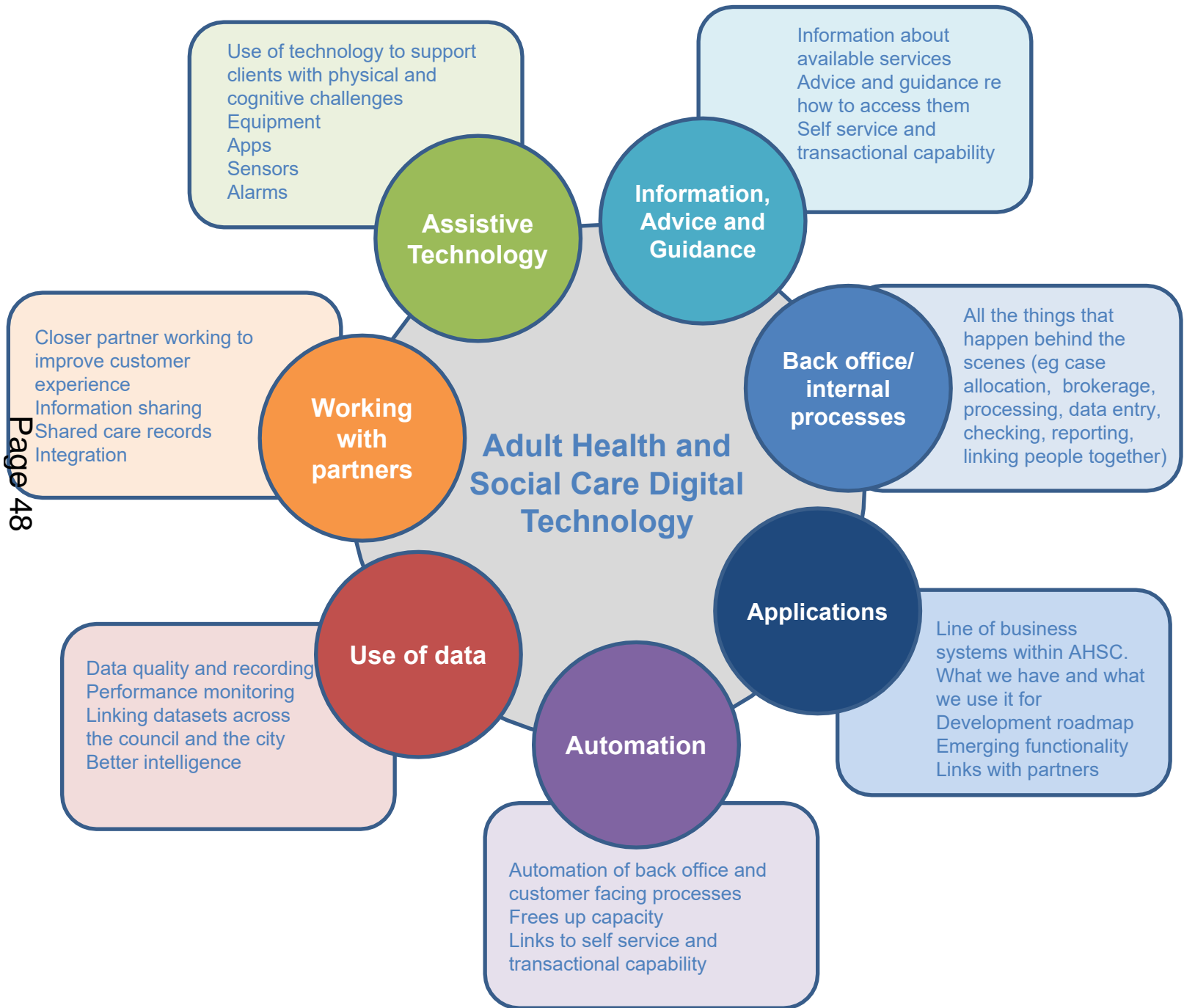
