south ayrshire
health & social care
partnership

Digital Strategy

2020-2023

NHS
Ayrshire & Arran

south
AYRSHIRE
COUNCIL
Comhairle Siorrachd Àir a Deas

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1. Introduction

The rate of change in digital technology is rapid and growth in the uptake of technologies such as mobile devices, social media, and high-speed broadband is changing the way we live, providing those living in our communities with greater choice and control than ever before. This presents a huge opportunity for the South Ayrshire Health and Social Care Partnership (HSCP) to change the face of health and social care delivery and transform our services so that care can become more person-centred.

Furthermore, the experience of COVID-19 has sharpened the HSCP's focus on digital technology as we adapt to a period in history when more services will be delivered remotely, more staff are working from home and citizens depend on digital technology to make up for reduced social interaction.

Government bodies at all levels across Scotland now recognise digital as a core component in all aspects of our communities' lives and something that should sit at the heart of a modern, efficient organisation. This is reflected in *Realising Scotland's full potential in a digital world: A Digital strategy for Scotland*, which sets out to enable Scotland's people and services to fully maximise the potential of digital, by ensuring that we put digital at the heart of everything we do.

This Strategy supports the delivery of the Partnership's vision and aligns closely with national and local strategies, including *Scotland's Digital Health and Care Strategy* and the digital strategies of both NHS Ayrshire and Arran and South Ayrshire Council. It recognises the pervasive nature of technology and, by providing a vision of a digitally transformed health and social care service, looks to put digital at the heart of all aspects of the Partnership's activities. In doing so, the Strategy aims to deliver positive outcomes for staff, partners and service users across South Ayrshire through improvements in service delivery and efficiency.

The full impact of COVID-19 on health and social care services and society at large as still not known and the HSCP will continue to use digital technology to adapt over the coming years to the effects of the pandemic.

2. Vision

The South Ayrshire Health and Social Care Partnership brings together a wide range of community and primary care health and social work services into a single operational delivery unit. The vision for the

Partnership is *"Working together for the best possible health and wellbeing of our communities"* and the *Integration Joint Board: Strategic Plan 2018-2021* sets out how we plan to achieve this.

This strategy focuses on how **digital** can support this vision whereby, as an employee of the Partnership:

"I have access to the digital technology and data that I need to fulfil my role, and I am able to use these appropriately, securely and innovatively to help plan and improve health and care services and improve outcomes for everyone."

As a resident of South Ayrshire:

"I have access to the digital information, tools and services I need to help maintain and improve my health and wellbeing and I expect my information to be shared securely to assist service staff and carers."

These vision statements position this Strategy within the framework of the national *Digital Health and Care Strategy* while supporting the aspirations of local staff and partners.

3. What will we do

Scotland's *Digital Health and Care Strategy*, published in April 2018, sets out how digital technology can transform how we care and support the people of Scotland. The strategy identifies six key enablers or 'domains' that are required to make this happen. These domains are:

1. Domain A – **National direction and leadership**;
   Clear leadership is needed to drive the digital agenda forward within health and social care.

2. Domain B – **Information governance, assurance and cyber security**;
   Personal information is handled appropriately, safely, securely. It is available to both the people who access care and support services and those responsible for helping them.

3. Domain C - **Service transformation**;
   To meet the predicted challenges in the future from demographic, financial and workforce changes requires digital technology that can transform the way in which health and social care services are provided.

4. Domain D – **Workforce capability**;
   Technology change will only be successful if it is supported by the development of the digital skills and capabilities of workforce.

5. Domain E – **National digital platform**; and

A national health and social care digital platform will be developed to provide real-time, secure access to health and care records to those who need it, when they need, wherever they are.

6. Domain F – **Transition process**.

Making health and social care digital will be a challenge and will take time. It will require significant input from delivery partners.

The Partnership's approach to digital health and social care, as presented in this strategy, focusses primarily on four of these, Domains B, C, D and F, and looks at how these can deliver for the people of South Ayrshire.

