



DUNDEE SMART HEALTH AND CARE STRATEGY

**A Strategic Plan for Supporting
People to Manage their Own
Health and Live Independently
Through Technology**

2017 - 2020

CONTENTS

Introduction	Page 3
Our Strategic Outcomes	Page 4
Our Guiding Principles	Page 5
What is Technology	Page 6
Context of Change	Page 7
Delivering on Our Strategic Outcomes	Page 9
Strategic Outcome 1 - Information for You	Page 10
Strategic Outcome 2 - Living a Fulfilled Life	Page 13
Strategic Outcome 3 - Building a Technology Enabled Care System	Page 16
Measuring Our Performance	Page 18
Appendixes	Page 19

Introduction

The Health and Social Care Partnership vision is that
“citizens of Dundee have access to the information and support that they need to live a fulfilled life”

Technology has become part of our daily lives. We can bank, shop, work, read, enjoy music and films, book holidays, learn, express our views and stay in contact with friends, family and colleagues online using PC's, tablets and mobile devices such as smart phones.

We can already access and use technologies such as telecare, equipment and adaptations to support independent living and access a range of information about health and social care services through a range of websites. Over the next ten years, it is likely that technology will be continue to be embedded in our daily lives and in how we access and use public services.

In Dundee, we view that there will be significant opportunities to utilise these developments for the benefit of citizens of Dundee. In particular, we believe that technology can support achievement of Dundee Health and Social Care Partnership Vision and in doing so can increase the efficiency and capacity of services.

We have an excellent platform in which to do this. We have highly respected academia and industry who are currently developing and researching new technologies which can make a difference to people's lives. We are also developing integrated health and social care services and as part of this have well established partnership arrangements.

In recognising this opportunity, this Strategic Plan (the Plan) has been produced. It sets out our ambition to build upon our progress already made and our commitments to becoming a leader in use of technology to improve lives and outcomes of citizens of Dundee.

Our Strategic Outcomes

In recognising the potential of technology to enable citizens of Dundee to access the information and support that they need to live a fulfilled life, we have established three strategic outcomes.

We have developed three strategic outcomes based on what people who use our services and our stakeholders told us. The three strategic outcomes are:

Information For You	Living a Fulfilled Life	Building a Technology Enabled Care System
<ul style="list-style-type: none">· Citizens of Dundee will say that they can easily access a range of web based information, advice and support which enables them to look after their own wellbeing and live a fulfilled life.	<ul style="list-style-type: none">· Citizens of Dundee will say that they are able to live a fulfilled life by being able to easily access and use a range of technology to meet individual circumstances and outcomes.	<ul style="list-style-type: none">· Our workforce and our partners will say that they use technology in everyday practice, are personalised in our approach to use of technology and we promote innovation in the development and use of technology to meet citizen's outcomes.

These outcomes are reflective of what local people told us. They also align with the nationally defined, Getting it Right for Every Child wellbeing outcomes ([SHANARRI](#)), the [National Health and Wellbeing Outcomes](#), [Dundee's Health and Social Care Partnership](#) priorities and also fits with the [Dundee Local Outcome Improvement Plan](#) and [Dundee Fairness Commission Report](#).

Our Guiding Principles

To support our implementation of our strategic approach to technology we have adopted a set of guiding principles. This helps to provide a focus on our decision making and consideration in use of technology.

