



Case Study

Edinburgh Health and Social Care Partnership: Digital Shift Project

Executive Summary

Edinburgh Health and Social Care Partnership was setup to lead transformational change in the way in which the NHS and local authority provide health and social care. In partnership with third sector, local communities, independent contractors, the private sector, users, carers and staff they aim to improve the quality of life and promote sustainable independent living for their users. A key driver within their transformation has been the recognition of the need to move from analogue to digital Telecare provision; appreciating the complexity and scale of this transformation a digital shift project was created to guide and implement appropriate digital technology and supporting infrastructure.

Background

The digital shift project will pioneer the transition from analogue to digital Telecare in order to provide a modern, efficient and supportive digital framework to their service users. The project has analysed the previous analogue technology and identified the steps required for implementing a digital care paradigm; albeit with a significant learning curve, the team have gleaned valuable insights into the infrastructure, security, procurement, user requirements and staff training needs associated with this paradigm shift. This case study summarises those lessons learned for other parties considering similar projects.

Drivers

The digital shift project was set up with three main objectives:

1. To develop a cohort of 100 dispersed/grouped services users
2. To finalise digital ready processes for implementation
3. To up-skill the workforce in the use of remote monitoring and management of digital Telecare

Results

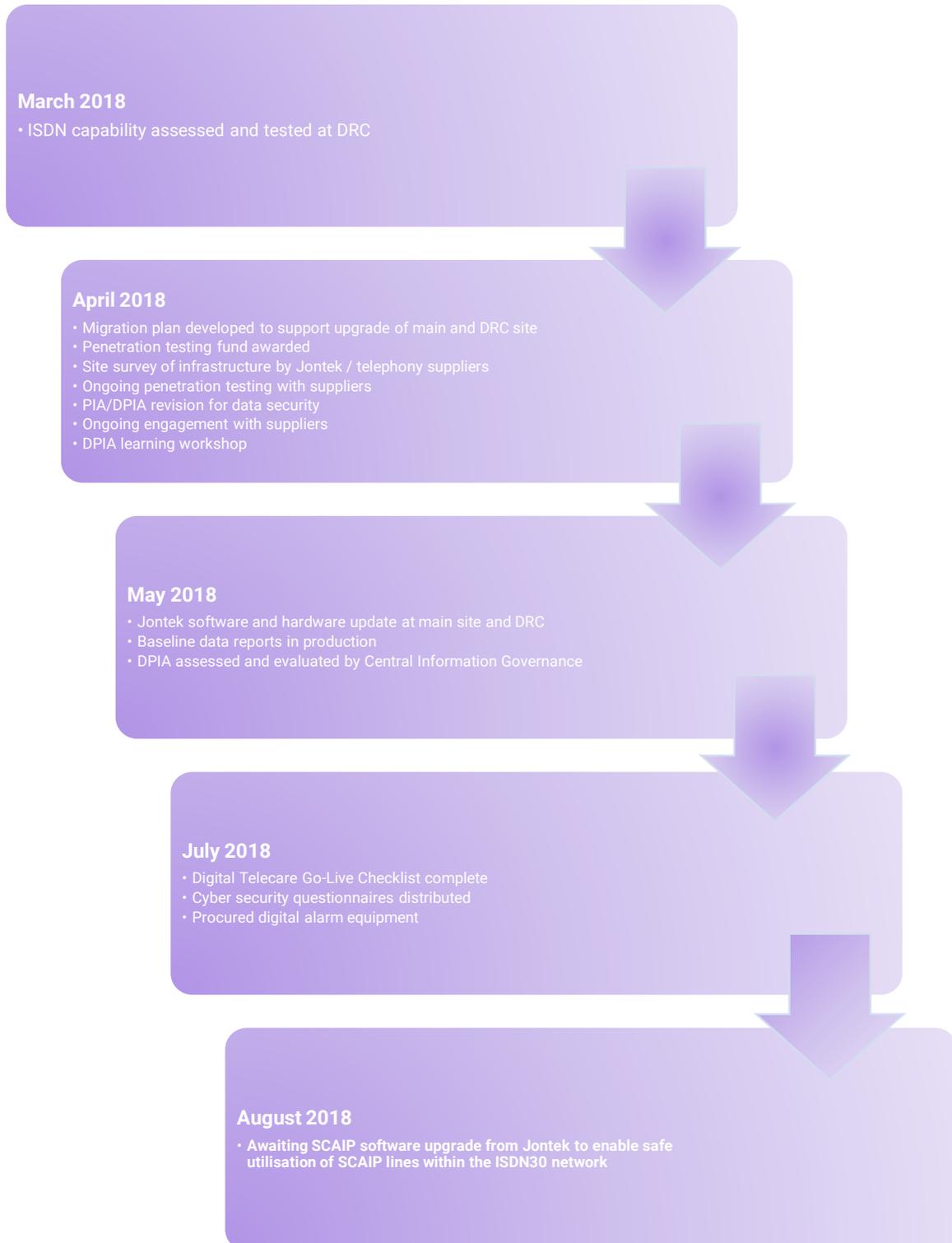
The project is still underway, aiming to go live in mid-November and full results will be available after that point.

