Becoming a 'digital' social care organisation

A guide for managers and leaders

skillsforcare

View guide

About these resources

The National Information Board's (NIB) aim is to support the creation of a digital-ready workforce across social care and health. You can read more about the work of the NIB in their framework document 'Personalised Health and Care 2020' in useful resources and links section.

To help, it has commissioned Skills for Care to produce this guide and a series of videos which are full of practical advice from care providers who've already undergone digital change. They've been designed to help you introduce digital technology into your care business - whether it's domiciliary, residential or nursing care.

Because every care business is different in size and complexity, we've tried to cover as many elements as possible as you embark upon or accelerate your 'digital journey'. We've also included advice from the providers who've already made the change throughout this guide.

Contents

1. Becoming more digital

Every other industry has been fundamentally changed by the digital age. Technology has helped other sectors become more customer focussed and, using data and information, deliver a better customer experience.

The social care sector has been slower to embrace the benefits of technology and evidence demonstrates that this is partly to do with culture and attitude, and partly to do with capability and capacity.

Yet, the Government is committed to 'all patient and care records (being) digital, interoperable and real-time by 2020'[1] and new care delivery models that are outcome based are also driving the need for change.

Integrated care means we need information to flow more effectively across health and care to support the delivery of better care, and this can be made much easier via the use of technology.

The fact that you are reading this guide indicates that you are one of the employers already interested in using technology to improve your services.

> **We made a very conscious decision that we would use digital technology for everything that we do. We'd always been using IT for our accounts and business services but we were convinced that if we introduced digital technology to our care planning, care observation recording and medication administration it would make a significant difference.**
>
> **Mandy Thorn, Owner,
> The Uplands at Marches Care**

Start with our videos

We know that people learn best by being shown 'what good looks like' so we've created three films interviewing different care providers who share their journeys into digital working.

They're inspiring stories so we'd recommend you start here – choose the one that closely matches your own service. You can watch the videos by following the links below:

Cera Care (Domiciliary care)
The Uplands, part of Marches Care (Nursing care)
WCS Care (Residential care)

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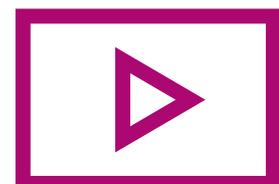
1. 'Personalised Health and Care 2020. Using data and technology to transform outcomes for patients and citizens - a framework for action'.Tim Kelsey and Dr Will Cavendish, HM Government, November 2014
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/384650/NIB_Report.pdf

2. First steps in thinking digital

Introducing digital technology into your social care organisation offers huge opportunities and benefits.

Turning paper based systems into digital systems can:

- allow some areas of care to be delivered more effectively and efficiently
- reduce or even remove bureaucracy to give staff more time to support and care for people
- allow relatives to feel more involved in their loved ones care
- give relatives piece of mind that their loved one is safe and cared for
- save costs in the long term
- increase transparency with commissioners, regulators, families and others
- allow your staff to be more creative.

However, to take the most effective first steps, you need to understand where your gaps are now, how ready are you to embrace a more digital way of working, where you're doing well and where you've not even started.

TASK

Digital Gateway Tool

To help you find and self-assess your gaps, we have produced the Digital Gateway Tool. Use the questions to help you do initial work with the senior leadership team and to do some early thinking and scoping.

Click here for the Digtial Gateway tool.

> " I think a lot of carers already use smartphones and technology to manage other parts of their lives - be it banking, ordering a taxi, booking a holiday or order some clothes. And so there is a natural movement for them to use it in the work setting. I think a lot of carers want to use technology but just aren't given the opportunity.
>
> **Dr Ben Maruthappa,
> Co-founder and CEO, Cera**

Early conversations with your Board and senior leadership team

Here are some additional questions to ask to start the ball rolling:

- why do we want to become more digital?
- have we already got technology in some areas of the business which is currently working for us?
- what did we learn from buying, installing and then using it?
- what processes did we use when buying this and can we use any of these again when commissioning more technology?
- in what areas do we need to increase our confidence and knowledge before we commission anything else?

