	Adults and Safeguarding Committee **15 March 2021**
Title	**Adult Social Care Case Management System Implementation Update**
Report of	Chairman of the Adults and Safeguarding Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
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Summary

This report provides an update on the implementation of Adult Social Care Case Management System, Mosaic.

Officer's Recommendations
1. That the Committee note the progress made in implementing the case management system.

1. INTRODUCTION

1.1.   The adult social care Investing in IT Programme was established to deliver a new IT system to support the legislative requirements of the Care Act 2014 and replace the two former systems, Swift and Wisdom. The outcomes sought through this programme of work include:

- Improved citizen and customer choice and control.
- Increased shared data and records between services enabling more joinedup care.
- Strong evidence used to inform intelligent commissioning.
- Increased productivity and efficiency.

1.2.   There were various issues and delays in respect of the original implementation. Whilst Go-live was achieved on the 3 April 2017, unfortunately the system configuration had not achieved all the intended programme outcomes by that time. Policy and Resources Committee in July 2018 agreed to procure a new delivery partner to complete the delivery of the case management system.

1.3.   A procurement exercise was carried out and a contract was awarded to the selected delivery partner, Bettergov (Better Group Limited). Bettergov had prior experience in deploying Mosaic solutions to local authorities and a successful track record of implementations, including delivery to local authority requirements from a similar starting point to Barnet's.

1.4.   The BetterGov programme began in late 2018,and comprised the re-implementation of the case management system, including key financial processes, the development of a core reporting framework, legacy system decommissioning / move to a hosted environment, as well as updating relevant standard operating procedures and support documentation.

1.5.   The main programme was completed in January 2021. During the course of the main programme, some additional work was identified as desirable. This work has commenced as 'phase 2' and has been scheduled for completion by Summer 2021. Phase 2 deliverables include;

   o   Delivery of 'Finance Manager' (an enhancement to the home care provider billing system)
   o   Integration with Health via the Health integration Exchange (HIE) to share health and social care records with health partners across North Central London
   o   Completion of roll-out to previously out of scope Mental Health teams
   o   Updating performance reports in line with changes which have come into effect since the completion of the programme, for example the requirements of the new integrated discharge team and discharge to assess processes and new mental health reports

1.6. Mosaic is operational and working well. The system is reliable and those using the system report high levels of satisfaction. This report provides an update on the implementation of the case management system and benefits.

2. SYSTEM RE-IMPLEMENTATION

2.1. The procurement specification for the completion of the Mosaic Programme set out success criteria that required the programme to:

- Accurately and securely hold citizen information to allow Adult Social Care to support LBB clients and keep them safe, in line with agreed legislative requirements by making sure relevant information can be recorded, and is made available to the right people at the right time in the right locations to allow them to do their jobs.
- Enable the execution of business processes; for example, completion of financial assessments.
- Ability to pay providers and clients accurately within defined and agreed SLAs.
- Ability to generate invoices/bills to individuals and organisations, and collect revenues from individuals and organisations.
- Provide analysis and reporting capabilities to enable the service to keep clients safe, monitor activity, and retain financial control over its purchasing budgets.
- Do all of the above reliably, timely and accurately, with staff confident in how to use the system.

2.2. The Mosaic Programme has delivered benefits across case management, financial processing, performance reporting and business system administration. It has enabled our frontline workforce to provide better care and support for our service users and enabled clearer and more efficient evidencing of work completed. Our back office functions are able to work much more efficiently and the performance reporting has enabled managers to make more informed decisions. Benefits include:

2.3. **Case Management:** Key workflows from contact through to assessment and case closure have been implemented. Benefits include:

- Work step consolidation and streamlining processes has reduced the time needed to complete cases. There has been a reduction in worksteps of c. 20% across the service and collaborative working between teams to complete work is straightforward.

- Form automation has been introduced, reducing the need to re-key information into forms and providing improved data integrity. For example, the support planning process has 50% fewer pages as well as a new budget calculation form. This produces an indicative personal budget figure and provides improved focus and clarity to recording support planning.

- Manual processes / spreadsheets are no longer in use, improving the robustness of the client record.

- Worker classifications have been reduced from 42 to 16 resulting in less administrative overheads, a more efficient onboarding process, and better security to ensure the right levels of access.

- Standard Operating Procedures have been rewritten to ensure both new and existing practices and processes are clearly documented.

2.4. **Finance:** Authorisations, invoicing and payments are generated within Mosaic bringing both case management and financial information together to improve financial management on an individual and departmental basis.

- Providers and clients are paid accurately for the care services ordered/ provided

- Automated payments have been introduced for Residential Care (across 43 providers and 550 clients to a value of c. £250k per week) and Domiciliary Care (c. 1,000 invoices per week) as well as billing residents for their assessed client contribution through Mosaic (up from £3.4M in 2019-20 to c. £16M in 2020-21)

- Automated payments for residential / nursing services and electronic invoicing for home care have reduced invoice processing overheads and allowed the department to meet prompt payment guidelines.

