	Outline Business Case	Project Stage **Define**

Programme Name	**Digital Innovation Programme, *Right Care, Right Time, Right Place***	**Date**	16/08/2024
Project Name	**Technology Enabled Care (TEC)**		

Programme Lead	Fraser Bell	**Version**	1.0
Project Lead	Claire Wilson		
Programme Manager	James Maitland		

1   Description of project

Digital Technology and Artificial Intelligence have the potential to improve the quality of peoples' lives and help deliver the Strategic Aims of the Integration Joint Board (IJB) and the wider priorities for the city outlined in the Aberdeen City Local Outcome Improvement Plan (LOIP). It also has the power to mitigate the IJB's risks including those associated with financial sustainability and workforce. To exploit the benefits to citizens, public services and communities, the IJB will develop its programme of digital projects to realise the full potential of these capabilities. The "North Star" diagram below shows how current and planned digital projects within the group structure can be exploited across the whole system to achieve the outcomes detailed in the business case. All programme based activity will support the strategic aims of the IJB:

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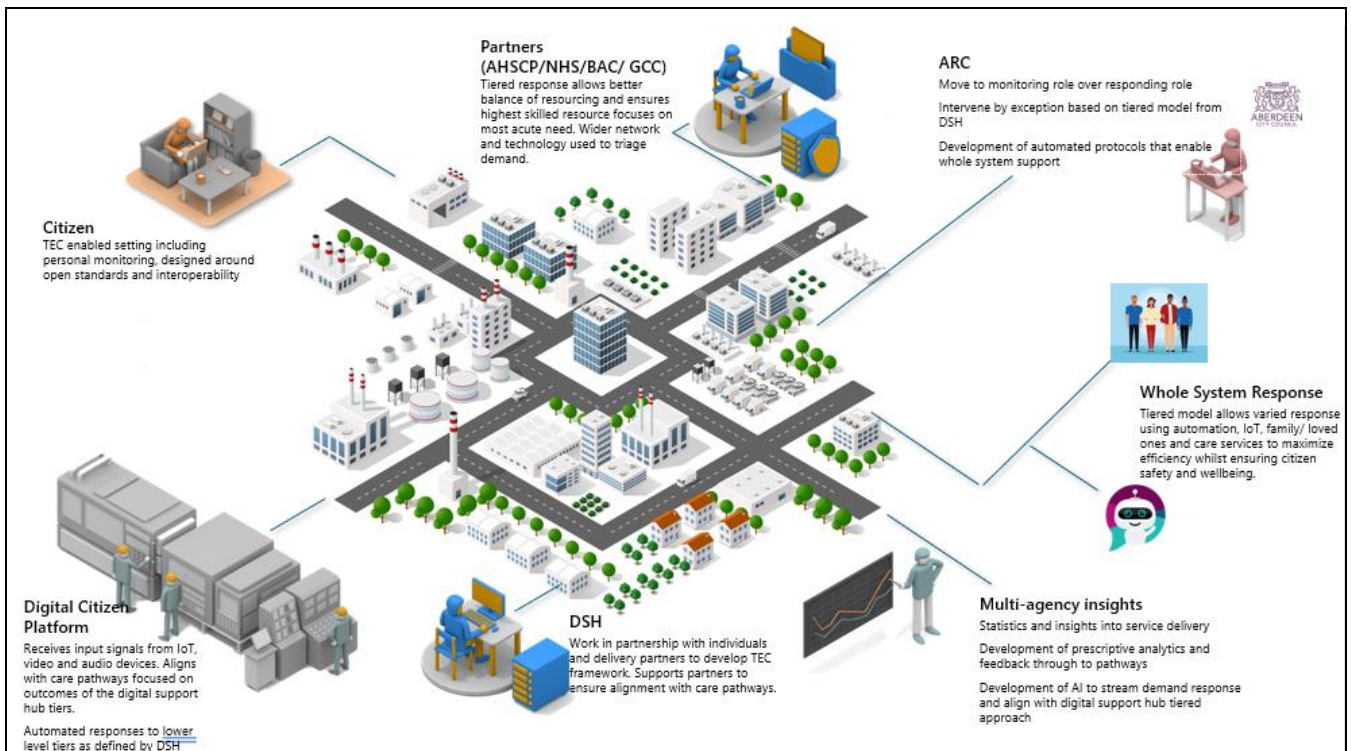4. Achieving Fulfilling, Healthy Lives.

