

“Your Digital”

Adult Social Care Digital Strategy 2022 – 2025



**Best Life
Derbyshire**



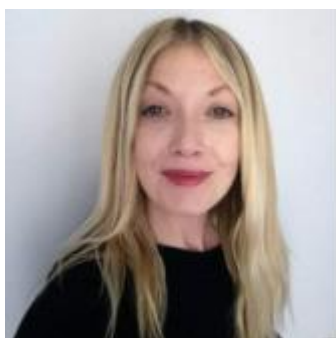
Foreword

Improving our digital capability underpins better access to support and information and is fundamental in ensuring we deliver high quality care. This strategy is about our systems and processes, as well as the skills of our Derbyshire residents and colleagues. Delivering on this will support a big part of our broader adult social care strategy and it contributes to our vision of supporting the people of Derbyshire to live their best lives.

This work will put people on a more even footing to understand and engage with us as we support them to make decisions about their care. It isn't about closing off more traditional routes. We will always provide alternatives, but we recognise that we need to keep pace with the expectations of those we support.

As with other parts of adult social care, we do not work alone. Our partners and stakeholders are a significant part of this journey and there are many advantages to be gained from how we join up our data and systems.

Over the next 3 years, this work will be truly transformative, and we're delighted to be giving such energy and focus to this area.



Natalie Hoy

Cabinet Member for
Adult Social Care

Introduction

Digital technology has become an integral part of our day to day lives, with the COVID-19 pandemic accelerating the shift to using digital technology in new and different ways, especially in the workplace. Digital is now central to how we work. We have made huge progress with how we use digital technology in the workplace; from using online induction and training for our Adult Social Care workforce, utilising video technology, smartphones and Apps, undertaking some assessments virtually, through to improved collaboration with our partners via the use of secure digital and data sharing platforms and implementing digital technologies in our care homes. Working across health and social care, we have recently implemented a “Derbyshire Shared Care Record” through Joined up Care Derbyshire, and we are enabling our workforce to explore different ways of using digital tools and assistive technology to meet people’s care and support needs.

Whilst many of us have embraced the use of digital technology and have reacted positively to the speed in which this has been made available to us, there are some older and more vulnerable people that are now more digitally excluded than they were before the pandemic. Using digital technologies can enable people to make more informed choices about their health and care, which can help them live independent, happy and fulfilled lives in their own homes and within their local communities. We are developing a plan to support people in becoming more digitally included, to access our services using technology, and providing alternative methods of contacting us and using our services where this isn’t possible.

Context

The “Your Digital” Adult Social Care Digital Strategy 2022-25 sets out how we will embed digital technology as an enabler to the way we deliver services to our local people. It outlines our aims and priorities for the next 3 years to ensure the successful delivery of our vision. This enabling strategy underpins the Adult Social Care Strategy “Best Life Derbyshire”, which sets out the department’s ambitions for residents of Derbyshire to enjoy their best quality of life, based on choices that are important to them.

Your Digital also sits within the context of the Derbyshire Integrated Care System Digital Strategy 2021-25, which sets out the vision for using digital technology and data to facilitate system transformation, and the national framework for What Good Looks Like for Adult Social Care, when embarking on their digital transformation journey.

Our Ambition

Our ambition is to be an Adult Social Care service that is digitally innovative, and to build on the progress we have already made in transforming Adult Social Care services; with digital technologies being the enabler for providing and delivering high quality, more efficient and more joined-up social care to Derbyshire people.

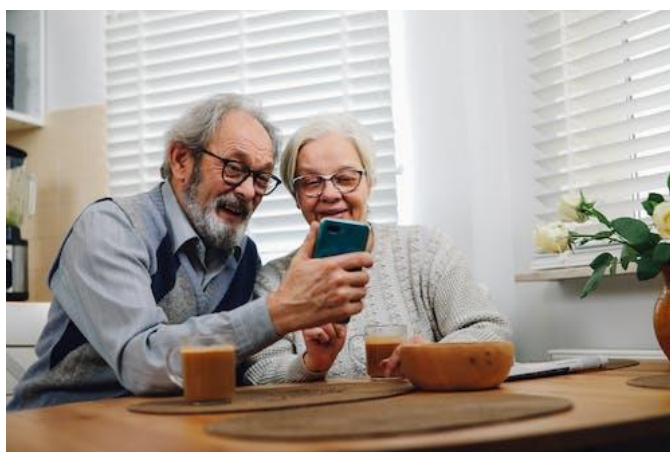
Drivers and Challenges

By utilising digital technologies, it presents an opportunity to help us address some of the challenges we face in adult social care. We know that there are increased demands on our services, and that by 2027 almost 21% of the UK population will be aged 65 and above (source ONS). We also know that there are shortfalls in the adult social care workforce, across Derbyshire and the UK, that there are budgetary pressures, and that there are changes in legislation with the reforms to adult social care. Digital technology will be what underpins the solutions we implement to address these challenges.