Use these questions to get a sense of what senior leaders in your organisation feel about the changes will help you determine your next steps.

By fully exploring and understanding where the problem areas might be (infrastructure, negative culture, inexperience of software) you can see where you need to find out more information to help you move forwards.

We'll explore more about the people aspect of change and getting everyone involved in the next chapter.

> **None of us have to be technology experts - and in fact one of the things that amazes people most when they talk to us is that we didn't have a full time IT role the whole time we were introducing technology and that's because it's not about technology - it's about using technology as a tool to make things happen differently.**
>
> Christine Asbury,
> Chief Executive, WSC Care

You can show the videos in the beginning of this guide to the board or leadership team to help demonstrate that this can work and what sorts of benefits they're now seeing.

Storing and handling confidential information

Before embarking on your digital journey, you'll need to be familiar with the current law and legislation around the safe storage and handling of personal and confidential information and so will your staff. Everyone working in social care and health should see the use and safe sharing of information as part of their responsibility.

This is why we produced an information sharing for social care employers guide to help social care employers consider these issues and begin to skill their staff to meet these new challenges.

You'll need to make sure that the new system supplier will provide robust protection for your information and records.

Data Protection

Becoming a digital service often involves the digitalisation of care records and data.

All personal data or information that you store, collect or share is subject to data protection laws. General Data Protection Regulations (GDPR) came into force in May 2018 and later in the year, there is due to be a new data protection law, which will bring even further rigour.

Whether your information is held on paper or digitally, you must comply with the law. For more information about this area, please see **our webpage**.

Cyber security and information sharing

Secure systems can allow sharing of information on a safer and more efficient basis.

It is worth talking to your main local partners (e.g. health practitioners, pharmacy, hospital discharge teams etc.) to see what assurances they may require from your system to allow for this secure flow of information. You may want to add these to your detailed specification.

Data protection and security toolkit

Completion of the Data Protection and Security Toolkit (DPST) shows a higher level of assurance and can allow access to NHS Mail, a secure email system that can be used to pass information directly between you and health practitioners.

For more information on the DPST see the **NHS Digital wesbite**.

Training and support

It's vital that staff are trained to understand their legal obligations in relation to data protection and how to be 'cyber secure'.

For more guidance see the **An Introduction to Information Sharing for Staff**.

3. Scoping and getting people on board

Change isn't easy. It often feels very uncomfortable. There are ways to handle and introduce change in order to make it less painful, but some nudging along will always be needed.

In this section we'll look at how you might approach the first phase and how to set out your aims. By the end of this section you'll have a really good overview of the problems that digital change might help you solve.

You'll also find out who wants to be involved and who doesn't, what changes digital technology might bring and the risks for your organisation.

Social care employers have told us that gathering this information together from as many corners of the organisation as possible at such an early stage, not only shows commitment, but makes sure everyone is involved from the start and will help you be successful.

Getting buy in from your staff

Scoping and prioritising

Brainstorm all the things that give you and your staff headaches - tasks, systems and processes in your business that need improvements or eat up staff time.

You could ask everyone to put them all on post-its on a wall in one of your team meetings.

- Group the issues around into themes (one single system could solve a few things at once).
- Which issues can be solved by investing in a digital solution?
- Prioritise as a group which one will make the greatest difference.

Focussing on the priority you've identified, get everyone to think through the risks and benefits, pros and cons, who will be affected by the change and what sort of things the system should do.

What would happen if you didn't invest in the change and what would happen if you did? Doing all this together will help you to truly understand what the problems are with current systems and processes from everyone's perspective.

Tip
This exercise will also help when you start shopping around as it will help you identify key features and benefits and keep you on track.

Tip
Notice during the exercise which employees are most keen and energized by this exercise – they could be your 'cheerleaders' who might be the ones you test the technology on first, and then go onto train other staff.

This process may reveal things you didn't know, but need to know in order to make the change. Discussing in this way brings people along with you and makes sure you have buy in from the start.

You can then take all these ideas and type them up into a specification document (see next section) ready to start looking around.

