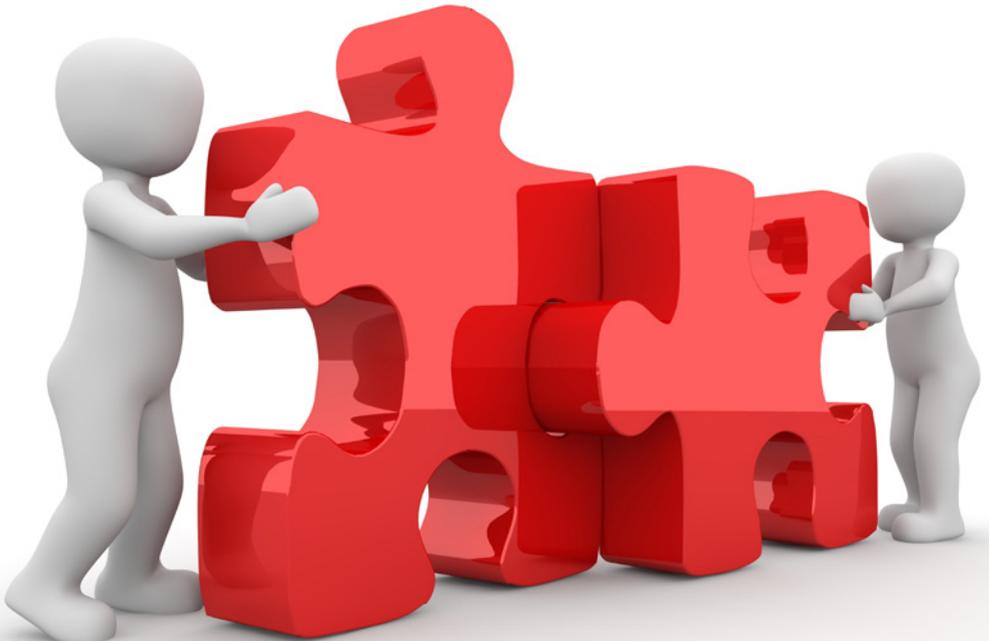


April 2016



Briefing

Health and Social Care Integration 2016-17:
a Socitm perspective on social care informatics



Purpose of this Briefing

This Policy Briefing sets out Socitm's perspective and potential contribution to social care informatics plans for 2016-17 in line with Department of Health objectives presented in *Personalised Health and Care 2020: a framework for action*, the Local Government Association's *Care and Health Improvement Programme* and the Care Act 2014. We outline our delivery priorities, products and services that are directly relevant to health and social care integration, and our potential contribution to an indicative programme of communications and engagement in 2016-17.

Emerging technologies are opening up new and disruptive possibilities for health and care provision. Pioneers, Vanguard, Better Care Fund and other initiatives are exploring opportunities and transformed practices in specific localities. Meanwhile, across the UK, demand is spiraling and services are approaching breaking point.

There has been limited attention given to scaling-up and implementing the findings and practices from the Pioneer sites and the other initiatives more widely. Our contention is that these new practices need to be underpinned by a whole-place based approach to changing cultures, capabilities and leadership of integrated health and care services. The *Local Digital Roadmaps* currently being prepared (across England) provide a framework for focusing at the locality level, where many of the blockages lie, and where new ways of working, engagement of users and communities, service re-design, and digital transformation are being co-designed and co-produced.

Our proposals would attempt to address this need for a place-based approach with a concerted programme of engagement, capacity and capability building within localities.

Current products and services

Our **Socitm Insight Briefing 85 Information sharing and governance** supports the Department of Health's objective to achieve integrated care through effective information sharing and supporting transformation of care delivery. It also advocates the associated DH priority to establish common information standards, information governance and legal frameworks.

Our **Better Connected** service has been assessing local authorities' online performance since 1999. Today it evaluates a wide range of digital performance by local public service providers, covering websites, social media and customer portals, as well as take-up, user satisfaction and management. Recently, we have reviewed the user experience of specific social care services (applying for a blue badge and finding out about breaks for carers of adults). Our focus with this service is shifting to encompass holistic user journeys and the importance of building user confidence and engagement, as well as the growing deployment of mobile and consumer technologies, all of which are becoming critically important to users of social care and health services.

