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Foreword

The past year has been a challenging one for everybody. Never before has technology transformed the way we live so rapidly – personally, socially, and professionally. People across Scotland have experienced the need to rapidly learn new skills to continue living and working in a connected and meaningful way. The importance of digital inclusion has been amplified during the pandemic.

Our ambition has always been to facilitate the use of technology to shift the focus of health and care systems from crisis intervention towards prevention, early intervention, enablement and supported self-management. Working through the crisis presented by the pandemic has provided us with opportunities to accelerate the mainstreaming of approaches that were in the early stages of development and adoption in early 2020. This includes the introduction of digital and technology in areas critical to recovery and remobilisation with prevention and enablement at the core of delivery. Covid-19 also showed us major gaps in digital service provision that we will address with the present delivery plan and in the years to come.

The central and crucial role of TEC's work has been showcased repeatedly over the past year and illustrates not only the impact of the work already done, but also the concurrent lateral thinking necessary to broaden the application of existing technology solutions into new areas, and clearly define unmet needs for new digital solutions. The refresh of the Digital Health and Care Strategy in the coming months; recovery and remobilisation plans and the implementation of recommendations set out in the Independent Review of Adult Social Care will all inform priorities going forward with a focus on improved outcomes and experiences for people of Scotland.

Our progress to date reflects the strength of our collaborations across Health and Care, and our ambitious programme of work for 2021-22 seeks to further solidify and broaden these partnerships for the benefit of citizens in Scotland. We are indebted to our cross-sector collaboration partners and every invested stakeholder who joined us on the journey to rapidly scale up existing delivery programmes and in designing and implementing new areas of focus to respond to immediate needs caused by the pandemic, as well as aspirations beyond it.

We are proud of what the TEC Programme team has achieved to date and delighted with the diverse and innovative plan for the coming year focusing on the wider opportunities to connect and engage citizens and services across Scotland.



Dr Margaret Whoriskey, Director
Technology Enabled Care (TEC) Programme



Peter Macleod, Chair
Digital Citizen Board

Introduction

Looking back...

Since its inception in 2015, the Technology Enabled Care Programme has systematically built the foundations, both digital and cultural, that have enabled Scotland's citizens to benefit from the range of digital public health and care services that became a lifeline for many over the past year. Critical to our ability to deliver the rapid scale-up achieved during Covid-19 has been our guiding principle of working in partnership at all times. Over time we have built strong partnerships and collaborations across government departments; local government; health boards; scrutiny, improvement and membership bodies; delivery and advocacy organisations and citizens themselves. It is the strength of these sustained partnerships that has enabled us to build national capacity over time and allowed for the necessary acceleration of implementation in response to the pandemic.

One year on from our last TEC delivery plan and much has changed, **Annex A** provides a summary update of progress over the past year. Covid-19 has been an important catalyst of change for digital health and care, with significant acceleration and adoption of digital approaches and tools to facilitate access to health and care services. The rate of change has been unprecedented, leading us to achieving considerably more than might have been expected. We anticipate that this progress will continue as we develop ambitious strategies to create the conditions for sustainable change while ensuring that the public remains at the centre of everything we do.

We have had to react to fast-changing priorities over the past year. Early in the pandemic it was recognised that care homes must be prioritised and so we developed our first Digital in Care Home Action Plan. The call

to action to address digital Inclusion was launched by the [Connecting Scotland Programme](#) and we have developed a strong partnership and collaboration, focusing initially on residents in care homes and laterally people at risk of drug deaths. There has also been greater focus on people self-managing conditions in their own home and so to meet demand we have had to increase our digital capabilities significantly. Now, more people than ever before are accessing important health and care information on platforms such as NHS Inform.

Looking forward...

Building upon refreshed governance across digital health and care that was developed before the pandemic, this will be our first Digital Citizen Delivery Plan, with oversight from the cross sector Digital Citizen Delivery Board. This plan reinforces the foundations that have been put in place by the Technology Enabled Care Programme and will now bring in a fresh perspective on the wider digital journey that citizens in Scotland go through to be able to access first class health, housing and social care services. There is an important interface with the Enabling Technology Programme and Board in support of the Digital Health and Care ambitions for Scotland and the plan will be supported by the forthcoming Data Strategy.

Partnership and collaboration will continue to be our key approach, in how we work, maximising the capacity and capabilities across health and care partners, at national and local levels as well as seeking out collaborations and knowledge exchange opportunities with other parts of the UK, Europe and further afield.

While COVID-19 has been a major driver of change over the past year, the publication in September 2020 of the Scottish Government's latest [Programme for Government](#) is an important catalyst for action. It included some significant commitments relating to digital health and care, providing an additional focus for the coming year on greater digital access to ensure that more people get the care and treatment they need. The recently published [Independent Review of Adult Social Care](#) sets out a significant programme of transformation and Digital will be a key enabler to supporting the many ambitions set out.

[A changing nation: how Scotland will thrive in a digital world](#) sets out the overarching vision which takes account of the radically changed environment and a significant focus on digital connectivity and digital inclusion.

A refresh of the Digital Health and Care Strategy is also in progress and our delivery plan will take account of emerging priorities building on the work underway.

Partners and Collaborators

We are working with organisations across Scotland, UK and internationally. The Delivery Plan is informed by and supporting a range of SG priorities and programmes and this has developed significantly in context of our COVID response. The programme involves all NHS Boards, health and social care partnerships, local authorities and a range of third sector, housing and independent care organisations and user groups. Our ongoing engagement with professional organisations across health and care is key to ensuring professional leadership and supporting culture, skills development and informing priorities. Opportunities to collaborate with academic partners supports evaluation and measuring impact of the programme and initiatives along with our collaboration with innovation centres supporting the innovation pipeline, working with industry partners, Scottish Enterprise etc.

Annex B sets out the range of organisations and partners funded as part of the 2021 Delivery Plan and/or co funded/co-sponsored programmes.

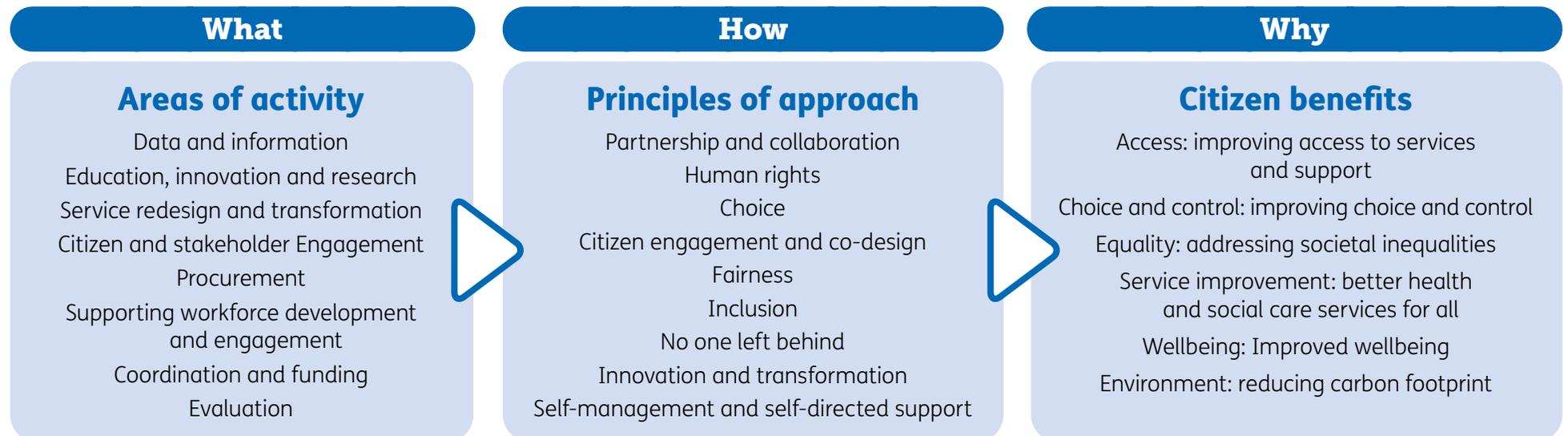
Digital Citizen Context

The context for our work remains largely the same; but there is now a greater appetite and necessity for digital approaches focusing on recovery, remobilisation and renewal. Scotland's Programme for Government (PfG) once again includes some important commitments relating to digital health and care with this year providing an additional focus on "greater digital access to care". The National Performance Framework (**Annex C**) continues to be our guiding light in how we assess and evaluate the impact of the work we are taking forward. We need to ensure that citizens have the choice, and are supported, to use and access digital tools and approaches, and that they are appropriate for their needs. In particular, the focus needs to be on improving the citizen experience across the health (primary and secondary care) and care journey; and support the associated system change required.