We know that there is still a way to go; with the Government's digital strategy predicting that within 20 years 90% of all jobs will require digital skills, we need to ensure that we create an environment where staff are supported to become more digitally confident and, as a result, we achieve a culture of "digital first" in the services that we deliver.

Our Vision

To support local people to achieve the best possible health and well being outcomes, living healthy, connected, and independent lives in their own homes and communities, by adopting an approach which provides innovative technological solutions to support people when making decisions about their social care needs.



Our aims

We will deliver the Adult Social Care Your Digital Strategy by focusing on the following four strategic principles:

Digitally Enabled
People



People are supported to use digital technologies to access information through online self-service, to enable them to make informed choices about the support they need when accessing Council services and /or that available in their communities.

Digitally Enabled
Workforce



Staff are supported to use digital technology and business intelligence to enable them to provide high quality care and support.

Digitally Enabled
Partnerships



We work closely with partners to exploit existing and future opportunities to collaborate, innovate, standardise and share information and systems; benefitting people by them only having to tell their story once.

Digitally Enabled
Foundations,
Systems & Data



We will implement and embed the foundations to enable us to exploit the functionality of new and existing systems, and provide our workforce with fit for purposes devices, data and digital tools to enable them to make more informed decisions around digital and their wider service processes.

Digitally Enabled

People



What this means for our local people

Local people are at the heart of everything we do. Digitally enabling people provides opportunities for them to engage with us in ways that best suits them.

From on-demand access to their information, to consolidated communication channels, putting our local people at the heart of our digital journey ensures that we can continue to provide high-quality services through efficient and sustainable approaches.

Making services digital is not about removing the personal touch. Our focus is to empower people, allowing them to make better use of our systems and provide digital options to engage with our services.

You will:

- Have the ability to connect with social care using technology, digital tools and Apps through our Online Customer Portal.
 - Use the Online Customer Portal for financial and eligibility self-assessments.
 - Be able to access information digitally, to empower you to make decisions about your own care and support needs.
 - Have opportunities to engage with us in a way and at a time that suits you, including being able to schedule and reschedule appointments.
 - Have access to alternative channels when digital isn't your preferred choice.
 - Have access to a wider choice of digital aids and technologies to enable you to feel safe and independent in your own home.
- Know that your data is being shared securely with others involved in your health and care so that you experience a reduction in how many times you tell your story.
 - Be involved in shaping and designing future digital solutions, to help us improve outcomes for local people.



Digitally Enabled

Workforce



What this means for our social care workforce

Our workforce is recognised for their person-centric, caring approaches when supporting our local people. We want to empower and support our staff to use digital tools to improve service delivery. We want to build an agile workforce, where digital technologies are used to aid their work with clients, including the use of video communication to help reduce the number of visits, and using technology in care and support planning, thereby help in delivering speedier and good quality outcomes.

Our staff are extremely important to us. We recognise that people begin a career in Social Care to make a positive difference to the lives of local people, where digital is not at the forefront of their thinking. It is therefore important that we co-design and co-produce any digital technologies with the input from our workforce.

We acknowledge that our workforce will require support and training to adopt new digital ways of working and that this may result in a larger cultural change.

You will:

- Be digitally confident and be provided with access to the right tools and technologies to enable you to undertake your role effectively and efficiently, giving you more time to spend with clients.
- Have the right digital skills and confidence to use digital technology in your day-to-day roles, including being able to undertake some assessments and referrals digitally, and using technology in care and support planning.
- Have the knowledge and skills to enter good quality data into our case management and associated systems and have the confidence to challenge areas where data quality is poor.
- Collaborate digitally with our internal colleagues and partners to enable you to make good quality and speedy decisions on a client's health and social care needs.
- Use shared care records and shared information to provide you with a holistic view of a person's needs, reducing duplication and the need to contact individual agencies for information.

Digitally Enabled
Partnerships



What this means for our social care workforce and partners

We know that we achieve better outcomes for our local people when we work closely with our partners. Adult Social Care already has excellent relationships with our key partners: health, care providers and suppliers. We want to build on these relationships to enable more digital collaboration, by increasing and improving our data and system sharing.

We are already collaborating with our health partners with the introduction of the Derbyshire Shared Care Record; where we share client information in a safe and secure way, when it is appropriate to do so. This is aiding the Derbyshire Integrated Care System's objectives of people only having to tell their story to health and social care once and enabling wider teams to make quicker and more joined up decisions about someone's health and care needs.

We want to widen the digital collaboration with our other partners, such as care providers, ensuring that digital technology is central to when and how we commission services.

