SUPPORTING SERVICE TRANSFORMATION

Delivery Plan 2019/20

April 2019

Contents

Introduction

1. Scotland's [Digital Health & Care Strategy](#) sets an ambitious agenda for how people, and the health and care services they rely on, utilise digital to improve outcomes. Whilst the Strategy is set across six 'domains', at its heart is a focus on two key aims: empowering and connecting individuals to their own care; and improving the national infrastructure to enable that to happen across all of Scotland, regardless of where care is delivered or by whom.

2. This Delivery Plan is largely about the former, namely empowering individuals, with a focus on spread and adoption at scale, service redesign and service change. It sets out the key deliverables for the cross sector Technology Enabled Care (TEC) Programme for 2019/20 and provides an important bridge towards a delivery plan from 2020 for realising 'Service Transformation' (Domain C) going forward.

3. The TEC Board agreed four Strategic Priorities in August 2017 for furthering the development and adoption at scale of Technology Enabled Care (2018 – 2021). These built on the evidence and implementation to date, informed by wider policy developments. The four priorities are reflected in this current Delivery Plan but have evolved to ensure full alignment with the Digital Health and Care Strategy.

Strategic Context: Service Transformation

4. The Digital Health and Care Strategy commits to *'have in place a clear national approach to supporting local co-designed service transformation with clearly identified leads'.* It is recognised that in order to achieve greater pace and scale there is a need to better align and co-ordinate the work of the different national organisations, programmes, activities and approaches. There is a commitment by all partners to develop a co-designed approach to the way we collectively support digitally-enabled service transformation across the continuum of care. The aim is to create the conditions for integration of digital in all change programmes and deliver significantly greater opportunities for prevention, self-management and early intervention.

5. We are undertaking a mapping exercise to capture the range of programmes and initiatives underway across the continuum of care to inform this objective. This will inform our approach, priorities and delivery arrangements with national partners. The Institute for Research and Innovation in Social Services (IRISS) has been engaged to develop this work over summer 2019. There is an opportunity to build on the success of the TEC Programme, and approaches to date, but also but also including much of the work identified by the IRISS mapping work across sectors and ensuring appropriate links are established with other (non-digital) service transformation boards, groups and programmes.

6. As that work develops, the Digital Health & Care Strategic Portfolio Board is keen to maintain momentum and have therefore approved the continuation of the Technology Enabled Care Programme and associated arrangements for 2019/20.

7. The key role of digital technology in addressing the challenges of health and social care is recognised in the [Health & Social Care Delivery Plan.](#) This 'Service Transformation Delivery Plan' has been developed, in collaboration with cross sector partners, to ensure continuity of existing programmes, maintain momentum and support adoption at scale; and encompasses the Scottish Approach to Service Design. The deliverables within this plan have been approved by the TEC Programme Board and cover the specific actions within Domain C of the Strategy whilst providing a transition to the wider work, the scope of which will be informed by the mapping work referred to above.

The TEC Programme: A Managed Programme Delivered in Partnership

8. The TEC Programme has undoubtedly delivered important progress since 2015 with the objective of ensuring that successful initiatives and projects are mainstreamed. This is evidenced by the commitment to mainstream TEC as a key priority in the strategies of large number of Integrated Joint Boards, Health Boards and other care delivery organisations.

9. Our role is to create the conditions in which digitally enabled service transformation takes place. As a national programme we do not deliver the changes ourselves: that role lies with our delivery partners in health, social care and housing across all sectors, public, independent and third sector.

10. Our work includes:

   - Providing leadership and direction on digital health and care;

   - Stimulating the market to provide next generation solutions;

   - Promoting innovative service designs that empower the citizen and move systems upstream to prevention;

   - Nurturing innovative approaches and supporting their transition to mainstream business as usual;

   - Identifying common barriers to change and finding solutions;

   - Securing the evidence and developing resources to support adoption at scale of effective, proven approaches; and

   - Sharing learning and supporting workforce development.

11. We continue to benefit significantly from our collaboration with European and International partners, through funding, knowledge exchange and shared programmes of work.

12. A key role is to identify new approaches that become 'business as usual' and are adopted at scale – approaches that support self management, prevention and independent living whilst at the same time releasing resources. In pursuit of this, the programme has initiated, facilitated and led to the mainstreaming of a number of initiatives, now transitioned from TEC to delivery organisations as business as usual (examples are set out in Annex A).

13. TEC continues to provide an enabling framework and guidance through the production of implementation guides, funding awards, covering of national

licences, provision of expert support, the sharing of knowledge and identification of what is ready for scale. This is covered in detail in the 'TEC Review and Highlight Report 2015-2018' and the independent 'Data Review and Evaluation: Options Study'.

14. Everything we do is in partnership. Our impact depends on the quality of our relationships with our partners at national and local level and across the sectors – health, social care, housing, public, independent and third sectors. During the Programme we have worked in partnership with:

- All Health and Social Care Partnerships, territorial and most of the national Boards

- National care agencies

- National Third Sector organisations

- Multiple national and local care and housing providers.

- Innovation Centres

- Academia and industry

Our Four Focus Areas

15. This Delivery Plan has been prepared with associated deliverables for 2019/20 to ensure there is appropriate continuity and a focus on the key priorities set out in the Digital Health and Care Strategy, in particular the Service Transformation Domain, with an emphasis on:

       Innovating for Transformation

       Developing Approaches Once for Scotland

       Re -Designing Services

       Facilitating Digital Skills and Knowledge

16. The following sections set out the strategic aims to 2021 and the specific deliverables for 2019/20; the table below sets out the 2021 milestones for TEC. Annex B provides a summary of all deliverables.

Milestones by 2021

By 2021
Innovative service designs in remote consultations, digital telecare, and remote health monitoring that will have been mainstreamed and adopted at scale

- 2,000 remote consultations per month and a minimum of 300 active waiting areas
- At least an additional 35,000 citizens benefiting from remote health monitoring
- 10 partnerships and 5,000 people transitioned to digital telecare
- 4 re-designed outpatient pathways using Attend Anywhere

A streamlined process for identifying and nurturing innovative service designs and designs ready for adoption at scale

- 4 innovations tested and ready for adoption at regional or national level
  A pipeline nurturing and testing ideas into robust designs ready for adoption at scale

Double the number of people engaging with digital technology enabled care through events and using our materials - and they will value highly what they learn

- A new website hosting materials & resources and is accessible, relevant and useful
- An annual Discover Digital and Digital Health & Care week and conference & at least 5 learning events each year
- A programme of European and International engagement and knowledge exchange events
- 100 pledges from social landlords to the TEC Housing Charter
- More than 25 partners in the Telecare Benchmarking Network
- All organisations receiving TEC funding required to sign up to the Digital Participation Charter

The Scottish Approach to Service Design supporting local service transformation and delivering better national and local outcomes

- At least 8 pathfinder areas testing how digital technology can transform systems
- Scottish Approach to Service Design tested & developed for technology enabled care

Additional inward investment will have been secured that extends opportunities and increases impact
- levered from international engagement
- levered from UK engagement

Innovating for Transformation

Facilitate the development and application of innovative approaches working with the Digital Health and Care Institute (DHI) and other innovation centres, and continue to actively engage with Europe and more widely to collaborate and gain new funding opportunities.