Figure 1-City Model

The IJB and Aberdeen City Council (ACC) have existing and developing programmes of digital innovation covering the following broad themes. Each programme connects and supports the ambitions of a Technology Enabled Care (TEC) system that can maximise automation and self-service within a structured support pathway. These programmes build on the existing digital projects set out in the IJB Strategic Plan.

A Full Business Case has been developed separately in respect of:

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

This outline business case is primarily focused on the Connected Care project noted below.

IJB			ACC		
Free Capacity	**Brilliant Basics**	**Upcoming Potential**	**Citizen Platform**	**Connected Place**	**AI**
Social Work Practitioner App	One view – place based planning using population health data and real time data	Connected Care (Incorporating TEC, Hospital at home, Discharges)	Dynamics 365 Social Work and Dynamics 365 Citizen	IoT (Internet of Things) and streaming data	Data platform
Homecare	Condition	Digital	Citizen Portal (service	API	Fabric (AI

Commissioning Portal	Management	Community Outreach and self-management	history and data views across systems)	(application programming interface) Management platform	(artificial intelligence) driven insights)
	Predictive Demand Management	Commissioning Optimisation	Service Portal	City wide LoRaWAN (Long Range Wide Area Network) network	Copilot
			Omni-channel service model including social media and AI chat	Gigabit City	AB1

2 Business Need

The impact of an ageing population with a corresponding increase in long term health conditions and complex care needs put increasing financial and resource pressures on services, whilst difficulties around recruitment and retention of staff exacerbate these issues. In addition to the increased pressures on services, there are significant financial constraints in the current climate. This presents real challenges in how to meet increasing demand with fewer resources and for services who are already under significant pressures to both embrace new ways of working and find the resource to implement change.