You will:

- Have access to shared systems and information to aid decision making on the care needs of our local people.
- Experience a reduction in the amount of duplicated work and processes across the system.
- Experience improved collaboration across teams and with our partners, with the introduction of enhanced digital tools and technology, such as SharePoint and Apps.
- Use improved, system-wide, data analytics and business intelligence to influence your decision-making.
- Have shared health and social care digital views of a person's pathway.
- Have access to portals to view invoices, payments and availability of care packages.
- Be involved in sharing learning with others and working on shared initiatives.



Digitally Enabled Foundations, Systems & Data



What this means for our local people, workforce and partners

Our foundations and systems are the key to unlocking true value from our push towards Digital Social Care. Having good foundations in place, in which we can build new systems and offerings, will ensure we maximise value from our digital investments.

Providing our workforce with fit for purpose devices, software and technologies empowers our staff to make better decisions around digital and their wider service processes. This enables fewer manual processes and opens the door to automation and artificial intelligence.

Across the Council, there has been large investment in a multitude of systems, tools and solutions. We should strive to utilise and develop our core system competencies to reduce duplication, complexity and lower total cost of ownership. Joining systems up allows us to make better decisions based on the data we hold. Promoting the use of open systems will allow improved data and information sharing across our systems and solutions.

For local people, you will:

- Know that our technology is providing good value for money.
- Know that any data held in our systems is safe and secure, and only accessed when it is appropriate to do so.
- Have access to online services and be able to complete self-assessments where appropriate.

For our workforce and partners, you will:

- Have access to effective and efficient system-wide shared systems, data and business intelligence.
- Have access to the right tools and digital technologies and be able to work effectively from any location.
- Have a “digital first” approach to the way you work with and interact with our local people, by undertaking visits and remote assessments using digital technologies, where appropriate.
- Make use of technologies to support the reduction of our carbon footprint.
- Be able to use automation and digital technologies to improve your processes.

Summary

This three-year digital strategy, and the strategic principles set out, will assist us in realising our ambitions of being an Adult Social Care service that is digitally innovative and forward thinking. Digital technology will not replace the need for face-to-face care; instead, it will enable us to provide and deliver high quality joined-up social care to Derbyshire people by bringing on improvements in efficiency and effectiveness.

We have already started on this journey, working in partnership with our providers, suppliers and health colleagues on many projects that are either completed or underway. This work will continue over the next three years to ensure we realise the ambitions as set out in this strategy.

With the wide range of choice and availability of technology, shared systems and information at our fingertips, there has never been a better and more exciting time to implement an Adult Social Care digital strategy.

How will we deliver the strategy?

Your Strategy on a Page and Digital Roadmap

Digital Strategy on a Page

Vision

To support local people to achieve the best possible health and well being outcomes, living healthy, connected, and independent lives in their own homes and communities, by adopting an approach which provides innovative technological solutions to support people when making decisions about their social care needs

Aims

Connected People

People are supported to use digital technologies to access information through online self service, to enable them to make informed choices about the support they need when accessing Council Services

Empowered Workforce

Supporting staff to use digital technology and business intelligence to enable them to provide high quality care and support

Improved Partnership Working

Working closely with partners to exploit existing and future opportunities to collaborate, innovate, standardise and share on information and systems; benefitting people by them only having to tell their story once

Strategic Principles

Digitally Enabled People



Online Services – “Digital Front Door”
Digital inclusion
Digital aids and support
Self-service

Digitally Enabled Social Care Workforce



Mobile, agile and empowered workforce
Confident digital skills
“Digital First” approach
Using quality data to make decisions
Digital ambassadors
Continuous improvement culture

Digitally Enabled Partnerships



Shared Care Record
Collaborate and innovate with our partners
Share knowledge, systems, and data
Community partnerships

Digitally Enabled Foundations, Systems & Data



Automation
Connectivity and access
Value for money systems
Data framework and Business Intelligence
Streamline processes with digital

Context: Digitally Enabled People

Local people are at the heart of everything we do. Digitally enabling people provides opportunities for them to engage with us in ways that best suits them.

From on-demand access to their information, to consolidated communication channels, putting our local people at the heart of our digital journey ensures that we can continue to provide high-quality services through efficient and sustainable approaches.

Making services digital is not about removing the personal touch. Our focus is to empower people, allowing them to make better use of our systems and provide digital options to engage with our services.

Present

- Accessing our services digitally and online is not always easy for local people.
- Knowing which partners offer which services is sometimes confusing for local people.
- Local people often have to provide the same information more than once across Health and Social Care.
- We undertake some assessments digitally across limited areas of Adult Social Care, but there is an opportunity to do more.
- We provide some digital aids and adaptations to our local people, on a small and limited scale, but there are now many more digital technologies to exploit in the market.

