



How to

IMPLEMENT TECHNOLOGY

to help fill the care deficit

7

Key Steps

By 2030, one in five people in the UK will be aged 65 or over, while the next 25 years will see the number of people aged 85+ doubling to 2.6 million.



As the population gets older and the risk of long-term ill health and comorbidities increase, the specialist skills of health and social care professionals will be in higher demand than ever before.

Against this backdrop, those working in the care sector continue to go above and beyond, despite contending with rising demand for services and increasingly squeezed funding. But is this sustainable?

Staff shortages have already seen more than 1.5 million hours of commissioned home care not being able to be provided between August and October 2021, an 8 fold increase from between April and June. The growing care deficit threatens the sector's ability to meet future demand and improve access to care.

In fact, there are challenges to be overcome across the social care ecosystem. Almost 400,000 people are now waiting for an assessment of their care needs. And when that assessment does take place, oversights and inaccuracies happen all too often. Meanwhile, waiting lists for hospital discharge continue to grow: NHS figures have shown that on 13th March 2022, 12.9% of all available acute hospital beds were occupied by patients who no longer needed to be there.

Dated and reactive technology embedded into current systems is preventing care staff from leveraging the intuitive tools and resources they deserve to be able to efficiently do their jobs. All of this affects not only the people in our communities who rely on social care, but also the dedicated professionals that form the backbone of the health and social care sector. And it's a pressure cooker out there. Excessive workload is causing high levels of stress, while some health and care workers are calling in sick to avoid filling their car with fuel as the cost-of-living crisis bites.

In these challenging times, health and social care stands at a crossroads. The sector can either stand still and look to 'sticking plaster' solutions, risking widening current inefficiencies and inequalities in health outcomes. Or it can build on the remarkable progress it has already started to make over the past two years in accelerating digital transformation, continuing to implement the right technologies to optimise care outcomes in the years ahead.

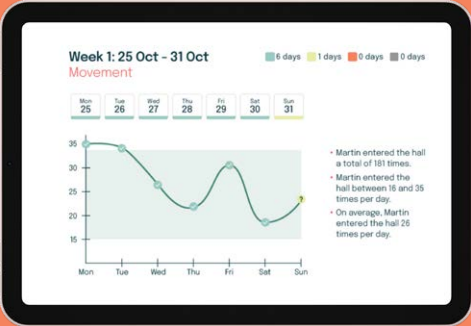
Expert opinion and actionable insight

Following a recent meeting of minds from across the UK’s social care sector, we discussed where local authorities are currently at within their journey to implement digital technologies to fill the care deficit. Together we explored the unrelenting pressures facing the sector, how the tech-driven integration of health and social care provides a welcome relief to overstretched systems, and the actionable steps that local government and social care can take to improve the quality and outcomes for care through the implementation of digital innovations. The result is this guide, helping you to advance on your digital implementation journey.



A guide to advance your transformation journey

Thank you to all the contributors from the following organisations who have shared their valuable insight.





Why now is the time to transform

The Covid-19 pandemic changed the entire landscape within which health and social care is delivered. It created unprecedented pressures – but also drove the rapid uptake of digital technologies as the sector adapted at pace.



We saw the deployment of virtual care, telehealth and remote monitoring solutions to reduce risk while promoting service users' autonomy and independence.

New opportunities from the shift towards digital care

We're now facing a golden opportunity for sector leaders to build on the momentum of this transformation and take advantage of the shift towards digital care. Last year's ADASS Spring Survey found that two thirds of health and social care directors are now positively taking action to invest in strategies in digital and technology, while 92% view investment in technology as important.

So, what can you do? As the saying goes, strike while the iron is hot, and don't delay seizing new opportunities for investment in digital transformation that are currently being offered as part of the government's 'A plan for digital health and social care' including £150 million of funding for digital adoption in social care. Putting clear plans in motion now to embrace technology and the far-reaching solutions it can bring, will set your organisation up for

structural digital transformation for the future – an approach that will truly have the impact to revolutionise the system in a way that it can both cope with increasing demand, and so that it is built to last.



