REPORT TO: MORAY INTEGRATION JOINT BOARD ON 27 JUNE 2024

SUBJECT: CAREFIRST REPLACEMENT

BY: INTERIM HEAD OF SERVICE & CHIEF SOCIAL WORK OFFICER

1. REASON FOR REPORT

1.1 To inform the Board of the progress of the replacement Social Work and social care case management system and the outline business case.

2. RECOMMENDATION

2.1 It is recommended that the Moray Integration Joint Board (MIJB):

i) notes the project mandate (Appendix 1) and the enabling work required at 4.9;

ii) notes the governance arrangements and proposal to use existing resources as set out in Appendix 3; and

iii) approves the project to progress to Outline Business Case to be reported back to the Board in September 2024 for consideration of funding requirements.

3. BACKGROUND

3.1 CareFirst 5 was implemented in 1998 and upgraded to CareFirst 6 in 2010. The last upgrade took place in 2017. A report was submitted to Moray Council Audit and Scrutiny Committee on 23 November 2022 (para 7 of the minute refers), and MIJB Audit, Performance and Risk Committee on 24 November 2022 (para 7 of the minute refers), providing an update on Internal Audit Completed Projects which included reference to a review of the CareFirst System undertaken and asked the Committee to note the recommendation to replace CareFirst .

3.2 A report was submitted to this Board on 25 January 2024 (para 12 of minute refers) where approval was given to initiate the process to begin scoping a replacement system and subsequently the current contract was extended for a further year to 31 March 2025.

4.   KEY MATTERS RELEVANT TO RECOMMENDATION

4.1   One of the MIJB strategic missions is to "Improve the efficiency of health and social care services to ensure we spend public money on services that get good outcomes for people".

4.2   "Setting the Bar" report was commissioned by Social Work Scotland in May 2022 to establish an evidence-based indicative caseload limit for social work staff in Scotland. It highlighted challenges relating to recruitment and retention, significant reduction in administrative support and "a combination of unprecedented financial pressures and the cost of implementing several new pieces of legislation simultaneously" so these interconnected factors have left social work staff with increasingly unmanageable caseloads of individuals presenting with higher levels of risk. Of respondents 78% (1,238 of 1,588) highlighted high administrative workload as the greatest source of dissatisfaction.

4.3   Workshops were held in September 2022 with Adult Social work practitioners to consider the national and local landscape in relation to policy, legislation, activities and research, which have, or will be influencing Social Work practice into the future. These included National Care Service; Adult Support and Protection revised codes of practice; Setting the Bar Report; SDS Standards; SSSC Codes of Practice revision; Adult Support and Protection Inspection in Moray; Three Conversations – Partners for Change and the change of the Chief Social Worker in Moray. These sessions outlined strengths and opportunities for improvement and many of the barriers were related to processes, paperwork, the inconsistent use of and limitations and restrictions on recording of information caused by the existing CareFirst system.

4.4   A survey was conducted in March 2024 of 443 current CareFirst users with 167 (37%) responses from across all teams and roles in Health and Social Care Moray (HSCM). Engagement sessions with users were undertaken in early May and the output from both these identified key requirements:-

   a. Need for a single system with all records kept in one location
   b. Requirement for a chronological summary
   c. Ability to produce performance reports

4.5   Risks outlined in the report to the Board in January are incorporated in the project mandate at **Appendix 1**. It is important to stress that as our current provider has created a new cloud-based product, experience dictates that they will, in the next 3-5 years, discontinue support for the existing system and push customers towards their new product. It is expected that from the award of a tender, the new system takes 18 months to 2 years to migrate to the new product because of the size, complexity and involvement of extremely sensitive and critical data types.

4.6   The technology of the platform is over 20 years old and the software was written years ago, there are no upgrades so no potential for development. This system no longer supports efficient and effective working hence the urgency to now progress to implement a replacement.

4.7 These factors, along with the audit recommendations and the risks outlined are strong drivers for the need for securing a single management information system for social work and social care services. It is essential to ensure the most up to date information is securely held for our vulnerable people who receive a service. There is a requirement to have oversight and understanding of their circumstances, situation, networks and needs and accurately record assessments, reviews, agreed outcomes and indicative budgets to ensure that there has been options provided for the right type of support at the right time in the right place. With streamlined processes and a modern system supporting developing technologies, time efficiencies would be demonstrated, staff morale would increase and improvements in data sources would underpin information for the Strategic Planning and Commissioning group, supporting strategic decision making.

