Appendix 2

Data Label: Official Sensitive

PROGRAMME INITIATION DOCUMENT

West Lothian Integration Joint Board

West Lothian
Technology Enabled Care Programme

Date: July 2016

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Service: Social Policy

Project initiation document history

The source of the document will be found in the Control section of the project file which is stored in Meridio at -

Document history

Version	Date of issue	Reason for Issue
1	July 2015	Programme Initiation Document
2	July 2016	Phase 2 funding awarded

Revision history

Version	Date of issue	Reason for Issue
2	July 2016	Phase 2 funding awarded

Document approvals

This document requires the following approvals.

Electronic sign off required by	Position	Version	Date approval received
Alan Bell	Senior Manager	2	

Document distribution

This document has been distributed to the following:

Version	Date of issue	Name	Position

Contents

Programme definition

Purpose of document

The purpose of this document is to provide the Programme Board, Integration Joint Board and key stakeholders with an outline plan for Phase 2 of the West Lothian Technology Enabled Care Programme (**WL TEC Programme**).

Definition

The definition of Technology Enabled Care (TEC):
Technology enabled care is defined as - "Where the quality of cost-effective care and support to improve outcomes for individuals in home or community settings is enhanced through the application of technology as an integral part of the care and support process". This includes, but is not limited to, the use of telecare, telehealth, video conferencing (VC) and mobile health & wellbeing *(*mHealth).

Introduction

In December 2014 Scottish Government launched the TEC Programme. Bids for funding from the TEC Programme were sought from partnerships to significantly extend the numbers of people directly benefiting from technology enabled care and support .A bid was submitted on behalf of The West Lothian Technology Enabled Care Programme (WL TEC Programme) and was awarded £246,000.

In December 2015 Scottish Government launched Phase 2 of the TEC Programme. A bid was submitted on behalf of The West Lothian Technology Enabled Care Programme (WL TEC Programme) and was awarded £515,000.

The main challenges to improving health in West Lothian are the ageing population, persistent health inequalities, the continuing shift in the pattern of disease towards long term conditions, the growing numbers of people with multiple conditions and complex needs and the ever-increasing number of hospital admissions and readmissions. These challenges are faced in an environment of budget reductions and rising expectations of our service users.

It is anticipated that technology enabled care will become mainstream and an integrated part of care planning.

Programme objectives, deliverables and desirables

National programme

The **aim** of the national TEC Programme is to enable the delivery of health and social care at home.

The **objectives** are:
- To accelerate spread across Scotland of a minimum of three effective innovations in technology enabled care: e.g. home monitoring, video technology and apps /on line resources
- To increase the capacity and capability to deliver technology enabled care in all NHS Boards, integration authorities and their partners
- To improve sustainability of technology enabled care within redesigned pathways

The national health and wellbeing outcomes provide a strategic framework for the planning and delivery of health and social care services.

West Lothian

The outline proposals, expected achievements and benefits for each workstream submitted in the West Lothian Programme Bid see Appendix A.

Programme scope and exclusions

The WL TEC Programme Board will act as a steering group to:
- Oversee, determine and contribute to the strategic direction and progress of technology related activities in West Lothian
- Promote and monitor TEC implementation plans and allocate funding
- Promote and coordinate participation in notional technology initiatives
- Communicate, exchange ideas, collaborate and benchmark on technology related activities with other local authorities, NHS teams and other stakeholders as required
- Enhance the visibility of technology based initiatives amongst IJB work streams and coordinate approaches
- Provide information and input in respect of technology based initiatives to support the prevention agenda and influence service planning and redesign
- Provide a source of views and input into technology related consultation exercises or other relevant options
- Address other inequities, variances and gaps in service provision
- Support the transition the WL TEC Programme into mainstream activities

Programme constraints

There are a number of possible constraints which will have an impact on this programme:
- The timescales preparing the bid for this programme did not facilitate widespread consultation and/or engagement with stakeholders and their proactive engagement, shared ownership and ongoing commitment is crucial to success, given the scale of the programme.
- Telehealth options are not widely utilised in Scotland, any proposals will need to work within the existing telecare infrastructure, finding the appropriate platform may prove challenging.
- Phase 2 of this programme must be completed by March 2018 to meet the deadlines set by the national TEC Programme; failure to do so may inhibit future bid submissions or require funding to be repaid.
- The national TEC Programme has been issued in parallel with the TEC Improvement Support Programme and involvement in this is implicit.
- Given the scale of the programme being undertaken, successful implementation of the TEC Programme will depend on the proactive engagement, shared ownership and ongoing commitment of all partners.

Programme assumptions

It is assumed that:
- Short-term changes may need to be made to existing team structures, processes and or budget allocations
- The programme will be supported by senior management and then developed as part of any subsequent implementation plans.

