

WIRRAL COUNCIL

CABINET

19TH SEPTEMBER 2013

SUBJECT:	PUBLIC REPORT RE PROCUREMENT OF INTEGRATED SOCIAL CARE CASE MANAGEMENT SYSTEM
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF ADULT SOCIAL SERVICES AND DIRECTOR CHILDREN AND YOUNG PEOPLE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR C JONES AND COUNCILLOR T SMITH
KEY DECISION?	YES

1 EXECUTIVE SUMMARY

- 1.1 This public report accompanies the 'Procurement of an Integrated Social Care Case Management System' report that is exempt by virtue of paragraph 3 of Schedule 12a of the Local Government Act, 1972 due to the commercial sensitivity.
- 1.2 This report outlines the processes and procedures that have been undertaken to procure a new social care case management system.

2 BACKGROUND AND KEY ISSUES

- 2.1 An internal review of the current social care systems and procedures set alongside external reviews such as the Munro Review of Child Protection and OfSTED inspection reports have indicated that there is a need to either improve or replace the current case management system.
- 2.2 In addition there is a need to replace the current aging computer equipment that practitioners use.
- 2.3 The department of Adult Social Care received capital funding through the Department of Health 'Investment in Community Capacity' grant £941,000 in 2011/12 and £956,000 in 2012/13. As approved by Cabinet on 8th December 2011 as part of the Capital Programme and Financing for 2012-15 £1.5m of this funding was identified to deliver an Integrated IT solution for Adult Social Care and to replace the Department's IT equipment.
- 2.4 The department of Children and Young People made a bid for £1m through the Capital Programme to deliver a post Munro Review children's case management system and to re-equip front line social workers with modern technology. This bid was approved by Cabinet on 18th February 2013.
- 2.5 A project team representing both services, procurement and IT determined that the tender process for addressing this project was best managed by having a tender with two options.
- a Improve the current system, or,
 - b Replace the current system.

This would then mean that the procurement exercise would simply be to choose the most advantageous supplier for each option. The subsequent decision as to which

option is the best would be evaluated outside the procurement process and would be based upon a broader view of which option is in the Council's best interests.

- 2.6 In March 2013 the Council issued a Pre Qualification Questionnaire (PQQ) for the supply of an integrated social care case management system.
- 2.7 Five Companies responded to the PQQ and analysis of the responses resulted in three of the companies being disqualified as they did not meet the mandatory requirements. An Invitation To Tender (ITT) was issued to the two remaining companies.
- 2.8 Both companies submitted responses to the ITT and delivered demonstrations of their proposed solutions during the week commencing 17th June 2013.
- 2.9 A tender evaluation team consisting of the project team plus broader representation from CYPD and DASS carried out the assessment of the responses to the Invitation To Tender (ITT) and the presentations made by the prospective suppliers.
- 2.10 Having successfully identified a solution for Option A and a solution for Option B the procurement exercise was concluded. The process then moved onto choosing between the two options based on what is best for the Council.
- 2.11 The evaluation process considered both the quality and price of the proposed solutions and concentrated on the following quality aspects;
- Processes to administer and support care for children,
 - Processes to administer and support care for adults,
 - System functionality re document management and scanning,
 - System functionality re payments,
 - System functionality re billing and budget management,
 - System functionality re personal finance,
 - System functionality re direct payments,
 - System functionality re contracts,
 - System functionality re financial protection
 - Processes required to perform systems administration.
- 2.12 One of the proposed solutions scored significantly better in the majority of these areas and offered greater potential for service improvement and efficiencies and it is therefore this solution that is being recommended.

3 OTHER CONSIDERATIONS

- 3.1 With either of the two options there are significant aspects to be successfully addressed in order for the changes to have their maximum impact. Both options involve retraining, business reengineering and the reorganisation of the support teams and ways in which the processes are administered. The following aspects should be addressed as part and parcel of preparing for bringing in a new or improved system.
- 3.2 **Systems Team:** Currently CYPD and DASS have separate teams each delivering system support functions, these are resourced differently and whilst they cooperate with each other they are not integrated and the staff have additional responsibilities. Such an organisation misses out on opportunities to develop a more resilient service with shared expertise.
- 3.3 The establishment of a system team(s) to support the implementation and running of the new system is required. However there is a possibility of creating a shared resource (Families and Wellbeing Directorate). If this approach is selected, it will be

both the most financially affordable and deliver the biggest business benefits (resilience, increased expertise and therefore improved outcomes).

