West Dunbartonshire
Health and Social Care Partnership

Digital Strategy
2024-2027

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Contents

Introduction

Purpose of this document

The West Dunbartonshire Health and Social Care Partnership (WDHSCP) Digital Strategy 2024-2027 is an ambitious approach to developing digital services and structures, and to deliver successful change for employees, service users and other stakeholders. The Digital Strategy will support the [WDHSCP Strategic Plan 2023-2026 Improving Lives Together](#), and the digital strategy itself and use of digital technologies will support the [Strategic Delivery Plan](#).

[Scotland's Digital Health and Care Strategy](#) and the [Health and Social Care Data Strategy](#) provide the strategic direction that the Scottish Government and COSLA are making to improve the care and wellbeing of people in Scotland by increasing the use of digital technologies and using data in the design and delivery of services.

This strategy will reflect on how the impact of the Covid-19 pandemic has influenced the approach to digital within the partnership. The pandemic, and move into lockdown, made effective digital services critical to WDHSCP and supported moves to new ways of working. The strategy will aim to build on these positive developments.

The strategy will provide a framework for developing digital technologies to support service transformation, using the [Scottish Approach to Service Design](#), introduce digital channels offering a secure and convenient option for accessing information and services, countering digital exclusion in communities and ensuring employees have the skills and knowledge required.

Digital technologies are key in making services person-centred, leading to significant changes in how health and social care can be arranged, managed, and delivered. Digital by Default aims to make services more accessible, efficient, and user-friendly, while maintaining alternatives to include those who cannot use digital services.

This will include how people engage with services, empowering service users to have greater choice and control in the delivery of their care. This will help people maintain their health and wellbeing, support people to live safely within their own homes and achieve best value through the delivery of more efficient and effective services.

The strategy will support engagement with communities to make sure the use of technology is accessible, promote digital inclusion and ensure that even with a focus on digital technologies no-one in our communities is affected by digital exclusion.

We will engage with communities and other partners to establish ways to improve access to information and support. As part of our plans to promote digital skills and inclusion within our communities, improvements to support and develop health literacy will be identified. Health literacy is the ability to find, understand and use information and services to make decisions about health and wellbeing. Health literacy involves personal skills and confidence, as well as the quality and accessibility of health information and services. Health literacy affects a person's health status and their ability to form effective partnerships with health care providers.

The Digital Strategy will align with the digital strategies of both West Dunbartonshire Council and NHS Greater Glasgow & Clyde, with each organisation having their own Digital strategies related to their wider organisations. With ICT services used by WDHSCP being managed by both organisations, technology, and devices available will be heavily influenced by decisions made within those corporate ICT services. WDHSCP will need to ensure that any requirements around applications or devices are clearly identified and shared with each ICT department.

Vision

Our vision is to become digital by default, shifting from traditional models of care delivery to a new model of patient-centred, value-based care with the help of digital technologies. We will support digital skills development within our teams and improve digital inclusion in our communities while continuing to provide services and support that meet the needs of our service users.

Mission

We will empower our service users and employees by utilising digital technologies and information, to support reliable, consistent, and responsive services, improving outcomes in line with the HSCP Strategic Plan Improving Lives Together 2023 - 2026.

Aims

The aims of the WDHSCP Digital Strategy 2024 – 2027 are to:

- Support the vision and delivery of the Strategic Plan 2023 – 2026 Improving Lives Together.
- Evaluate and improve digital maturity within WDHSCP.
- Ensure best use of modern, secure systems and technologies which help streamline processes, and improve quality and usage of our data.
- Reduce costs within our services by implementing digital tools and streamlining processes.
- Improve outcomes for service users by introducing technology enabled care and supporting the transition from analogue to digital telecare.
- Introduce high quality, innovative, accessible digital services which bring benefits to service users, carers, families, and employees.
- Focus on the development of digital skills for employees, ensuring confidence in using digital technologies.
- Ensure any digital technologies introduced by the partnership consider equalities, inclusion, and any environmental impacts before approval.
- Ensure governance of digital work streams support the digital strategy, and link appropriately to national and local strategies which influence the partnership.
- Support digital inclusion within our communities, working with partners and providers to increase digital skills and access to technologies.