- Partners will realise the potential of technology enabled care and support the programme.
- There is a role for technology enabled care in reducing the number of people waiting to be discharged from hospital and in support of self-management.

Programme users and other interested parties

The main users, or recipients, on completion of the TEC Programme will be:
- Service users and carers assessed as requiring telecare from the local authority
- Service users and carers requiring telehealth and telecare equipment on discharge from hospital
- Service users and carers requiring support to self-manage
- Service users and carers requiring access to digital platforms for support and information

The other main users of the end result of this programme will be staff involved in assessment, outcomes-focused support planning and the arrangement, delivery or provision of support.

Programme interfaces

External

Table 1

The WL TEC Programme:
- Is sponsored by Scottish Government under the national TEC Programme.
- Works in partnership with the Lothian TEC Programme Board established to develop and deliver TEC across Lothian. Represented in that partnership are NHS Lothian and the four local authorities.
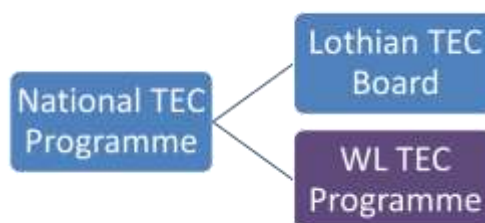
Table 2

Internal

The WL TEC Programme will report to the Integration Joint Board.

The programme will be aligned with existing services in West Lothian namely:

- 24/7 Crisis response and care management service (Crisis Care).
- Discharge Hub
- Falls management service
- Home Safety Service (HSS)
- Local Care Homes
- Lothian Unscheduled Care Service (LUCS)
- Medication management

- Older people assessment and care team (OPACT)
- Palliative care service
- Rapid Elderly Assessment Care Team (REACT)
- West Lothian Pathways Collaborative (WELPACT)
- West Lothian Reablement Team

Programme approach

The approach being adopted for the delivery of the WL TEC Programme is as follows:

- The WL TEC Programme will be a partnership led by Executive Sponsor - Director West Lothian IJB. The WL TEC Programme Board will be chaired by Senior Manager, Communities and Information.
- Delivery of programme objectives and benefits will be in workstreams in accordance with the national criteria.
- Membership of workstreams will reflect the roles, knowledge and expertise required for the delivery of the respective agendas.
- Regular performance reports on progress, development, implementation and evaluation will be provided in accordance with the requirements of the national TEC fund to assess impact and compliance with requirements locally and nationally.
- Each workstream may be at different stages in the cycle however a common base of operational detail will be required for each.
- Progress will be reported to the Integration Joint Board, the Lothian Board and the TEC Programme.
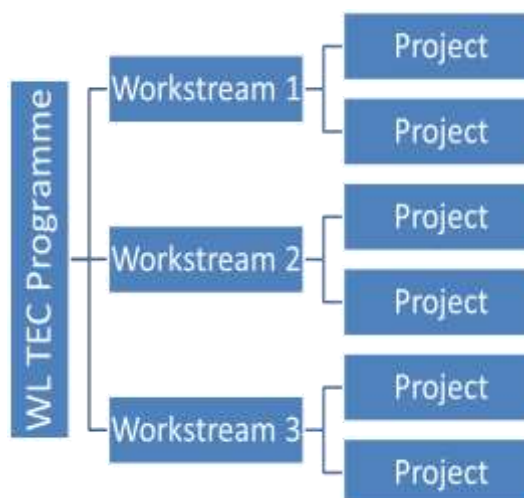
Business case

Outline business case

Shifting the balance of care towards enablement and intermediate care are core elements of national and local strategies to reshape our health, care and support services for older people and those with long-term conditions. Technology is fundamental to the development of such services and provides the opportunity to facilitate integration, improve the quality of life, reduce avoidable admissions/readmission to hospital, support early discharge and allow people to remain independent in their own home.

The reasons for developing and undertaking the West Lothian TEC Programme are to support the following:

National legislative drivers:
- Public Bodies (Joint Working) (Scotland) Act 2014
- Social Care (Self-Directed Support) (Scotland) Act 2013
- The National Telehealth and Telecare Delivery Plan for Scotland to 2016
- Reshaping Care for Older People: A Programme for Change 2011-2021.
- Caring Together – The Carers Strategy for Scotland 2010-2015

- Commission on the Future Delivery of Public Services – Christie Report 2011

Other drivers:
- Current and future demographic and budgetary pressures on health boards and authorities
- Services to be delivered to meet the needs of people which are accessible and responsive to local need
- Service users/ carers to be active participants in the design and delivery of their care and support
- Expanding the use of technology can help people to optimise independence and wellbeing at home
- People who directly benefit from technology with home health monitoring being identified as a service ready for wider application.

Expected programme benefits

See Appendix 1 for a breakdown of the expected benefits for each workstream.