Digital Health & Care Strategy: Service Transformation

17. Advances in technology continue at pace and it is essential that partners working to improve people's health and wellbeing have access to a pipeline of service improvements and innovations in technology enabled care. These must be effective, able to be adopted at scale and support the delivery of key national priorities. Our ambition is that we will achieve this as part of maintaining Scotland in the forefront of international developments.

18. Strategic aims *Innovating for Transformation* for the period to 2021:

1. To put in place a process that identifies innovative solutions, products and approaches that address key national priorities and can be adopted at scale into mainstream 'business as usual'

2. The market has been stimulated into providing suitable 'next generation' technologies, particularly for the shift to digital telecare and in the integration of telecare and telehealth.

3. Further UK & International funding collaborations have been established, bringing inward investment in support of further improvements and innovations in technology enabled care.

Deliverables 2019/20

1. Pipeline of innovations

Deliverables 2019/20	Main Delivery Partner (s)
1.1 A Service innovation pipeline in support of service transformation is established, with at least one innovation project available for regional or national scale up by March 2020.	DHI, participating organisations
1.2 One call in year for Tests of Change and nurturing of candidate services through the pipeline.	Participating organisations

1. To put in place a process that identifies innovative solutions, products and approaches that address key national priorities and can be adopted at scale into mainstream 'business as usual'

19. A key focus for DHI, working with the Programme, will be to build on our successful programme of tests of change and establish *a pipeline* of innovative approaches to using Digital Technology that have the potential for wider scale-up. The focus is on identifying approaches to support service change, rather than on the new technology itself.

20. Tests of change, whilst a key initial step, do not provide sufficient detail on service models, operational arrangements and funding or robustness of evidence, which is needed for scaling up approaches across Scotland. The pipeline that we intend to establish in 2019/20 involves three further stages of testing and development.

    Stage 1: Proof of Concept (proving it works)

    Stage 2: Proof of Scale and Replication (demonstrating its value)

    Stage 3: Feasibility / Business Case (providing the case for scale up)

21. By March 2020, we expect to have at least one innovation proposal that has successfully completed all stages of this process over the past couple of years and is ready for a 'once for Scotland' implementation. This year will also enable us to test and refine our pipeline approach and to increase our success in identifying future service innovations that have the greatest potential for scale up.

2. Next generation technologies

Deliverables 2019/20	Main Delivery Partner (s)
2.1 December 2019, submission of a significant co-designed collaborative proposal (Value £m's) to address a key health and care demand challenge and deliver further inward investment for digital health and care in Scotland.	DHI with Industry, HSCPs, LGDO, Scottish Enterprise, SG
2.2 Further development of DHI's Demonstration and Simulation Environment to prove new data sharing methods can support preventative, personalised care and support the identification of innovation opportunities for the pipeline.	DHI, NDS
2.3 The establishment of a multi-sector collaborative innovation cluster to accelerate digital innovation and adoption.	DHI, and multi sector partners

2 The market has been stimulated into providing suitable 'next generation' technologies, particularly for the shift to digital telecare and in the integration of telecare and telehealth.

22. There will be four main areas of activity during 2019/20 to take forward our support for the development of next generation technologies that support digital health and care and deliver national health and wellbeing outcomes.

23. Next generation technologies – such as such as cloud, mobile, Artificial Intelligence (AI), Augmented & Virtual Reality, Internet of Things (IoT), blockchain and robotics – offer huge opportunities to transform services in health, housing and social care. The digital environment is fast-paced and we must make sure that we support agile working that responds to the shifting opportunities and the growing expectations from citizens.

24. A review of emerging trends in digital health and care was completed for the TEC Programme by DHI in late 2018. The report is a distillation of some current facts and prominent opinions to prompt discussion and inform the future direction of the programme in this area. The report notes that 'digitisation' involving technology being bolted on to old processes is increasingly being replaced by digital transformation with a comprehensive revision of policies, processes and services to create simpler user experiences for citizens and frontline workers alike.

3. UK and International collaborations

Deliverables 2019/20	Main Delivery Partner (s)
3.1 A series of learning activities / events that facilitate knowledge exchange and capability between Scotland and stakeholders have been delivered.	NHS NSS International Engagement Team & delivery partners
3.2 Pursue and realise opportunities to lever inward investment through UK, EU and international funding and business developments building on success to date.	NHS NSS International Engagement Team & delivery partners

3. Further UK & International funding collaborations have been established, bringing inward investment in support of further improvements and innovations in technology enabled care.

25. Engagement with international partners enables us to identify funding and development opportunities for Scotland, to learn from our colleagues, and capture and share good practice locally, nationally and internationally as appropriate. Our international team, funded separately by Scottish Government, has engaged with international colleagues working in the field of digital health and social care, establishing positive relationships and building on Scotland's global reputation for the quality of our digital health and care services.

26. Horizon scanning activities will continue throughout 2019/20 in order to identify, pursue and secure funding from other sources (UK and International) that will support the implementation of the Scottish Government's Digital Health and Care Strategy and the activities of the national TEC Programme. There is substantial activity in developing of new digital health and care project proposals for EU funding involving Scottish organisations as partners or Advisory Board members.

27. Activities are also focused on promoting Scotland's digital health and care agenda internationally and sharing best practice with other countries worldwide. Learning activities and events that encourage knowledge exchange between Scottish stakeholders; incorporating international stakeholder involvement, will be delivered over the year. This will include supporting the development of a central, easily accessible repository of national and international information, case examples, tools and evidence that forms part of our work building digital skills and knowledge.

Developing approaches Once for Scotland

Deliver remote monitoring of long term conditions by scaling-up our work on home and mobile health and care monitoring nationally to support prevention and supported self-care within priority care pathways.

