

Report to: Audit and Best Value Scrutiny Committee
Date: 21 November 2007
By: Director of Adult Social Care
Title of report: Business Transformation Programme Update
Purpose of report: To update the committee on the progress of the Programme

RECOMMENDATION:

The Scrutiny Committee are recommended to consider and comment on the progress of the Business Transformation Programme to date.

1. Financial Appraisal

1.1 This report refers to the £4m capital funding approved through the Councils capital bidding process as part of Reconciling Policy and Resources to fund the major part of the Business Transformation Programme in Adult Social Care.

2. Background and Supporting Information

2.1 Following the approval via Council and the detailed 'peer' review by the Assistant Director of ICT services, the Business Transformation Programme was launched by Councillor Keith Glazier, Lead Cabinet Member for Children's and Adult Services, on the 27 February 2006.

2.2 There are multiple projects focussed on delivering key objectives to enhance our service to clients and ensuring we have efficient and effective back office support. Appendix 1 is a high level programme plan and shows the proportion of each key part of the project that is complete to date. Appendix 2 shows the progress of the work streams in more detail.

3. Project Stream

INCOME

3.1 This stream includes the financial assessment and billing, where appropriate, of service users for contributions to the cost of services. As shown in the appendices, significant progress has been made with this stream and it is expected to be completed by April 2008 when the Atlas system is live and home care billing can be undertaken by the new Abacus system.

PROCURE-TO-PAY

3.2 The procure to pay project has been extensive, covering the process from how a decision is made to provide a care package, how it is funded and the budgetary impact, the contracting for that care, matching needs to actual services, and the payment for the care package.

3.3 The contractual arrangements are now substantially complete and are mainstreamed as part of the Contracts and Purchasing Unit (CPU). The process for funding care packages and paying providers is partially implemented and will complete before the end of the current financial year.

3.4 The systems that will support the Service Placement Team within the CPU in the sourcing of care packages and future contracting arrangements are progressing well and will be implemented in a phased approach during 2008. The fully integrated closed loop systems will be put in place as each stage is implemented

PREDICTIVE PLANNING & PERFORMANCE MANAGEMENT

3.5 This stream is being focused on delivering improved financial, forecasting and service user information using a business warehouse approach for April 2008.

OPERATIONAL PRACTICE

3.6 Streams A and B of this project are complete. These are the review of social care direct and improvements to the assessment and care planning process. Improvements to the care reviewing process are agreed and an implementation plan is being agreed. The next phase for this project is to implement CareFirst 6, the web based version of the client record system.

4. Conclusion and Reasons for Recommendation

4.1 This paper is for consideration as an update to the progress of the Business Transformation Programme. Significant progress has been made with the closure of some key strands of work. The new Finance and Business Support (FABS) structure is in place and provides a key platform for continued improvement in key areas such as the procurement of care. Further changes will be made to the way frontline services are delivered resulting in service improvements which will be evidenced through key performance indicators and service user feedback. As each phase is completed the work area will be integrated into mainstream work. A further report will come to this committee at the end of the year to set out progress and those areas that are to be integrated into the mainstream.

KEITH HINKLEY
Director of Adult Social Care

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Local Member(s): All

BACKGROUND DOCUMENTS

None

Business Transformation - Update on each Work Stream

1 Finance and Business Support (FABS) Restructure – The new structure for FABS is in place and most posts have now been recruited to. There were 5 staff redeployed, 20 voluntary redundancies and 2 posts that will be made redundant when the legacy system is no longer required.

2 Contracts – The home care service was re-tendered and contracts awarded to 9 providers. Savings in excess of £1m will be realised and these new contracts commenced on 23 April 2007 with all new placements being made with the new providers. A process of reviewing existing service users is underway to determine if they should stay with the existing provider, move to the new or they have the option of a direct payment. New contracts have also been let for older person's residential and nursing care and a preferred provider scheme is in place.

3 Financial Assessments - The Fairer Charging Policy has been reviewed and day care is now included within it. All financial assessments are now calculated by the Abacus System which also automatically does the annual financial reviews. Work is progressing with the implementation of the Atlas System which will enable the capture of financial assessment data electronically in client's homes via tablet computers. Mobile scanners will also be used so that documents will no longer need to be removed from client's homes and then be posted back to them.