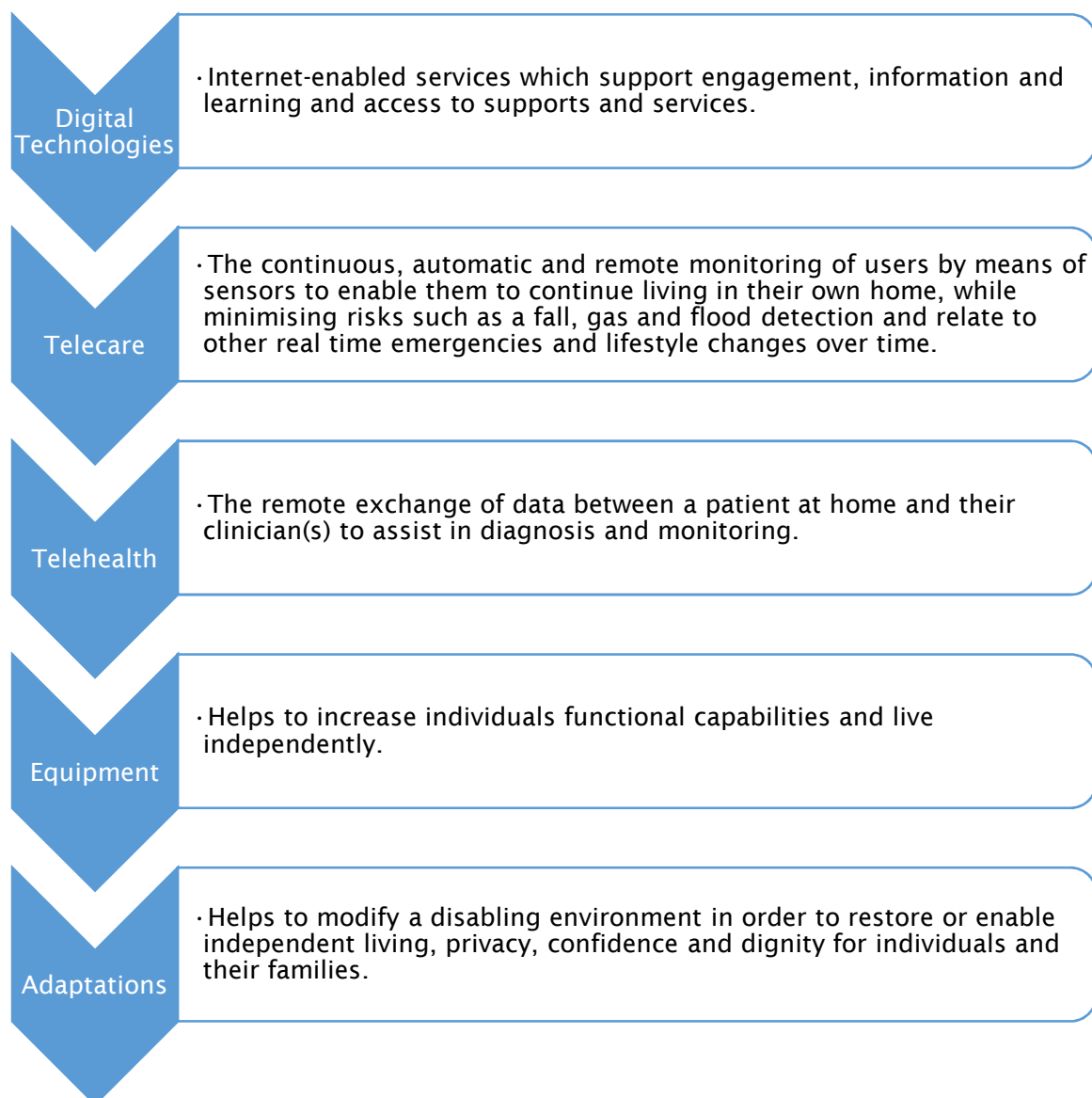
The principles are:



What is Technology?

There are a range of technological solutions which can help people self-manage their own health, and stay happy, safe and independent in their own homes.

Within Dundee, we have taken an integrated approach whereby we have brought together technologies such as telecare, telehealth, equipment and adaptations and digital technologies into one strategic approach. This is so that our focus is on a personalised approach which uses technology to improve outcomes.



Context of Change

Dundee's Strategic Overview

Dundee, like many other areas is facing an unprecedented challenge to deliver services within a background of increasing demand, complexity and expectation. In this context, the Dundee Health and Social Care Partnership have produced a [Strategic and Commissioning Plan](#) to set out how it will meet its vision that *“each citizen of Dundee will have access to the information and support that they need to live a fulfilled life”*.

Eight priorities have been developed to support achievement of this vision and [National Health and Wellbeing Outcomes](#). These priorities are: - Health Inequalities, Early Intervention/Prevention, Person Centred Care and Support, Carers, Localities and Engaging with Communities, Building Capacity, Models of Support/Pathways of Care and Managing our Resources Effectively.