Future

- Local people are connecting with social care using technology, digital tools and apps to support self-care, anytime and from anywhere.
- By exploiting digital technologies, we provide multiple channels of contact to enable people and/or their advocates to engage with us.
- Undertake client assessments using remote tools and technology, where appropriate.
- A wider provision of digital aids and adaptations are available for local people.
- People do not have to repeat their story; they have trust that their information will be safe, secure and shared only with the people involved in their health and care.

Digitally Enabled People

To meet this principle, we will:

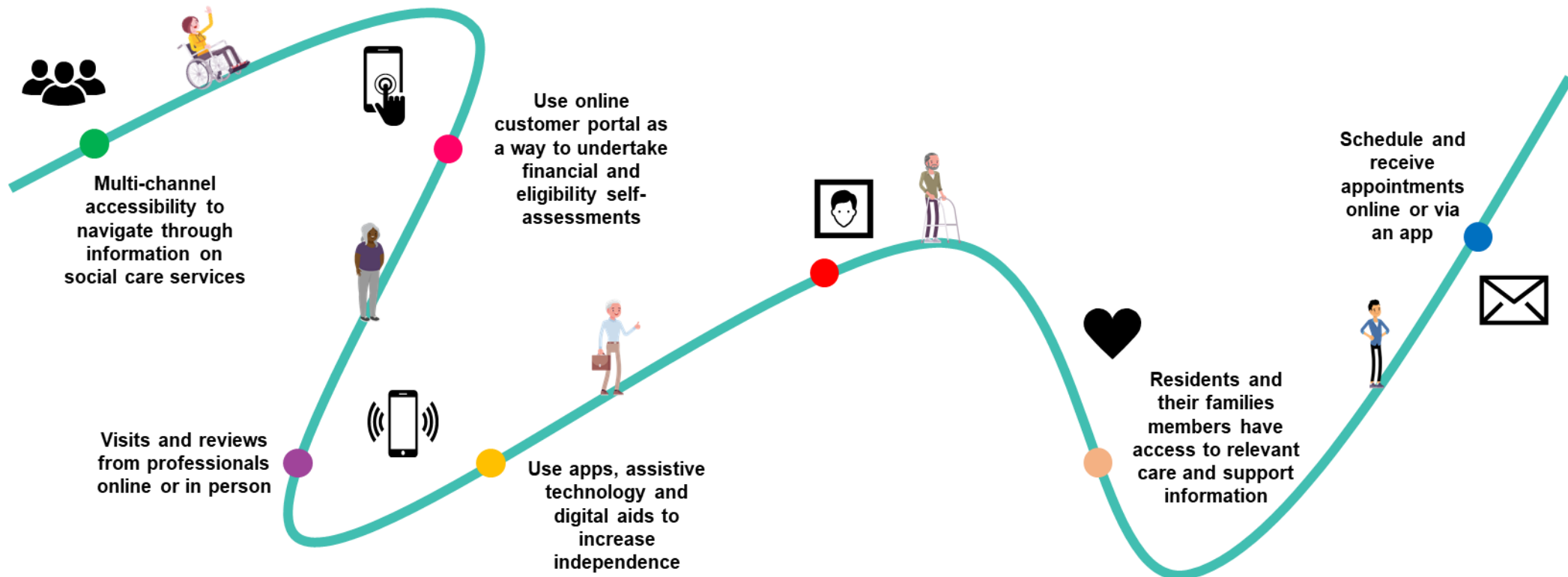
- Expand services through our Online Customer Portal to give people, including their advocates, access to digital channels which can be accessed at any time and from anywhere.
- Explore and provide local people with access to their information through online, digital platforms, where appropriate.
- Explore and exploit digital aids, Apps and support technologies, enabling local people to stay safer in their own home for longer.
- Provision our digital offering in an inclusive way, ensuring we do not exclude people without access to digital devices.
- Co-produce future digital solutions with local people, partners and other agencies, where appropriate.

What this means for local people:

You will:

- Have the ability to connect with social care using technology, digital tools and Apps through our Online Customer Portal.
- Use the Online Customer Portal for financial and eligibility self-assessments.
- Be able to access information digitally, to empower you to make decisions about your own care and support needs.
- Have opportunities to engage with us in a way and at a time that suits you, including being able to schedule and reschedule appointments.
- Have access to alternative channels when digital isn't your preferred choice.
- Have access to a wider choice of digital aids, Apps and technologies to enable you to feel safe and independent in your own home.
- Know that your data is being shared securely with others involved in your health and care so that you experience a reduction in how many times you tell your story.
- Be involved in shaping and designing future digital solutions, to help us improve outcomes for local people.

