Project

RECaP

Redesign and Empower the Care Provider market

Discovery Review

Local Government Association

NHS Digital


Local
Government
Association

NHS Digital

Introduction

Forward

The RECaP project was made possible by support from the LGA, NHS Digital, ADASS and Shropshire Council.

During the discovery phase work we have learned that risk does not have to mean being risky. Understanding the value of innovation and its importance is vital for any organisation that seeks to be adaptable and able to harness the opportunities that come with change.

Preface

The Findings of Recaps discovery project were surprising but, on reflection, understandable. With a new understanding of what could be the “Golden thread” for health and social care challenges.

To date the project has gained a deeper insight into digital anthropology, informing the development of a prototype solution designed to harness big data from health and social care. Using this to better understand the strengthen of the provider markets and gain deeper more insightful profiles of our communities.

By implementing the solution, named “The Bridge”, we aim to utilise our new understanding of market fragility to shape the provider market through efficient commissioning and increase independence and improved outcomes through the use of better informed strength based approaches to personal care and support.

RECaP Journey

Project RECaP has its roots in events that took place at the beginning of the year

Jan 7 – Environment

15 inches of snow in the Sahara

Jan 9 – Law

Australia legalises same sex marriage

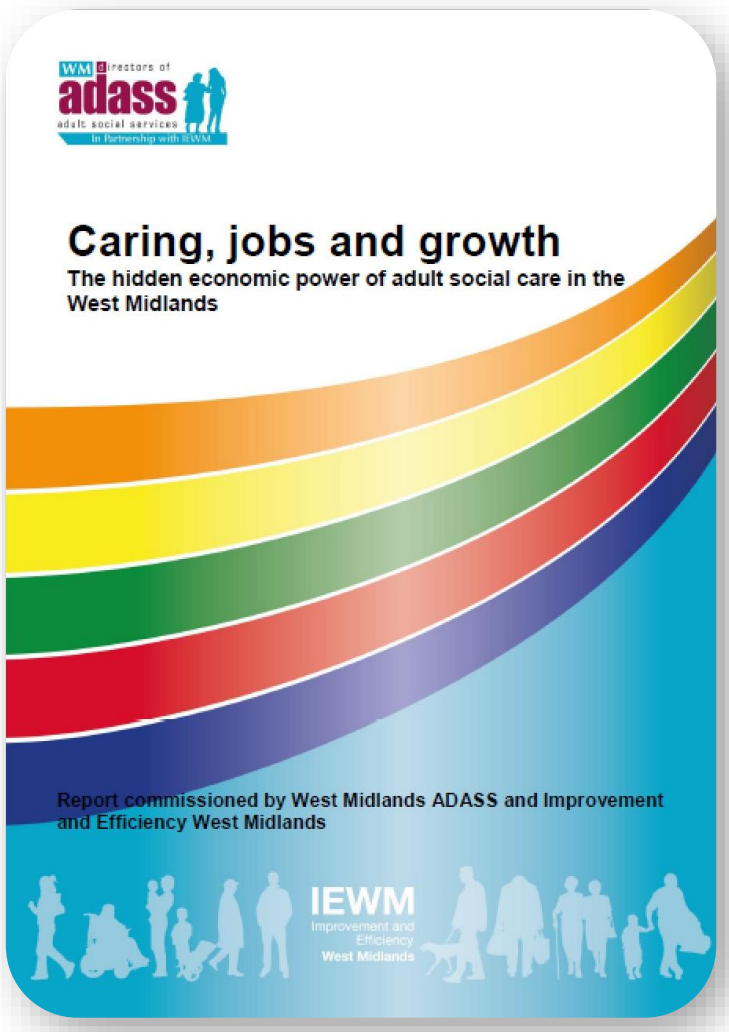
Jan 11 – Diplomacy?

President trump calls African countries sss….omething undiplomatic

Jan 12 – Flipping adult social care

ADASS WM publish a report by economist Sherman Wong evidencing how the care industry is one of the most economically valuable sectors in the region "Flipping" the perspective of adult social care from being thought of as an economic drain, to being knowns as an economic driver.

