

Hywel Dda University Health Board

WCCIS Project (Ceredigion Locality)

Final Internal Audit Report

November 2020

Private and Confidential

NHS Wales Shared Services Partnership

Audit and Assurance Services



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1. Introduction and Background

In line with the revised 2020/21 Internal Audit Plan for Hywel Dda University Health Board (the Health Board) a review of the local management of the Welsh Community Care Information System (WCCIS) Project (Ceredigion Locality) was undertaken.

WCCIS is a nationally procured system with the aim to support the transformation of community, social care, and mental health and therapy services across Wales.

The aim of WCCIS is to allow Welsh local authorities and health services to share care records and optimise services for the people of Wales. The project is being delivered against the strategic requirements set out in the Integrated Health and Social Care, Social Services and Well-being (Wales) Act 2014.

WCCIS is intended to underpin the implementation of person-centred care being integrated across health & social care whilst addressing Quality & Safety, changes in service models, legislation and delivery of efficiency through mobile working.

Whilst the Health Board supported the adoption in principle of WCCIS as a whole the full business justification was not approved due to the high costs involved. The national WCCIS Commercial Group agreed that a deployment order could be progressed for a specific user group within Hywel Dda as a pilot. The intention was to allow the Health Board to sign-up to WCCIS by committing to a limited rollout.

The pilot primarily within the Ceredigion Locality was approved by the Health Board as a way forward and this audit relates to this pilot project not the WCCIS implementation as a whole.

Because the Ceredigion Local Authority had already implemented WCCIS, this area was chosen and agreement was given to implement WCCIS for Integrated Team(s), the Porth Gofal project, and all Ceredigion Community Nursing, with a number of nurses who span the Ceredigion / Pembrokeshire / Carmarthenshire County also being included.

It was noted that it was always the intention of the WCCIS Project to begin with the implementation within the Community Nursing sector as they do not have any digital collection systems and would benefit the most from implementation. Mental Health teams within the Health Board have a robust clinical reporting system, as do Therapies for the secondary care elements.

The relevant lead for the assignment is the Director Finance.

2. Scope and Objectives

The objective of the audit was to ensure that appropriate project governance was in place, the project included appropriate controls over implementation and rollout and that there was clarity over costs and benefits realisation.

The areas reviewed during the audit were:

- **Governance** – appropriate governance is in place for the project;
- **Implementation Testing and Rollout** – appropriate testing of the system against a pre-approved script has taken place prior to implementation and rollout, with the system gaining acceptance and meeting the required criteria; and
- **Benefits Realisation** – the system is able to deliver the benefits defined within business cases and provides an enhanced user and patient experience.

3. Associated Risks

The potential risk considered in the review are as follows:

- Poor project governance results in time delays and acceptance of inappropriate risk.
- The project does not deliver the anticipated benefits.


OPINION AND KEY FINDINGS

4. Overall Assurance Opinion

We are required to provide an opinion as to the adequacy and effectiveness of the system of internal control under review. The opinion is based on the work performed as set out in the scope and objectives within this report. An overall assurance rating is provided describing the effectiveness of the system of internal control in place to manage the identified risks associated with the objectives covered in this review.

The overall level of assurance that can be assigned to a review is dependent on the severity of the findings as applied against the specific review objectives and should therefore be considered in that context.

The level of assurance given as to the effectiveness of the system of internal control in place to manage the risks associated with the adequacy of management arrangements for the WCCIS project implementation in the Ceredigion locality is **Reasonable** assurance.

RATING	INDICATOR	DEFINITION
Reasonable Assurance		<p>The Board can take reasonable assurance that arrangements to secure governance, risk management and internal control, within those areas under review, are suitably designed and applied effectively. Some matters require management attention in control design or compliance with low to moderate impact on residual risk exposure until resolved.</p>

Overall the controls in place to manage the risks associated with the systems and processes tested within the review are of a reasonable standard. A business case has been prepared by management and there is a governance structure in place for the project, with a project board and project.





There is a project plan in place, which includes testing and training stages, and there is a project risk and issues log, with risks being managed appropriately.

