deputy

DEPUTY WORKBOOK

Making the Case for Digital Transformation

A Workbook for Residential Care Homes

Digital transformation (using digital technology and data to improve how your organisation works) has a great deal to offer residential care providers.

Many have already found that it can create a better experience for staff, which translates into better care and quality of life for residents. It helps staff to work more efficiently, which feeds through into bottom-line savings. And because it keeps essential data up to date and makes it easily available, it can make CQC compliance easier.

Pressure from the regulator and the need for cost efficiency make digitisation a more urgent priority than ever today. But there are pitfalls on the journey to digitally transformed residential care. Healthcare is a huge IT spender — yet 73% of tech projects don't achieve their strategic goals.

Modern cloud-based solutions make digital transformation easier, more cost-effective, and less risky. But many IT projects still falter because they have not been fully thought through. Success depends on clarity around objectives, strategy and anticipated outcomes. And in the care sector, it is of course critical that staff understand what's happening and why, and that they fully "buy in" to the project and to new ways of working.

So, to make your transformation succeed, planning is essential.

This workbook takes you through the process of building a business case for transformation. By helping you to systematically set out the project from its initial drivers through to how it will be managed and communicated, it will enable you to build a clear business case for your stakeholders.

Context: The Problem

Outline the specific pain points and challenges that digital transformation is intended to address.

Detail their impact on the organisation, in quantitative and qualitative terms where possible, for example:

Quantitative: How is the need for digitisation impacting costs, e.g. costs of paper-based or siloed admin processes?

What is the impact on capacity and revenues, e.g. how are your current processes limiting workforce availability, or your ability to attract and retain business?

Qualitative: Are you experiencing issues with staff motivation or engagement that could be solved with better processes? What's the impact of these on service, employee turnover, hiring?

Goals and Objectives: Hitting the Bullseye *YAY!*

Describe the overarching objective(s) of the transformation.

For example "to ensure care staff minimise time spent on administrative tasks", "create a single source of truth for all resident data", "improve our CQC rating".

Break the objective(s) down into short, medium and long-term goals if appropriate.

What are the metrics you plan to judge the project by?

What would ultimate success look like?

What positive outcomes can you expect in terms of hours/money saved or gained?

Strategy: Making the Transformation Happen

Explain how you plan to implement the transformation.

What technology will you deploy and why?

What's the timescale and what are the milestones?

Who will be involved in the project team?

What resources will you need, both human and budgetary? Will you need to outsource and if so, what?

What will be the impact on "business as usual" during the process?

How will you monitor progress vs. milestones?

What are the critical success factors (e.g. user adoption, responsive support)?

Outcomes: The Anticipated Results☺

Set out the projected impacts, in quantitative terms where possible.

How much cost will be saved/revenue gained?
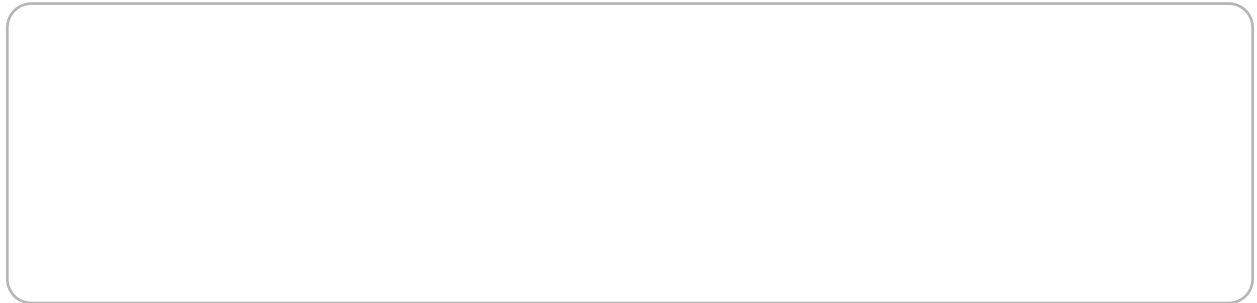
How much time will the business save?

What's the Return on Investment (or ROI)?

