

# Midlothian Integration Joint Board



**Thursday August 22<sup>nd</sup>, 2024, 14:00 – 16:00**

## **Digital in Midlothian Update**

**Item number: 5.6**

### **Executive summary**

The purpose of this report is to update Midlothian Integration Joint Board (IJB) on progress relating to the Midlothian Health and Social Care (HSCP) Digital Implementation and Delivery Plan (2022-2025.) As this plan enters its final year, this update seeks to acknowledge achievements to date and proposed priorities going forwards in the context of the current financial challenges.

Aligned to the IJB Strategic Plan which describes Digital Technology as an enabler, the Digital Implementation and Delivery Plan has four primary functions aligned to the Digital, Data and Technology Enabled Care vision to

1. provide a clear vision, agreed governance route and dedicated resource
2. build on the accelerated pace of, and focus on, digital technology created by the COVID-19 pandemic, and see digital technology as a key pillar in the delivery of long-term sustainability for health and social care services.
3. outline a change programme to build on current and ongoing work to implement, co-ordinate and deliver to a series of fundamental priorities to enable digital transformation in the longer term.
4. outline context against which coordinated effort is required for Midlothian HSCP to deliver against national strategies and local ambitions.

#### **Members are asked to:**

- Note the performance against the Midlothian HSCP Digital Implementation and Delivery Plan (2022-2025) (Appendix 1) and performance against the Key Deliverables (Appendix 2).
- Note the loss of the Digital Programme Manager role because of financial challenges and the impact on the remainder of the plan.
- Consider whether consolidation rather than expansion is the most effective strategy in the absence of the dedicated resource, capacity, and specialist skill to progress all the ambitions of this plan.
- Acknowledge the ongoing challenges with data sharing across the system.
- Support the proposed approach to focus on building the digital skills, competence, and confidence of the workforce to ensure that digital options are an active choice for Midlothian residents and embedding our use of digital to maximise opportunities for integrated working.

# Midlothian Integration Joint Board

## Digital in Midlothian Update

### 1 Purpose

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- 1.1 The purpose of this report is to update the IJB on progress across the system in relation to the Midlothian Health and Social Care Partnership (HSCP Digital Implementation and Delivery Plan (2022-2025))

### 2 Recommendations

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- 2.1 As a result of this report, Members are asked to:
- Note the performance against the Midlothian HSCP Digital Implementation and Delivery Plan (2022-2025) (Appendix 1) and performance against the Key Deliverables (Appendix 2).
  - Note the loss of the Digital Programme Manager role because of financial challenges and the impact on the remainder of the plan.
  - Consider whether consolidation rather than expansion is the most effective strategy in the absence of the dedicated resource, capacity, and specialist skill to progress all the ambitions of this plan.
  - Acknowledge the ongoing challenges with data sharing across the system.
  - Support the proposed approach to focus on building the digital skills, competence, and confidence of the workforce to ensure that digital options are an active choice for Midlothian residents and embedding our use of digital to maximise opportunities for integrated working.

### 3 Background and main report

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- 3.1 The Scottish Governments Digital transformation intentions are clear (Digital Health and Care Strategy. A Changing Nation: How Scotland will thrive in a digital world, Scottish Government, 2021.)) Focusing on how best we use digital technology to provide the right services, at the right time, in the right place but going beyond the technical resource towards leadership, culture and service planning.
- 3.2 Transformative in nature, acknowledging that digital is the hope on the horizon and cognisant of the connection between the financial challenges and digital solutions, the Midlothian HSCP Digital Implementation and Delivery Plan (2022-2025) sought to translate the national agenda for Midlothian HSCP. Defining strategic direction using three horizons to capture the emerging changes, ideas for possible futures and visions for preferred futures.

- 3.3 In Midlothian, digital is framed not as a *thing* rather a way of *doing things*. Digital should be an approach to service design and development, enabled by technology, which allows us to create value in new ways by
- creating new models of care.
  - designing and deliver the best possible user experience with increased access and choices.
  - developing technology-enhanced business processes and planning.
  - supporting our staff, partners, and citizens to use and develop the confidence, knowledge, and skills to be involved.
- 3.4 As the Midlothian HSCP Digital Implementation and Delivery Plan 2022-2025 enters its final year, it is important to acknowledge the achievements to date, challenges and opportunities in the context of the current financial challenges.
- 3.5 Infrastructure and leadership developments have been acknowledged via the Scottish Government Digital Maturity Assessment as being above the norm within Midlothian HSCP (2023). These include the establishment of the Midlothian HSCP Digital Implementation and Programme Board and the connection to the Pan-Lothian HSCP Digital Board and uni-professional networks.
- 3.6 The Digital Programme Manager Post enabled leadership, strategic, operational, and technical support to the Midlothian HSCP Digital Implementation and Delivery Plan. The absence of this resource will impact on the deliverables both in terms of ability to initiate digital projects as well as drive progress.
- 3.7 The opportunity to maximise the technology available, ensuring digital offerings that realise efficiency and productivity are fundamental to our service redesign agenda going forwards. Ensuring digital as an enabler as opposed to digital as a standalone activity.
- 3.8 The Digital and Data Capability Framework (NES, 2024) provides an opportunity for Midlothian HSCP to build on the baseline capability identified through Scottish Government Digital Maturity assessments. The opportunity to consolidate workforce skill, competence and confidence; ensuring continuous professional development aligned of the service and population needs in relation to digital skills.

