London Borough of Bromley

Adult Social Care - Digital Strategy

January 2024

scie

Purpose and background of this document

This document outlines the Adult Social Care Digital Strategy for the London Brough of Bromley (LBB).

The London Borough of Bromley (LBB) is in the process of transforming the delivery of Adult Social Care (ASC) and have established a bold new vision. Working digitally is a key part of this vision.

The ASC Digital Strategy demonstrates progress towards our Corporate Vision and Strategy **'Making Bromley Even Better'.** As part of this journey there is an expectation that digital tools and techniques can be deployed throughout the resident's care and support journeys. Not only does this provide more engagement choices, but it also supports more efficient ways of working.

Our 10-year corporate strategy outlines a clear model for ASC provision to ensure residents receive the right care, in the right place and at the right time.

We have worked in collaboration with officers in the ASC service, the broader Council and local system partners to define a series of interventions and projects that would transform the Resident Journey.

The proposed interventions and projects look to introduce a range of digital tools that change the ways in which the ASC engage and work with residents, carers and partners.

Whilst there has been co-production across professional groups and organisations, we understand and recognise that more formal mechanisms of co-production with residents is vital to making the strategy a reality.

This document outlines the case for change that underpin the strategy, the vision, principles, ideas, benefits all through the lens of the resident and their experiences

Vision

Our overall vision for Bromley is presented in our corporate strategy Making Bromley Even Better 2021-2031.

We want our borough to be:

'A fantastic place to live and work, where everyone can lead healthy, safe and independent lives'

There are five ambitions for the next stage of our journey.

The key for Adult Social Care is:

"For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices"

"To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents"

Our ambitions will be delivered jointly by Bromley and partner agencies. We believe firmly that strong partnerships across local public services, our voluntary and community sectors, faith and community groups and business are key to delivering our plans."

We recognise therefore for these ambitions to be realised; digital must be integrated into our delivery.
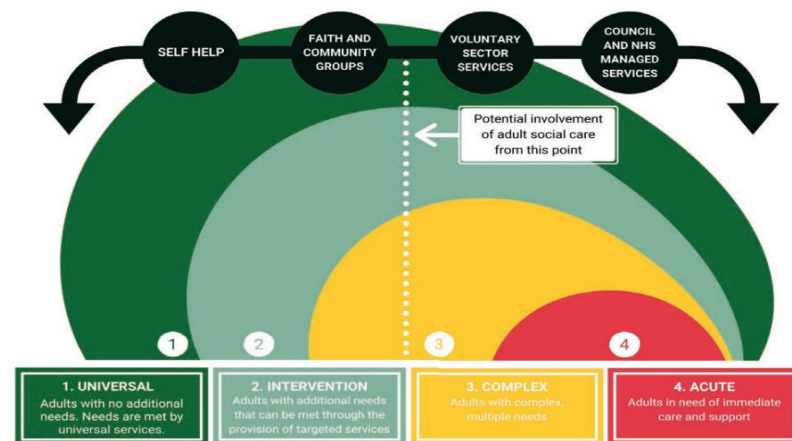
Source: Bromley ASC Continuum of Care Model, London Borough of Bromley Corporate Strategy 2021 - 2031

We see digital as having the potential to enable and empower communities and residents to live their best and most independent lives possible. We will achieve this through a skilled workforce, a constant focus on resident needs and a willingness to adopt new technologies.

Ambitions

We want people in Bromley to live in the place they call home with the people and things that they love, in communities where people look out for one another, doing things that matter to them.

The Digital Strategy supports a much more joined up approach with residents and partners, that will deliver better outcomes for those who need our support. We believe the Digital Strategy will ensure we work with people in a personalised and upstream way, ensuring we can focus on prevention, promoting independence and extending choice and control.

1. Inclusive, engaging, easy.

Take a resident-centred approach to design and maximise accessibility. Provide easier digital access to council services and encourage and work with people to use it. Take action to improve digital inclusion. Working in co-production with those to help make this a reality.

