



# From Analogue to Digital:

UNLOCKING TECHNOLOGY'S ROLE  
IN THE FUTURE OF CARE



THE SUPREME COURT LONDON 23RD MARCH 2026



---

## Foreword

*Picture this: a care worker notices a resident becoming slightly more unsteady over a few days. A digital system flags subtle changes in mobility and sleep patterns, prompting an earlier intervention, potentially preventing a fall that may otherwise have led to hospital admission.*

As advancements in AI (artificial intelligence) continue to accelerate, so do the questions that surround the role of technology within the care sector.

This report examines how technology can be effectively and responsibly integrated into care by drawing on perspectives from across the sector – including individuals who draw on care and support, practitioners, and policymakers. In doing so, it seeks to challenge historically narrow or negative perceptions of technology in care, advocating for a more positive, ethical, and person-centred approach.

Central to this is the need for a shift in both public and clinical understanding, alongside improvements in communication between care workers and technology developers. The report emphasises the importance of integrating technology in ways that enhance, rather than replace, human relationships and care practices.

The recommendations presented focus on improving outcomes for all those connected to the care system, including people receiving care, their families, and the workforce. This report calls on policymakers, health and care professionals, and wider stakeholders to engage with and implement these recommendations, supporting a future in which technology is embedded in a manner that upholds dignity, supports practice, and strengthens the delivery of compassionate, person-centred care.

### Chair:

**Martin Green OBE** – Chief Executive, Care England

### The Panellists:

**Ashleigh Dueker** – Programme Director – Care Intelligence, Person Centred Software

**Karolina Gerlich** – Chief Executive Officer, Care Workers' Charity

**Dr Clenton Farquharson CBE** – Associate Director, Think Local Act Personal

**Debbie Harris** – Founder, Autumna

**Sam Hussain** – Chief Executive Officer and Co-Founder, Log my Care

**Gerard McGovern** – Chief Information Officer, Community Integrated Care

**Andrew Morley** – Senior Practice Development Consultant, Social Care Institute of Excellence

**Kaddy Thomas** – Founder and Director, Carers Collective

**Aileen Waton** – Risk and Governance Director, Bupa

## Executive Summary

This report sets out a comprehensive framework for the effective integration of technology across the care sector, with a particular emphasis on strengthening communication and collaboration between care providers and suppliers of care technologies. It identifies both the challenges and opportunities associated with the adoption of technology, highlighting the critical importance of co-production in ensuring solutions are responsive to the needs of those who draw on care and those who deliver it. The report outlines key areas for transformation and offers actionable recommendations to enhance the quality of life for individuals who draw on care services and those who care for them.



*The care sector has historically been behind the curve than other sectors when it comes to technology integration.*

**Sam Hussain** – Chief Executive Officer and Co-Founder, Log my Care



### Key Findings:

#### ● **AI-Driven Transformation in Care**

The care sector must lead in a digital revolution, integrating AI, robotics, and data to improve outcomes and efficiency. Teaching staff how to use technology is essential to harness technology's full potential in social care.

#### ● **Integration Challenges for Digital Data in Social Work**

The shift from paper to electronic records has revealed data quality issues and highlighted the need for AI-driven quality assurance. Whilst care providers have noted integration with suppliers can sometimes be difficult, ongoing partnership and strategic collaboration will help to keep systems current. Staff adoption has varied, with some embracing the new digital handover process while others needed repeated training, underscoring the need for a cultural shift.

#### ● **Digital Training and Workforce Challenges**

Training must be consistent and repeated. Workforce digital poverty requires providing devices, data, and tailored training. AI tools need ongoing action-learning sessions to unlock advanced features.

#### ● **Person-Centred Technology and Outcome-Focused Language**

The conversation around technology integrations must centre around enabling people to live safely, independently, and with dignity. A shared, person-shaped definition of "person-centred" is needed to align workforce, users, and technology. Technology must support individual person-centred outcomes such as control and choice.

---

- **Person-Centred Technology and Outcome-Focused Language**

The conversation around technology integrations must centre around enabling people to live safely, independently, and with dignity. A shared, person-shaped definition of “person-centred” is needed to align workforce, users, and technology. Technology must support individual person-centred outcomes such as control and choice.

