

# Sheffield City Councils Technology Enabled Care (TEC) Commissioning Strategy

2025 - 2030

*That Technology Enabled Care enables people to use their strengths, assets and networks to maximise their independence, staying safe and well in their own homes, as well as remaining connected and engaged within their communities*



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# Strategic Overview – Adopting a TEC First Approach



The development of TEC is embedded into the plans to deliver the Adult Health & Social Care Strategy “Living the Life you Want to Live” and is a key enabler to the Adult Care and Wellbeing operating model.



## Background

Technology Enabled Care (TEC) is a wide-ranging term that covers Telecare, Assistive Technology, Connected Care, Telehealth, Telemedicine and any other types of technology relating to promoting wellbeing and independence including data capture and analysis through digitally enhanced TEC supporting proactive and preventative care interventions.



## Why are we doing this?

Our mid-term ambition is to develop a TEC Commissioning Strategy supported by joint investment from Health, Housing, and Social Care, to deliver a cohesive approach to the delivery of TEC which enhances the customer experience through person-centred care and delivers whole system efficiencies

TEC solutions positively impact people's lives while delivering financial and non-financial benefits to the Council. It is the approach not just the technology that drives meaningful change for individuals and the Council.

## **Council’s have achieved these outcomes because:**

Care practitioners confidently advocate for the use of care technology to complement more traditional care. They do so because they have a good understanding of the different outcomes that can be supported by TEC for people of all ages, supported by workforce development and cultural change.

Barriers to accessing the Council’s service are removed through a combination of different decisions, for example, embedding the referral pathway within LiquidLogic, asking care practitioners to refer based on outcomes, and means testing TEC as part of the wider Support Plan where benefits are identified.



# Technology Enabled Care Strategic Fit



Everyone in Sheffield lives in a place they can call home, in communities that care, doing things that matter to them, celebrated for who they are – and when they need it, they receive care and support that prioritises independence, choice and recovery.



How will we do this?

Adult Care and Wellbeing strategies set out how we intend to support the people of Sheffield, the creation of an integrated TEC Commissioning Strategy across health, housing and social care will help operationalise the following Strategies:

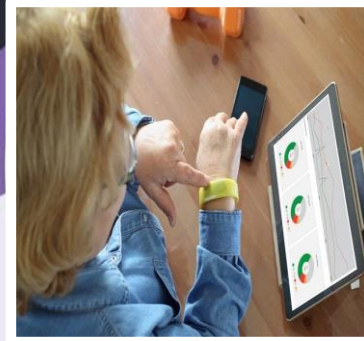
## **Sheffield Vision for Adult Social Care – Living the life you want to live 2022 – 2030.**

[Our adult social care vision and strategy | Sheffield City Council](#)

[Sheffield Dementia Strategy :: South Yorkshire I.C.B](#)

- **Connected & Engaged Aspire & Achieve** – Develop a sense of purpose & achieve their personal ambitions, aspirations and outcomes.
- **Active & Independent** – Live independent and live the life they want to live.
- **Safe & Well** – Feel safe in a place called home & protected from harm
- **Efficient & Effective** – has a good choice of services that meet the individual needs irrespective of backgrounds, ethnicity, disability, gender etc.

# Technology Enabled Care Strategic Fit



## Sheffield City Goals

**Connected Sheffield – Goal 12:** We have access to the digital and physical infrastructure we need to work together to solve shared problems and make positive and healthy lifestyle choices

**A Sheffield for all Generations - Goal 18:** We support everyone to live with dignity and to age well, with access to leisure activities and control over where and how they receive high-quality health & care services.

# Sheffield City Council Plan 2024 – 2028

## Caring, engaged communities | Council Plan

**Strategic Outcome:** People live in caring, engaged communities that value and support wellbeing

**Priority:** High quality care and support at the right time and place so people can be independent for longer and stay safe.



How will we do this?

- A digital infrastructure will ensure we are equipped for the future in care and support, ready for the National switchover.
- Digital TEC allows people more choice in the support they receive which in turn will support them to live independent healthy lifestyles.
- The TEC First Approach allows people choice and control over the services they receive, whether a stand-alone intervention or delivered in conjunction with another care service.

# Technology Enabled Care Strategic Fit



## Sheffield City Council Digital Strategy 2024 – 2028 Digital Strategy

We have a vision to become: *A digital council, empowering local people, communities, businesses and staff with reliable, seamless, inclusive and intuitive services, which are available 24/7 and managed sustainably.*

### Digital Pillars:

**Customer First**- Putting customer needs and expectations at the forefront of transforming digital services,

**Transformed service delivery** - Embracing emerging technologies for a transformed future to ensure a digitally preferred route into all services.



### How will we do this?

- A digital ready TEC Service supported by a TEC First approach with the right range of inclusive equipment will help prevent, reduce, or delay the need for more costlier care services, fulfilling people's potential for independent living as part of a strength-based approach to care.
- The TEC service will deliver quality support based on what matters to the person, enabling the delivery of proactive, preventative, and reactive care, both in-person and/or virtually. Providing additional reassurance to the person and/or their circle of support.