“We must capitalise on this momentum to transform the system”

Tom James, Head of
Innovation and Technology, Welsh Government



“In many ways, the pandemic has enabled tomorrow’s world, today. It has provided a unique platform for us to change and transform services, so that they better serve the needs of those in our care.

The pressures of Covid accelerated decision-making, especially here in Wales, where we quickly implemented a set of online guidelines for clinical staff to ensure individuals across the country had the same standard of care and equal access to the roll-out of new technology. This ultimately led to the empowerment of patients and staff, reductions in red tape, and a fresh courage and eagerness to try different things.

But that was then – and this is now. It’s important that we don’t return to old habits and let this opportunity pass. By proactively driving the digital transformation the sector has long needed, we all stand to benefit in the years ahead.”

7

Key steps for successful implementation

#1

Focus on outcomes

Be clear about the efficiencies you want to make and how technology can meet these aims, with a focus on positive outcomes for specific problems.

#2

Get the lay of the land

Understand the current landscape of digital technology in your organisation and have transparent conversations about interoperability with existing systems.

#3

Win buy-in through strong digital leadership

Get buy in from stakeholders by giving them an evidence-based, compelling reason to use digital solutions.

#4

Create champions

Upskill the workforce who will champion transformation projects and tailor solutions to particular individual problems.

#5

Embrace multidisciplinary collaboration

Engage with a wide range of cross discipline stakeholders and collaborate to catalyse the application of technology in real-world settings.

#6

Keep the human focus throughout

Keep people at the centre through co-production with all levels of the organisation, and keeping service user outcomes front of mind.

#7

Undertake a pilot before contract

Implement pilot projects to circumvent funding restrictions and more easily access central government investment, then validate success through data outputs and positive narratives.



#1

Focus on outcomes

So, you've identified that your organisation is committed to taking action to embrace new technologies and enhance your care outcomes. But when facing so many options that you could implement and with many technologies promising different things, how do you go about identifying a technology that will meet your needs?

Choose the right technology

Emerging technologies certainly have great promise. But while seizing the moment is important, avoid the temptation to just rush into installing shiny new tech without carefully considering the specific needs you would like it to address.

As the UK Government's white paper, *People at the Heart of Care*, outlines, the level of investment in technology and social care will partly depend on the evidence produced into the effectiveness of each innovation. Ultimately, this means whilst it's important to take a forward-thinking, ambitious approach, focus on the specific care outcomes that you want to achieve, rather than setting your sights on a particular technology in the first instance.

Gain a detailed understanding of outcomes

Sometimes, you need to take a step back to propel yourself forward. Before rushing into tech implementation, take the time to gain a detailed understanding of the outcomes and efficiencies you want to improve, and work backwards to identify the technology that is capable of meeting these aims. When approaching key stakeholders for buy-in, leading with desired outcomes will help to capture attention and rally support more than simply extolling the benefits of a particular piece of tech.

Remember to use plain terminology when possible in communicating these plans, as it's likely you'll encounter varying levels of digital literacy.

“Carefully
identify and
articulate the
problems you
want to solve”

Dr Richard Wong, Consultant Geriatrician,
University Hospitals of Leicester NHS Trust



Due to current pressures on social care, it is easy to put the cart before the horse and rush into a piecemeal approach to tech implementation. This often results in ineffective, short-term pilot studies that simply test the technology, rather than verifying solutions to a carefully articulated problem.

For digitisation to work, you must identify what the outcomes are that you are looking to improve. Ask yourself what you are trying to achieve and how technology can offer the clearest path to that outcome. Only then can you accurately validate the success of the chosen digital solution.

In my experience at Willows Health, a primary care organisation serving 46,000 individuals in Leicestershire, the most effective technology integration happens when all outcomes are clearly understood and communicated. Patient-centric metrics should feature just as highly as process and system outcomes. For example, a tight focus on empowering self-management in vulnerable older adults has helped us to reduce hospital admissions.



Lilli Top Tips

Focus on what matters most to staff and service users and what outcomes will have the most positive impact on their lives.

