

**Staffordshire County Council:  
Systems to Support Future Model of Adult Social Care**

**Prior Information Notice, (PIN) Supplementary Detail  
August 2020**

## **1. Introduction**

1. Staffordshire has a population of over 870,000 people. 185,900 are aged 65 and over, 21.3% of the population compared to 18.0% nationally. More residents in Staffordshire (12%) provide unpaid care, compared to the national average of 10%. By 2029 there will be 18% more people aged 65+ (34,870) and 48% more people aged 85+ (11,150). Some of the challenges for our communities in addition to the ageing population are rural isolation; inappropriate housing and related support for vulnerable adults; increasing demand on acute services; growing number of older people with long term conditions; carers and poor lifestyles.
2. Staffordshire, like the rest of the country, is facing the challenge of an ageing population and rising costs in health and care. As people's needs continue to increase this will place further pressure on the health and care system. Additional funding for social care is not anticipated and whilst work will continue to manage demand for services and control costs it will be difficult to sustain the current model of delivering adult social care services.
3. At the same time there are opportunities: for people to take greater responsibility for their own health and social care needs, their well-being and that of their families, friends and neighbours; and for new technologies to play a role in enabling people to take greater control of their lives as well as transforming the way that health and social care services are organised and managed.
4. Partnerships with the NHS will continue to be crucial over the next decade and integration will rely not only on good relationships and integrated service delivery where that achieves the best outcomes but also in taking advantage of opportunities that technology can offer.
5. Improved business management systems, Artificial Intelligence, telecare, assistive technology, and care robots are likely to become commonplace within health and care over the next decade as a way of overcoming financial and workforce challenges and offering greater convenience for people.
6. Staffordshire County Councils vision is that by the next decade digital health and social care services will be joined up and help people take responsibility for their own health and wellbeing. More specialist support in communities will mean people are living at home in good health for longer. In addition, the digital transformation of public services means technology is now used to provide residents with the right support, information and advice when they need it, and to ensure taxpayers' money is spent effectively.

## **2. What we are looking for in our technology partner**

We are looking for a partner that will help us revolutionise adult social care beyond the current offering of traditional case management. In a future where self-service, robotics

and virtualised social care can become a reality, our partner will already be working in this world where AI is helping people make better and faster decisions and services are being provided to people faster than ever before.

All the advantages of the cloud, social and mobile technologies will be made available to our workforce and communities so they can collaborate more efficiently, have a shared understanding of people's needs more easily and build effective relationships across entire care pathways.

You will offer 21<sup>st</sup> century digital services and there will be a powerful customer engagement platform that can transform services and make 'Digital by Default' a reality.

Your solutions will be beautiful and so intuitive that there will be no training required for its users. It will be a flexible platform that a variety of apps can plug in to quickly and cheaply, so our organisations requirements have the opportunity to constantly evolve and still be met by the technology that supports us. Upgrades will be a thing of the past; software updates and changes will constantly be delivered with no downtime and minimal disruption to services. It will be a technical heavy weight, offering lots of rich functionality but it will be light on support and maintenance.

Alongside all this, you will also need to ensure that we can effectively deliver the full range of adult social care services and meet both our statutory requirements and ambitions for the future of social care in Staffordshire.

Where we are delivering traditional social care services your technology will enable us to do so in a non-traditional way: it will be mobile first; people we support and organisations providing services to them will be able to work seamlessly together; we will operate with powerful real time and shared information and people will automatically be kept updated with their customer journey, every step of the way.

We know that to deliver genuine digital transformation it will take time so we are seeking a ten year solution that will ensure that by 2030 the way we enable and deliver adult social care in Staffordshire will be revolutionised.

### **3. Adult Social Care**

Our expectations of Social Care

Over the next decade it is assumed that we will continue to have a duty to assess people's social care needs and then arrange services where they meet an eligibility and financial threshold, as well as to review those people who are in receipt of services. We expect that by 2030 people's expectations will increasingly be that assessments by public bodies will usually be completed online.

As artificial intelligence matures and self-service increasing becomes the norm, the ambition is that an increasing proportion of assessments will be completed online, with social care professionals focusing on the more complex cases. Digital assessment will become the main 'front door' with all routine social care contacts taking this route and a reduction in telephone contacts.

Whilst technology will provide opportunities to increase self-service, even with the most ambitious assumptions, we will still have social care professionals working on behalf of the local authority to support the most vulnerable in society. We will need to ensure that professionals adopt consistently strengths-based practice. This is a positive way of engaging with people, based on the principle that everyone can do something for themselves and that their needs can be met in a variety of creative ways, drawing on families, friends and communities to maximise their resilience and independence, rather than relying on services.

