



BUSINESS PLAN

2023 - 25



Our Vision

People's everyday lives enriched, enhanced and enabled by technology enabled care.

Our Purpose

We shape the operating environment for the technology enabled care sector to thrive and deliver our vision.

We are the trusted voice and source of knowledge to enhance the understanding, development and adoption of technology in care.

We drive quality by setting standards for the sector to improve outcomes that matter to people.



The voice of technology
enabled care



Quality · Safety · Innovation

Business Plan

2023-25

Contents

Foreword	2
Introduction	4
Methodology	5
External Context	6
Strategic Objectives	8
Key Measures of Success	10
Delivery	12

Foreword

Rt Hon. Prof. Paul Burstow TEC Services Association Chair



TSA is well-respected in the sector with an understanding of service solutions and what good looks like in communities.

In recent years TSA has improved its profile and built confidence and trust as evidenced by its contributions to policy developments and strategic partnerships with key stakeholders.

TSA has a strong and growing membership base with over 1.8 million people and carers now accessing services via TSA's member organisations.

TSA has stable leadership in Chief Executive Alyson Scurfield and, following a governance review in October 2021, is transitioning to an independent, skills-based Board. In July 2022 we were delighted to welcome three new independent directors who have further enhanced the skills and experience of the Board.

Sir David Pearson TEC Quality Chair

The Quality Standards Framework is the only independent and UKAS accredited quality assurance system in the technology enabled care sector. TEC Quality continues to evolve the scheme to ensure it reflects the ever-changing environment within which technology enabled care service providers and suppliers operate.

This Business Plan recognises the important role that TEC Quality has to play - quality assurance is critical to give confidence to people who use technology enabled care services as well as the organisations who fund it.

We are well-placed to implement this ambitious Business Plan, which builds on our achievements in the last two years, and continues progress towards our **vision** - People's everyday lives enriched, enhanced and enabled by technology enabled care.

Importantly, the Business Plan is underpinned by a three year financial plan which allows for investment in key strategic activities to deliver whilst ensuring the organisation is financially sustainable.

I would like to thank the staff team, Board colleagues and TSA members for their contributions to the Business Plan and commitment to delivery.



During 2022 the TEC Quality Board has been strengthened with the appointment of an additional independent director with further recruitment planned for early 2023. Together we will continue to ensure that quality and safety are at the forefront of developments in the sector.

My thanks to the TEC Quality team who continue to drive a quality improvement approach.



Alyson Scurfield

TEC Services Association Chief Executive

Now is a big moment for technology enabled care. TSA and our talented sector have made great strides forward in the last two years. After an invaluable contribution during the pandemic, a raft of government policy announcements recognised the vital role of digital in connecting health, care and housing, wrapping services around people's needs.

Leaders within the NHS, local authorities and housing associations have also seen how TEC eases pressure on their resources, and they are commissioning our sector's services more than ever.

There's been a real shift in how TEC is regarded, and this is our chance, as an entire sector, to harness this potential.

Our 2023-25 Business Plan sets out how TSA will do just that, empowering the TEC sector – and the individuals it supports – to thrive.

We've listened carefully to our members, staff, Board, and importantly, people with lived experience to ensure this plan is reflective of their needs and ambitions. Thank you to everyone for shaping this document with us.

I'm confident that our new Business Plan will help the TEC sector to cement its position as the 'glue' that integrates services; unlocking personalised outcomes, embracing high quality technologies and empowering its workforce.



This plan is all about growing the strength and flex of the sector and it's been co-produced with people who have lived experience, our talented staff team and brilliant members so it is truly representative of what people want from TEC.