The Digital Strategy will also support the six main priorities of Scotland's Digital Health and Care Strategy which are:

Digital access

- People have flexible digital access to information, their own data and services which support their health and wellbeing, wherever they are.

Digital services

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

Digital foundations

- The infrastructure, systems, regulation, standards, and governance are in place to ensure robust and secure delivery.

Digital skills and leadership

- Digital skills are seen as core skills for the workforce across the health and care sector.

Digital Futures

- Our wellbeing and economy benefit as Scotland remains at the heart of digital innovation and development.

Data-driven services and insight

- Data is harnessed to the benefit of citizens, services and innovation.

The aims of the strategy, alongside national priorities, will be considered when projects with a digital element are being started up and progress monitored through the duration of individual projects.

Background
Current Position

Within WDHSCP, several areas where effective use is made of digital technologies have been identified. WDHSCP participated in the [Digital Health & Care Scotland Digital Maturity Assessment 2023](#), which identified areas of digital maturity and good practice, and will help focus attention on areas where change and improvement can be supported. Developments in those areas will have a positive impact on the 2024 Digital Maturity Assessment outcomes.

There are well established digital technologies within WDHSCP, including the ability for many employees to work remotely or begin and end their days from their own homes. Following on from its introduction during the Covid-19 pandemic, MS Teams has become a key communication platform used across the partnership for messaging, calls and online meetings which has led to less travelling for meetings reducing our carbon footprint. Recent developments have allowed WDHSCP employees employed by West Dunbartonshire Council or NHS Greater Glasgow & Clyde to share calendars, availability status, and call and chat functionality within MS Teams. Future developments will expand the features available within MS Teams.

Established information systems are in place, with a central service user information system linked to an electronic document management system. Within the Care at Home service a separate system for scheduling care visits is used. The use of these systems has enabled increased paperless working and use of digital files across the organisation. Internally, there is a focus on the use of management information from these systems, including improving access to information, setting up automated scheduled reports to reduce manual processes and improving accuracy of data.

Specific governance structures have been put in place to support digital transformation, including a Programme Management Office (PMO) Board allowing standardisation of process and guidance to be given, and a Change Board to ensure any changes made to information systems are controlled and meet WDHSCP and service requirements.

A WDHSCP website is available and provides information on what we do, how to make contact, key information around structures and sharing of documentation. Contact details are provided on the website, although it should be noted that opportunities for direct contact through the website are limited. In addition, other websites which meet specific requirements are available, such as the West Dunbartonshire Wellbeing website which provides information to support the wellbeing of children, young people, and their families.

The Digital Strategy will focus on where areas of improvement are available while also recognising progress made to date in those areas identified.

Challenges

There are several challenges associated with implementing a Digital Strategy for WDHSCP. As ICT and digital services are provided by West Dunbartonshire Council

and NHS GGC, WDHSCP has limited influence over wider strategic developments and priorities and there are specific challenges where employee work across separate networks, systems, and different devices. NHS systems are designed to meet NHS GG&C or national requirements, and Council systems are designed to meet WDHSCP or Council requirements which can mean it is difficult to find solutions that work specifically for the full partnership.

National drivers also need to be considered, including any preparatory work relating to the National Care Service as well as relevant national strategies, both directly and indirectly, linked to digital developments. Although the planned implementation date of the National Care Service is outside of the period covered by the digital strategy, the potential for preparatory work involving digital technologies will need to be considered.

Service user information systems used within WDHSCP have now been live for several years and are close to a point where their replacement will need to be considered whether to improve systems used or as suppliers move their support efforts to their newer systems. Integration between the main systems has not been possible which has led to duplication in processes and manual input into multiple systems.

The systems used are lacking in functionality available in more modern systems that would better support simplified recording processes, improved functionality for users, reduction in duplication and potential for integrating with other systems without the need for specific adaptors. Continued use of these systems will impact on the ability of WDHSCP to meet the aims of this strategy and will continue to embed inefficient recording processes.

Given the current financial climate, finding available funding for replacing current systems is likely to be a significant challenge both in terms of costs associated with implementing new systems or for additional resource to support new system implementation. It should be noted that throughout any implementation, there will still be a need to support current systems until go live. However, replacing existing systems would bring significant benefits to the partnership and should be seen as a priority area.

