



INTEGRATION JOINT BOARD

Date of Meeting	24 th September 2024
Report Title	Digital Innovation Programme, <i>Right Care, Right Time, Right Place</i>
Report Number	HSCP.24.071
Lead Officer	Fraser Bell
Report Author Details	Name: James Maitland Job Title: Transformation Programme Manager Email Address: jamaitland@aberdeencity.gov.uk
Consultation Checklist Completed	Yes
Directions Required	Yes
Exempt	No
Appendices	<ol style="list-style-type: none">1. Digital Innovation Programme Full Business Case2. Technology Enabled Care (TEC) Outline Business Case3. Direction4. First Stage Integrated Impact Assessment (IIA) – Digital Innovation Programme
Terms of Reference	6 - Contracts, in so far as it relates to business services, the engagement of consultants, or external advisors for specialist advice, such as administrative, accounting or legal support, where this requires authority from the IJB in respect of the Partners' own procurement rules and Schemes of Delegation;



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1. Purpose of the Report

- 1.1. This report seeks approval from the Integration Joint Board (JB) for the investment of Digital Innovation Services and instructs the Chief Operating Officer to develop a full business case for investment in Technology Enabled Care.

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board:

- a) Agrees to the development and provision of Digital Innovation Services as described in the Full Business Case attached as at Appendix 1;
- b) Approves the expenditure for the provision of Digital Innovation Services as outlined in Appendix 1;
- c) Makes the Direction at Appendix 3 to Aberdeen City Council and instructs the Chief Officer to issue the Direction to Aberdeen City Council;
- d) Notes the Outline Business Case in respect of Technology Enabled Care (TEC) (Appendix 2);
- e) Instructs the Chief Operating Officer to report back within 9 months with a Full Business Case in respect of Technology Enabled Care and to seek external funding opportunities, including with the Scottish Government, to support the delivery of a Full Business Case.

3. Strategic Plan Context

The Integration Joint Board's (JB) Strategic Plan identifies four Strategic Aims:

1. Caring Together;



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2. Keeping People Safe at Home;
3. Preventing Ill Health; and
4. Achieving Fulfilling, Healthy Lives.

To help deliver the Strategic Aims, the plan recognises Technology as an Enabling Priority. To support the delivery of this Enabling Priority, the IJB at its meeting on 26 March 2024 set aside £1.5m for potential investment into digital innovation.

The recommendations, if accepted, would develop the IJB's digital capability in a manner that would contribute to the delivery of the IJB's Strategic Aims and create the capacity necessary to help address the savings required over the next seven years as set out in the IJB's Medium Term Financial Framework (MTFF).

4. Summary of Key Information

Background

One of the key aims of the IJB is to achieve fulfilling, healthy lives for the people of Aberdeen. This means ensuring that health and social care services are person-centred, accessible, effective and efficient. To achieve this aim, the IJB recognises the potential of digital technology to transform the way care is delivered and experienced, as well as to support the wellbeing and independence of individuals and communities.

Digital technology can enable more personalised and integrated care, by facilitating better communication and collaboration among health and social care professionals, service users and carers. It can also empower people to manage their own health and care needs, by providing them with access to information, advice, support and self-management tools. Furthermore, digital technology can enhance the quality and safety of care, by enabling data-driven decision making, innovation and improvement.

The impact of an ageing population with a corresponding increase in long term health conditions and complex care needs puts increasing financial and resource pressures on services. In addition to the increased demand on services, there are significant financial constraints. In order to meet increasing demand, services require to adapt and modernise how they deliver services and transform the way



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care is delivered. The Independent Review into Adult Social Care (the '[Feeley Report](#)') underscores the importance of a person-centred approach, advocating for increased investment in social care and the integration of technology to enhance care delivery. By incorporating advanced digital tools, this not only has the potential to improve care efficiency and quality but also ensures that care services are both flexible and comprehensive, aligning with the person-centred ethos championed by the report. The need for the use of technology to be fully integrated into the delivery of health and social care services is of crucial importance in the current landscape.