Project Objectives

4.8 The key aim of the project would be to implement a new information management system, as a **single source of truth** (phrase is used in data management to signify the practice of aggregating data from many systems within an organisation to a single location) for all Social Work and Social Care services in HSCM. The system will need to be more than just a case load system, easy to use, providing required functionality and trend information that is not readily available at present. It will also need to be able to support integration across other health and social care systems, and to enable adoption of developments such as the Digital Health and Care Innovation Centre (DHI) Personal Record store.

4.9 Using the output from the workshops and engagement sessions core enablers for a successful and timely implementation of a management information system were identified as:-
    a. **Process mapping** of core processes to standardise and streamline and identify potential efficiencies
    b. Identifying specific reporting requirements that will **embed the quality assurance and performance** framework.
    c. **Data cleansing** to reduce the volume to be migrated.

Scope and Specification

4.10 The information management information system will cover all social work and social care services across Adult, Children and Justice Services. A project mandate (**Appendix 1**) was prepared outlining the scope and complexity of the project and includes a full list of teams currently using the system.

4.11 To ensure optimum efficiency and streamlined working across services it will be necessary to ensure the system can interface with Moray Council Financial Management System and Equipment Loan Management system. It will be essential that the system has a robust reporting solution or has an appropriate interface to reporting software. In addition, there will be the need to have functionality to interface with future developments, such as the project being led by DHI for a Personal Record, and the potential for possible future interfaces with Education or Health systems to support a fully integrated Health and Social Care system.

4.12 In order to ensure that the specification of requirements is as robust as possible more formal scoping will be progressed by:-

    a. Survey all Scottish Local Authorities and Health and Social Care Partnerships to ascertain which system they use, their experience of implementation and migration, functionality provided, support and user experience ratings. We would seek to gain lessons learnt from any change of system they have undertaken in recent years.
    b. Extract information from the user feedback already received and consolidate through a user group.
    c. Speak with colleagues in HSCM and Council regarding learning from recent implementation of other systems
    d. have initial conversations with potential suppliers to ascertain areas requiring specific consideration, supported by the procurement team.

Work has commenced in some areas and the output will be included in the outline business case which will be presented to the Board in September 2024.

Project Timeline

4.13 An initial project schedule is outlined in **Appendix 2** showing the initial and detailed scoping phases through to outline business case. Approval is sought to proceed with the detailed specification, option appraisals for procurement and funding and completion of the outline business case, which will be reported to MIJB in September 2024. Should the project be given approval to progress to tender at that point, it is anticipated it will take 18 months to two years to fully implement, once the contract has been awarded. The indicative timescales provided for implementation, migration, training and go live will be clarified once it is determined the project can progress to tender, and revisited again, once it is known which provider and which system type has been successful.

Resources

4.14 A dedicated project manager will be required to co-ordinate delivery of the component parts of this complex programme to a successful implementation. Senior management team have determined that staff resource will be reallocated internally at this stage to progress to Outline Business Case (OBC). **Appendix 3** outlines the governance arrangements and the requirement for staff resource from across many teams and specialist advisors from Moray Council. While ICT resource will be provided to support the specification and options appraisal work for inclusion in the OBC, there is likely to be a requirement for additional ICT resource for subsequent stages of the project.

Governance

4.15 The Moray Council ICT gateway board met on Tuesday 28 May 2024 and considered the project mandate for a new case management system. They were wholly supportive of the proposal to replace the system because of the risks of operating a legacy system, however they would need further information regarding funding and resource requirements and requested to see the OBC when completed. ICT resource will be provided to support specification and option appraisals for inclusion in the OBC.

4.16 The Moray Council Asset Management Working Group considered the project mandate on 12 June 2024 and understood the need for a new system but required further detailed information on options and funding requirements, so

requested OBC to inform decisions. They also advised that HSCM would require to reprioritise requirements for procurement support due to capacity constraints.

4.17 The proposed governance arrangements to progress to OBC are outlined in **Appendix 3**. The level of oversight and support outlined will be required due to complexity and scale of the project.

Procurement route

4.18 There are three options for procurement; a direct award to a preferred supplier, use of suppliers on the Scotland Excel framework to conduct a tender process or conducting an open market tender. There are 5 suppliers on the Scotland Excel framework, which would be sufficient to demonstrate best value if this framework was used. A direct award would not provide robust evidence of best value approach and an open market tender would take longer and be more complex. Support from the Council procurement team will be required to progress options for the OBC, however the team resources are already stretched with the workload they currently have so there will need to be some reprioritisation of existing HSCM procurement support requests to release capacity.

