

Information for Quality (IfQ) Resourcing

Strategic delivery	Setting standards	<input checked="" type="checkbox"/>	Increasing and informing choice	<input checked="" type="checkbox"/>	Demonstrating efficiency, economy and value	<input checked="" type="checkbox"/>
Paper title	Information for Quality: Resourcing					
Agenda item	7(b)					
Paper number	[HFEA (21/01/2015) 742]					
Meeting date	21 January 2015					
Author	Nick Jones, Director of Compliance and Information (Senior Responsible Owner IfQ programme)					
For information or decision?	Decision					
Recommendation	<ul style="list-style-type: none"> Note the outline Business Case has been submitted and is subject to Department of Health approvals; Note the likely expenditure to end March 2015; Approve the overall and revised IfQ budget of £1.85m to the Programme completion date of 31/03/16 (that is £720,000 committed to date with a further £1.1m expenditure in 2015/16 financial year) and to receive progress reports on this expenditure at each meeting of the Authority. 					
Resource implications	Set out in this paper.					
Implementation	During 2015/16 business year					
Communication	Regular throughout 2015/16					
Organisational risk	High					
Annexes	n/a					

1. Introduction

- 1.1. This paper accompanies the previous paper within this agenda item regarding IfQ and sets out the resource implications. Updates on IfQ have been provided to the Authority at each of its meetings since the inception of the programme. The Authority's approval is required.

2. Background

- 2.1. In February 2013 the HFEA submitted an 'outline' business case to the Department of Health called 'HFEA Digital Improvement Programme: Interface to clinics' seeking permission to proceed and spend up to £720,000. The programme was initiated in October 2013 and renamed Information for Quality.
- 2.2. We then embarked on a discovery phase to enable us to better understand the infrastructure challenges and opportunities internal and external to the HFEA and, as the McCracken recommendations urged us to do, to work closely with our stakeholders to develop proposals for change which benefited from expertise within the sector.
- 2.3. Whilst this phase of the programme has extended a few months beyond anticipated we consider it a substantial investment resulting in a much improved understanding of technical requirements and therefore likely costs.
- 2.4. As well as the completion of a successful programme of engagement relating to proposed data requirements, submission and presentation, we have:
- Commissioned a technology options appraisal which identified weaknesses in current systems and opportunities for significant efficiencies for clinics and HFEA.
 - Undertaken comprehensive user research exploring clinic staff experience of the interface with our systems together with how members of the public experience the HFEA website and 'choose a fertility clinic.'
 - Run a market engagement exercise to explore the potential for external suppliers to undertake necessary development - and to provide an indication of likely costs in doing so. This provides better evidence relating to the affordability of our proposals
 - Undertaken a business requirements review. Many of the functions the HFEA undertake (for example: billing of clinics; systems to support opening the Register; the risk tool; responding to Freedom of Information requests and Parliamentary questions and so on) is linked to the 'Register of treatments.' Considerable opportunities are created in rationalising these and modernising the way we work leading to greater efficiencies.
- 2.5. Further, and due to additional approval requirements relating to 'digital expenditure', a more detailed business case was submitted to the Department of Health in December 2014. The Programme cannot move to the implementation phase until formal approval has been provided. We expect this to be in the next few weeks and an update will be provided at the meeting. Nevertheless, we are seeking approval from the Authority at this stage in the event that Department of Health approvals will be forthcoming to ensure little or no delay to our plans.

3. The proposal

3.1. The IfQ programme will encompass:

- The redesign of our website and Choose a Fertility Clinic
- The redesign of the “Clinic Portal” (used for monitoring the performance and interacting with clinics) and combining it with data submission functionality that is currently provided in our separate EDI (Electronic Data Interchange) system – as used by clinics to submit treatment data to the HFEA
- A revised dataset and data dictionary approved by the Standardisation Committee for Care Information (SCCI)
- A revised Register, and to include the migration of historical data contained within the existing Register
- Redesigning our main internal systems that comprise the Authority’s Register and supporting IT processes.