Later summed up By Andy Begley:



As a region, we at West Midlands ADASS commissioned an economist to look at the wider economic impact of health and social care. The findings were surprising but, on reflection, understandable.

The report found that health and social Care are two of the biggest economic drivers for an area.

focusing on the management of supply and demand that, realistically, is a local authority's predominant role, we must begin to look at how our input – the decisions we make – can have a wider economic impact, positively affecting more than just our core responsibility to meet the health and social care needs of our communities.

Andy Begley is director of adult social care at Shropshire CC and chair of West Midlands ADASS

March 05 - Challenge set

After long discussion it was possible to calculate the economic value of commissioning decisions. This ability had real value when it comes to effective commissioning decisions. However the process was lengthy and recourse intensive and required more data on market supply and demand.

Challenge- Director of Shropshire Adult Social Care Andy Begley set a few key innovators the challenge:

The ADASS spring conference is in April

1. Model this data
2. Interactively
3. So it can be used by attendees
4. By April 11

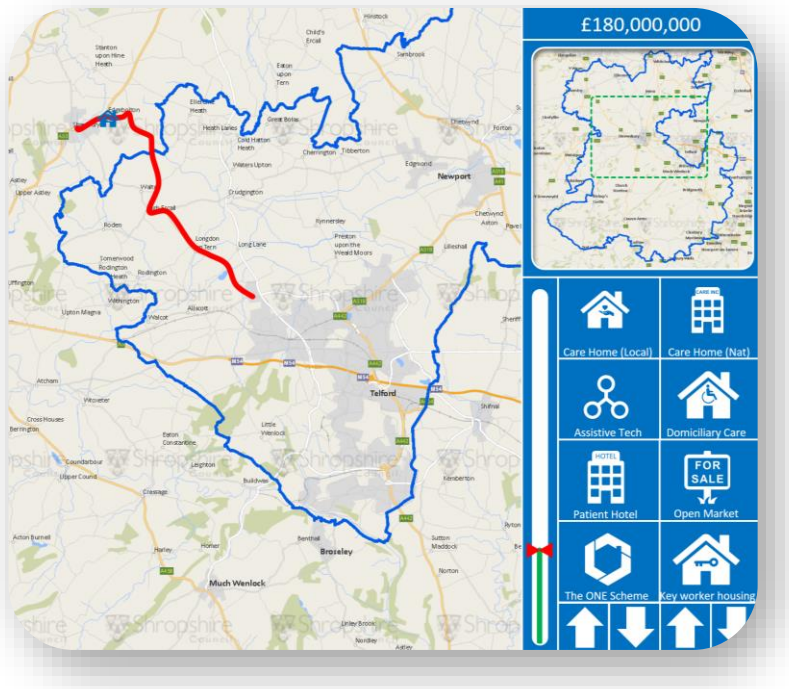
#easy.

March 19 – Idea

After some thinking a concept was developed using a gamification approach that would offer users, in this case strategic commissioners, information on demand and a strategy simulator where commissioning decisions could be dragged and dropped into place with the impact being visualised and valued in real-time

March 27 – Development starts

Working with a the games industry an operational concept design was developed.