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.

Spread the use of video consultations direct from people's homes (including care homes) and mobiles to allow greater access to both routine care and specialist support from anywhere in the country.

Digital Health & Care Strategy: Service Transformation

28. A main focus of the Once for Scotland approach is that digital technology will support Scotland's commitment for high quality health and social care services that have a focus on prevention, early intervention and supported self-management. Identifying approaches that can be scaled up on a Once for Scotland basis is highlighted across national strategies and by the External Expert Panel and Health and Sports Committee Inquiry.

29. There has been important progress facilitated by TEC funding to support national coverage and transition to business as usual for national scale up of cCBT (computerised cognitive behavioural therapy) and scale up of self-management of hypertension. The significant priority in the forward programme with the highest level of funding is to accelerate this process.

30. Our focus will continue to be on national scale up of hypertension and diabetes technology enabled care solutions (as recommended by the Expert Panel), whilst continuing to identify other opportunities through the Innovating for Transformation work activities.

31. Strategic aims for **Developing Approaches Once for Scotland** for the period to 2021 are

4. cCBT and digitally enabled hypertension services have moved into a sustainable business as usual services

5. Digitally enabled pathways for diabetes and other long term conditions are being developed

6. Citizens can routinely access appointments remotely, with Attend Anywhere embedded as a business as usual tool

7. An integrated service delivery model for remote monitoring and response for health & care needs has been developed

8. Digital telecare has been proven and a national replacement programme for analogue telecare is well underway

Deliverables 2019/20

4. cCBT and hypertension

Deliverables 2019/20	Main Delivery Partner (s)	
4.1 cCBT Business Case for sustainable funding agreed, new software package procured.	NHS24 with local partners	
4.2 Year 1 of a two year national programme for scale up BP delivered successfully, recruiting at least 15,000 new citizens by March 2020.	HIS, Local partners in NHS Boards, HSCPs and primary care	4. cCBT and digitally enabled hypertension services have moved into a sustainable business as usual services

32. Numbers of people benefitting from Home & Mobile Health Monitoring continues to grow steadily, averaging an additional 700 new users every month – nearly 8,500 new users in the year. Evaluation of the HMHM work stream over the past three years has concluded that there is good evidence of NHS resources being used more effectively and efficiently and hospital admissions avoided through use of HMHM.

33. cCBT has already achieved national coverage. During 2019/20, we will take forward work to explore how best to achieve a sustainable business and funding model. We will also evaluate the approach to date to identify what has worked, and why, so that learning can inform further expansion as well as approaches in relation to hypertension and diabetes.

34. Progress in those areas that have adopted remote monitoring for hypertension has been very good, with very positive feedback. In 2019/20 we will embark on a two year programme to secure adoption in other areas, with an expectation that a further 15,000 people will be using remote monitoring for hypertension by March 2020.

5. Diabetes and other long term conditions

Deliverables 2019/20	Main Delivery Partner
5.1 Release 2.0 of the National Service Model for HMHM developed and published, incorporating new implementation knowledge and national pathways.	With HSCPs
5.2 Improved HMHM system has been procured by May 2020.	NSS, local NHS Boards
5.3 Design and development of digitally enabled pathways for Diabetes to support self-management, prevention and alternative model of care for outpatient consultations.	DHI

5. Digitally enabled pathways for diabetes and other long term conditions are being developed

35. The National Service Model for Home and Mobile Health Monitoring suite of materials supports the redesign of services using technology to provide better outcomes for citizens, while achieving productivity and efficiency gains has been well received. During 2019/20 we will update this material capturing new implementation knowledge.

36. The primary technology used across Scotland to deliver HMHM is reaching the limits of its capacity to support further growth. The current technology solutions have been effective in supporting service start-ups and initial local scaling in Scotland. However, they have inherent limitations that are already beginning to frustrate service development and growth. To support national

policy ambitions, a new solution that embraces emerging technology is needed to support accelerated growth and sustainable at-scale service delivery.

37. Market scoping during 2018/19 indicated that the market can provide fit-for-growth solutions and that these can deliver economies of scale when procured on a 'once for Scotland' basis. During 2019/20, a new fit-for-purpose national Home and Mobile Health Monitoring (HMHM) solution will be procured and made available to NHS Scotland and Health and Social Care Partnerships.

38. We will establish a digital Innovation collaboration bringing together stakeholders to prioritise diabetes service transformation activities. This will support design, development of digitally enabled pathways for Diabetes to support self management, prevention and alternative model of care for outpatient consultations in collaboration with the DHI.

6. Remote access - Attend Anywhere

Deliverables 2019/20	Main Delivery Partner (s)
6.1 By March 2020 > 200 active waiting areas in place utilising Attend Anywhere > 1,000 consultations per month on the Attend Anywhere platform.	14 funded partners, 2 further Boards, 3rd sector organisations
6.2 Primary care services into care homes provided as part of business as usual service within three geographical areas by March 2020.	Care Inspectorate, Scottish Care, six participating NHS Boards
6.3 In collaboration with the Modern Outpatient Programme, re-design of two clinical pathways to utilise Attend Anywhere.	Participating NHS Boards

6. Citizens can routinely access appointments remotely, with Attend Anywhere embedded as a business as usual tool

39. The Attend Anywhere system provides a video clinic environment that can be accessed by a member of the public using a web browser on their own device, be it a laptop, tablet or smartphone. The system is purpose built to meet the needs of the health and care sectors, with the ability to deliver video consulting services at scale. The Attend Anywhere system was procured in

October 2016 and was formally launched by the Cabinet Secretary for Health and Sport in December 2016.

40. By September 2018, Attend Anywhere clinics had been established in all but one NHS Board as well as a range of Health & Social Care Partnerships and third sector organisations. Over 2,700 Attend Anywhere consultations have been held to date. This is leading to a reduction in travel for both staff and citizens, is more convenient, is taking less time and is avoiding people having to take time off work to attend appointments. In autumn 2018, we launched the Attend Anywhere challenge to commence wider scale-up on the back of the success of the pilot programme.

41. Close links with the Virtual Consulting work stream within the Access Collaborative, the Modern Outpatient Programme and the anticipated Waiting Times plan are an integral part of taking this work forward.

42. A wide range of policy commitments and strategic objectives are influencing the upcoming Attend Anywhere work plan. Much of the activity to date has focused on outpatient activity and this will continue to be the key focus of activity in 2019/20. There is strong interest in developing video consulting services across a wide range of specialties and boards. The NHS Near Me brand developed by NHS Highland is popular and has been adopted by other Boards. Our forward programme will support this adoption and scale up.