Take photos of the wall in case you need to re-visit with the team and looking at timescales and implementation and don't panic if there are hundreds of notes – we'll tackle prioritising later in the guide.

Types of software/digital systems available

At this stage it helps to know what's out there. There are many Technology for Care events and exhibitions throughout the country where you can see and touch the sort of technology available.

Some of the employers in our videos told us about the types of technology they use. Examples include:

- accounts systems
- care recording software that allows family members to log in and see how they're loved ones are doing
- digitalised care plans
- digitalised record sharing between health and social care systems
- facilities management systems.
- 'matching' software for carers and residents/those who need care and support
- medication stock control and dispensing software
- night time monitoring systems
- reporting systems
- staff rota systems.

Bringing people with you

There are certain things that you can do to ensure that you bring people along with you[2]:

- lead by example – make sure you get the Board on board (see previous chapter)
- explain why this change is necessary
- acknowledge that mistakes will be made during the transition and that's ok
- keep communicating throughout – risk over-communicating
- acknowledge anxiety and try and help reduce it
- nudge people along
- reward brave behaviour – not just results.

Don't forget that digital technology also offers you an opportunity to embed the involvement of families and carers into the running of the service.

Care planning systems for example, that allows secure access to care records where there is appropriate permissions form the cared for person, can help carers and families feel more involved and help with transparency and trust.

There is more guidance about data protection and information sharing further in this guide.

> Your leadership in changing from digital to paper doesn't usually come from where you think it does. It will come from those who are not particularly higher ranked in the company but have an interest in it. Pick on those leaders and get them to cascade down. We started with carers doing the training and a few nurses and then the carers taught the nurses.
>
> **Carey Bloomer, Nursing Director and Registered Manager, The Uplands at Marches Care.**

> We've had some really good feedback from the relatives of those people we support about the use of technology and particularly about the transparency it provides them so they can see what is going on. I know that's something that our relatives really appreciate.
>
> **Mandy Thorn, Owner, The Uplands at Marches Care**

2 Margie Warrell, Ten Things Great Leaders Do to Get people on board with change
https://www.forbes.com/sites/margiewarrell/2017/04/15/ten-things-great-leaders-do-to-get-people-on-board-with-change/#3344ed0028cd

4. Your business plan

Digital change requires investment of money and time so you'll now need to consider who will lead this work and do they have sufficient influence to lead this change.

In this section we'll focus on the practicalities - budget, timescales and putting your team together which will form the basis of a business plan. The next chapter focusses on the specification which will sit within the business plan.

A business plan is a written document that describes what you want to achieve and how you will achieve it over a period of time. It will help those who you have to influence to understand more details about the change.

It should help communicate to your leadership team the investment and help you set out important elements:

- what sort of money are you looking to invest in this change? (see ROI below)
- do you need to seek approval from them and at which stages?
- does someone want to work with you on the investment?
- what do they need to know about the system and changes?

Tip

You can download business plan templates from the internet and modify them to suit your organisation. See the useful links section at the end.

However, to take the most effective first steps, you need to understand where your gaps are now, how ready are you to embrace a more digital way of working, where you're doing well and where you've not even started.

Budget

Working with your finance lead to put a budget together will help. Just like your everyday role, you won't be able to be an expert on everything in the change so use the expertise within your business to help you achieve your goals.

Here are some things you'll need to include in your budget.

- Have I accounted for time away from usual duties as staff get trained?
- Above the cost of buying the software, are there ongoing costs such as licences, updates or add ons?
- The cost of software failures and subsequent support
- Software updates – who does them and what is the impact on costs?

Return on investment

Return on investment (ROI) measures the gain or loss from an investment relative to the amount of money invested.

When considering a budget you may wish to consider what return on investment you expect.

This can be difficult to measure in a care setting, as staff are often not used to recording the details of how long doing something takes to do or how much tasks cost in terms of time, but it can be a useful notion to consider.

You can try and do some initial work on this:

- Do you know how long staff take on average to fill in daily records for example? This may be your existing cost and the time saved by using an electronic recording system may be your ROI.
- A ROI also may be more qualitative; you may find less medication errors or more incident reports are generated, helping you to analyse where you could improve quality of care.