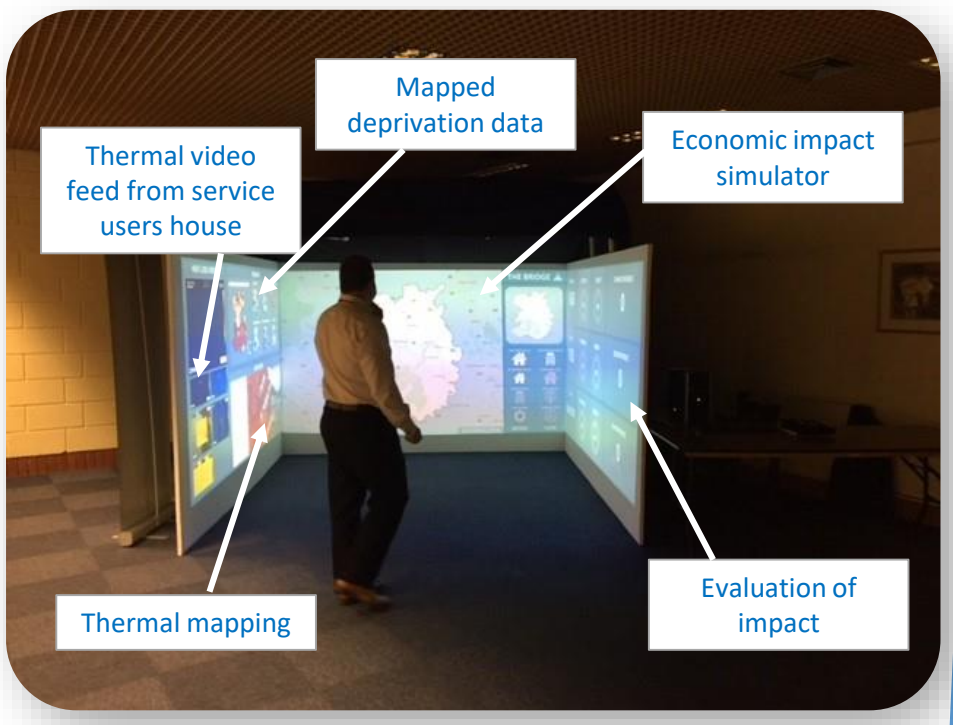
Concept design mapping the "economic bleed" as a result of a poor commissioning decision

April 10 – Development ends

With in 10 working days the concept had been developed ready for use at the ADASS Spring conference the following day. the prototype was able to use models informed by data from the economic study to allow people to interact with the simulator and see the results intuitively and in real time.

April 11 – 12 – ADASS Spring Conference

With directors and senior management representing Adult social Care the CQC and NHS from across the country fingers were crossed for the first outing



Prototype being used by multiple people at once

The ADASS conference was a massive success demonstrating that a tool like the prototype would be valuable and in demand

Proud of the accomplishment in completing a challenging project in record time we christened the prototype “The Bridge” after its ability to bridge multiple datasets and having strategic functionality similar to that of a ships bridge.

The

BRIDGE

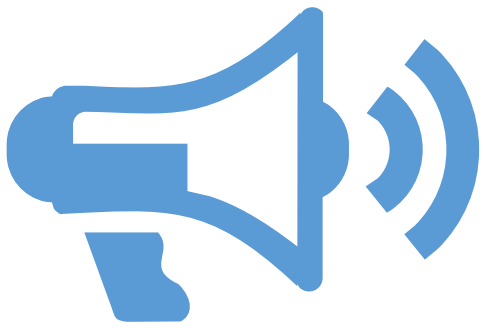
The End…

With no internal funding mechanism to follow up on the feedback of the conference and further develop The Bridge that was the end of the project.

That was until the good news.

May 14– Good news

LGA announce the Social Care Digital Innovation Programme (SCDIP), Starting with an initial discovery phase and funding of £20,000.



May 31– Application Deadline

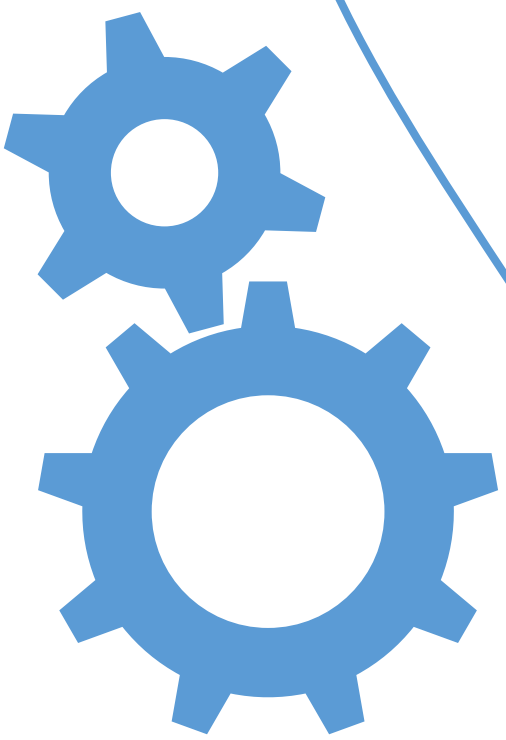
Working with colleagues across the public sector an application was submitted to conduct a research project into developing tools to understand provider market fragility. With insufficient understanding of the supply and demand the research was designed to **R**edesign and **E**mpower the **Ca**re **P**rovider market (RECaP) using big data to inform commissioning strategy in order to shape and strengthen the market.