Introduction

Technology enabled care (TEC) encompasses a range of technology solutions and services to support health, wellbeing and independence outside of a hospital setting. The TEC sector includes:

- **Telecare** - tools, devices, systems and technology that deliver remote care and emergency alarm systems ranging from traditional telecare (a wearable alarm button that the user presses in the case of an emergency) to next-generation digital telecare and sensors which includes mobile telecare alarms, which users can keep with them at all times, and exciting proactive and preventative solutions such as personalised insights through machine learning and trend analysis, medication assistant robots and fall detection radars; and
- **Telehealth** (and **telemedicine**) solutions - connected medical devices and monitoring services that are used for the remote management of people with chronic conditions in their own homes and communities.

The **TEC Services Association** (TSA CIC) is a Community Interest Company Limited by Guarantee led by a skills-based, independent Board. TSA CIC has 359 members (as at 1 November 2022) including:

- Service providers - organisations and authorities that provide TEC services to the general public including TEC monitoring centres, TEC equipment installers, TEC responder services, telehealth and telemedicine providers, care service providers and housing associations;
- Suppliers - organisations that create, manufacture, supply, maintain or install TEC products and services;
- Commissioners - organisations that commission services for local populations including local authorities and Integrated Care Boards (ICBs); and
- Charities, social enterprises, academic institutions and individuals.

In addition to membership support, TSA CIC provides advisory services, workforce and training development and events including the annual International Technology Enabled Care (ITEC) Conference.

TEC Quality Limited is the certification body for the Quality Standards Framework (QSF). The QSF is a set of outcome-based standards that supports organisations providing TEC products and services, based on the principles of quality, safety, innovation and continuous improvement. The QSF is the only UKAS accredited scheme for TEC in the UK. TEC Quality is a wholly owned subsidiary of TSA CIC but has its own independent Board. The independent Board was created to ensure that the standards and their application is overseen by an impartial Board.

The Boards of TSA CIC and TEC Quality agreed to develop a joint Business Plan to recognise the complementary roles of the two organisations and TSA CIC and TEC Quality are together referred to as TSA throughout this document. The implementation plan clearly identifies the projects and activities that will be led by TEC Quality, primarily by the Head of Quality and Improvement.

This document summarises TSA's Business Plan for 2023 to 2025 and sets out:

- Methodology - the process for developing the Business Plan including the engagement approach;
- External context - the key themes from TSA's research of the external environment;
- Strategic objectives - the strategic priorities and the metrics TSA will monitor to track the impact of the Business Plan; and
- Delivery - how delivery of the Business Plan will be reported and monitored.

Methodology



The Business Plan was developed through a process of detailed research of the environment within which TSA CIC and TEC Quality operate, development and testing of the strategic objectives and implementation planning.

Key stakeholder groups have been engaged throughout the development of the Business Plan, in particular:

People with lived experience

Co-production emerged as a key theme early in the business planning process. TSA sought support from Think Local Act Personal to work with people with lived experience to shape the Business Plan through two workshops. One suggestion from these workshops was development of a platform of real-life stories which people can search for ideas and inspiration and this has been included on the implementation plan.

TSA staff team

The entire staff team has been engaged to allow them to contribute to the Business Plan and understand their individual role in delivery. This was primarily achieved through three workshops covering the context, strategic objectives and implementation plan. The staff team emphasised the importance of particular elements of the Business Plan based on their insights from interacting with members on a day-to-day basis. These included the need to evidence the benefits of TEC and utilising case studies to bring these benefits to life.

TSA CIC and TEC Quality Board members

Board members have led the development of the Business Plan through a series of sub-group meetings and a Joint Board Away Day in July which focused on clearly articulating TSA's purpose and strategic objectives.

TSA members

TSA engaged with members at an in-person event in July 2022 which was attended by almost 100 people representing over 60 member organisations. Members had the opportunity to provide feedback on the draft strategic objectives and suggest ways TSA could deliver these. Many of these ideas have been incorporated in the implementation plan, including, for example, considering the development of an accredited qualification that would improve career progression opportunities and support recruitment and retention in member organisations. Members have also contributed to development of the Business Plan through workshops at the International Technology Enabled Care Conference in March 2022 which was attended by more than 900 people and the ongoing work of the Special Interest Groups (SIGs) which report into TSA's Quality Improvement Programme Board (QIPB).

External Context

Here we summarise the key themes from TSA's research of the external environment within which TSA CIC and TEC Quality operate.

Political factors

- Political uncertainty – a new Prime Minister was appointed in October 2022 and the policy landscape in respect of TEC is crowded with multiple government departments and agencies having a role relevant to the work of TSA across the four home nations
- Social care reform – social care reform is an area of focus for national governments across the UK
- Drive for integration – in all four home nations, there is a drive for integration across health and social care, although in practice TEC is not always seen as an integrated part of service provision and is often commissioned separately to core services
- Focus on reducing inequalities
- Use of technology, digital and data are central to government policies

Economic factors

- Budget pressures – the UK is experiencing significant economic pressures driven by a cost of living crisis, challenging public finances and an ageing population increasing demand for health and care services
- Workforce pressures – recruitment and retention difficulties are being experienced across the TEC, health and care sectors and workforce development will become increasingly important as health and care providers seek to deploy TEC services
- NHS elective recovery – there are growing waiting lists for elective care and TEC services could support elective recovery for example through provision of virtual wards that enable recovery at home to release hospital beds for those needing inpatient care
- Pressure on urgent and emergency care (UEC) services – declining A&E performance and ambulance response times, opportunity for TEC services to support community response services
- Developments in the housing sector – growth and investment in integrated retirement communities creates an opportunity to create housing and care environments in which technology is embedded
- Consolidation in the TEC market – there has been some consolidation in service providers in Northern Ireland and Wales and consolidation through acquisition in the supply sector and the digital transition is expected to result in further consolidation; consolidation presents a potential threat to TSA as it reduces the number of organisations that can be targeted for membership and QSF accreditation
- Public sector procurement – the majority of TEC suppliers and service providers are not public sector organisations and this can make commissioning arrangements with a local authority, ICB or NHS Trust more complex



Social factors

- Ageing population - the UK's ageing population, the increasing prevalence of chronic diseases and the increasing number of younger adults living with disabilities pose major challenges to health and social care
- Digital tools increasing in prominence - the COVID-19 pandemic has significantly increased interest in digital communications and the use of technology
- Growing private payer market - there is a growing private payer market for TEC likely to be driven, at least in part, by the growth in self-funded homecare (whereby service users privately pay for and arrange their own care); a growing private payer market for TEC might drive demand for more advanced systems than those offered by the social care system.
- Personalisation - personalisation is key to meeting individuals' needs and ensuring that TEC services are viewed as relevant
- Digital inclusion - digital inclusion remains a significant issue and the government response is fragmented and primarily focused on infrastructure

Technological factors

- Analogue to digital transition - by 2025 analogue telephone services will be switched off as the UK's telecoms infrastructure is upgraded to digital connectivity and the sector has identified this as its most significant risk
- Cyber security - cyber and data security risks are increasing in prominence with the digital switchover
- Interoperability - interoperability (the ability of products or systems to work with other products or systems) of TEC services, health and care is a major risk and the TEC sector does not have a common dataset to allow standardised collection
- Artificial intelligence - there is growing interest in new types of solutions that can improve efficiency and be predictive in nature such as artificial intelligence

Strategic Objectives

TSA has identified four strategic objectives to deliver its vision: **“People’s everyday lives enriched, enhanced and enabled by technology enabled care”**.

The four strategic objectives are:

- **To develop and embed a personalisation agenda**
- **To drive the use of technology enabled care and services across integrated service provision**
- **To drive the adoption of TEC that embraces modern, affordable and secure technologies**
- **To enhance the expertise of the housing, health and care workforce to deliver person-centred care enabled by technology**

In developing these strategic objectives TSA has had regard to the research on the context and TSA’s purpose:

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Shaping the operating environment means TSA will seek to create the conditions by which people can access the TEC services they need. TSA’s purpose explicitly acknowledges its role in relation to the TEC sector and this has influenced the strategic objectives which are broader and more ambitious than might be expected of a traditional membership organisation.

