West Dunbartonshire
Health and Social Care Partnership

Digital Strategy 2024 – 2027
Delivery Plan

Introduction

The West Dunbartonshire Health & Social Care Partnership (WDHSCP) is pleased to present a delivery plan accompanying its Digital Strategy 2024-2027. The Digital Strategy and this delivery plan will support the HSCP Strategic Plan 2023-2026: Improving Lives Together and its associated Strategic Plan Delivery Plan through a focus on the projects identified within the delivery plan which have a digital dimension.

This delivery plan will support the WDHSCP Workforce Plan specifically around the development of a digitally enabled workforce where the workforce plan set out a vision stating 'We will review on an ongoing basis the need for investment in new technology to support both staff who will be working in a different way and to support service delivery going forward and will continue to work on the application of remote and digital services where appropriate e.g. attend anywhere appointments with clinical services.'.

In addition, specific digital projects will support the partnership in meeting the aims of Scotland's Digital Health and Care Strategy, focusing on the 6 priorities which support the main aims of the national strategy.

Moving forward the digital strategy and the delivery plan will provide the foundation for the partnership to improve digital skills across the organisation, improve systems and data quality, provide digital channels which support lean processes and reduce duplication are in place for our communities, support digital inclusion and improve WDHSCP digital maturity.

Within this delivery plan we present actions that WDHSCP will take to implement the Digital Strategy including areas where partnership working will be required. Clear links will be made to projects identified through the Strategic Plan which are relevant to and meet requirements of the implementation of the digital strategy. The digital strategy will support a number of projects, to varying degrees depending on the scope of the project, throughout its timeframe with digital becoming a key consideration for any project being undertaken within the partnership. It should also be noted that an exercise was undertaken to match areas identified within the strategic delivery plan to programmes that would be monitored and directed through the partnership Programme Management Office (PMO) Board.

Strategic Plan 2023-2026: Improving Lives Together Delivery Plan

Within the Strategic Delivery Plan several individual areas were identified that are of direct relevance to the Digital Strategy and this delivery plan. Within the Strategic Enables for the Strategic Plan Delivery Plan several individual programmes/projects are identified which have a defined digital component through their focus on technology, or a digital element likely required to meet their objectives.

Strategic Enablers

National Health and Wellbeing Outcomes

O8.   People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

O9.   Resources are used effectively and efficiently in the provision of health and social care services

Strategic Measures: National Indicators (NI) and intended direction of change

NI2.   Percentage of adults supported at home who agree that they are supported to live as independently as possible (increase).

NI3.   Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided (increase).

NI10. Percentage of staff who say they would recommend their workplace as a good place to work (increase).*

Programmes/Projects with a focus on digital, data and systems

Technology						
Programme/Project	Responsible Officer	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Strategic outcomes and measures	Measure of output
Develop and implement a project plan for the replacement of the CareFirst Information System	Head of Strategy and Transformation			March 2026	O9	Implementation of replacement system
Increase our focus on the provision of good-quality data, to enable services to monitor and provide effective and efficient health and social care.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O9	Enhancement of strategic, tactical and operational reporting.
Support the implementation of appropriate technology-based improvements, including the federation of NHS and council systems	Head of Strategy and Transformation			March 2026	O9 NI2	Implementation of federation of NHS and council systems.
Expand the use of technology-enabled care (TEC) throughout West Dunbartonshire.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O9	TEC usage statistics.
Address digital exclusion by exploring ways to assist access to digital systems and promote automation.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O9	Development and implementation of digital strategy.
Develop and implement the Analogue to Digital Implementation Plan.	Head of Strategy and Transformation		March 2025		O9 NI2	Development and implementation of plan.

Programmes/Projects where the digital strategy will have an input.