June 14 – Success

The project RECaP application was successful

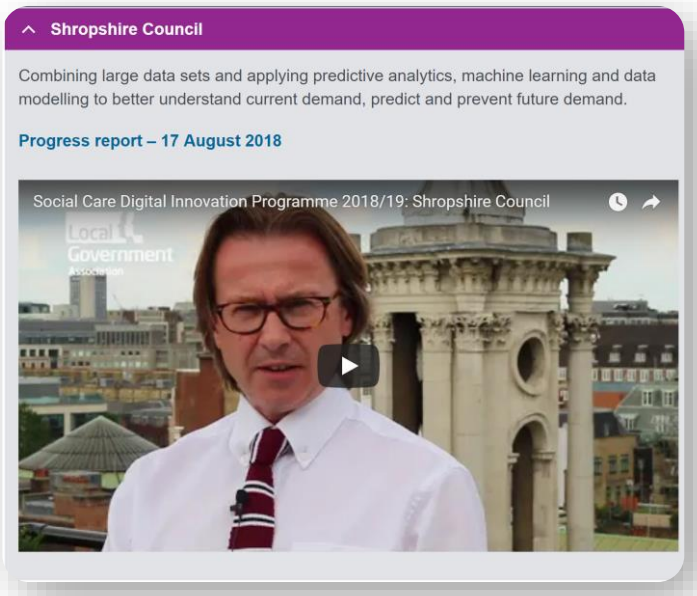
June 18 – Work begins

Moving quickly the RECaP project team was brought together and started forming a plan of action for the coming weeks. On the 19th the team made contact with IGLOO Vision a local 360 display firm to make arrangements for stakeholder engagement using the prototype at the TechSevern event



July 09 – Kick-off day

Meeting at LGA HQ the project leads, Richard and James are brought up to speed on the project, its relation to the Local Investment Programme and also met the other authorities.
The Day proved to be very helpful in setting context as well as outlining tools and techniques for successful discovery phase project work.



July 10 – Engagement preparations

With only a few days left the RECaP project team worked with the Games designers at VRS and the Display Experts at IGLOO Vision to prepare for Tech Severn

July 17 – Tech Severn

TechSevern saw over 600 people attend on the day with more than 85% coming from beyond Shropshire. This provided enhanced engagement for the team who would have struggled to work with so many people otherwise. In attendance were Ministers, MP's, Directors and CEO's from the public and private sector all of whom had the opportunity to use The Bride.

This scene setting was vital, being able to demonstrate a working prototype rather than discuss a concept supported discussion around market insight, what the problems were and what the solutions may be.

Why did we do this?
In previous discussions we had found that people struggle to understand concepts of big data. The intangible nature of data makes it difficult to talk about and value.

Showing a physical demonstration that articulates big data quickly and intuitively makes data a tangible idea that can then be scrutinised. This was when our discovery started.

RECaP team celebrating at the end of TechSevern knowing they have tones of work to do