Budget

In Phase 2 West Lothian has been awarded the following funding:

No	Workstream	Funding awarded (£k)	Comment
1	Expansion of home health monitoring	£196,158	
2	Expansion of video conferencing	0	Awaiting results of separate bid
3	Expansion of the use of Digital Platforms	0	WL will participate in a national programme
4	Expansion of the use of Telecare	£318,842	
5	Move to Digital Telecare	0	
Total awarded		£515,000	

Table 3

It is anticipated that the programme will be delivered by funding from the national TEC Programme and matched funded from existing resources. The TEC Programme has awarded funding for two years; however additional support may be provided on the successful delivery of workstream projects. Ongoing sustainability of activity supported by the fund will need to be considered in this context with clear exit strategies identified.

Known risks and dependencies

The main risks identified at the outset of this programme are:

- Conflicting priorities for programme team members could result in slippage
- Insufficient data on current performance of services
- Identifying appropriate telehealth equipment - being the early stage of development

- Lack of established methodology to evaluate the comparative benefits of relatively new approaches to supporting people at home
- Financial sustainability given funding initially awarded for two years
- Buy in from owners of current processes
- Conflict between meeting financial efficiencies and achieving priority outcomes

Team structure

The WL TEC Programme will be chaired by the Executive Sponsor: Alan Bell Senior Manager.

The TEC Programme Board will be responsible for programme governance and oversight and will report to the IJB.

The WL TEC Programme will report on progress to:
- National Technology Enabled Care Programme Board
- Lothian Technology Enabled Care Programme Board
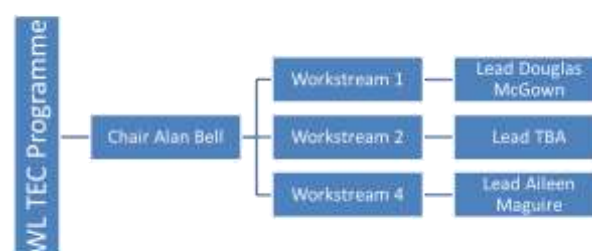- West Lothian IJB/Strategic Planning Group

Table 4

Team Roles

Table 5

Details	Role	Details	Role
Programme Board	To provide overarching governance, oversight and leadership. ▪ Provide direction ▪ Agree the performance criteria ▪ Accountable for overall budget funding ▪ Identification & management of risk ▪ Resolve escalated issues ▪ Champion change	Chair	Responsible to the organisation for the success of the programme including: ▪ Chairs the Programme Board ▪ Leads the transformation agenda ▪ Manages programme and governance ▪ Challenges and coaches workstream progress ▪
Workstream Leads	▪ Reports to the WL TEC Programme Board ▪ Leads, manages, develops and support workstream projects ▪ Oversee progress of the Programme Workstreams against the Action Plans ▪ Report on workstream progress, and evaluation ▪ Develop action plans and report on progress ▪ Champions change, communication and engagement ▪ Understands and represent the requirements service users and carers ▪ Ensure risk management processes	Project Manager	This will be a dedicated, funded resource for a two-year period. Responsibility for planning, execution and closing of the programme including: ▪ Reports to the Executive Sponsor/Programme Board and Workstream Leads ▪ Liaison and coordination with National/Lothian TEC programmes ▪ Business/project management support to workstream and individual workstream leads ▪ Analysis and evaluation of best practice and guidelines of new emerging technologies ▪ Coordination of TEC activities across all partners

Details	Role	Details	Role
	established ▪ Ensure clinical and care governance		
Project Leads	▪ Reports to the Workstream Leads ▪ Manages, develops and supports individual projects ▪ Report on project progress, and evaluation ▪ Develop action plans and report on progress ▪ Understands and represent the requirements service users and carers ▪ Ensure risk management processes established ▪	IT	▪ Provides ad hoc advice on IT requirements and data sharing ▪ Provides advice on integration of technology and alignment with existing and future services
		Finance	▪ Set up appropriate accounting structures, reporting and control ▪ Provides ad hoc advice
Legal	▪ Providing effective legal advice, support and representation ▪ Ensure the WL TEC Programme implementation is compliant with all legislation, statutory requirements and regulations ▪ Minimise and manage legal risk	CPU	▪ Lead contract negotiations with suppliers or buyers ▪ Provide ad hoc advice on contracting and commissioning

Programme plan & key milestones

This Programme Initiation Document and the Programme Plan will act as the baseline for the WL TEC Programme and will be used to monitor progress in relation to both activity and timescales. Based on returns required by the National TEC Programme Board, a common template for project planning has been devised for each workstream and will be adapted for each individual project. See Appendix 3.