The [Strategic Needs Assessment](#) accompanying the Dundee Health and Social Care Strategic and Commissioning Plan provides an analysis of Dundee's demographics and what this means for the future delivery of health and social care in Dundee. In summary it highlights that the Dundee population:

- Is projected to rise by 15% to 170,811 by 2037. Within this growth, it is anticipated that with increased life expectancy there will be an increase by 45% of people aged over 75, but a decrease in people aged between 16 to 29 and 50 to 64.
- Are likely to be living with two or more long term health conditions if people are aged over 75.
- Has a higher level of morbidity and multi-morbidities experienced by those under 65. This is likely due to the effects of deprivation and health and social inequalities.
- Ranks in the top five local authorities in Scotland for the prevalence of learning disabilities, physical disabilities, mental health issues and substance misuse.
- Will likely see an increase in people who will rely on unpaid carers and health and social care services.

To enable citizens of Dundee to live a fulfilled life, new approaches and interventions are required alongside system redesign. In Dundee, we recognise that the effective use of technology will support achievement of Dundee Health and Social Care Partnership Vision if embedded in system redesign and promoted to our workforce, our stakeholders and our partners.

National Technology Priorities

To develop this Plan, reference was made to the range of policies and guidance which aim to establish and promote the use of technology for the benefit of the people of Scotland and people who use health and social care services.

In reviewing these policies and guidance a number of key shifts and priorities in developing the use of technology were identified. These tell us that technology should:

- ✓ Promote equality and social inclusion.
- ✓ Address health inequalities.
- ✓ Support early intervention and prevention.
- ✓ Protect people from harm.
- ✓ Increase the accessibility, flexibility and efficiency of services so that people can gain the right support at the right time.
- ✓ Increase opportunities for people to be involved in the design and development of supports and services.
- ✓ Be integrated into service delivery and redesign.
- ✓ Help us to demonstrate impact and outcomes on people who use our services, carers and communities.

To support development of technology it is recognised that we must build:

- ✓ Opportunities for service users and carers to be involved in co-designing technologies and co-producing the implementation of technologies.
- ✓ Our workforce understanding and use of technology in daily practice.
- ✓ The infrastructure to ensure that all citizen's access digital technologies and their homes have the ability to be adapted to meet their future needs.
- ✓ Governance arrangements so that we know technology is safe for use and does not impact on people who use services and their carer's privacy.

Appendix 1 provides a list of the key policies and strategies.

Delivering on Our Strategic Outcomes

As a Partnership we recognise that to successfully use technologies and achieve local and national priorities we must work together and collectively with people who use services, carers, communities and our partners. We also recognise that technology needs to be seen as an enabler to system transformation and a way of supporting delivery of personalised care rather than an adjunct to care.

This strategic plan aims to provide a platform for doing this. We have identified three strategic outcomes which provide a direction for how we will use and build capacity for technology. The strategic outcomes are Information for You, Living a Fulfilled Life, Building Our Technology Capacity.

It identifies what actions and shifts we need to take to achieve these strategic outcomes and in doing so contribute to achievement of Dundee Health and Social Care Partnership Vision that *“citizens of Dundee have access to the information and support that they need to live a fulfilled life.”*

To ensure this plan achieves its outcomes and technology is embedded within our change programmes and service delivery, implementation of the plan will be undertaken through the Community Rehabilitation and Independent Living Partnership. More information about the Group can be found at Appendix 2.

Our Strategic Outcomes

Strategic Outcome 1 – Information for You

Citizens of Dundee will say that they can easily access web based information, advice and support which enables them to look after their own wellbeing and live a fulfilled life.

What Are We Doing Now?

Within Dundee we currently have a range of information available online which provides information about health, social care, self directed support and what's available in Dundee. Examples of information available locally are [Dundee Health and Social Care Partnership Website](#), [Dundee City Council website](#), [NHS Tayside](#), [MyLife](#), [My Wellbeing](#), [Dundee Independent Living Centre](#), [Protecting People](#), [Leisure and Culture Dundee](#), [Adult Learning](#), [Dundee Celebrate Age Network Forum](#), [Mental Health and Wellbeing](#) and all Dundee GP Surgery websites. We also have information available through apps such as [Money Worries/ Crisis Help Mobile App](#) highlighted below.

