

<b>Report to the Oversight &amp; Scrutiny Sub-Committee</b>			
<b>Report title:</b> Adult Social Care Contract Management Improvement & PARIS Replacement Report		Meeting date: 11/04/2024	
<b>Report appendix:</b>	None		
<b>Group Director</b>	<i>Families and Communities Care Group Director, Shelly Machin</i>		
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<b>Report provenance:</b>	N/A		
<b>Description/Purpose of the report and key issues for consideration/decision:</b>	Updates on the following areas: <ul style="list-style-type: none"> <li>- contract management improvements in ASC.</li> <li>- Paris (Case Management Recording IT system) Replacement Procurement</li> </ul>		
<b>Action required:</b>	<b>For information</b> <input checked="" type="checkbox"/>	<b>To receive and note</b> <input checked="" type="checkbox"/>	<b>To approve</b> <input type="checkbox"/>
<b>Recommendation:</b>	Further updates to OSC periodically at the request OSC		
<b>Summary of key elements</b>			
How does this report further our purpose to “support the people of Torbay to live well”?	<p>Good contract management in Adult Social Care is crucial for ensuring quality care provision while controlling costs and mitigating risks. It helps maintain compliance with regulations, optimises service delivery, satisfies stakeholders, allocates financial resources effectively, and promotes continuous improvement in social care provision.</p> <p>A new Case Management Recording IT system is needed to streamline processes, improve data accuracy, enhance efficiency, ensure compliance with regulations, and facilitate better coordination of care. It will support effective communication among stakeholders, support decision-making, provide comprehensive reporting capabilities, and enhance the quality-of-service delivery in Adult Social Care, all of which benefits the community.</p>		

## **Adult Social Care Contract Management Improvement Report**

*Date: March 24, 2024*

Substantial advancements have been achieved in establishing and implementing a contract management function within Adult Social Care, aiming to ensure effective oversight and management of contract service provision. This effort is led by the Delivery, Markets, Contracts & Quality (DMCQ) team, established in 2022/23 and overseen by the Associate Director of Operations – Torbay (Interim) & Head of Strategic Delivery – Adult Social Care. Market and Contract Management play a pivotal role in the 2023/24 Adult Social Care Transformation & Sustainability Plan, aligning with the recommendations of the LGA review.

Initial LGA recommendations and action plans for the project are complete, with ongoing efforts to integrate revised processes into daily operations. Embedding market and contract management practices will take time due to the team's recent formation and limited prior contract management activities. While fundamental elements are in place, maturity of these elements including collaboration with procurement colleagues at both the Trust and the Council are ongoing. Within the Trust & Torbay Council clarification of roles and responsibilities in the commissioning process. The strategic (Torbay Council) and tactical (TSDFT) teams are working closely on the overall development and management of the social care market.

Progress updates and efforts of the DMCQ team have been shared at internal Trust meetings and joint sessions with Torbay Council, providing insights into contract management establishment and Contract Register development. The focus has shifted from the completion of the contracts register and LGA review to the contractual information, however there is still refinement required.

### **Next Steps:**

Moving forward, the team is committed to improving contract management practices to drive service delivery. Key focus areas for future developments include:

- Operational contract management arrangements are still evolving. Whilst the LGA Review recommendations are complete and essential components for managing contracts have been established, further improvements in individual market segments needs to be addressed. These need to be clear deliverables moving forwards in 2024/25.
- Contract management meetings are scheduled in certain market sectors where Contract Managers are appointed. However, the formation of the team needs to further review to ensure it is operationally effective under current resourcing.
- Utilisation of the new contract management toolkit documentation is evident, and the Provider Quality Support Policy has recently been approved through the Trust's Clinical Effectiveness Committee, however both are in their first iteration and will review and improvement.
- Well-established contract management in domiciliary care is good, however care homes is relatively new in still requires further work in terms of ensuring there is value-risk based cadence.

- Value and Risk Prioritisation is used to support the contract management resource required to undertake the implementation of a practice which has not previously been in place. Inconsistencies in records do hamper this process and must be addressed on a contract-by-contract basis.
- Business case approval processes related to commissioning and contracting processes, particularly concerning integrated working with Torbay Council needs to be clearer. Updates to the Contract Management Procedure should follow once this is clarified.
- ASC is dedicated to engagement and co-production with client groups, their families, and advocates. The Delivery, Markets, Contracts & Quality Team has initiated a Care Home Engagement Project, yielding valuable insights to commence co-production of the new Care Home Specification alongside participants from the engagement project.

### **Adult Social Care Paris (Case Management Recording IT system) Replacement**

An external delivery partner, Channel 3 Ltd, was procured to support the options appraisal for an ASC IT System began 8<sup>th</sup> January 2024.

PARIS currently serves various user groups within Torbay including Adult Social Care, Continuing Healthcare, and Occupational Therapy Services. However, identified inefficiencies and operational risks necessitate a change in the case management system.

#### *Key Drivers for Change*

**Workflow Efficiencies:** PARIS lacks a unified source of truth, leading to manual data entry and compromised document quality. Integration issues with other systems and absence of summary views contribute to widespread workflow inefficiencies.

**Operational Risks:** Copy-paste and dual-entry errors, outdated data, and unclear customer information pose operational risks, compromising data integrity and security.

**Futureproofing:** The selected system must adapt to statutory changes, emerging technologies, and regulatory reporting requirements, ensuring longevity and relevance in evolving social care landscapes.

#### *Requirements for the Future System*

- Support customer ownership over social care plans,
- Enable mobile working,
- Facilitate strengths-based conversations with clients,
- Provide data and reporting for informed decision-making,
- Flexibility to amend reports according to regulatory changes,
- Ensure interoperability with wider systems, and
- Align with digital strategy and cloud-first principles.

The case management system change is needed to address inefficiencies, mitigate operational risks, integrate with new EPR systems, and future-proof the organisation ensuring improved service delivery and responsiveness to evolving healthcare needs.

Following a series of engagement workshops across January and February an Options Appraisal was drafted and scored with stakeholders in Torbay Council and TSDFT.

The recommendations have been informed by requirements gathering workshops with over forty stakeholders, and demonstrations from three market-leading suppliers. Four options were shortlisted, and then evaluated by eight representatives:

- Option 1 – Do Nothing.
- Option 2 – Optimise Paris.
- Option 3 – Commercial Off the Shelf CMS, retain TFM.
- Option 4 – Commercial Off the Shelf CMS and Finance solution.

This was presented to the Joint Steering Group where it was reviewed and the option to replace both the ASC Case Management System and the Finance Module was agreed.

The next steps include:

- Establish Cost of Implementation (CoI), Commercial Off the Shelf CMS and Finance Solution (CoS) and Cost of Maintenance (CoM).
- Establish a program to review systems, determine data migration approaches, and define Standard Operating Procedures.
- Completion of Business Case and progress through Torbay Council Governance for decision-making and TSDFT for notification and information.

Adult Social Care Paris (Case Management Recording IT system) Replacement aligns with, and is an enabler to, transformational activities in terms of efficient management of current and new cases, ensuring public value for money and a Care Act 2014 compliant, outcome-focused approach.