2. Well-used, used well.

Support colleagues to make the best use of the tools and technologies available to them, developing high levels of digitally skilled collaboration. Support colleagues to understand the value of and being able to provide robust data and insights to ethically improve effectiveness and efficiency and make the right decisions for and with Bromley residents.

3. Simple, stable, secure.

Simplify and modify our digital estate to make it as secure, resilient, and reliable as practical. Ensure residents have the right tools to support and maximise their independence.

4. Ready to partner, willing to share, able to innovate.

Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving.

Why do we need to change and why now?

Infotech and biotech technology capabilities are increasing at a furious rate. Working digitally has become central to the way we communicate, work, purchase goods and services, build relationships and networks.

Working and engaging digitally is an increasingly important element of the care solutions we offer and deliver for our residents – remote working, video meetings, data and information sharing – are just a few examples.

We are all becoming more digitally skilled and are increasingly ready to embrace new digital ways of working.

As we move to the next "new normal" there is an opportunity to rethink and re-imagine how we work.

Improvements in digital capabilities, connectivity and infrastructure will bring new opportunities.

The time is right to embrace digital technology at the heart of our strategies to improve and modernise the way we work.

Given growth pressures it is vital that ASC service finds a new lower cost "operating model" and better ways of working. This will be essential for the service to remain sustainable in the future.

We believe this Digital Strategy delivers a more sustainable and efficient future operating model. It offers a new way of working, providing service quality improvements and better outcomes for residents and the workforce.

The Digital Revolution

95x — Internet traffic in 2023 is 95x greater than in 2010

25%-40% — UK internet traffic is set to grow 25% to 40% per year (Gov UK)

81% — see reliable digital connectivity as essential to their business (CBI)

50 cities — 5G now available in over 50 towns and cities (Ofcom)

91% — 91% of Adults use the internet in London (ONS)

95% — of the population now have access to super fast broadband 30mbs/s (Ofcom)

Why do we need to change and why now?

Bromley Council, like many other local authorities across the UK, is experiencing significant cost pressures over the short, medium and long term.
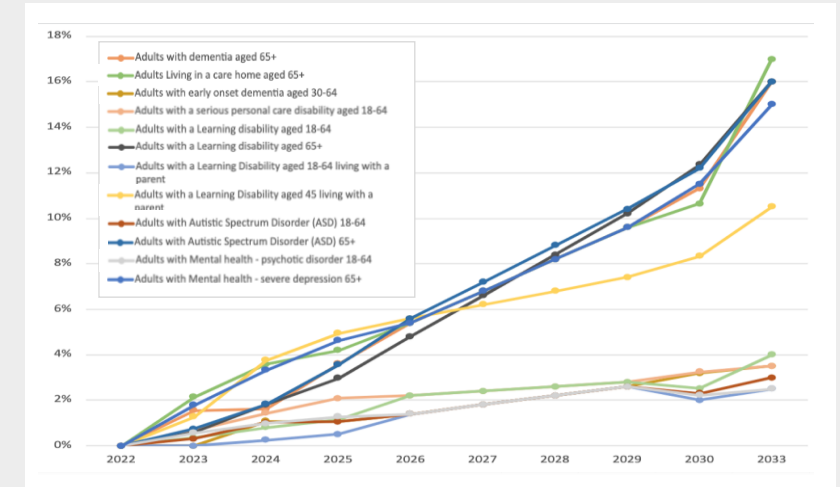
This is largely due to expected population increases and transitions over the next 10 years.

The graphs below summarise the main population trends in Bromley over the next 10 years. The graphs demonstrate the expected rapid increase in the elderly population, especially in the 80 and over age group.