In line with Scottish Government “[Once for Scotland](#)” agenda, we have promoted [ALISS](#), [NHS Inform](#), [Living Made Easy](#) as reliable sources of local and national information on health and social care issues. We have also established [Dundee Technology Enabled Care Facebook Page](#) to provide local information about technology developments.

To provide information about practical use of technology short videos have been developed and made available through our Technology Enabled Care Facebook Page. This includes interviews with families of people living with dementia using technology.

Good Practice Example

Entitled ‘Money Worries? Find the right help in a crisis’, this app was designed as a signposting resource to direct people to appropriate sources of advice and support, particularly in times of crisis. It is aimed to mitigate the impact of welfare reforms and financial difficulty.

It is free to download and available for mobile phones and tablets on both Apple and Android platforms, it can be used as a direct source of help by members of the public as well as professionals.

To download: Search for ‘Money worries? Find the right help in a crisis’ in the App stores or scan the relevant QR code.

What Will We Do?

Through local engagement and discussion, we know that we have barriers to achieving our outcome through citizens either not having access to the internet or digital literacy to safely access and search for information. Furthermore, we also know that we need to consider models of technology which can support a decisive shift towards prevention, early intervention and self-management.

We also know that both professionals and citizens have said they experience confusion about what is the most appropriate information site to safely access as well as information about what supports and services are available locally to assist them.

To achieve a position whereby citizens of Dundee will say that they are able to look after their own health and well-being by being able to access online a range of information, advice and support we will:

- ✓ Implement a Digital Accessibility Charter which sets out how citizens of Dundee, our workforce and our partners will be able to easily access web based information about health and social care supports and services.
- ✓ Review information, advice and support provided by the Health and Social Care Partnership and use outcomes of this review to further develop online platforms which enable citizens of Dundee to look after their own health and wellbeing, live a fulfilled life, make decisions about their support and be involved in health and social care partnership developments.
- ✓ Embed appropriate links to national information resources, such as ALISS and Living it Up, within local online platforms so that citizens have access local and national information.
- ✓ Refresh the Dundee Independent Living Centre so that it provides a range of accessible information about technologies which support self-management and independent living and supports service users and carers digital engagement.
- ✓ Refresh the Carers of Dundee website, through co-production Carers, so that it provides a range of advice and information to Carers in line with the Carers (Scotland) Act 2016 and supports Carers digital engagement.

- ✓ Through a partnerships with colleagues across Dundee City Council, NHS Tayside, Third Sector, Leisure and Culture, Smart Cities and BioDundee develop opportunities which promote digital inclusion and increase access to online information, advice and support to citizens of Dundee.
- ✓ Commission a review to understand what technology models can support early intervention, prevention and self-management within integrated health and social care services so that recommendations can be gained from this review and used to inform future use of technology in Dundee.

Commitment 2 – Living a Fulfilled Life

Citizens of Dundee will say that they are able to live a fulfilled life by being able to easily access and use a range of technology to meet individual circumstances and outcomes.

What Are We Doing Now?

Empowering Citizens through Telecare and Telehealth

We recognise that telecare and telehealth can make a significant difference to citizens and their carer's lives. Our key achievements are:

- Increase in number of people receiving telecare from 2014 to present. At April 2017, 5900 users were receiving telecare which is an increase from 5750 users at April 2016, 5670 users at April 2015.
- Pilot of Florence which provides cost effective home health monitoring using mobile phone texts. The evaluation and learning from Florence will support roll out of telehealth across health and social care partnership.
- Investment in our remote centre technology through installation of [Tunstall PNC7](#). PNC7 provides the opportunity to monitor both telecare and telehealth products and in doing so supports our ambition to further develop telehealth within Dundee. It also supports a move towards viewing technology as part of our everyday care and support and a move towards digital telecare provision.
- Sign up to [Scotland Excel Telecare and Telehealth Framework Agreement](#). This framework enables Dundee to access a range of telecare and telehealth products at an efficient price.
- Development of a telecare and telehealth e-learning module to support increased understanding of telecare and telehealth. This module will be available via Dundee Independent Living Website.