Timescales

Timescales will vary depending on the part of the business where you want to implement change. This may be the first stage of a wider raft of technology changes.

Recognise business pressures that could affect your timescale for implementation. For example, do you have a scheduled CQC inspection visit when you're about to roll out your changes?

> You cannot do this without releasing people off the floor – you can't just expect them to do this in their day to day job and this is where the cost is incurred. I suppose and where your resources really do come in – you really need to budget for it.
>
> **Carey Bloomer, Registered Manager, Uplands Nursing Home**

The advice from other care leaders is don't rush - start small, start with one team, build confidence and then work from there.
It might take longer than expected whilst people get used to the new way of working and the system is tweaked to best meet your needs.

Here are some key things to think about:

- Will you go for a complete roll out or a partial, phased roll out (what are the pluses and minuses, including risks of both?)
- Have you factored enough time in for training (at all levels of the organisation).
- How will you communicate your planned timescale to people who use your service and their families? What will they experience differently and how will you communicate this?
- Will you have a 'cut off' date for when old systems are no longer used?

Team

By now you'll have someone from the Board or Leadership Team who's offered to help, your finance expert and your 'cheerleaders'. You might also have found a colleague or local Registered Manager who can help outside the organisation who's either gone through the changes already or is on the same path as you.

Detailed specification document

This sits within the business plan and clearly states what you want from the chosen solution. You could also state aims within this eg. we want it to eliminate the need for written medication records within a year.

> We managed the transition from paper based to digital slowly. My biggest piece of advice is do not try and do this overnight. Don't throw it at people – and say there you go. Do it slowly - little games, little victories and then go for it whole heartedly. We had a six month lead into it. Don't expect people just to run with it.

Carey Bloomer, Marches Care, Nursing Director and Registered Manager

Different employers take different approaches to finding something that meets their needs. Some use 'off the shelf' packages and some commission their own software.

What is common is really understanding the detail of what your system needs to do, what features it needs to have and how it will interact with other systems you may have.

Tip Make sure your team are all available for key phases in the implementation so that you have the support and leadership you need.

You should have engaged everyone in the exploration of change, have a broad specification for what you want the new technology to do and the leadership team and Board behind you…

Now it's time to fill in some detail and find what meets your needs – the specification document.

Needs and wants

Use the post it notes from the group session in the previous chapter to help you write your specification.

You could develop something like the table below to prioritise all the demands from the new system.

"Needs" are business critical things and "Wants" are your wish list.

	Needs	Wants
What will the system be able to do?		
Who will be entering information info the system?		
Who else might want to see what's held in the system?		
Should the new system be mobile or static?		
Wi-fi?		
What sort of reporting will it feature/provide?		

	Needs	Wants
What back-up systems does it require?		
Where will it be used and updated? (eg.in people's homes?)		
Support and training		
Interaction with other systems (e.g. HR system)?		
What specifications will it need to have to be able to safely share as needed with other partners?		
What features and benefits would you want? Separate the "critical things" and "would be nice to" things (wants)		
What do we need in terms of safe data handling and sharing?		

Once you have a clear sense of what you're shopping for, the next section includes tips for how to start your search and what's available to help you.

5. Searching for a digital supplier and solution

You've got an idea of budget now and what sort of money you are looking to invest in a system, and some idea about what this system will deliver for you.

You might not have all the answers when you start shopping but you could find them out as you go. Remember you will learn along the way.

The advice from other providers is that it's crucial that the system you choose is intuitive and easy to use; even the most hardened technology fan's enthusiasm will wane if faced with a system that is over complex and doesn't make sense to the average user.

Support from your peers

By attending a local registered manager's network you could find someone who's already invested in the sort of system you're looking for and you could ask them to share their learning with you. They might also be on the journey at the same stage as you and you could support each other.

You can also join Skills for Care's registered manager membership where you can share best practice and access peer support through the members-only Facebook group. You can post and ask for recommendations and start a discussion with other members.