4 Provider Payments – The payment of residential and nursing home providers in October was undertaken on the Abacus system. For this and the November payments there will be reconciliation to provider invoices, from December invoices will no longer be required from providers and payment will be made via a schedule generated by the system and based on contractual arrangements. Later this year the remaining payments including home and day care will be transferred to the new system.

5 Client Billing – Home care billing was formerly undertaken by the provider and this was changed in the new contractual arrangements. Until home care invoices are paid to providers via Abacus an interim arrangement is in place where the bills are punched into SAP. Once Abacus is live for home care payments later this year, this process will be automated.

6 Contract Management and Sourcing - All sourcing of new placements for older people now goes through the Service Placement Team to ensure contract compliance. This will be extended to working age client services in 2008. A Quality Monitoring function is also in place for purchased care services and the systems and processes around this are being developed with the first phase of the go live of the Contract Management System expected after Christmas. The development of the process for receiving the information for Real Time Monitoring of home care is nearing completion.

7 Service approval System – A more flexible process will be rolled out this month for the funding and approval of service user requirements. A new system to support this is being developed through the Contract Management System, Controcc.

8 Interfaces – One of the fundamentals of the transformation process is the use of Process Re-engineering and key to this is that the processes are intended to be as seamless as possible with data entered once at the most appropriate point. As systems go live the interfaces are being developed to ensure improvements to processes, efficiency and data integrity. This is probably the most complex part of the project but is key to the long-term success and efficiency gains. A number of key interfaces have already been developed and have gone live as part of the Abacus implementation.

9 Operational Practice – Significant progress has been made with the review of Social Care Direct where the improvement plan is being implemented. A new care planning tool has been implemented and is being developed and reviewed iteratively with

staff, along with guidance and documentation for service user reviews. The key outstanding piece of work will be the upgrade of the CareFirst System to the web based version called CF6. This will give major benefits in terms of process improvements and recording for frontline staff and enable further use of technology for more flexible working. Through the web it will also facilitate improved partnership working with easier and more flexible access.

Business Transformation - High Level Programme Plan

Key Deliverable	Original	Forecast	Actual	Complete %
<u>FABS Restructure</u>				
Structure and Job Description Consultations complete	22/12/2006	22/12/2006	22/12/2006	100%
Individual Consulations and interviews complete	12/02/2007	12/02/2007	12/02/2007	100%
New Structure implemented	30/03/2007	30/03/2007	30/03/2007	100%
<u>New contracts</u>				
Agreed new home care contract	07/08/2006	07/08/2006	26/09/2006	100%
Selection of new providers resulting from Home Care re-tender process	23/01/2007	23/01/2007	23/01/2007	100%
Commencement of new home care contract	23/04/2007	23/04/2007	23/04/2007	100%
Completion of all service user transfers	01/10/2007	31/03/2008		30%
New contract for Residential and Nursing care	13/02/2007	13/02/2007	23/02/2007	100%
New preferred provider scheme implemented	01/04/2007	01/04/2007	01/04/2007	100%
<u>Financial Assessments</u>				
Review of Fairer charging policy	01/03/2007	01/03/2007	01/03/2007	100%
Launch of new policy	01/05/2007	01/05/2007	01/05/2007	100%
Go live with financial assessments on Abacus	01/04/2007	01/04/2007	01/04/2007	100%
Go live with financial assessments on Atlas and Table PC's	01/04/2007	30/04/2008		70%
<u>Provider Payments</u>				
Go Live with Residential and Nursing Provider Payments - via Invoice	11/05/2007	30/08/2007	01/10/2007	100%
Go Live with Residential and Nursing Provider Payments - via Schedule	11/05/2007	17/12/2007		95%
Go Live with Home Care and Day Care Provider Payments	11/05/2007	29/02/2008		50%
Go Live with all other Provider Payments (Direct Payments, Supported Accomodation etc)	11/05/2007	29/02/2008		30%
<u>Client Billing</u>				
Go live with client billing contingency	01/05/2007	01/05/2007	01/05/2007	100%
Go live with client billing through Abacus with interface into SAP	01/04/2007	29/02/2008		50%
<u>Contracts Management and Sourcing</u>				
Go Live of SPT including residential and nursing placements	01/04/2007	01/04/2007	01/04/2007	100%
Design and implement in-house system for managing sourcing	N/A	31/12/2007		20%
Design and implement in-house system for reporting on Real-Time Monitoring information	N/A	31/12/2007		70%
Phase 1a - Go live Controcc - Contract management, E-Tendring and Web Portal + Interface from Care First	01/04/2007	31/01/2008		50%
Phase 1b - Go live - Interface of contracted service package details from Controcc to Abacus	01/04/2007	29/02/2008		30%
Phase 2 - Go Live - Controcc Package Approval, Sourcing and Capacity Management	01/04/2007	31/12/2008		10%