Gather data to gain a deeper understanding of potential outcomes – generating the high-quality evidence needed to demonstrate the impact will allow you to validate your approach.

Have meaningful conversations with a range of stakeholders, share insight, needs, and concerns and try to reach alignment with key internal stakeholders on the outcomes you should focus on before embarking on a project.

Work directly with and collaborate with technology providers to identify the key outcomes to ensure the tech can deliver what you have agreed and that the objectives of implementation meet your needs.



#2

Get the lay of the land

To ensure staff and service users have easy access to new technology to maximise uptake, think about its place in existing ecosystems and infrastructure. Remember that technology should make your lives easier, not harder: the best solutions will drive strong health and social care outcomes without the need for duplication of effort, infrastructure, or hardware.

Easy integration and interoperability are key

Broad integration and compatibility with existing systems is essential. Without this interoperability, it will be extremely hard to exchange and integrate data in a coordinated way and achieve maximum benefits to end users and those receiving care.

This is why we must foster closer collaboration not just between commissioners, carers and tech providers, but also the broader ecosystem who might be providing, or need access to, any data or insights being generated about

individuals, such as primary care. Doing this will give all parties the best chance of maximising the functionality of systems.

Bringing all stakeholders together through the implementation process can help to set standards to improve the sharing of insights, and flag any potential barriers, such as access to basic infrastructure like Wi-Fi, which is a common challenge in more rural areas. This can also be as simple as defining the terminology to be used: different groups often record the same data in different ways due to past preferences.

“Work closely
with partners
to ensure
tech is fully
integrated”

Amanda Shelvey, Occupational Therapist,
Dorset Council



“Technology for technology’s sake is of little value. It only works if it’s integrated into existing management structures, working practices, and people’s lifestyles.

At Dorset Council, we have seen the challenges of interoperability first-hand. The process of trialling new remote monitoring devices in a rural area has been no mean feat: many homes have poor or no connectivity, often with limited access to services. We’ve also had to contend with rising demand, complexity and cost.

To achieve better interoperability, we are proactively working alongside our partners, such as Lilli, to evaluate technology and assess how it can be fully integrated into our systems.

Care providers in every part of the country should follow suit. Whether you’re based in a rural area or a buzzing metropolis, open and honest conversations need to be had with partners about interoperability with existing systems. This will enable all parties to ensure better outcomes for frontline staff and service users.”



Lilli Top Tips

Gain a clear understanding of the systems you already have in place (and their limitations) and share this with stakeholders.

Develop a common language: all parties should be on the same page and you need to be able to take them on the journey with you. Clear communication is key.

Reach out to the broader health and social care ecosystem to streamline the path to interoperability.



#3

Win buy-in through strong digital leadership

When it comes to implementing technology in the care sector, a number of cultural barriers exist. One significant block is a lack of understanding within organisations as to how technology can help overcome specific challenges.

From leadership teams to frontline workers, those in the care sector don't suffer fools gladly - and won't blindly implement the latest tech solutions without a firm grasp of the opportunities and benefits they bring to service users and their families.

To build on the significant progress made over the past couple of years, adult social care must undergo a shared cultural shift. As a plethora of digital technologies reshape the sector, everybody involved must be brought along on the journey and encouraged to have full confidence in the right technological solutions.

Educate and engage teams across your organisation

This change won't happen overnight. To ensure full buy-in and engagement from leaders, frontline staff and service users, it's important to ensure everyone understands what the technology is, what it's for, how it operates, and most importantly how it benefits them and the people they serve. Therefore, digital leadership needs to be firmly embedded into the skill set of all social care decision-makers. Strong leadership will prove key to inciting and embedding a lasting culture change.

“We all have
a part to play
in supporting
culture change”

Alison Tombs, ADASS Digital and Technology
Priority Lead and Assistant Director for
Wellbeing and Assessment, North Tyneside
Council



“Successful digital transformation will require a shared effort to change culture and mindset. Tech implementation needs to achieve buy-in across the sector, not just by senior stakeholders and frontline staff but also by the adults in our care. Older service users often don’t intuitively recognise the potential benefits of remote monitoring technologies and also have concerns about complexity and data vulnerability.