Consideration also needs to be given to the impact of digital technologies on our communities. Although indications are that a high number of people have no concerns in using digital technologies, other factors could impact on an individual's ability to use digital technology. It is important to note that non-digital ways of contacting WDHSCP, accessing information and receiving services will be maintained to ensure the digital approach does not bring any negative impacts on those who, for whatever reason, are not able to engage with digital technologies. Where possible we should support digital inclusion while recognising that for some people digital is not an option.

Strategic Opportunities

HSCP Strategic Plan 2023-2026

The Digital Strategy 2024-2027 will be reviewed in line with the WDHSCP Strategic Plan 2023-2026 and associated delivery plan as the Digital Strategy will support the implementation of the Strategic Plan. As well as managing the ongoing impacts of the Covid-19 pandemic, the cost of living crisis, and financial restraints within the public sector will all impact on both the Strategic Plan and Digital Strategy. However, digital transformation can support service change and provide opportunities for preventing ill health, streamlining processes, and reducing duplication all of which will have a positive impact on WDHSCP and people of West Dunbartonshire.

Governance

WDHSCP is going through a period of significant change, with several large-scale projects ongoing within services which will change the way the partnership operates in key areas. Service improvement projects following the Scottish Approach to Service Design are ongoing within individual services and many of these projects will have a digital element to them. To improve outcomes and ensure success of change projects, there is a need for greater awareness of digital and clarity around the digital and data implications of individual programmes and projects.

To ensure the successful implementation of organisational change projects within the partnership, the PMO will support individual managers who are responsible for individual projects. A PMO Board is in place, with representatives from the WDHSCP Senior Management Team as members, which will have oversight on change projects with responsibilities including approving start-up of projects, monitoring progress, providing guidance and direction, and approving the closure of completed projects.

As part of this overall governance structure digital aspects of all projects should be captured and considered at the initiation stage and through ongoing project reporting even if those areas are either part of a phase or are likely to only be available once the project is live. It's also clear that individual project managers need a raised level of digital awareness so that these requirements and potential solutions are identified as part of the project work.

The success of these projects will have a significant impact on the HSCP and its strategic objectives. Therefore, a governance framework that ensures only suitable projects are given approval and supports them to a point where they are successful will have a significant impact on digital developments.

Information Systems

WDHSCP makes effective use of information systems across the organisation, using case management systems which enable recording of client, carer, and service information, including assessment forms, case notes, financial information, and specific areas such as Child Protection and Criminal Justice. A document management system is in place and linked to the case management system to support

a paperless approach and to improve accessibility of case record information. The Care at Home service uses a separate system to schedule and monitor care services which sits separately to other systems.

The systems used within the partnership have all been in place for a significant period, with the main case management system having been live for around 15 years. Although the systems continue to support the organisation, they are at a point where they should be considered legacy systems which have been or are being replaced in other partnerships.

The main impact of ongoing use of these systems is the lack of development to improve functionality to match what is available in newer systems which would support recording, reduce duplication, and improve accuracy of information stored on the system.

In addition, moving forward opportunities to integrate these systems, either with each other or with wider systems to support information sharing, will be limited when compared to more modern systems as current systems do not support an Open Application Programming Interface (API) approach. An Open API is an application programming interface made available by system providers which allows more straightforward integration between systems and will be required moving forward both for integrating systems within the partnership and to take full advantage of developments around the National Digital Platform.

Although the focus is currently on making best use of current systems with ongoing development projects taking place to support organisational change and improve access to information across teams and services, it is clear that replacement systems projects will need to be considered to support the aims of the digital strategy both in terms of improving digital tools for staff but also for enabling service user access to information and supporting national strategies and the National Care Service. Solutions which can be integrated will be key to linking up systems to reduce duplication, improve accuracy of data and ensure that key information can be captured once and recorded on all required systems.

Data Utilisation

The Scottish Government and COSLA strategy for data-driven care in the digital age seeks to empower the people of Scotland by giving individuals clear and easy access to, and the ability to manage and contribute to, their own health and social care data where it is safe and appropriate to do so. The National Digital Platform developments are likely to support access in this way, however the key for the partnership will be ensuring that systems used are able to integrate with national systems in a suitable way to enable this. This area may be a significant driver in the decision to start up a replacement systems project to ensure a suitable cloud-based solution is in place to support this integration.

