



Integration Joint Board  
Transformation, Innovations and Futures Committee

14<sup>th</sup> May 2024

This Report relates to  
Item 7 on the Agenda

# Digital Delivery Plan

*Paper presented by Viv Gration*

*For Approval*

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| <b>List of Background Papers:</b>        | <ul style="list-style-type: none"> <li>• <a href="#">Scotland's new Digital Health and Care Strategy, Enabling, Connecting and Empowering: Care in the Digital Age (2021)</a></li> <li>• <a href="#">D &amp; G IJB Digital Health and Care Strategy 2020-2024</a></li> <li>• <a href="#">Scotland's digital health and care strategy: Enabling connecting empowering (2018)</a></li> <li>• <a href="#">Health and Social Care: Data strategy 2023</a></li> <li>• <a href="#">Care in the digital age delivery plan 2022-23</a></li> <li>• Digital Delivery Plan Development presented to HSCSLG on 21 December 2023</li> </ul> |
| <b>Appendices:</b>                       | <b>Appendix 1</b> - Digital Delivery Plan – Year 1<br><b>Appendix 2</b> - Approach to develop Digital Delivery Plan (5 year plan)  |

## 1. Introduction

- 1.1. In December 2023 the Health and Social Care Senior Leadership Group (HSCSLG) approved the establishment of a Short Life Working Group to develop digital priorities and a Digital Delivery Plan.
- 1.2. On 21 March 2024 the HSCSLG approved a short-term Digital Delivery Plan (DDP) an approach for wider cultural change in a medium to long term 5-year plan. The HSCSLG has asked for work to be undertaken to develop further detail within the 5-year plan and this is ongoing.
- 1.3. Given their role in two workshop sessions relating to digital approaches this paper aims to provide assurance to the Transformation, Innovation and Futures Committee that work is progressing and confirms that progress will be monitored through the Partnership performance reporting of the Annual Delivery Plan.

## 2. Recommendations

- 2.1. **The IJB Transformation, Innovation and Futures Committee is asked to:**
  - **Note the HSCSLG approval of the DDP and be assured that monitoring of progress will be through the Annual Delivery Plan performance reporting.**
  - **Note the role of the Project Management Office to co-ordinate reporting and monitoring of projects identified within the year 1 DDP.**
  - **Note the scale and pace at which digital, technological solutions and innovative work are developing and support the development of the 5-year plan which will require to be iterative in nature with continued development and feedback to Senior Managers, IJB members and a wider stakeholder group to both inform and shape the development of the plan.**
  - **Note the approach for wider cultural change identified in the 5-year plan as described in Appendix 2, including establishment of Digital Steering Group and development of an iterative approach.**

## 3. Background and Main Report

- 3.1. The Integration Joint Board (IJB) Model of Care highlights digital approaches as a key enabler in meeting the increasing demand for health and social care in the context of workforce and financial challenges.
- 3.2. The IJB SCP 2022-2025 states the model of care is “*underpinned and supported by good conversations, relationships, technologies, innovation and integrated ways of working*”. This reflects the vision of the new National Digital Health and Care Strategy, ‘*To improve the care and wellbeing of people in Scotland by making best use of digital technologies in the design and delivery of services*’.
- 3.3. Recognising the need for development of a co-ordinated and collaborative approach to the implementation of digital technologies will enhance the ability of the partnership and the wider health and social care network to deliver improvements in service delivery.

3.4. A Short Life Working Group was established. Members of this group have met and discussed the implementation of the Digital Delivery Plan. The group will continue to act as the Digital Steering Group to develop, monitor and review plans over a 5-year period. This group will report to the Health and Social Care Leadership Group. The membership of this group will be reviewed to ensure it fulfils its role and purpose. Membership of the SLWG currently includes

- Strategic Planning and Commissioning
- Information Technology
- Third Sector
- Scottish Care
- Local Authority
- Project Management Office
- Finance
- Social Work
- Person with lived experience
- Carer

### Short Term Digital Delivery Plan (1 year)

3.5. Discussions involving a range of stakeholders has led to the development of a one-year Delivery Plan that

- Reflects progress in the implementation of national programmes within Dumfries and Galloway
- Gives priority to projects that aim to help address immediate service pressures
- Includes project milestones and potential impacts
- Incorporates projects linked to the Annual Delivery Plan
- Identifies potential tests of new and emerging technologies

3.6. The draft Short Term Delivery Plan for the year April 2024 – March 2025 is attached at Appendix 1. Key milestones for year 1 are also included as follows:

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### DIGITAL DELIVERY PLAN 2024-2025



3.7. Implementation of this delivery plan will require robust project management to ensure delivery against timescales, recognition of challenges or barriers to implementation that require to be escalated and adherence to the organisation's governance arrangements.