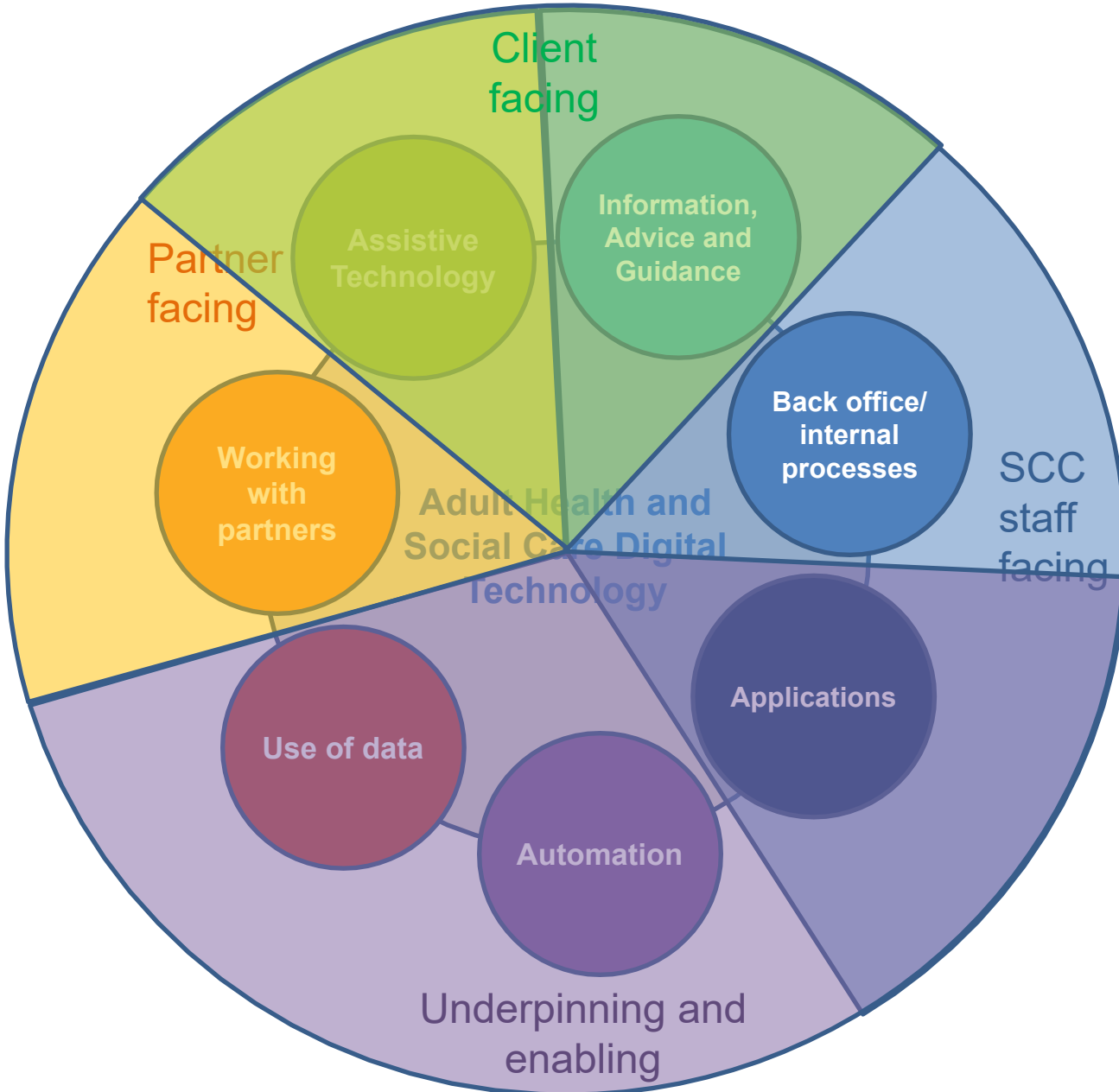