Data held within the partnership should be developed as a business asset, with better use of systems ensuring information is recorded once, is accurate and is used to support services delivered to our communities. Where possible usage of a single

standard identifier such as the Community Health Index (CHI) number should become the main identifier across systems to allow integration and data linking to further reduce duplication, improve information quality, and support fuller management information.

Business intelligence tools will be used to extract information to support management information reporting, analysis and inform decision making. Real time access to data using dashboards to support service knowledge, identification of issues, budget management and decision making supported by business intelligence applications will support managers across WDHSCP to ensure delivery of a high quality, efficient service to all service users.

Microsoft Power BI is an enterprise-class data analytics and business intelligence platform that users connect to for data analysis, visualisation, collaboration, and distribution. The introduction of Power BI would improve reporting functionality available to the partnership, allowing us to move towards a more live dashboard approach rather than the existing use of excel as a way of outputting and reporting on our data.

Information sharing with partners will also be a key approach to the strategy, including building on existing arrangements to share health and social care information. New cloud-based systems with well-developed security models may enable access to partner agencies on a tightly controlled basis to allow them to access information and contribute to multi-agency working and assessments. This would reduce duplication and manual processes, improve data quality, and reduce recording time for staff across all partner agencies.

Information can also support equality outcomes, identifying areas where community engagement may be required, promoting health improvement across the area, and giving indications of where preventative work can be done either directly with client groups or more generally.

Technology Enabled Care

The national switchover of telephone lines from analogue to digital, due for completion by the end of 2025, will bring both challenges and opportunities to the WDHSCP Telecare Service. As the current analogue community alarm units are not fully compatible with the new digital lines, the analogue alarms will need to be replaced by new digital alarms for all service users.

The Digital Office and Scotland Excel have led on a national procurement exercise, creating a framework for a shared digital Alarm Receiving Centre (ARC) system with Chubb Cloud Care Control being the selected system.

The new ARC system will be a cloud solution offered as a Software as a Service (SaaS) model supporting the rollout of digital devices. The new system will bring benefits around accessibility of information, reporting and use of mobile apps to improve communications with responders. WDHSCP will work with partners in East Dunbartonshire to ensure the successful implementation of the ARC system and to review other functionality that could bring benefits to staff and service users.

New digital devices that can connect to digital alarms and may bring additional functionality to better support people at home, allowing them to remain independent for longer, will be evaluated and introduced where appropriate. In addition, wider use of Technology Enabled Care to support services users will be considered, including potential for standalone digital devices, which may be off the shelf products, to have a positive impact on outcomes and ensure people are safe, connected and supported.

Digital Skills

The focus on enhancing digital capabilities with the partnership has underscored the necessity of fostering both general digital literacy among all staff while also providing targeted, job-specific digital upskilling. Recognising that digital literacy forms the foundation of modern professional competencies, it is essential to equip every employee with basic digital skills, ensuring they can navigate digital tools and platforms effectively, including core systems, and understand data and how it can be used to support them.

Specialised digital upskilling is crucial for roles that demand more than just basic digital proficiency, requiring in-depth knowledge of specific software, systems, or technologies. By addressing both the digital literacy baseline and the more nuanced, role-specific digital skill requirements the partnership can develop and support a workforce that not only achieves a baseline level of digital literacy but can also hand the specific digital demands of their individual roles. This dual approach is integral to the continuous improvement and efficiency of services, reflecting a commitment to excellence in delivery in the digital age.

The recent Scottish Government Digital Maturity Assessment exercise helped identify a lack of digital skills linked to posts across the HSCP. Digital skills are not part of most standard job descriptions, including those where there is a requirement to use systems.

Through the duration of this digital strategy, an evaluation will take place on how digital skills could be reflected in roles within the HSCP and what training and support would be required to improve digital literacy for all staff, while also focusing on more job specific needs for advanced skills. The aim would be for digital skills to become a standard part of developmental discussions between managers and employees to ensure all employees are empowered to use digital systems and technologies in their roles where required.