Software and systems therefore need to both enable those practitioners to work as efficiently as possible but also to support a strength based, community asset approach where pathways will be creative, drawing on a broad range of resources and services, which will be organised and paid for differently but could all make up the support a person receives. Systems will need to support us to be able to easily change, monitor and review people's services

Systems and technology will need to support the full range of adult social care including:

- All customer journeys and care pathways
- Reablement services
- Urgent Care/Hospital Discharge
- Care Act responsibilities
- Safeguarding
- Mental Health Act responsibilities
- Mental Capacity Act responsibilities
- Assistive Technology, Occupational Therapy services and related equipment
- Financial Assessment
- Provide people with an indication of their possible personal budget should they wish to organise their own care and support
- Brokering, charging and paying for services, managing direct payments and related payment cards
- Liberty Protection Safeguards
- Multi Agency Safeguarding Hubs

#### **4. Capabilities**

The software will enable a whole view of the person, with visual presentations of their support network – family, carers, coordinators and professionals involved in their care. It will be able to integrate with their digital health records and on any device data. Staff will be provided with intelligent task management of all their activities, across all the people they are working with and there will be intuitive real-time risk stratification reporting to support staff and managers to identify high-risk people to assess or review. It will be simple for everyone involved to see what has been happening, what needs to happen next and receive tailored automatic updates on progress.

There will be flexible tools to assess, monitor and review people and their services with real-time mobile communication platform for both the workforce and people they are working with. The software will fully support NHSX Interoperability Standards: FHIR; and, HL7 and be compliant with GDPR. AI, chatbots, social media and collaboration and mobile will be part of the solution with responsive apps and powerful real-time analytics, business analysis and performance management. Mobile will run on any device: PC, tablet or

smartphone and include offline capability. The solution will be scalable and sufficiently sophisticated to support population management and predict future demands and trends.

There will be the ability to make complex case-flow easy for the user with clear pathways and overview of a person's customer journey. The software will be flexible enough for the local authority to meet its changing business requirements but alongside this the software will be prescriptive enough so there is only one, efficient way of doing things, users can't get things wrong or make progress until they've followed the right process and they will only every need to enter data once. And that data will always be accurate.

Whilst the solution will provide us with a wide range of flexible functionality and the ability to manage our own data very well, there will also be information that we will want to draw from other external sources to help us improve services and our customer experience. This may be through integrating with national, local or partner systems and the solution will offer a fast, cost effective and simple approach to achieving this through acceptable industry standards for health and social care services.

## **5. Benefits**

- Smarter management and greater collaboration
- Reduce costs by proactively targeting those in most need
- Empower people and communities and enable better outcomes for them
- Greater anticipation of people's needs; for both individuals in the present but longer term to predict the services communities will need in the future
- Faster and more effective decision making
- Reduce Delayed Transfer of Care (DTC) and faster hospital discharge.
- Enables social care staff to work in collaboration with people.
- Increased productivity with staff spending more time with people and less on maintaining systems
- Make better decisions with accurate information at point of care
- Collaborate more easily with people, carers and other agencies
- Powerful performance management and data to give insight to prioritise workloads, direct resources and inform longer term planning
- Ensure best practice and meet statutory requirements
- Improve data quality and accuracy as the system will make sure people always get it right first time
- Applied AI to improve efficiency and efficacy in processes with consistent assessment grading, data collection/storage and automated synthesis and recommendation, targeting time saving on process

## **6. Technical Standards**

There will be technical standards that we will expect the solution to meet, including:

- Cyber Essentials Accreditation as a minimum, working towards Cyber Essentials Plus Accreditation.
- ISO 27001 – Information Security Management

For Cloud services you will comply with:

- Achieved or working towards ISO 22301 – cloud service business continuity management certification.
- ISO 27017 – information security management for cloud services
- ISO 27018 – cloud privacy protection
- NCSC UK Cloud Security

## **7. Information, Advice and Guidance**

By 2030 people's expectation will be that comprehensive information and advice from public bodies is available online and as easy to navigate as commercial websites. Clear information about the basis of eligibility for funding from the local authority, the choice of care available, how you can access that care and how much people may have to contribute to the cost of their care will all be readily available 24/7 as part of the solution. This will include all options for care and support available from both commercial and voluntary sectors, so whether it's a large organisation or a small operation people can access accurate information on their services that's also easy for those service providers to keep up to date.

## **8. Support in the community**

The Council's strategy is to harness the resources of our communities to allow people to help themselves and one another. Again, it is likely that this will persist over the next decade.

The Council has a programme aimed at harnessing community assets to improve physical and mental health and well-being and provide support for the elderly and vulnerable. We continue to work with the voluntary sector to grow and identify local activities and support, and staff will signpost people to these services, helping people to increase physical activity, reduce isolation and support the elderly and vulnerable with daily tasks.

The software will support the organisation by providing information on all the support available in communities across the county online including digital tools that can be used by the public and staff to find activities and support in their area. As people's needs increase and they may require statutory assessments and services from the local authority, the software will enable an integrated record of the persons complete customer journey.

## **9. Giving control back to people**

We want to explore options for software to provide a comprehensive digital marketplace that allows people paying for their own care or who receive support through a direct payment or personal budget to find and purchase care.

