

London Borough of Bromley Adult Social Care - Digital Strategy: Methodology, Key Themes & Opportunities



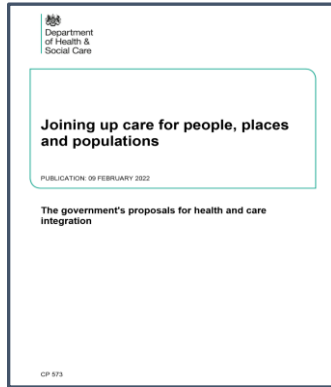
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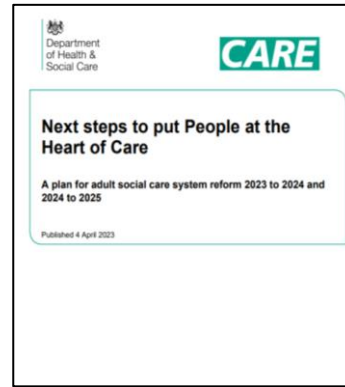
Health and Social Care Act 2022 – Vision for Social Care



[People at the Heart of Care: adult social care reform - GOV.UK](https://www.gov.uk/government/consultations/people-at-the-heart-of-care-adult-social-care-reform)
(www.gov.uk)



[Health and social care integration: joining up care for people, places and populations - GOV.UK](https://www.gov.uk/government/consultations/health-and-social-care-integration-joining-up-care-for-people-places-and-populations)
(www.gov.uk)



[Next steps to put People at the Heart of Care - GOV.UK](https://www.gov.uk/government/consultations/next-steps-to-put-people-at-the-heart-of-care)
(www.gov.uk)

“People at the Heart of Care”
(White Paper setting out ambition for Social Care Reform)

“Joining up care for people, places and populations”
(White Paper on Integration)

“Next steps to put People at the Heart of Care”
(Plan for adult social care system reform 2023 to 2024 and 2024 to 2025)

The Government’s ambition for Social Care:

A 10-year Vision for a more sustainable and affordable care system that effectively works with other public services, puts people at its heart and revolved around 3 key objectives:

1. People have choice, control, and support to live independent lives
2. People can access outstanding quality and tailored care & support
3. People find adult social care fair and accessible.



Health and Social Care Act 2022 – Vision for Social Care

Digitising Social Care – National Policy

This work also sits within the wider national context, aligning to the DHSC and NHSE “What good looks like framework”, which offers guidance for digital working across health and social care.



Source: The [What Good Looks Like \(WGLL\) framework](#) for adult social care – DHSC and NHS England

Project Objectives

Overarching Project Objective

The Council required an independent review and forward plan outlining the approach to make better use of data and technology (digital) within the Adult Social Care (ASC) Service in Bromley to inform future strategy and deliver improvements to the Resident and staff experiences and outcomes.

Scope

The scope of the review was to consider how the Resident and ASC staff journey could be improved and supported by better use of digital tools and techniques. The review had 4 key objectives ...



Analysis of the current state

- Develop an understanding of the current approach to the use of digital tools and techniques across the Service, Council & System.
- Assess the maturity of the current approach to the management of key data and technology touchpoints across the Service.
- Assess and compare current maturity of digital tools and techniques against sector and industry best practice



The service vision of the future use of digital tools and techniques

- Develop a set of personas which exemplify the types of individuals who seek to access ASC, to support planning of target Resident experience/pathways.
- Complete an analysis of how demand for Services may change over the next 10 years
- Develop a picture of the target Staff experience and the expected interaction and touch-points with digital tools and techniques.



Identification of opportunities for improvement to deliver the vision

- Identify "gaps" and areas for improvement through workshops
- Review the fit with other change and improvement initiatives underway within the Adult social Care Service and across the Council and local system.



Identify a future plan and roadmap

- Define the expected changes in Resident and Staff journeys and the new capabilities that the Council is seeking to create
- Develop a high-level business case and roadmap for implementing the required changes.