% Population growth by group
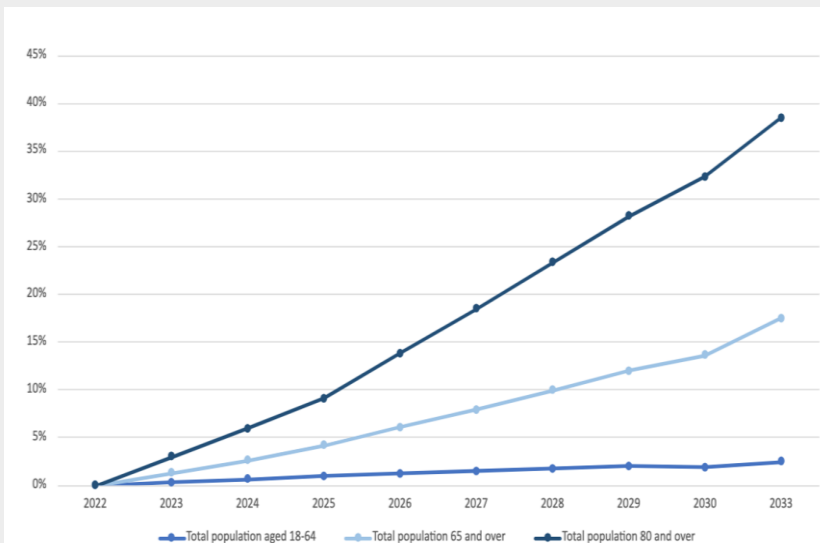
% Population growth by age

Digital approaches are providing new and exciting opportunities to support people and enable more choice and control. Digital approaches are already having a transformation effect in different parts of health-care.

This strategy sets out some of the key projects that have been co-created and we believe should be embraced to help create a more effective and sustainable ASC service in the future.

Strategic Principles of Bromley's ASC Digital Approach

The principles will underpin our approach to digital transformation in ASC

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.

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.

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.

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.

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.

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.

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.

# Preparing for change – the key foundations & building blocks

Digital Exclusion

We recognise that we work with vulnerable and often elderly populations who would not always have access to digital infrastructure (digital exclusion) and/or do not have the skills or wish to engage through digital channels.

A number of individuals attending workshops and participating in the development of the strategy have raised this as a significant concern.

We believe that digital channels offer more choice (and potential control) for individuals engaging with care and should be offered as an "option" rather than as a single channel.

However, analysis does suggest that digital channels are increasingly being used by elderly and vulnerable populations and the national "Blue Badge" portal and London "Freedom Pass" platform already have high online application rates.

90%
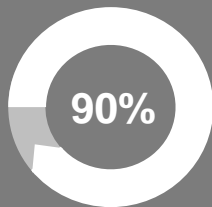
of individuals in London have internet access

The ONS now estimate that over 90% of individuals in London have internet access and regularly use the internet. We predict that the next generation of Care users will increasingly expect to manage their engagement with ASC through digital channels.

We are developing supporting policies and strategies that provide clarity on how digital channels will operate alongside existing channels to ensure safe and fair engagement arrangements.

Many councils across England have developed "assisted digital" services to support individuals who wish to access services through these channels and/or gain digital skills. There are a range of other London Boroughs that have developed these services and there are a variety of these strategies that can be located through simple internet searches. We will need to agree what arrangements they wish to put into place to support individuals to receive "assisted digital" support.

Many of the projects and initiatives contained within this strategy will require good digital connectivity to function and perform effectively. Whilst Bromley enjoys comparatively high levels of Super-Fast broadband (98.6%) it lags the London average for Full-Fibre (42.7% v 52.55%) (Source: Connected London).

Our current Borough data suggests that connectivity maybe a challenge for certain technologies and for certain areas in the Borough and requires further due diligence.