To what extent will you achieve specific goals (e.g., reduce agency recruitment costs/ improve staff retention/measure better resident or employee satisfaction) and by when?
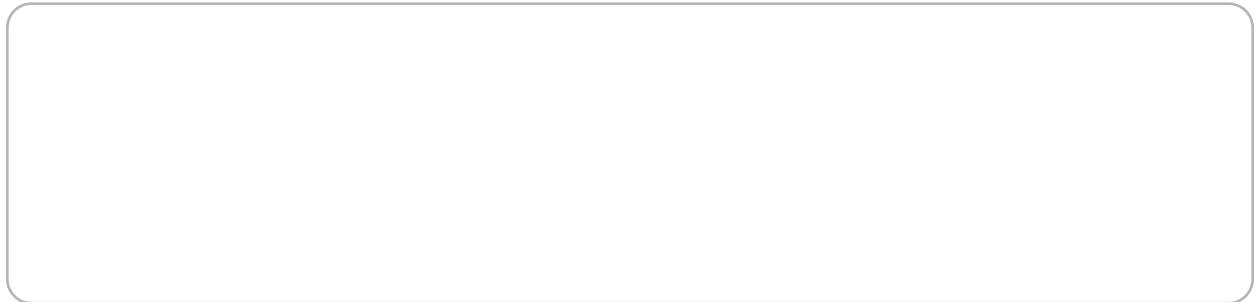
Risks: Defining and Mitigating Them *gasp*

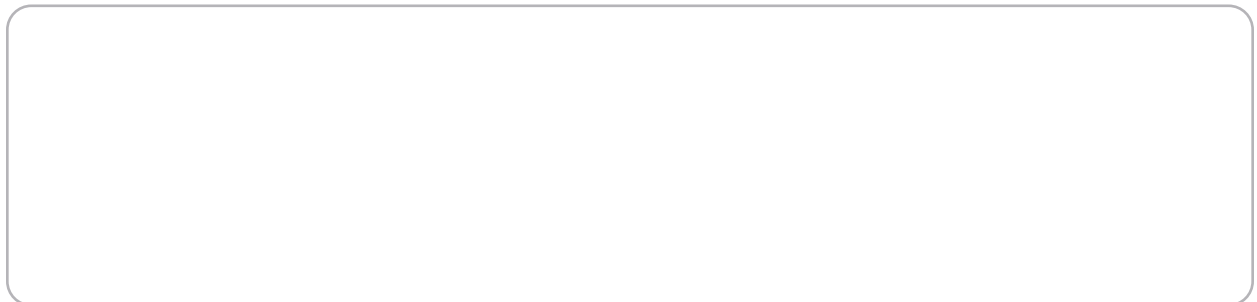**Draw up a clear risk picture including elements such as:**

Implementation risk: how will you/your supplier ensure smooth implementation?

Employee risk: how will you ensure day-to-day working is not disrupted; how will you get "buy in" from employees; how will people be trained on any new system?

Service/resident risk: will there be any impact on the service you deliver and how can this be mitigated?
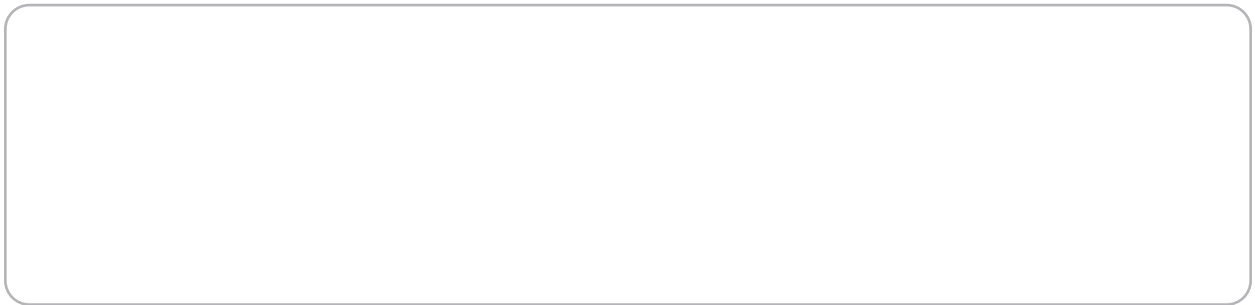
Vendor risk: can the vendor deliver/offer support over time?

Financial risk: do we have the financial resources to support this? Is there
a risk of overruns?

Governance and Management: Overseeing the Project

Outline the people and structures responsible for the transformation:

Who is ultimately responsible for the project?

What teams are needed and who is in each team?

What are the vendor's roles and accountabilities?

How will the project be reviewed and managed over time?

Communication: Sharing and Spreading the Message 💛

Who are the "digital evangelists" who can help employees at all levels to engage with and understand the project?

How can you tailor communications about the transformation to make them relevant to different departments?

How can you proactively seek out and act on ideas, feedback and constructive criticism on your digital agenda from colleagues throughout the business?

Putting It All Together: Creating the Document *YAAS!*

Use your answers to create your business case document, in the format that best suits your stakeholders, and distribute it for review.

In addition to completing your business case, it's important to assess and audit how ready your care home is for undertaking a digital transformation project. The results of that assessment will support you greatly in accurately assessing the risks involved and putting in a mitigation plan. Complete **Deputy's digital transformation risk assessment** now.

Contact Deputy to learn how our software can help modernise your care home.

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Simplifying Shift Work.™