In addition, Scotland's Digital Health and Care Strategy calls for the adoption of digital technologies to improve health outcomes, accessibility, and patient experience. Investing in the workforce to be more digitally informed with the right digital tools will enable greater capacity and flexibility as well as a more engaged, motivated and supported workforce.

The Partnership has been in active dialogue with Microsoft since 2023, building on Microsoft's partnership with Aberdeen City Council (ACC) and their successful contribution to ACC's transformation programme including the creation of Dynamics 365, the social work digital platform.

Microsoft has been engaging with the Partnership's leaders both collectively and individually to understand in greater detail the Strategic Aims of the IJB and the challenges to delivering those Aims.

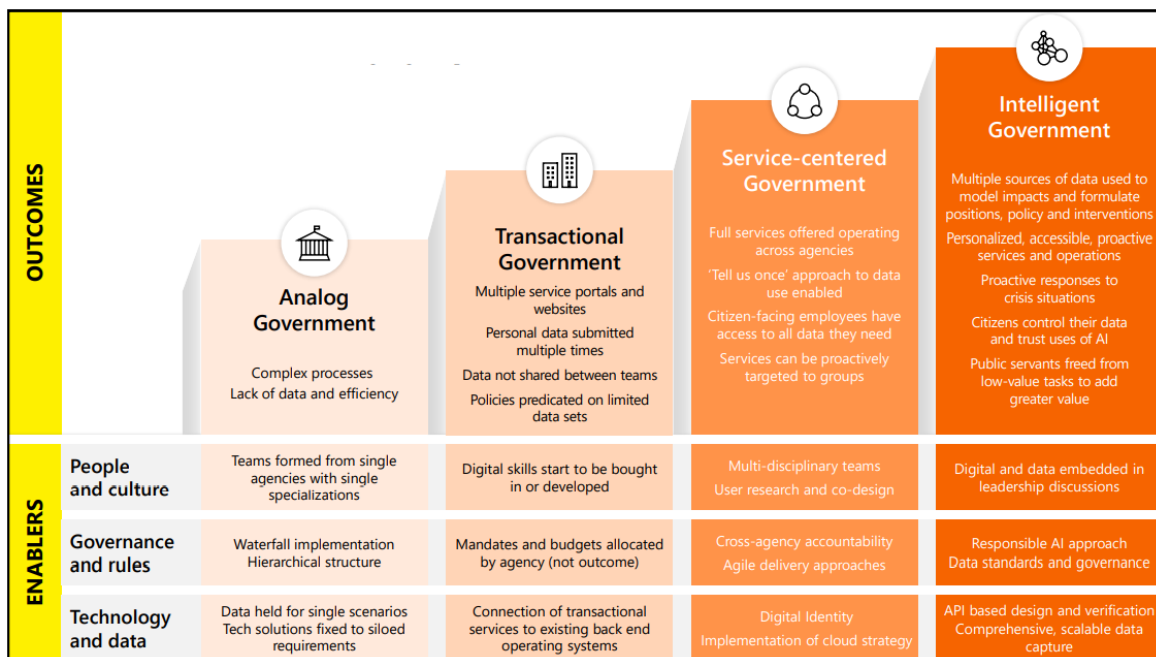
The Vision

The Transformation Programme being led by ACC is aligned to the objectives contained in the May 2024 revision of the Local Outcome Improvement Plan. The focus on what is now phase 3 of the transformation journey is centred on the



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vision of Intelligent Government where citizens engage with public services in a seamless and transparent way that ensures the right service is delivered at the right time. The entry point a citizen chooses to engage with public services should not dictate the type nor quality of the response they receive. The joint strategy between Scottish government and COSLA for digital services in Scotland - [A Changing Nation: How Scotland will Thrive in a Digital World](#) – identifies the need to reinvent our public services to make them more personal, accountable, adaptable, efficient, secure, sustainable and worthy of public trust. In setting out how this can be achieved the document highlights the maturity of digital technologies such as the web, cloud computing, data analytics, artificial intelligence and the Internet of Things (IoT) as providing unprecedented opportunities to reimagine how public services are delivered.