What is Digitally Enabled Care?
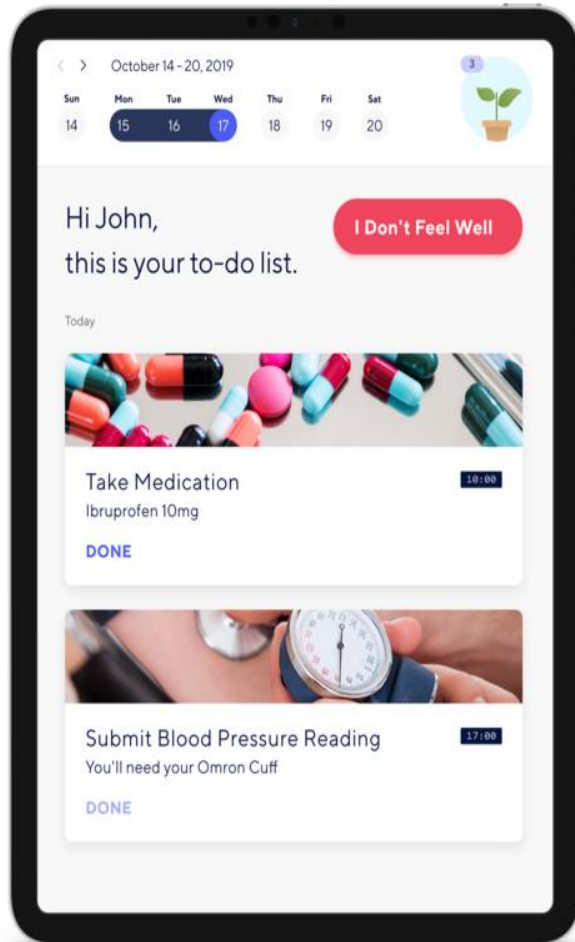
- **Self-Service** – internet via mobile, voice, video and other devices to access information and guidance, find services, screen for assessment needs

- **AI/ Automation Tools** – integrates and automates processes for faster, low cost transactions

- **Wellbeing apps** – to promote self-help such as exercise/activity (Fitbit/Apple), mental health/wellbeing, weight loss

- **Home Sensors** – to support independence using tracking and sensor devices for doors, cupboards, toilet, early dementia support and care worker tracking

- **Health monitors/wearables** – health and care self management tools for ECG, sleep, respiration, oxygen pulse rate, body and skin temperature, posture, motion and activity

- **Smart home tech** - lights, heating, Alexa/Google, alarms,

- **Contact Apps** - (with family, friends, professionals) FLO, WhatsApp, video/text messaging, Care Apps, Marketplace, Community Hubs, Rally round, Jointly, etc.

- **Data** - analysis of data from all of the above will enable a greater understanding of an individual's current wellbeing but also historical norms thus alerting to any change in patterns

- **Connectivity** – access to good broadband, 4G, 5G and public or other Wi-Fi, home security

Our priority areas

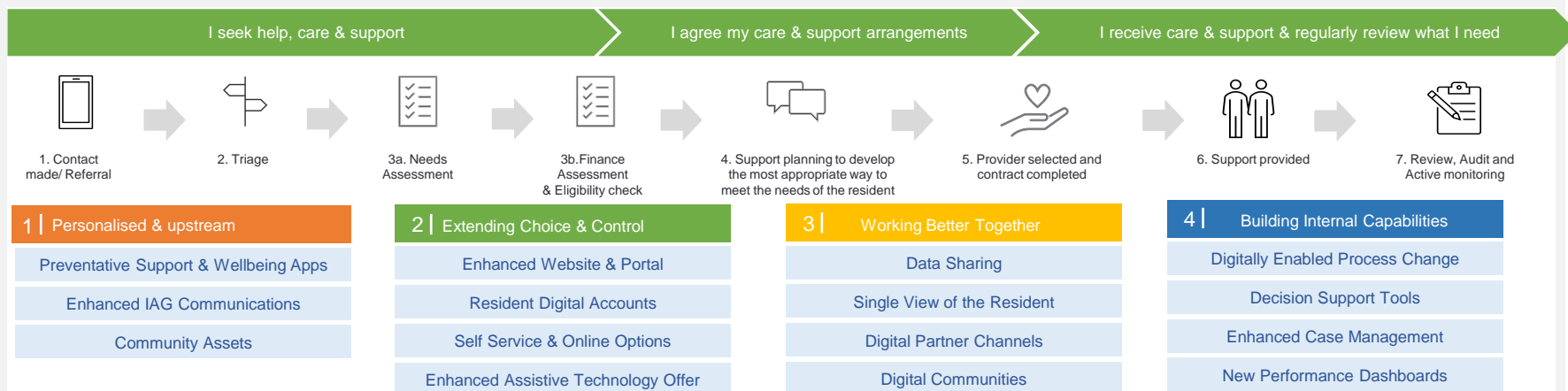The Strategy follows the resident pathway and maps out the key areas where care can be digital enabled, enhanced or supported.

