

East Midlands Improvement and Efficiency Partnership



Improving Management Information in Adult Social Care in the East Midlands ▼



Mike Charnley-Fisher of CSED demonstrates TRIPS in Derbyshire

New management information systems on course for East Midlands after success pilot ▼

A Department of Health (DoH) initiative, funded by the East Midlands Improvement and Efficiency Partnership (EM IEP) and the DoH has significantly improved access to management information for commissioning of services in adult social care.

The East Midlands was a pilot region in the testing and development of the Transforming Raw Information in Public Services (TRIPS) toolkit. TRIPS is a complementary suite of software tools which automate various

analysis activities local authorities should undertake.

The idea for TRIPS was initially developed by the Department of Health's Care Services Efficiency Delivery programme (CSED) and was pioneered by Derbyshire County Council. The new system was successfully installed in each of the nine upper tier local authorities during the summer of 2010.

“Derbyshire has been fully involved with TRIPS since it first began. This is because we wish to maximise efficiency and achieve

value for money. TRIPS has allowed us to evaluate our expenditure over the past six years and identify patterns of spending on residential and nursing care plus community based services. We have been able to demonstrate a healthy balance

between residential and nursing care expenditure and expenditure on community based services.”

Councillor Charles Jones
Cabinet Member for Adult Care
Derbyshire County Council

What is TRIPS and why is it needed? ▾

TRIPS is an analytical tool that allows different sources of financial and activity data to be combined.

There are three key strands to TRIPS:

1. Moving from Cost Centres to Apportionment: The first strand is to better align the financial data traditionally collected. Local authorities will have to adopt a cost apportionment approach based on the best available information.
2. Developing a national dictionary of terms: Which goes beyond the definitions linked with the current set of returns. The national dictionary will provide an agreed set of terminology around: client groups, services, events, outcomes and financial headings. This means that whatever local care management systems have as descriptions for these, TRIPS can easily map them across to the standard headings.
3. Providing a suite of automated tools to support the transformation of information: It is well recognised that, at an operational level, information on

adult care services often spans many different systems. In many local authorities there is high dependency on software such as Microsoft Excel at this level. A significant amount of time is spent each year to collate, cleanse and match this data for the purposes of returns. Because it often takes months, this is not a process which can be used routinely throughout the year to support effective decision making.

Nationally, the Department of Health commissioned TRIPS as the system to use for collating and inputting management information into the PSS EX 1 annual returns, which capture how local authority funding has been spent. However, it became apparent that different local authorities were completing PSS EX1 returns in different ways so there was no consistency in the information being provided. The East Midlands expressed an interest in working with CSED to improve access to management information so that it would meet all the necessary needs.

East Midlands leads the way in understanding the benefits of TRIPS ▾

As a result, the East Midlands was selected as a pilot region for the implementation of TRIPS and in June 2009 Mike Charnley-Fisher from CSED was established as the lead in the East Midlands. At a regional meeting the commissioning and performance leads from all local authorities with responsibility for Adult Social Care agreed that the region needed better management information which could be used in new and different ways.

Traditionally, financial data had been submitted on an annual basis but the region wanted to establish ways to have access to accurate information as and when it was needed. The region also wanted to be able to undertake more complex analysis and run reports.

The TRIPS system can provide local authorities with many benefits:

- Once configured, there is a significantly reduced effort required to cleanse and process operational data for the purposes of generating management information.
- The ability to make use of 'end of year' type analysis, but on an ongoing basis, as and when required helps to improve local decision making.
- Over time, the quality of the data will be improved as the more the data is used the greater the incentive to keep it clean at source.
- Improved benchmarking as TRIPS makes it transparent how data has been mapped.

Derbyshire County Council puts TRIPS to the test ▾

To develop an understanding of what the TRIPS systems needed to deliver to be at its most effective and useful, monthly workshops took place to bring together the performance leads and financial leads from each local authority with responsibility for Adult Social Care. Derbyshire County Council staff had tested the system to such an extent that they were routinely using it, and reaping the benefits.

The Department of Health wants local authorities to spend less money on residential care and more money on providing support for service users in the community. Across the region, managers have reduced long term admissions to residential and nursing care and people have been moved out of learning disability hostels and into community based placements. Derbyshire used TRIPS to examine

the PSS EX1 data and to prove that they had reduced the net expenditure on residential and nursing care in favour of community based-services.