- **Co-Produced Service Design and AI Integration**

Data should validate workers’ expertise and support decision-making. Collaborative, co-produced services yield better outcomes, yet lack of user input can lead to unnecessary AI features and wasted resources.

- **Technology’s Role in Recruitment**

Technology can provide data visibility to predict and prevent burnout, improving staff retention. Empowering carers with objective outcome metrics enhances job satisfaction and career attractiveness. Digital transformation, including AI, is essential to showcase staff quality and attract those looking to join the workforce.

- **Technology as Workforce Enabler in Care**

Technology should free staff time for person-centred care, not replace workers. Regulators must capture and share workforce data to improve training and quality.

- **Predictive Insight and Trust in Care Outcomes**

Predictive data enables early risk identification for care workers and families. Trust when using these technologies hinges on transparent framing and learning whilst ensuring care remains tailored for the supported individual.

- **Consent in Care Tech**

Consent for data use in AI and predictive analytics remains simplistic, risking ethical concerns. Regulators must ensure that guidelines around consent in care technologies are stronger and include measures around concerns raised by service users, their families and the workforce.

- **Data Interpretation and Professional Context**

Point-of-care data can aid with predictive measures, including falls prevention and infection monitoring, without becoming a decision-making tool. Data is neutral, yet its interpretation varies with professional experience, requiring training to enhance practice.



*The sector is in a position to take control of what it needs.*

**Debbie Harris** – Founder, Autumna



---

## Recommendations:

The report outlines several key actions for effectively integrating technology into the health and social care sector:

- Start actively championing a positive culture around technology by engaging staff in open conversations, addressing concerns, and demonstrating how digital tools can improve, not replace, care
- Implement ongoing, practical training programmes that equip staff to confidently use new technologies, with regular refreshers to keep pace with updates and innovations
- Work with staff and people who draw on care to define what “person-centred” means in practice, and ensure this is clearly reflected in how technology is selected and used
- Introduce clear, accessible consent processes for data use so service users, families, and staff understand how information is collected, shared, and applied
- Begin collecting and using workforce data more effectively to identify training needs, improve quality, and share insights that support better care delivery

By adopting these recommendations, we can ensure that tech innovations evolve to better meet the needs of individuals and families affected, supporting dignity, quality of life, and respect.

This report advocates that whilst technology offers innovative solutions, it cannot replace the relational aspects of care. The development of assistive technologies should prioritise enhancing human care and ensuring ethical use and integration into the care sector.



# Technology as a Catalyst for Transforming Social Care

## Potential of Technology in Care

AI, data, and digital tools are increasingly being used to improve care outcomes, drive efficiency, and enable more personalised support for individuals. These technologies are being applied across key areas such as assessment, care planning, and preventative interventions, allowing services to respond earlier and more effectively to people's needs.

However, there is a growing risk that hesitation or fear around technology adoption could leave the sector behind, limiting its ability to meet rising demand and complexity of need. At the same time, over-reliance on technology without proper oversight could lead to depersonalised care or inappropriate decision-making.



*There is a danger of us becoming technophobes and missing what is actually needed.*

**Kaddy Thomas** - Founder and Director, Carers Collective



## From Adoption to Embedded Practice

Despite growing interest, significant barriers remain in implementing and scaling technology across the sector, including fragmented systems and inconsistent uptake. Moving beyond isolated pilot projects toward sustainable, system-wide adoption will be critical to ensuring long-term impact.

If these challenges are not addressed, there is a risk of widening inequalities between providers, inefficient use of resources, and missed opportunities to improve care.

## Culture, Collaboration and System Change

Successful digital transformation requires a fundamental cultural shift across the sector, not just the introduction of new tools or systems. Greater collaboration across organisations and services, including providers and regulators, is essential to break down and create an environment where technology can be effectively integrated.





*Digital technology is a cultural issue, not a tech issue'*

**Andrew Morley** – Senior Practice Development Consultant, Social Care Institute of Excellence



# Workforce Empowerment in a Digital Age

## Building Digital Skills and Confidence

Greater support must be given to the workforce, especially those who lack confidence when using digital tools. Addressing digital poverty, including access to devices and connectivity, is essential to ensuring all members of the workforce can engage with new technologies. Without targeted support, there is a risk of digital exclusion within the workforce, where some staff are left behind or disengaged, impacting both morale and quality of care.