The Digital Skills Support Framework launched within West Dunbartonshire Council alongside nominated Digi Champs would support HSCP employees develop their digital skills through sharing resources and offering digital skills support. Raising awareness of this framework alongside increased the number of HSCP Digi Champs would support improvements in digital skills. Potential for use of online training resources which can be accessed at any time will be explored.

Digital Inclusion

Digital Inclusion will be a significant factor in the ability of WDHSCP to move towards being a digital by default partnership. Digital inclusion ensures equal access to and proficiency in using digital technology and services. Addressing this aligns with broader goals of health equalities, community engagement and service optimisation. The disparities in access and literacy, especially among marginalised groups, elderly, and lower socioeconomic communities, can lead to inequitable outcomes. Therefore, it's essential to integrate digital inclusion into this Digital Strategy to maintain a commitment to equitable and comprehensive care.

To effectively address digital inclusion, the partnerships strategic goals should focus on supporting a multi-agency approach to enhancing digital literacy and access, particularly in vulnerable populations, through community-based programs. Inclusive service design, involving diverse community input, is crucial for creating accessible, secure, and user-friendly digital health and social care services.

Collaborative efforts with Council, Third Sector, Independent and Community sectors are key to implementing these strategies. Community organisations offering support within communities can help develop and support digital skills and increase confidence in using digital technologies. Challenges in this endeavour include securing funding, managing digital privacy and data security, and catering to the diverse needs of the population. WDHSCP will work with partners to support digital inclusion across our communities. Our clear commitment will be to balance the advancement of digital services with the maintenance of traditional access points is essential for inclusive digital health and social care.

Digital Customer Experience

The current WDHSCP website is a useful resource for providing information to our communities which includes clear pathways supporting people to access information related to their area of interest, including ways of contacting the partnership. Development of the website to offer additional information, signposting to partners and alternative ways of making contact, which are easy to use and available 24/7, will be considered.

In addition to offering digital channels for making direct contact with the partnership, people within our communities should be empowered to share their experience of health and care services, good or bad, that they have received. The partnership will evaluate the use of Care Opinion to encourage patients, service users and carers to share their experience of services which will further inform choice and allow the WDHSCP to gather information relating to direct experience of services delivered which will allow improvements to be identified.

As the online presence is developed to include digital channels, with encouragement given to service users and anyone needing to contact the partnership to use these channels, care must be taken to ensure alternative contact routes remain available rather than introducing technological barriers.

The Scottish Household Survey 2021 indicated that the proportion of households with internet access had risen across all households, however there are several factors impacting on access particularly around age, lower incomes, Scottish Index of Multiple Deprivation (SIMD) measure and social housing. This means that while there has been growing uptake of digital technologies there are still substantial numbers of people without internet access who could not make best use of digital channels.

While there needs to be a focus on improving digital channels, citizen engagement to reduce digital exclusion needs to be considered with a particular focus on ideas around how to increase digital skills to empower people and allowing them digital access to information, including their own data where it's appropriate.

The use of tools such as Near Me, which allows people to attend appointments from home or wherever is convenient rather than having to travel to appointments in a specific office, was taken up widely as a response to Covid-19 restrictions. Near Me is widely used across NHS Scotland and is a secure form of providing video consultations approved for use by the Scottish Government and NHS Scotland which will continue to be used and developed within the partnership.

WDHSCP currently uses a dedicated Twitter/X account to share information with our communities and could explore the potential for other channels to communicate with our communities. Given how comfortable many people are with social media, this would be a key route to sharing news, information, raising awareness of health conditions and opportunities for communities to share experiences with us.

An agreed approach to utilisation of social media, including potential for training and enabling staff from different services to be able to post content to social media as used in other HSCPs may allow an expanded WDHSCP social media presence to support sharing of information, service details and signposting to additional resources including web content.

Robotic Process Automation (RPA)

The partnership will explore the potential for Robotic Process Automation (RPA) to support change, reduce duplication and improve data quality across all systems used. RPA is well established within West Dunbartonshire and can be utilised to automate processes, reducing manual effort and duplication and will perform certain data tasks much faster than a user can update a system.

RPA will become a key tool which will enable efficiencies in processes, support systems and improve data quality within systems, with specific processes identified as suitable for automation which can then run as and when required to reduce duplication or enable information to be distributed from one system to another without requiring manual processes or full integrations.