## 4 Policy Implications

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- 4.1 There are no policy implications arising from this report. However, the ability of Midlothian HSCPs services to progress and keep pace with the digital agenda is contingent on an intentional and deliverable plan that enables the adoption of new ways of working and supports the workforce to learn, embed and practice new skills and competencies with confidence.
- 4.2 The priority and focus of Midlothian IJB on Digital as a key enabler will have an impact on the ability of all services to design and deliver health and social care that is fit for the future.

## 5 Directions

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- 5.1 There are no direct implications for Directions 2024-25 as a result of this report. However, the future decisions of Midlothian IJB will determine the ability of Midlothian HSCP to deliver on these Directions and on the future ambitions of the next Strategic Plan 2025-35.
- 5.2 The Midlothian IJB Directions most likely to see slower progress without strategic planning to enable dedicated resource, capacity and specialist Digital skills are
- Direction 5.1  
NHS Lothian and Midlothian Council must ensure that data can be disaggregated by HSCP area in order to support the equitable provision of service offers and support across our communities, minimise disadvantage where possible, meet different needs, and encourage participation. This should include ensuring
    - systems and data have the capabilities to collect and filter data appropriately by HSCP area and by protected characteristics
    - health and social care workforce are suitably trained and skilled to gather and input this data, and
    - data quality assurance, by January 2025
  - Direction 5.2  
NHS Lothian and Midlothian Council must explore opportunities for integrated system-wide digital solutions and create an action plan of jointly agreed priorities by January 2025
- 5.3 As Digital is a system enabler, there is also potential for progress towards the following Directions to be impacted by Board decisions relating to Digital provision
- Direction 1.1  
All functions delegated to Midlothian IJB must demonstrate through service planning and reporting how they have increased collaborative and integrated working that improves population health and wellbeing, by January 2025
  - Direction 2.1  
All services delegated to Midlothian IJB must evidence the connection with communities, partners, and use of technology to improve self-management and self-monitoring, by January 2025
  - Directions 2.2  
All functions delegated to Midlothian IJB must ensure service planning describes a clear process to ensure fair access, by January 2025.
  - Direction 3.2  
All relevant functions delegated to Midlothian IJB must develop and demonstrate an increase in the effective and proactive outreach to people living with frailty, by January 2025

- Direction 4.1  
NHS Lothian and Midlothian Council must ensure accessible feedback mechanisms for all people and communities by January 2025 in order to develop innovative, integrated service offers and supports.
- Direction 4.2  
In order to maximise opportunities to improve personal outcomes, all functions delegated to Midlothian IJB should ensure that the principles of self-management are embedded in service delivery design, by January 2025.
- Direction 8.2  
NHS Lothian and Midlothian Council should work in collaboration with Midlothian HSCP to support the delivery of the Midlothian HSCP Integrated Workforce Plan 2022-25.

## 6 Equalities Implications

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- 6.1 This report does not directly impact on groups of people with protected characteristics.
- 6.2 However, when strategy plans, information, and services are not designed to be accessible, people get left behind without alternatives. Midlothian IJB will need to consider how it strategically plans to ensure its Partners are enabled to support people and communities to access health and social care in a Digital world.

## 7 Resource Implications

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- 7.1 There will be resource implications resulting from further action to achieve these improvement goals. Midlothian IJB may wish to consider the priority of Digital growth and development and how it wishes to direct resource to that end.

## 8 Risk

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- 8.1 There is a risk that the lack of programme manager resource will prevent both locally led digital projects as well as the ability to engage in wider/national work.
- 8.2 The key deliverable, Mitigate Digital Inequality will remain a guiding principle in service redesign however we remain mindful of the complexity associated and what is achievable.
- 8.3 There are risks identified by both host organisations associated with data sharing across the Midlothian HSCP. Without finding solutions agreeable to both partners, it will not be possible to progress some key data driven work. The ability to safely mitigate these risks will have resource implications in relation to both finance and capacity.

## 9 Involving people

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- 9.1 The Midlothian HSCP Digital Programme and Oversight Board membership is reviewed annually as part of the terms of reference. This board meet every six weeks but is proposed that this is increased to quarterly.

## 10 Background Papers

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- 10.1 No background papers.

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<b>DATE</b>	30 <sup>th</sup> July 2024

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### Appendices:

**Appendix 1:** Midlothian HSCP Digital Implementation and Delivery Plan (2022-2025)

**Appendix 2:** Midlothian HSCP Digital Key Deliverables

**Appendix 3:** Midlothian HSCP Digital Projects