Programme/Project	Responsible Officer	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Strategic outcomes and measures	Measure of output
Develop and implement our workforce plan, focusing on staff recruitment, retention, training and health and wellbeing.	Head of HR	March 2024	March 2025	March 2026	O8, O9 NI10	Implementation of workforce plan.
Undertake workforce modelling to inform ICT needs, in the context of a blend of office-based, hybrid and home working	Head of HR	July 2023			O8, O9 NI10	Completion of workforce modelling.
Review and implement our Participation and Engagement Strategy.	Head of Strategy and Transformation	September 2023			O8 NI3	Review and implementation of strategy.

Alongside the Technology section, several other specific Programmes/Projects will be considered within this Delivery Plan for potential Digital opportunities.

Caring Communities

National Health and Wellbeing Outcomes

O3.   People who use health and social care services have positive experiences of those services, and their dignity is respected.

O4.   Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

O5.   Health and social care services contribute to reducing health inequalities.

O8.   People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

O9.   Resources are used effectively and efficiently in the provision of health and social care services

Strategic Measures: National Indicators (NI) and intended direction of change

NI4.   Percentage of adults supported at home who agree that their health and care services seem to be well coordinated (increase).

NI5.   Percentage of adults receiving any care or support who rate it as excellent or good (increase).

NI6.   Percentage of people with a positive experience of care at their General Practice (increase)

Programme/Project	Responsible Officer	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Strategic outcomes and measures	Measure of output
Review and update the HSCP Participation and Engagement Strategy.	Head of Strategy and Transformation	September 2023			O3, O4 NI5 NI6	Approval of updated strategy by HSCP Board.
Promote the use of Care Opinion to encourage patients, clients, carers and people who use our services to share their experiences of services, further informing choice.	Head of Strategy and Transformation		April 2024		O3, O4 NI5 NI6	Number of engagements with Care Opinion.
Strengthen the voice and include the views of the people who use our services in our individual care planning approach using My Assessment tools.	Head of Children's Health, Care and Justice	March 2024	March 2025	March 2026		Reporting and capturing of the views of children who are the subject of Looked After Reviews.
Undertake service design and improvement activity regarding how partners and people who use our services access HSCP services.	Head of Strategy and Transformation	December 2023			O3, O5, O9 NI4	Implementation of pathway to HSCP services plan, improving accessibility and coordination.
Develop and implement a Children's Services initial response team.	Head of Children's Health, Care and Justice	February 2024			O3, O4, O5	Development of key performance indicators to evaluate impact, including referral rates, pending services, wait times and service and staff satisfaction

Programme/Project	Responsible Officer	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Strategic outcomes and measures	Measure of output
Implement the HSCP Quality improvement Policy across all teams and, as part of a wider quality framework, develop a quality assurance policy. Identify mechanisms to share good practice and benchmarking information routinely and systematically	Head of Strategy and Transformation	September 2023			O8 NI5	Approval and implementation of the HSCP Quality Improvement Policy and Service Design Policy.
Develop and implement a five-year strategic approach – What Would it Take? – across Children's Services, underpinned by a medium-term financial plan and defined work streams for Children's Services. This will include commissioning child-centred services; supported accommodation for care leavers; best practice in child protection; children at the centre of residential care; and fostering for the future.	Head of Children's Health, Care and Justice	March 2024	March 2025	March 2026		Development of impact measures. HSCP Board approval of strategic plan.

Safe and thriving communities

National Health and Wellbeing Outcomes

O1.   People are able to look after and improve their own health and wellbeing and live in good health for longer.

O2.   People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community

O3.   People who use health and social care services have positive experiences of those services, and their dignity is respected.

O4.   Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

O5.   Health and social care services contribute to reducing health inequalities.

O9.   Resources are used effectively and efficiently in the provision of health and social care services

Strategic Measures: National Indicators (NI) and intended direction of change.

NI1.   Percentage of adults able to look after their health very well or quite well (increase).

NI2.   Percentage of adults supported at home who agree that they are supported to live as independently as possible (increase).

NI3.   Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided (increase).