Our approach also follows the four principles set out in *Scotland's Digital Future – Delivery of Public Services* published by the Scottish Government. These are:

Customer focus Users by default, technology by design. We will put customers at the heart of what we deliver.	**Privacy and openness** We will keep your data safe and share with you what we hold about you.
Collaboration and value for money We will seek out every opportunity to collaborate digitally with partners to deliver the best value on digital projects.	**Skilled and empowered workforce** Our staff will have the digital skills necessary to deliver digital services and will feel empowered to do so.

4. How are we doing?

Digital within the Partnership does not start nor does it end with this Strategy. It is something that has always had a key role in the delivery of our health and social care services to the people of South Ayrshire. Any new digital vision for the Partnership must be developed on this foundation of earlier activity as well as reflecting national digital strategies.

To capture this foundation, a retrospective review took place with key staff where the strengths, weaknesses and any lessons learned from our earlier approach were identified. This session looked at the three areas of people, processes and technology and considered where we are now and where we need to be within a digital context. The key outcomes from this 2019 exercise are included below and inform the rest of this Strategy.

Strengths
People
• A resilient workforce, eager to use technology where appropriate and ready to embrace digital improvements; • An increased use and availability of mobile devices to enable agile working; • The creation of an ICT Service Advisor post within South Ayrshire Council's ICT Operations service specifically tasked with supporting the Partnership;

- A recognition of the importance of leadership and properly governed project management when delivering key digital projects; and
- Improved collaboration through technology between clinical and social care staff releasing time for care activities.

Technology

- Investment in new technology solutions to improve the delivery of health and social care including CareFirst and CM2000 (Care at Home);
- Investment in and deployment of mobile equipment to better support agile working across the workforce; and
- Significant progress with use and integration of ENIS Web.

Weaknesses

People

- Lack of ongoing support, opportunity and investment (time/money) in developing the digital skills of the workforce;
- Lack of integration between NHS and Council systems presents difficulties with collaboration and engagement across the Partnership (calendar and contact at its most basic);
- No digital lead or champion in the Partnership;
- No Communications Officer, no social media and digital engagement strategy;
- Project management of key digital projects; and
- Insufficient initial investment in staff resources for key digital projects such as CareFirst had a detrimental impact on delivery.

Processes

- Current ICT governance is often lengthy and a barrier to digital innovation;
- Scope of current processes is limited and doesn't cover all services;
- Current ICT systems don't always work in support of digital processes;
- Many processes are outdated and a lean approach is required; and
- Processes and information that crosses NHS and Council services are problematic and is poor for effective communications and productivity.

Technology

- Digital experience for staff is poor with a mix of equipment (NHS/SAC), non-standard experience, poor integration, inconsistent connectivity/Wi-Fi at some locations and separate or dual email/calendar/contact;
- Poor basic infrastructure with a lack of resilience. Lack of a secure network on the Council devices impacts work, particularly with regards to secure email;
- Partnership website does not meet the needs of the service users and does little to either engage with the community or promote the services we offer;
- Currency, and as a consequence, usability of technology doesn't match the experience most staff take for granted;
- Still deploying analogue equipment rather than digital; and
- Inability to manage and visualise big data and poor reporting from key systems.

Since this initial staff engagement exercise took place the HSCP has also gathered learning from the COVID-19 pandemic response as well as feedback through engagement on the new Strategic Plan for 2021 onwards. Despite the challenges presented by COVID-19 to our community and the way we deliver services, some clear examples have emerged of harnessing digital technology that we want to maintain. For example, the use of NearMe in delivering appointments has had benefits to patients and ensured physical distancing has not prevented us from meeting their needs. Meanwhile within the HSCP, use of online tools have allowed teams to come together remotely and communicate in a more agile way. The HSCP has also increased its digital engagement with partner organisations and the wider community in a way we would like to continue.

5. Opportunities and threats

This strategy recognises that the role of technology is – particularly in light of COVID-19 – no longer to optimise what we do, but to re-imagine what we do, and how we might do it. It looks to take the potential or opportunities of digital technology to re-design our health and social care services around the user to enable services to become more integrated, more proactive, and more personalised.

