

Independent review of an electronic homecare monitoring system

Case Study | London Borough of Tower Hamlets

The Challenge

The London Borough of Tower Hamlets (LBTH) had an ongoing and problematic implementation of an Electronic Homecare Monitoring System (EHCM). They wanted an independent review to help inform LBTH Social Care leadership as to their options going forward.

Overall, the level of accruals for Homecare, the length of time the project has been ongoing, and the impact on providers was unprecedented. The scope of the review included:

- ▶ Project governance
- ▶ Decisions made in relation to critical aspects of the implementation
- ▶ Effective communication to key stakeholders
- ▶ Reporting
- ▶ Performance of the ECHM technology
- ▶ Processes for the generation of Purchase Orders by LBTH

The Approach

Our approach included:

- ▶ Reviewing the LBTH implementation to date, and identifying any learning that may help it to progress
- ▶ Needing to consider the specific issues of the system
- ▶ Reviewing how LBTH had addresses the range of issues identified over the last two years
- ▶ Assessing the likelihood of LBTH being able to successfully implement the system within a reasonable time period, with good outcomes
- ▶ Making recommendations as to the sufficiency of current plans and advise on all change needed

The Outcome

The Council is satisfied that the portfolio of measures, support and interventions we introduced over a six-month period has places them in an improved state of stability with a clearer future direction. This includes improved provider and LBTH related workforce satisfaction and relationships. A number of solutions were recommended:

- ▶ **Mobilise the team to review and resolve disputed invoices - prioritise current invoice resolution over historic debt including:**
 - ▶ Representation from Social Work, Brokerage, Corporate Finance, EHCM, Provider, etc.
 - ▶ Line by line examination of issues - track the package from support plan to purchase order to RHCM to invoice to payment - establish and address the inconsistencies which will enable payment
 - ▶ Fixing the live issues will solve the escalating debt situation; get the current issues under control then work on the pre-ECHM debt issue
- ▶ **Review and prioritise actions to be taken on the wider system issues:**
 - ▶ Reduce large volume of 'urgent responses' which allow Social Workers to bypass key paperwork (e.g. care and support plans and purchase orders)
 - ▶ Effectiveness of non-finance brokerage team requires review (the number of pieces of work per person per day was insufficient to manage workload plus processes could be streamlined and performance management more robustly applied)
 - ▶ Clarity over the role of temporary brokerage resource i.e. to help clear the backlog rather than continue to review DP payments
- ▶ **Improve project governance**
 - ▶ Provide external experienced project support
 - ▶ Revised project milestones with associated logs etc.
 - ▶ Clear process maps and documentation
 - ▶ Up to date specifications
 - ▶ Restore confidence amongst stakeholders
- ▶ **Create an options paper for the replacement of existing system**
 - ▶ Cost of replacement/contract exit
 - ▶ Resourced required for another deployment and a further round of systems integration