Digitally Enabled: People



Digital Focus

External Focus

- Adult Social Care web pages and sign-posting
- Online self-assessments
- Care home residents and their families have access to relevant care and support information Schedule appointments and reminders

Internal Focus

- Virtual visits, assessments and reviews using digital technologies
- Access care home resident's needs and outcomes via smart technology

Services and Processes

- Apps and Assistive Technology/digital aids/falls prevention
- Web chat/instant messaging communications channels

Context: Digitally Enabled Social Care Workforce

Our workforce is recognised for their person-centric, caring approaches when supporting our local people. We want to empower and support our staff to use digital tools to improve service delivery. We want to build an agile workforce, where digital technologies are used to aid their work with clients, including the use of video communication to help reduce the number of visits, and using technology in care and support planning, thereby helping in delivering speedier and good quality outcomes.

Our staff are extremely important to us. We recognise that people begin a career in Social Care to make a positive difference to the lives of local people, where digital is not at the forefront of their thinking. It is therefore important that we co-design and co-produce any digital technologies with the input from our workforce.

We acknowledge that our workforce will require support and training to adopt new digital ways of working and that this may result in a larger cultural change.

Present

- There is a strong appetite for digital transformation, but there is currently limited sponsorship and digital leadership.
- Our staff are utilising some digital technologies as part of their roles, but there is a lack of structured inductions, support and training.
- Remote and agile working is undertaken in many areas, and new policies and working practices and procedures are now being established.
- Some processes and practices duplicate work and data across teams, services, partnerships and systems.
- Our staff have to adapt quickly to changing local and national agendas, including legislative changes.
- Most staff are equipped with the hardware they need to undertake their roles remotely from anywhere; however, there is a culture of using traditional approaches to delivering services, where digital is not the first choice.

Future

- Recognised sponsorship of digital transformation across the department and wider system, acknowledging the 'What good looks like' national framework.
- Staff will be able to access digital tools and systems from anywhere, anytime by adopting the Modern Ways of Working approach.
- A digitally proficient and skilled workforce where staff are empowered to make quick, effective and efficient decisions, based on digital insights, to aid staff retention.
- Teams work together to standardise processes and working practices to streamline the use of systems, data and information.
- An Adult Social Care culture of digital and data driven continuous improvement of services.
- Staff have access to a wide number of "digital ambassadors".
- Staff have a "digital first" approach to their work, including when undertaking referrals and assessments.

Digitally Enabled Social Care Workforce

To meet this principle, we will:

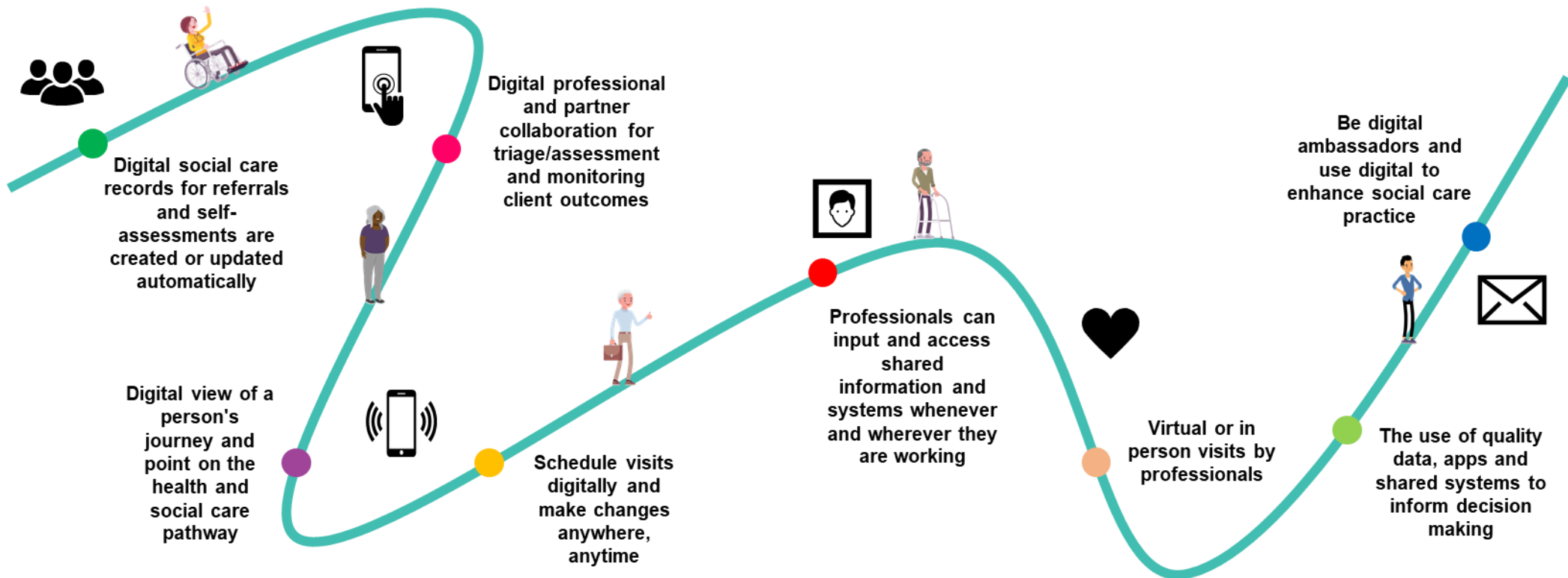
- Embed a top-down culture of digital leadership, adoption and continual service improvement, to enable our workforce to adapt quickly to changing local and national agendas.
- Embed a culture of recording good quality data in our case management and associated systems.
- Develop a digitally competent and confident workforce, where they can access the information and systems/apps they need, wherever they are working.
- Empower our workforce to make decisions based on them having access to good quality information, tools and systems.
- Improve online collaboration between staff and external partners.
- Introduce a framework of digital support and training for staff, including inductions.
- Review services to ensure they are digitally focused.