“We’ve been using TRIPS for about a year in Derbyshire. TRIPS has two useful analysis packs and we’ve been able to analyse the way we use resources and compare this to other similar councils. By using the Use of Resources analysis pack, for example, we’ve been able to plot our expenditure on residential and nursing care compared with community-based services, by service user group and age group. This means we can tell if we’re relying too much on residential and nursing care.

We tend to spend a lot of time working with spreadsheets and the spreadsheet loading functionality in TRIPS has speeded up our analysis information on home care and assessment. We can load spreadsheets into TRIPS and it sorts out the data quality issues for us. This saves days of work. It now gives us time to think about the messages in the data rather than spending all of our time processing the data.

We’re developing analysis packs in TRIPS and we’re really excited about the unit costs pack that Derbyshire is working on. This will allow us to look at unit costs down to patch (team) level by linking to the finance and care management systems. Once complete, we’ll share this pack with the rest of the East Midlands region for them to use to. We’re looking forward to the re-ablement pack that Lincolnshire is developing, which will allow us to monitor how effective this service is.”

Michele Chew
Team Leader
(Management Information)
Adult Social Services
Derbyshire County Council

During summer 2010, the system was installed in each local authority and training took place, led by the performance and finance leads. In order to ensure this training was robust and used by each authority on a day-to-day basis, a performance lead in Derbyshire County Council was established, with the remit to translate the training into reality for the local authority team members who would use TRIPS.

For all the latest news, guidance, best practice case studies and video case studies visit our website:

www.eastmidlandsiep.gov.uk

Steering towards success ▾

From September 2010 a project steering group was established to drive the project forwards and ensure the TRIPS system was fit for purpose when launched. The steering group was chaired by Robert Lake from the NHS Information Centre and included representatives from the Department of Health nationally and regionally as well as the NHS Information Centre and the Director for Adult Social Services in Derbyshire.

The steering group agreed to split the project into a series of gateways:

Gateway 1: Extract

Working towards getting the raw data into a simple table to a standard specification. Since September 2010, monthly workshops have taken place to enable the performance and finance leads to go through this in detail.

Gateway 2: Cleanse

Cleaning the raw data by mapping it to a set of agreed dictionary definitions.

Gateway 3: Manipulate

To establish and agree some clear business rules about using the system and matching finance to activity.

Gateway 4: Analyse

Build solutions including a dictionary of terms and analysis packs which will provide better management information throughout the year.

The analysis packs will be fundamental in enabling local authorities to look in more depth at their activity and spend in a number of ways. They will bring many benefits:

- Establish how effectively resources are being used.
- Split out expenditure by client group to allow deeper analysis.
- Allow PSS EX1 returns to be analysed all year round, giving a more detailed understanding of how local authority funding is spent.
- Provide better strategic financial forecasting.
- Provide client group segmentation.
- Give more detailed information about carers.

The future of management information for local authorities ▾

When the above has been successfully implemented there will be a useable system which provides quicker and improved access to management information.

“When it is fully operational and rolled out across the region, TRIPS will make a significant difference to the availability of management information and how this can be used by local authorities. We will

be able to analyse data throughout the year to help make informed and effective decisions.

I am delighted to have been involved with this worthwhile project.”

Judith Horsfall
Regional Adult Social Care
Performance Manager
Department of Health –
East Midlands

Contacts ▾

For more information, please contact:

Name: Judith Horsfall

Job Title:

Regional Adult Social Care
Performance Manager

Organisation:

Department of Health -
East Midlands

Tel: 01159 714 770

Email: judith.horsfall@dh.gsi.gov.uk

(From 1st April 2011
Judith.horsfall@nottscg.gov.uk)

Web: www.dh.gov.uk

Name: Sue Batty

Job Title:

East Midlands JIP
Programme Manager

Organisation:

East Midlands Improvement and
Efficiency Partnership

Email: sue.batty@nottscg.gov.uk

Web: www.eastmidlandsiep.gov.uk

East Midlands Improvement and Efficiency Partnership Case Studies

The East Midlands Improvement & Efficiency Partnership is committed to celebrating the successful, innovative and imaginative project work that exists in the East Midlands region.

The EM IEP Support Team publish case studies showing how East Midlands councils are improving services, and delivering significant improvements and efficiencies.

The case studies are intended to inspire councils in the region, and indeed nationally, to transform services and benefit from the processes developed by those councils that have pioneered the way forward.