We are actively engaged with LGA and ADASS-IN in developing plans for digital maturity assessment of social care. These assessments will parallel those already being undertaken in the health sector and act as a baseline for determining what needs to be done in individual localities to progress health and social care integration, redesign and digital transformation. These assessments could usefully be extended to assess so-called 'geomaturity'.

Our *Socitm Advisory Location Practice Group* undertakes research and produces guidance on the integration and exploitation of geographical data. Their work with the Ordnance Survey (OS) is consistent with NHS England's Sustainability and Transformation Plan (STP) **footprints** (maps of 44 areas), which are designed to help drive a genuine and sustainable transformation in health and care outcomes. These footprints take into account geography, including patient flow, travels links and how people use services. This is a useful hook to the work we have done for OS, which is set out in our policy briefing *Health and Social Care Integration – The Case for Place*.

We have raised the opportunity to exploit the Unique Property Reference Number (UPRN), which is available free to NHS organisations as part of the OS AddressBase product and is a powerful cross-referencing mechanism. It has been shown to provide new insights, for instance, into patient access to services, relationship to travel links, troubled families and vulnerable people. There is a fundamental issue within NHS information governance rules concerning the UPRN. It has been classified as personal information and so its use is restricted in Health systems. This has been overcome in a number of cases by secure matching services providing backward-only links between UPRNs and additional relevant UPRNs. We have pointed out that this information can then be used by those who already have data referenced by relevant UPRNs, but does not compromise the governance arrangements.

During 2016-17, we will promote and disseminate the guidance contained in ten **Citizen Online Briefing Papers** commissioned from Socitm by LGA and ADASS-IN. The ten briefings, the first five of which have been published, are:

1. Identity and authentication
2. The case for online citizen self-service
3. Methodology for developing the online user journey
4. Planning online transactional facilities
5. Supplier offerings of social care self-assessments
6. Supplier offerings of social care financial assessments
7. Examples of effective use of national information sources
8. Examples of good practice of e-marketplaces in operation
9. Promotion of online services
10. Role of third sector and care providers

Finally, together with the Local CIO Council, SOLACE and LGA, we are developing a set of digital service design principles that should underpin the co-design and co-production of place-based platforms for local public services, including health and social care. These principles are:

Simplify – Standardise – Share

An outline of these principles can be found in our Policy Briefing *Using Digital Innovation to Generate Value*.

Socitm Research

The following Socitm Insight Research projects and briefings are planned for 2016 and speak directly to place-based health and social care integration.

Planned Research Projects:

- Q2 2016: Cyber security guidance
- Q3 2016: Platform-based approaches
- Q4 2016: Smart places

Planned Monthly Briefings:

- New EU General Data Protection Regulation
- Sustainability of open data initiatives
- Crowdsourcing applications
- Citizen accounts
- Open systems and open standards
- Exploiting location data

Communications and engagement

We propose a strategic communications and stakeholder communications and engagement programme to be run by partners including LGA, ADASS-IN and Socitm to support the implementation within localities of the transformed practices emerging from the Pioneer sites and other initiatives.

This programme would work on the basis of selecting a range of locality types and existing projects (Pioneers, Vanguard, Care and Health Improvement Programme, Better Care Fund, etc.), and establishing them as 'hubs/centres of excellence' in their particular field. Where not already doing so, these hubs would build sharable 'use cases' to include: evidence of outcomes, development of business cases, specification of business capabilities required for implementation, and development of common technical components. The hubs would be resourced with the capacity to support take-up and implementation in other localities across the country.

The main purpose would be to work with localities to:

- align communications and engagement with the dissemination of knowledge, standards, toolkits and other product and services generated by the hubs
- build collaborative leadership capacity and capability in localities
- establish and implement operating models, with underpinning resources and plans.