Programme/Project	Responsible Officer	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Strategic outcomes and measures	Measure of output
Work in partnership with stakeholders and people who use our services to develop pathways of care that promote and support self-management of long-term conditions. This will be facilitated by the establishment of a Greater Glasgow and Clyde primary care strategy and the progression of Moving Forward Together and the unscheduled care agenda.	Head of Health and Community Care	September 2023	September 2024	September 2025	O1, O2, O3, O4, O5, O9 NI1, NI2, NI3	Implementation of relevant strategies.

Equal communities

National Health and Wellbeing Outcomes

O1. People are able to look after and improve their own health and wellbeing and live in good health longer.

O2. People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

O3. People who use health and social care services have positive experiences of those services, and their dignity is respected.

O4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

O5. Health and social care services contribute to reducing health inequalities.

Strategic measures: National Indicators (NI) and intended direction of change

NI1. Percentage of adults able to look after their health very well or quite well (increase).

NI2. Percentage of adults supported at home who agree that they are supported to live as independently as possible (increase).

NI3. Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided (increase).

NI4. Percentage of adults supported at home who agree that their health and care services seem to be well coordinated (increase).

NI5. Percentage of adults receiving any care or support who rate it as excellent or good (increase).

NI7. Percentage of adults supported at home who agree that the services and support they receive have had an impact in improving or maintaining their quality of life (increase).

NI9. Percentage of adults supported at home who agree that they feel safe (increase).

Programme/Project	Responsible Officer	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Strategic outcomes and measures	Measure of output
Focus on improving quality of care for people living with dementia and their families, and develop strategies to reduce the risk of people developing dementia.	Head of Mental Health, Learning Disability and Addictions	March 2024	March 2025	March 2026	O1, O2, O3, O4, O5 NI1, NI2, NI3, NI4, NI5, NI7, NI9	Implementation of a dementia strategy.

Healthy communities

National Health and Wellbeing Outcomes

O1.   People are able to look after and improve their own health and wellbeing and live in good health longer.

Strategic measures: National Indicators (NI) and intended direction of change

NI1.   Percentage of adults able to look after their health very well or quite well (increase).

NI11. Premature mortality rate (reduction).

Programme/Project	Responsible Officer	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Strategic outcomes and measures	Measure of output
Through the Health Improvement Team, develop a range of interventions linked to cancer prevention, sexual health, physical activity and substance use – the leading risk factors driving West Dunbartonshire's high burden of preventable ill health and premature mortality.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O1 NI1, NI11	Improvement in engagement data.

Digital Strategy Delivery Plan

The WDHSCP PMO Board will provide governance on individual workstreams supporting the aims of the Digital Strategy, as well as supporting the delivery of the HSCP Strategic Plan. Through the duration of the strategy it is expected that other workstreams will start up that have not been identified at this point.

National Health and Wellbeing Outcomes

O8.   People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

O9.   Resources are used effectively and efficiently in the provision of health and social care services

Strategic measures: National Indicators (NI) and intended direction of change

NI2.   Percentage of adults supported at home who agree that they are supported to live as independently as possible (increase).

NI10.   Percentage of staff who say they would recommend their workplace as a good place to work (increase).*

Scotland's Digital Health & Care Strategy Priorities

P1   Digital access – people have flexible digital access to information, their own data and services which support their health and wellbeing wherever they are.

P2   Digital services – Digital options are increasingly available as a choice for people accessing services and staff delivering them.

P3   Digital foundations – the infrastructure, systems, regulation, standards, and governance are in place to ensure robust and secure delivery

P4   Digital skills and leadership – digital skills are seen as core skills for the workforce across the health and care sector

P5   Digital futures – our wellbeing and economy benefits as Scotland remains at the heart of digital innovation and development

P6   Data-driven services and insight – data is harnessed to the benefit of citizens, services and innovation.

Information Systems						
Programme/Project	Responsible Officer	Year 1 2024-2025	Year 2 2025-2026	Year 3 2026-2027	Strategic outcomes and measures	Measure of output
Digital Telecare	Head of Strategy and Transformation	March 2025	March 2026	March 2027	O2, O9, NI2, P2, P3, P5, P6	Digital transition across systems and devices complete Digital technologies to improve experience of service users, responders and telecare staff.