To put this crucial cultural shift into motion, we must ensure that everybody understands the benefits of technology and how they can engage with it. This needs to start with us. We all should be embracing evolving technologies in our working lives, so that we can build the confidence and understanding to better support others through this change.

Digital leadership is essential to pave the way towards a wider acceptance of technology in health and social care settings. It’s a skill we should all nurture to put the building blocks of change in place and address all challenges head-on.”



Lilli Top Tips

Introduce digital solutions to staff as something that meets a specific need or challenge, giving them a reason to use it.

Don't just explain what the technology can do – use data-driven evaluations and compelling narratives to inspire staff so they can see the benefits to them, so they actively want to sing its praises.

Practise what you preach. Embrace the possibilities provided by technology at every opportunity to ensure it becomes truly embedded in ways of working.



#4

Create champions

Once digital leadership is in place, ongoing staff training is key to successful implementation, and ensuring everybody is empowered and confident in using new digital approaches. Without it, staff are unlikely to adopt new technology in their day-to-day practice, resulting in minimal impact on those who are accessing care and support.

To successfully upskill staff, it's important to ensure that everyone fully understands the breadth of capabilities the technology can bring. They need to 'see' and 'feel' the benefits of tech - not just in delivering better outcomes for service users but also in its potential to make their own professional lives much easier.

Empowering tech champions

We all need a champion. And employees in the care sector are uniquely placed to champion technology and inspire those around them to take on the digital world. A tech champion is somebody who has been given enhanced training and support, so that they can take

on a leadership role in helping others across different areas of your organisation to build confidence in using digital solutions. By sharing enthusiasm and knowledge for the technology, they can enable the spread and uptake amongst peers, helping to improve digital literacy across the workforce and drive forward that all-important cultural shift.

When identifying tech champions, given the potential for high turnover rates in the care sector, it's a good idea to engage with those who have longer-term aspirations, to ensure knowledge isn't lost if they were to leave. This is also why continuous training is key to ensuring technology uptake is maintained and doesn't dip with trained staff departing. Ongoing training can also help maintain best practice in using technology, which can ultimately help new processes run smoothly, so its power shouldn't be underestimated!

“Don’t underestimate the importance of training”

Alison Tombs, ADASS Digital and Technology
Priority Lead and Assistant Director for Wellbeing
and Assessment, North Tyneside Council



“Trying something new often means going on a journey of highs and lows. We need to take people on a journey with us in the adoption of technology in social care. This is why staff training is so important in helping everybody to confidently leverage new technologies.

A large section of our team still lack digital skills in the workplace. It’s not enough just to simply show them the technology - they need relevant, compelling reasons to embed digital solutions into their daily working lives. Upskilling certain staff to become tech champions can be hugely effective in increasing confidence, understanding and motivation across the workforce.”



Lilli Top Tips

Tech champions should be developed across the diverse social care sector – not just senior leaders, so they can share the benefits and influence their peers at every level.

Ensure that training has a focus that foregrounds the value of data and the importance of accurate information for care professionals – but don't make it complicated.

Develop an ongoing programme of myth-busting, reassurance and cultural change to help ensure technology is sustainable and its implementation is long-lasting.



#5

Embrace multidisciplinary collaboration

Digital transformation can seem overwhelming, but by forming close collaborative ties with external experts, everybody can benefit from a level of experience and expertise that often cannot be provided in-house.

Working in partnership with experts from a range of disciplines is key to implementing long-lasting and sustainable digital solutions. It can even help shape the design of services and the scaling-up of services, enhancing the experiences of a broader user base.

Making the most of innovation hubs

The government's recent drive towards the development of 'digital care innovation hubs' is likely to further this collaborative agenda. Decision-makers in the care sector have an opportunity to allow greater space for interdisciplinary collaboration, knowledge sharing, and education to solve problems on a national level. Now is the perfect time to get a head start.