# Current TEC Service Arrangements



## Number of connections supported by CWCA by analogue and digital connections

Type	Analogue	Digital	Total
Dispersed Home Alarms	1,538	4,470	6,008
Housing Scheme	2,278		2,278
<b>Total</b>	<b>3,816</b>	<b>4,470</b>	<b>8,286</b>



### City Wide Care Alarms

City Wide Care Alarms (CWCA), are Sheffield City Council's inhouse telecare service supporting 8000+ people with a telecare installation, maintenance, recycling, and response service.

Tunstall Healthcare provide an Alarm Receiving Centre (ARC), processing on average 24,000 calls per month.

6008 residents are supported with a dispersed alarm service.

31 housing schemes/accommodation also have telecare hardwired and support a further 2278 residents.

Whilst the City Wide Care Alarms Service is well respected, we were told by practitioners:

- The telecare equipment has changed little over the last 15 years
- Practitioners are reluctant to refer for telecare because the range is limited with the need for a more innovative inclusive approach, catering for cohorts such as Mental Health, Learning Disabilities, Autism, and younger people in transition
- The current range limits people to staying at home, with the need for equipment to support people to safely access their communities.
- The main focus should be on people in receipt of Adult social care services.

# How TEC currently supports ASC eligible service users

- A **small but good** service
- **On the periphery** of Adult Social Care.
- Simple **button and box** service.
- A **strong**, but **expensive**, **physical response** service.
- Care practitioners **choose kit**.
- Care practitioner awareness and confidence is **low**.



- Service growth has **plateaued only 30%** referrals from social care
- **No** feedback on outcomes.
- Used **in addition to** other care and support.
- The financial impact is **not measured**.
- Very **little innovation**.
- **Everyone pays** for the service Care Act eligibility is not a factor.

**Transforming** Sheffield's TEC approach by **embedding** it into the 'TEC First Offer' in ASC will deliver **better outcomes** for more people, support the **workforce** and achieve the Council's **financial outcomes**



# People Supported by Sheffield's Adult Social Care



The following data shows people currently supported by Sheffield adult social care - by their age band and what services they receive, this highlights the scale of the opportunity to use technology to better support people already Care Act eligible.

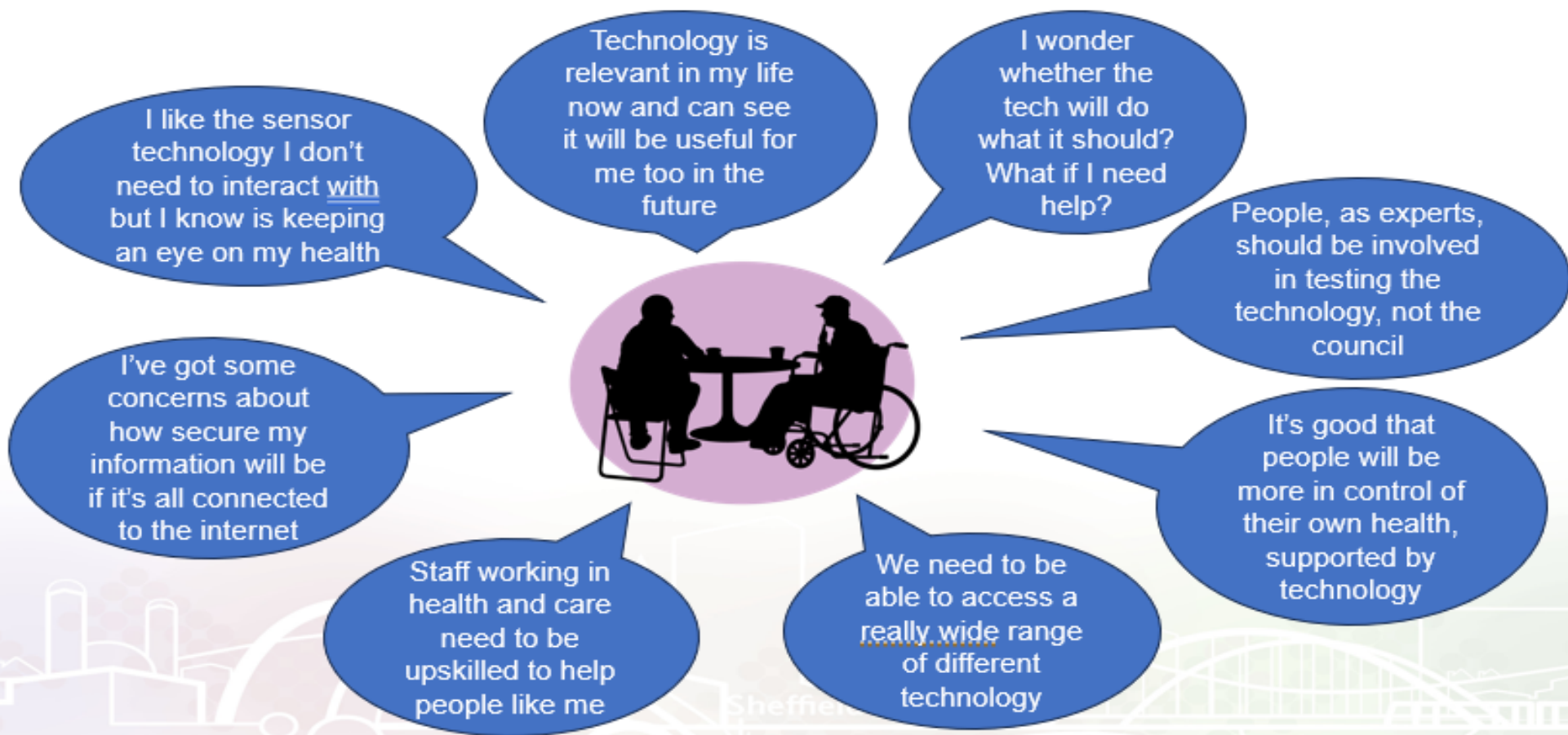
The development of Technology Enabled Care (TEC) will embed technology across all social care as a core enabler to promoting independence and enabling people to live the life they want to live.