You can find out more about joining your local registered manager's network and becoming a registered manager member of Skills for Care in the back of this document under 'useful links and resources'.

Exhibitions and events

There are exhibitions and events where social care software providers attend so you can meet them in person and talk to a few of them. Take your shopping list and pick up business cards. Most are able to demonstrate the systems at the exhibition.

> **My advice to anyone thinking about this is to have a good look around. There are lots more packages out there now and you have to find one that you're comfortable with and that actually does what you want it to do. The current one we have now is excellent – it does everything we want it to do from a manager's point of view, it's very safe and very audit driven. That's what we were looking for.**
>
> **Carey Bloomer,
> Registered Manager, Cera Care**

Try it out

Many companies will be happy to lend equipment or supply dummy systems for potential customers to experiment with; it's important to give these to those who will be using them to make sure they 'make sense'.

The software providers should be able to tell you about some care businesses where they have already successfully installed the systems. Ask if they can put you in touch with each other.

WCS Care in Warwickshire has set up an innovation hub where you can go and have a look at the technology they've invested in. You can read more about this and arrange a visit **here**.

Once you have a better idea about which suppliers are going to be able to help you with your digital change, you will need some help from your team.

TASK

Comparing suppliers

It might be that there is currently only one supplier who can provide what you "need".

If there are a few suppliers, try plotting all the different things that they offer against your original 'needs' list to help you make your decision. Use the template on the following pages to help you organise this part of the process.

If we did it all again – I would still be doing research and go and see where it works in action - the third time I went to a care home was to see how it was working. Go and look at lots of systems and do it slowly.

Carey Bloomer,
Registered Manager, Cera Care

	Supplier A	Supplier B	Supplier C
Name of system	Panther	Tiger	Kitten
Features			
Staff can login	x	x	x
Families can see what's happening			
Data protection features	x	x	x
Ability to update remotely			
Needs to be able to generate reports			
Back up system			
Costs			
Install			
Ongoing maintenance and updates			
Equipment			
Other costs	Staff training charged at £150 a day	Staff training included	

> " "
>
> **I think WCS care is lucky in that we have a board who are very open to innovation and creativity and that's what this is about, so I don't recall any point at which the board felt this was a risk or needed persuading. I remember one of our board members saying to us "Look, let's just take a risk - it's not the roof or the foundations - the worst thing is that we have to reinstall another technology over the top of it.**
>
> Christine Asbury,
> Chief Executive, WCS Care

As well as presenting your business plan, a table like this could be an easy way to present not only your requirements to the board, but to check that everyone is in agreement when choosing the final supplier.

Make sure that all your requirements are on here so that they have all the information in front of them in an easy to compare format.

This also shows you've done your homework. This will help you make your final decision as an organisation and can move forward with the commissioning of the software and implementation of the changes necessary in order to succeed.

In the next section, we'll cover key things to think about to help implement your change.

6. Implementation plan

Remember that technology is just a tool to help you achieve better outcomes for the people who you support. Talking about the technology in this way will help focus your implementation plan.

An implementation plan contains an overview of the system, the tasks involved, the resources you'll need and an acknowledgement of the effort needed and from who.

Your plan might include how you'll overcome some of the key barriers to successful implementation:

1. **Duration of the change -** allow enough time to implement new ways of working. Review the timescales as you move through the plan and push deadlines back to ensure effective implementation. Remember that some pressure is good though.

2. **Commitment -** remember that you need to commit to making the change. Don't go back or be deterred. Keep moving forwards and use your champions.

3. **Integrity -** everyone involved in the process needs to play their part. They need to take ownership for their part of the plan and complete everything they promise to do.

4. **Acknowledge the effort involved -** change is never easy. It will take massive effort but the rewards will be worth it. Simply acknowledging this to everyone involved will help them feel valued and part of the team.

> **Along the journey there have been a number of crunch points – the main one was after a couple of months when we were actually trying to run two systems at the same time because the nurses were so sceptical that it would actually work. They just became exhausted because they were trying to do too much and so we had a meeting where we all decided that on this day – we were going digital.**
>
> **Carey Bloomer,**
> **Registered Manager, Marches Care**

Some other key things to include and consider are:

Communication

It's key that your leaders keep the energy up, lead by example and are on hand to troubleshoot. Regular, short, 'stand up' meetings on how it's going can be useful to keep track of how the change is being received and embedded.

