homes including newly appointed designated homes, with QDoctor video consultation software installed

Whzan is being used within care homes across Lincolnshire and aims to:
- Improve patient experience through the right care at the right time
- Reduce A&E admissions from Care Homes
- Reduce 999 call-outs to Care Homes
- Reduce unnecessary GP visits to Care Homes
- Improve the confidence and ownership of carers when dealing with health professionals
- Improve recognition and quick referrals to members of the Multi-Disciplinary Team
- Improve patient data flow between care providers and NHS

Digital to Live Well at Home
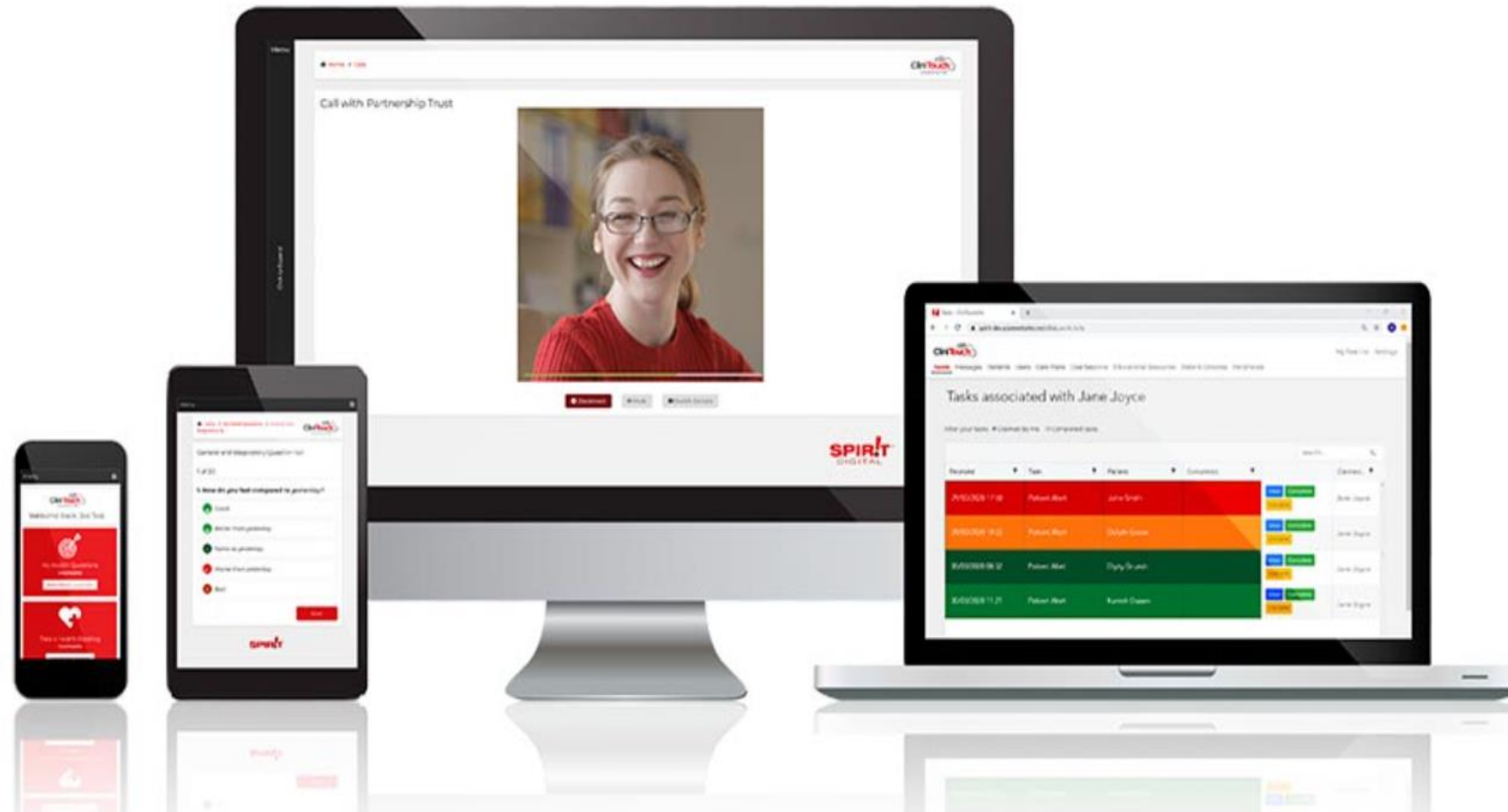
Video

- This is a [link to a short video in Lincolnshire presentation demonstrating the Whzan kit](#) - it's about 80 seconds

Q&A

Q	A
Do you know how many residents have been diagnosed with dementia and where they are within you council area?	ES: Yes, we have a lot of that intelligence and we have a good data sharing arrangement with our local NHS SW: This includes the whole of the NHS system, does not matter whether community, acute or mental health partnership trusts.
How have you found the implementation of the roadmap - have one of the themes been more difficult to deliver than one of the other two?	ES: There have been individual projects within themes that have been difficult, for instance some of the data sharing and getting the care portal set up. This is because it requires multiple systems to be joined and it involves so many different partners. Now that we're live the rest becomes much easier. Also, in Lincolnshire have a good relationship with our care provider market.
Can Cllr Sue tell us what she is doing on ICS? How well informed are your members on ICS?	SW: We recently agreed on a proposal for the ICS Partnership board and our Health and Wellbeing Board to become one board, which sets the strategic direction for health colleagues. As a result, membership might change. We are pragmatic in saying that we will run with it until April 2022.

Discussion

As part of the session we had a discussion in breakout groups about the issues that councillors are finding with this agenda. Some core themes were:

- The importance of considering the application of care tech to support carers in their vital work, and recognising that this is the way that many of the cared-for individuals will "access" technology
- A comment that whilst a lot of our focus has been on the frail elderly, the Learning Disabilities cohort have embraced the technology especially for remote meetings
- The tricky decision between seeking to build in-house capability to enable this sort of digital change versus buying it in
- Financial pressures, especially given the covid aftermath, are having a slowing effect on digital transformation, for many
- The importance of helping the workforce, and in particular equipping them with good quality tech and connectivity options for remote working in the field (and at home)
- Recognition that investment in this sort of tech won't necessarily result in realisable financial savings but it may increase capacity for better care – so need to be clear about what you are seeking to get out of this

Key Resources

- The LGA slides above (4-21) contain a wealth of resources. Additionally
  - There is an extensive case study library on a wide range of topics
  - Resources for your officers including a Transformation and Innovation self-assessment tool

- A Society of IT Managers (SOCITM) programme on Health and Well Communities

- Digital Social Care's Guide to Buying Social Care technology though this is predominantly aimed at care providers, as is the CQC guide to technology in care

- The NHS Digital Social Care Programme
  - Includes the LGA supported Social Care Digital Innovation Programme and co-funded Accelerator projects

Summary: Some Questions to Consider Asking

- How are we keeping in touch with the best that is happening in digital innovation in health and care? Is there an officer/lead member whose responsibility for this is clear?
- How are we bringing that into our service development and budget planning?
- How are we rooting that in people and communities, so it's inclusion first, services later?
- Is my council already doing any work in this area, that I can encourage?
- How well connected is my council with those who have developed great practice in this area (eg see resources earlier)?
- How can we build a required understanding of this agenda into the future recruitment of senior officers who are member appointments?
- Does my council's scrutiny function have the background it needs to scrutinize this topic? Do my cabinet colleagues?
- In steering officers for areas to explore for next year's budget, should this be an area for their work? Are officers in my council aware of the support resources set out on the previous pages?