What this means for our staff:

You will:

- Be digitally confident and be provided with access to the right tools and technologies to enable you to undertake your role effectively and efficiently, giving you more time to spend with clients.
- Have the right digital skills and confidence to use digital technology in your day-to-day role, including being able to undertake some assessments and referrals digitally.
- Have the knowledge and skills to enter good quality data into our case management and associated systems and have the confidence to challenge areas where data quality is poor.
- Collaborate digitally with our internal colleagues and partners to enable you to make good quality and speedy decisions on a client's health and social care needs.
- Use shared care records and information to provide you with a holistic view of a person's needs, reducing duplication and the need to contact individual agencies for information.

Digitally Enabled: Social Care Workforce



Digital Focus

External Focus

- Digital referrals
- Virtual triage
- Virtual scheduling of visits
- Virtual visit from a professional

Internal Focus

- Single digital social care and health record
- Digital assessments and reviews

Services and Processes

- Data trends and predictive analysis
- Digital outcome recording and monitoring
- Digital view of a person's pathway

Context: Digitally Enabled Partnerships

We know that we achieve better outcomes for our local people when we work closely with our partners. Adult Social Care already has excellent relationships with our key partners: health, care providers and suppliers. We want to build on these relationships to enable more digital collaboration, by increasing and improving our data and system sharing.

We are already collaborating with our health partners with the introduction of the Derbyshire Shared Care Record; where we share client information in a safe and secure way, when it is appropriate to do so. This is aiding the Derbyshire Integrated Care System's objectives of people only having to tell their story to health and social care once and enabling wider teams to make quicker and more joined up decisions about someone's health and care needs.

We want to widen the digital collaboration with our other partners, such as care providers, ensuring that digital technology is central to when and how we commission services.

Present

- The sharing of information between partners is not always accessible or readily available.
- The integration/interoperability between health and social care systems has improved, but there is still a way to go.
- There is recognised duplication of data, information, processes and a lack of standardisation across health and social care which can cause confusion and delays.
- Digital technologies are used to collaborate with partners, but there are opportunities to do more.

Future

- The Derbyshire Shared Care Record (DSCR) and Discharge to Assess (D2A) shared solutions provide teams with access to real-time information on a client's health and social care pathway.
- Digital collaboration with partners to ensure interoperability of systems and improved communication channels.
- Shared data analytics/business intelligence to enable forward planning and continuous improvement of services.
- Digitally focused joined up approaches across organisations to reduce delays and duplication, where we have an outcomes-focused approach to a client's care.

Digitally Enabled Partnerships

To meet this principle, we will:

