Digital Capabilities Network

COSLA **Digital Health & Care Scotland**

CONTEXT

At this special meeting members were invited to share their thoughts on the changes needed to improve how digitally enabled services are delivered.

Members were asked to read the Project Brief in advance and contribute to the Digital Delivery Landscape Review.

The summary report from this meeting will be shared with Local Partnerships (an in-house public sector consultancy company carrying out the landscape review). Julie McEver from Local Partnerships gave an overview of the remit and team and confirmed that early non attributable emerging themes will be shared next week.

Members were allocated into Breakout rooms for discussion. For the purposes of answering the questions members were asked to:

- Answer from the perspective of your organisation; so 'you' refers your employing organisation.
- Consider 'the system' as encompassing all the organisations involved in the design, development and delivery of digital products and services for health and social care across Scotland.
- Consider 'national' to mean digital products or services that are delivered across more than one health board or organisation.
- Consider 'digital products and services' as encompassing all aspects of implementation of the digital strategy for health and social care set out in 'Enabling, Caring and Empowering: Care in the Digital Age' and associated documents.

Breakout Room 1: Strategy and Planning	Breakout Room 2: Leadership
1. How do we strengthen the strategic direction and policy currently set for digital health and social care and the role these play in service transformation? 2. Who should be involved in this process and how will it be achieved? 3. What do we need to do to best improve the planning of the delivery of digital health and social care products and services?	1. What specific action can we take to ensure stronger integration of the leadership of health and care digital products/services and the wider transformational leadership of health and social care? 2. How (specifically) can the management of both change and culture change in digital health and social care be improved? **Please list what should stop, should be changed and be initiated?**
Breakout Room 3: Delivery	**Breakout Room 4: Systems impact**
1. How can we improve the current design and delivery system for health and social care digital products/services in Scotland? Who should be responsible? 2. In what ways can the pace of delivery be accelerated? How should progress be communicated?	1. What can we do to strengthen the relationship and understanding between our digital products and services- and their impacts on improved patient care and service productivity? 2. How do we demonstrate the impact of digital products/services on improved care for citizens?

Members provided verbal feedback to the group at the end of the breakout session.

DISCUSSION POINTS NOTED FOR THE BOARD

The key points below will be discussed at the next Digital Capabilities Board on 11 February.

Key points:

- Discussion took place around 'who should be involved' in planning and delivery and there was support for establishing a long-term representative user group of staff and citizens to inform and "sense check" on-going development across the entire system not just for specific activity.
- Can we create a single point of access to meet many needs and keep people coming back. We need to drive solutions that attract people by using the same functionality and modalities as modern social media and sales platforms.
- It was highlighted that clinicians alongside other health and care professionals should be consulted at each stage of planning and delivery.
- We need to be more outward looking internationally and across other sectors. Sharing barriers and evidence of providing solutions as well as success.
- The way we prioritise and reduce/withdraw certain services results in the loss of skills, expertise and damages reputation. The workforce employed to support the business cases, projects, measuring impact, analysing data, and strategic roles has undergone significant reduction in recent months. This then creates a 'firefighting' situation recruiting on short term contracts.
- Digital transformation is everyone's responsibility but recognition of digital transformation as a specialism being applied consistently across the specialist workforce is key to moving forward at pace.
- We are talking about 'doing things differently' when exploring transformational change – it just happens to be the subject is digital – the process should be embraced and prioritised as part of overall organisational change not viewed in isolation.
- Digital first should not mean digital only – it needs to be clear it is about enabling and blended approaches offering better choice of service and access. Explain the specific benefits to digital being applied to processes and services.
- Strategic 'Once for Scotland' initiatives are vital but organisations need national direction and engagement on planning and progress.   Local progress can often be held back or put on hold waiting for that national initiative/solution to happen.
- Benefits Realisation is often poorly carried out and requires more consistent approaches and methods across all organisations .
- Do we channel our services into formats that are palatable and attractive to both service users and service providers, have we earned respect, have we gained trust, are users open to change, are users optimistic and value the opportunities from digital transformation?

Contact information shared for: julie.mcever@localpartnerships.gov.uk and attendees encouraged to share any feedback with Marion Logan directly by email at marion.logan@gov.scot.

The next meeting will be on 27 March 2025. An invitation will be circulated via existing communication channels.