Service Type	Person Count
Home Care	2804
Direct Payments	1943
Residential Care	1328
Supported Living	984
Day Services	689
Nursing Care	603
Appointeeship	505
Rolling Respite Residential Care	419
Extra Care	131
Shared Lives	85
Transport	71
Care At Night	62
Rolling Respite Nursing Care	51
Individual Service Fund	33

Age Range	Person Count
18-25	475
26-34	576
35-44	539
45-54	674
55-64	955
65-74	931
75-84	1605
85-94	1747
95+	302
<b>Total</b>	<b>7804</b>

\* People can have more than one service type so this can add up to more than the total number of people

# Views from people who draw on care and support



# Ambition One: TEC Service Delivery Model

1

Our aim is to implement a TEC First approach to support the delivery of strength-based care services.

Our new Strategic Partner will help to embed TEC across a range of care pathways with a key focus on Hospital Discharge and our Home First Services.

The following pages 12 to 16 describe the new service delivery model and outline the key service functions and responsibilities.

The new service will have a key focus on the introduction of TEC for the benefit of people eligible for Adult Social Care with the aim of delivering TEC to 5,700 customers over the next 5 years. (over 100% increase)

Our new Sheffield Place Digital and TEC Transformation Group jointly chaired by senior leaders from both health and social care is being established to support the transformation to Sheffield's new TEC First approach and will provide the platform to govern and steer the ongoing TEC and Digital developments.