Specific opportunities (and threats) were identified by staff and these inform the potential (and risks) from digital health and social care to the Partnership and what our key actions need to be. The opportunities and threats include:

Opportunities

- Change the way we design our services by involving the people affected when developing our solutions or processes;
- Develop our online offering through an improved website that focusses on customer requirements, transparency not administration. This should include services such as appointments, SMS text reminders, online chat and web content/YouTube videos to provide self-help and advice options;
- Digital Telecare and Telehealth;
- Predictive Technology, Robotic Process Automation (RPA) and Artificial Intelligence (AI);
- Develop digital solutions that mitigate or remove the issues caused by integrating NHS and Council applications and deliver a consistent col-location experience to all staff;
- Develop digital solutions that "front-load" our system effort into first contacts; and
- Introduce digital solutions that offer benefits to our local community such as reducing unnecessary travel including Ask Me Once and Attend Anywhere.

Threats (risks)

- Weak governance, particularly of large scale digital projects, can pose a risk to benefits realisation;
- No identifiable digital lead with oversight and ownership of the entire digital transformation programme across the Partnership;
- Technology is still being made to fit existing processes;
- Partnership needs to ensure that they are not implementing digital solutions that build long term technical debt or that they are unable to adequately resource;
- Lack of a technology approval and evaluation process could exacerbate the existing issues with the digital experience for staff;
- Digital Telehealth and Telecare, because of their scope and impact, require a business sponsor and separate strategy/action plan; and

- Consideration needs to be given to the replacement programme(s) for key line of business applications such as CareFirst.

Through the Partnership's COVID-19 learning exercise, further opportunities have been identified, including the organisation's ability to adapt quickly to new ways of working, increased regularity of communication between staff and enhanced access to services in some instances. Risks, on the other hand, have been identified, including the impact of reduced 'human contact' between our staff and the people they support as well as between staff.

6. How will we do it

The section entitled "What we will do" in this Strategy sets out the approach the Partnership will take on digital health and social care. This section expands on this approach and sets out in more detail the considerations and actions that will be taken in order to support and deliver on this. The detailed actions and timescales for delivery of these are set out in Section 10.

Four priority areas or themes of service delivery for a digital Partnership are recognised in this strategy. These are:

1. Transforming our services;
2. Supporting our workforce;
3. Enabling our communities; and
4. Governing our information and delivery.

Key outcomes from this strategy for each of these four areas are outlined below.

6.1. Transforming our services

To transform our services and realise the opportunities of digital health and social care we will:

- Ensure that all digital services developed by the Partnership meet the Scottish Government's *Digital First Service Standard*.

- Ensure that digital technology is a key consideration in all investment programmes.

- Deliver digital technologies that are modern and fit-for-purpose and that these don't build long term technical debt.

- Use technology such as Digital Telehealth and Telecare to improve the safety and security of our customers and help people to live independent lives.

- Use technology to optimise service delivery, reduce demand and remove avoidable contact wherever possible.

- Ensure that the Partnership's website focuses on the requirements of the customer and offers digital services that enable them to maintain and improve their health and wellbeing.

- As the Partnership's digital maturity increases, start to look at Predictive Technology, Robotic Process Automation (RPA) and Artificial Intelligence (AI) to deliver service improvements.

6.2. Supporting our workforce

To support our workforce we will:

- Have a leadership team who are digitally literate with a digital focus and the necessary skills to lead a digital workforce.

- Identify Digital Leads or Champions for the Partnership.

- Ensure our staff work in a digital workplace which provides effective, reliable and innovative technology solutions.

- Develop a workforce that is empowered, enabled and inspired to realise the benefits of digital.

- Ensure our staff have secure access to all appropriate systems and information to allow them to do their jobs efficiently and effectively without being constrained by the technology.

- Introduce new technologies, including mobile devices, to support better collaboration and modern, flexible work styles, helping keep staff connected in the communities they serve.

- Introduce new, innovative, easy-to-use services that improve communication and engagement with staff.