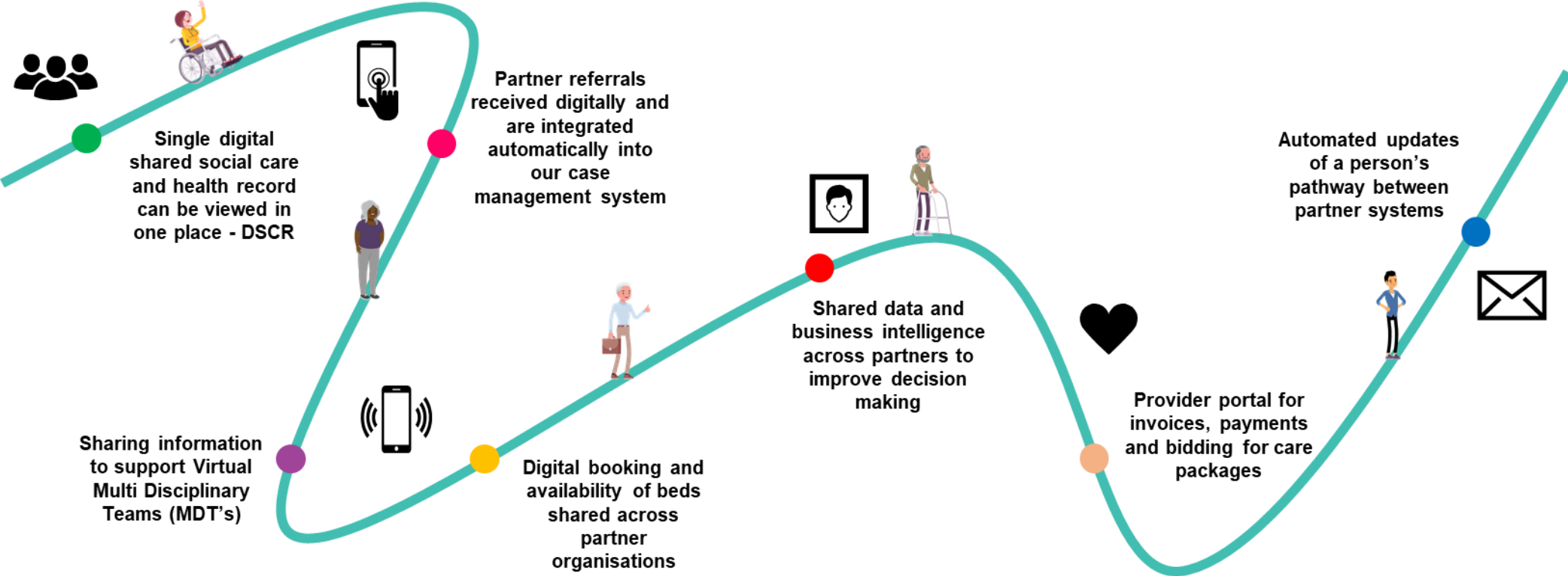
- Fully implement and exploit the functionality of the DSCR and D2A to ensure services are better connected.
- Exploit the interoperability of our systems with health partners to reduce duplication and reduce the number of times people have to tell their story.
- Expand the use of digital tools and technologies to improve communication channels with our partners.
- Share data analytics/business intelligence in a safe and secure way, to enable forward planning and continuous improvement of services.
- Work with our care providers to increase the use of digital technologies, to enhance the way services are delivered.
- Liaise frequently with other local authorities and health services to share learning, intelligence and information and explore opportunities for joint projects and initiatives.

What this means for our staff and our partners:

You will:

- Have access to shared systems and information to aid decision making on the care needs of our local people.
- Experience a reduction in the amount of duplicated work and processes across the system.
- Experience improved collaboration with our partners, with the introduction of enhanced digital tools and technology, such as SharePoint and Apps.
- Use improved, system-wide, data analytics and business intelligence to influence your decision-making.
- Be involved in sharing learning with others and working on shared initiatives.

Digitally Enabled: Partnerships



Digital Focus		
External Focus	Internal Focus	Services and Processes
<ul style="list-style-type: none"> • Shared digital social care and health record • Portals for partners • Virtual MDT's • Digital booking and availability of beds 	<ul style="list-style-type: none"> • Referrals automatically received in the Case Management system 	<ul style="list-style-type: none"> • Digital pathway management • Shared data analytics

Context: Digitally Enabled Foundations, Systems & Data

Our foundations and systems are the key to unlocking true value from our push towards Digital Social Care. Having good foundations in place, in which we can build new systems and offerings, will ensure we maximise value from our digital investments.

Providing our workforce with fit for purpose devices, software and technologies empowers our staff to make better decisions around digital and their wider service processes. This enables fewer manual processes and opens the door to automation and artificial intelligence.

Across the Council, there has been large investment in a multitude of systems, tools and solutions. We should strive to utilise and develop our core system competencies to reduce duplication, complexity and lower total cost of ownership. Joining systems up allows us to make better decisions based on the data we hold. Promoting the use of open systems will allow improved data and information sharing across our systems and solutions.

Present

- Some office areas are not digitally ready and do not have appropriate infrastructure in place.
- We have made significant investments in systems and digital technologies, but not all of it is being fully exploited.
- Disparate systems are used for storing and manipulating data and information, with some services still being largely paper based.
- We are data rich and on a journey of translating that into good business intelligence, to enable more informed decision making on a client's use of services.

Future

- Staff have access to digital workspaces and infrastructure across the County.
- We've maximised the use of our current systems to demonstrate value for money.
- We've rationalised information assets and have a "digital first" approach to procuring and adopting new systems and/or services.
- We're capturing real-time data and enabling real-time views of information.
- We've automated manual and repetitive processes, where possible.
- Online forms are used to "standardise" referrals and assessments.
- We're using system-wide digitally collected business intelligence to help make informed decisions.