3.8. It is therefore proposed that Project Management Office take the lead in supporting and monitoring progress.

### **Approach for wider cultural change (5 year plan)**

3.9. Digital empowerment is a term used to describe the ability of individuals and communities to effectively use digital technologies and the internet to access information, communicate and participate in the digital economy. It equips people with the knowledge and skills to navigate an increasingly digitised world. Digital empowerment can enable people to improve their lives and communities and it can also contribute to social and economic development.

3.10. A 'digitally empowered organisation' can be described as having

- Clear investment in leadership, strategic intent and delivery
- A digital transformation strategy which is implemented and monitored
- Technology and data being leveraged across the organisation
- A delivery team with a clear goal and mission that's user focused
- Embraced an open attitude to risk and innovation
- Invested in developing the digital and data skills of their workforce
- A sense of urgency from the outset, a burning platform

3.11. While the Dumfries and Galloway Health and Social Care Partnership have the desire and the IJB Model of Care sets out the importance of adopting and embedding digital resources, it is clear that our current system is some way off being 'digitally empowered.'









3.12. The Scottish Government Digital Maturity Assessment (DMA) undertaken locally in June 2023 demonstrated strengthened governance arrangements through the formation of a whole-system Digital Transformation Programme Board, combined with strategic alignment, commitment to resourcing, strong information governance and a focus on sustainability. It is proposed to revisit the DMA annually over the next five years as a measure of progress in the Organisation's aim to be digitally mature.

3.13. The Digital Delivery Plan in appendix 2 takes the form of a diagram that describes a 'Five Year Road Map' to becoming digitally empowered and achieving a 'Smart Connected Dumfries and Galloway.'

3.14. The Road Map proposes areas of focus for each year from 2025 – 2029 across Governance, integrated systems and records/Data, digital services, skills and development and inclusion. The model also includes implementation and optimisation of national programmes as well as ensuring that lived experience directs developments and innovation. Highlights include

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| 2025 | Developing governance that ensures collaboration, provides accountability, quality assurance and identifies measures of success. |
| 2026 | Use evaluation from testing of preventative health and care solutions to develop finance options                                 |
| 2027 | Optimisation of approved digital solutions, and organisational change to support this  |
| 2028 | Resource allocation to support solutions that offer maximum benefit, optimising use based on user experience                     |

- 3.15. The Road Map is supported by the ‘Object of Trust Framework.’ This Framework has been developed by Scottish Government in November 2022.
- 3.16. Digital tools, products and services come in different forms and may have different functions, from the simple to the complex. They also vary in terms of who has designed or controls them, who they are targeted at, how much room for misuse there is, and what risks they present to safety, privacy, rights and freedoms. For this reason, it is not enough to ask if ‘digital’, meaning the people, the processes, the data and the technology related to digital, are trustworthy. There is a need to break the components of ‘digital’ down and consider how characteristics of trust relate to these components.
- 3.17. The Objects of Trust framework provides one way of helping to think about the various aspects of digital innovations or services that require our trust, and the types of questions asked of different entities when trying to establish their trustworthiness. Beyond being used as a technology and software assessment tool, this framework can also be used in the context of participatory consultation processes to take account of wider ethical considerations. A fundamental requirement of an ethical approach is to consider how you will take the public view into account. The Objects of Trust framework was a key mechanism used in the consultation process with members of the Digital Ethics Public Panel as a deliberative tool.
- 3.18. It draws on the principles seen in other guidelines related to digital and data ethics but in accessible language.