Living Independently Through Equipment and Adaptations

Over the past three years we have also invested in our equipment and adaptations as we recognise that this can enable people to live independently. Our key achievements are:

- Continued investment in equipment as a means of supporting independent living. At April 2017, 4137 users received equipment which is a slight decrease from 4489 users at April 2016, 4138 users at April 2015 and 4112 users at April 2014. Over the past three years we have delivered 85% equipment on average within 2 days or less of order.
- Development of integrated pathways and a single point of referral for equipment and adaptations. This is articulated within the Joint Criteria for Access to Equipment and Adaptations which is used by all prescribers of equipment and adaptations.

- Implemented a multi-disciplinary operational equipment group, chaired by Equipment Services Manager, which considers operational issues relating to equipment.

To support our focus on independent living, we have an Independent Living Centre. The Centre provides a unique showroom environment for members of the public to view and try a wide range of equipment and adaptations which support independent living. Occupational Therapists, who are located at the Centre, are on hand to provide a range of information and advice about equipment, adaptations and supports which can help people to live independently.

SMART Accommodation

Over the past two years we have invested in step down accommodation and in particular, reconfigured a demonstration SMART Flat into a multi-purpose facility which can be used for demonstration, rehabilitation and intermediate care upon discharge from hospital.

Dundee's Smart Flat is a two bed roomed all on one level apartment which is wheelchair accessible and fully equipped to enable people to come out of hospital and live as independently as possible. The flat offers a temporary home while people learn to use assistive equipment and are assessed; concurrently healthcare professionals will establish what adaptations may be required to allow people to return to their own homes. Everything in the flat can be controlled remotely; light switches, doors, windows, the bath, the hospital beds, the hoist. The flat can be programmed to suit an individual's specific needs.

What Will We Do?

Through local engagement and discussion, we identified initial challenges in relation to understanding and knowledge about what technology can support independent living as well as workforce confidence in promoting technologies.

To achieve a position whereby citizens of Dundee will say that they are able to live a fulfilled life by being able to easily access and use a range of technology to meet individual circumstances and outcomes we will:

Our Provision and Accessibility of Technology

- ✓ Refresh our Joint Access to Equipment and Adaptations Criteria to include telecare, telehealth and a focus on the achievement of independent living outcomes.
- ✓ Implement online technology self-assessment options as a means of increasing accessibility of telecare and equipment for citizens of Dundee.

- ✓ Embed technology assessment as part of our assessment and support pathways across community and hospital discharge settings.
- ✓ Invest in opportunities to further develop use of telehealth and Home Health Monitoring to support diagnosis and monitoring at home.
- ✓ Implement a pilot with [Just Checking](#) to inform community rehabilitation assessment and planning and promote independent living.
- ✓ Implement a pilot with [Netcall](#) to support service users attendance at key alcohol and drug supports.
- ✓ Implement a pilot which introduces videoconferencing in care homes to promote health and wellbeing of residents.
- ✓ Work with Neighbourhood Services to develop use of telecare, telehealth and digital supports within Sheltered Housing Complexes.
- ✓ Work with Neighbourhood Services to implement a sustainable and affordable approach to creating the infrastructure within current and new build house across Council, RSLs, Private Sector to support use of technology enabled care.

Involving Citizens and Carers

- ✓ Implement conversation cafes and community engagement events to promote engagement of communities, service users and carers.
- ✓ Implement digital engagement and participation to support service developments.

Our Workforce

- ✓ Implement Technology Enabled Care practitioner forums to support use of technology across multi-agency settings.
- ✓ Implement a Trusted Assessor Programme which supports a safe, effective and outcomes based approach to prescription of telecare, equipment and adaptations.
- ✓ Increase the range and numbers of prescribers of telecare, telehealth and equipment so that people and their carers can easily access technology from all health and social care partnership services.