Digitally Enabled Foundations, Systems & Data

To meet this principle, we will:

- Provide cost effective, reliable and secure technology to our workforce.
- Provide staff with the digital technologies, systems and workspaces to enable them access what they need, when they need it, from any location.
- Have a “digital first” approach to procuring and adopting new systems and delivering our services, including the provision of online forms for referrals and assessments.
- Provide the ability for staff to capture real-time data and enable them, and our partners, to have real-time views of business intelligence to help them make informed decisions.
- Eliminate manual and repetitive processes, where possible, by utilising digital technologies.
- Investigate the use of artificial intelligence (AI) and the Internet of Things, with the view to implement such solutions when we are liaising with, and providing services for, our service users.

What this means for our local people:

You will:

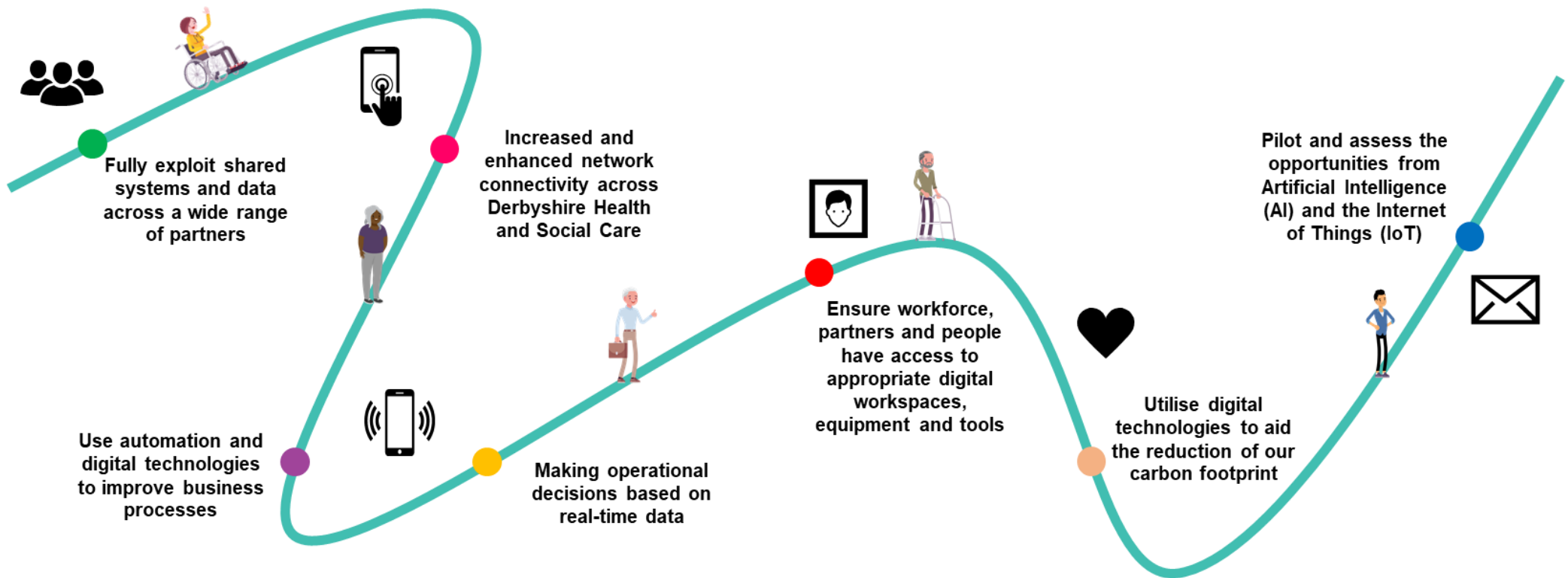
- Know that our technology is providing good value for money.
- Know that any data held in our systems is safe and secure, and only accessed when it is appropriate to do so.
- Have access to online services and be able to complete self-assessments where appropriate.

What this means for our partners and workforce:

You will:

- Have access to effective and efficient system-wide shared systems, data and business intelligence.
- Have access to the right tools and digital technologies and be able to work effectively from any location.
- Have a “digital first” approach to the way you work with and interact with our local people, by undertaking remote assessments using digital technologies, where appropriate.

Digitally Enabled: Foundations, Systems & Data



Digital Focus

External Focus

- Shared systems, data and print across partners
- Increased and enhanced network connectivity

Internal Focus

- Exploitation of AI and IoT
- Use of technologies to reduce Carbon footprint
- Appropriate digital tools for the workforce

Services and Processes

- Make decisions based on real-time data
- Improve processes using automation and digital technologies