We recognise that data, now more than ever, is critical to everything we do in regard to digital health and care. The use of data has supported some of

the important decision making across some of the national priorities and it's important that we have a data focus on how we develop our own work. This Digital Citizen Delivery Plan sets out our aims to build upon the success seen by the TEC Programme, to refocus our attention on digital inclusion and supporting some of the most vulnerable people in society, to create the conditions for transformational and sustainable change and be delivered with an approach that is inclusive and collaborative: always keeping the citizen at the centre of our thinking, planning, and development of services and solutions.

While the development of our forward plan is exciting and ambitious in nature, all of our plans also consider that our health and care organisations are stretched in terms of resources, and fatigued from what this pandemic has presented them with. It is therefore set in the context of our health and social care services plans for remobilisation and will take account of the refresh of Digital health and Care Strategy priorities.



Our aim for the next year is to empower citizens to better manage their health and wellbeing, support independent living, and gain access to services through digital means. We know this is leading to a shift in the balance of care by using the tools and technologies that are already increasingly used for all other aspects of our lives.

The objectives for 2021-22 are:¹

- Embed a focus on Digital inclusion as a requirement with regard to how we develop and implement programmes, with a particular focus on residents in care homes, people at risk of drug-related death and other vulnerable groups
- Ensure a focus on prevention, and early intervention to promote health and wellbeing and timely access to health, care and support services including relevant health and care information and communications, for citizens regardless of where they live
- Promote effective approaches to citizen engagement to inform service planning and delivery
- Ensure the focus is on improving citizen experience of health and care services and support for the system changes required
- Spread the use of video consultations direct from people's homes (including care homes) or local centres to allow greater and more convenient access to both routine care and specialist support from anywhere in the country
- Deliver remote health pathways for long-term conditions by scaling-up our work on remote monitoring nationally to support prevention and supported self-care within priority care pathways
- Expand digital mental health services to ensure effective access across Scotland and for all ages
- Support greater independent living and healthy ageing by delivering a step-change in how technology is used as a cost-effective support, including maximising the service redesign opportunities presented by the shift from analogue to digital telecare services, and embracing smart sensor technology and consumer devices
- Up-scale the housing sector's use of digital technology to deliver services and support their tenants'/customers' health, support and wellbeing
- Facilitate all organisations involved in the delivery of care to sign up to the [Digital Participation Charter](#) to ensure that they are working towards everyone having basic digital skills
- Embed the Scottish Approach to Service Design, with citizen engagement that enables the co-design of programmes, services and product that meet their needs and delivers sustainable, fit for purpose service models
- Facilitate the development and application of innovative approaches working with the Digital Health and Care Innovation Centre (DHI) and other innovation centres and continue to actively engage with Europe and more widely to collaborate and gain new funding opportunities
- Build the knowledge and skills within the system to support and deliver key digital transformation capabilities
- Build an increased understanding of the digital tools that people want to be able to access health and care services

¹ These objectives will be further developed/refined in context of the refresh of the Digital Health and Care Strategy

Our Four Strategic Priorities

We have set out four key strategic priorities for 2021/22 through which we will deliver the above objectives. The range of programmes and deliverables set out below are mutually supportive, but for ease of reading the main programmes are each set under one of the priorities, although they contribute to all.

1 Addressing Inequalities and Promoting Inclusion

People living and working within Scotland's Care Homes have access to the digital support, training, equipment and tools they need to fulfil their needs

People using services and working in social care digitally access and participate as an equal partner in care in the community

People at risk of drug-related harm have digital access to a range of digital solutions and re-designed services that meet their needs, supporting prevention of drug-related deaths

2 Engaging citizens, staff and services through Co-design and Participation

Policy, strategy and services are created around Digital that work for as many citizens as possible

Pathfinders have embedded the Scottish Approach to Service Design in transforming care with and for citizens, ensuring that digitally enabled interventions facilitate preventative, upstream supports and a replicable model of coordinated national support exists

Technology Enabled Care is widely recognised as a cornerstone in designing health, care and support services

3 Redesigning Services – Improving Citizen Access/Promoting Wellbeing

Citizens can routinely access appointments remotely, with Near Me embedded as a business-as-usual tool

Access to remote monitoring solutions for citizens is increased across Scotland, extending and expanding the availability of Digitally Enabled Remote Health and Care Pathways, digital communications, and appointments

Expansion of digital mental health to support the mental health and wellbeing of the population of Scotland

Telecare services will transition to digital and be on an improvement journey to drive up standards of care, increase the focus on prevention and personalisation and exploit new technologies

Greater awareness, engagement and adoption of digital technology is achieved within housing

Develop a greater understanding of the digital tools that people want and need to be able to access health and care services

4 Innovating to Support Transformation

The market has been stimulated into providing suitable 'next generation' technologies

A process is in place that identifies innovative solutions, products and approaches that address key national priorities and can be adopted at scale into mainstream business-as-usual

Further UK & International funding collaborations have been established, bringing inward investment in support of improvements and innovations in Technology Enabled Care

Strategic Priority ①

Addressing Inequalities and Promoting Inclusion



We have significant opportunities to ensure Digital is instrumental in addressing inequalities and prompting inclusion. While this high-level aspiration is relevant across the whole delivery plan, we place a specific focus on some key areas during 21/22 while ensuring equality and inclusion are key principles across our entire approach.

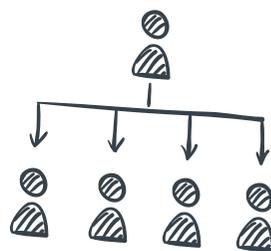
In collaboration with Connecting Scotland, we are working with partners to focus on residents in care homes, significantly disadvantaged during the pandemic and are extending this approach to wider social care and care at home. Together with partners we are developing and implementing a programme focused on people at risk of drug deaths, a significant issue for Scotland.

Developments in digital mental health focus on addressing inequalities through specific programmes including suicide prevention, people at risk of drug related death, people with learning disabilities and older adults. We are progressing work with NHS 24, and other partners across health and care, on how NHS Inform can be further developed as a digital front door for citizens.

Digital Approaches in Care Homes

This programme of work responds to the current and emerging needs of care home providers and their residents and to realise the benefits of digital technologies. The Action Plan supports delivery of the Digital Health & Care Strategy and is aligned and informed by a wide range of national strategies, plans and programmes.

This is a collaboration between the Digital Approaches in Care Homes group (represented by a sub team with representatives from TEC/Care Inspectorate/Scottish Care), care homes & those experiencing care, SSSC and the Connecting Scotland programme. The programme is further supported by DHI, the Digital Office for Local Government, COSLA and the Office of the Chief Social Work Advisor.