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|  <p><b>Technology</b></p> <p>Is it <b>reliable</b>?<br/>Is it <b>robust</b>?<br/>Is it <b>safe</b>?</p>   |  <p><b>Usefulness</b></p> <p>Is it <b>necessary</b>?<br/>Will it <b>help</b>?<br/>Is it <b>worth it</b>?</p>  |  <p><b>Privacy</b></p> <p>Is my information <b>confidential</b>? Are there <b>Laws/ Regulations</b> to <b>protect me</b>?</p>                          |  <p><b>Choice</b></p> <p>Is it <b>optional</b>? Would <b>not using it prevent me</b> from doing <b>important things</b>?</p>              |
|  <p><b>Fairness</b></p> <p>Is it accessible to and <b>useable by everyone</b> who could benefit?<br/>Could it be used for <b>discrimination</b>?<br/>Is it <b>exploitative</b>?</p> |  <p><b>Transparency</b></p> <p>Are the people behind it being <b>truthful about its purposes and beneficiaries</b>? Are there <b>other motives</b>?</p> |  <p><b>Institutions</b></p> <p>Are <b>systems in place</b> to ensure effective <b>governance, oversight, compliance</b> and <b>accountability</b>?</p> |  <p><b>Users</b></p> <p>Could it be misused to <b>hurt others</b>? Could it <b>harm others</b>? Could it <b>inconvenience others</b>?</p> |

- 3.19. This sets out a series of questions and principles to guide the approach as digital solutions change how services are delivered and our digital maturity grows during the iteration of the five year plan.
- 3.20. As indicated in section 3.4 above, it is proposed that the short life working group becomes a Digital Steering Group to lead the development of annual plans that

support delivery of the a 5-year road map... The Digital Steering Group will be required to develop a way of working that supports an iterative approach to the adoption of digital technology/solutions that takes account of out level of maturity, learning as we go and that will keep pace with the scale and pace of current digital innovation.

#### **4. Conclusions**

- 4.1. Digital innovation and development of products and solutions brings opportunities to improve how we deliver services whether through infrastructure and cloud based operating systems or deployment of equipment/systems to support delivery of care. There are wide range of products on the marketplace with innovation and development of new ideas emerging.
- 4.2. Focussing on implementation of national programmes and current ADP projects is proposed for the current year.
- 4.3. In the longer-term creation of an infrastructure/platform that enables the partnership to take advantage of the opportunities to test/adopt and deploy new and emerging digital/technological approaches are key to the required cultural shift to achieve 'digital empowerment.'
- 4.4. Collaborative work with partners will help to identify what that looks like and establishing effective governance and project management will be crucial to the success.

#### **5. Resource Implications**

- 5.1. Resource required will be identified within each individual project plan.
- 5.2. Individual project plans will highlight potential budget or funding opportunities.

#### **6. Impact on Health and Social Care Partnership Outcomes, Priorities and Policy**

- 6.1. Digital solutions contribute to the delivery and monitoring of progress against the 9 National Health and Wellbeing Outcomes for Health and Social Care, The national Digital Health and Care Strategy, the IJB Strategic Commissioning intentions, the Annual Delivery Plan, The National Data Strategy, and the Partnership Workforce Plan.

#### **7. Legal and Risk Implications**

- 7.1. There is a risk that current service models cannot be sustained and failure to adapt and develop a co-ordinated plan to optimise digital technology and solutions will lead to a diminution in provision and quality of health and social care.

#### **8. Consultation**

- 8.1. This report has been developed with consultation across a wide range of stakeholders
  - Director of Strategic Planning
  - Deputy Director Strategic Planning
  - Director of Workforce

- Project Management Office
- IT System Manager
- Strategic Housing Leads
- Third and Independent Sector
- Dumfries and Galloway Council
- Senior Social Work Staff
- Mental Health Directorate
- Care and Support at Home Division
- Health and Social Care Leadership Group

**9. Equality and Human Rights Impact Assessment**

9.1. An Equalities Impact Assessment (EQIA) should be considered as part of each project plan.

**10. Glossary**

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| <b>EQIA</b>  | <b>Equalities Impact Assessment</b>                   |
| <b>HCSLG</b> | <b>Health and Social Care Senior Leadership Group</b> |
| <b>IJB</b>   | <b>Integration Joint Board</b>                        |
| <b>SLWG</b>  | <b>Short Life Working Group</b>                       |
| <b>DDP</b>   | <b>Digital Delivery Plan</b>                          |