Implementing change can be frustrating and challenging. Be prepared to keep going.

Don't forget to also communicate with other organisations and partners you're regularly in touch with and of course, families and carers, ensuring they know that you're implementing change and what they may experience as a result.

"The one thing I will say is someone came to me and said your carers are always on your phones, and I said "oh good – that means they're recording everything". You have to be careful how you communicate to families about the sorts of equipment being used – and yes it does look like they're always on their phones, but I'm very happy because it means they're inputting information."

Carey Bloomer, Registered Manager and Director of Nursing, Uplands

Learning and development

Technology cannot be 'brought in and switched on' with no pre-thought about how people will be shown how to use it and importantly, why using it is a positive change.

You will need to invest in learning.

You may have a variety of skills and confidence levels within your team. Some people may be new to using any technology (and perhaps quite fearful of having to use something they don't understand), whilst others may be excited and at ease with the change.

You'll need to think through how you will support both. How will use the particular strengths within the team you have to help lead the change? You'll need to explore:

1. what is your training and learning plan?

2. who will do the training?

3. how will you begin to implement the change (e.g one team at a time, one part of the service at a time?)

4. how will the training be supported by supervision and appraisal processes?

Using new technology and systems may not be as challenging for some as you think.

Many systems are based on the systems used on smart phones and the majority of people now have a smart phone.

> "We were very very careful, our registered manager led by example. And once she got one unit working comfortably with the culture change the other parts of the business were saying yes, we'll use it too. So it's made a big difference. It has been a bit of a culture shock for some people but I think now everybody can see the difference it's made".
>
> **Carey Bloomer, Registered Manager and Director of Nursing, Uplands**

Help is available

It's important that employees at all levels have some confidence around digital skills so they can take advantage of technology at work.

For staff who are less used to technology, it may be helpful to take a look at our **Core Digital Skills Guide** to make sure you can understand where their gaps in digital skills are.

> **"You will get some real resistance to it from some people 'I can't do this, I can't do that' and I used to say show me your phone. Anyone who has a smart phone can work any of this technology. And they would say 'oh, ok'."**
>
> **Ed Russell, Director of Innovation and Delivery, WCS Care**

Digital Champions Network

To help check and improve the digital skills of your staff, you can enrol into the Digital Champions Network. You can nominate a member of staff to become a 'Digital Champion' who can access training and support and become the 'go to' person for the organisation. They can then mentor and support others to improve their digital skills.

Find out more **here**.

> **"Trying the technology somewhere as a pilot, and inviting the staff from the other care home to see colleagues who are already confident in using the technology is the best way to train them - they see it as the new normal - they're staff just like them, who are very confident in using it and they can see the impact and benefits, not only on the roles of the staff in saving time but also in the level of records and the impact on residents too."**
>
> **Ed Russell, Director of Innovation and Delivery, WCS Care**

7. Review

Phew. You made it. Go back to your original broad specification – reflect on what you've got and whether this meets your original wish list.

Did things change, and if they did, why? It's worth getting your team back together and reflecting on what happened during this journey. It will help build their confidence and experience.

Reviewing how your change has become embedded and improved your service will be important to moving forward into the next phase of digitalization.

This is where you may consider your return on investment. Ask yourself:
- what have you gained?
- what have you lost?
- what is more efficient?
- how have outcomes improved for those you support?
- what is the feedback from staff?
- in what ways are you looking your business needs and aligning them to new digital ways of working?

It's important to reflect your changes in your business continuity plan and your risk registers. Have you developed and ensured everyone understands the Policy to follow if the systems fail?