Plans for the year

- ▶ Deliver the digital inclusion programme with care homes, supporting staff skills development and addressing connectivity challenges
- ▶ Implement the [Digital Care Homes Action Plan](#) priorities
- ▶ Facilitate knowledge exchange of related digital health and care services
- ▶ Continue the development and implementation of digital services, such as Near Me, Remote Monitoring and the Care Home Assessment Tool (CHAT)
- ▶ Develop and define an “approach” within care homes that align with the work set out by the Clinical Model of Care Home Group
 - supports digital inclusion and encourages digital independence for those who receive care and support
 - identifies the ‘core’ digital requirements of care workers to support individuals to gain the most out of their digital device and recognize and adapt to changing needs (as part of the care plan)
 - provides care home staff with the necessary skills and confidence to use and benefit from digital technologies
- ▶ Collect and analyse data to understand the connectivity requirements within a care home to ensure quality access to digital engagement can be provided and sustained
- ▶ Report issues, opportunities and recommended next steps to the Scottish Government digital care home group to enable and sustain digital inclusion in care homes

Digital Approaches in Social Care

A programme of work with a distinct focus on social care will be initiated in 2021-22 to explore the applicability of existing technology uses and digital approaches within social care settings, as well as working with the social care sector to develop new solutions to the delivery of care in the community. The Plan supports delivery of the Digital Health & Care Strategy and is aligned and informed by a wide range of national strategies, plans and programmes, notably the recently published [Review of Adult Social Care](#).

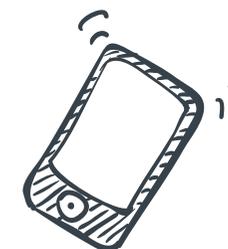
The ambition is that technology use and digital approaches are embedded within relevant social care policy; are considered part of good, complete wrap-around care; that the workforce will be well informed about, and confident to deploy the range of options; and that good practice examples are developed and reproduced across Scotland.

Plans for the year

- ▶ Complete scoping and engagement with key stakeholders in the social care sector with a view to refine and structure needs and asks in the context of the Review of Adult Social Care. Align findings with activities and progress within other areas of Scottish Government
- ▶ Develop a digital inclusion and access strategy for adult social care and an associated delivery plan
- ▶ Establish a delivery team and strong delivery partnership arrangements within the social care sector to ensure local ownership and longer-term ability to deliver the programme of activities



“The ambition is that technology use and digital approaches are embedded within relevant social care policy.”



Supporting Prevention of Drug Related Deaths through Technology and Digital Inclusion

This area of work constitutes two distinct but interconnected programmes with the aims of making a contribution to the prevention of drug deaths in Scotland by enabling digital inclusion and using technology to support at-risk individuals at the point of need.

- Overdose detection and responder alert technologies (ODART): an 18-month programme of work to transform preventative care for those most at risk of drug-related death. A collaboration with TEC, Drug Research Network Scotland Homelessness Division, Drug and Alcohol Division
- Digital Inclusion for the Prevention of Drug Deaths: a two-year programme of work contributing to the existing programme of work to prevent drug deaths in Scotland by addressing digital exclusion amongst people who use drugs with multiple and complex needs. It supports delivery of the priorities and recommendations of the Drug Deaths Taskforce, and of Overdose Detection and Responder Alert Technologies programme (ODART) and aims to develop digital solutions that support prevention of drug-related harm

The programme addresses digital exclusion among people who use drugs with multiple and complex needs and related citizen cohorts across Scotland, by building their digital capacity and capability, and contributing to the development of the organisations that support them in terms of digital skills, service adoption and innovation, collaboration, and data use.

Plans for the year

- ▶ Develop a suite of digital solutions through the delivery of the ODART work programme
- ▶ Use the approach developed through Connecting Scotland to source a package of devices, connectivity and training support to be provided to organisations to build digital inclusion for people with multiple and complex needs and those who support them
- ▶ Develop the 'Digital Access Fund' to provide grants to organisations to build their own capacity to tackle digital exclusion, support their own digital transformation and implement innovative solutions
- ▶ Identify and support development and testing of digital solutions that use apps and software with potential to have additional positive impact and build on existing programmes, such as NearMe and Remote Health Pathways
- ▶ Lead and coordinate sector engagement so that the needs of people being supported and the experience of providers is at the heart of the programme design and delivery and in particular influences the role of Connecting Scotland and the Digital Access Fund within the programme
- ▶ Establish an effective and accessible mechanism to gather learning, share practice, and develop solutions across the sector, drawing in particular on projects funded through the Digital Action Fund
- ▶ Agree an evaluative framework and put in place data gathering to provide better understanding of digital needs and effective approaches

Strategic Priority ②

**Engaging with
citizens and
staff/services
through
co-design and
participation**

We are taking forward a specific programme to support citizen engagement, in partnership with The Health and Social Care Alliance Scotland (the ALLIANCE) and other stakeholders. The programme sets the benefits and barriers in the development and delivery of digital services, especially as they scale up. This builds on the extensive citizen engagement exercise conducted on Near me in 2020.

Our commitment to facilitate adoption of the Scottish Approach to Service Design (SAAtSD) is being progressed as part of our Transforming Local Systems Pathfinder programme to facilitate local partnerships to design – with and for citizens – preventative and digitally enabled services and supports. This will inform our wider approach for digital health and care.

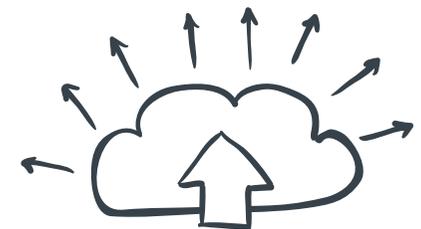
Facilitating wider knowledge exchange; workforce digital skills development; digital knowledge and skills in support of the wider workforce programme along with a focus on data, effectiveness and evaluation supports the aims for a digitally enabled ecosystem focusing on improved outcomes for citizens; and cost-effective service delivery.

Citizen Engagement

This new programme scopes out where and how to focus efforts to optimise citizen engagement relating to the development and delivery of digital health and care solutions. It identifies effective ways of empowering citizens to better manage their health and wellbeing, support independent living and access to services through digital means when appropriate for them. This allows us to seek and listen to feedback to find out about what works and what does not in line with the Scottish Approach to Service Design, and its emphasis on co-production and the citizen voice.



“This new programme scopes out where and how to focus efforts to optimise citizen engagement relating to the development and delivery of digital health and care solutions.”



Plans for the year

- ▶ Develop a programme of engagement, supported by the Health and Social Care Alliance including forming a Digital Panel
- ▶ Identify best practice in citizen engagement, including innovative methodologies, which consider language, cultural and other barriers to effective engagement
- ▶ Identify voices currently absent from the engagement process and ways of hearing from them
- ▶ Develop a citizen engagement action plan

Transforming Local Systems

The **Transforming Local Systems Pathfinder Programme** adopts the Scottish Approach to Service Design (SAAtSD) to facilitate local partnerships to design – with and for citizens – preventative and digitally enabled services and supports.

Four pathfinder areas were selected for a two to three-year programme from April 2019 to test this design-led approach in relation to an important aspect of system transformation across their health and social care partnerships. Each pathfinder works with a different cohort of citizens, including their families, carers and staff.

The Pathfinder Programme is a collaboration with Healthcare Improvement Scotland's iHub, the Office of the Chief Designer and Scottish Government Health & Care Integration, alongside Health & Social Care Partnerships and their local partners.