'Feeley Report': Independent Review of 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. Creating a service catalogue that allows a person centred approach to care needs balanced against a standards based TEC architecture will provide the broadest possible opportunity for sustainable device and market driven growth. Adopting this platform based approach will ensure that a mix of offerings can be developed without constraining within a particular device offering. This in turn allows integration and onward connectivity to other parts of the Aberdeen Citizen Platform (Dynamics365), the new community alarm service, the omnichannel customer service platform and other application services that support the wider delivery of care. The service design will build on the principles of tiered care.
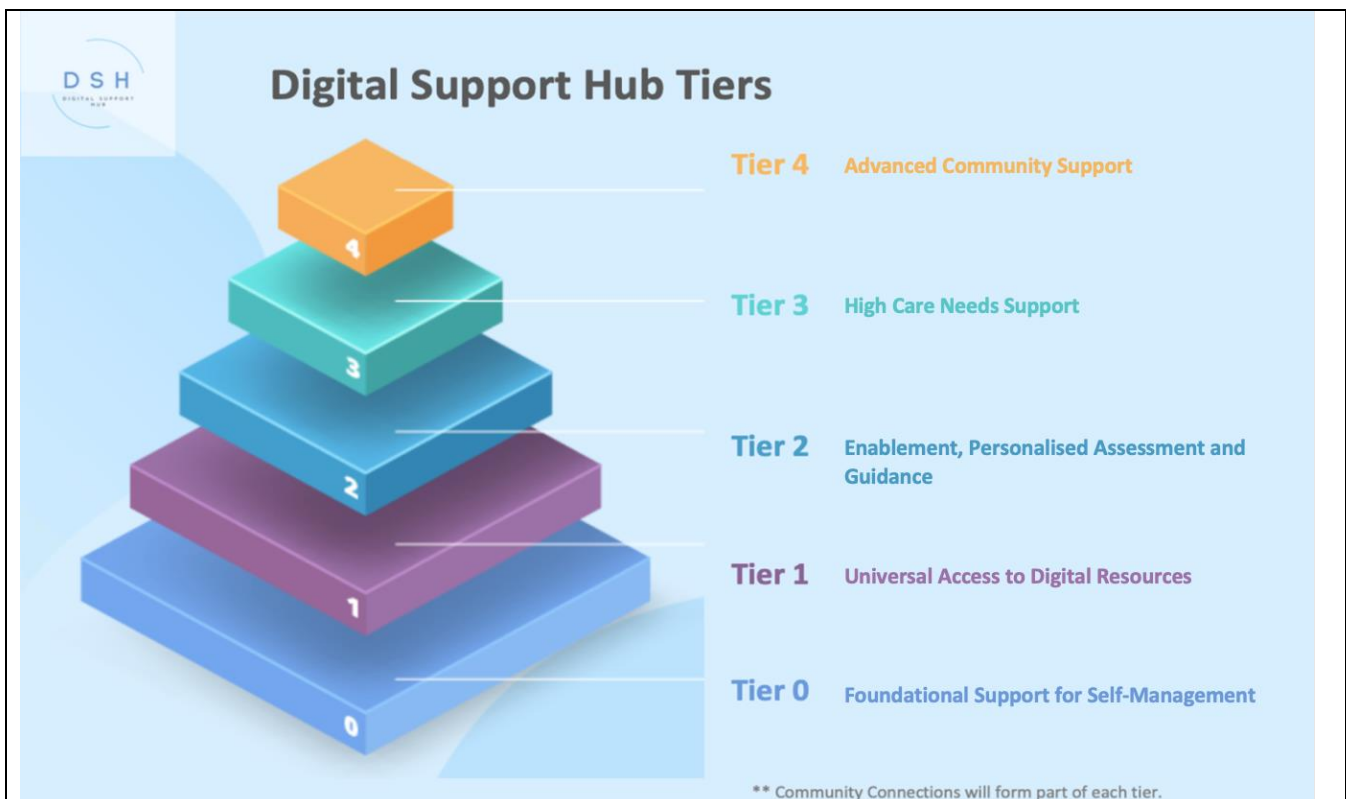
Figure 2- Digital Support Hub Tiers

Offering tailored support through the 5 tiers within the service catalogue will allow the service to meet individual needs effectively and optimise high cost resource to focus on the Tier 3 and Tier 4 needs. This model not only improves 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. Within this outline business case we will set out options for a model of care which uses the opportunities available using TEC to address the challenges facing social care and the impact on delayed hospital discharge.

Scotland's Digital Health and Care Strategy

Scotland's Digital Health and Care Strategy calls for the adoption of digital technologies to improve health outcomes, accessibility, and patient experience. A Digital Support Hub (DSH) model partnered with the universal capabilities offered by the programme investments detailed in section 1 can develop in tandem to support effective telehealth, remote monitoring, and digital health records. This approach makes care services available anytime and anywhere, thus significantly enhancing accessibility. Additionally, real-time data and proactive monitoring facilitate better health and well-being outcomes, directly supporting the goals of the digital strategy.

GIRFE Principles (Getting It Right for Everyone)

The GIRFE principles focus on providing holistic, person-centred care that empowers individuals and ensures early intervention and coordinated support. GIRFE is a multi-agency approach to health and social care support and services from young adulthood to end of life care. Within Grampian all three partnerships have been involved as either Pathfinders (Aberdeen and Aberdeenshire) or as a Partner area (Moray) Pathfinders have worked cross sector with other areas to design, develop and test a range of tools and resources to shape the design and delivery of health and social care services and ensure people's needs are met in a more personalised way with the person at the centre of the decision making processes. The DSH model aligns with these principles by:

- Holistic Care: Addressing the physical, mental, and social needs of individuals.
- Empowerment: Giving patients control over their care through accessible digital tools and personalised care plans.
- Early Intervention: Using proactive monitoring to identify and address health issues early.
- Coordinated Support: Integrating various care services and providers to ensure seamless support for individuals.