The underpinning vision for enabling Intelligent Government as a concept and connected service has driven the priorities in both the Aberdeen City Council programme and the proposals outlined in the appendices to this report. The vision is twofold. Firstly to create a digital platform based on open technologies that ensures:

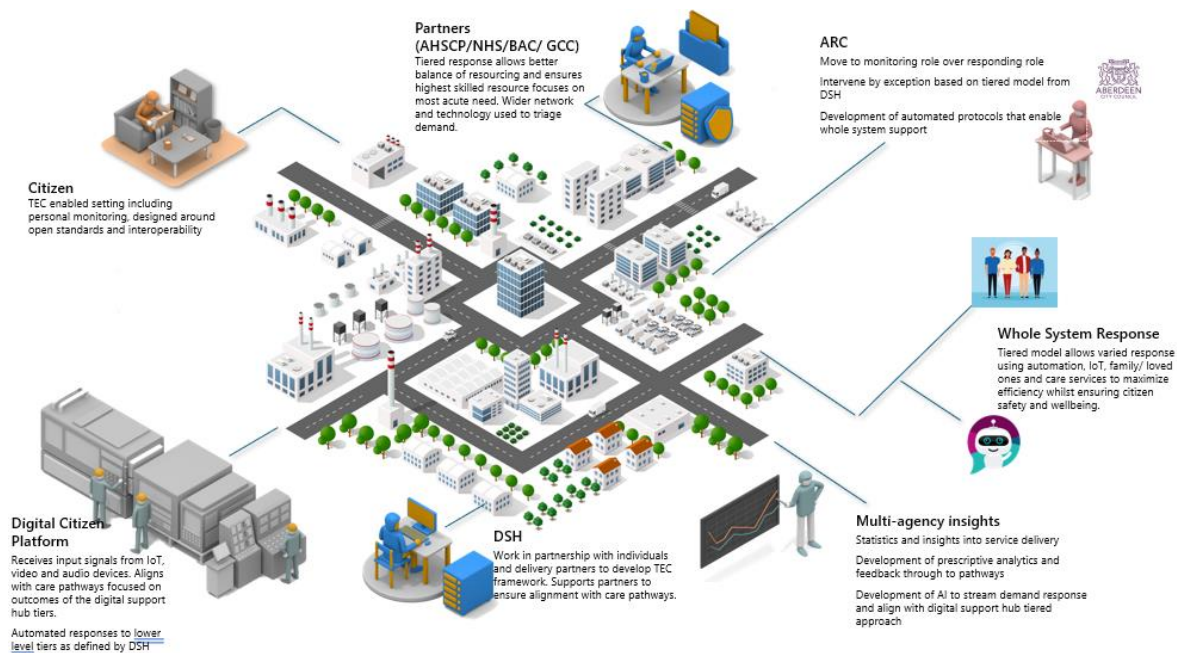
- interoperability across services; and
- unleashes the power of the data both operationally and strategically to deliver citizen centred predictive services.



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In phase 2 of the transformation journey Aberdeen City Council and the IJB committed to reimagining social work using the Dynamics 365 suite of products from Microsoft. The new social work system has been live since October 2022 and is under continuing enhancement to meet the needs of Social Work practitioners across adults and children’s services. The common data model on which these capabilities sit ensures that data is accessible and reusable. The Council is currently engaged with the Digital Health Institute in exploring how this structured approach to data can be exploited in support of national projects.

In 2024 the platform was expanded to include Educational Psychology and Customer Services. The connection across these capabilities and creation of the life events interface for online delivery, supported by a generative Artificial Intelligence (AI) chatbot, allows the platform to learn and recommend services based on an understanding of the citizen requirements. All of the captured data is provided for reuse in the data platform enabling access to large data sets to enable deeper insights into the long term impacts of need and prevention. These capabilities, being available to the Aberdeen City Health and Social Care Partnership (ACHSCP), form the linking components of the recommendations in Appendix 1. The underpinning digital platform architecture and its enabling components create a catalogue of capabilities that are all modular in nature and fully documented as part of the approach.