“Engaging in open dialogue with people across all disciplines can create a solid foundation that gives everyone a voice”

Nick Weston, Chief Commercial Officer, Lilli



“Working together gets us to the right outcomes. Multidisciplinary teams can catalyse the implementation of technology within health and social care, allowing the sector to develop and tailor its digital solutions to the holistic needs of each service user.

To build these strong collaborative working relationships, start by engaging in dialogue with professionals from a range of backgrounds and areas of expertise. Technology can provide a good foundation for this: cloud-based systems enable diverse care teams to communicate and coordinate ideas and learnings in near real-time. This helps to break down silos and ensure that all perspectives are given voice.

At Lilli, our proactive care model relies on professionals working together to identify issues before they arise. Collaboration is hard-wired into our DNA, so forming close ties with everybody working in care helps us to better understand the challenges faced and collectively work together to solve them.”



Lilli Top Tips

Collaborate at both a regional and national level to deepen data analysis expertise, share approaches, successes and failures and learn from your peers and the wider industry.

Adopt co-production approaches to ensure people accessing services can help shape their design.

Embrace multidisciplinary networks through innovation hubs.



#6

Keep the human focus throughout

Service-user, patient, client. Regardless of the terminology you're using to describe the human receiving care, it's important to remember just that: they are human. When putting together a business case for new technology implementation, it can be easy to look at the numbers - whether that is cost savings or hours gained back through great efficiency.

This is also why frontline staff got into caring or social work in the first place - they want to help people, so it's crucial for them to be able to see the long term benefits for the end service user.

Bringing independence and quality of life

Remember not to focus on technology's value solely as a piece of kit that can provide transactional outcomes such as cost savings, or time savings. But also think about how it can bring comfort, health, independence, happiness, and (sometimes) even a bit of fun to a vulnerable individual's life. Strive to keep the person at the centre when introducing and using all new technologies to staff and to service users as this narrative is what will truly win them over. Try not to make assumptions about their attitudes to technology before engaging in a conversation with them, everyone is on their own personal journey in understanding and seeing the benefits of technology.

“Remember to talk about people, not patients”

Rachel Melsom, practising doctor
and Chief Medical Officer for Lilli



“We work for a vulnerable population, but one composed of fiercely independent human beings. These people are often highly capable of determining their own needs. They want to live at home for as long as possible, but also wish to feel looked-after and safe. They desire to remain independent but don’t want to feel abandoned. Individual people will choose to engage with the individual things they like - and not engage with the things they don’t.

Therefore, when it comes to implementing technology, simplicity often wins. People want to be assured that any given solution will work for them. Properly communicating the benefits of technology, and how it improves outcomes for the individual at its heart, will prove the key to success.”



Lilli Top Tips

Think beyond “tech for tech’s sake” and focus on the specific benefits digital solutions can offer people.

Communicate in clear, non-technical language to aid understanding of complex technology.

Look at ways that you can co-produce technologies, or in its implementation, with those receiving and delivering care and leverage feedback to develop the process or shape training.

Don’t forget the wider circles of support - friends and family are deeply connected to a service user and can shape the outcome of the implementation of technology, it’s important to keep them informed and so they have a clear understanding of the benefits for their loved ones.



#7

**Undertake a pilot
before contract**

Stretched local authorities cannot afford to waste time or money, and with so many solutions on the market it's difficult to make sure you are making the right decision when choosing a provider that really meets your needs.

This is why undertaking a well-thought-out pilot project is central to successful wider implementation. It can circumnavigate barriers to funding, as it provides clear evidence on the feasibility and benefits of a project. This 'trial before you buy' approach is often key to winning over more hesitant stakeholders.

De-risking and removing barriers to success

A pilot can de-risk a project by identifying the best strategies that can be adopted to mitigate any problems that may occur during the transformation. This ultimately helps to smooth out the bumps on the road to tech implementation. Importantly, a pilot will also flag any issues with interoperability, ensuring a smoother transition if and when the contract is signed.