> We bought laptops and iPads, which really weren't successful because they went walkabout or got dropped so now we have mobile phones with Mobile Point of Care.
>
> **Mandy Thorn, Owner, The Uplands at Marches Care**

> When you're trying with very new technology - you're not always sure of what impact it's going to have and how you're going to use it, so there can be some unexpected results. We thought we'd be using handsets and not using it centrally but it didn't work out this way. I would say not to restrict yourselves on the outcome - be prepared to change direction.
>
> **Ed Russell, Director of Innovation and Delivery, WCS Care**

And finally… Don't give up…

Leading and implementing change can be challenging but don't give up. The providers that we worked with on this project have all gone through digital change and have shared their most valuable lessons with us and the reader. We hope that you find this guide useful.

> There's definitely been some challenging times where we've even questioned if should be adopting or embracing technology or going down this path.
>
> But looking back today now that we have our technology and I can say that it's radically improved what we do. It's made the organisation, our logistics and the services that our carers deliver easier and better. So no, we don't have any regrets.
>
> **Dr Ben Marathappu,
> Founder and CEO, Cera**

> My advice to anyone starting out - what's stopping you - just do it.
>
> **Christine Asbury,
> Chief Executive, WCS Care**

> There have been numerous benefits to being digital – and one of the main things is that the increased time carers now have for talking with the residents instead of handling bits of paper. From a manager's point of view, I can sit in my office and easily audit. If you have a big company, where you have several sites you can sit in a central office. You don't need to visit each place.
>
> **Mandy Thorn MBE,
> Owner, Uplands Nursing Home,
> a Marches Care Company**

Help from Skills for Care

Our aim here at Skills for Care is to support the work of NHS Digital and to help our sector get ready to embrace this change.

Our offer of help includes guidance documents and resources to help managers and leaders navigate their way through the law and regulations around data protection, identify skills and provide support for skills gaps and to show what good looks like and how you can achieve it for yourself.

Our ongoing work in this area is all shared on our digital working page **here**.

8. Useful links and resources and websites

Digital change

National Information Board (NIB)

'Personalised Health and Care 2020. Using data and technology to transform outcomes for patients and citizens - a framework for action'
Tim Kelsey and Dr Will Cavendish, HM Government, November 2014
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/384650/NIB_Report.pdf

Digital Gateway Tool

A checklist which allows you to score your organisation against key criteria that might help you determine whether you are ready for digital change.
www.skillsforcare.org.uk.digital

Assistive living technology (ALT)

ALT also known as Technology Enabled Care (TEC), is used as part of a range of services that help people maintain independence. The increase in people using ALT means that employers and staff need to be more aware of what types of ALT is available and how it can be used. Just as technology has become part of everyday life, the use of ALT has also become more acceptable and established.
https://www.skillsforcare.org.uk/Topics/Assistive-living-technology/Assistive-living-technology.aspx

Mobile technology investment toolkit

The benefits of mobile working and mobile technology are considerable and well-publicised. The Mobile Technology Investment Toolkit contains support and guidance on initiating and implementing mobile working programmes and projects and allows you to find out about initiating and implementing mobile working programmes.
https://digital.nhs.uk/services/mobile-technology-investment-toolkit

Change management

Ten things great leaders do to get people on board with change
Margie Warrell, Forbes Magazine, 2017
www.forbes.com/sites/margiewarrell/2017/04/15/ten-things-great-leaders-do-to-get-people-on-board-with-change/#3344ed0028cd

Eight step change model
Developed by John P Kotters, this model offers a good practical structure and tips for implementing change.
www.kotterinc.com/8-steps-process-for-leading-change/

The Personal Transition Curve, 2012
John Fisher's model helps you understand some of the psychology behind the changes in your staff team and leadership during organisational change.
John fisher's personal transition curve - 2012 - the stages

Team exercises: You can download team exercises for change management free of charge from www.businessballs.com

Data protection and security

General Data Protection Regulations
For guides on GDPR, core digital skills and workforce development visit our digital page: www.skillsforcare.org.uk/digital.

Data Security and Protection Toolkit (DPST)
The Data Security and Protection Toolkit is an online self-assessment tool that allows organisations to measure their performance against the National Data Guardian's 10 data security standards.