This would be achieved by:

- assessing output from digital maturity assessments and gaps to be addressed
- building the channels and media for communications and engagement, including using the communications networks and expertise that already exist
- identifying target audience and stakeholder communities in order to secure their engagement and buy-in
- engaging with and exploiting relevant outputs from the hubs

Stakeholder analysis:

Stakeholder map, audience segmentation, prioritisation and targeting. This would build on work undertaken by the Local Digital Alliance (see Appendix 1) and output from the Autumn 2014 Health and Social Care Integration Summits and Regional Workshops (see Appendix 2). Priority audiences would include: local leaders and decision-makers, information management and other professionals from social care and health commissioning and delivery organisations, specialists in care information systems, transformation and business process design, and CIOs/Heads of ICT.

Design:

The proposed design ethos would be one of co-design and co-production within localities. This will require an engagement programme that goes beyond one-way communication of hub outputs to one that involves building trust and understanding between key stakeholders and communities within their localities. Delivery will need to be agile, action-oriented and people-focused.

The programme would be centred on the establishment of a team of regional leads, facilitators and teams to work with a selected range of localities. Their principal tasks would be to facilitate and drive implementation, and to establish models of working that can be applied elsewhere.

The programme would build on the strengths of key actors, including HSCIC, LGA, Socitm, ADASS-IN, etc. including:

- people and expertise
- research, support, guidance, facilitation, thought leadership
- audience analysis, reach and metrics
- sources of intelligence
- trusted sites for publication of relevant material
- forums for discussion and deliberation
- planned activities and events
- dissemination and engagement channels

Programme delivery:

Staff

A small programme office to direct and manage teams on the ground.

A digital communications and media lead.

A strategic support unit comprising subject matter experts to extract the knowledge and evidence from locality-based projects and to turn it into standard, sharable specifications of capabilities and components.

Regional implementation leads to facilitate localities seeking to share and build the leadership, governance and other capabilities required, to establish and implement operating models, with underpinning resources and plans, and to take-up shared components.

Events

Events would be co-ordinated with ADASS-IN, Socitm, LGA, and Pioneers and other programmes, and where appropriate aligned with existing, scheduled events, including:

- Regional Workshops covering:
 - Digital maturity assessment and gap analysis
 - Business capability requirements
 - Review of progress and learning
- 6 monthly National Summits covering:
 - Updates on key projects and learning
 - Regional reviews of progress against NIB milestones
 - Generation of actions required
- Annual Conferences
 - Socitm, LGA, ADASS, SOLACE, CIPFA, etc.

Communication and dissemination channels

These would exploit channels available in through ADASS-IN, Socitm, LGA, etc. and include:

- Online collaboration spaces - Better Care Exchange and Knowledge Hub
- Briefings
- Blogs
- Social media

Outline delivery plan:

An outline delivery plan for locality-based communications and engagement is set out below as a basis for discussion.

Q2 2016

Establish resourcing and governance arrangements, building on existing arrangements with LGA and ADASS-IN.

Establish programme office and recruit relevant staff, including communications manager.

Select a range of locality types and existing projects (Pioneers, Vanguard, etc.), and establish them as 'hubs/centres of excellence' in their particular field. Where not already available, build sharable 'use cases' to include: evidence of outcomes, development of business cases, specification of business capabilities required for implementation, and development of common technical components.

Promote and undertake digital maturity assessments (Social Care).

Establish and recruit network of regional leads.

Plan initial Regional Workshops to review maturity assessment for localities.

Q3 2016

Regional workshop events to review maturity assessment for individual localities.

Select range of localities for engagement.

Q4 2016

For each locality:

Further define local maturity, communications and engagement requirements.

Review local collaborative leadership, networks and governance requirements.

Identify gaps in the skills and capabilities required and the training and skill sets that will need to be addressed.

Q1 2017

Build understanding and engagement with emerging good practice from the hubs – e.g. information governance and standards, architectures, integrated care record, open data, big data analytics, citizen/community driven platforms, and access and navigation to health and social care services to address specific outcomes (the user experience).

Develop priority areas for action within localities – using the evidence, teams will build local consensus on key transformational areas for action.

Establish options for operating models and business cases.

Parallel communications and engagement to build on the channels, media, audiences and contacts identified during the course of the programme.

Joint press statement announcing collaborative programme.

News stories based on this announcement for distribution to the sector via identified channels and media.