Tech Severn - Method

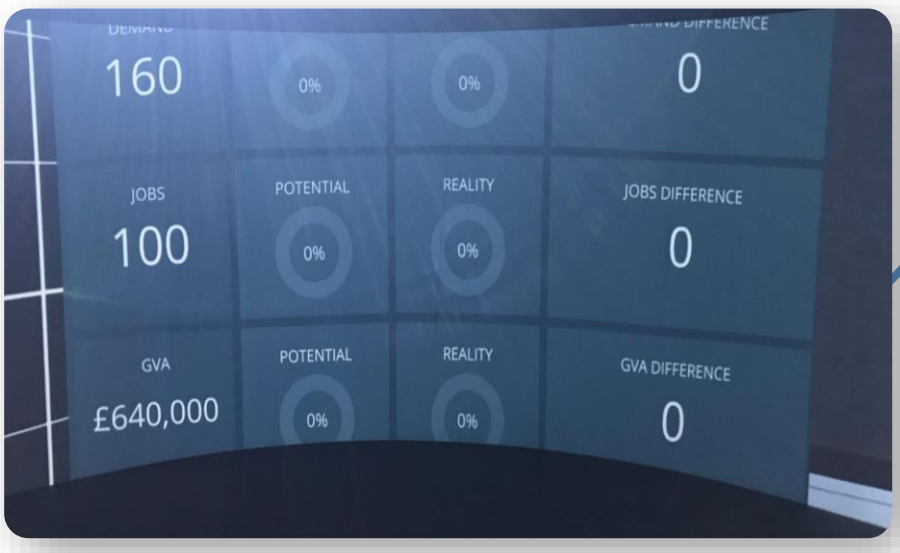
the RECaP team concluded early on that there were unknown unknowns. With discovery phase projects being new the team decided to test a “learn through play” method.

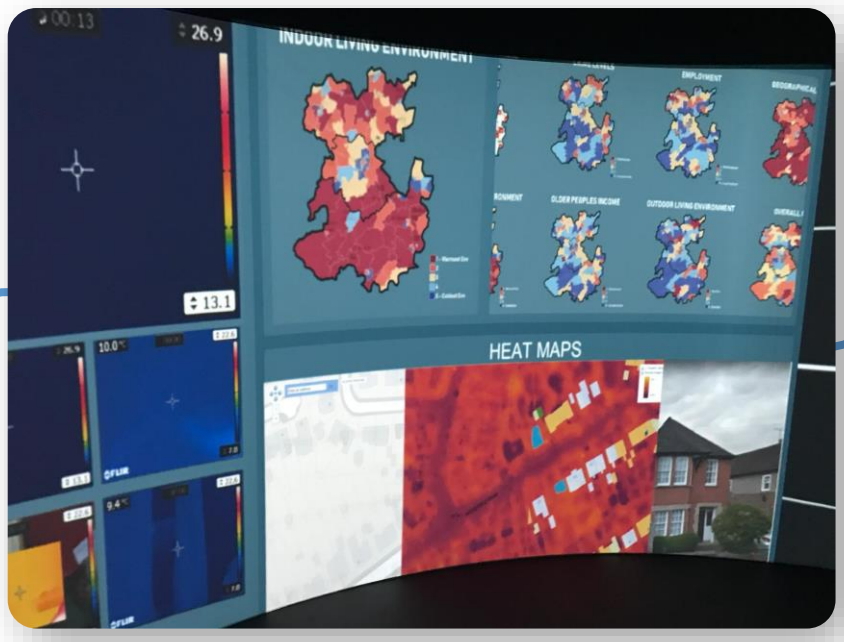
Instead leading discussion around problems at TechSevern an Idea was presented. The idea caused excitement and engagement and the enthusiasm and lack of framing meant people feedback honest praise and critique. We found that many people made comments such as “I could do with this because…”, “this wouldn’t work because…”, “could it…”, etc…

These comments were not influenced by framing questions and they identified need, potential barriers and possible ideas that could go on to be implemented