Carers strategy

Aberdeen City Carers Strategy has four priorities, one of which is to provide practical community support and services for carers. Within that priority we have identified the need to develop a culture of creativity to encourage innovative approaches to carers support. Carers report that one of the biggest things that cause them stress is worrying about the cared for person when they are not physically able to be with them. During the pandemic the use of technology with carers and cared for people increased and we now recognise the valuable part it can play in providing much needed peace of mind. The use of appropriate technology could mean carers could check in remotely with their cared for person. Another area of concern for carers is that their cared for person gets appropriate service provision. The use of technology to provide, for example, medication or meal prompts could potentially mean a carer would be able to reduce the number of times they have to visit the cared for person to do this thus creating additional capacity for the carer.

3 Benefits

An integrated approach to TEC offers the flexibility to guide users effectively, augmenting prevention and early intervention, which in turn promotes longevity of independent living at home. This not only improves individuals' health, wellbeing, and autonomy but also diminishes the reliance on services.

Users can choose from a range of support options, enabling the provision of timely and appropriate care in the location they prefer. This approach may reduce the necessity for more intrusive in-home support while still providing reassurance to individuals and their caregivers or families. Consequently, services can allocate targeted support, with personnel dedicated to delivering in-person care when it's most necessary. This empowering approach to the citizen creates a greater sense of independence. It also expands the scope of care available within the community which could significantly contribute to reducing unnecessary hospital stays and increasing the rate of discharge without delay.

Recruitment and retention pose substantial hurdles in the Health and Social Care sector as set out in the IJB's strategic risk register. The advent of technology paves the way for more adaptable recruitment strategies and a shifted focus as remote health management and data analysis become pivotal in delivering predictive and proactive care. It allows best value to be achieved from the finite level of staff resource.

With the current surge in demand for home care services, it is paramount to generate additional capacity. The adaptive use of TEC is key in unlocking potential within the pre-existing infrastructure. To scale up TEC utilisation, it calls for a concerted effort and active participation from stakeholders across statutory bodies, the voluntary sector, and private entities.

The development of TEC enrich data driven insights about the individual's health and wellbeing. It allows for quicker decisions to be made about necessary interventions from a public service, a carer or other relevant person in that individual's life and prevent further deterioration in health or demand within acute settings.

Financial Savings

The [Accounts Commission](#) recently reported that the financial outlook for IJBs continues to weaken with indications of more challenging times ahead. Aberdeen City IJB Medium Term Financial Framework sets a significant financial challenge over the course of its seven year projections. These challenges are exasperated by rising inflation, pay uplifts, Covid-19 legacy costs and decreases in real terms funding of IJBs. Population trends predict a smaller working population and a growing older population who will have more complex health needs. The current model of care is not sustainable and a step change is required to help ensure that the IJB is best placed to meet the needs of the population in a financially sustainable way. The development of TEC will be key contributor to ensuring long term financial sustainability.

4   Costs

As set out above, the ACHSCP invested in the DSH for a test of change and early indicators

demonstrate a potential to improve the lives for our citizens whilst helping to address the financial challenges outlined above.

No budget is identified to fully fund this project nor have costs against a specific proposal yet been identified. It is proposed that this be developed as part of a Full Business Case. Investment would be required to develop and integrate current systems (e.g., integrations between the forthcoming digital Alarm Receiving Centre (ARC) and D365) and procurement of solutions (e.g. procurement of TEC equipment). As set out in the cover report to the IJB, it is recommended that the Chief Operating Officer seek external funding opportunities, including with the Scottish Government, to enable future investment in TEC.

5 Time

It is proposed that a Full Business Case be developed for consideration at a future meeting of the Integration Joint Board within nine months. The full business case will set out further detail of a proposed package of investment, including:

- potential costs;
- source(s) of funding;
- staff resourcing requirements; and
- potential benefits (both financial and non-financial).

The business case will be developed in consultation with relevant partners and stakeholders, including but not limited to, ACC, NHS Grampian, Bon Accord Care, and Granite Care Consortium.