There are four key workstreams that will support the delivery of key new ideas and projects contained within this strategy, the fifth workstream pulls together enabling policies, plans and support arrangements that "wrap around", and support the key delivery projects within the strategy.

The projects relating to each theme (1,2,3,4) are summarised in the diagram below and shows where they sit on the resident journey

Personalised & Upstream

1.1 Preventative support
1.2 Enhanced IAG communications
1.3 Community Assets

1

Extending Choice & Control

2

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

Building Internal Capabilities

4

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

Working Better Together

3

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

Programme Enablers

- Adult Social Care Digital Board
- Digital Co-production Group
- Programme Management & PMO
- Communications & Stakeholder Engagement
- Change Management Planning
- Workforce Training, Development & Capacity Building
- Data Completeness & Accuracy
- New Policies
- Digital Inclusion
- Digital First
- Channel Shift Targets

Digital Strategy – Key Projects

I seek help, care & support	I agree my care & support arrangements	I receive care & support & regularly review what I need

1. Contact made/ Referral
2. Triage
3a. Needs Assessment
3b. Finance Assessment & Eligibility check
4. Support planning to develop the most appropriate way to meet the needs of the resident
5. Provider selected and contract completed
6. Support provided
7. Review, Audit and Active monitoring

| 1	Personalised & upstream	2	Extending Choice & Control	3	Working Better Together	4	Building Internal Capabilities
Preventative Support & Wellbeing Apps		Enhanced Website & Portal		Data Sharing		Digitally Enabled Process Change	
Enhanced IAG Communications		Resident Digital Accounts		Single View of the Resident		Decision Support Tools	
Community Assets		Self Service & Online Options		Digital Partner Channels		Enhanced Case Management	
		Enhanced Assistive Technology Offer		Digital Communities		New Performance Dashboards	

Benefits

The Benefits

We believe that these interventions and projects will bring a range of important benefits…

Benefits to Residents and Carers…

- enhanced, personalised approach supported by more efficient service delivery;
- more choice and control and the ability to use digital tools and channels and where this suits people's needs and preferences;
- earlier help and support to maintain independence and to prevent escalation of needs;
- better access to community activities, networks and services;
- care information, advice and guidance that is easier to access and understand; and
- more opportunities to feedback, share views and shape service delivery.
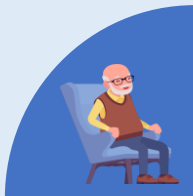
Benefits to the ASC Workforce…

- the potential for greater workforce empowerment and job satisfaction;
- the opportunity to spend more time with people with care needs and to support them earlier in their journeys;
- the ability to prioritise efforts and manage resources more effectively;
- to opportunity to work more holistically with people with a shared cross-system 'single view' of their needs;
- enhanced ways of communicating and working with local system partners;
  - a better understanding of & to access community assets;
    - digital support tools to enhance professional decision-making; and
    - an opportunity to hear the residents voice and feedback.
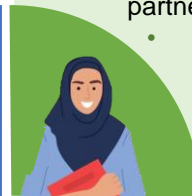
Benefits to the ASC Service and Council…