Our Governance

- ✓ Implement a framework agreement for the procurement of equipment and adaptations.
- ✓ Achieve excellent in self-evaluation in our provision of technology using Scottish Government and Care Inspectorate Guidance.
- ✓ Agree a joint approach to the commissioning of telecare products across Neighbourhood Services and Health and Social Care.
- ✓ Implement outcome reporting on our use of technology so that we can demonstrate impact of technology on people and communities.

Strategic Outcome 3 – Building a Technology Enabled Care System

Our workforce and our partners will say that they use technology in everyday practice, are personalised in our approach to use of technology and we promote innovation in the development and use of technology to meet citizen's outcomes.

What We Have Now?

In 2014, as a Partnership we recognised that to make a shift towards viewing technology as an enabler of transformation and personalised delivery of care we needed to proactively support:

- Better understanding of technology across our workforce, our partners and people who use services, their carer's and our workforce,
- Better understanding of what technologies people who use services, carers and communities would find useful,
- Opportunities for innovation and research in the use of technologies,
- Opportunities for building capacity for and through technology,
- Collaboration with key partners who can create the infrastructure to develop technologies and establish the ability for all technologies to be easily accessed no matter where a person lives in Dundee.

To that end our focus over the last three years has been on developing relationships and partnerships with colleagues across third sector, private sector and academia who can support us on our journey. We have also endeavoured to promote greater understanding in use of technology and opportunity for innovation by implementing:

- Annual Smart Care Conventions in which we bring together a range of agencies and providers of technologies to find out about technology in Dundee. These have been successful events with on average 200 people attending per year.
- Focus groups which involve people who use services, carers and a range of stakeholders in considering their priorities for technology development in Dundee. The outcomes from the focus groups will support our ongoing planning.
- Partnerships with BioDundee, ACSP, Smart Cities to support discussions in relation to promoting innovation in use of technology.
- Benchmarking to learn from different models of using and embedding technology in practice.

Good Practice Example

As a way of engaging a wider audience both locally, nationally and also internationally, we have created the Dundee Technology Enabled Care Facebook Page. This is generating growing interest and has been successful in bringing new ideas to a wider audience, including ideas from the Social Digital course. The page enables people to connect across employers, disciplines, organisations and geographical boundaries

The Facebook page is open to all to view, as is a suite of pages on the Dundee Voluntary Action website where there is a regular blog (online article) on Technology Enabled Care and presentations from the Smart Care Convention, amongst other useful information.

What Will We Do?

In going forward, our aim is to build upon our partnerships established so far so that we can:

- Be an enabler of innovation in the use of technology to meet citizen's outcomes,
- Co-produce technology developments with service users and carers, so that any innovations in technology are meaningful for service users and carers,
- Build capacity to establish a technology enabled care system which enables a shift towards technology being viewed as an enabler of transformation and personalised care delivery,
- Evidence the value and impact of technology on improving outcomes for people and carers.

To achieve a position whereby our workforce and our partners use technology in everyday practice, are personalised in our approach to technology and promote innovation in the development and use of technology to meet citizen's outcomes we will:

Learning from Citizens and Communities

- ✓ Produce a report outlining learning from current focus groups and use this learning to inform our future technology developments.