During the supporting Webinar (Thursday 13th September 2018) David Brown and Craig O'Donnell will discuss interim results.

Implementation

The project was officially launched on 24th April 2017 with the appointments of Katie McWilliam as Project Executive and David Brown as Project Manager. Since then, a number of key achievements have been realised alongside valuable lessons as the team proceed to plan for, prepare for and migrate to a digital Telecare delivery.

The supporting infographic ([link needed here](#)) shows the full journey, milestones and achievements of the project team. This picture summarises the main project implementation milestones and tasks:



Biggest challenges

As with any project, there were a number of hurdles to overcome during development; yet, the project team would like to draw your attention to these specific challenges:

- **Alarm receiving centre managed out with corporate network with limited ICT support/input:** a specific project is now underway to transfer asset ownership with business continuity now being developed at an executive/strategic level;
- **Digital skills gap:** the shift from the current understanding of analogue alarm technology to digital needs new skills and understanding. A learning and development exercise has now been undertaken to understand and address the skills gap;
- **Workforce planning:** this in turn demonstrated the need for a digital charter assessment of the new staffing group. A full workforce planning exercise has been conducted with a comprehensive organisational review of the service area, from a time and profile raising perspective, with realistic expectations of timescales and progress communicated with stakeholders;
- **Relocation of existing ARC infrastructure:** this highlighted the need to consider upgrading the current infrastructure as part of the relocation project;
- **Demographic / financial / resource challenges:** it wasn't always easy to deploy appropriate resources to ensure reasonable capacity to undertake development work.

Recommendations/Lessons Learned

In conclusion, the project team would make the following recommendations to anyone considering a similar project:

1. **Improve programme management at local level:** this ensures that all the appropriate staff and stakeholders are involved and working together at the correct time;
2. **Consider your internal promotion and communication strategy:** ensure all your staff and stakeholders are receiving regular updates on the upcoming changes, how this will impact their service provision and what the benefits of this will be to the service and service users;
3. **Don't underestimate the paradigm shift in ARC transferring to corporate network:** there is the potential for increased bureaucracy and decreased agility in the implementation of change. However, the benefits are likely to be improvements to consistency of contingency planning, increased client safety and wellbeing;
4. **Continually use a DPIA process in all systems, process and data workstreams:** build privacy and data protection considerations into every aspect of your implementation to ensure nothing is missed.

Participant Details

1. David Brown EHSCP Project Manager
2. Craig O'Donnell EHSCP Access and Support Lead

Supporting Documentation

1. EHSCP Digital Shift Project Journey Infographic
2. Business Case Proposal for Funding (Analogue to Digital Telecare Programme)