*It is not the work of a minimum wage worker to be developing tech.*

**Karolina Gerlich** – Chief Executive Officer, Care Workers' Charity



## Continuous Learning and Workforce Development

Training approaches must evolve from one-off sessions to continuous, iterative learning models that adapt to changing technologies. At the same time, the workforce and technology providers must provide adequate time for care workers to learn new technologies, whilst understanding the demands of the care sector. Embedding action-learning methods will enable staff to build confidence and unlock the full potential of digital and AI tools in practice.

## Empowerment, Trust and Workforce Value

Care workers must be involved within in the initial developing stages of any technology that they will be expected to use. Not only will this help providers with understanding care worker and the supported individual's needs, but this will also help build trust between care workers and those the technology has been created to support.

Technology should be used to enable and support the workforce rather than replace the human relationships at the heart of care. By fostering trust, increasing autonomy, and recognising the value of care workers, organisations can improve on low retention rates and create a more motivated workforce.



*We have to create incentivisation so that everyone can have an equal voice.*

**Ashleigh Dueker** – Programme Director – Care Intelligence, Person Centred Software



# Ethical, Person-Centred Innovation and System Integration

## Person-Centred and Co-Produced Design

A clear and shared understanding of person-centred care is needed, grounded in outcomes that reflect people's lived experiences and priorities. Co-producing technology with both those who draw on care and the workforce ensures that solutions are relevant, effective, and aligned with real needs.

Without co-production, there is a risk of designing systems that fail to reflect real-life care, creating additional burdens rather than improvements.



*The purpose of technology should be enabling me to live my life.*

**Dr Clenton Farquharson CBE** - Associate Director, Think Local Act Personal



## Ethics, Data and Trust in AI

The use of AI in care must address critical issues such as bias, consent, and data privacy to ensure fair and responsible implementation. Combining data-driven insights with human judgement is essential to building trust and delivering meaningful outcomes.

If these issues are not addressed, there is a risk of reinforcing inequalities, misinterpreting needs, and undermining confidence in both technology and care providers.

## Integration, Interoperability and Human Oversight

Overcoming fragmentation across systems requires stronger integration and the development of shared data standards. At the same time, it is vital to ensure that AI and digital tools support, rather than replace, human decision-making and professional expertise.

If over-reliance on automated systems occurs, there is a risk of losing the relational and intuitive aspects of care that cannot be replicated by technology.

## Key Takeaways



*Data does not exist without people.*

**Gerard McGovern** – Chief Information Officer, Community Integrated Care



### Technology as a Catalyst for Transforming Social Care

- AI and digital tools have strong potential to improve care quality, efficiency, and personalisation
- Technology enables earlier intervention and more preventative approaches to care
- Widespread adoption is still limited by fragmentation and scaling challenges
- Moving from pilots to system-wide implementation is critical for long-term impact
- Cultural change and cross-sector collaboration are essential to successful transformation

### Workforce Empowerment in a Digital Age

- Digital skills gaps and unequal access to technology remain significant barriers
- Continuous, practical training is essential to support adoption and confidence
- Technology can reduce administrative burden and free up time for care
- Trust, autonomy, and detailed training are key to workforce wellbeing
- Recognition, support, and career development are vital for retention and recruitment

### Ethical, Person-Centred Innovation and System Integration

- Person-centred care must remain the foundation of all technological innovation
- Co-production with users and staff leads to more effective and usable solutions
- Ethical concerns around bias, consent, and privacy must be addressed
- Better data integration and shared standards are needed across the sector
- AI should enhance, not replace, human judgement and relationships in care



## Conclusion

Social care stands at a pivotal moment, with technology offering powerful opportunities to improve outcomes and reshape how care is delivered. However, this report makes clear that transformation is not about technology alone – it depends on culture, workforce empowerment, and system-wide collaboration.

The central challenge is to harness innovation without losing sight of what matters most: people. Technology must support dignity, choice, and human relationships, not replace them. Co-production, ethical data use, and trust will be essential to achieving this balance.

Ultimately, the sector's success will be defined by its ability to combine innovation with humanity – creating a future of care that is not only more efficient, but more compassionate, inclusive, and person-centred.



*You remove the paper, but you still need to communicate.*

**Aileen Waton** – Risk and Governance Director, Bupa

