



Data Sharing Case Studies

Case Study 3: South West Peninsula e-SAP Programme

Scale:	A consortium of 8,000 end users covering 22 Adult Social Care and NHS organisations over a wide geographic area with a mixture of rural and urban settings.
Sector:	The consortium comprises County Councils, Unitary Authorities, a Care Trust and NHS Trusts.
Timescales:	Phased implementation from February 2007 to February 2008
Parties involved:	Names of client/s and suppliers/s
Verdict:	The Full Business case is a significant level of realisable benefits (i.e. a combination of cash releasing, non-cash releasing and qualitative benefits) that far outweighs the costs.

Overall Project Objectives

To design and implement a single assessment process (SAP), with associated tool(s) and necessary infrastructure, for use on an interagency and multi professional basis for all adults across the Social Care and NHS agencies in the South West Peninsula.

Project Description

Developing and implementing new processes, investment in staff education, training and development and enabling information technology solutions to ensure:

- Personal information is given once, no matter that the assessment and subsequent care planning and service delivery involves a number of professionals and agencies.
- Professionals work together in the best interests of the citizen and/or their carer by sharing of this case information between professionals as appropriate.
- The citizen's views and wishes are central to the assessment process and, where appropriate and possible, assessment commences with a biography in the older person's own words;
- Enables professionals to see each others' contributions to assessment, which are subsequently trusted and accepted;
- Generates information for strategic planning and performance monitoring.
- Promotes the health, independence and quality of life of older people seeking help, and helps and fulfils their potential for rehabilitation.

Challenges, Issues and Problems

- A change in practice and culture is demanded which requires careful implementation.
- The single assessment process and tool must be agreed and owned by all organisations and professional groups involved, i.e. moving away from numerous legacy tools and practises.
- Agreement of information governance and security policies and standards between agencies.
- Congruence with IMT system planning and standards to ensure both agencies are able to use the tool electronically and interface with existing and legacy systems.
- Identifying, resolving and delivering training needs for practitioners/clinicians and business support staff in a compatible and synchronous manner, to ensure effective implementation across the 8,000 end-users and 22 organisations.
- Identification of funding for investment in required IT systems due to competing priorities.

Project Benefits

The SAP:

1. Enables the integration of services to patients/citizens and their carers, as provided by NHS and Social Care agencies in the consortium.
2. Provides safer services to patients/citizens and their carers by (i) reducing the risks associated with the need for rapid access to information, and (ii) supporting practitioner/clinician decision making.

3. Reduces dependency on conventional paper records, as these are bulky to store, labour intensive to maintain/retrieve/transport and liable to misfiling or loss.
4. Improves operational efficiencies and performance of NHS and Social Care departments on a day-to-day basis.
5. Provides more effective services to citizen's and carers by timely availability of electronic records that are accessible to practitioner/clinical staff via the IT infrastructure that links with existing IT systems and standards (i.e. NCRS and ESCR) in NHS and Social Care.
6. Provides a citizen-centric approach to care by focusing on assessing and meeting needs through shared information.

Reasons for Success

The initiation phase of the project ensured that there was executive support and leadership. This was supported by joint governance arrangements and experienced joint project managers from NHS and Social Care. The project was based on OGC (PRINCE2) methodology with clear objectives, deliverables and scope as expressed in the Project Initiation Document.

Key deliverables included the development the IT system, tools and training material. These were produced with direct and significant involvement of practitioners/clinicians from the agencies involved as well as patients and carers to ensure ownership and confirm requirements.

The IT specification was reviewed at all stages to ensure compatibility with existing and emerging national standards for IT systems in NHS and Social Care.

The project was planned in such a way that milestones and deliverables were reliable and realistic. For example, the development of both the Outline and Full Business Case required a detailed benefit realisation framework to validate benefits. Similarly, an OJEU procurement exercise was used to identify the best value-for-money IT solution and supplier. These processes have produced reliable cost and benefit estimates for the project and its constituent organisations.

Pilot implementation of a paper version of the assessment tools was deployed to identify staff competences, assess required changes to operational use and determine the potential for realising benefits. This allowed continuous improvement and learning by regular evaluation and feedback.

A combination of formal and informal communication methods were used to develop effective working relationship within and across organisation at all levels.

Conclusion – did the project meet the core objectives of the Transformational Government Agenda?

The work achieved to date and the evidence so far shows that the Single Assessment Process (SAP) is key to delivering a citizen centric service, and is truly professional. However, the resultant improvements in efficiency through effective sharing and use of information can only be realised through investment and funding of Information Technology.