3.4 A systems team must be the link between the business and the system. One of its core functions would be to transform business needs into reality by configuring and customising the system so that the ICT truly supports the business. This approach not only improves outcomes for service users by streamlining work processes and providing the correct information at the right time it also could open the door for future savings.

3.5 A systems team would support early intervention, team around the child / family and the Multi Agency Safeguarding System (MASH) as well as Children's and Adults' social care teams.

3.6 The team's responsibilities would include;

- **Training** - This should not be focused on how to operate the system but how to use the system to support the business needs of the practitioners. This therefore needs to be resourced by staff that are comfortable with technology but equally proficient with the work of the practitioner.
- **System / User Administration and System Configuration** - This includes; Adding users, password management, creating user groups, managing users' permissions, creating / editing workflow, creating editing system alerts, configuring data entry pick lists, determining mandatory fields, configuring input screens, designing output documents etc.
- **Helpdesk** - The helpdesk would be the single point of contact for all system related practitioner enquiries / requests. The goal of the helpdesk would be to restore the practitioner to a productive state as quickly as possible, either through education, a work-around or referring the issue / fault to ITS for a technical resolution.
- **IT Strategy** - The needs of the two departments are similar, namely agile working in a wide variety of locations with access to the standard office applications, work files and telephony support as well as the same common information system. These common needs could and should be underpinned by common infrastructure the development of which should be informed by the experiences of the two departments, thereby ensuring maximum benefit from the developments whilst at the same time minimising support issues and costs. A single interface for the two departments with ITS would also be established. This function would also provide the vision for how technology and the system could enhance and transform service delivery.

3.7 It is proposed that the system team would not initially have responsibility for the following areas;

- **Management Information** - This involves providing the information that the organisation needs to manage itself efficiently and effectively. Invariably this will require the use of a separate Management Information software package, the most common being Business Objects.
- **Statutory Returns** - These are usually delivered as part of the system, however this area of work requires data cleansing processes to be followed.

3.8 It is recommended for now that these functions remain the responsibility of the two departments' information teams. Further work should be carried out to determine if

these functions should remain separate or become a combined resource and how this relates to the growing corporate functions in this area.

3.9 **Implementation Team:** The resources are not available from within current staffing to set up and manage the implementation. There will be a partial solution derived from bringing in outside help to oversee and guide the project. However the following tasks will require Council staff to be freed and some backfilling is likely to be required. The indicative plan would be for a start in October 2013 and continue for approximately 12 months. The implementation team would need to address the following areas;

- Project Management.
- Process Redesign and Reengineering: Review the "As Is" and "To Be", replace and re-launch business processes. Establish and embed new ways of working. Implement a customer focus review so that changes show tangible customer and practitioner improvements.
- System Configuration: Develop the system so that the "To Be" processes are efficiently implemented and the ICT supports and does not lead practice.
- Training: Design entry level training, specific and advanced needs, build local expertise, assess staff ICT skills and needs, develop user friendly manuals and local helpdesk functionality
- Data Migration and Cleansing: Undertake data review and cleansing, migration, information retention and data protection compliance
- Supplier Management: Keeping the supplier on schedule, enable dialogue between the Council and supplier
- Finance: A review of financial assessment processes using a financial predicting element, to look at financial assessment and process reviews, policy and protocol for collection rates.
- HR: Implications of changes to processes and redesign that may have an impact on HR issues.
- Reporting and Performance: Design of standard reporting suite, development of business reporting, statutory returns, financials, commissioning reporting, end user reports, manager self serve
- Edge Systems: Identify current edge systems, data transfer to core system, closure of edge systems
- Interfaces: Develop appropriate interfaces to other corporate systems to support an end to end process
- Go Live Support and Trouble Shooting: This would include periods of floor walking and delivering a helpdesk function

3.10 **Staff ICT Equipment:** New end user equipment (desktops, laptops, tablets) for staff will be required to facilitate access to the system. These devices will need to be suitable to support mobile / agile working and capable of capturing signatures (touch screen). Existing corporate contracts will be used to purchase the necessary equipment.