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Aberdeen's Local Outcome Improvement Plan recognises that no single sector or profession can improve outcomes for people and place alone. Collaborative efforts across the Community Planning Partnership are key to achieving better outcomes for the residents of Aberdeen and beyond.

The diagram above sets out how current and planned digital projects can be exploited across the whole system through. This includes the anticipated transition of Aberdeen City's Regional Control Centre (ARC), and the several thousand connections it supports through telecare services, from an analogue based system into a digital based system in 2025 and the transformational opportunities this releases. It acknowledges the potential digital connectivity between acute settings and third party providers, family members and practitioners in a manner that enables Discharge without Delay (DwD) from acute settings and the significant impact this could have on health board resources and hospital flow. It recognises commitment of General Practitioners, through the recently approved GP Vision, to enable people in their communities to stay well through preventative activities. The development of electronic medication administration records (eMAR), set to be the subject of a test of change by ACHSCP, has the potential to offer further insights to current and future need in our communities. Finally, it recognises the role of independent partners, such as the Granite Care Consortium, in applying technology enabled care to a growing proportion of care at home requests as part of the new care at home contract,.

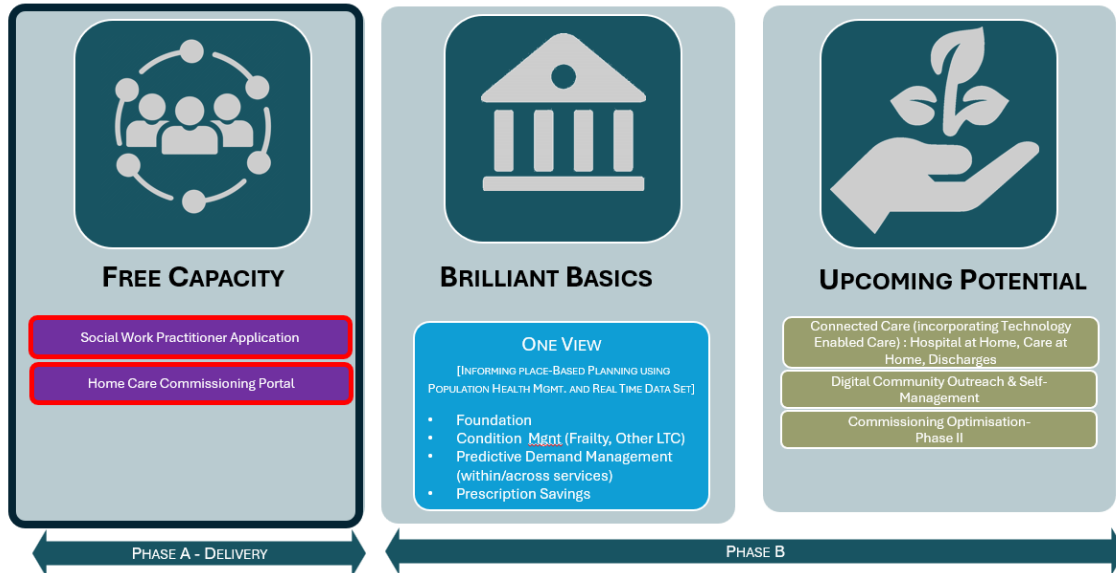
Engagement

Following Microsoft's audit of IJB activity, and having due regard the complexity of delivering various options and their respective impacts, Microsoft has divided investment opportunities into two phases, namely Phase A and Phase B.



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PHASED DELIVERY HAS BEEN AGREED WITH ACHSCP WITH PRIORITY FOR DELIVERY ON FREE CAPACITY INITIATIVES



Appendix 1 sets out a proposal to invest in the two proposals as part of Phase A:

- Social Work Practitioner Application; and
- Home Care Commissioning Portal.