Methodology

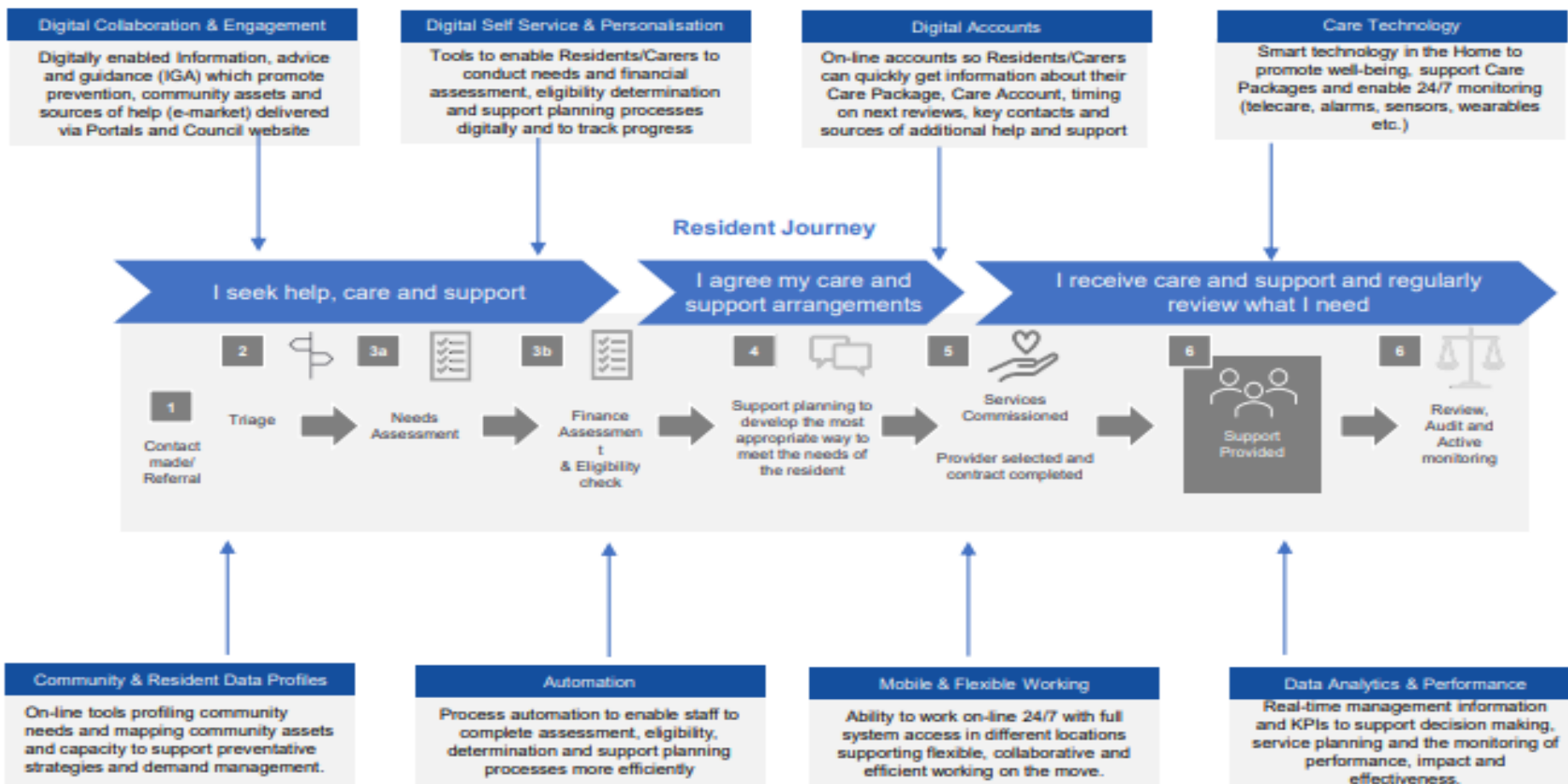
At the heart of our method is a practice study, enabling team ownership of the resulting case for change.



10-12 weeks

Methodology

Resident Technology Support Tools



Strategic Principles Guiding the Digital Strategy

Principles of Bromley's Digital Approach

The principles will help to inform our approach to digital transformation...