Plans for the year

- ▶ Provide co-designed, tailored support for Lead pathfinders as they undertake Develop and Deliver phases of the double diamond, and undertaking Reviews in line with completing these phases
- ▶ Agree and deliver a programme of engagement and support for Named Partners which facilitates a spread of the Scottish Approach to Service Design and contributes to system transformation in Lead Pathfinder and Named partner areas, including implementing a programme of learning about the SAAtSD with named partners
- ▶ Continue to review the Theory of Change, objectives and steps to deliver in collaboration with stakeholders
- ▶ Continue to populate the established cloud-based platform with information, evidence, case examples etc. for formative evaluation and knowledge exchange
- ▶ Support Lead Pathfinders in setting out their local Theory of Change and related information gathering and reporting
- ▶ Use evidence gathered in shared learning and evaluation of the programme
- ▶ Using a case-by-case approach, identify and address barriers for Lead Pathfinders that require coordinated support from national agencies
- ▶ Continue to develop and refine the multi-agency, multidisciplinary national pathfinder team model of coordinated support so that it can be adapted and replicated
- ▶ Contribute to the future development of the Scottish Approach to Service Design

Facilitating Digital Knowledge and Skills

People working in health and social care and those using their services must have the skills and confidence to adapt to new technologies and new ways of working. The lead role for workforce development and organisational development rests elsewhere (primarily with NES and SSSC). Our role is supporting the work of others by providing the content, including the evidence base, about Technology Enabled Care, shared learning and knowledge transfer. In 2021/22 we are redesigning our website, publishing a communications strategy and holding numerous events, including our annual DigiFest conference.

Our impact depends on the quality of our relationships with our partners at international, national and local level and across the sectors – health, social care, housing, public, independent and third sectors. We are continuing our existing Scottish programmes in housing, the third sector and with Young Scot. In addition, we have initiatives to support greater engagement with the independent sector and people working in social care about Technology Enabled Care. Internationally, we are continuing our active participation in key international networks.



Plans for the year

- ▶ Organise online conferences, learning events and other materials that engage our partners and stakeholders, providing them with the information that they need
- ▶ In collaboration with partners deliver DigiFest 2021 and learning network events
- ▶ Continue to improve the data that is collected about the use of technology and its impact
- ▶ Measure the effectiveness of the national programme and undertake evaluation of specific projects as appropriate with associated framework
- ▶ Further develop the TEC website to provide an easily accessible repository of relevant and useful information
- ▶ Working with SCVO to support the development of digital skills, building on their Digital Participation Charter
- ▶ Develop Communications Strategy and associated plan
- ▶ All organisations supported by the Technology Enabled Care programme are aware of the Digital Participation Charter to ensure that they are working towards extending digital skills
- ▶ Continue our engagement with Young People in partnership with Young Scot

Strategic Priority ③

Redesigning services – Improving Citizen Access / Promoting wellbeing

We are continuing the acceleration and scale up of digital approaches, tools and services to support sustainable Business As Usual (BAU) models of service delivery, improved access and with a focus on prevention, early intervention and self-management. Collaborating with partners across health, social care and housing we are extending services such as Near Me to enable access across social care and wider public services. We are expanding opportunities for self-management through remote monitoring and supporting delivery of key programmes such as Modern Patient Pathways (MPP), primary care and unscheduled care.

The significant acceleration of digital mental health services supports the increase in demand by maximising the impact of technological solutions and digital services. This includes a focus on children and young people, perinatal services, drug related deaths and suicide prevention.

We are supporting the aims in the Independent Review of Adult Social Care by further developing the contribution of Telecare and other technologies and in collaboration with Local Government Digital Office continue to ensure the essential analogue to digital switch.

As a key partner our TEC Housing programme continues to build on the TEC Housing Charter ensuring we maximise the reach of housing services in context of social landlord sector.

Other developments to improve access will be considered in line with priorities set out in the refresh of the Digital health and Care Strategy, such as online appointments; access to prescriptions; approaches to facilitate information for shared care with family members.

Near Me Video Consultations

Near Me is a video consulting service that enables people to attend appointments from home or wherever is convenient. The service is already widely used across NHS Scotland for health and care appointments with around 20,000 consultations being held every week. The service is now being rolled out across a wide range of public services and is being developed in social care.

Scaling up video consultations is a key national priority. The scale-up of Near Me is progressing well, with consultation numbers vastly increased over the last year. In 2021/22 the programme will continue to spread the use of video consultations direct from people's homes (including care homes) or local centres to allow greater and more convenient access to both routine care and specialist support from anywhere in the country.



Plans for the year

- ▶ Continue to support the development and further adoption of Near Me within the Health Sector using a quality improvement process
- ▶ Develop the use of video calling for group consultations and group learning. Have a suitable platform available that meets user, security and information governance requirements
- ▶ Extend the use of Near Me within wider public services
- ▶ With an initial focus on Care Homes, embed the use of Near Me within Social Work. In collaboration with the Office of the Chief Social Worker (OCSWA) develop a rapid scale up for Near Me to support care reviews for care home residents
- ▶ Embed and extend the use of Near Me across a range of services including social care, independent care and the third sector
- ▶ Develop approaches to extend the usage of Near Me within the Housing Sector
- ▶ Embed the use of Near Me into undergraduate programmes within higher education
- ▶ Undertake a range of enabling activities – continuing to share learning through the Near Me Network, evaluating the impact of Near Me, and producing learning and support materials
- ▶ Continue to support equity of access to Near Me

Remote Health Pathways

This new and emerging programme of work builds on specific pre-COVID activities of the TEC Programme's **Remote Health Monitoring** initiative and the Modernising Patient Pathways Programme's **Asynchronous Consultations** initiative. COVID-19 has generated a significant increase in demand for remote patient services and the Remote Health Pathways programme has emerged as a means to manage and coordinate work across a much wider range of related activities.



“COVID-19 has generated a significant increase in demand for remote patient services.”

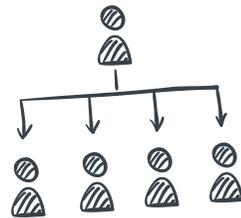
Plans for the year

- ▶ Implement a Nationally agreed approach to remote health monitoring pathways development and approvals
- ▶ Procure an improved National Remote Health Monitoring and communication solution and early adopters are using the ‘live’ system
- ▶ Complete rollout of COVID 19 upgraded Pathway as appropriate and extend patient cohorts
- ▶ Ensure that appropriate digital supports are in place to support Long COVID pathway
- ▶ Pathways to support COVID recovery and mobilisation in collaboration with MPP pathway programme for heart failure and respiratory disease, pre assessment available for usage by Spring 2021
- ▶ Digital GP (including online consulting), triage as a Once for Scotland approach is in place
- ▶ Arrangements in place to transition digital dermatology services to business as usual
- ▶ At least an additional 20,000 citizens are benefitting from remote health monitoring of hypertension, and 50% of GP practices are engaged with all Health Boards utilising remote monitoring for Blood Pressure Monitoring
- ▶ Sustainable arrangements are in place for asynchronous appointments

Digital Mental Health

The programme addresses the increase demand for mental health services by maximising the impact of technological solutions and digital services. The programme is divided into five parallel workstreams that covers: development of digital therapy, self-management and video enabled therapy, development of infrastructure, innovation, management, governance and long-term sustainability of digital within mental health settings.

This year, we are expanding significantly the development of technological enabled services for mental health conditions, providing evidence-based treatment that addresses the growing demand for services across Scotland. This builds on earlier work in supporting scale up of computerised CBT (cCBT).