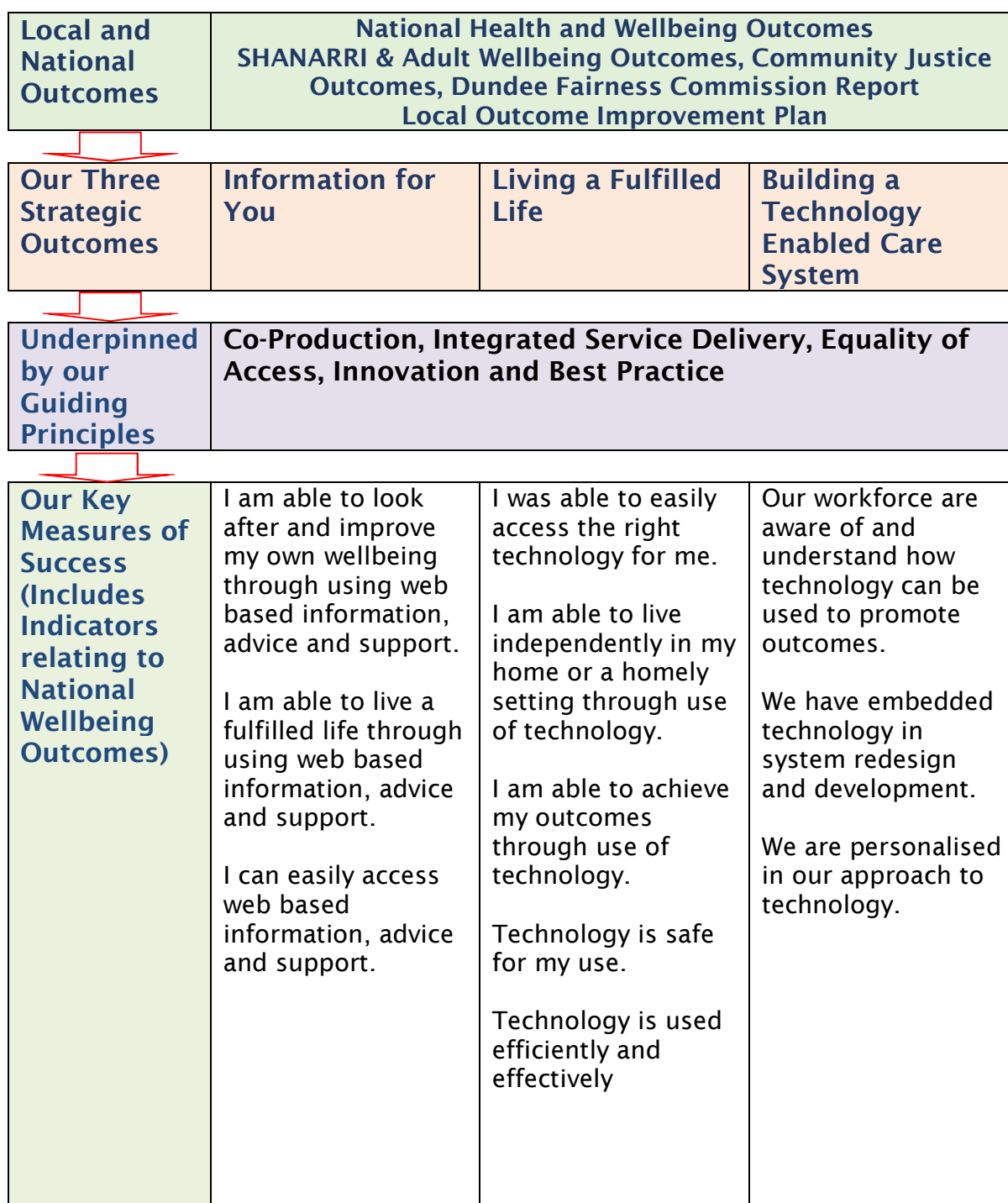
Establishing a Technology Enabled Care System

- ✓ Continue to implement annual Smart Care events to promote technology and support innovation.
- ✓ Commission research into models of technology which can enable delivery of personalised care and improve outcomes for people who use services, carer's and communities. Use outcomes of this research to inform further technology developments within Dundee.
- ✓ Implement a technology workforce development programme so that's technology is embedded in practice.
- ✓ Establish a collaborative network to promote innovation, research and development in use of technology to enable citizens of Dundee to live a fulfilled life.
- ✓ Implement briefing sessions to promote better understanding of technology enabled care.

Demonstrating Achievement of Our Outcomes

Progress towards achieving our vision and outcomes will be monitored by the Community Rehabilitation and Independent Living Partnership using our measures of success set out below and Strategic Outcome Plan. The Strategic Outcome Plan is noted in Appendix 3.

Below sets out a summary of what the Partnership is working towards.



Appendixes

Appendix 1 - List of Policies and Strategies	
Appendix 2 - Community Rehabilitation and Independent Living Partnership Overview	
Appendix 3 - Strategic Outcome Plan	
Appendix 4 - Budget Statement	