Information Systems						
Programme/Project	Responsible Officer	Year 1 2024-2025	Year 2 2025-2026	Year 3 2026-2027	Strategic outcomes and measures	Measure of output
Case Management System Replacement	Head of Strategy and Transformation	March 2025	March 2026	March 2027	O8, O9, P2, P3, P6	Business case for system replacement including requirements and options for procurement. If agreed implementation of replacement case management system.
Care at Home Scheduling Systems Replacement	Head of Health and Community Care	March 2025	March 2026	March 2027	O8, 09, P2, P3, P6	Business case for system replacement including requirements and procurement options. If agreed implementation of replacement system.
Data Quality Improvement including RPA	Head of Strategy and Transformation	March 2025	March 2026	March 2027	O8, O9, P3, P6	Information stored on main HSCP systems reviewed and updated. Missing information recorded, any out of date service information closed down. RPA to resolve data issues and streamline processes.

Information Systems						
Programme/Project	Responsible Officer	Year 1 2024-2025	Year 2 2025-2026	Year 3 2026-2027	Strategic outcomes and measures	Measure of output
Business Intelligence	Head of Strategy and Transformation	March 2025	March 2026	March 2027	O9, P3, P5, P6	Improving use of information, including management information reports, dashboard type development using existing applications and Power BI.
Staff digital skills developments	Head of HR	March 2025	March 2026	March 2027	O9, NI10, D4	Improving HSCP Digital Maturity. Identifying areas of development and how best to offer training and development opportunities.
HSCP website development	Head of Strategy and Transformation	March 2025	March 2026	March 2027	O9, D1, D2, D3	Including increased use of online forms to support and provision of detailed information and signposting to support communities.
Care Opinion evaluation	Head of Strategy and Transformation	March 2025			O9, D1, D2	Potential implementation of Care Opinion to be explored, including cost benefit analysis and business case.

Several specific areas with the aim of improving digital literacy within the HSCP have been identified and detailed below. This will consider available training resources to support a baseline level of digital skills and literacy as identified in the Workforce Plan, as well as more advanced training for specific job requirements which covers systems, processes, and wider requirements to develop and improve the understanding, interpreting and utilising of performance information within services.

Digitally Enabled Workforce – training and support						
Programme/Project	Responsible Officer	Year 1 2024-2025	Year 2 2025-2026	Year 3 2026-2027	Strategic outcomes and measures	Measure of output
Developing Digital Literacy	Head of Strategy and Transformation	March 2025	March 2026	March 2027	O9, NI10, D4	Aiming to improve general levels of digital literacy across the workforce on an ongoing basis. Identification of appropriate baseline training
Advanced Digital Skills	Head of HR	March 2025	March 2026	March 2027	O9, NI10, D4	Specialist roles where specific training would be beneficial identified and suitable training identified and delivered. An example could be PowerBI training for Information Team or specific systems training provision for individual services.
Online training resources – either currently existing or potential for ad hoc development	Head of Strategy and Transformation	March 2025	March 2026	March 2027	O9, D4	Supporting development of digital literacy, skills and offering additional options for training to support new systems implementations.

Digitally Enabled Workforce – training and support						
Programme/Project	Responsible Officer	Year 1 2024-2025	Year 2 2025-2026	Year 3 2026-2027	Strategic outcomes and measures	Measure of output
Performance Management – understanding and using information	Head of Strategy and Transformation	March 2025	March 2026	March 2027	O8, O9, D4, D6	Focus on increased provision of management information. Need to ensure that leaders within the HSCP are offered support and development in how to interpret, utilise and apply change based on a well-developed understanding of information.
Widen engagement with WDC Digital Skills Support Framework including encouraging people to become Digi Champs within the partnership to provide support and demonstrate new digital ways of working	Head of Strategy and Transformation	March 2025	March 2026	March 2027	O9, D4	Existing WDC framework offers opportunities to be involved in provision of digital support within Teams.