Tech Severn – The engagement tool

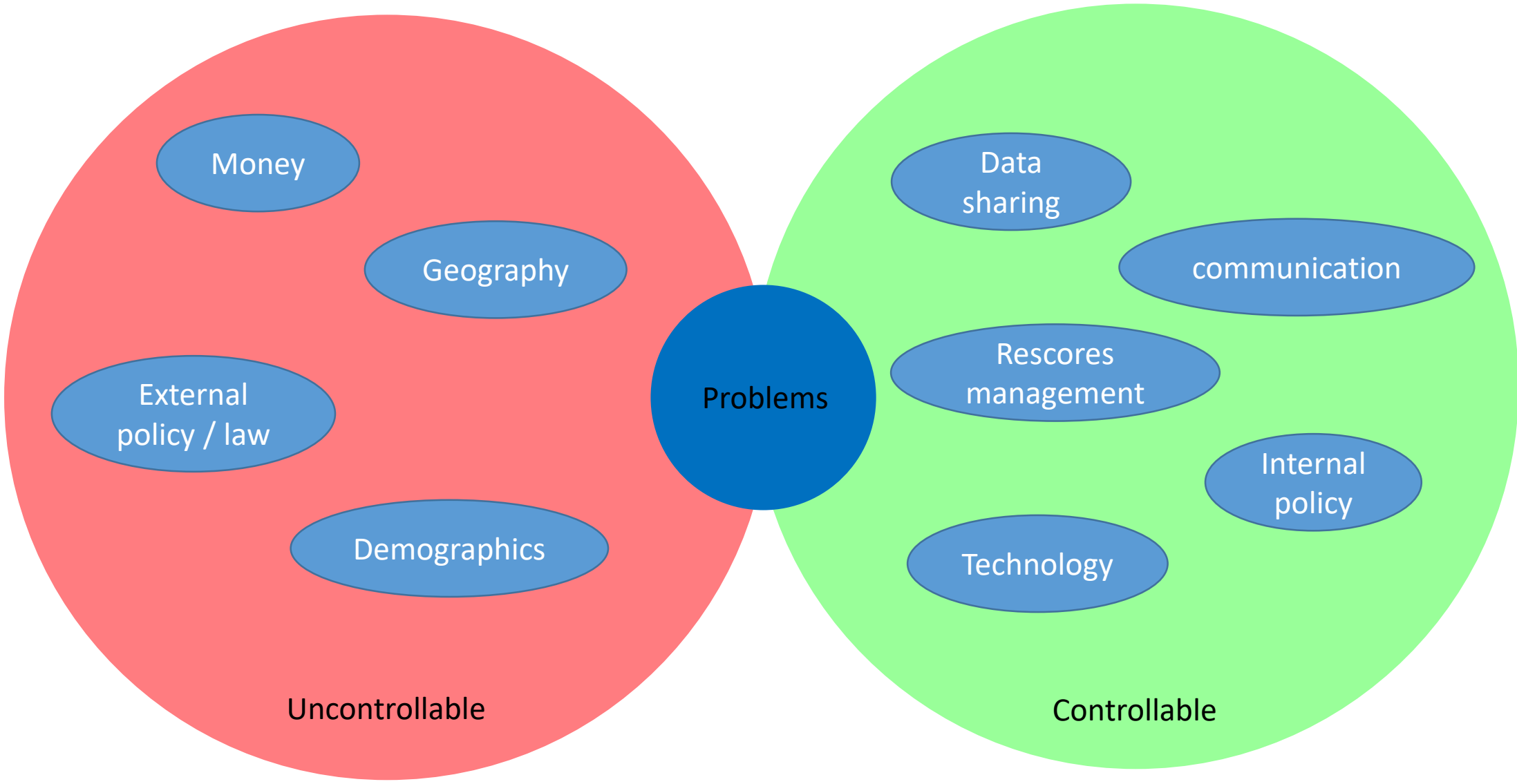
This is what people got to play with





Findings – Problems

There was a great deal gained from TechSevern with many divers and often complex problems brought up. Clear themes emerged.



Findings – Solutions

After seeing the “art of the possible” in the bridge people expressed ideas for solutions that could be made possible with a too like the Bridge including

- Open data access
- Intelligence communication
- Market insight function
- Intuitive Data filtering
- Predictive analytics
- Cyclical monitoring
- Dynamic strategic needs assessment

July 21 – Comms

After positive engagement at TechSevern the RECaP team sought further engagement using social media and national publications.