43. There is significant interest in the use of video consulting within primary care and, while feedback from early adopters indicates that there are some issues to be addressed, the development of Attend Anywhere will form a key part of our work in 2019/20. This will include supporting a range of pathfinder projects and developing a range of tools to support at scale rollout including public engagement tools and service models.

44. While the main focus of the programme will be on developing Attend Anywhere for outpatients services and primary care, work will also be taken forward on mental health building on cCBT, and on prison telehealth with the establishment of pathfinder projects to test use of telehealth services in suitable prisons for scheduled outpatient appointments and access to clinical decision making.

7. Integrated service delivery

Deliverables 2019/20	Main Delivery Partner
7.1 Develop and implement a digitally enabled integrated falls response pathway with SAS.	SAS

7. An integrated service delivery model for remote monitoring and response for health & care needs has been developed
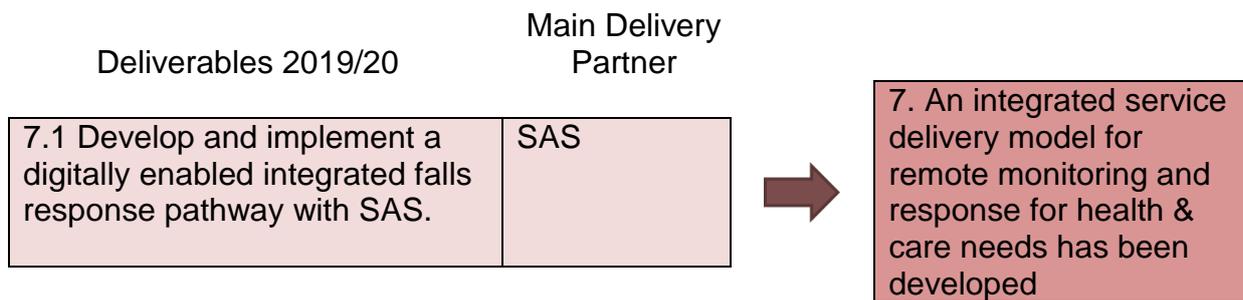
45. The Falls Integrated Response & Support Technology Project (FIRST) is a collaboration with Strathclyde University, Scottish Ambulance Service, and NHS24. Its aim is to improve the experience and outcomes for people living with frailty who fall, are uninjured, & require immediate assistance from services to get up from the floor or ground. FIRST focuses specifically on providing a response and support for people who do not need an ambulance response (i.e. no immediate clinical need) and *have not* subscribed to a community alarm response service. This was identified as an area requiring urgent attention in the 2015 Report of the Independent Review of Primary Care Out of Hours Services.

46. Providing the right response & support for this population will minimize harm resulting from a long lie on the floor following a fall, enable recovery of wellbeing and independence post-fall, & reduce the risk of further harm from falls.   The project will run from January-December 2019 and will be taken forward with up to seven local areas.

8. Digital Telecare

Deliverables 2019/20	Main Delivery Partner (s)
8.1 By March 2020 > 6 partnerships 'live' have transitioned from analogue to digital Telecare services covering 1,500 citizens > 1,000 'live' users testing Jontek, Tunstall and Cloud digital telecare clustering models	LGDO, local partners in HSCPs, Housing and third sector
8.2 Initial landscape and options feasibility report delivered by June 2019 that effectively support decisions about next steps.	CoSLA, LGDO
8.3 By August 2019, a tested digital first assessment tool and set of use cases that can be applied by citizens and their families independently or by service providers as part of a package depending on individual circumstances.	Alzheimer Scotland, 14 participating local partners from HSCPs, Housing & third sector

➡ 8. Digital telecare has been proven and become mainstream

47. Since 2014 the Technology Enabled Care (TEC) Programme has collaborated with local government and the Local Government Digital Office when established in 2016, with significant scoping work undertaken to establish good foundations to test, evaluate and create the conditions to transition and scale digital telecare in Scotland. Our aim is that by 2021, we will have proven the case for digital telecare and have in place a national programme for supporting providers to make the transition from the current analogue telephone systems to a fully digital internet-based infrastructure.

48. The planning and the foundations are in place. The focus in 2018/19 was on understanding the current and planned connectivity landscape, and undertaking the initial preparatory work for the switchover of initial waves of telecare users.

49. Work will continue in 2019/20 on preparing the way for a national switchover to digital telecare, exploiting the opportunities this brings. We expect that by March 2020, six partnerships will be live with 1,500 digital telecare users and a further 1,000 digital telecare users will be in 'clustering models'.

50. The collaboration between Scottish Government and Local Government Digital Office has been an essential cornerstone for taking forward this work to date and will continue over the period of the programme.

51. Telecare services will only deliver the outcomes for the people we serve if the response to people's need for help and support is delivered by the right people in the right way at the right time. Call handling arrangements, including call monitoring and initial responses, are key to an effective system. Reviews have identified considerable variation in the approaches to call handling and have recommended that further work is undertaken to identify the best value design or designs. The need for upgrading of ageing call monitoring technology in local Alarm Receiving Centres, alongside the decision by communications providers to switch from analogue to digital telephony, increases the importance of a national review of new models and approaches that can inform local decision making.

52. A review and options assessment for future service delivery for telecare call monitoring and initial response that use digital technology and that can improve outcomes at current or lower costs has been commissioned in partnership with CoSLA. During 2019/20 we will review the findings and recommendations from this work and decide on next steps.

53. During 2018/19 we received a high volume of Test of Change applications relating to both Citizen Technology and Technology for Overnight Support, many of which were proposing to test similar approaches. We put in place a collaborative approach to designing and implementing tests of change, bringing together 14 partners from all over Scotland with representation from Health and Social Care Partnerships, Housing, 3rd Sector and Industry. The project is being coordinated by Alzheimer Scotland.

54. This work involves two, inter-linked domains. The first is to develop and test a 'digital first' assessment tool. The second is to test up to 25 use cases for the implementation of citizen technology, using the 'digital first' assessment tool. This will provide a digital assessment tool and a set of use cases that can be applied by citizens and their families independently or by service providers as part of a package.

