

Decision maker:	Director of adults and communities
Decision date:	Friday, 22 January 2021
Title of report:	Consultant led review of opportunities for Technology Enabled Living and Hillside
Report by:	Senior Project Manager

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To approve funding to undertake a comprehensive

1. review of the current technology in Hillside Care Centre and set-out the short, medium and long term technological opportunities. This will help to integrate focused improvements and appropriate enabling technology solutions into Hillside services. This, in turn, will facilitate better quality of care, support the health, wellbeing and independence needs of individuals, whilst driving efficiencies, effectiveness and improving outcomes
2. options appraisal to understand the scope, delivery model, technical solution, cost and benefits for a new proactive and responsive technology enabled living (TEL) service to replace the current alarm receiving service (ARC) which comes to end of contract in March 2022.

Recommendation(s)

- (a) To approve revenue spend of upto £25,000.00 to undertake a comprehensive analysis, technical assessment detailing the current capacity, use, barriers and potential opportunities to transform Hillside into a digitally rich care home.**
- (b) To approve revenue spend of upto £30,000.00 to set-out the scope, delivery model, solution platform options and costs for a new proactive and responsive technology enabled living service to replace the current alarm receiving service which comes to the end of contract in March 2022.**
- (c) To delegate authority to the Assistant Director All Ages Commissioning for award and delivery of the contract.**

Alternative options

- 1) Do nothing. This is not recommended as the existing contract with the alarm receiving centre is due to expire in March 2022 and the switch from analogue to digital by 2025 will make a significant proportion of the current TEC products obsolete, reduces the opportunity to facilitate better care and support, increase independence and drive efficiencies through the innovative use of technology and intelligence integrated into services.
- 2) Re-procure with no change to the current delivery model. This is not recommended as it does not align with the Herefordshire County Plan 2020-2024.
- 3) In house telecare expertise undertake the work. This is not recommend due to limited availability, immersion in existing delivery model and to ensure requirements/opportunities are fully researched and scoped. The lack of access to wider expertise in developing the 'could be' vision and a proactive assistance model reduces the opportunity to understand the possibilities of enabling technology to support health, wellbeing and independence needs of individuals irrespective of the living setting.

Key considerations

- 4) Herefordshire council recognises the need to transform the way it uses and embeds the use of technology to support people to live independently and safely for as long as possible. The pandemic has highlighted the importance of digital technology and data infrastructure are critical to manage sudden and unexpected changes.
- 5) Technology in Care Homes – Hillside.
 - a) The re-opening of Hillside (9 Pentwyn Road, Hereford) as residential care home for adults is part of a strategic plan to support the county's response to the coronavirus to relieve NHS pressures and address the reduced capacity in the care market.
 - b) The 22 bedded unit, currently a step-down and step up reablement unit, was refurbished and re-equipped in June 2020. However, the technology infrastructure remained unchanged. This technology infrastructure fails to take advantage of new innovations in technical care which enables patients to be safer and patient care to be more responsive to patient need. It also fails to take advantage of recent investments in technological upgrades.
 - c) Hillside is earmarked as a digital vanguard site by Herefordshire and Worcestershire Clinical Commissioning Group (CCG). During the Covid pandemic, Herefordshire

Council in partnership with the CCG installed wireless access points (WAP), supplied digital devices to keep residents connected with their wider community and enabled virtual video consultations with health professionals through a secure link. Technology is making an impact but Hillside has some way to go to delivering technology enabled personalised and integrated care. The council recognises there People with complex conditions regularly transition between home and care settings.