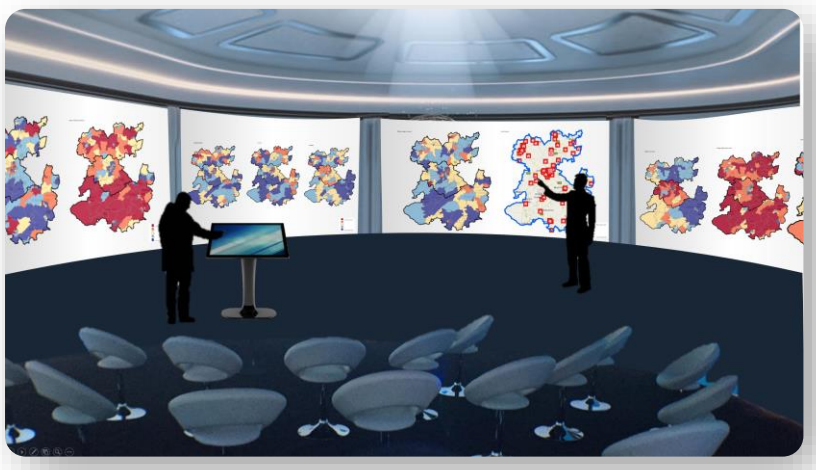
July 24 – Project Pause

following the growing interest in Recap there was increasing levels of internal challenge, resulting in the project being paused. This led to the project seeking to understand the triggers to the barriers and challenges and how to overcome them.

August 28 – Project continues

After identifying numerus factors leading to the project pause RECaP was able to resolve the barriers and continue.

Finding – The RECaP team concluded the multiple delaying factors were related back to the lack of a mechanism or process that supported innovation work . The Recap project struggled because it did not follow the internal structures for project work. e.g. no clearly defined problem, no identified solution or cost savings identified, etc….



August 30 – intuitive design workshop

Feedback from previous engagement highlighted the value of data visualisation ad intuitive design. The project team explored this further. The team identified the Housing team to work with due to their data infrastructure and desire to explore data design. The workshop explored the use of colour to convey meaning as well as other design elements. Findings from this work were used to inform designs for later development during the implementations phase.

September 10 - Evaluation

The project team met and discussed the findings of the discovery phase in order to inform the outline plan for implementation. The findings were benefit mapped and the result was used to structure the case and design for implementation

ENABLER
The Bridge

ENABLER

FEATURE
- Access to large data sets
- Interactive
- Used by teams
- Data visualisation
- Simulation capability
- Predictive analytics
- AI modelling
- Measure impacts

ACTIVITY
- Market analysis
- Strategy simulation
- Informed commissioning decisions
- Multi disciplinary team work

OUTCOME
- Improve provider market stability
- Improve outcomes with better prevention
- Increased service resilience, quality and security

The BRIDGE

BENEFIT
- Reduced demand
- Cost savings
- Improved service delivers
- Improved services user outcomes

OBJECTIVE
- Shape markets
- Predict and prevent demand
- Better utilise recourse

DRIVER
- Demand for care out stripping supply
- Budget pressures requiring intelligent recourse management

DRIVER

September 28 – Review and conclusion

Summary

Problem to solve:

Is a lack of understanding of the health and social care provider market supply and demand, leading inefficient use of recourses and poorer outcomes?

Was this reframed during the discovery phase?

Yes

To what?

The problem to solve became overcoming barriers to innovative work and understanding their causes

Why?

This became a major issue during the project as the project did not fit traditional procedures for project work e.g. couldn't identify cost savings, couldn't outline income potential, did not have a clear definition of a problem to solve, hadn't identified solutions to procure with outline costs. The project was paused, senior leadership involvement allowed the project to continue. With learning being used to inform the implementation plan.

Research methodology

Used a concept prototype from a previous prototype called the bridge as a tool for engagement. Using the bridge for consultation in order to target interest and demand from service users to confirm if our original assumptions were correct and set the direction for the rest of the project. Feedback from these consultations were used to identify key stakeholders, start conversations as well as identify barriers and enablers. This information was evaluated using multiple methods, illustrated in the maps above. These maps were used as a frame work to design a solution based on the discovery findings. The design has been successfully prototyped with demand for further development.

Did you validate your initial ideas?

Yes

How?