Plans for the year

- ▶ Digital therapy service including cCBT continues to be expanded and developed
- ▶ Complete the national rollout of the Child and Young Person (CYP) cCBT service
- ▶ Proposals for Children and Young People digital service expansion are further developed through assessment of product and the development of a national model of service delivery
- ▶ Expand the Availability of digital therapies through self-referral
- ▶ Complete the national rollout of the Perinatal cCBT service
- ▶ Establish a national evaluation approach for digital mental health
- ▶ Establish a National Innovation Hub or Cluster in collaboration with the DHI
- ▶ Undertake a review of digital service options around key priority areas including the digital excluded, suicide prevention, older adults, drug related deaths, and learning disability which informs priorities around digital developments

“We are expanding significantly the development of technological enabled services for mental health conditions, providing evidence-based treatment that addresses the growing demand for services across Scotland.”

Telecare

In partnership with the Local Government Digital Office (LGDO) and TEC in Housing, we are focusing on maximising the service redesign opportunities presented by the shift from analogue to digital telecare services; and imperative to support the analogue to digital transition. This includes adopting a more proactive and intelligence-led approach, ensuring more citizens have consistent experiences of telecare services, and smart sensor technology and consumer devices are embraced.

TEC, working with LGDO, TEC in Housing and other agencies continue to engage with telecare service providers and other key stakeholders to provide leadership and support to drive continuous improvement, transformation and innovation in telecare deployment and service delivery.

- Telecare services:
 - support people to live safely at home with greater confidence, independence and freedom – often preventing or delaying admissions to care homes and hospitals, as well as supporting people on discharge from hospital
 - provide the person, their carers and families with peace of mind and assurance of a rapid response should an incident occur
- More proactive and integrated service approaches are currently being explored, which aim to support wellbeing and self-management, as well as anticipate and prevent crises

Telecare is central to supporting greater independent living and healthy ageing and can deliver a step-change in providing cost-effective support.

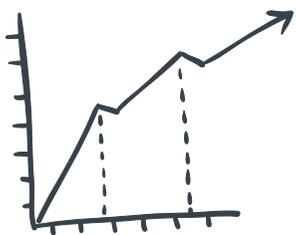
Plans for the year

- ▶ 25 telecare service providers are transitioned from analogue to digital Telecare services covering at least 10,000 citizens
- ▶ Increase awareness, capacity and engagement of the telecare sector in Scotland to enable greater understanding of the urgent need for transition to digital
- ▶ LGDO will continue to lead the programme and support in the analogue to digital transition, including housing associations and co-operatives, whilst we will also be creating opportunities to redesign services, and exploiting the capabilities of upgraded telecare solutions
- ▶ Continue to develop and further iterate the Digital Telecare Playbook, an online depository, which accelerates service provider transition and supports scale up of digital telecare
- ▶ Support Telecare Services to increasingly use data to plan, deliver and improve care and support, specifically by adopting the national telecare minimum data set, and participating in telecare benchmarking
- ▶ Develop greater consistency across Scotland of core telecare service processes, starting with access to telecare, assessment and review, to ensure telecare is an enabler for achieving the outcomes that matter to people
- ▶ Broaden the Telecare service offer – to embed proactive approaches, and consider consumer technologies as part of the telecare package
- ▶ Commence the Reimagining Telecare work stream, engaging widely to co-create shared ambitions for telecare and future integrated telecare delivery models
- ▶ Continue to work with Alzheimer Scotland to further develop the About Digital and Me (ADAM) Tool and Purple Alert, to improve outcomes for people with dementia and their families

TEC In Housing

In collaboration with the Scottish Federation of Housing Associations (SFHA) the aim of the TEC in Housing (TECH) programme is to up-scale the housing sector's use of digital technology to deliver services and support their tenants'/customers' health, support and wellbeing.

We will build on the work programme to date focussing on promoting awareness of and encouraging commitment to the [TECH Charter](#) amongst the social housing sector and developing a TEC in Housing learning and collaboration network to support housing providers further develop their contribution to TEC. We will continue to have a focus on understanding the digital readiness of Social Landlords in relation to the transition from analogue to digital Telecare and identifying appropriate support for the sector and ensuring the ongoing integration of housing into established digital health and wellbeing programmes.



Plans for the year

- ▶ Build knowledge and understanding amongst housing providers and their customers of the benefits of TEC and the ways that it can support a sustainable shift to preventative, community approaches to health, wellbeing and independence across the housing sector
- ▶ Be a catalyst to bringing housing, health and care closer to support mobilisation of the housing sector to achieve overarching TEC objectives
- ▶ Housing providers with warden call systems are aware of the switch from analogue to digital and their support needs are clearly communicated to the Scottish Government
- ▶ Work with partners to develop a knowledge exchange inspire, encourage and support Social Landlords to fulfil their TECH Charter pledges
- ▶ Work with social landlords to develop/collate shared resources that are required to upscale TEC across the sector
- ▶ Work with customers and partners to test the attitudes, experiences & impact of technologies that support health and well-being
- ▶ Work with customers and partners to share customer experiences of TEC products and services to enable others to be better informed of ways that TEC may be of benefit to them

Digital Front Door

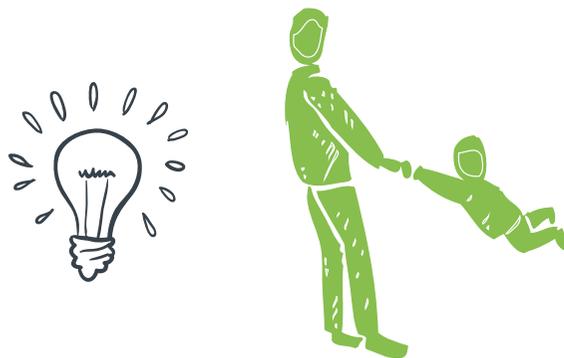
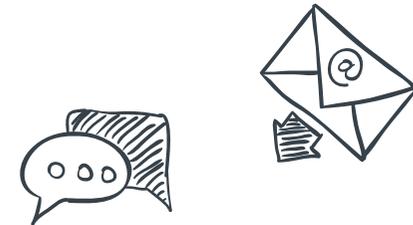
The pandemic has had a profound influence on the ways in which health and care has been delivered in Scotland. This has led, in many cases to greater focus on the design and delivery of services along with a much wider acceptance of digital channels as a primary option in accessing care services.

It is important that we build on the momentum of the public and staff showing a willingness to utilise digital tools both in health and care but also in all of our day to day lives. This means developing a greater understanding of the digital tools that people want and need to be able to access health and care services. This could include but is not limited to – being able to access care records, update personal information, attend an appointment digitally, book or change an appointment online or order a prescription.

This will require a longer term collaborative and transformative approach to enhance public facing services. It will also be a joint endeavor as part of plans for a refreshed digital health and care strategy for Scotland and will build upon and complement key programmes of work that are already underway or in place across Scotland already including plans for a National Digital Platform.

Plans for the year

- ▶ Begin a process of engagement to learn from work already taken forward in Scotland including NHS Greater Glasgow and Clyde's citizen portal and review current models of accessing public services such as through Local Authorities
- ▶ Take forward initial scoping of service design work to look at the public facing tools that could provide greatest impact for service users, and understand the infrastructure requirements to inform the development of an outline Business Case



“It is important that we build on the momentum of the public and staff showing a willingness to utilise digital tools both in health and care but also in all of our day to day lives”



Strategic Priority 4

Innovating for Transformation

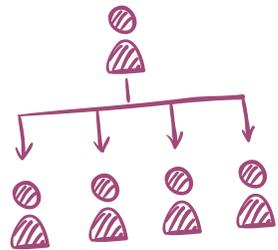


Digital Innovation

We continue to collaborate with the Digital Health and Care Innovation Centre and other innovation centres to maximise opportunities for a pipeline of innovation through to supporting adoption and scale. We will ensure our work is informed by and informs the national innovation programme across health and care and the work of the Innovation Steering Group.