- Increased financial control has been achieved through electronic approvals made in system at the point of purchase.

- Financial year end processes are managed on system including supplier price increases and client financial assessment updates.

- Actual care delivered is recorded and monitored for cost and quality.

2.5. **Reporting**: Analysis and reporting capabilities have been improved to enable the department to monitor and report on client level, performance and financial activity. The reporting framework is structured around providing performance and insight information into key functions and processes including hospital, learning disability, safeguarding, brokerage, financial commitments and statutory returns.

- Reports have been rationalised from c. 450 reports to 44 core reports.
- Service units have bespoke insight reports which enable them to see activity, client flow, caseloads and work management.
- Reports are also automated and easy to use; making them functional from social worker through to senior management.
- The increased automation has also shifted performance officer time from manual handling of data to having more time for actual analysis.
- Statutory returns mirror new workflow processes meaning they can be generated in-system.
- Performance and financial data is now available in a timely manner. Data quality has also improved as reports help us see where worksteps are building up and address resource, process or training issues.
- Reports request and development process has been standardised providing a more efficient development and delivery pipeline.
- Knowledge transfer sessions over a number of months have upskilled internal team members allowing them to manage key technical tasks.

2.6. **Other key programme deliverables –** Improved system architecture and support functions. Consolidation and decommissioning of legacy environments combined with new hosting arrangements and an upskilled in-house team provides a more robust application, system architecture and support function.

- Four legacy systems have been decommissioned so all information is now held on a single Mosaic record allowing a single view of individuals.
- Savings delivered through reduction in licensing, support and maintenance for multiple systems have been re-directed into enhancing the internal support team.
- Applications are now hosted by the Mosaic supplier; system stability has increased with fewer network and software outages.

3. REASONS FOR RECOMMENDATIONS

3.1. To update Committee on the status of the implementation of Mosaic and benefits realised to date.

4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED
4.1. None.

5. POST DECISION IMPLEMENTATION

5.1. Continue implementation of remaining work and final handover into 'business as usual' function.

6. IMPLICATIONS OF DECISION

6.1. Corporate Priorities and Performance

6.2. The report provides an update on the implementation of the Mosaic case management system.

6.3. Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of corporate and committee priorities as set out in the Corporate Plan (Barnet 2024) and Annual Delivery Plans.

7. RESOURCES (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

7.1. On 18 July 2018, Policy & Resources Committee gave authorisation to procure a new delivery partner to complete the delivery of a fit-for-purpose case management system for adult social care in Barnet, and the allocation of a capital budget to enable the procurement to commence. Approval was given for a procurement exercise to the value of up to £3m.

7.2. In October 2018 a Delegated Powers Report (DPR) formalised the award of the contract and set out the following costs:

Area of cost	Amount
Delivery partner contract costs – phase 1	£2,486,653

Optional Phase 2 activity	£747, 941
Total	£3, 234, 594

7.3. The programme has delivered to the planned budget.

7.4. Health income of £200k will also contribute to the implementation of the Health Information Exchange as part of Phase 2.

8. SOCIAL VALUE

8.1. The Public Services (Social Value) Act 2012 requires people who commission public services to consider how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. The council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost.

9. LEGAL AND CONSTITUTIONAL REFRENCES

9.1. The Council's Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the Adults and Safeguarding Committee include:

(1) Responsibility for all matters relating to vulnerable adults, adult social care and leisure services.
(2) To receive reports on relevant performance information and risk on the services under the remit of the Committee.

9.2. The council's Financial Regulations can be found at:
http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf

10. RISK MANAGEMENT

10.1. The council has an established approach to risk management, which is set out in the Risk Management Framework. The Mosaic Programme has managed risks in line with this approach.

11. EQUALITIES AND DIVERSITY

11.1. Pursuant to the Equality Act 2010, the Council and all other organisations exercising public functions on its behalf must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment,

pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

11.2. The Mosaic training programme was planned and delivered to address the protected characteristics throughout its cycle. Mosaic also has adaptability in terms of software functionalities for people with sensory impairment.

12. CORPORATE PARENTING

12.1. In line with the Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in carrying out any functions that relate to children and young people. The Mosaic system supports care-leaving young people
aged 18-25 who go on to receive support from Adults Services.

13. CONSULTATION AND ENGAGEMENT

13.1. A key component to the programme's success was ensuring council staff who use the system were happy with the way the system supported their working practices. This was achieved and measured through user satisfaction surveys.

13.2. User Surveys have shown high levels of satisfaction in system use (finding information, processes, etc) and that support and training are available.

14. INSIGHT

14.1. A new performance reporting framework and capability has been delivered as part of the Mosaic Programme with a suite of insight reports that informs and supports decision making.

15. BACKGROUND PAPERS

15.1. Adults and Communities Case Management System, Policy & Resources, 19 July 2018

Committee paper:
http://barnet.moderngov.co.uk/documents/s47255/Case%20Management%20System.pdf