- contributing to the long-term financial sustainability of the Council;
- becoming a "pathfinder" for the use of digital tools and techniques in LBB and building confidence in new ways of working;
- building workforce skills and capacity;
- enhancing local system working and partnering; and
- building digital assets and infrastructure that can be reused and deployed by other services.
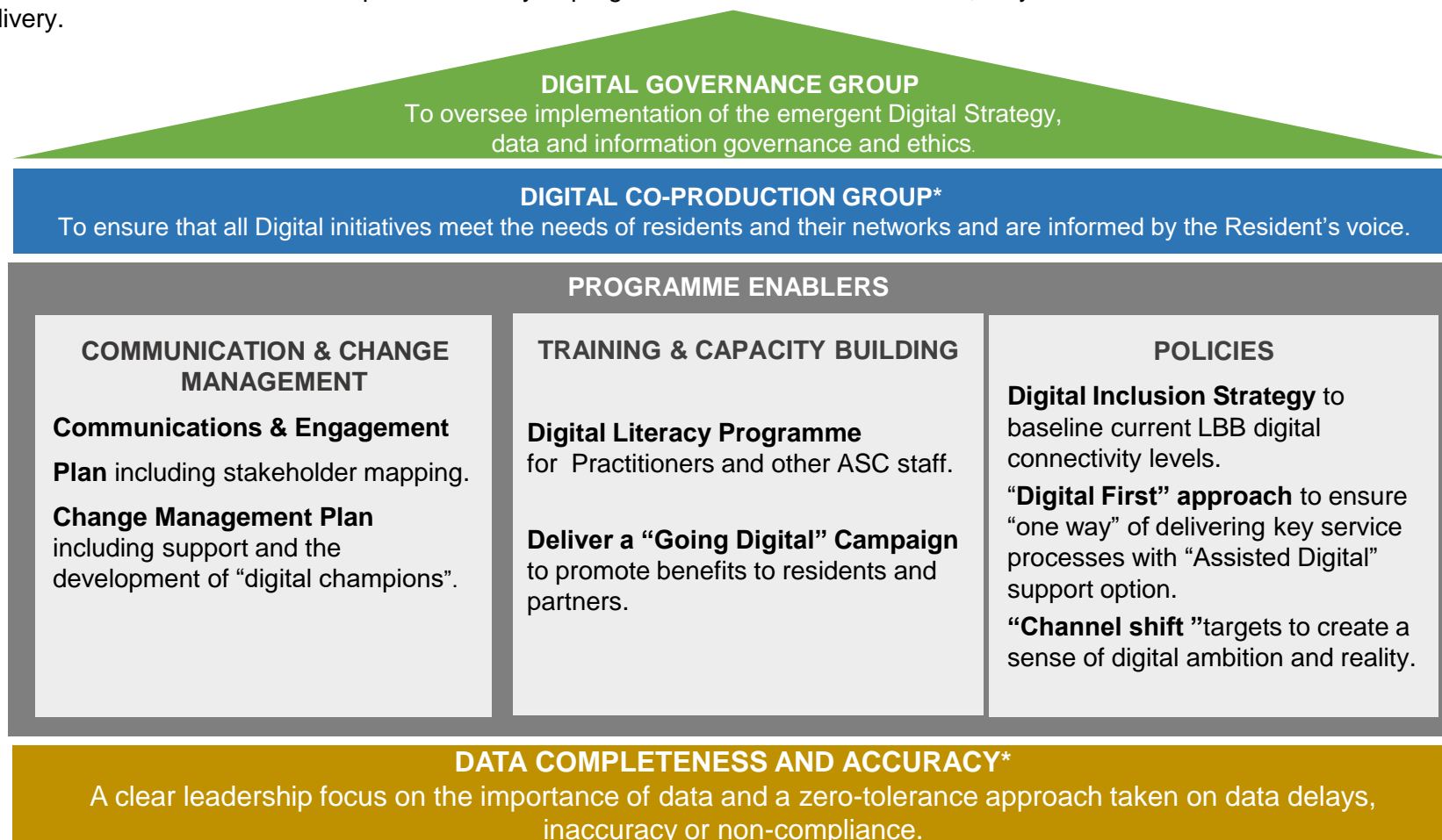
Benefits to the Local System and Partners…

- the ability to take a more holistic view of people and their needs;
- improved communication channels;
- the development of standardised approaches and models;
- earlier interventions, prevention of crises and reductions in hospital admissions; and
- reduced need for GP visits and 911 calls.

Preparing for change

- Delivering this Strategy requires careful governance, project management and coordination, co-production, communications, training and policy development.
- We have outlined a series of actions we need to take to prepare, structure and enable the process of change.
- These actions will be vital to underpin the delivery of programme benefits and outcomes, they are essential to success of the Strategy delivery.

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

DIGITAL CO-PRODUCTION GROUP*
To ensure that all Digital initiatives meet the needs of residents and their networks and are informed by the Resident's voice.

PROGRAMME ENABLERS

COMMUNICATION & CHANGE MANAGEMENT	TRAINING & CAPACITY BUILDING	POLICIES
Communications & Engagement Plan including stakeholder mapping.	**Digital Literacy Programme** for Practitioners and other ASC staff.	**Digital Inclusion Strategy** to baseline current LBB digital connectivity levels.
Change Management Plan including support and the development of "digital champions".	**Deliver a "Going Digital" Campaign** to promote benefits to residents and partners.	"**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.

DATA COMPLETENESS AND ACCURACY*
A clear leadership focus on the importance of data and a zero-tolerance approach taken on data delays, inaccuracy or non-compliance.

*Each stage will need to have co-production and data completeness and accuracy built into and underpinning them.

Appendix 1: The projects underpinning the strategy

The Digital Projects

The following section outlines the "big ideas" that have been developed and explored during this project. These form the basis of the Digital Strategy and the Digital Transformation Programme.

These ideas are clustered around 4 key themes…

Personalised and Upstream

These are range of targeted and personalised preventative and information-based interventions and projects to support individuals to remain independent and connected to the communities in which they live…

- **Preventative Support -** a series of digitally based early and self-help packages and/or Wellbeing Apps targeted at those on the "cusp" of Care and Support – individuals thought to be most likely to make requests for Care and Support over the next 3 years - directing them towards "community support" networks and preventative Care packages with the aim of avoiding and/or delaying entry into the ASC service.

- **Enhanced IAG communications** – a series of prompts, notifications, links sent to residents (through the channels of their choice – text, email, portals - and provided throughout their Care and Support journey providing the ability to monitor, track and understand their progress of their Care and Support.

- **Community Assets** - development of a "community led" care asset database usable across the system and for resident's to enable better mapping, review and development of Community and VSE networks to encouraging better connection and integration with care providers and us.

Extending Choice and Control

These are a range of interventions and projects that enable residents to engage with ASC through digital channels…

- **Website and Portal -** redesign of the ASC website and portal to improve the ability of residents to navigate and find information and self-help advice and guidance (including e-Brokerage and personal budget and quick financial assessment calculators) to support care planning.

- **Digital Accounts** – which provide a full suite of information about a resident's care and support current arrangements (including key documents, practitioner contacts, personal budgets, care history, review dates etc.) – a "one stop shop" for all relevant information as well as providing the ability to interact with the ASC service including bookings and service requests etc.

- **Self Service** - the ability to self-serve on-line throughout their care and support journey including all assessment (Care Act and Financial) and review activities coupled with the ability to direct and control their care and support journey's.

- **Enhanced AT offer** – by seeking to ensure that every assessment and care and support decision is digitally enhanced with an ambitious series of digital investments and a new AT delivery model. Initially targeting individuals high-cost care packages and those new into the care system where assistive technology could be part of their care solutions.

The Digital Projects

Working Better Together

These are a series of initiatives and projects which seek to utilise a range of digital tools and techniques to enable more joined up and better partnership working….

- **Data sharing** - creating Data Governance and Information sharing protocols to enable the sharing of data and information about residents between partners.

- **Single view of the Resident** - utilising data more effectively to support a more joined up way of working between Council directorates, Health, VCSE and other system partners to create a "single view" of resident needs.

- **Digital Partner Channels** – introducing standard forms and common digital channels to enhance the efficiency of communications and interactions between partners – for example, for referrals, assessments, triage, hospital discharges etc.

- **Digital Communities** – the development of a range of specific digital communities (for example, carers, transitions) to collaborate and manage risks and, where appropriate, self-manage/regulate to secure benefits.

Building Internal Capabilities

There are several initiatives and projects to enhance ASC processes, workforce productivity and performance….