Re-Designing Services

Embed the Scottish Approach to Service Design, with citizen engagement that enables the co-design of products and services that meet their needs and delivers sustainable, fit for purpose service models
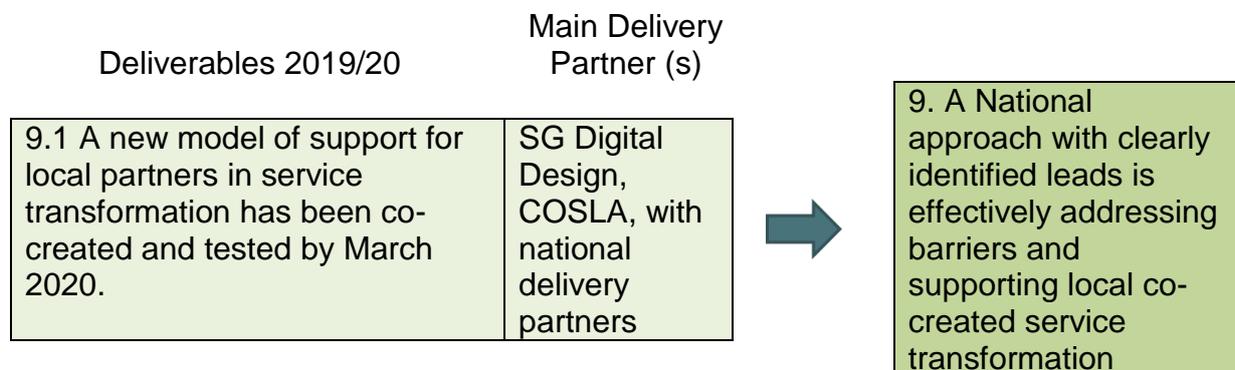### *Digital Health & Care Strategy: Service Transformation*

55. The Scottish Approach to Service Design is founded in the principles of designing collaboratively, inclusively and with empathy and making sure a problem is well understood before designing a solution. There are 7 core principles of the Scottish Approach to Service Design

    a. We explore and define the problem before we design the solution

    b. We design service journeys around people and not around how the public sector is organized

    c. We seek citizen participation in our projects from day one

    d. We use inclusive and accessible research and design methods so citizens can participate fully and meaningfully

    e. We use the core set of tools and methods of the Scottish Approach to Service Design

    f. We share and reuse user research insights, service patterns, and components wherever possible

    g. We contribute to continually building the Scottish Approach to Service Design methods, tools, and community.

56. Embedding this approach in using digital technology to transform services and deliver national outcomes is a key component of the programme over the next two years.

57. The Strategic aims for **Re-Designing Services** for the period to 2021 are:

9. A national approach with clearly identified leads is effectively supporting local co-created service transformation and addressing barriers

10. Pathfinders developing the role and contribution of digital enabled health & care services and supports are achieving transformational change and learning relevant across Scotland

11. Young Scots are shaping the design of digital health, care and support services

Deliverables 2019/20

9. National approach

Deliverables 2019/20	Main Delivery Partner (s)		9. A National approach with clearly identified leads is effectively addressing barriers and supporting local co-created service transformation
9.1 A new model of support for local partners in service transformation has been co-created and tested by March 2020.	SG Digital Design, COSLA, with national delivery partners	→	

58. The need to accelerate spread and adoption of proven digital technologies within health & social care services across Scotland is emphasised in recent reports[1] and international evidence.

59. There are a number of national organisations involved in, and programmes supporting, aspects of this work – with varying focus on digital to support delivery of health and care. While there is good evidence and experience of collaborative programmes of work, this can be improved and built on to maximise our resources and capabilities. There is a need for greater clarity and agreement over who is leading on what and how activity is coordinated and, where appropriate, directed.

60. In 2019/20, we will take forward the work started in 2018/19 in developing an 'operating model' that sets out how national organisations and specific programmes will facilitate and support service transformation. The aim is to create the conditions for integration of digital in all change programmes and deliver significantly greater opportunities for prevention, self-management and early intervention.

---

[1] Health and Sports Committee Technology and Innovation in Health and Care, February 2018; Digital Health and Care in Scotland - Report of External Panel, April 2018; Technology Enabled Care Programme: Data Review & Evaluation Options Study, May 2018.

10. Local pathfinders

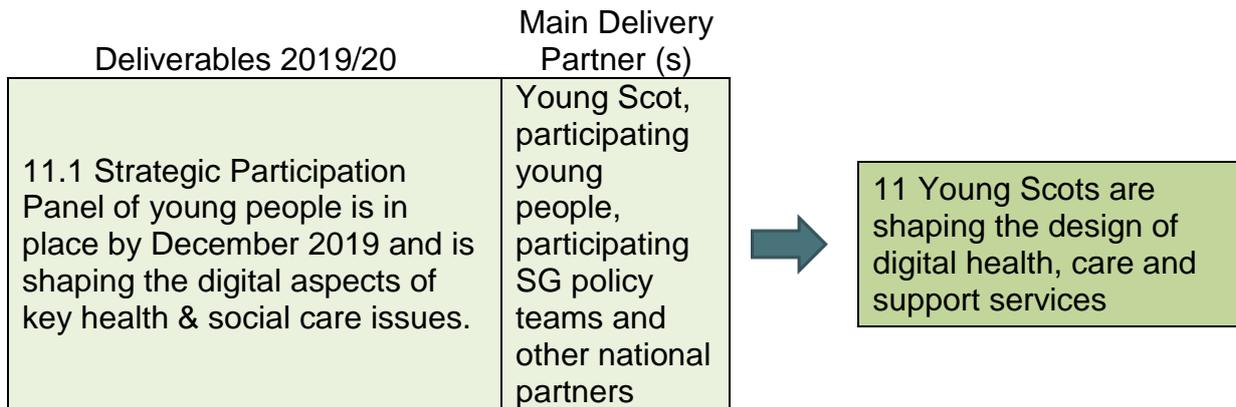| Deliverables 2019/20	Main Delivery Partner	
10.1 Four Local Pathfinders have ambitious, achievable plans in place to use digital technology in transforming local health and care services and supports in place by October 2019.	HIS Improvement Hub, SG Digital Design, LGDO, Care Inspectorate, participating HSCPs and local partners	10 Pathfinders developing the role and contribution of digital enabled health and care services and supports are achieving transformational change and learning relevant across Scotland
10.2 An action learning community of local partnerships is using learning from pathfinders to transform health and wellbeing services.	HIS Improvement Hub, SG Digital Design, LGDO, Care Inspectorate, participating HSCPs and local partners	

61. The pathfinders will seek to embed digital technology in the transformation of local support for health and wellbeing. The focus for the pathfinders is on:

   a. Person-centred, upstream, preventative activity developed with and for citizens, users of services and supports and their carers. There *may* be a focus on particular localities or self-identified communities (including 'virtual' relationships, not necessarily associated with physical environment) or on population characteristics such as social isolation; dementia; frailty; rurality but this will not be prescribed;

   b. Greater opportunities for self-management;

   c. Improved support for carers;

   d. Multi-sector partnership mobilising and using the assets of the housing, independent and third sectors as well as health and social care;

   e. Demonstrable improvement in personal outcomes and key national indicators.