To develop and embed a personalisation agenda

TSA believes personalisation is not universally understood and TEC services are not always person-centred. The growing private payer market indicates that consumers are seeking their own solutions to ensure their care is personalised.

A true personalisation agenda requires the voice of people with lived experience to be heard. Although there are charities and other organisations representing specific needs and groups, for example Alzheimer’s Society and Carers UK, TSA is not aware of an organisation focused on promoting the voice of the full breadth of people who can benefit from TEC services.

TSA will:

- Coproduce a definition of personalisation in the context of the TEC sector – launch at ITEC conference in March 2023
- Support the sector to develop high quality and innovative proactive and preventative services – publish specification for proactive and preventative services by July 2023
- Promote the voice of people with lived experience and a co-production approach and embed this in QSF and TSA’s own ways of working – launch co-production toolkit at ITEC conference in March 2023, embed co-production principles in QSF by January 2024 for implementation from June 2024 and undertake self-assessment against toolkit and refresh values by July 2023
- Consider development of a platform of real-life stories about the impact of TEC – by March 2024

To drive the use of technology enabled care and services across integrated service provision

TEC is often commissioned and delivered as a standalone or 'bolt on' to traditional service models in the housing, health and care sectors. TEC needs to be an accepted part of service provision commissioned as part of an overall service package.

TSA believes that integrating TEC services into the design, commissioning and delivery of services models will deliver improved outcomes and allow people to live independently in their homes and communities for longer, improve efficiency and maintain the TEC sector's position in the housing, health and care markets.

TSA will:

- Embed adoption of integrated models in key settings by aligning QSF with other regulatory frameworks – working with care regulators across the four nations to embed QSF in their standards
- Build commissioner trust in TEC and evidence the benefits of integration – publish evidence of benefits by March 2024
- Support shared use, ownership, protection and controlled access to data to enable integration – identify QSF changes by January 2024 for implementation from June 2024

To drive the adoption of TEC that embraces modern, affordable and secure technologies

There are a number of barriers to the adoption of TEC including cost of new technologies, commissioner awareness, the continued purchase of outdated technologies and consumer awareness and nervousness.

The transition from analogue to digital presents a number of opportunities, including support for proactive and preventative services, the incorporation of exciting consumer technology options and the exploitation of functionality to create richer, digital datasets for health and care. However, to date, TSA has seen the sector primarily focus on the risks and replication of existing analogue models.

TSA will:

- Support safe transition to digital and promote opportunities for exploiting greater functionality from transition – deliver support to members throughout the life of the Business Plan
- Create exemplars – identify and create case studies for digital TEC from December 2023 onwards
- Raise the profile of the TEC sector – engage members to develop and publish a state of the sector report by March 2024
- Evolve standards to reflect modern technologies and provide effective quality assurance – identify required changes to standards and guidelines to accommodate digital technology changes securely by January 2025 for implementation from June 2025

To enhance the expertise of the housing, health and care workforce to deliver person-centred care enabled by technology

The housing, health and care sectors are facing significant recruitment and retention challenges. TSA has heard from its members in the TEC sector that they too are encountering these difficulties.

There is a need to build awareness and understanding of TEC in the housing, health and care workforce. TEC training is not embedded in all relevant professional qualifications, for example qualifications for social workers or occupational therapists. Embracing TEC as an integral part of service delivery will require a change in mindsets and culture.