Individual project plans will feed into a top level Programme Plan which will be presented to the WL Programme Board at monthly meetings and for approval. The Programme Plan will be reviewed, amended and added to as required for the duration of the Programme.

Quality management strategy

Quality management of the WL TEC Programme will be the responsibility of the Programme Board and will be developed in accordance with the National Care Standards (NCS).

Risk management strategy

A Risk Management Strategy will be provided for each Workstream/Project.

Communication management strategy

The communication between the national TEC Programme Board, WL TEC Programme Board; and Programme Workstreams will be facilitated by the Project Manager and will be conducted as follows:

TEC Programme	▪ Regular returns required as and when directed by the Programme
Lothian TEC Programme Board	▪ Attendance at bi-monthly pan-Lothian meeting to report on progress/developments. ▪ Lothian sub-committees operational for each workstream on an ad hoc basis.
WL TEC Programme Board	Quarterly meetings: ▪ Sub-committees established for each workstream – attendance at meetings and reports on progress/developments provided. ▪ Project plan and timeline updated and issued to members ▪ Minutes circulated to members five days prior to meeting ▪ Progress update by Workstream Leads ▪ National/Lothian update by Project Manager
Workstream Leads	Monthly meetings ▪ Action plan/ notes circulated to workstream project leads ▪ Approving monthly report for TEC Programme ▪ Progress report to TEC Board quarterly ▪ Progress/monitor updates from project leads
Project Manager	▪ Recommendations and required actions passed to Workstream Leads ▪ Monthly reports collated and submitted to Workstream Leads for approval ▪ Monthly template submitted to national TEC Programme Board ▪ Quarterly reports to WL TEC Programme Board ▪ Report on progress to the Lothian TEC Board/TEC Programme
Workstream projects	Meetings schedule as per Terms of Reference ▪ Progress updates from members to Workstream Lead/ Project Manager as required
Service users and carers	▪ Run service user/carer focus groups ▪ Establish service user/carer fora to feedback regularly ▪ Evaluation

Table 6

Programme controls

This Programme Initiation Document and Programme Plan will be used as the baseline for the WL TEC Programme. Throughout the duration of the programme there may be requests for changes to the Programme Plan as a result of either internal or external factors.

All proposed programme changes which impact on the Programme Plan and the Workstream Action Plans must be considered by the WL TEC Programme Board for approval and decisions made by the board reported via the Workstream Leads.

Appendix A – West Lothian Technology Enabled Care (TEC) Bid

WL-EDRMSQL-02#18
495102#1

Appendix B – National Health & Wellbeing Outcomes

National Health and Wellbeing Outcomes

1	People are able to look after and improve their own health and wellbeing and live in good health for longer
2	People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community
3	People who use health and social care services have positive experiences of those services, and have their dignity respected.
4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5	Health and social care services contribute to reducing health Inequalities
6	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being
7	People who use health and social care services are safe from harm.
8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
9	Resources are used effectively and efficiently in the provision of health and social care services.

Table 7

Appendix C – Outline Project Plan Template

Workstream/Short Life Working Group - TITLE

Phase 1 – Proof of concept and initiation
- Gather data for informed investment decisions
- Understand care pathways and patient flows
- Understand service user information flows
- Conduct AS-IS and TO-BE modelling
- Agree the service vision
- Understand the benefits the new vision would deliver
- Evaluate whether the necessary skills/environment exist
- Understand the financial implications and timescales
- Embed telehealth within relevant organisation(s)
- Agree a high level strategy to develop and deliver the vision
- Assign roles and responsibilities
- Create a clear business case to support decision making
- Create a communications plan for consultation and engagement
- Create clear plans to monitor and manage the programme

Phase 2 – Preparation and planning
- Move the vision into detailed plans through patient/service user consultation
- Consult with organisations which may be impacted upon
- Create a detailed service specification
- Source appropriate technology according to business needs
- Plan and deliver a training programme to meet business needs
- Determine how the impact of the programme will be evaluated

Phase 3 – Launch and execution
- Introduce the pilot implementation
- Pilot evaluation questionnaires
- Review all service delivery against the service plan
- Refine service delivery as required
- Ensure accurate documentation and training through refinements
- Check evaluation data is appropriate
- Close the pilot ready for mainstream launch

Phase 4 - Implementation
- Launch the mainstream service
- Refine service delivery as required
- Ensure accurate documentation and training through refinements
- Ensure service delivery matches the service specification
- Check the service is stable as deployments rapidly increase
- Conduct the service evaluation and report findings

Phase 5 – Performance & Control
- Investigate any pressing contractual or legal issues
- Ensure continued finance and resources
- Ensure alignment with strategic goals, cultural and political fit
- Continue communication campaign
- Reflect on progress made and pitfalls experienced
- Review evidence for future implementation/continuation
- Act upon mainstream, continue or abandon decision
- Close project

Table 8