These proposals have been developed following extensive dialogue and engagement with members of the Adult Social Care team and seek to build on and link to existing capability that has been developed in recent years, including Dynamics 365. As outlined in the Vision section of this document, these new capabilities would be included in the overall digital platform and be “reusable” in whole or in part based on complementary requirements from other partners across the Community Planning Partnership. The development of the practitioner app using the same technologies as existing developments mean that this functionality would be available to other services in the future such as children’s services. This approach also ensures that all data created is available in both the Social work application (Dynamics365) and the supporting data platform. Similarly, using a commissioning platform approach ensures that the Dynamics platform can manage the end to end process of assessment, planning, commissioning and monitoring of outcomes within a single environment.



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Phase B proposals would incorporate a higher degree of complexity to deliver. Appendix 2 consists of an Outline Business Case setting out the potential benefits associated with investment in Technology Enabled Care. This investment would be incorporated within 'Connected Care' element of Phase B. The IJB is asked to note the Outline Business Case as set out in Appendix 2 and to instruct the Chief Operating Officer to return with a Full Business Case within 9 months. This will allow for more detail to be developed in respect of costs, sources of funding and the identification of financial and non-financial benefits to the citizens of Aberdeen, the IJB, and partners.

The all-inclusive approach to development of models of social work and social care, coupled with the ongoing digital and data innovation, means that work needs to be phased to take advantage of the shared capabilities as they are moved into production. The practitioner app relies on access to AI capabilities that Aberdeen City Council is currently investing in and exploiting the platforms data sharing capabilities that will enable free flow of data between components. The current Aberdeen City Council delivery is scheduled for quarter 3 of this financial year. The development of a TEC prescribing service that supports prevention of admission and alleviates delayed discharge will be dependent on development of the existing data platform to received and process signals from the internet of things (IoT) and streaming data (video and audio). The current Aberdeen City Innovation programme expects to deliver these new capabilities are part of programmed work in Q4 of 2024/25.

5. Implications for IJB

5.1. Equalities, Fairer Scotland and Health Inequality

A first stage Integrated Impact assessment (IIA) has been carried out and has been attached as Appendix 4 to this report. Full Impact Assessments will be carried out as part of the process of developing the projects.

5.2. Financial

The investment required for the Phase A digital projects and the potential return on investment are outlined in Appendix 1. In addition to financial investment, staff



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resourcing will also be required to support the delivery of the projects. This will consist of ACHSCP staff and staff from ACC's Digital & Technology team.

Should members of the IJB be minded to note Appendix 2 associated with TEC and agree to instruct the development of a Full Business Case, a detailed cost benefit analysis will be carried out. Any proposed expenditure at the point of reporting the Full Business Case will require to identify a source of funding. No source of funding has been identified to date and it is recommended that the Chief Operating Officer seeks external funding opportunities, including with Scottish Government officials.

5.3. Workforce

As set out in the IJB's Strategic Risk Register, there are significant challenges in Health and Social Care including regarding the recruitment and retention of staff. Technology creates opportunities for increased flexibility and a change of focus in staff recruitment as the importance of remote health and care delivery and use of data to provide predictive and proactive care increases.

The proposed investment in Appendix 1 provides the potential to create greater capacity within the Social Work team and the care at home providers. Staff should spend less time on manual documentation and have greater capacity to invest time in other higher value activities such as early intervention and prevention.

There is a growing demand for care at home services. Integrated use of TEC can help create additional capacity in the existing system within an increasingly challenging financial environment. The scaling up of TEC requires system wide collaboration and involvement of stakeholders across statutory, third sector and independent sector.

5.4. Legal

There are no direct legal implications arising from the recommendations of this report.

5.5. Unpaid Carers



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There is no direct impact on unpaid carers arising from the recommendations of this report.

5.6. Information Governance

As part of the two proposed projects, full Data Protection Impact Assessments (DPIAs) will be required for the life span of the project(s) with involvement of staff across ACHSCP and the Council as the platforms being utilised are hosted platforms of Aberdeen City Council (D365, Power Platform and ACC Mobile Phones). Privacy Impact Assessments as well as Risk Assessments will also be completed for each of the projects and engagement with both ACC and NHSG Information Governance and also Information Security Officers will be undertaken.