Through the work of our International Engagement Team, we are continuing to seek out opportunities for collaboration, inward investment and knowledge exchange, positioning Scotland's reputation as a digital health and care nation.

Advances in technology continue at pace. Partners working to improve people's health and wellbeing need access to a pipeline of improvements and innovations in Technology Enabled Care that are effective, able to be adopted at scale and support the delivery of key national priorities. Working with the Digital Health & Care Innovation Centre (DHI), we will identify future service innovations that have the greatest potential for scale up. We will also fund further Test of Change activities to support the pipeline of innovations with the potential to scale up.



“We are continuing to seek out opportunities for collaboration, inward investment and knowledge exchange.”

Plans for the Year

- ▶ Progress large scale collaborative projects working in partnership with the DHI for regional and national scale up aligned to strategic themes and readiness levels, including the Moray Growth Deal bid, Dynamic Scot, Right Decision Support Service and Clinical Access Tool (CAT)
- ▶ Generate proof of concept projects in the DHI Exchange which deliver new data sharing methods and co-design six use cases to seed next generation services
- ▶ Further develop our UK & International funding collaborations, bringing inward investment in support of improvements and innovations and industry collaborations
- ▶ Fund and support further Tests of Change to support the pipeline of innovations that offer the potential for future scale up
- ▶ Organise a range of national and international of knowledge exchange activities that will promote achievements and Scotland's reputation as a leader in digital health and care and foster collaborations
- ▶ Facilitate engagement activities within networks, clusters and partners to identify and deliver new opportunities for collaboration on data, digital and innovation
- ▶ Maximise impact and knowledge exchange adopting relevant learning in projects and activities

International Engagement

The International Engagement Team's remit seeks out and maximises opportunities for knowledge exchange and collaboration with international stakeholders to support the sustainable development and delivery of digital health and care services for the people of Scotland.

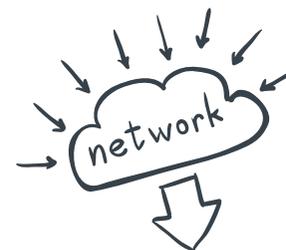
The Team works closely with national and international organisations from: health, social care and housing, third sector, policy, academic and sectors to develop sustainable digital health and care services. The Team seeks to:

- identify international best practice to extend our knowledge base and inform policy in digital health and care
- identify collaboration opportunities for Scottish digital health and care stakeholders
- secure new funding for digital health and care research and innovation activities in Scotland

The International Engagement Team continues to secure opportunities for Scotland to collaborate with international partners in digital health and care research and innovation activities and promotes Scotland's reputation as a leader in digital health and care.

Plans for the Year

- ▶ Promote / disseminate Scottish and international digital health and care initiatives via the Digital Health and Care Learning Network activities
- ▶ Facilitate targeted knowledge exchange with international regions on digital health and care topics
- ▶ Influence the national, European and international digital health and care landscape via active participation in key international networks
- ▶ Collaborate with key strategic partners through the implementation activities associated with our Memorandums of Understanding
- ▶ Successful delivery of funded project activities in IET portfolio
- ▶ Secure new funding in support of Scotland's digital health and care research and innovation agenda



Annex A – Our Journey Since COVID

Rapid Scale up

Near Me has seen significant scale up and adoption from 300 appointments a week in March to over 22,000 a week currently. Building on the experience in health we are progressing a dedicated social care Near Me programme and facilitating access for wider public services. The ability to facilitate widespread adoption of Near Me over a very short timescale built on work over past few years and collaboration with Healthcare Improvement Scotland, Scottish Access and NHS NES. Digital Mental Health has also seen a rapid scale up of programmes over past eight months including the rapid expansion of cCBT and deployment of Internet Enabled CBT services across all territorial Health Boards.

Refocus and expansion

Remote Health Pathways developed from the TEC Home Mobile Health Monitoring (HMHM) which is supporting national scale up of Blood Pressure monitoring. COVID saw the ability to mobilise capabilities, experience and existing technologies to progress a COVID Tele – monitoring pathway, and a number of other innovation projects to enable a shift to scale up to enable citizens to participate in supported self-management for a range of conditions. Collaboration with Digital Health and Care Innovation centre and national programmes such as Modernising Patient Pathways, Primary Care, has enabled a focus on a number of pathways to support COVID recovery and mobilisation.

Telecare is a programme in partnership with Local Government Digital Office building on earlier TEC programme and earlier work supported by Scottish centre for Telehealth and Telecare. Continuing the imperative to support local authorities and IJBs to deliver the analogue to digital transition, opportunities to support proactive /wellbeing calling and remote working has been progressed as a response to COVID. There is close collaboration with Housing and our programme with Scottish Federation of Housing Associations (SFHA) with a focus on awareness, skills and application of TEC. Given the reach of social housing sector is circa 50,000 people in Scotland there is a significant opportunity to ensure the ongoing integration of housing into established digital health and well being programmes.

New programmes

New priorities emerged including **Care Homes**, Care at Home and Drug Death Interventions. The call to action to address digital Inclusion is being led by the Connecting Scotland programme and we are working in collaboration with a current focus on care home residents and Near Me with deep end practices.

Keeping a focus on co design and citizen engagement

The [Transforming Local Systems pathfinders](#) are adopting the Scottish Approach to Service Design (SAatSD) to facilitate local partnerships to design – with and for citizens – preventative and digitally-enabled services and supports. In the recent emergency environment, we have all had to adapt to where we have to work at pace to deploy and support digital adoption – we need to ensure the co design principles and engagement continue to shape our programmes going forward.

Our collaboration with [Young Scot](#) has brought the young person's voice to how digital can support health and care and the Young Scot panel report on opportunities for TEC published in December 2020.

Innovation

We have seen and supported great examples of innovation in response to COVID and a willingness to share, work out with silos and with a clear focus on making a difference. The DHI, working with local boards and national organisations, has progressed a number of key initiatives, re purposing existing technology and approaches that will inform developments going forward.

The TEC Programme Test of Change initiative supports service innovation in Health and Care with a particular focus on supporting local teams to use proven technologies to improve services and outcomes. It employs a 'pipeline' model of investment that nurtures new approaches through proof of concept, proof of value and proof of scalability cycles to inform scale-up and investment proposals.

In April 2020 the main Test of Change initiative was suspended in support of the Health and Care COVID-19 response. However, some activities were able to continue and two new 'accelerated' tests of change have been supported as part of the COVID-19 response.

Annex B – Our Partners and Collaborators

- Access Collaborative
 - Alzheimer Scotland
 - Care Inspectorate
 - Coalition of Care Providers Scotland
 - Connecting Scotland
 - COSLA
 - Drug Deaths Taskforce
 - Drug Research Network Scotland
 - Digital Health & Care Innovation Centre
 - Digital Office for Local Government
 - Health and Social Care Alliance Scotland (the ALLIANCE)
- IRISS
 - Modernising Patient Pathway Programme
 - NHS 24
 - NHS HIS
 - NHS NES
 - NHS NSS
 - Overdose Detection and Responder Alert Technologies programme (ODART)
 - Scottish Ambulance Service
 - Scottish Care
 - Scottish Council for Voluntary Organisations
 - Scottish Diabetes Technology and Innovation Group
- Scotland Excel
 - Scottish Federation of Housing Associations
 - Scottish Fire and Rescue Service
 - Scottish Government Health and Care Directorates, Digital Directorate, Directorate Housing and Social Justice, and Office Chief Social Work Advisor
 - Scotland Housing Network (SHN)
 - Scottish Social Services Council
 - Social Work Scotland
 - Turning Point Scotland
 - Young Scot

Annex C – National Performance Framework

 Through our **innovation workstream** we **develop services and products** that boost the Scottish economy and can **secure inward investment** via successful bids for funding.