Looking Forward

Throughout the duration of the Digital Strategy, the partnership will be committed to a continual process of evaluating emerging technologies with applications across health and social care, whether identified at a national or local level. There are likely to be

technological developments that will have to be considered in the implementation of this digital strategy, with progress across health and social care systems, Artificial Intelligence (AI) and automation likely to continue through the duration of the strategy.

Developments of AI applications within health and social care are likely to take place through the duration of the strategy, and the availability of Generative AI applications such as ChatGPT will lead to increasing use by individual users within the partnership, so this is an area that will need attention. Moving forward as this area develops it will be important for all organisations, including WDHSCP, to develop and introduce appropriate guidance and governance around the use of AI, ensuring use of trustworthy, ethical and inclusive AI as outlined in Scotland's AI Strategy.

At a national level there will also be further developments, including the introduction of the National Digital Platform and an increased focus on individuals having access to and control over their own information potentially through the introduction of a 'digital wallet' approach where individuals have control over their own information and who can have access to it. As the approach taken to national developments of this nature becomes clearer the partnership will need to be able to support this level of access and control.

Delivery Plan and Measuring Success

The HSCP Digital Strategy is ambitious across several areas and aims to make digital central to the delivery of services across the partnership, including a focus on technology and digital skills within the organisation, and to ensure the introduction of functionality that will support our staff, service users and communities as we move forward into an ever more digitally engaged world. The strategy will be delivered across the next 3 years with a recognition that in certain areas such as AI there is likely to be significant developments and progress made across that period.

While there is a baseline already achieved for digital within WDHSCP, with widely used systems and appropriate governance structures in place, there is much to be done to embed digital within employee groups and to ensure that new technology is made available to support our workforce.

This West Dunbartonshire HSCP Digital Strategy is supported by a clear delivery plan, which details actions that we will take over the next 3 years to achieve strategic and digital outcomes. This delivery plan provides a framework that will allow the Health and Social Care Partnership Board to monitor progress.

The delivery plan provides details on strategic plan delivery plan programmes of work and individual projects that have a digital element which should be supported by the digital strategy and demonstrates where individual projects will support the digital strategy itself and the workforce strategy.

Reporting on progress of programmes or projects under the digital strategy will be managed, and receive guidance and direction through the PMO, with the PMO responsible for ensuring digital aspects are captured at an early stage and that any projects have a robust business case.

Appendix 1 – References

Referenced Document	Web Address
West Dunbartonshire HSCP Strategic Plan 2023-20206: Improving Lives Together	http://www.wdhscp.org.uk/media/2666/wdhscp-strategic-plan.pdf
West Dunbartonshire HSCP Strategic Delivery Plan 2023-2026	http://www.wdhscp.org.uk/media/2665/wdhscp-delivery-plan.pdf
West Dunbartonshire Council Information & Communications (ICT) Strategy 2023-2028	https://www.west-dunbarton.gov.uk/media/r2vpw44q/ict-strategy-2023-28.docx
West Dunbartonshire Council People First Strategy 2022-2027	https://www.west-dunbarton.gov.uk/media/cr2lhspx/people-first-strategy-2022-2027.pdf
NHS Greater Glasgow and Clyde Digital on demand 2023-28	https://www.nhsggc.scot/downloads/digital-health-care-strategy-digital-on-demand-2023-2028/
Scotland's Digital Health and Care Strategy – Care in the Digital Age	https://www.gov.scot/publications/scotlands-digital-health-care-strategy/
Care in the Digital Age Delivery Plan 2023-24	https://www.gov.scot/publications/care-digital-age-delivery-plan-2023-24/
Scottish Government and CoSLA Strategy for data-driven care in the digital age	https://www.gov.scot/publications/data-strategy-health-social-care-2/
Scotland's AI Strategy	https://www.scotlandaistrategy.com/the-strategy
Scottish Approach to Service Design	https://www.gov.scot/publications/the-scottish-approach-to-service-design/
National Digital Platform	https://www.nationaldigitalplatform.scot/
Digital Maturity Assessment	https://www.digihealthcare.scot/digital-maturity-assessment-2023/