**Adult Health
and Social
Care Digital
Strategy**





Assistive Technology

Where do we want to get to?

- We support improved experiences and independent living through the use of technology enabled care and digital solutions
- Our staff (internal and partners) understand what's available and how to support people to get it

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What are the current challenges?

- What's available is changing all the time and there is a lot of choice which can be bewildering.
- Current procurement arrangements are not sufficiently flexible.
 - Current offer is limited and staff are not always made aware of how to access it.
 - Knowledge and confidence about the use of digital solutions is inconsistent.

What do we need to do?

In the short term

- Consider procurement challenges as part of the upcoming citywide alarm service development (enabler for pilots)
- Build in expectations around use of technology enabled care with providers in our contracts and frameworks
- Workforce development to ensure existing support is fully understood and utilised
- Identification of immediate priority assistive technologies and workforce development to pilot and promote them

In the longer term

- Develop a joint long term strategy for technology enabled care with partners (health and providers) including ownership and governance
- Deliver workforce development in line with the strategy

Information, Advice and Guidance

Where do we want to get to?

- The information we provide meets the needs of everyone in Sheffield, with plain language and simplified access steps.
- We enable self service options and allow people to transact with us digitally.
- People can access their own information.

What are the current challenges?

Page 51

- Our current web offer is not clear and accessible.
- We don't currently offer any interactive guidance to help people find the information they need.
- We don't enable self service.
- Improvements are implemented piecemeal.
- Our internal workforce have told us they need more information and guidance too.

What do we need to do?

In the short term

- New platform for Sheffield Directory (now live)
- Overhaul all current online content (in progress)
- Learn from best practice in other organisations
- Customer portal implementation? (we have already bought it)
- Deliver online financial assessment capability
- Deliver online self assessment capability
- Design refreshed customer journeys utilising new capabilities and including which platform(s) they are on
- Develop internal IAG offer to support our workforce
- Put mechanism in place to prioritise IAG development activity
- Develop authoring model for future customer journeys

In the longer term

- Forward plan for continuous improvement of our IAG and self service offer

Back Office / Internal Processes

Where do we want to get to?

- Our processes support our practice
- Behind the scenes, our processes are digital by default
- Our processes look, feel and flow like they are all part of the same system
- Our processes are effective and efficient

What are the current Challenges?

Page 52

Processes vary between teams and sometimes there is a lack of guidance about an agreed way to do things.

- This makes it hard for teams to understand how each other do things.
- We have too much avoidable demand. Our processes are not as effective and efficient as they could be.

What do we need to do?

In the short term

- Review processes impacted by Target Operating Model phase 1 implementation (in progress)
- Agree prioritisation criteria, design principles, governance and ownership for ongoing process review / continuous improvement (link to performance, practice development, identified avoidable demand)

In the longer term

- Catalogue processes
- Prioritise process review based on agreed criteria
- Systematic process review in line with best practice, design principles and developing design patterns
- Workforce development to support continuous improvement

Applications

Where do we want to get to?

- Applications exist to support our practice and our processes
- Applications are simple to use
- Our use of applications is confident and consistent
- We are making the most of the tools we have

What are the current challenges?

Page 53

Although we have a skilled internal development team for Liquid Logic / Controcc, development is driven by operational process requirements and is not always consistently prioritised or linked to best practice.

- Use of the system is inconsistent and there are gaps in staff knowledge.
- Development and ownership of other systems is unclear.

What do we need to do?

In the short term

- Short term application changes to support implementation of Target Operating Model phase 1 (in progress).
- Identify what applications we have, their product owners and capabilities. What can they do that we aren't making full use of?
- Identify decision making body (design authority?) and governance process to prioritise requirements and maintain integrity in line with practice priorities across all applications.
- Prioritise current development backlog for Liquid Logic
- Identify most urgent areas of inconsistency / underuse and develop training to resolve (blend of practice and systems).

In the longer term

- Standardise processes and design patterns to deliver them by
- Review process to elicit future requirements

Automation

Where do we want to get to?

- We automate wherever it makes sense to
- We use automation to minimise waste and speed up our processes
- We use our people to do the things that only a person can do
- We free up time to care

What are the current challenges?