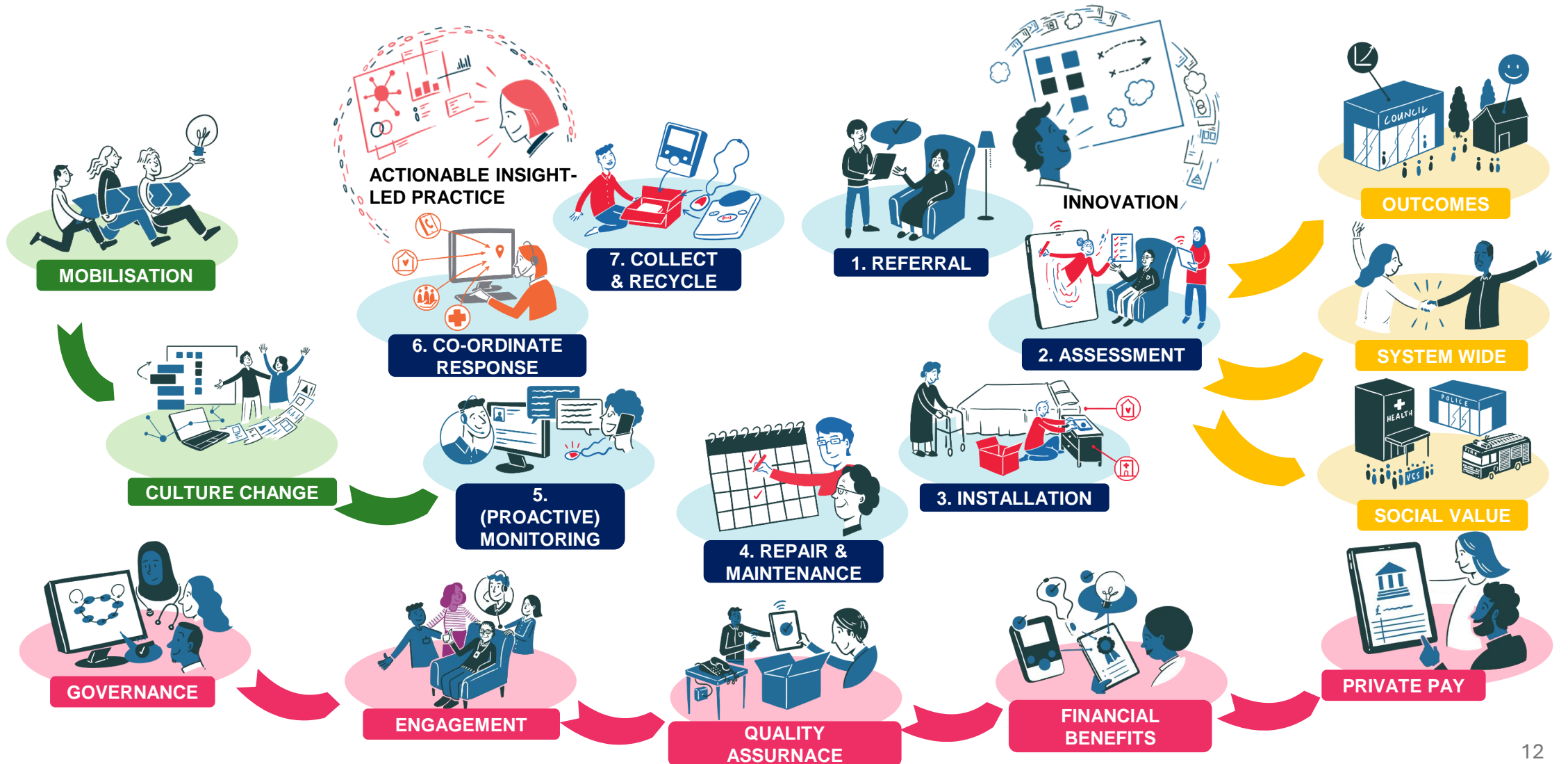


## What will we do?

Our new TEC Service Delivery Model is aligned to this Commissioning Strategy. The new model will be delivered through strong collaborations across health, housing, social care, and the voluntary sector to deliver system wide benefits, with the aim of improving people's service outcomes and quality of life.

The TEC services deployed will help prevent, reduce, and delay the need for more costlier care at the same time complementing more traditional care services.

# The future approach: How TEC is delivered in Sheffield





# TEC Service Delivery Model Responsibilities - Year One to Two (1/1)



Referrals	TEC Assessment	Installation	Repair & Maintenance	Monitoring	Co-ordinate response	Collect & recycle
Care practitioners refer based on the service user risks, outcomes and benefits they want to achieve.	CT care assessment completed by CWCA in the home where required or remotely to expedite hospital discharge if suitable.	CWCA Service installs, provides training on usage and conducts regular reviews of equipment / service user capability.	Completed by CWCA the additional data from new digital devices creates a more informed view of where solutions need repair.	Strategic Partner - Initially reactive monitoring approach, building proactive monitoring as part of the phased development plan.	A strength-based approach that utilises the assets people have in their own care network with a CWCA response service where needed.	Completed by CWCA every effort is made to maximise collections and recycle them back into use to manage equipment cost.
SCC leads	SCC leads	SCC leads	SCC leads	SCC leads	SCC leads	SCC leads
Partner supports	Partner supports	Partner supports	Partner supports	Partner supports	Partner supports	Partner supports



Mobilisation	Culture change	Governance	Engagement	Quality Assurance	Financial Benefits	Private Pay
Driven at a pace and intensity (four months) to build momentum, a coalition across the Council to support a new approach.	Change management to encourage take up and ensure high quality of referrals; change management to support patient / user self care.	Governance approach at the strategic level (to ensure service meets Council's objectives) and operational (to ensure teams are being supported).	Meaningful ongoing involvement in the shaping the development, delivery and evaluation of TEC Service Delivery Model	Quality assurance framework for all aspects of the service that adheres to TSA QSF standards.	Measured regularly, and based on actual changes to individual care and support plans, providing an audit trail through the Council's system.	Full private pay offer meeting a range of needs and outcomes. Knowledge and insight shared with Council re: future demand.
Partner leads	Partner leads	Partner leads	Partner leads	Partner leads	Partner leads	SCC leads
SCC supports	SCC supports	SCC supports	SCC supports	SCC supports	SCC supports	Partner supports

# TEC Service Delivery Model Responsibilities - Year One to Two (2/2)



Insight-led practice	Innovation	Outcomes	System value	Social value
Develop pathways that use existing solutions focused on supporting clearly defined measurable outcomes. Building confidence in the investment case.	Proactive engagement in the market and with service users/commissioners/providers to seek new pathway areas and match with new / existing technology solutions/range management/procurement	Non-financial outcomes are measured regularly. Information is used to calibrate the Council's approach.	Jointly commissioned care technology service supported by a care technology strategy delivering outcomes across health and social care.	To be defined.
Partner leads	Partner leads	Partner leads	Partner leads	Partner leads
SCC supports	SCC supports	SCC supports	SCC supports	SCC supports