“Meaningful pilots are integral to success”

Fiona Brown, Former Executive Director of Neighbourhoods, Sunderland and Chief Care Officer, Lilli



“Any digital implementation project needs to be viable in the long term. When undertaking your pilot, make sure you have clear plans about how you would mainstream the project. How can it win over key senior decision makers and frontline staff? How might services need to be redesigned as things scale up? Any pilot must be implemented with a constant eye on how they will serve the needs of communities and how they will be developed in conjunction with health and care provider partners and family members.

Fundamentally, the pilot should aim to show that the specific technology used can help providers make better-informed, effective and data-driven decisions about the needs of service users and resource allocation, making far-reaching improvements and to deliver clear positive outcomes.”



Lilli Top Tips

Use a pilot to demonstrate success without the significant financial outlay and structural change of going straight to contract.

Use a pilot approach to demonstrate proof of concept to senior stakeholders, showing strong success stories that will help streamline the procurement process.

Take the results from the trial then extrapolate them across whole populations - this provides a strong and convincing picture of what further investment and roll out would look like for better outcomes for a region.

Seek buy-in from leadership and frontline staff by taking them on the pilot journey with you, helping them discover the benefits of proactive models through co-production - many tech companies are there to support you on that journey, so lean on them and collaborate.



A view from Lilli

Good things happen when we work together. At Lilli, we have seen first-hand the pressures brought about by the care deficit across the sector. We appreciate that no single healthcare provider or local authority can bring about the change needed to build more lasting and sustainable models of care on their own.



When we collaborate to integrate smart technology that meets the needs of our vulnerable and ageing population, we help each other to deliver better, more informed, and more effective care to those who need it most.

We have learned this through successful pilots of our pioneering preventative remote monitoring technology, rolled out in partnership with the Independent Future Group. This is a coalition of forward-thinking local authorities and professional care associations that explore the use of technology in care and how they can address the changing needs of the sector. By collaborating closely with our partners to develop a deep understanding of their specific needs and objectives, we have been able to determine the key objectives they are trying to achieve and have implemented the right technology-based solutions to help organisations overcome challenges and deficits.

Technology as a unifier

But tech implementation alone will not bring about the wider cultural shift needed to ensure that everyone – from decisionmakers to service users, their carers and families – can benefit from technology-driven care. This is why we run consultation sessions and team-wide training sessions to ensure that our interoperable technology feels familiar and is easily understood by all.

Working in partnership with local government and service providers, Lilli helps to ensure that all technology is implemented in line with clear objectives, and with a constant eye on how it will best serve the needs of communities. Our expertise is blended with a technology-agnostic approach, ensuring that the most flexible solutions can be offered. After all, there is no 'one-size-fits-all' in health and social care.

Our tech, our future

Everybody in the sector has been part of a massive shift over the past few years. To navigate the challenging years ahead whilst filling the care deficit, the right technology must be implemented and embraced across the board. Lilli can help your organisation integrate the smart technology needed to connect all stakeholders with the common goal – improving the quality of care received by all.

Join our Digital Transformation Programme

Lilli runs a Digital Transformation Programme aimed at leaders, managers and key senior stakeholders in digital transformation and innovation within social care. Its aim is to support them on embarking on, or advancing, their digital transformation journey.

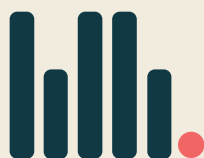
Whatever stage you are on on your digital transformation journey our programme can help you to get better outcomes for your organisation staff and the people you care for.

What you will get out of the programme:

- Peer to peer support from cohort members, providing a network of support to share and learn from
- Bespoke support and advice from Lilli, first hand advice from Lilli Chief Care Officer Fiona Brown (ex Executive Director Neighbourhoods at Sunderland City Council) and Chief Commercial Officer Nick Weston.
- Access a range of scoping templates, project brief support templates, and workshops and to help you establish the right foundations for launching remote monitoring technology within your organisation which is CQC compliant.
- ICS funding application templates and advice to help you speed up, simplify and support your submission for project funding.

Join the programme

If you are interested in speaking to someone about our digital transformation programme, please contact us: hello@intelligentlilli.com



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