6 Alignment Opportunities

A number of technology programmes that have completed, in progress or anticipated will integrate with a TEC model of service delivery. These are:

- implementation of a digital alarm receiving centre (ARC) from the Regional Control Centre (RCC) as part of the Analogue to Digital Telecare project;
- continued development of Dynamics 365 Social Work;
- ingestion of social work and citizen data into the data platform;
- completion of the Dynamics 365 citizen platform;
- the development of a Home Care Commissioning Portal;
- the development of the Social Work Practitioner Application; and
- work on creating platform to platform and device to platform capabilities for Internet of Things (IoT) data.

Dependencies therefore exist both in relation to the functionality available through new and existing technical capabilities and will impact on current ways of working.

Changes in operating practice to support the scaling up of TEC will need to be explored. Areas for consideration will include:

- The role of the RCC in a changed model of TEC delivery (e.g. capacity, capabilities);
- Standards based approach to TEC devices used in the model;
- Integration of data signals into the platform;
- Changes to business process flows in Dynamics 365 Social Work;
- The routing of calls, alerts and insights to services, family members or unpaid carers and community support;
- The integration of an activities of daily living software to the TEC model;
- The integration of data across systems. For example, between the digital ARC, D365, activities of daily living platform, external care providers software and NHS systems; and
- Security of data and systems.

Other factors to consider, include:

- Stakeholder Engagement: Involvement of healthcare bodies, local councils, providers and technology providers.
- Regulatory Approvals: Compliance with health regulations and data protection laws.
- Technological Infrastructure: Availability and integration of telehealth technologies.
- Funding Continuation: Ongoing financial support from governmental and non-governmental bodies.

7 Other Implications (Equalities, Procurement & State Aid)

There is a connection with the procurement and implication of a digital ARC in respect of the transition from analogue to digital telecare. The Analogue to Digital Project is due to complete in 2025. There may be other procurement implications dependent on the model of TEC adopted as set out above.

A charging policy for the application of TEC for citizens who are applying technology to support their health, care and wellbeing would need be developed in a manner that is fair and consistent.

Any service procured in relation to the proposals within this business case would be subject to relevant procurement regulations.

It is anticipated that integration with NHS Grampian systems may be necessary to maximise the potential of investment in Technology Enabled Care and this will require cooperation between ACC, NHSG, and ACHSCP to overcome any potential challenges including those relating to information governance and technology.

An Integrated Impact Assessment will be developed as part of the Full Business Case. This

will have due regard to the risk of digital exclusion and alternative approaches to ensuring that citizens get the care that they need.

8   Next Stage – Full Business Case

As set out above, it is proposed that a Full Business Case be developed for consideration at a future meeting of the Integration Joint Board within nine months. The full business case will set out further detail of a proposed package of investment, including:

- potential costs;
- source(s) of funding;
- staff resourcing requirements; and
- potential benefits (both financial and non-financial).

9   Project Management Process and Resources

As well as improving outcomes for the residents of Aberdeen, this project has the potential to provide significant financial and non-financial to ACHSCP, ACC, NHSG, and other partners. Furthermore, as set out above, cooperation will be required amongst partners to overcome any information governance or technological challenges that may arise.

An Aberdeen Digital Programme Board, with a potential relationship to the Aberdeen City Multi-Agency Transformation Management Group, is currently under development. It is envisaged that this could incorporate relevant partners from across relevant partner organisations to help ensure an integrated place-based approach to the development of digital capability in the city.

10 Support Services Consulted

Service	Who Consulted	Their Comments	Date
Digital & Technology	Chief Officer - Digital And Technology Corporate Services/Service Manager – Digital Office ACC		21/07/24
Specialist Resource Solutions	Director		21/07/24

Granite Care Consortium	CEO - Penumbra		21/07/24
Bon Accord Care	Managing Director		21/07/24
Microsoft	Industry Digital Adviser		6/08/24

11 Document Revision History

Version	Reason	By	Date
1			