# TEC Service Delivery Model Responsibilities - Years Three to Five (1/1)



Referrals	TEC Assessment	Installation	Repair & Maintenance	Monitoring	Co-ordinate response	Collect & recycle
Care practitioners refer based on the service user risks, outcomes and benefits they want to achieve.	CT care assessment completed by CWCA in the home where required or remotely to expedite hospital discharge if suitable.	CWCA Service installs, provides training on usage and conducts regular reviews of equipment / service user capability.	Completed by CWCA the additional data from new digital devices creates a more informed view of where solutions need repair.	Strategic Partner - Initially reactive monitoring approach, building proactive monitoring as part of the phased development plan.	A strength-based approach that utilises the assets people have in their own care network with a CWCA response service where needed.	Completed by CWCA every effort is made to maximise collections and recycle them back into use to manage equipment cost.
SCC leads	SCC leads	SCC leads	SCC leads	SCC leads	SCC leads	SCC leads
Partner supports	Partner supports	Partner supports	Partner supports	Partner supports	Partner supports	Partner supports



Mobilisation	Culture change	Governance	Engagement	Quality Assurance	Financial Benefits	Private Pay
Driven at a pace and intensity (four months) to build momentum, a coalition across the Council to support a new approach.	Change management to encourage take up and ensure high quality of referrals; change management to support patient / user self care.	Governance approach at the strategic level (to ensure service meets Council's objectives) and operational (to ensure teams are being supported).	Meaningful ongoing involvement in the shaping the development, delivery and evaluation of TEC Service Delivery Model	Quality assurance framework for all aspects of the service that adheres to TSA QSF standards.	Measured regularly, and based on actual changes to individual care and support plans, providing an audit trail through the Council's system.	Full private pay offer meeting a range of needs and outcomes. Knowledge and insight shared with Council re: future demand.
Partner leads	Partner leads	SCC leads	SCC leads	Partner leads	SCC leads	SCC leads
SCC supports	SCC supports	Partner supports	Partner supports	SCC supports	Partner supports	Partner supports

# TEC Service Delivery Model Responsibilities - Year Three to Five (2/2)



Insight-led practice	Innovation	Outcomes	System value	Social value
Develop pathways that use existing solutions focused on supporting clearly defined measurable outcomes. Building confidence in the investment case.	Proactive engagement in the market and with service users/commissioners/providers to seek new pathway areas and match with new / existing technology solutions/range management/procurement	Non-financial outcomes are measured regularly. Information is used to calibrate the Council's approach.	Jointly commissioned care technology service supported by a care technology strategy delivering outcomes across health and social care.	To be defined.
Partner leads	Partner leads	Partner leads	Partner leads	Partner leads
SCC supports	SCC supports	SCC supports	SCC supports	SCC supports



# Ambition One: TEC Service Delivery Model

1

- Review the council's Charging Policy relating to TEC to remove barriers to uptake.
- Consider CWCA becoming a TSA TEC Quality accredited organisation.
- Continue to involve people who draw on care and support through meaningful engagement activities.
- Create an ongoing workforce development programme so that all staff working across health, social care and housing are empowered to support residents of Sheffield by helping them get access to the right technology for them.
- Culture change activities, care pathway redesign, communication and training will be an essential component to sustain change.
- Widen the range of technology to cover a variety of client groups, needs, outcomes and risk.
- Create a TEC advisory function so that staff can access timely expert support and a range of updated resources to help inform their practice.



## What will we do?

From our previous TEC Audit commissioned from NRS Healthcare we will be implementing the below recommendations:

- Ensure that new technology adopted has a robust testing process to ensure it does what it needs to do and mitigates risk to the end user and the organisation.
- Benefits Realisation – financial and non-financial outcome measures and methodologies should be developed and implemented to evidence the impact of the service, to justify future investment and support practitioners to recommend TEC interventions.

# Ambition One: TEC Service Delivery Model

1



## What will we do?

From our previous Range Review Audit commissioned from NRS Healthcare we will be implementing the below recommendations:

- Sheffield are reliant on a single supplier. To offer resilience and best value the council should identify and evaluate alternative digital telecare devices such as Chiptech.
- Consider introducing a mobile GPS device that would enable people to access their local community.

- Other non-monitored technology should be explored to enhance the current offer some examples of this are:

Alexa, Apple Watches, Tablets, Fitbits etc. often owned by people in receipt of care

Auto Lights and Apps.

- That work is undertaken to embed Just Checking as a core assessment tool in the day-to-day operations.
- Create scrapping guidance.
- Review the stock holding position and create a Stock Management capability that tracks the deployment of Telecare peripherals and other equipment.
- Consider the deployment of Smoke Detectors supported by a risk-based approach based on individual needs.
- Complete the transition to digital services with 66% of the services already digitally ready.

## Ambition Two: Review of City-Wide Care Alarms

# 2

The current City-Wide Care Alarm Service supports over 8000 people through the installation, maintenance, and recycling of equipment, and the delivery of a 24/7 response service. Tunstall Healthcare currently operate the Alarm Receiving Centre (ARC) which operates 24/7.