- d) The council continues to explore the redevelopment options for Hillside including urgent care, reablement, dementia and specialised care for members of the community with complex needs. Technology plays a vital role in the lives of older individuals. Indeed, for those in need of long-term care, it can potentially improve the efficiency of care delivery while increasing the quality of that care and individuals' quality of life.
 - e) Herefordshire council are looking to procure a technology innovation specialist to set-out the technologies, outlining a 'could be' vision for Hillside Care Centre. The solution options must include scalable fully integrated intelligent system(s) that will not require changes to the main structure of the building, does not disrupt services and can demonstrate value for money. This work will increase understanding of
 - gaps in knowledge about the technologies available in Hillside
 - ways to integrate the technologies into service delivery
 - how to reduce the barriers
 - role of technology in residential care
 - implementing and managing technological change
 - assessing and measuring the impact of technology options
- 6) Proactive Preventative Technology Enable Living Service/System.
- a) Currently, Herefordshire Council's Independent Living Service Telecare offer is reactive - personal alarms, sensors and lifeline units, when triggered, use analogue connectivity to send an alert to the alarm receiving centre (ARC). Herefordshire residents do not have to be eligible for social care services to avail themselves of the service. Presently, there are approximately 2,500 TEC recipients, of which, 2,000 are connected to an alarm receiving centre (ARC). The ARC contract comes to an end in March 2022
 - b) The analogue public switched telephone network (PSTN) exchanges in the UK are being replaced by digital systems using internet protocol (IP) technology. All telecommunications providers expect to have fully completed migration of their PSTN over to a digital equivalent by 2025. Likewise, Integrated Service Digital Network (ISDN) that hard wire phone connections will be discontinued. Telecare providers in Scotland have reported rise in calls corrupted, failed to connect correctly or lost completely when attempting to connect with the alarm receiving centre (ARC) via a digital network.
 - c) The switch from analogue to digital services will make a significant proportion of the current TEL products obsolete.
 - d) Adult Social Care are piloting the use of more advanced wearable, non-wearable and other digital technology including artificial intelligence and machine learning for falls detection, prevention and to support reablement.

- e) The council wishes to explore the options of shifting from a reactive alarm response service to proactive technology enabled living monitoring service model with platform capable of integrating a range of technologies, utilises data gathering, advanced analytics, artificial intelligence, machine learning, orchestration and automation where applicable to support service users to manage their health, check on wellbeing, provide guidance, reassurance, reminders and encourage daily living activities. The council recognises service/systems need to be brought together in a structured and effective way from end to end to achieve the outcomes being sought. This work will increase understanding of
- the service elements and how these could be grouped
 - target cohorts, potential demand, the different delivery models and operational considerations
 - technical infrastructure and support model required
 - integration options with health and other partners to deliver better outcomes and system benefits
 - how to achieve at a minimum a cost neutral model
 - investment and benefits of introducing a proactive technology enabled living service
- 7) Herefordshire Council's ambition is to create the right commissioning environment that supports and encourages technological innovations to increase independence, improve care outcomes and deliver more cost-effective services.
- 8) The consultancy services for TEL and Hillside will be procured as two separate contracts. The invitation to quote process will be undertaken in accordance with the council's contract procedure rules. Quotation documents will be issued to technology and innovation specialists without any affiliations to technology provider(s) to avoid a fixed solution, understand the art of possible, options and meet timeframe constraints. The work is expected to be completed by the end of April 2021

Community impact

- 9) Appropriate solutions can be integrated into services to facilitate better quality of care, support the health, wellbeing and independence needs of individuals within residential care whilst driving efficiencies, effectiveness and improving outcomes as set out in the Herefordshire's 2020 – 2024 County Plan below:

“Technology is another key component for promoting and supporting wellbeing, particularly for those with high levels of need. Technology can be very liberating and empowering where it can improve independence without relying on formal and often intrusive levels of care. This includes such things as prompts to take medication, voice-activated response services when crisis occurs (such as a fall), health and wellbeing apps etc. Over the coming years, we will continue to develop our technology strategies and make further investments in this important, exciting and fast moving area of service transformation.”

- 10) Hillside is the first care home that is directly managed by the council in a number of years. There are further plans to ‘invest in specialist care home facilities and accommodation for vulnerable people of all ages’, as set out in the Herefordshire’s 2020-24 county plan
- 11) Priority 3 in Hereford and Worcestershire’s Living Well with Dementia strategy 2019 to 2024 is putting Technology Enabled Living (TEL) at the heart of dementia, which sets out the following high level actions for Hereford and the CCG;
 - Commission technology to provide appropriate responses and support for dementia – and train staff and voluntary groups in the potential for technology to support people with dementia and their carers. Make the best use of Assistive Technology (AT) opportunities within dementia and by doing so move from reactive to proactive support models (action 4.3).
 - Improve provision of care and support at home and residential care for people living with advanced or complex dementia (action 4.5)

Environmental Impact

- 12) This project seeks to increase Herefordshire residents’ safety and independence in care homes and their own homes, reduce social isolation as well as improve health and wellbeing. Using enabling technology will help reduce the council’s carbon emissions through virtual consultations and avoidance of unnecessary travel.