We identified some areas of weakness in the project which relate to benefit identification and realisation. More work is needed in identifying appropriate local outcome measures which can then be baselined to demonstrate the realisation of identified benefits. Because of the lack of baseline figures against the benefits listed in the body of the business case and project benefits register, we cannot say for certain if the predicted benefits have been achieved in full as a result of the WCCIS pilot.

In addition the Health Board should note that the pilot implementation of WCCIS was not for the full functionality of the system, and the area selected within the Health Board was one without any pre-existing system. As such the impact of any delays or non-delivery of functionality within WCCIS will not have impacted on the pilot and the Health Board should take care when extrapolating any identified benefits to the wider organisation, in particular for areas where systems are already in place such as Mental Health.

5. Assurance Summary

The summary of assurance given against the individual objectives is described in the table below:

Audit Risk		Assurance Summary*			
					
1	Governance – appropriate governance is in place for the project				✓
2	Implementation Testing and Rollout – appropriate testing of the system against a pre-approved script has taken place prior to implementation and rollout				✓
3	Benefits Realisation – the system is able to deliver the benefits defined within business cases and provides an enhanced user and patient experience		✓		

* The above ratings are not necessarily given equal weighting when generating the audit opinion.

Design of Systems/Controls

The findings from the review have highlighted **no** issues that are classified as a weakness in the system control/design for the WCCIS project in the Ceredigion locality. These would have been identified in the Management Action Plan as (D).

Operation of System/Controls

The findings from the review have highlighted **one** issue that is classified as a weakness in the operation of the designed system/control in the WCCIS project in the Ceredigion locality. This is identified in the Management Action Plan as (O).

6. Summary of Audit Findings

In this section, we highlight areas of good practice that we identified during our review. We also summarise the findings made during our audit fieldwork. The detailed findings are reported in the Management Action Plan (Appendix A).

OBJECTIVE 1: Governance – appropriate governance is in place for the project

We note the following areas of good practice:

- There is a project board, with formal terms of reference (TOR) as set out in the project initiation document (PID) governance statement;
- The membership of the project board is appropriate and has met on a regular basis monitoring the project progress;
- In addition to the local work streams there are national groups which bring together representatives from Health and Social care organisations involved with the national WCCIS project implementation;
- Project staff are PRINCE2 (PProjects IN Controlled Environments) trained and the project is run according to PRINCE2 principles with emphasises on dividing projects into manageable and controllable stages;
- Project plans were in place, both high level and detailed, while progress has been made against the project plan, the COVID-19 response did impact the project, however work has now resumed;
- Plans are reasonable with key milestones and actions identified, required resources identified, dependencies identified and testing and training activities are included;
- The project maintains a risk register with risks and issues being monitored throughout the project structure;
- Key project documentation such as the business case and initiation documents considered risks to the health board and to the project and these have been included in the risk register as appropriate;
- The business case was subject to scrutiny and review by the national WCCIS group and within the Health Board where formal approval has been granted and documented; and
- The business case is clear in stating the people involved, refers to internal and external factors and gives a rationale for decisions made.

In addition to the local and national groups noted above, there is merit in exploring opportunities for the establishment of a regional group for stakeholders in the Hywel Dda Health Board area which could help facilitate future phases of WCCIS implementation.

We note that because of the complexity of the pilot implementation and WCCIS as a whole, the project would have benefited from more national involvement in the local project board meetings. National involvement was requested from NWIS who declined the request to attend agreeing to send national update reports to share within the group instead. Our testing noted that some meetings did not receive these updates for varying reasons.

No findings were noted under this objective heading.

OBJECTIVE 2: Implementation Testing and Rollout – appropriate testing of the system against a pre-approved script has taken place prior to implementation and rollout, with the system gaining acceptance and meeting the required criteria.

We note the following areas of good practice:

- Key project initiation documentation explicitly referenced the requirement for testing and the need to make provision for the necessary resources in the project plan;
- The project plan was found to contain testing stages; and
- Testing scripts were used for testing of the system with the system gaining acceptance and meeting the required criteria for the pilot phase of the project.

No findings were noted under this objective heading.

OBJECTIVE 3: Benefits Realisation – the system is able to deliver the benefits defined within business cases and provides an enhanced user and patient experience

We note the following areas of good practice:

- The business case for the project included a review of the full financial model and sources of funding available;
- Costs in the business case showed realistic figures based on knowledge from similar projects, with spend on the project monitored in conjunction with the Finance partner;

- The project business case states assumptions and identifies appropriate benefits from the project and included a process for how these benefits would be gained;
- A benefits workshop was held at the Health Board’s WCCIS launch event where clinicians and service managers within scoped service groups were asked to determine benefits that could be anticipated from the implementation of WCCIS; and
- The benefits workshop attempted to ascertain real world benefits from the quite high level national benefits, and acted as the foundation on which the benefits register for the project was created.

We note the following finding in relation to this objective:

It was acknowledged in the business case that more work would be needed to identify appropriate benefit outcome measures which would be baselined in order to demonstrate the realisation of these benefits. Audit notes that while some benefit scoping work was done no baseline work was carried out.

See Finding 1 at Appendix A.

7. Summary of Recommendations

The audit findings and recommendations are detailed in Appendix A together with the management action plan and implementation timetable.


A summary of these recommendations by priority is outlined below.


Priority	H	M	L	Total
Number of recommendations	1	0	0	1


Finding 1 – Reporting of Targets & Direction (O)	Risk
It was acknowledged in the business case that more work would be needed to identify appropriate benefit outcome measures which would be baselined in order to demonstrate the realisation of these benefits. Audit notes that while some benefit scoping work was done no baseline work was carried out.	The project does not deliver the anticipated benefits.
Recommendation 1	Priority level
<p>The Health Board needs to complete the work needed to identify appropriate local outcome measures which can then be baselined to demonstrate the realisation of identified benefits.</p> <p>The project benefits register should then be reviewed to ensure that it is complete and up to date, once this is done a baseline should be taken to allow for future benefits monitoring and realisation of this project and the wider deployment of the WCCIS across the Health Board.</p>	High
Management Response	Responsible Officer/ Deadline
Agreed. Following the successful pilot within Ceredigion County a benefits tracker has been developed, which brings together the project benefits, proposed financial savings which will also encompass a risk stratification of the benefits and savings. The Benefits Tracker will be presented as part of the revised Business Case.	<p>Responsible Officer – Anthony Tracey, Assistant Director of Digital Services</p> <p>Deadline(s) – June 2021</p>


Appendix B - Assurance opinion and action plan risk rating

2020/21 Audit Assurance Ratings

 **Substantial Assurance** - The Board can take **substantial assurance** that arrangements to secure governance, risk management and internal control, within those areas under review, are suitably designed and applied effectively. Few matters require attention and are compliance or advisory in nature with **low impact on residual risk** exposure.

 **Reasonable Assurance** - The Board can take **reasonable assurance** that arrangements to secure governance, risk management and internal control, within those areas under review, are suitably designed and applied effectively. Some matters require management attention in control design or compliance with **low to moderate impact on residual risk** exposure until resolved.

 **Limited Assurance** - The Board can take **limited assurance** that arrangements to secure governance, risk management and internal control, within those areas under review, are suitably designed and applied effectively. More significant matters require management attention with **moderate impact on residual risk** exposure until resolved.

 **No Assurance** - The Board has **no assurance** arrangements in place to secure governance, risk management and internal control, within those areas under review, which are suitably designed and applied effectively. Action is required to address the whole control framework in this area with **high impact on residual risk** exposure until resolved.

Prioritisation of Recommendations

In order to assist management in using our reports, we categorise our recommendations according to their level of priority as follows.

Priority Level	Explanation	Management action
High	Poor key control design OR widespread non-compliance with key controls. PLUS Significant risk to achievement of a system objective OR evidence present of material loss, error or misstatement.	Immediate*
Medium	Minor weakness in control design OR limited non-compliance with established controls. PLUS Some risk to achievement of a system objective.	Within One Month*
Low	Potential to enhance system design to improve efficiency or effectiveness of controls. These are generally issues of good practice for management consideration.	Within Three Months*

* Unless a more appropriate timescale is identified/agreed at the assignment.



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