- **Digitally enabled Process change -** to enable a more resident led, holistic assessment, planning and review process enabled by multi-disciplinary approach with reduced "hand-offs" and "tell us once" approach.

- **Decision Support Tools** - Automated Decision Support tools to support determinations of eligible needs, calculation of personal budgets and development of Care and Support Plans.

- **Enhanced Case Management –** enhancements on improvements to the operation, effectiveness and accessibility of core systems and capabilities including Liquidlogic and Controc.

- **Performance Dashboards -** enhanced real time performance dashboards to support the enhancement of work allocation, strength-based practice, the impact of care and the delivery of better outcomes.

Appendix 2 Bromley's Benefits in "I" and "We" statements

Benefits of Delivering the Digital Transformation Programme (DTP)

We have developed several "I" statements that reflect what the DTP should mean for residents…

> **I was asked for my feedback all the way through my care journey** – I believe that ASC care about, and act upon my feedback.

> **I have technology support that helps me mange my care**. It makes me feel safe and keeps me connected with my family, friends and carers.

> **I am aware of the community activities and events** where I can meet people like me and get some of the support and help, I need.

> **I only have to tell my story once** and everyone who supports my care seems to know about my changing circumstances and offer me new ideas and solutions.

> I can use **new digital channels to work with ASC if I want to** – it provides me and those who support me with more choice about how I plan my care arrangements.

> I feel ASC are helping me to achieve my goals and giving me **early help and support** as my needs change and helping me to maintain my independence.

> I always feel in touch with the ASC and I can always **easily and quickly find out about my care** history and the next steps in my care journey at a time that suits me best.

> I find the Council website and other **information sources easy to discover, navigate and understand.**

Benefits of Delivering the Digital Transformation Programme (DTP)

We have developed several "we" statements that reflect what the DTP should mean for the Workforce….

" We get really good real time **feedback on our performance and impact** – we can really see where we make a difference. It makes us feel good. **"**

" We have the data and information about our residents that helps us **predict needs** before they come to the front door. **"**

" We use technology in smart ways to help us to **prioritise and improve** the care and support we provide. **"**

" We have a great, up to date knowledge of the **community activities and assets** that can support residents with their care needs. **"**

" We connect communities together using digital channels that makes it easier to hear **Resident Voice**, views and priorities. **"**

" We have **a shared 'single view'** of those we care for across all our local partners and have common digital forms and processes that mean we can work together efficiently. **"**

" We have digital tools and techniques that helps us to **work more efficiently and effectively** with residents and make better, more informed decisions. **"**

Appendix 3- Building blocks for change

Preparing for change – the key foundations and building blocks

Our Roadmap includes the key tasks in the next stages of programme delivery and include…

Governance
Reviewing Programme Governance arrangements in line with the recommendations in this strategy.

Co-production analysis
Establishing co-production arrangements to test and shape the design of the new Digital Strategy Plans and Proposals.

Programme Structure
Designing and developing the programme structures to support Programme delivery (including the PMO to support the Programme and Strategy progress and track benefits etc.).

IT Requirements
Developing the "design" and IT requirements of each Digital project (including "deeper dives" for priority projects).

Digital Strategy
Developing, updating and documenting the Digital Strategy for the Service.

Programme Plan
Design and development of the Programme Plan (timeline, prioritisation of tasks and "sprint" model).

Skills audit
Programme skills review and audit – where do we need to "procure" additional support and capacity to deliver the programme.

Funding
Funding discussions with partners (including exploration of available grant support for the programme).

Financial Model
Review and revisit of the financial model to support the programme (including investment, benefit and support requirements).

Comms plan
Establishing the arrangements to support the development of a communications and stakeholder engagement plan.

Change management
Establishing change management support arrangements and plan.

Training plan
Development of workforce training and capacity building plan.

Policies
Development of enabling policies to support programme delivery including…
- ✓ Digital Exclusion Policies and Strategy
- ✓ Digital "first and channel shift" targets
- ✓ Data accuracy standards and strategy