5.7. Environmental Impacts

Impact	Services impacted	Positive/Negative
Reduction of paper resources. the use of the Social Work Practitioner App will allow services to reduce the amount of paper being printed, ink cartridges being used and Paper records being created.	All services who use the Practitioner App	Positive
Reliance on tablet /Mobile devices. Tablet and Mobile devices use mined material as part of the construction process.	All services	Negative



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5.8. Sustainability

The project is digital and not hosted directly by us however we expect our suppliers to comply with any relevant environmental control as set out in the procurement and contracts that we specify. The intent is to use Gcloud 13 direct award this will include specification on the following items:

Social Value

- Fighting climate change
- Tackling economic inequality
- Equal opportunity

[More Information can be found here](#)

5.9. Other

No other implications have been identified from the recommendations of this report.



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6. Management of Risk

The IJB has previously agreed through its Risk Appetite Statement that it has a low to medium appetite for risk related to quality and innovation outcomes. The proposals set out in Appendix 1 and Appendix 2 are highly innovative. With reference to the mitigations to risk set out below, the potential benefits identified in the Appendices and a process which will have due regard to statutory requirements, the proposals are considered to be consistent with the IJB’s Risk Appetite Statement.

6.1. Identified risks(s)

Risks to the Programme that can be recognised at this point prior to mitigation. Any current issues that may affect the programme, including known constraint, assumptions or conflicts that may potentially affect the programme.

Risk	Likelihood/Impact	Mitigation
Mobile Phone use with the Social Work Practitioner App will increase data usage and may incur unforeseen costs	High	Ongoing investigation with ACC Chief Digital Officer to assess impact and take mitigating actions.
Policy Change New ways of working may require policy or standard changes this would affect timeline and delivery	Medium	Ongoing investigation with Cyber Security Officer & Data Protection Officers to assess impact. Any Policy Change required will go through the respective organisational procedures.
Delivery Timescales – Vendor has indicated a window for product delivery. Any delay may	High	Ongoing investigation between ACHSCP, ACC Chief Digital Officer, Microsoft to ensure



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incur additional cost and/or delay benefits realisation.		approach and timescales are deliverable within resource identified. A staggered approach to the delivery of the two projects is being developed to help manage the demand on staff during the delivery phase.
Resources – There is a risk that ACHSCP or ACC working together fail to identify and maintain adequate staff resource required to deliver the projects.	High	Ongoing discussions and investigation into the resources required to deliver the project between key stakeholders.
Budget – Failure to deliver proposals within available budget.	Medium	The projects will be subject to a robust governance structure to help ensure that the project is delivered within the agreed budget and timeline so far as possible.
Adoption – Failure to adopt new digital capability by staff, service providers or lack of permission from citizens to use capability.	Medium	Ongoing work as part of the project to provide engagement and support to staff/service providers and also public to assist with adoption of new applications and aligned benefits.
Benefits – Investment into leading edge technology fails to deliver projected	Medium	There has been extensive work to identify the financial and non-financial benefits. It is noted that in particular



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<p>financial and non-financial benefits.</p>		<p>with the initial resource required for these projects, that financial savings will be in the medium to longer term. An element of the return on investment is dependent on staff turnover.</p> <p>As part of the budget setting process, due regard will be taken to the financial benefits that each proposed project has anticipated to ensure that the benefits identified are realised.</p> <p>Whilst investment in leading edge technology carries inherent risk, careful diligence has been undertaken to ensure that the tools available to the provider are fit for the task and that their teams have the skills to build the proposed solution.</p>
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6.2. Link to risks on strategic or operational risk register:

Risk 1- Financial Risk

Risk 3- Risks to quality and innovation outcomes

Risk 5- Reputational risk

Risk 6- Risks relating to commissioned and hosted services