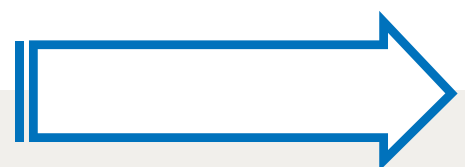


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Introducing digital technology into your social care organisation offers huge opportunities and benefits.

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.

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.



_____.



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.

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.

Before embarking on your digital journey, you'll need to be familiar with the current law and



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 _____.

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.



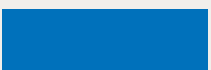
Completion of the Data Protection and Security Toolkit (DPST) shows a higher level of assurance and can allow access to NHS Mail, a secure email system that can be used to pass information directly between you and health practitioners.


For more information on the DPST see the _____.

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 _____.







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.

This process may reveal things you didn't know, but need to know in order to make the change.

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There are certain things that you can do to ensure that you bring people along with you²:

- 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 from 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.



4.

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:

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



Timescales will vary depending on the part of the organisation that is implementing the technology

Recognise business pressures that could affect your timescale for implementation. For example, do you have

The advice from other care leaders is don't rush - start small

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?



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.

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.

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.



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.



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"		



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.

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'.

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.



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.

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.





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.



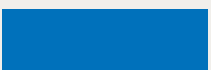
Remember that technology is just a tool to help you achieve better outcomes for the people who you support. Talking about the technology in this way will help focus your implementation plan.

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:

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







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:

- what is your training and learning plan?
- who will do the training?
- 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.





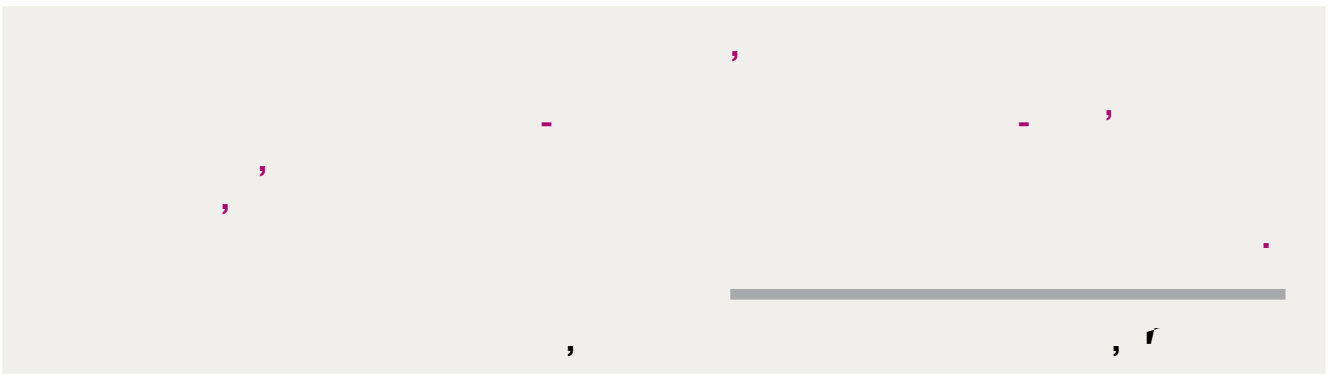
It's important that employees at all levels have some confidence around digital skills so they can take advantage of technology at work.

For staff who are less used to technology, it may be helpful to take a look at our [Digital Skills Assessment](#) to make sure you can understand where their gaps in digital skills are.



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.

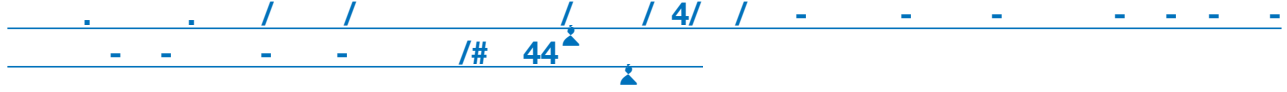
Find out more [here](#).





Phew. You made it. Go back to your original broad specification – refer to the 2012 Q&A on specific provisions and get the 1.2 TD on the 15 2012 28 meetsd

Margie Warrell, Forbes Magazine, 2017



Developed by John P Kotter's, this model offers a good practical structure and tips for implementing change.



John Fisher's model helps you understand some of the psychology behind the changes in your staff team and leadership during organisational change.





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: [. . . /](#)



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: [. . . /](#)