62. Four Partnerships will be selected as Lead Pathfinders in April 2019 from amongst the 12 Partnerships participating in the Programme. We are also keen to facilitate collaboration across the network and wider testing of approaches in different contexts. We will therefore encourage collaboration between Lead pathfinders and other 'named' partners that will contribute particular skills/assets or elements of re-design alongside the Lead.

63. The programme is adopting the Scottish Approach to Service Design (SAtSD) to ensure a consistent, common approach to designing services and supports across the public sector that makes it easier and more efficient to deliver transformation.

64. There will be a range of national support available to all Partnerships involved in the Programme – Leads, Named Partners and those engaging in the network. Support will include national co-ordination and support, design expertise for adopting the Scottish Approach to Service Design and subject expertise on technology enabled care. In addition, we will continue to support knowledge exchange and skills development, organising learning events during the year, developing materials and tools; we will develop our approach in collaboration with national NHS Boards, Local Government, Digital Office and care agencies. The pathfinders will engage with the prototyping of a multi-disciplinary support model from the National Boards Collaborative Transformation Project to access additional support to the pathfinder projects.

65. We are expecting the Pathfinder Programme to run for at least two years from April 2019, with the potential to extend for a further year based on a review of impact and effectiveness.

11. Young Scots

Deliverables 2019/20	Main Delivery Partner (s)
11.1 Strategic Participation Panel of young people is in place by December 2019 and is shaping the digital aspects of key health & social care issues.	Young Scot, participating young people, participating SG policy teams and other national partners

11 Young Scots are shaping the design of digital health, care and support services

66. We had a successful collaboration with Young Scot in 2018/19, which brought young people from across Scotland together to look at how digital technology could improve young people's health and wellbeing. Ideas developed included a digital doctor's surgery, a mental health chat service and health and wellbeing online resources.

67. In 2019/20 we will continue this partnership with Young Scot to widen the engagement, participation and involvement of young people, recruiting a participation panel.

68. The 24-month national partnership between the Scottish Government and Young Scot would establish a national Strategic Participation Panel of up to 20 young volunteers aged between 11-25 from a variety of representative and relevant backgrounds and experiences across Scotland. Using the tried and tested model, through the Young Scot Co-design process, the engagement group will focus on how technology can support person-centred care, and sustain and improve services for the future.

Facilitating Digital Knowledge and Skills

Build the knowledge and skills within the system to support and deliver key digital transformation capabilities

Expect 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 skills.

Digital Health & Care Strategy: Service Transformation

69. If we are to fully realise the benefits of digital care, we need to ensure that both the health and care workforce and people using services have the skills and confidence to adapt to new technologies and new ways of working. The Digital Health & Care Strategy recognises the key importance that this has, setting out workforce development as a separate domain within the Strategy as well as making clear the need for everyone have digital skills.

70. The lead role for workforce development and organisational development rests elsewhere (primarily with NES and SSSC). Our role is in supporting the work of others by providing the content, including the evidence base, around technology enabled care. Our focus will be on ensuring that this is relevant, readily available and useful.

71. Strategic aims for ***Digital Knowledge and Skills*** in the period to 2021 are

12. An annual Digital Health & Care conference and regular learning events are delivered, with easily accessible information resources about becoming 'ready and able' to co-design and co-deliver local technology enabled service improvement and transformation

13. Technology enabled care data and evidence of what works is routinely collected and analysed as part of service planning, improvement and delivery

14. Greater awareness, engagement and adoption of digital technology is achieved within the housing sector and third sector care providers

15. All organisations supported by the Technology Enabled Care programme have signed up to the Digital Participation Charter to ensure that they are working towards extending digital skills

Deliverables 2019/20

12. Annual conference, events and web presence

Deliverables 2019/20	Main Delivery Partner(s)
12.1 TEC Programme Communications strategy and associated action plan is in place by June 2019.	SG with Iriss
12.2 Design and deliver a new website that meets stakeholder and partner requirements by July 2019.	SG with Iriss
12.3 Deliver with partners the annual Discover Digital & Digital Health and Care week and national/international conference and a programme of learning Events, Webinars, Conferences newsletters including international knowledge exchange events.	SG, NHS24, DHI, LGDO, CCPS, Alliance, BCS

12. An annual Digital Health & Care conference and regular learning events are delivered, with easily accessible information resources about becoming 'ready and able' to co-design and co-deliver local technology enabled service improvement and transformation

72. We will use a mapping and review undertaken in 2018/19 to prepare a refreshed Communications and Engagement Action Plan that includes both our national and international work. We will continue to hold events prepare briefings and develop resources as the Communications and Engagement Plan is developed. These will include both our national and our international activities culminating in the annual Digital Health and Care Conference.

73. In addition we will take forward our work in developing a single, improved web presence that will provide a repository for the significant body of evidence, tools and other resources available about technology enabled care. We will identify and address gaps, shortcomings and updating requirements based on a clear understanding of what partners and stakeholders need and value. The audience for this will be those using services and unpaid carers, as well as service providers and commissioners.

13. Evidence on technology enabled care

Deliverables 2019/20	Main Delivery Partner (s)	
13.1 A measurement framework is in place by June 2019 that includes national programme evaluation, support to local evaluation and data collection.	Managed by national programme team	13 Technology enabled care data and evidence of what works is routinely collected and analysed as part of service planning, improvement and delivery
13.2 20 partnerships are collecting Telecare Benchmarking Data by December 2019, with a follow up review commissioned on impact and value.	Scotland's Housing Network, LGDO, local partners	

74. During 2018/19 we will develop a revised measurement framework for the Programme so that work stream related evaluations use common definitions and collect certain core data, enhancing our ability to identify themes across the Programme.

75. Following the very successful pilot with six health and social partnerships in 2017/18 the TEC Telecare Programme has continued to develop benchmarking services for the Telecare sector in Scotland. Fifteen HSCPs have expressed interest in progressing the benchmarking journey with the first data available for comparison in December 2018. This work has been taken forward with Scotland's Housing Network (SHN).