1. Our initial thoughts were that there was a fragility in the provider market with demand out stripping supply. Our belief was that smarter commissioning of services with more emphasis on prevention would elevate many of the issues seen today with the benefits being multiplied over successive years. This has not been possible to validate in 3 months however;
2. We did confirm demand form more insight into market mechanics
3. We did confirm that there is no current cost effective tool available on the market that can meet all of our requirements
4. We did confirm that such a tool is possible to develop
5. We did confirm that development of a flexible tool could provide wider benefits to other sectors who would be interested in supporting a tool like this
6. We did confirm the value that harnessing data in an interactive, intuitive, simple, visual way provides more value to service users and increases the value of data we already have.
7. It is possible to develop a solution that can delivered at scale. This solution would be in demand, but implementation of a working prototype is needed to understand potential for scalability.

What have you learned from the discovery phase?

1. From experience during the project, work is needed to develop structures, mechanisms or procedures to allow for innovative work.
2. Market fragility is a problem for health and social care and a deeper insight into its mechanics would create the opportunity to improve outcomes, reduce demand and reduce costs.
3. There is significant demand for a tool that could enable this, currently there is no, one solutions on the market capable of this but it is possible for one to be developed with benefits for the sector and beyond.
4. The insight gained from this discovery phase has been invaluable. We have used the learning to inform and improve other projects across the authority and would not have been possible without support from the LGA and NHS Digital
5. Sharing the learning at events, conversations with other sectors and agencies and through the peer learning calls has helped test and validate many of elements of the project as well as offer insight and solutions to barriers.

Findings

1. We were satisfied that insufficient understanding of the mechanisms affecting provider market supply and demand is a problem.
2. Key **problems** defined from discovery stakeholder engagement
    i. **Controllable**
        1. Communication
        2. Data sharing
        3. Technology
        4. Cultural
        5. Perception
        6. Local policy/ procedure
    ii. **Non controllable**
        1. Geography
        2. Government funding
        3. Demographics
        4. Legal

    a. Regardless of sector or position there is a general consensus that the public sector holds a great deal of valuable data but does not utilise its full potential.
    b. **Quality and quantity of data is not an issue** the primary issues are:
        i. **Access** – accessing data is challenging especially if information required is stored in separate locations. Additional complications arise if valuable data is owned by another service
        ii. **Insight** – data in the form of tables of complex graphs does effectively convey insight (value and meaning of the data)
    c. Key characteristics of a solution:
        i. **Market definition** – visualise supply and demand landscape
        ii. **Open systems** – That capture a wide range of information on relevant factors effecting supply and demand
        iii. **Filtering** - filtering Information collected according to significance without the need for expert interpretation to identify particular events that signify strategic moves or shifts.
        iv. **Predictive intelligence** - Using knowledge of the forces driving demand to predict likely outcomes which can be used to develop more advanced preventative strategies.
        v. **Communicating intelligence** - Ensuring that the right people in an organisation receive regular briefing on key signals.
        vi. **Contingency planning** - Events that have a high potential impact or probability of occurring may merit contingency plans, for example, a change of strategy or mitigating actions.
        vii. **Cyclical monitoring** – Regularly using data to identify new warning signals. Taking into account emerging threats and opportunities whilst being flexible enough to tackle unexpected shorter term developments.
3. There was also high demand for a **simulation/war game analysis tool**. Results from feedback suggested that this function would be particularly useful for critical strategic decisions if it could:
    i. Simulate outcomes of changes in strategy in a **‘no risk’ environment**.
    ii. Encouraged new ways of **thinking about the wider impacts** of decisions.

- Be used in a **dedicated space**
- Involve senior managers representing a **cross-functional mix** of participants
- be used at short notice or for extended periods of time (e.g. 2 – 3 days at a time)
- Be used by at least 12 people at one time consisting of multiple teams representing various sectors and disciplines.
- Provide key data in multiple formats in a **visual, interactive and intuitive** way.
- Simulate likely outcomes of strategies over time based on relevant local data.
- Use models that account for factors such as policy, law, geography, etc… to **ensure that strategies are acceptable, realistic and legal**.
- Communicate a breakdown reviewing the enablers, barriers, pros and cons to a strategy linking it to evidence that can then be scrutinised if needed.


Local
Government
Association
NHS
Digital