<u>Service Approval System</u>				
New funding process rolled out across the county	01/04/2007	30/11/2007		50%
<u>Interfaces</u>				
Go Live - Care First to Abacus, Basic client details (A1)	01/04/2007	01/04/2007	01/04/2007	100%
Go Live - Care First to Abacus, Financial assessment request (A2)	01/04/2007	31/12/2007		50%
Go Live - Care First to Abacus, New contract amounts payable (A3a)	01/04/2007	31/10/2007	10/09/2007	100%
Go Live - Care First to Controcc, Basic client details and High Level Service package Details (C1/C2)	01/04/2007	31/01/2008		50%
Go Live - Controcc to Abacus, New and Amended contract amounts payable (A3/C3)	01/04/2007	29/02/2008		30%
Go Live - Abacus to SAP, Client billing details - Accounts Receivable (A4/5)	01/04/2007	29/02/2008		50%
Go Live - Abacus to SAP, Provider payment details - Accounts Payable (A7)	01/04/2007	11/09/2007	02/10/2007	100%
<u>Predictive, Planning and Performance Management</u>				
Go Live - Basic Budget Holder Reports via the Web	31/12/2007	31/12/2007		30%
Go Live - Budget Holder Reports including forecasting via the Web	31/03/2008	31/03/2008		10%
<u>Operational Practice</u>				
<u>Strand A - Review of social care direct</u>				
Review complete and implementation/improvement plan received and agreed	31/03/2008	21/05/2007	21/05/2007	100%
<u>Strand B - Improve assessment and care planning process</u>				
New care plan documentation produced and agreed by OMT	08/01/2007	08/01/2007	08/01/2007	100%
Training provided to all operational staff	31/03/2007	31/03/2007	31/03/2007	100%
Go live for new care plan and SAP documentation	01/04/2007	01/04/2007	01/04/2007	100%
<u>Strand C - Streamlining and enhancing the review process</u>				
Go live of new documentation and guidance across the county	01/04/2007	01/07/2007	01/07/2007	100%
Implementation plan completed and agreed by OMT	01/04/2007	05/11/2007		95%
<u>Strand D - Implementation of Care First Version 6</u>				
Phased Implementation of new system	31/12/2008	31/12/2008		0%