Page 54

- We don't yet fully understand what automation can do for us (as a council as well as a service).
- We haven't really thought about our business processes in terms of automation potential.
- Our processes and data capture are often not sufficiently standardised.
- We are not fully utilising our existing applications (eg workflow).

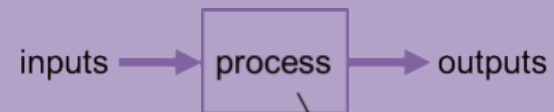
What do we need to do?

In the short term

- Identify pilot opportunities to start to prove the value and learn from
- Identify best practice / learning opportunities from other organisations who might be ahead of us

In the longer term

- Standardise data and processes – it's very hard to automate systematically until that's been done
- Identify and prioritise opportunities for automation across all business processes
- This will require ownership and governance



What are the business rules?
What needs a person?

Use of data

Where do we want to get to?

- We use data to make sound decisions
- We use outcomes of customer insight and audits arising from all frameworks to drive continuous improvement
- We are able to link datasets across the council and the city when we need to

What are the current challenges?

Page 55

- Our data recording is inconsistent so it's not always easy to find the data that we need (on a case by case look-up basis or for reporting).
- We don't always record the data that is needed to generate insights and business intelligence.
 - Lack of consistent data standards across the organisation.

What do we need to do?

In the short term

- Develop standards for the recording of data in our applications in line with practice and processes.
- Workforce development (internal) around data recording.
- Develop a repository of customer insight to inform continuous improvement (in progress).
- Ensure performance reporting requirements are considered for all new frameworks and change initiatives.

In the longer term

- Joint development of appropriate information sharing organisation wide to ensure we are aware when we need to work with other services around an individual's circumstances and to generate broader intelligence.

Working with partners

Where do we want to get to?

- We share information with our partners as standard so that customers can meet their outcomes quicker and don't have to tell the same story over and over again
- We share digital processes with our partners to enable multi disciplinary approaches and reduce duplication
- We know who is working on a case

What are the current challenges?

Page 56

We are culturally very apprehensive about sharing information we hold about someone, even when it's in their best interest.

- Our processes and systems are not always designed to facilitate information sharing with partners.

What do we need to do?

In the short term

- Provider portal implementation (Controcc).
- Provider review design and implementation.
- Workforce practice development and guidance that empowers staff to make decisions to share information appropriately based on the best interest of the person.
- Lead by example in giving partners access to our systems and information where appropriate.
- Ensure information sharing requirements (both ways) are considered as part of any framework or change initiative.

In the longer term

- Identify requirements and digital solutions to enable multi disciplinary team (MDT) working across organisations.
- Consider partner accessibility in all future developments.



Fundamental building blocks

(Common themes across all areas)

Ownership

There is currently a lot of digital related activity happening in disconnected pockets across the service. By bringing a view of it together and assigning ownership, we increase the clarity of vision and chance of successful delivery.

Governance

We need to consider a long term governance model so that we maintain visibility of our digital landscape and to ensure that decisions about new digital technology are made in line with AHSC practice requirements and design principles, as well as linking in with corporate governance channels as appropriate.

Links to practice

Our use of digital technology must support our practice model. Digital processes, systems and technology are only tools to help us deliver good practice and must be driven by practice requirements.

Workforce development

Supporting the workforce (internal and wider) will be key across all aspects of our use of digital technology. Staff need to know what's available, how to access it and how it works in order to carry out their roles in line with the practice model and support people effectively.

Design principles and standards

We already have design principles for the Target Operating Model which still apply, but we need to take this to the next level of detail when designing digital services so that the look, feel and flow of our systems is consistent and gets familiar to the user (whether that's our customers, our partners or our staff).

Embedding digital change

We will need to understand the impact of digital change and develop the skills to embed it effectively. The embedding phase is vital and often overlooked / under resourced. We will need to consider the design of ongoing support to embed the change with our staff, the wider workforce and customers.

Next steps

- Start to develop a roadmap
 - Existing programme activity
 - Gap analysis
 - Definition of further activity
 - Links and dependencies
 - Delivery Plan
- Identify an owner and other responsibilities

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