- Support collaboration between staff and partners to share information and knowledge, improve decision-making, streamline service delivery and enable co-production of innovative solutions.

6.3. Enabling our communities

To deliver for our communities we will:

- Re-design our services around and with the service user, following the *Scottish Approach to Designing Public Services*.

- Explore opportunities to use digital to support communities, including the use of social media and other platforms to improve our communication and engagement with citizens.

- Introduce digital solutions that offer benefits to our local community such as reducing unnecessary travel, appointments, SMS text reminders, online chat and web content/YouTube videos to provide self-help and advice options.

- Ensure our staff are able to assist those who need help using digital services.

6.4. Governing our information and delivery

To improve how we manage, store and share our information we will:

- Build on the foundation of GDPR by developing a framework to ensure that our use of data to change services is done in a way that respects privacy, rights, and ethics.

- Develop online services that help to put service users in control of the data that is collected about them by allowing them to see how their data is used, and where it is applicable, can control consent.

- Improve how we manage our information and data and ensure it is accurate, joined-up and able to support integrated, efficient service delivery.

- Ensure that is it widely available, shared appropriately with partners and used to improve decision making.

- Ensure digital programmes are well-governed from inception to delivery across the HSCP and with leadership within the partnership to support this.

7. Measuring our progress

Priority	Transforming our services	Supporting our workforce	Enabling our communities	Governing our information
Outcomes	Digital services designed around the user with technology used to optimise service delivery, reduce demand and remove avoidable contact wherever possible.	A digital workplace providing solid, reliable and innovative technology solutions supported by staff who are empowered, enabled and inspired to realise the benefits of digital.	Digital services re-designed for and with communities where the customer experience is as joined up as possible.	An organisation that stores information securely, respecting the privacy and rights of our customers, and shares this appropriately with partners to improve decision making.
Measures of success	1. Customer satisfaction 2. Process improvement 3. Cost savings	1. Digital skill level 2. Channel shift 3. Staff satisfaction 4. Process improvement	1. Customer satisfaction 2. Channel shift 3. Access to digital	1. Process improvement 2. Cost savings 3. Data sharing
Indicators	1. Customer satisfaction survey 2. Number of processes improved through automation and integration 3. Savings achieved from using data and technology	1. Staff skills survey 2. Number of internal transactions completed online 3. Staff satisfaction Survey 4. Number of processes improved through	1. Customer satisfaction survey 2. Number of external transactions completed online 3. Number of people accessing our free public Wi-Fi	1. Number of processes improved through automation and integration 2. Savings achieved from using data and technology 3. Number of data sets made available as open data

		automation and integration		
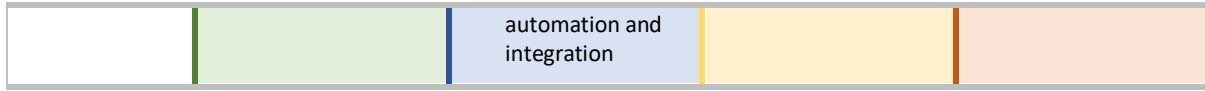
8. Supporting documents

This strategy is aligned with the following local strategies and action plans:

- *South Ayrshire Health and Social Care Partnership Integration Joint Board: Strategic Plan 2018-2021 ;*
- *NHS Ayrshire & Arran's Digital Strategy 2018 – 2023; and*
- *A Digital Strategy for South Ayrshire Council 2019 - 2022.*

It is also sits within the framework of the following national strategies:

- *Scotland's Digital Future – Delivery of Public Services*;
- *Scotland's Digital Health and Social Care Strategy;*
- *Realising Scotland's full potential in a digital world: A Digital strategy for Scotland;*
- *Health and Social Care Delivery Plan (Scottish Government);*
- *Scottish Approach to Designing Public Services;*
- *Scotland's Digital Participation Charter; and*
- *Digital First Service Standard.*

9. Local context – digital strategies

The IJB is a separate legal entity in its own right and has within its scope staff from both South Ayrshire Council and NHS Ayrshire and Arran. It is important, therefore, that this Strategy complements the respective digital strategies of these organisations and this mapping is illustrated in the following table.