 International Engagement Team, and partners in DHI, host **study visits**, **promotes Scotland's experience** and works **collaboratively with international partners**.

 Sharing opportunities and equal access to services by supporting digital inclusion through our **Care Homes and Drug Death prevention work**.

Connecting people and reducing travel costs through **video consultations, remote health monitoring & digital telecare**.

 **Pathfinder** programme is seeking to transform local systems by placing people and communities at the centre of re-design.

Increased Digital Inclusion through our **Care Homes and Drug Death prevention work**.

The **TEC Housing Charter** encourages housing providers to use and promote TEC.

 Our **Young Scot programme** engages young people in shaping TEC for the future.

 Supporting work force development through **national conference, learning events, networks and learning materials on tec.scot website**.

TEC Learning is available on **NES TURAS Platform**.

 Supporting the Digital Health & Care Institute to develop an **innovation pipeline** and test new approaches in **partnership with industry**.

 Supporting **independent living and self management** through scaling up digital telecare, remote health monitoring, video consultations and digital mental health.

Developing & testing innovative approaches that use digital technology to **improve diagnosis, assessment and treatment**.

 **Video consultations and remote health monitoring** scale up programmes reduce gas emissions by avoiding the need for patients and staff to travel to appointments as well as increasing our "health miles".

 Our **International Engagement Team** learn from and share good practice with other nations and different cultures.

Adapting to meet the needs of the remote and rural areas of Scotland. Providing equality and diversity with **Scottish Approach to Service Design**

 We support people's rights through **TEC Housing Charter and Digital Participation Charter**.



Annex D – Full Plan

Aim	Deliverable
Strategic Priority 1 – Addressing Inequalities and Promoting Inclusion	
Digital Approaches in Care Homes	
People living and working within Scotland’s Care Homes have access to the digital support, training, equipment and tools they need to fulfil their needs	Deliver the digital inclusion programme with care homes, supporting staff skills development and addressing connectivity challenges
	Implement the Digital Care Homes Action Plan priorities
	Facilitate knowledge exchange of related digital health and care services
	Continue the development and implementation of digital services, such as Near Me, Remote Monitoring and the Care Home Assessment Tool (CHAT)
	Develop and define an “approach” within care homes that align with the work set out by the Clinical Model of Care Home Group
	Collect and analyse data to understand the connectivity requirements within a care home to ensure quality access to digital engagement can be provided and sustained
	Report issues, opportunities and recommended next steps to the Scottish Government digital care home group to enable and sustain digital inclusion in care homes
Digital Approaches in Social Care	
People using services and working in social care digitally access and participate as an equal partner in care in the community	Complete scoping and engagement with key stakeholders in the social care sector with a view to refine and structure needs and asks in the context of the Review of Adult Social Care. Align findings with activities and progress within other areas of Scottish Government
	Develop a digital inclusion and access strategy for adult social care and an associated delivery plan
	Establish a delivery team and strong delivery partnership arrangements within the social care sector to ensure local ownership and longer-term ability to deliver the programme of activities

Aim	Deliverable
Supporting Prevention of Drug Related Deaths through Technology and Digital Inclusion	
ODART Programme	
People at risk of drug-related harm have digital access to a range of digital solutions and re-designed services that meet their needs, supporting prevention of drug-related deaths	Develop a solution to detect onset of overdose and alert a responsible person
	Develop an Overdose First Responder application that bystanders who witness a suspected overdose can use to alert and seek assistance
	Support the Community provision of ‘Naloxboxes’
	Develop approach to facilitate remote addiction consultations
Digital Inclusion and Digital Solutions Programme	
People at risk of drug-related harm have digital access to a range of digital solutions and re-designed services that meet their needs, supporting prevention of drug-related deaths	Source a package of devices, connectivity and training support to be provided to organisations to build digital inclusion for people with multiple and complex needs and those who support them
	Develop the ‘Digital Access Fund’ to provide grants to organisations to build their own capacity to tackle digital exclusion, support their own digital transformation and implement innovative solutions
	Identify and support development and testing of digital solutions that use apps and software with potential to have additional positive impact and build on existing programmes, such as Near Me and Remote Health Pathway
	Lead and coordinate sector engagement so that the needs of people being supported and the experience of providers is at the heart of the programme design and delivery and in particular influences the role of Connecting Scotland and the Digital Access Fund within the programme
	Establish an effective and accessible mechanism to gather learning, share practice, and develop solutions across the sector, drawing in particular on projects funded through the Digital Action Fund
	Agree an evaluative framework and put in place data gathering to provide better understanding of digital needs and effective approaches
	Source a package of devices, connectivity and training support to be provided to organisations to build digital inclusion for people with multiple and complex needs and those who support them

Aim	Deliverable
Strategic Priority 2 – Engaging citizens, staff and services through co-design and participation	
Citizen Engagement Programme	
Policy, strategy and services are created around Digital that work for as many citizens as possible	Develop a programme of engagement, supported by the Health and Social Care Alliance including forming a Digital Panel
	Identify best practice in citizen engagement, including innovative methodologies, which consider language, cultural and other barriers to effective engagement
	Identify voices currently absent from the engagement process and ways of hearing from them
	Develop a citizen engagement action plan
Transforming Local Systems	
Pathfinders have embedded the Scottish Approach to Service Design in transforming care with and for citizens, ensuring that digitally enabled interventions facilitate preventative, upstream supports and a replicable model of coordinated national support exists	Provide co-designed, tailored support for Lead pathfinders as they undertake Develop and Deliver phases of the double diamond, and undertaking Reviews in line with completing these phases
	Agree and deliver a programme of engagement and support for Named Partners
	Continue to review the Theory of Change, objectives and steps to deliver in collaboration with stakeholders
	Continue to populate the established cloud-based platform with information, evidence, case examples etc. for formative evaluation and knowledge exchange
	Support Lead Pathfinders in setting out their local Theory of Change and related information gathering and reporting
	Use evidence gathered in shared learning and evaluation of the programme
	Using a case-by-case approach, identify and address barriers for Lead Pathfinders that require coordinated support from national agencies
	Continue to develop and refine the multi-agency, multidisciplinary national pathfinder team model of coordinated support so that it can be adapted and replicated
Contribute to the future development of the Scottish Approach to Service Design	

Aim	Deliverable
Facilitating Digital Knowledge and Skills	
Technology Enabled Care is widely recognised as a cornerstone in designing health, care and support services	Organise online conferences, learning events and other materials that engage our partners and stakeholders, providing them with the information that they need
	In collaboration with partners deliver DigiFest 2021 and learning network events
	Continue to improve the data that is collected about the use of technology and its impact
	Measure the effectiveness of the national programme and undertake evaluation of specific projects as appropriate with associated framework
	Further develop the TEC website to provide an easily accessible repository of relevant and useful information
	Working with SCVO to support the development of digital skills, building on their Digital Participation Charter
	Develop Communications Strategy and associated plan
	All organisations supported by the Technology Enabled Care programme are aware of the Digital Participation Charter to ensure that they are working towards extending digital skills
	Continue our engagement with Young People in partnership with Young Scot