3.11 **Server Infrastructure:** New servers and associated infrastructure will need to be implemented; existing corporate contracts will be used to purchase the necessary equipment.

4 RELEVANT RISKS

- 4.1 Failure to improve the current systems and procedures within CYPD will at best lead to criticism. Given the number of occasions this area has been identified by OfSTED in inspection reports as an 'Area for Development' it may be escalated to become a 'Priority Action' in future, if this area is not fundamentally addressed. This would adversely affect the overall rating for the service.
- 4.2 The 'Investment in Community Capacity' Capital grant was provided to DASS to support three key areas: personalisation, reform and efficiency. The Personalisation agenda represents a fundamental shift for Adult Social Services which requires a different approach to data collection, recording and performance management. Failure to improve business processes will impact on the Department's ability to support the personalisation agenda and failure to improve the quality and timeliness of business information may lead to inappropriate decisions regarding future service requirements. Without an appropriate platform for agile working the Department's ability to improve working practices and reduce office accommodation requirements will also be restricted.
- 4.3 A sufficiently staffed and resourced implementation team is essential. If an implementation team is not put in place then there is a significant risk that the project will fail. Failure to keep pace with the suppliers' schedules may lead to additional costs being incurred both in support and licensing costs.

5 OTHER OPTIONS CONSIDERED

- 5.1 A review of the case management system within CYPD identified that a procurement process would be required to address issues with the current system and to deliver the recommendations within the Munro review of child protection.
- 5.2 A similar review within the Department of Adult Social Services also found that a procurement process would be required to deliver the future requirements of the department and its clients.
- 5.3 It was possible for each department to independently pursue separate procurement processes, however it is economically advantageous to the Council for a single case management system to be used by DASS and CYPD. Such an approach reduces license and support costs and minimises the number of staff required to support the system.
- 5.4 It is for these reasons that an independent approach to procurement was not considered a viable option

6 CONSULTATION

- 6.1 The development of the procurement specifications has built upon significant consultation with staff in both departments and with corporate colleagues within IT Services. Colleagues that have a need to share information with partners have fed partner's needs into the design of the specifications.

7 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 7.1 There are no implications arising from this report.

8 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 8.1 The procurement and commissioning process has required the support of staff within the procurement and IT sections of the Finance Department. It has also required significant input from staff within the Children and Young People's Department and the Department of Adult Social Services.

- 8.2 The installation and commissioning process will require the establishment of an implementation team and will therefore require staff resource from CYPD, DASS and ITS as well as externally provided resources. These installation and set up costs will be met through capital resources.
- 8.3 The successful running and upkeep of the system will require the creation of a system team, the detailed requirements of which will be informed during the installation phase of the project and met from within existing resources within the Directorate.

9 LEGAL IMPLICATIONS

- 9.1 The procurement process has followed the necessary procedures. Colleagues within the legal section will support the development and signature of the necessary contracts.

10 EQUALITIES IMPLICATIONS

- 10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review is attached –

(<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversitycohesion/equality-impact-assessments/eias-2010/children-young-people>).

11 CARBON REDUCTION IMPLICATIONS

- 11.1 The implementation plan will consider the most efficient way to deliver the required IT infrastructure, including utilising a virtualised environment and thereby seek to minimise the power requirements of the solution.

12 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 12.1 There are no implications arising from this report.

13 RECOMMENDATIONS

- 13.1 The recommendations arising from this procurement process are contained within the accompanying exempt report 'Procurement of an Integrated Social Care Case Management System'

14 REASON/S FOR RECOMMENDATION/S

- 14.1 The reasons for the recommendations arising from this procurement process are contained within the accompanying exempt report 'Procurement of an Integrated Social Care Case Management System'

REPORT AUTHOR: *Mark Ellis*
Principal Manager
telephone: 6567
email: markellis@wirral.gov.uk

APPENDICES

There are none

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	18th February 2013