3.2. Taken together, this programme will more than meet the relevant McCracken recommendation.

3.3. The business case identifies the following investment objectives:

1.	To develop and maintain a clear data dictionary that is consistent with NHS national standards, understood by its users and reflects a balance that reduces the burden of submission whilst meeting the needs of researchers by 31/03/16
2.	To enable clinic users that use the EDI system and the Clinic Portal to reduce the end to end time spent submitting information, resolving data issues by 20% by 31/03/17
3.	To reduce the number of current errors in submitted data from 600 per month to fewer than 200 per month by 31/03/17
4.	To reduce the end to end cost of maintaining the Register by £100,000 per year (including a reduction in our operating costs of at least £50,000 per year) by 31/03/17
5.	To reduce the average time taken to produce internal information for analysis, FOI, PQQs and other information requests for data submitted from the new system to 3 days in 90% of cases by 31/03/17
6.	To ensure our information business systems are effective, efficient and economical in order to deliver our statutory functions and strategic objectives with ‘fit for purpose’ technologies supported by sound and resilient processes by 31/03/17
7.	To make public information more accessible to users and to increase the satisfaction of users as defined by the ‘net promoter score’ (NPS)* from 0 to 6 by 31/03/17. ¹

¹ * An industry standard measure *How likely is it that you would recommend our company/product/service to a friend or colleague?* NPS is calculated by subtracting the

8.	To ensure the content management system can support the Authority’s website to publish new and expanded information (such as the publication of more data to drive up clinic performance) improved presentation of clinic information on CaFC, including user experience scores and a range of new material for patients about treatment options and new scientific developments, by 31/03/16.
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3.4. The investment objectives set out above will only be realised once the elements of the programme are delivered and functioning for a period of time – we have assumed one year. As regards expected development timescales, we anticipate the following on the assumption that tendering takes place in early February 2015 with contracts let to commence in April 2015:

- Website in beta form Summer 2015 – largely complete by 31/10/15
- Clinic portal without EDI functionality 31/10/15
- Clinic portal with EDI functionality 31/03/16
- New Register & supporting systems by 31/03/16

3.5. Assuming these milestones are met, clinics will see significant improvements within the following 12-15 months.

4. Investment

4.1. Investment to date: Investment in the IfQ programme in the last financial year was £130,000 and in this financial year we will spend circa £590,000, including VAT.

Expenditure area	Including VAT		
	2013-14	2014-15	Total
Engagement	23,883	85,736	109,619
User research	-	78,345	78,345
Technical options appraisal	-	79,048	79,048
Business requirements	7,942	66,457	74,399
Data migration		12,000	12,000
Programme & project costs	98,391	269,903	368,295
Total	130,216	591,489	721,705

4.2. Planned investment: In 2015-16 to implement the IfQ programme will require an investment of £1.1m including VAT. A breakdown of costs by project is shown below.

percentage of customers who are dissatisfied from the percentage of customers who are satisfied (using a 1-10 scoring system).

	Including VAT
IfQ Programme costs	2015-16
Clinic Portal project	378,000
HFEA website & CaFC	224,000
Internal systems	303,000
Programme costs	198,000
Total	1,103,000

- 4.3. Programme costs of £198,000 provide for the continued use an external programme manager and programme support officer to drive through the implementation until the end of October 2015 as well as an internal project manager. These costs are included in the 2015/16 'programme costs' table above.
- 4.4. The Authority has approved expenditure of £600,000 (equivalent to the original business case approval by DH, plus a contingency of 20%) within an overall indicative programme budget of £1.2m indicated to the Authority in October 2013 and approved as part of the budget approval in March 2014. Therefore we are seeking approval of the revised total programme budget of £1.85m, an additional £650,000.
- 4.5. Whilst significant this sum includes a modest contingency (the business case required us to apply an optimum bias (contingency) of £157,000) and is based on a much better understanding of costs now – as a result of the extensive discovery phase – than in October 2013.
- 4.6. We have subjected the likely costs to rigorous consideration. We have capacity in our available reserves to fund the programme. We will, though, require approval from DH (and have asked for this) for permission to use those reserves, due to Government accounting rules.

5. Governance and Assurance

- 5.1. At the outset of the programme a governance structure was put in place. The IfQ Programme Board meets fortnightly and the membership of the IfQ Programme Board includes:
- The Director of Compliance & Information
 - The Director of Strategy & Corporate Affairs
 - The Director of Finance & Resources
 - The Head of Business Planning
 - The Head of IT
 - The IfQ Programme Manager
- 5.2. The IfQ programme reports progress to the Corporate Management Group (CMG) monthly and to the CMG risk management meeting on a quarterly basis. The IfQ programme features prominently within the proposed revised high-level risk register to be considered by the Audit and Governance Committee (AGC) at its next meeting. The IfQ Programme dovetails into the HFEA Project Management Office function and provides monthly highlight reports in accordance with the Prince 2 methodology.

- 5.3. The AGC received an internal audit report of the IfQ programme to date at its meeting of 10 December 2014. The overall rating for the report is Moderate – some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control. The AGC considered the recommendations (which have all been accepted by the Executive) at that time. In summary the recommendations – with associated mitigation actions - focused on the following areas:
- Locate the IfQ programme within a HFEA strategy for information technology: The development of the IT strategy is running in parallel with the strategy given that the IfQ future state substantially informs the strategy. In any event the CMG agreed a draft strategy at its December 2014 meeting, with a final costed strategy being presented in March 2015.
 - Delays in the programme: In October 2013 an indicative programme completion date of December 2015 was indicated. On the basis of much better information about requirements our current expectation is for all development and major changes to be completed by March 2016 – with a benefits realisation tail thereafter.
 - Clear costs: See section 4 above.
 - Register data migration: That a ‘strategy’ for doing so is put in place. A third party has been commissioned to develop a strategy working alongside our internal team. Work started week commencing 12 January 2015.
 - Several positive observations were also made.
- 5.4. An Office of Government Commerce (OGC) ‘Gateway’ review (Review 2: Delivery Strategy) has also been commissioned by the IfQ Programme Board. The OGC Gateway process is a ‘peer’ review and examines programmes and projects at key decision points in their lifecycle. It looks ahead to provide assurance that they can progress successfully to the next stage. As such we have scheduled the review for 24 March 2015 – prior to the signing of contracts and substantial development work starting - to have the biggest benefit in terms of our preparedness. Of course, the Gateway review may reveal we are not ready – and we will need to manage the consequences of this.

6. Implications for staffing

- 6.1. IfQ is a substantial programme for the HFEA – and its impact is felt across the organisation. For those staff directly involved, in engagement, preparation, development work and so on, IfQ is having a big impact on their work. We have seconded a small number of staff to the programme and backfilled as appropriate. Elsewhere we have asked staff to lead on IfQ projects managing existing workloads and (with support of managers) take decisions about activities to de-prioritise. We monitor the business plan carefully and consider risks regularly at a corporate level. Further, the programme has resulted in some uncertainty about the future amongst staff.
- 6.2. There has been some impact on staff morale and we stepped up engagement with staff early in the New Year – subsequent to the submission of the business case.
- 6.3. We are now clearer about the mix of technical support we will need to build new systems. Our internal IT team had concerns about the likelihood of contracting with external suppliers and the impact on them. We will need to adopt a ‘blended’ approach bringing in skills and capacity we do not possess and at the same time

ensuring we utilise our internal team on core (and ongoing) HFEA functions – particularly around redesigning the new Register and implementing the data migration strategy – together with ensuring fit for purpose infrastructure and maintaining system security.

- 6.4. Once completed, the new systems will have an impact on the roles required and we have begun discussions with the staff directly involved, however it is too early to tell how many staff will be affected and in what way. These discussions will continue over the coming months.

7. Recommendation

- 7.1. The Authority is asked to:

- Note the outline Business Case has been submitted and which is subject to Department of Health approvals;
- Note the likely expenditure to end March 2015;
- Approve the overall and revised IfQ budget of £1.85m to the Programme completion date of 31/03/16 (that is £720,000 committed to date with a further £1.1m expenditure in 2015/16 financial year) and to receive progress reports on this expenditure at each meeting of the Authority.