### **Average Monthly Service Activity:**

- 200 referrals lead to 162 installations
- The ARC receives 24,000 alerts
- CWCA response service completes in excess of 800 visits
- CWCA installation technicians complete 470 visits
- 28% of CWCA customers also receive home care services



### What will we do?

We will undertake a service review and redesign of CWCAs supported by the workforce in collaboration with trade union colleagues which will ensure that the service is affordable, self-funding, delivers the best outcomes for people in receipt of care, and is fit for the future.



### Key Activities

- ✓ Review of the existing organisational structure and service functions to ensure the current model is scalable and develop a delivery plan for building capacity to support future growth.
- ✓ Explore opportunities to digitise the service to improve the working environment for staff, deliver service efficiencies through smarter ways of working, and ultimately improve the customer experience.

## Ambition Two: City Wide Care Alarms Service Review and Redesign

2



### Charging Policy

People told us their concerns about how technology would be funded, including how much people will have to pay or contribute to the cost themselves, is a barrier to adoption of TEC.

Currently people accessing CWCA services pay for the service themselves, including those who are Care Act eligible.

To overcome the barriers to take up and address health inequalities relating to TEC, we will redesign the charging policy to make sure the TEC service is easy to access and attractive for practitioners to refer to.

We have engaged with the public and third sector to better understand what they consider represents value for money from a service charge.



### Key Considerations

- A Fully Chargeable Service - to consider the increased costs for the equipment and connectivity with recovery through increased CWCA fees
- Means Testing – introducing as part of the wider support planning arrangements



# Strengths, Weaknesses, Opportunities, Threats

## Swot Analysis of City Wide Care Alarm Service 2023

### STRENGTHS

- Established City Wide Care Alarms service with strong response offer
- Ambitious with appetite for securing investment and creating change
- Desire for joined up approach - social care, health and housing

### WEAKNESSES

- CWCA is based on traditional analogue telecare service, not personalised
- No formal digital switchover plan with agreed investment
- Data not available or easy to access - for commissioners or practitioners to inform decisions
- Adoption of technology low in adult social care

### OPPORTUNITIES

- CWCA – private pay market with wider range of TEC
- Better marketing will help increase revenue opportunity
- Further expansion of responder service
- Proactive and preventative approaches enabled by TEC will support discharges and reablement
- Bring TEC to First Contact at the front door
- Data - collect right data to enable intelligent and actionable insights

### THREATS

- Digital Switchover - risk of service failure
- Single point of failure being tied to one supplier of telecare equipment
- Current ONCA service provision not aligned with SCC's own adult social care strategy or national policy drivers
- Monitoring service contract expires 4.9.24



## Ambition Three: Awareness And Practice

3

To deliver our TEC First approach to care services it will be essential that all stakeholders are aware of the benefits of TEC and can contribute to the ongoing developments. Cultural change and workforce development will be fundamental to delivering our aim, alongside embedding TEC into care pathways and within LiquidLogic.

A workforce attitudinal survey was conducted during June 2023 with health, housing, and social care practitioners as part the engagement . **This is what people told us:**



39% of people said they have prescribed technology in their current role with a further 10% not knowing that they could



29% of people said they did not feel they knew enough about the technology solutions available to prescribe in their practice