Business Transformation Programme - Project Risk Log

														Last Period	
Risk ID	Project	Category	Date Raised (dd/mm/yyyy)	Description	Owner	Probability (1-5)	Impact (1-5)	Score	RAG	Proposed/Actual Action/Counter Measures	Status	Expected Resolution Date	Date Updated	Changes RAG since last report	Score
1	Interfaces	Systems	17/04/2007	JobService cannot be upgraded to handle multiple files with suffixes	Alan Gower	3	4	12	A	Ensure specifications are available on time and lobby Target Systems. 12/7 - A work around is being developed.	Open	30/06/07	12/07/2007	No change	
7	SAS	Data	08/05/2007	Work on teams in carefirst cannot be completed in time for SAS 'Go Live' date	Justin King	4	3	12	A	Liase with AG, SM. Set timescales for Ops teams to complete tasks The interface hub has been developed to manage any data quality/convergence issues.	Closed	31 May 2007	12/11/2007	Closed	12
6	Controcc	System	30/04/2007	System definition and design may be being progressed faster than the definition of the processes for how the new CPU organisation is to operate.	Jeri Damman	1	3	3	G	Requirements for Contracts management, Tendering and the Provider Portal have now been signed of by the Head of Service. The other elements of Controcc including Quality and Monitoring will only be implemented once BAU is ready and	Open	15 Jun 2007	12/11/2007	Reducing	9
9	Abacus	System	11/05/2007	There have been a large number of version releases from Target all of which require testing. This increases the testing time and makes it harder to meet the delivery dates	Austen Cook	3	3	9	A	Control new versions by giving Target a group of program changes/enhancements together, so the new release includes a number of changes.	Open	Go Live	06/07/2007	No change	
14	Abacus	System	16/03/2007	There is no business continuity plan for Abacus, if Abacus were to go down, there would be no SLA with ICT or plan to keep a business critical systems working	Austen Cook/ Karen Weiner	2	4	8	A	Raise this risk and develop a Disaster Recovery plan.	Open	none set		No change	
15	Abacus	Systems	15/03/2007	Delays in implementing ABACUS affecting the implementation of ATLAS.	M Parsons	4	2	8	A	Ensure the Managers responsible for implementing ABACUS are aware of the impact and ensure it is managed.	Open		17/04/2007	No change	
19	Programme	Resources	05/01/2007	Insufficient resources from software suppliers (OCC, Target and/or Serco) impacting on programme timescales	Alan Gower	2	4	8	A	Lobby and working closely with suppliers	Open	24/12/07		No change	
20	Interfaces	Systems	17/04/2007	JobService cannot be upgraded to automatically report errors and statistics	Alan Gower	2	4	8	A	Ensure specifications are available on time and lobby Target Systems	Open	24/12/07		No change	
3	Interfaces	Systems	03/11/2006	Insufficient time to develop and test Abacus interfaces before go-live	Alan Gower	2	3	6	G	Define and develop contingencies 12/7 - Contingencies have been developed tested and the client billing one has now gone live. 28/8 - Two test Analysts have been appointed	Open	20/07/07	28/08/2007	No change	
8	Abacus	System	11/05/2007	There is little room for fixing errors that may occur during testing. This would have an impact on the delivery date	Austen Cook	2	3	6	G	This will impact on go live and would mean continuing with Aegis. 28/8 - Regular teleconference meetings are held with Target to minimise issues	Open	Go Live	28/08/2007	No change	
5	Abacus	System	11/05/2007	There have been a large number of bugs in both JobService and Abacus, all of which have an impact on meeting deadlines. Continuation of this will effect delivery dates.	Austen Cook	2	3	6	G	Identify these bugs a quickly as possible so they can be resolved before go live. 28/8 - Regular teleconference meetings are held with Target to minimise issues	Open	Go Live	06/07/2007	No change	
10	Abacus	System	11/05/2007	There is a risk that there will be bugs occurring after go live. This has occurred in DES and had a loss of confidence in the product as well as reducing work efficiency	Austen Cook	2	3	6	G	Conduct extensive testing which will require extra resource and support for the Testing Team. Two testing analysts have been appointed.	Open	Go Live	06/07/2007	No change	
12	Abacus	Data	10/05/2007	Without good data cleansing there will be a data load of poor quality data. This will make it hard to manage payments and client billing	Austen Cook	2	3	6	G	Review all contracts being loaded and cleanse areas that need work. Significant data cleansing work has been carried out.	Open	End of Dataload	06/07/2007	No change	
27	Controcc	Data	15/03/2007	Care plan may be insufficient in detailing the full requirements for specifying the care needed in order for the brokerage team to book.	Jeri Damman	2	3	6	G	To be confirmed by the external consultant as part of the task to define the Phase 1 processes. 18/4 - results from use of the new care plan version are being compiled. 10/5 - early indications are that there are some issues, which are being investigated	Open	30 Apr 2007	10/05/2007	No change	

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18	Interfaces	Systems	03/11/2006	Insufficient time to develop and test Controcc and Abacus Phase 3 interfaces before go-live	Alan Gower	1	4	4	G	Dependent on Phase 3 go-live date. Work closely with Trojan and OCC	Open	24/12/07		No change	

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