The development of this project has sought to minimise any adverse environmental impact and will actively seek opportunities to improve and enhance environmental performance.

Equality duty

- 13) This commission will meet all public sector requirements around equality.

Under section 149 of the Equality Act 2010, the ‘general duty’ on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 14) The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying ‘due regard’ in our decision making in the design of policies and in the delivery of services. Our providers will be made aware of their contractual requirements in regards to equality legislation.
 - 15) The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine ‘protected characteristics’

(age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation). In particular, the council must have 'due regard' to the public sector equality duty when taking any decisions on service changes. This project will look at care technology, services and support for vulnerable adults to retain or regain their independence and will therefore advance equality of opportunity for people with certain protected characteristics.

21. Resource implications

16) The Hillside commission will require physical access to Care Centre for the technical assessment which will be arranged by the Herefordshire Council Project Manager.

17) This is funded from the revenue element of the Technology enabled communities budget.

18) If recommended solutions are taken forward, a separate decision will be sought. If received, these costs will be capitalised along with the spend for implemented solution.

Revenue or Capital cost of project (indicate R or C)	2019/20	2020/21	2021/22	Future Years	Total
	£000	£000	£000	£000	£000
<i>R – Current state analysis, vision, options appraisal, short, medium and long term solutions cost-benefits and implementation roadmap for Hillside Care Centre</i>		£15,000	£10,000		£25,000
<i>R – understand the scope, delivery model and technology solutions for a proactive TEL service</i>		£15,000	£15,000		£30,000
TOTAL		£30,000	£25,000		£55,000

Funding streams (indicate whether base budget / external / grant / capital borrowing)	2019/20	2020/21	2021/22	Future Years	Total
	£000	£000	£000	£000	£000
<i>Technology enabled communities budget (CM4014)</i>		£30,000	£25,000		£55,000
TOTAL		£30,000	£25,000		£55,000

Legal implications

19) The procurement exercise proposed here should be undertaken in accordance with the Council's Contract Procedure Rules.

Risk management

20) Care technology covers a broad spectrum of technology enabled living services including telecare, telehealth, telemedicine, and self-care services. These services share the aim of putting people in control of their own health, wellbeing and support independence needs, keeping people safe whilst offering them and their families' peace of mind.

21)

Risk / opportunity	Mitigation
Not enough time to complete the required work to fully consider all key options and assess implications of delivery models and technology solutions may result in a rushed commissioning process of new services	<p>Do no delay in resourcing and ensure effective decision making processes are in place.</p> <p>Regular briefings with the technology innovation specialist and progress updates shared internal and external stakeholders.</p> <p>Single commissioning manager with delegated responsibility.</p> <p>The extension of current contracts to be considered to ensure a robust sustainable solution going forward</p>
Poor value for money	<p>Procurement and evaluation undertaken in accordance with council rules.</p> <p>Set-out questions and agree the acceptance criteria for deliverables with the consultants.</p> <p>Effective governance is in place to take informed, timely decisions and corrective action.</p> <p>Council management team are able to understand, challenge service options, costs and benefits to ensure governance through the commissioning programme board.</p>
Access to facilities and resources due to covid 19	<p>Facilities and resources are identified for analysis, options and decision making as part of tender response.</p> <p>Consultant approach accounts for Covid rules and regulations</p>

22) The risks will be regularly reviewed throughout the planning, commissioning and delivery phase to identify new risks and put in place appropriate measures to control them.

Consultees

23) The lead council member for Adults and Wellbeing has been consulted on technology enabled living initiatives through regular briefings which include these pieces of work. Consultation with key internal stakeholders and members of the CCG has been completed and it is agreed that the review should progress.

Appendices

None

Background papers

None identified

Please include a glossary of terms, abbreviations and acronyms used in this report.