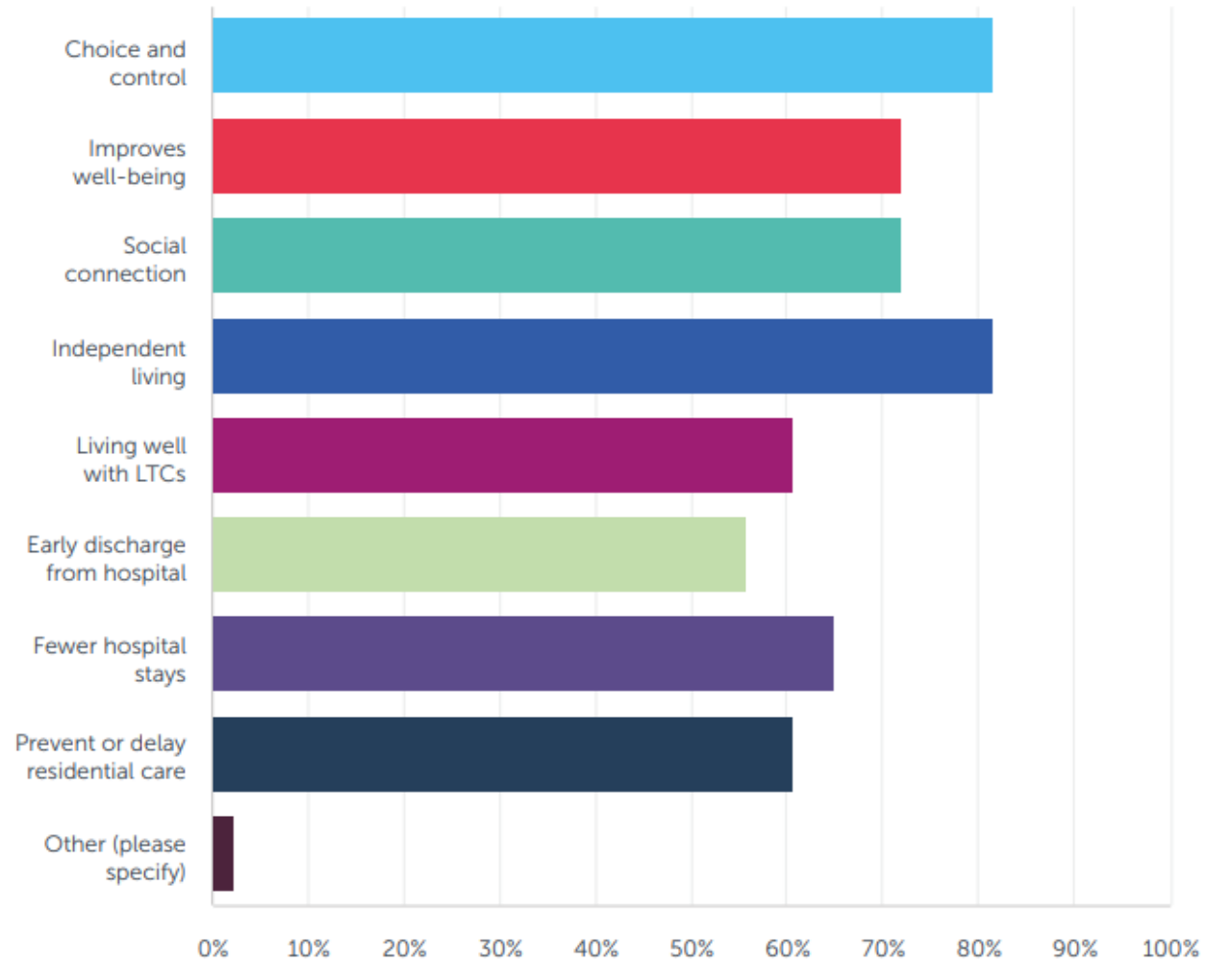
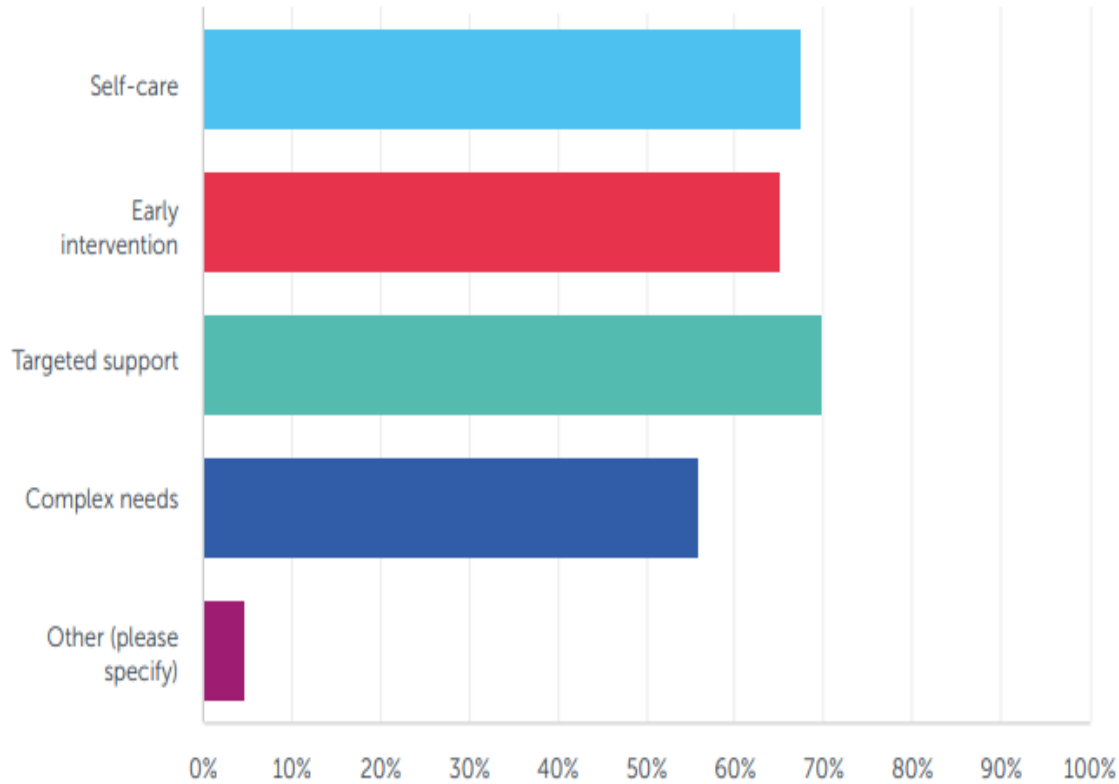
### **Examples of TEC prescribed include:**

- Home monitoring and video consultation
- Referrals for telecare via CWCA
- Use of videos to support information given
- Just checking to support assessment recommendations
- Libra Diabetes monitoring

# Ambition Three: Awareness And Practice

3

## Belief that TEC can support different care pathways and outcomes



◆ Most people (78%) did not know where Sheffield stood in terms of comparison with other local authority areas, with just 14% of people thinking Sheffield was good or very good in comparison

## Ambition Three: Awareness And Practice

### 3



#### What will we do?

An ongoing cultural change and workforce development programme will be delivered to improve knowledge, understanding, and confidence for workers aimed at delivering our TEC First approach.

