Finance and Resources Committee

10.00am, Thursday, 30th March 2023

Digital Transformation for Health and Social Care

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1.   To note the content of this report and associated background papers.

1.2.   To support in principle a programme of digital transformation for Health and Social Care.

1.3.   To request officers bring forward in draft a full business case for Digital transformation across Health and Social care to 20th June 2023 Finance and Resources committee.

1.4.   To note the likely need for reprofiling the Capital programme and make appropriate revenue provision should the business case be approved.

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Executive Director of Corporate Services

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Finance and Resources Committee

Digital Transformation for Health and Social Care

2. Main report

2.1.   As we are at the start of the 5th Industrial Revolution, providing colleagues with appropriate fit for purpose digital infrastructure, technology and ICT systems is now at least as fundamental and important as providing suitable physical infrastructure, such as desks and offices to work in.

2.2.   Excellent digital systems are key enablers of transformation. Improving access and accessibly to services for citizens and supporting new, improved ways of working that maximise the resources the Council has available.

2.3.   Transformation is happening across all health and social care services at the City of Edinburgh Council, to respond to increasing demand for services, meet funding challenges and the need to modernise and strengthen practice. It is vital that this transformation is underpinned by a programme of digital transformation and ICT modernisation.

2.4.   Since 2006 the Council has used OLM Swift as its key case management solution for social care. In addition to not having the capability to support the necessary transformation required, it is now end of life.

2.5.   This represents some serious concerns. From a social work perspective these include:

2.5.1. Practitioners spending a significant amount of non-value add time inputting and retrieving information, with various workarounds adding to inconsistency of practice and approach.

2.5.2. Modern mobile ways of working are not supported.

2.5.3. Business processes are limited by the requirements of the ageing system rather than supporting an optimal operating model for modern social care needs.

2.5.4. Limitations on management information reporting, with little ability to easily customise reports or produce basic management information or business intelligence.

2.5.5. No citizen portal, which prevents the ability for people to self-serve and own and access their own data.

2.5.6. Lack of inter-operability with other key systems.

2.5.7. Significant issues with the quality and accuracy of data.

2.5.8. It lacks the ability to allow us to control costs in the way market leading systems do, due to a lack of an interface with 'procure to pay' or live Oracle interface. This has caused significant overpayments for example but not limited to foster carers.

2.5.9. Swift is not a work flow system and therefore it is difficult to navigate the journey of a child through support services. This is problematic for the following reasons:

2.5.9.1. When children have access to their records it is hard for them to make sense of key events and information in relation to their lives.

2.5.9.2. We are not able to generate management information required for a safe and effective service such as timeliness of assessments, reviews etc.

2.5.9.3. It does not support staff to follow the most effective social work process which is timely and outcome-based assessment, plan and review.

2.5.9.4. Information needs to be stored outside of Swift. This is not GDPR compliant and has significant data security risks.

2.5.10. Because the system is not able to provide a full picture of a child and family history, therefore decisions are made without this being in place which has been a factor in a number of serious case reviews.

2.6. A recent internal audit report also highlighted significant ICT issues including that the design and operating effectiveness of the controls in place to manage system security, data quality, and data loss prevention for the Swift system require significant improvement.

2.7. The recent inspection of Adult Social Work and Social Care Services, carried out by the Care Inspectorate and published in March 2023, recognises that the Swift system is out of date and not fit for purpose. The inspection highlighted significant weaknesses with Swift, recognising it as a barrier to the efficient, effective and timely provision of services and support.

2.8. The current system is end of life, old technology, cannot support the transformation required, presents risks across social care and ICT and therefore needs to be replaced.

2.9. Work has begun this month to pull together a full business case outlining the digital transformation required to support the transformation of Heath and Social Care including the replacement for the Swift system.

2.10. A draft version is expected to be completed in June 2023 for consideration by the Finance and Resources committee.

3. Financial impact

3.1. There are no costs associated with this report, however, if the full business case is approved, it is likely that some reprofiling of the capital programme and appropriate revenue provision will be required.

4. Stakeholder/Community Impact

4.1. Not applicable.

5. Background reading/external references

5.1. [Internal Audit: Swift System – Application Technology Controls Internal Audit Report](#) - Policy & Sustainability Committee 21st March 2023

5.2. [Inspection of adult social work and social care services: City of Edinburgh](#) – Care Inspectorate Report

6. Appendices

6.1. Not applicable.