TSA will:

- Provide leading-edge TEC training – develop and deliver courses that support the workforce with skills and training throughout the life of the Business Plan
- Work with partners to embed TEC training in relevant professional qualifications – develop an engagement approach for identified qualifications by June 2024
- Consider demand for and benefits of an accredited qualification – complete scoping exercise by December 2023

Key Measures of Success

TSA has identified the key metrics it will track to understand the impact of its Business Plan. TSA recognises the metrics available currently are not perfect and has therefore also identified metrics it would ideally like to start collecting over the life of the Business Plan and will explore opportunities to collect this data.

Strategic objective	What would success look like?
<p>To develop and embed a personalisation agenda</p>	<p>Everyone supported by TEC is able to personalise their care</p>
<p>To drive the use of technology enabled care and services across integrated service provision</p>	<p>All TEC services are integrated into health, housing and/or care provision</p>
<p>To drive the adoption of TEC that embraces modern, affordable and secure technologies</p>	<p>Anyone who wants to be supported by TEC, is supported by TEC</p> <p>Sector safely transitions to digital</p>
<p>To enhance the expertise of the housing, health and care workforce to deliver person-centred care enabled by technology</p>	<p>All members of housing, health and care workforce are aware of TEC and can see the role it has to play</p> <p>Relevant frontline staff are competent to embed TEC as part of service provision</p>



Current Metrics	Metrics for the future
<ul style="list-style-type: none"> • Number of organisations (service providers and suppliers) certified by TEC Quality 	<ul style="list-style-type: none"> • Number (or %) of tenders that reference proactive care • % of people using TEC who believe TEC interventions have been personalised around their needs
<ul style="list-style-type: none"> • Number of procurement frameworks where QSF is mandated • QSF aligned with regulatory frameworks / endorsed by regulators in all four home nations 	<ul style="list-style-type: none"> • Number (or %) of tenders that mandate QSF • Number of relevant policy fora TSA is represented on across health, housing and care
<ul style="list-style-type: none"> • Number of QSF supplier module certifications 	<ul style="list-style-type: none"> • Number of people using TEC to support them • Total service providers turnover (£) • Awareness of TEC amongst commissioners • Consumer satisfaction with their access to and use of TEC • Number of providers exiting the market
<ul style="list-style-type: none"> • Number of different organisations TSA provides training modules (including virtual house) to • Number of people who complete TSA training modules (including virtual house) • % of people who have undertaken TSA training and report increased expertise and competence 	<ul style="list-style-type: none"> • Awareness of TEC in housing, health and care workforce • Number of external courses that include TEC modules

Delivery

TSA has developed a detailed implementation plan which sets out the key activities it plans to undertake to deliver its strategic objectives. This plan will be a live document updated over the life of the Business Plan.

TSA has identified the following enablers which are critical to effective delivery of the Business Plan: leadership; people; partnerships; brand; IT infrastructure; stable financial position; and governance. The key enabling activities which will support delivery of the strategic objectives are captured on the implementation plan. These include plans to strengthen senior leadership, build the TSA brand and develop TSA's IT infrastructure plan.

A member of the Senior Management Team (SMT) has been identified as a lead for each activity on the implementation plan and activities are reflected in the relevant Business Unit's operational plan. The leads will be responsible for delivery of the milestones and reporting progress to the SMT on a monthly basis.

The Boards of TSA CIC and TEC Quality Limited will oversee delivery of the implementation plan on a quarterly basis and monitor the impact of the Business Plan through annual review of the key metrics. Risks to delivery of the Business Plan will be identified and monitored by the SMT and escalated to the Boards as required in line with TSA's risk management policy.

TSA is committed to a co-production approach and this will ultimately influence how the Business Plan is implemented and governed. TSA wants a continuous and meaningful dialogue with people with lived experience, their families and carers and frontline staff to inform its activities on an ongoing basis. TSA recognises it is at the early stages of embracing a co-production approach and intends to carefully consider how best to ensure that co-production is at the heart of TSA's work. The implementation plan includes a self-assessment against the co-production principles and toolkit during 2023.







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The industry advisory body for technology enabled care



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**Embedding quality, safety and innovation in technology
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