South Ayrshire HSCP (Priorities)	NHS Ayrshire and Arran (Building Blocks)	South Ayrshire Council (Priorities)
Transforming our services	Enhanced clinical and social care applications Integrated applications and infrastructure Decision support tools	Our services
Supporting our workforce	Mobile and digitally connected workforce	Our staff and partners
Enabling our communities	Digitally connected citizens	Our people, our place
Governing our information	Integrated applications and infrastructure	Our information

10. Our key actions and timescales

To deliver against this strategy we will:

Our key actions										
Project outline		*Transform our services*	*Supporting our staff*	*Enabling our communities*	*Governing our information*	*Timescales*			
						2020	*2021*	*2022*	*2023*
Infrastructure	Work collaboratively with partners to achieve security compliance across our entire estate.	✓	✓	✓	✓	▬			
	Improve the resilience, connectivity and digital co-location experience across our locations.	✓	✓		✓	▬▬▬▬			
	Work collaboratively with partners and providers to consider opportunities for improving connectivity.	✓	✓	✓	✓	▬▬▬▬▬▬			
Systems	Work collaboratively with partners to rollout Microsoft 365.	✓	✓		✓	▬▬			
	Work collaboratively with partners on federation of email/calendar/contact.	✓	✓		✓	▬▬			
	Redesign and rebuild the Partnership's website with a focus on delivering digital services and digital engagement.	✓	✓	✓	✓	▬			
	Conduct a fitness-for-purpose assessment of all applications implement the recommendations.	✓	✓	✓	✓	▬▬			
	Develop and deliver mobile ways of working which are integrated into our models for service delivery.		✓			▬▬▬▬▬▬			

	Project outline	Transform our services	Supporting our staff	Enabling our communities	Governing our information	Timescales			
						2020	2021	2022	2023
	Look to develop mobile solutions for our workforce, enabling them to deliver more to our service users in the community.		✓			▬▬▬▬▬▬▬▬▬▬▬▬▬			

Our key actions

	Project outline	Transform our services	Supporting our staff	Enabling our communities	Governing our information	Timescales			
						2020	2021	2022	2023
Information	Evaluate the long-term options around Partnership's casework management system and upgrade/replace.	✓		✓		▬▬▬▬▬▬▬▬▬▬▬			
	Look to provide appropriate and secure access to the digital information service users need to help maintain and improve their health and wellbeing.	✓	✓	✓	✓	▬▬▬▬▬▬▬▬			
	Ensure information on service users can be shared securely to assist service staff and carers.	✓	✓	✓	✓	▬▬▬▬▬▬▬▬			
Services	Development of a digital engagement strategy for the Partnership.	✓		✓		▬▬▬▬			
	Look to communicate and engage with our employees using digital technology.	✓	✓				▬▬▬▬▬▬▬▬		
	Work with partners and the Local Government Digital Partnership on Digital Telehealth and Telecare projects.	✓		✓	✓	▬▬▬▬▬▬▬▬▬▬			
	Look to use technology to improve the scheduling of home carers and monitoring of external care suppliers.	✓	✓	✓		▬▬▬▬			

Project outline	Transform our services	Supporting our staff	Enabling our communities	Governing our information	Timescales
Look to use technology to improve public safety and the protection of vulnerable adults and children.	✓		✓		(2020–2022)
Evaluate and look to use predictive technology, robotic process automation and artificial intelligence in the delivery of improved health and social care services.	✓	✓	✓		(2022–2023)
Improve digital access for our workforce who currently have little or no access to ICT on a day-to-day basis.		✓		✓	(2020)

Our key actions

	Project outline	Transform our services	Supporting our staff	Enabling our communities	Governing our information	Timescales			
						2020	2021	2022	2023
Skills	Develop our employees to be comfortable with the technologies we use to deliver services.		✓			(2020–2021)			
	Work with partners to baseline digital skills internally and identify a programme for improvement.		✓			(2020–2022)			