Sources of Funding

4.19 The annual support and maintenance cost for 2024/25 is £104k and future costs with the existing provider will increase each year in October, in line with the retail price index.

4.20 The choice of delivery mechanism will impact on the funding options. If the system is hosted on site or through a third party, the implementation costs will be able to be capitalised. If a Software as a Service (cloud) option is selected, none of the costs can be capitalised because at the end of the project there will not be any tangible asset.

4.21 There are many different factors determining the costs of the system relating to hardware (if necessary) licensing, consultancy, support, maintenance and training and it will not be possible to provide accurate information until progress has been made through the procurement process. Indicative figures are shown in the project mandate but these require further development for the OBC.

4.22 Within HSCM there is a separate system for staff scheduling. If this functionality could be incorporated into a new information management system it would result in a further £88k being available to offset costs. This will be considered as part of the specification and options appraisal.

5. **SUMMARY OF IMPLICATIONS**

   (a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan "Partners in Care 2022 – 2032"**
   Providing staff with effective tools to provide the right support and the right time in the right place is essential for meeting people's outcomes, the fundamental aim of the strategic plan.

   (b) **Policy and Legal**

There are no legal implications arising from this report.

(c) Financial implications

The only budget currently allocated is the current revenue costs for support and as yet no additional provision has been made in MIJB or Council budgets. Moray Council Asset Management Group who make recommendations to Council on the capital budget have advised they require sight of an OBC with options appraisal.

It is intended to utilise existing staff resource to be project officer. The assistant procurement manager has advised that there will need to be re-prioritisation of requests from HSCM to keep within procurement capacity.

If the next phase of work is approved to proceed it will inform the requirement for budget and resources required going forward and will be brought back to this Board for consideration.

(d) Risk Implications and Mitigation

To continue with the existing system is a significant risk to service delivery.

- Continuing to operate on a legacy system presents potential likely risks of non-compliance with changes to legislation and regulation and provides no opportunity to develop working practices to reflect improvements and good practice.
- There is an increased risk of issues with data security as the system is not updated with protection against new cyber threats.
- There are risks to efficient and effective working practices e.g. the system does not support uploading of documents, requiring records to be held in alternative storage solutions which impacts negatively on time to search for information. Without the system, service users would have to resort to use of paper based records.
- The reporting solution of the existing system does not support provision of robust performance information on which to base decisions.

There is a risk to the MIJB budget in that no funding is currently identified so costs will have to be incorporated, therefore requiring potential additional savings to be identified.

If the project is not resourced sufficiently there is a risk that it will not deliver the anticipated efficiencies and will not improve staff morale. The proposed governance arrangements through identified resource requirements would enable assurance and oversight of delivery of the project.

(e) Staffing Implications

A project manager will be required for this large, complexed project. It is proposed a senior project officer be appointed from an internal secondment in HSCM.

There will also be significant input required from project team members and from other staff across services who will be involved in process mapping exercises to streamline ways of working before introduction of a new system.   It is anticipated that additional ICT resource will be required. The proposed governance arrangements are outlined in **Appendix 3**.

(f) Property

There are no property implications arising from this report.

(g) Equalities/Socio Economic Impact
There are no equalities implications arising from this report.

(h) Climate Change and Biodiversity Impacts
There are no climate change implications arising from this report.

(i) Directions
There are no directions arising from this report.

(j) Consultations
Interim Chief Officer; Chief Financial Officer; Service Managers; Information Systems Officer, HSCM, Chief Financial Officer (Moray Council), Head of Human Resources, ICT & Organisational Development; Senior Auditor, Information Governance Manager, Data Protection Officer and Caroline O'Connor, Committee Services Officer, Moray Council.

6. CONCLUSION

6.1 This report provides an update on progress with scoping and outline business case regarding the requirements for a replacement information and case management system for Social Work and Social Care services in HSCM.

Author of Report: Jeanette Netherwood
Background Papers: CareFirst Replacement, Moray Integration Joint Board 25 January 2024

Internal Audit Section – Completed Projects Report, 24 November 2022
Internal Audit Section Completed Projects Report – Appendix 1
Internal Audit Section Completed Projects Report – Appendix 2

Setting the Bar Social Work Scotland, May 2022
Ref: