**WRITTEN QUESTION TO THE MINISTER FOR HEALTH AND SOCIAL SERVICES
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ANSWER TO BE TABLED ON MONDAY 21st SEPTEMBER 2009**

Question

How does the Minister ensure that monies allocated to IT projects in her Department achieve Value for Money?

Answer

There are three key steps in ensuring value for money in IT projects in H&SS. These are:
- Project Approval Process
- Procurement Process
- Project Governance

Project Approval Process

All major IT projects require approval via the H&SS Resource Allocation Panel (RAP) process. The approval process requires a budget holder (usually a Senior Manager) to prepare a business case identifying the following:
- business need
- business drivers
- indicators that will be used to demonstrate the project success
- indicators that will be used to demonstrate value for money
- the funding source and allocation
- the project resources required i.e. recurrent, non recurrent and capital costs and manpower
- key outputs/deliverables
- benefits to the organisation and risks that will be mitigated

IT projects will not be given approval to proceed to procurement unless they have satisfied the above, been approved by H&SS SMT members and been signed off by the H&SS Director of Finance.

Procurement Process

Depending on the type of project, the procurement process is usually one of open transparent competition (unless there are technical or commercial complexities which narrow down the market to a single provider).

It should be noted that IT projects are rarely directly comparable which is why the Integrated Care Record (ICR) Programme (which is a collection of individual projects) board sought advice, direction and drew on experienced from the Chief Ministers Information Services Department and Corporate Procurement on the optimum procurement route for each project is required to ensure value for money is achieved.

The ICR Programme, currently being implemented by H&SS is a significant business change project. The anticipated outcomes of this are:

- individual records available at all times across care settings to those with authority to access them
- rich, relevant and accurate information to support management, planning, audit, inspection
- improvements in patient safety through supporting best practice, and the communication of consistent, accurate and timely information
- improved efficiency through eliminating duplication of data and improved care processes
- services organised around individual needs rather than fitting patients into existing service models
- a modern, reliable, sustainable and flexible technology infrastructure

Value for money was, and continues to be a key driver for the ICR programme. Although the States of Jersey is

not part of the EU and is not bound to managing procurements in accordance with the EU Directives, H&SS is committed to following procurement best practice.

The ICR Programme Management team working alongside SoJ Corporate Procurement Team identified the 'Competitive Dialogue' process would be the optimum route to ensuring value for money and delivery of the objectives was achieved. This recognised EU procurement approach gave the structure and rules that ensured openness and transparency and would provide the best outcome.

<u>Programme Governance</u>
All IT projects must follow the established States project management and governance framework. This involves the establishment of Project Boards. It is the responsibility of the board to ensure the project is delivered, benefits are realised and value for money is achieved. This will involve regularly monitoring against milestones, identification and control of risks as well as financial management.

In the case of the ICR Programme there is an established Programme Board. The purpose of the Programme Board is to provide a robust assurance mechanism to support the HSS ICR programme. The board will ensure the programme and subsequent projects are managed with due regard to the provision of systems and services that are fit for purpose, delivered on time and within budget.

The ICR Programme Board has the following responsibilities:

- Set the strategic direction of the ICR Programme

- Responsible for sponsoring the ICR Programme

- Ensure the Programme is managed using MSP methodology

  - Monitor progress against project plans
  - Identify risks and take appropriate action to mitigate those risks
  - Ensure H&SS is equipped to take decisions on procurement and   implementation.

- Ensure that the Health and Social Services Minister is appropriately briefed on progress, risk and issues.

- Ensure H&SS's IT infrastructure supports the Programme.

- Ensure appropriate links are made to the Strategic Plan and Risk Register.

- Create an environment in which the programme can thrive.

- Endorse, advise and support the SRO (Senior Responsible Officer)

- Provide continued commitment and endorsement in support of the SRO at Programme Milestones.

- Approve the progress of the Programme against the strategic objectives.

- Provide visible leadership and commitment to the programme at communication events.

- Allocate budget to, and set tolerances for, programme activities.

- Act as an escalation / issue resolution forum for significant programme issues.

- Confirm successful delivery and sign-off at the closure of the programme.

Members of the ICR Programme procurement board were:

Chief Officer
Information Services Director
Director of Finance and Information
Director of Nursing and Governance
Director of Strategic Procurement
Medical Officer of Health
Consultant Anaesthetist (Clinical Champion)
ICR Business Change Manager
ICR Programme Manager

The programme has now moved into the implementation phase.