We will work collaboratively with our Workforce Development Team and the TEC Services Association (TSA) to implement online training resources – TEC Know How which includes two training modules TSA Explorer and TSA Expert launched early March 2025. [TSA - The Virtual Home](#)

Making TEC more accessible will improve the level of referrals. This will be achieved through:

- A TEC advisory function – TEC Champions Network embedded in all service areas and teams.
- A TEC SharePoint library of resources – an easily accessible range of updated resources, developed to help inform frontline workers and update them as to the latest developments.
- TEC Know How online training.
- The TEC Knowhow training, [TEC Know how](#) will initially be aimed at senior leaders, social care practitioners, occupational therapists, housing, STIT service, members, CWCA team, Carers Centre, Disability Sheffield, and colleagues working in commissioning and contracts

## Ambition Three: Awareness And Practice

3



### What will we do?

- The second phase of the roll out will be targeted at the NHS, commissioned services such as the Care and Wellbeing (Home Care) Service, Supported Living, and the voluntary sector.
- The training will be certificated to support Continual Personal Development. (CPD)
- We have also collaborated with Sheffield Hallam University who are embedding the training within their courses initially with

400 students completing degrees in 2024/25 including social work, and community health roles, this will ensure that we have a workforce fit for the future.

- To embed a TEC First approach within Adult Social Care, TEC will be targeted at our new Home First Service with particular focus on hospital discharge, reablement, and the First Contact Team to ensure services are person centred, right sized, and least intrusive maximising people's potential for independent living. We will also continue to work closely with the Citywide Review Team to the same end.
- We are currently in the process of scheduling TEC Roadshow Events as part of our engagement which will commence in April targeting all stakeholder services.
- Our new Sheffield Place Digital and TEC Transformation Group jointly chaired by senior leaders from both health and social care will support the transformation of both TEC and Digital services, providing a platform to govern and steer the developments. This engagement will be essential to achieving our ambitions outlined in the TEC Commissioning Strategy.



## Ambition Four: TEC Digital Developments

### 4



### What will we do?

To fully realise the benefits of the investment in digital TEC solutions we will:

- Embrace opportunities to introduce proactive and preventative care services, to complement our current Telecare services.
- Work in collaboration with a new Strategic Partner with the aim of realising the opportunities for digitally enhanced TEC Services.
- Continue to upskill the CWCA team to be able to embrace the new digital TEC opportunities.
- Continual improvement of the TEC equipment range supported by the Strategic Partner.

We will work in partnership with our corporate Future Sheffield Digital Change Team to digitise services to delivery efficiencies and improve the customer experience

The introduction of new technologies need to be underpinned by robust testing. We have initially implemented the following Test of Change supported by robust DPIAs.

- Magic Notes - AI assessment solution designed for frontline practitioners. 10 practitioners from our First Contact Team and 10 from Occupational Therapy have participated in the trial aimed at improving productivity by reducing the time taken to complete and write up assessments, creating a better working environment, reduce backlogs, and create better outcomes for people in receipt of care.
- Copilot – AI conversational chat interface to search for specific information and generate text such as summaries, and create images based on text prompts.

**Magic Notes**

Powered by **beam**



# Ambition Five: Tests of Change

5

## Examples of our Tests of Change include:

Howz Connected Care supporting the delivery of proactive and preventative care in short term care


Anthropos Connected Care supporting the delivery of proactive and preventative care in ongoing care

KOMP – Virtual Home Care delivering least restrictive care and building capacity across Home Care Services.

YourMEDS - Digitally enabled medication management Support people to self-medication.

RITA  
Reminiscence/Rehabilitation & Interactive Therapy  
Activities interactive screen and tablet.

Happiness Programme - interactive light technology to provide meaningful activities in Extra Care.

 What will we do?

We continue to undertake tests of change to inform our TEC commissioning intentions. Funding from the Adult Social Care Discharge Fund and the Social Care Digital Transformation Fund was secured in 2023-24 to start this development.

We have been working collaboratively with health partners to implement tests of change which enable us to build TEC into day-to-day practice

Tests of change are deployed where we recognise service challenges with TEC identified as an enabler to providing solutions. Our new Strategic Development Partner will play a key role in leading these developments, which will support range management and maintenance.

We will develop a TEC ecosystem that enables the combination of proactive, reactive, and in-person care with the aim of delivering our vision.



**Fosse Healthcare**  
No Isolation - Komp