Resources and funding

The Spending Review and subsequent announcements from the Chancellor of the Exchequer have allocated substantial funds to digital transformation of health services. Our proposals would require a relatively small allocation from that funding, but would make a significant difference in addressing preventative care outcomes through re-design and digital transformation.

Appendix 1:

Local Digital Alliance

During early 2015, the Department for Communities and Local Government (DCLG) worked closely with colleagues in LGA, Socitm, Solace, CIPFA, the Local CIO Council and other local government sector organisations in a Local Digital Alliance. The Alliance provided input in response to Budget 2015's request for joint proposals from the sector for extending "Government's digital ambitions to local public services" in time to inform future local public services budget allocations through the Spending Review 2015.

Desk research evidences a successful track record and significant good practice in local government and other local agencies around the opportunities for digital to deliver better services and realise efficiencies. There are also many examples of local government innovation being some way ahead of the wider public sector and the private sector. The aim is to make these approaches the norm. In order to deliver a step change across the sector, discussions and workshops held with sector representatives have revealed the need to:

- Establish comparable baseline information on the channels used for key transactions.
- Develop a deeper understanding of how digital can be used to support the delivery of complex service interventions.
- Identify opportunities for collaboration within the sector and with central government on the provision and procurement of services (with a focus on underpinning platforms).
- Develop capability and leadership across the sector to drive this work in a consistent and sustained way.

Appendix 2: Programme of Health and Care Summits and Workshops (Autumn 2014).

During 2014, Socitm was commissioned by DH to deliver a programme of activity to help spread the learned practice from the Health and Social Care Pioneers and from elsewhere (Scotland, Wales, etc.). The primary focus was on the information and technology implications of health and social care reform for different localities as they sought to implement reporting requirements for April 2015, and integration of health and social care for April 2016.

This was achieved by:

- building on Socitm's national, regional and local networks and relationships with key stakeholders
- working in partnership with DH, NHS England, HSCIC, LGA, ADASS-IN and the Pioneers
- establishing a series of interactive Summits and Regional Workshop events covering England, to engage Socitm members, social care informatics professionals, and other local stakeholders, including health care, to flesh out the practical details and to build momentum and local plans for implementation.

The Summits began the process of raising the level of awareness and understanding, and engagement and ownership of what needs to be done with information and technology to successfully implement health and social care reform in localities.

The Regional Workshops enabled participants to address the key issues generated from the Summit deliberations and to consider how these can be addressed in their localities – regionally, sub-regionally and locally.

Particular focus in the Regional Workshops was given to the practical steps needed to:

- gain corporate commitment to, and leadership of, the changes required
- connect the user and business requirements with the technical capability to meet them
- ensure practice is fit for purpose to deliver the policy outcomes sought.

Outcomes from the programme included:

- a desire and commitment in localities to establish integrated networks and plans for implementation of better care
- a recognition that every locality is different, with different landscapes of care, different levels of maturity, and widely different levels of awareness, understanding and commitment
- a recognition that the steps being taken to implement the Care Act and digital services redesign form part of the Government's wider ambition since articulated in Personalised Care 2020
- a need for a concerted programme of engagement, capacity and capability building within localities

Socitm

Socitm is the professional body for digital leaders in local public services. We offer networking and peer support, professional development, and access to research and consultancy on a wide range of digital policy and technology issues to 1500 members and their employing organisations.

Socitm is a partner in the Local Digital Coalition launched on 4th April 2016. We work with the Local Government Association, SOLACE, CIPFA, ADASS-IN, the Local CIO Council, the Local Government Delivery Board, iStand (formerly Local e-Government Standards Body) and LocalGov Digital in areas such as digital leadership, strategy, skills and inclusion, data quality, interoperability standards, transparency and open data; and with Central Government, including Cabinet Office, CESG, HM Treasury, the Department of Communities and Local government, the Department of Work and Pensions, and the Department of Health on pan-government digital transformation. We also have strong links with partner associations in Europe and around the world that enable us to share practice and ideas and provide challenge to our accepted norms.

Have your say

We welcome comments and discussion on the ideas presented in this Policy Briefing.

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