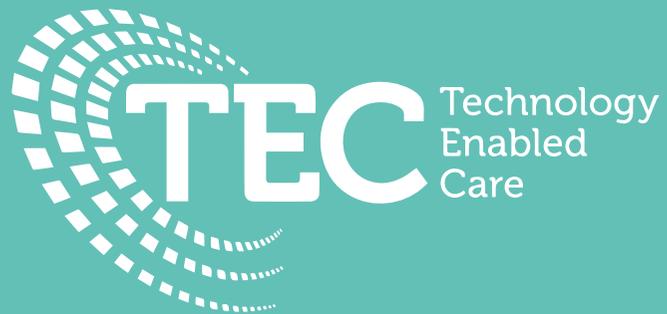
Aim	Deliverable
Strategic Priority 3 – Redesigning Services – Improving Citizen Access/Promoting Access	
Near Me Video Consultations	
Citizens can routinely access appointments remotely, with Near Me embedded as a business-as-usual tool	Continue to support the development and further adoption of Near Me within the Health Sector using a quality improvement process
	Develop the use of video calling for group consultations and group learning. Have a suitable platform available that meets user, security and information governance requirements
	Extend the use of Near Me within wider public services to see video mediated services developed across a range of services and sectors
	With an initial focus on Care Homes, embed the use of Near Me within Social Work. In collaboration with the Office of the Chief Social Worker (OCSWA) develop a rapid scale up for Near Me to support care reviews for care home residents
	Embed and extend the use of Near Me across a range of services including social care, independent care and the third sector
	Develop approaches to extend the usage of Near Me within the Housing Sector
	Embed the use of Near Me into undergraduate programmes within higher education
	Undertake a range of enabling activities – continuing to share learning through the Near Me Network, evaluating the impact of Near Me, and producing learning and support materials
Continue to support equity of access to Near Me	

Aim	Deliverable
Remote Health Pathways	
Access to remote monitoring solutions for citizens is increased across Scotland, extending and expanding the availability of Digitally Enabled Remote Health and Care Pathways and digital communications and appointments	Implement a Nationally agreed approach to remote health monitoring pathways development and approvals
	Procure an improved National Remote Health Monitoring and communication solution and early adopters are using the 'live' system
	Complete rollout of COVID 19 upgraded Pathway as appropriate and extend patient cohorts
	Ensure that appropriate digital supports are in place to support Long COVID pathway
	Pathways to support COVID recovery and mobilisation in collaboration with MPP pathway programme for heart failure and respiratory disease, pre assessment available for usage by Spring 2021 Digital GP (including on line consulting) Triage as a Once for Scotland approach is in place.
	Arrangements in place to transition digital dermatology services to business as usual
	At least an additional 20,000 citizens are benefitting from remote health monitoring of hypertension, and 50% of GP practices are engaged with all Health Boards utilising remote monitoring for Blood Pressure Monitoring
	Sustainable arrangements are in place for asynchronous appointments
Digital Mental Health	
Expansion of digital mental health to support the mental health and wellbeing of the population of Scotland	Digital therapy service including cCBT continues to be expanded and developed
	Complete the national rollout of the Child and Young Person (CYP) cCBT service
	Proposals for Children and Young People digital service expansion are further developed through assessment of product and the development of a national model of service delivery
	Expand the Availability of digital therapies through self-referral
	Complete the national rollout of the Perinatal cCBT service
	Establish a national evaluation approach for digital mental health
	Establish a National Innovation Hub or Cluster in collaboration with the DHI
	Undertake a review of digital service options around key priority areas including the digital excluded, suicide prevention, older adults, drug related deaths, and learning disabilities which informs priorities around digital developments

Aim	Deliverable
Telecare	
Telecare services will transition to digital and be on an improvement journey to drive up standards of care, increase the focus on prevention and personalisation and exploit new technologies	25 telecare service providers are transitioned from analogue to digital Telecare services covering at least 10,000 citizens
	Increase awareness, capacity and engagement of the telecare sector in Scotland to enable greater understanding of the urgent need for transition to digital
	LGDO will continue to lead the programme and support in the analogue to digital transition, including housing associations and co-operatives, whilst also creating opportunities to redesign services, and exploiting the capabilities of upgraded telecare solutions
	Continue to develop and further iterate the Digital Telecare Playbook, an online depository, which accelerates service provider transition and supports scale up of digital telecare
	Support Telecare Services to increasingly use data to plan, deliver and improve care and support, specifically by: adopting the national telecare minimum data set, and participating in telecare benchmarking
	Develop greater consistency across Scotland of core telecare service processes, starting with access to telecare, assessment and review, to ensure telecare is an enabler for achieving the outcomes that matter to people
	Broaden the Telecare service offer – to embed proactive approaches, and consider consumer technologies as part of the telecare package
	Commence the Reimagining Telecare work stream, engaging widely to co-create shared ambitions for telecare and future integrated telecare delivery models
	Continue to work with Alzheimer Scotland to further develop the About Digital and Me (ADAM) Tool and Purple Alert, to improve outcomes for people with dementia and their families

Aim	Deliverable
TEC In Housing	
Greater awareness, engagement and adoption of digital technology is achieved within housing	Build knowledge and understanding amongst housing providers and their customers of the benefits of TEC and the ways that it can support a sustainable shift to preventative, community approaches to health, wellbeing and independence across the housing sector
	Be a catalyst to bringing housing, health and care closer to support mobilisation of the housing sector to achieve overarching TEC objectives
	Housing providers with warden call systems are aware of the switch from analogue to digital and their support needs are clearly communicated to the Scottish Government
	Work with partners to develop a knowledge exchange inspire, encourage and support Social Landlords to fulfil their TECH Charter pledges
	Work with social landlords to develop/collate shared resources that are required to upscale TEC across the sector
	Work with customers and partners to test the attitudes, experiences and impact of technologies that support health and well being
	Work with customers and partners to share customer experiences of TEC products and services to enable others to be better informed of ways that TEC may be of benefit to them
Digital Front Door	
Develop a greater understanding of the digital tools that people want and need to be able to access health and care services	Begin a process of engagement to learn from work already taken forward in Scotland including NHS Greater Glasgow and Clyde's citizen portal and review current models of accessing public services such as through Local Authorities
	Take forward initial scoping of service design work to look at the public facing tools that could provide greatest impact for service users, and understand the infrastructure requirements to inform the development of an outline Business Case

Aim	Deliverable
Strategic Priority 4 – Innovating for Transformation	
Digital Innovation	
<p>The market has been stimulated into providing suitable ‘next generation’ technologies</p> <p>A process is in place that identifies Innovative solutions, products and approaches that address key national priorities and can be adopted at scale into mainstream business as usual</p>	Progress large scale collaborative projects working in partnership with the DHI for regional and national scale up aligned to strategic themes and readiness levels, including the Moray Growth Deal bid, Dynamic Scot, Right Decision Support Service and Clinical Access Tool (CAT)
	Generate proof of concept projects in the DHI Exchange which deliver new data sharing methods and co-design six use cases to seed next generation services
	Further develop our UK & International funding collaborations, bringing inward investment in support of improvements and innovations and industry collaborations
	Fund and support further Tests of Change to support the pipeline of innovations that offer the potential for future scale up
	Organise a range national and international of knowledge exchange activities that will promote achievements and Scotland’s reputation as a leader in digital health and care and foster collaborations
	Facilitate engagement activities within networks, clusters and partners to identify and deliver new opportunities for collaboration on data, digital and innovation
	Maximise impact and knowledge exchange adopting relevant learning in projects and activities
International Engagement	
<p>Opportunities for Scotland to collaborate with international partners in digital health and care research and innovation activities are secured</p>	Promote / disseminate Scottish and international digital health and care initiatives via the Digital Health and Care Learning Network activities
	Facilitate targeted knowledge exchange with international regions on digital health and care topics
	Influence the national, European and international digital health and care landscape via active participation in key international networks
	Collaborate with key strategic partners through the implementation activities associated with our Memorandums of Understanding
	Successful delivery of funded project activities in IET portfolio
	Secure new funding in support of Scotland’s digital health and care research and innovation agenda



Connect with us  @TECScotland

Contact us via  nss.tec@nhs.scot

Find out about our work at  tec.scot