The Department for Health and Social Care recommends that all social care providers complete the DSPT as they will hold, process or share personal data. Completing the DSPT is a contractual requirement for those who provide care through the NHS Standard Contract.
https://digital.nhs.uk/data-and-information/looking-after-information/data-security-and-information-governance/data-security-and-protection-toolkit

Information Governance and Data Protection

This information has been written by Care Providers for Care Providers and offers guidance on safe information sharing generally and the Data Security and Protection Toolkit in particular. When we talk about information sharing or data protection it is important to bear in mind that this is not just about digital information but also paper records and verbal information.

https://www.careprovideralliance.org.uk/information-governance.html

NHS Mail

NHSmail is a secure email service approved by the Department of Health for sharing patient identifiable and sensitive information. Any organisation commissioned to deliver NHS healthcare or related activities can use NHSmail. To access NHSmail, you will need to complete the entry level of the DSPT (see previous section).

https://digital.nhs.uk/nhsmail

Guidance for your staff

It's vital that staff are trained to understand their legal obligations in relation to data protection and how to be 'cyber secure'. For more guidance see;

https://www.careprovideralliance.org.uk/uploads/1/0/8/0/108055907/an_introduction_to_information_sharing_for_staff_-_final_interim.pdf

https://www.skillsforcare.org.uk/Documents/Topics/Digital-working/An-Introduction-to-Cyber-Security.pdf

Learning and development

Core digital skills in social care

Managing information, sharing data, using digital skills in direct care and learning and development. Find out more:

https://www.skillsforcare.org.uk/Documents/Topics/Digital-working/Core-digital-skills-in-social-care.pdf

Real life example

WCS Care in Warwickshire has set up an innovation hub where you can go and have a look at the technology they've invested in. You can read more about this and arrange a visit here:

www.wcs-care.co.uk/our-care/innovation-partners

Digital Champions Network

Provided by Digital Unite, this network is a community for individuals to improve their digital skills and has been adapted to provide support for social care:

https://www.digitalchampionsnetwork.com/content/learn-share-change-lives

Other useful resources

Registered Manager Membership

Skills for Care is the membership organisation for registered managers in England. Membership supports managers to develop best practice and knowledge, keep up-to-date and share ideas with like-minded peers. Benefits include a 'Social care manager's handbook', a monthly newsletter, access to peer support through a members-only Facebook group, mentoring, discounted resources, leadership programmes, seminars and HR support; amongst others.

Find out more: **www.skillsforcare.org.uk/registeredmanagers**

Registered Manager Networks

Skills for Care facilitates registered manager networks for social care managers, covering all local authorities in England. They give managers the chance to network with like-minded peers who face similar, everyday challenges, share information and seek peer-support. Networks are led by network chairs, who are also registered managers. Local networks meet at least three times per year and always ensure that the topics are relevant to those attending.

Find out more: **www.skillsforcare.org.uk/networks**

9. Becoming digital – cheat sheet

This is a round-up of everything we've covered in this resource.

1. Thinking
- Why do we want to become more digital?
- Have we already got technology in some areas of the business which is currently working for us?
- What did we learn from buying, installing and then using it?
- What processes did we use when buying this and can we use any of this process again when commissioning more technology?
- What would we need to increase our confidence in commissioning anything else?

2. Scoping
- Invite broad group to meeting
- Brainstorm problems
- Group into themes
- Which ones can be/would like to be automated?
- Prioritise based on best gains/wins
- Identify champions to take you through
- Resident or family support? Need to get their input

3. Your proposals
- Identify your team to get you there
- Know the process for getting such change implemented/signed off
- Specification and requirements – the Board may want to contribute
- Financials
  - Cost of buying
  - Cost of keeping/updating and breakdowns
  - Cost of staff training
  - Cost of taking staff off shop floor
  - Return on investment
  - Upfront investment vs long term savings
- Timescales for implementation
- Risks – data protection, security issues
- Evaluation and follow up

4. Implementation
- Barriers to success
- Communication
- Learning and development aspects – who will train, cost of training

If you'd like to contribute to this checklist as a resource, please email us with your suggestions to **marketing@skillsforcare.org.uk**.