76. With the expansion of cost and performance benchmarking in the Telecare sector it is envisaged that there will be more evidence to illustrate the contribution it plays in meeting national health and wellbeing outcomes. The sharing of best practice will allow the sector to continue to improve, to increase take up rates and make efficiencies.

77. Work in 2019/20 will include refining the collection template and increasing partnership take up levels. SHN will use their data visualisation tools to demonstrate and report on results. The already established data group would provide an opportunity to review benchmarking results and then share good practice and learning opportunities to drive continuous improvement in the Telecare sector. The development of national customer survey questions is also envisaged for the future of this group.

78. There is a need for the housing sector third sector care and support providers to be enabled to develop their approach to how they use digital for the benefit

of their tenants and clients. The TEC Housing Charter was launched in March 2019 and during 2019/20 social landlords will be encouraged to make pledges.

14. Housing and Third Sector

Deliverables 2019/20	Main Delivery Partner	
14.1 50 pledges to the TEC Housing Charter have been made by social landlords by March 2020.	SFHA and TEC Housing partners with participating social landlords	14. Greater awareness, engagement and adoption of digital technology is achieved within the housing sector and third sector care providers All organisations supported by the Technology Enabled Care programme have signed up to the Digital Participation Charter to ensure that they are working towards extending digital skills
14.2 Phase 2 programme of work with CCPS is established to increase member's capacity to understand and adopt digital technology.	CCPS, participating third sector organisations	

79. In parallel, support will continue for CCPS for their programme to increase members' capacity to understand and adopt digital technology.

15. Digital participation and Awareness

Deliverables 2019/20	Main Delivery Partner	
15.1 Approach to ensuring sign up to the Digital Participation Charter is agreed and in place by September 2019	SCVO, participating local partners	15. All organisations supported by the Technology Enabled Care programme have signed up to the Digital Participation Charter to ensure that they are working towards extending digital skills

80. The strategy makes it clear there is an expectation around all organisations involved in the delivery of care are signed up to the Digital Participation Charter. We expect that by September we will have agreed a process for ensuring that all organisations supported by the TEC Programme sign up to the Digital Participation Charter.

Conclusion

81. The Service Transformation TEC Delivery Plan for 2019/20 sets out specific deliverables in the context of the TEC strategic priorities (2018 – 2021) and the Digital Health & Care Strategy objectives. The Delivery Plan builds on the work to date (since April 2015) with a well-established programme and collaborations with delivery partners in place. The scope and pace of work will further evolve in the context of the Digital Health & Care Strategy but the TEC contribution is being clearly set out to support the wider implementation plan.

82. The deliverables and associated measures will be kept under review to ensure a balance between reasonable ambition and ability to deliver. As has been the case to date, the learning from implementation will inform next steps, supported by a revised measurement framework.

Dr Margaret Whoriskey

Director, TEC Programme

Annex A: TEC Initiated Programmes

TEC Programme Area	Current Lead Provider	Service Impact
ALISS	Health and Care Alliance With Primary Care across Scotland	TEC (part) funded the development and integration of ALISS during 2015/2016. It is now a core service within primary care to support citizen access information appropriate to their community and needs.
Attend Anywhere	National VC Team NHS Grampian NSS	'Attend Anywhere' web-based VC and virtual meeting rooms in place in all Health Boards for patient/service user consultations. National licence covers multiple organisations, including third sector. Full roll out programme in place. See also NHS Near Me as a service model.
CARED Scotland – CAMHS	NHS Lothian	This service focusing on the parents and carers of young people with eating disorders was funded and Supported as a Test of Change by TEC during 2017/2018 and is now being adopted as a mainstream service within NHS Lothian and available as a resource across Scotland through the Mental Health Strategy.
cCBT	NHS 24 with all Health Boards/ IJBs	TEC programme supported and funded the scale up of cCBT across Scotland from 2015 - 2018. This is now a business as usual service integrated within local mental health services in all NHS Boards and co-funded by the Mental Health Strategy.
Dementia Support	Alzheimer Scotland	3 Digital Services co coordinators funded by TEC 16/17 and 17/18 now mainstreamed as part of core staff resource. Technology Charter delivered and implemented by AS.
Health and Care Portal/ Digital Platform	Greater Glasgow and Clyde and national Digital Services : NES	TEC led and funded the initial scoping work on a Digital Platform in 2015/16 and supported and funded the development of health and care portal and proof of concept 2017-18. This work is now transitioning to the national digital services in NES
NHS Near Me	NHS Highland (and North of Scotland)	NHS Near me was supported and funded by TEC during 2017 and 2018 as part of the Attend Anywhere scale up. NHS Highland are now supporting and driving its mainstreaming across the region.
Prevention: Safe and Well Training Facility	Scottish Fire and Rescue Service	TEC funding and support led to development of a Safe and well House and resources, now integrated with and managed by SFRS. Training and available to health and care services across Scotland on a range of circumstances including falls assessments and how TEC can be utilised to prevent occurrence.
Self Help: Living it Up	NHS 24	Liu platform was funded and supported by TEC form 2015 to 2016 with focus on self management and has now been effectively integrated with NHS Inform within NHS 24.
Telecare: Shift to Digital & Self-Referral	Local Government Digital Office	TEC initiated the Digital Telecare Programme, and developed a self-check tool to support individuals discover the benefits of telecare.
Workforce Development	NES	TEC funded NES resource in 2017 and 2018 to develop and implement online learning tools for the workforce, including "Introduction to TEC" and "TEC in practice" now being transitioned to NES as part of Digital Health & Care Strategy Workforce Domain.