The software will also allow people to apply for support, do their own assessments, reviews and pay for their services. This will integrate with any back office functions so there is a whole system view of the persons interaction with the organisation. It will also allow carers or representatives to contribute or help someone manage their support.

People will be able to have their own accounts so they can check the status of their assessments, requests, support and services. These will be secure, meeting all industry

and government standards for the safe handling of people's sensitive data. The local authority will be able to easily update and change the software to meet the evolving needs of both the organisation and the people it supports.

## **10. Organising and Delivering Services**

The software will allow the Council to support people having a mixed and broad range of services to meet their needs, including chargeable and non-chargeable services, physical or virtual social care services, from voluntary or private sector and at varying rates or volumes. We want to offer people a bespoke package of care delivered via a simple, fast and streamlined process so that the end to end experience is seamless and automated at every opportunity.

For care homes, Care Act compliant, optimised bed management for both in house services and purchased services will also be part of the solution alongside dynamic purchasing functionality to enable commissioners and brokers to submit individuals needs profiles to multiple providers and establish indicative costs. These can be ranked, awarded and, where appropriate, transacted online. This functionality will also provide real-time care bed vacancies and related management information and where required easily integrate with national bed management solutions. The solution must be flexible enough to support the purchase of a variety of care and support services through a range of options, for example rate ranges for care placements, block purchased services, spot contracts and 1-2-1 short term care needs. There will also be the facility for rates to be set based on individual care needs for complex placements.

For care in people's own homes, the solution will be able to draw together information about the person's needs, what, when and how they want those needs to be met and make that information available to services that can meet those needs. Once a match is made, the solution can seamlessly book, pay and charge for those services, ensuring the people involved are kept up to date with progress of their request. Once the person's service is up and running, the solution will be able to draw in real time data from the care provider as service deliveries are made to ensure there is robust intelligence to monitor the quality of care provided.

## **11. Financial aspects of Adult Social Care**

Adult Social Care is not provided free in England and people with over £23,250 are required to fund all of their own care. Local authorities are responsible for funding people who have less than this level of assets, through a process of financial assessment to determine the level of contribution to the cost of their care based on their income, assets and benefits.

Financial Assessments to determine this contribution will be a feature of the software and this will include a range of joint funded arrangements and non-chargeable elements of care. Managing contracts, charges, billing, paying for services and maintaining financial controls are also requirements as the organisation may organise, pay and charge for services on behalf of individuals. People may opt to take a Personal Budget or Direct Payment to organise and manage their own support and the solution will need to provide an efficient and modern solution to support both the organisation and the person to monitor expenditure and budget and facilitate access to funds via payment cards or similar options. The solution will offer a completely integrated and automated process for

matching needs, services, costs, and charges so that people will be able to access immediate financial information, advice and updates including estimates of costs and charges through online, mobile or app capabilities.

## **12. Business Intelligence**

Making effective use of our resources will become increasingly important as demand grows and the software will give us instant access to all data stored within the solution, in real time and with the flexibility to respond to changing demand for business intelligence. Data will be captured real time from workers in the community, at home or from an office base, and be available that instant to provide updated management information. This will enable us to target interventions, move resources around and offer sophisticated resource management tools and analytics, so staff are diverted flexibly to meet changing demands and avoid delays or backlogs.

The solution will support our demand and capacity management with instant access to volumes and current status of tasks and workloads, availability of resources and incoming demand so we can both respond quickly to changes and gather business intelligence to inform longer term planning of services based on really reliable data.

We want to extract all data in real time and in a wide range of management information reports and formats to meet the needs of the workforce, operations managers, strategic decision makers and inform long term planning. The solution will be able to support all this and provide the ability to change what data we want to gather at short notice and present it back

## **13. Supplier Response**

We are seeking written submissions from suppliers, setting out how they can fulfil our vision for the future model of adult social care and meet our business and technical requirements. To ensure we have understood the supplier responses we may seek further clarification from some suppliers.

This PIN outlines our current thinking on our requirements, and to assist us with developing a comprehensive business case we are seeking feedback from suppliers on costs. Specifically:

1. What would be a realistic budget for implementation of the whole solution? This is to include all the supplier's costs.
2. What level of internal resource would you require from us to implement the solution? This should include an indication of level of staff resources and timescales that these would be required.
3. What should we expect to pay annually to a supplier for this solution (Revenue costs)?
4. What should we expect our full time equivalent internal resource be to maintain, change and support this solution each year?

This information is to enable us to develop a business case and determine the financial viability of the solution. At this stage, dependent on the outcome of this exercise, it may be that this project does not progress any further. We will review submissions and aim to have decided on the viability of the project in January 2021.

Submissions should be emailed to us no later than 5.00pm on Thursday, 10<sup>th</sup> September 2020.

Contact Details:

John Tapsell  
Category Manager (ICT)  
Commercial Team  
Staffordshire County Council

Tel: 01785 854651

Email: [john.tapsell@staffordshire.gov.uk](mailto:john.tapsell@staffordshire.gov.uk)