Building on strengths & shared responsibility

We will foster a Resident-led approach that enables more Resident choice and control and supports our Workforce and Partners to share accountability for all Care and Support decisions.



Digital first

We will encourage Residents to engage through digital channels where appropriate and look to provide assistance to those unable to use digital options. We will always offer different engagement channels and choices for our Residents.



Residents at the heart

We will put Residents at the centre of decision making, service design and planning. We will work to include the voice of Residents and ensure that equality, diversity and inclusivity considerations to influence and shape our approach.



Data - led & data smart

We will use data intelligence to better understand individuals and our communities enabling us to be more proactive and preventative in our support.



One view

We will work across Council services and the broader local system to provide an integrated approach supporting better Resident experiences and enabling a "Tell Us Once" approach.



Collaborative

We work together with our staff, Partners and Residents to coordinate our activities and decision making. We will work closely with our Residents to ensure we deliver a sensitive and appropriate approach.



Safe & secure access & data management

We will use data ethically and deliver safe and secure access to our services based on the principles of transparency and consent.

Bromley Digital Programme

Digital Governance Group

To oversee implementation of the emergent Digital Strategy, data and information governance and ethics.

Digital Coproduction Group

To ensure that all Digital initiatives meet the needs of Residents and their networks and are informed by the Resident's voice.

COMMUNICATION & CHANGE MANAGEMENT

- **Communications & Engagement plan** including stakeholder mapping.
- **Change Management plan** including support and the development of "digital champions".

TRAINING & CAPACITY BUILDING

- **Digital Literacy Programme** for Practitioners and other ASC staff.
- **Deliver a "Going Digital" Campaign** to promote benefits to residents and partners.

POLICIES & ENABLERS

- **Digital Inclusion Strategy** to baseline current LBB digital connectivity levels.
- **"Digital First" approach** to ensure "one way" of delivering key service processes with "Assisted Digital" support option.
- **"Channel shift"** targets to create a sense of digital ambition and reality.

PRIORITY PROJECTS

1. Personalised & Upstream

- 1.1 Preventative support
- 1.2 Enhanced IAG communications
- 1.3 Care Assets

2. Extending Choice & Control

- 2.1 Website and Portal
- 2.2 Digital accounts
- 2.3 Self service
- 2.4 Enhanced AT offer

3. Working Better Together

- 3.1 Data sharing
- 3.2 Single view of the resident
- 3.3 Digital partner channels
- 3.4 Digital communities

4. Building Internal Capabilities

- 4.1 Digital enabled process change
- 4.2 Decision Support Tools
- 4.3 Enhanced Case Management
- 4.4 Performance Dashboards

Data Completeness and Accuracy

A clear leadership focus on the importance of data and a zero-tolerance approach taken to data delays, inaccuracy or non-compliance.

Expected Benefits...

- Better Resident experiences and satisfaction with Services;
- Avoided future Cost through delaying entry into the ASC Service;
- Reduced “demand failure” by reducing and stopping unnecessary contact with the Council;
- Better use of the voluntary/their sector helping to avoid cost and reducing care package sizes;
- Improved “efficiency” through better allocation of activities and reduced effort supporting key service processes;
- Improvements in the consistency and efficacy of Care & Support decisions;
- Reductions in the size of Care Packages through the better application of technology.

Next Steps & Business Case Method

- Create a growth model – the “do nothing” scenario and high-level cost benchmarking. Overall impact of increasing demand on the Service if we did nothing over a 3-5 year period.
- Complete segmentation work – identify who is contacting Adult Services and why? What are their common mindsets, engagement channels, pain points and delighters. We will create representations of the typologies of residents and the reasons they contact the Council, called Personas and forecast the impact of the proposed changes on each of them.
- Talk to comparator local authorities – lessons learnt, good practice, understanding how digital tools and technologies have helped improve care and support, resident and staff journey, demand management and outcomes.
- Confirm projects and complete strategic “Project Cards”.
- Create accompanying strategic cost model
- Agree benefit ranges and targets
- Identify likely investment costs (including external support costs where relevant)
- Finalise business case narrative and roadmap

Questions



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