Annex B: Delivery Plan on a Page

Digital Health & Care Strategy		Strategic Aims 2019-2021		Specific Deliverables 19/20	Delivery Partners
Innovating for Transformation					
Facilitate the development and application of innovative approaches working with the Digital Health and Care Institute (DHI) and other innovation centres, and continue to actively engage with Europe and more widely to collaborate and gain new funding opportunities	1	To put in place a process that identifies innovative solutions, products and approaches that address key national priorities and can be adopted at scale into mainstream 'business as usual'	1.1	An innovation pipeline in support of service transformation is established, with at least one innovative project available for regional or national scale up by March 2020	DHI, participating organisations
			1.2	Oversight in year for Tests of Change and nurturing of candidate services through the pipeline	Participating organisations
	2	The market has been stimulated into providing suitable 'next generation' technologies, particularly for the shift to digital telecare and in the integration of telecare and telehealth.	2.1	By December 2020, submission of a significant co-designed collaborative proposal (Value £m's) to address a key health and care demand challenge and deliver further inward investment for digital health and care in Scotland	DHI with industry, HSCPs, LGDO, Scottish Enterprise, SG
			2.2	The further development of DHI's Demonstration and Simulation Environment to prove new data sharing methods can support preventative, personalised care and support the identification of innovation opportunities for the pipeline	DHI
			2.3	The establishment of a multi-sector collaborative innovation cluster to accelerate digital innovation and adoption	DHI, and multi-sector partners
	3	Further UK & International funding collaborations have been established, bringing inward investment in support of further improvements and innovations in technology enabled care.	3.1	A series of learning activities / events that facilitate knowledge exchange and capability between Scotland and stakeholders have been delivered	NHS International Engagement Team
			3.1	Pursue and realise opportunities to lever inward investment through UK, EU and international funding and business developments building on success to date	NHS International Engagement Team
Once for Scotland					
Deliver remote monitoring of long term conditions by scaling-up our work on home and mobile health and care monitoring nationally to support prevention and supported self-care within priority care pathways. 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. Spread the use of video consultations direct from people's homes (including care homes) and mobiles to allow greater access to both routine care and specialist support from anywhere in the country.	4	cCBT and digitally enabled hypertension services have moved into a sustainable business as usual services	4.1	cCBT Business Case for sustainable funding agreed, new software package procured	NHS24 with local partners
			4.2	Year 1 of a two year national programme for scale up BP delivered successfully, recruiting at least 15,000 new citizens by March 2020	HIS, Local partners in NHS Boards, HSCPs and primary care
	5	Remote health monitoring Digitally enabled pathways for diabetes and other long term conditions are being developed	5.1	Release 2.0 of the National Service Model for remote developed and published, incorporating new implementation knowledge and national pathways	With HSCPs
			5.2	Improved RMHM system has been procured by May 2020	NSS, local NHS Boards
			5.3	Design and development of digital enabled pathways for Diabetes to support self management, prevention and alternative model of care for outpatient consultations	DHI
	6	Citizens can routinely access appointments remotely, with Attend Anywhere embedded as a business as usual tool	6.1	By March 2020 > 200 active waiting areas in place utilising Attend Anywhere > 1,000 consultations per month on the attend anywhere platform	14 funded partners, 3 further Boards, 3rd sector organisations
			6.2	Primary care services into care homes provided as part of business as usual service within 3 geographical areas by March 2020	Care Inspectorate, Scottish Care, 6 participating NHS Boards
			6.3	In collaboration with the Modern Outpatient Programme, re-design of two clinical pathways to utilise Attend Anywhere	to be confirmed
	7	An integrated service delivery model for remote monitoring and response for health & care needs has been developed	7.1	Develop and implement a digitally enabled integrated first response pathway with tds	tbd
	8	Digital telecare has been proven and become mainstream	8.1	By March 2020 > 6 partnerships 'live' have transitioned from analogue to digital Telecare services covering 1,500 citizens > 1,000 'live' users testing some, nuecall and cloud digital telecare clustering models	LGDO, local partners in HSCPs, Housing and third sector
			8.2	Initial landscape and options feasibility report delivered by June 2019 that effectively support decisions about next steps	Cas la, LGDO with Farrpoint
			8.3	By August 2019, a tested digital First assessment tool and set of use cases that can be applied by citizens and their families independently or by service providers as part of a package depending on individual circumstances	Alzheimer Scotland, 14 participating local partners from HSCPs, Housing & third sector
Redesigning Services					
Embed the Scottish approach to Service Design, with citizen engagement that enables the co-design of products and services that meet their needs and delivers sustainable, fit for purpose service models	9	A National approach with clearly identified leads is effectively supporting local co-created service transformation and addressing barriers	9.1	A new model of support for local partners in service transformation has been co-created and tested by March 2020	SG Digital Design, COSLA with national delivery partners
	10	Pathfinders developing the role and contribution of digital enabled health and care services and supports are achieving transformational change and learning relevant across Scotland	10.1	Four local Pathfinders have ambitious, achievable plans in place to use digital technology in transforming local health and care services and supports in place by October 2020	HIS Improvement Hub, SG Digital Design, LGDO, Care Inspectorate, participating HSCPs and local partners
			10.2	An action learning community of local partnerships is using learning from pathfinders to transform health and wellbeing services	HIS Improvement Hub, SG Digital Design, LGDO, Care Inspectorate, participating HSCPs and local partners
	11	Young Scots are shaping the design of digital health, care and support services	11.1	Strategic Participation Panel of young people is in place by December 2019 and is shaping the digital aspects of key health & social care issues	Young Scot, participating young people, participating SG policy teams and other national partners
Digital Skills and Knowledge					
Build the knowledge and skills within the system to support and deliver key digital transformation capabilities. Expect 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 skills.	12	An annual Digital Health & Care conference and regular learning events are delivered, with easily accessible information resources about becoming 'ready and able' to co-design and co-deliver local technology enabled service improvement and transformation	12.1	TEC Programme Communications strategy and associated action plan is in place by June 2019	SG with tdas
			12.2	Design and deliver a new website that meets stakeholder and partner requirements by July 2019	SG with tdas
			12.3	Deliver with partners the annual Discover Digital & Digital Health and Care week and national/international conference and a programme of learning events, webinars, conferences newsletters including international knowledge exchange events	SG, NHS24, DHI, LGDO, COPs, Alliance, BCS
	13	Technology enabled care data and evidence of what works is routinely collected and analysed as part of service planning, improvement and delivery	13.1	A measurement framework is in place by June 2019 that includes national programme evaluation, support to local evaluation and data collection	Managed by national programme teams
			13.2	20 partnerships are collecting Telecare Benchmarking Data by December 2019, with a follow up review commissioned on impact and value	SHA, LGDO, local partners
	14	Greater awareness, engagement and adoption of digital technology is achieved within the housing sector and third sector care providers	14.1	50 pledges to the TEC Housing Charter have been made by social landlords by March 2020	SFHA and TEC Housing partners with participating social landlords
			14.2	Phase 2 programme of work with COPs is established to increase members capacity to understand and adopt digital technology	COPs, participating third sector organisations
	15	All organisations supported by the Technology Enabled Care programme have signed up to the Digital Participation Charter to ensure that they are working towards extending digital skills	15.1	Approach to ensuring sign up to the Digital Participation Charter is agreed and in place by September 2019	SCVO, participating local partners