Social Care Data and Cyber Security Programme Case Study

St Anne's Community Services

St Anne's Real Time Recording System (STARRs), working towards a paperless organisation

As we use more technology in care services, both to support care delivery and to improve digital connectivity with partner organisations, it is vital that people's information is kept secure, and that the systems we use are reliable. As part of the National Cyber Security Programme, the Local Government Association, Care Provider Alliance and Department of Health and Social Care commissioned the Institute of Public Care (IPC) at Oxford Brookes University to undertake a research programme to support the adult social care provider sector to manage the business risks associated with data and cyber security.

The research took place from October 2018 until March 2019 in three local authority areas: North Yorkshire, Central Bedfordshire and the Royal Borough of Greenwich. A representative sample of seventy care providers operating in these areas took part, including St Anne's Community Services. St Anne's is a charity that was set up in 1971 in Leeds and which offers adult care services relating to drug and alcohol issues, substance abuse, homelessness, learning difficulties and mental health concerns. The charity delivers one-to-one support to adults in the community and provides a supported living environment and managed residential and nursing care. Currently, St Anne's has 1,400 full time permanent employees, and with the casual workers list, around 1,800 staff in total working in over 130 services across Yorkshire and the North East of England. The security and protection of personal and sensitive data is clearly a pillar of the charity's work.

Until recently, the Leeds St Anne's Floating Outreach Services operated a remote desktop IT solution for front line managers, coupled with hand written, paper-based care notes that were completed by front line staff and then transferred to case files every 30 days. Any urgent changes to support plans were telephoned through to managers and mailed out to clients for signature. Whilst support workers and clients generally had regular contact, emergency shift changes sometimes resulted in cover staff needing to access key care information via phone calls with managers or operating with a more limited level of detail at a specific moment in time.

A core value of St Anne's Community Services is person-centered care. It is vital to

the charity, as well as a legal right, for clients to be able to readily-access their care records and personal information. In the past, physical hard copy files were held at the individual services, and there were barriers caused by travel concerns and the availability of private rooms for clients to view files. Staff having access to up to date information can be a real challenge.

Commented Support Worker, now working as E-Project Lead, Michael O'Donnell, *"As an outreach worker it became clear how useful it would be to have everyday access to support plans and risk assessments, and the ability to update records whilst talking with the client."*

Realising the benefits of a secure, online system for sensitive and personal information, St Anne's Senior Management Team tasked Head of IT, Mark Fennelly, to look for a solution and investigate a new IT package.

The challenge was to find ways to meet the diverse requirements of different commissioning bodies whilst using a value-for-money, off-the-shelf IT solution. The charity found that Microsoft 365 had the capability to be tailored to its specific requirements. The trials showed that outreach workers would be able to edit and update support plans and risk assessments using applications on a mobile phone in 'real time' with the client.

Mark Fennelly commented, *"For a number of years we have been looking for a product that would meet the needs of all of our services such as end of life nursing services and residential care and the outreach services. It soon became clear that the only solution was to develop a bespoke in-house model of our own. The IT department worked with the Leeds Outreach Team allowing them to test and develop initiatives in a safe manner. We met regularly during the project and mapped our way through the tests and pilots getting feedback from the managers, clients and staff. The project was led by the end users, the clients and staff, and this allowed the simplicity in the way it is used to contribute to its success. It was a real team effort and great to see IT working with operations together to find a solution."*

The charity introduced Microsoft Office 365 to replace their outdated IT systems and started the development of St Anne's Real Time Recording System (STARRs). The bespoke online templates included an updatable daily notes section and allowed staff to alter the support plan. Once updated online, both the client and support worker could sign off the changes immediately on the phone or tablet screen, just as simply as signing for a parcel delivery – and the system would automatically notify the manager of a change to the care plan; its beauty being that it would adapt to any area or authority St Anne's worked in.

Client involvement in the development of the system illustrates their position at the heart of the charity's mission. In addition to the value of sharing information, the new system allows for a more colourful, social media style profile for the client as part of the support record. There is a quick and accessible statement from the client about, How I like to be supported, which includes key information. The profile allows the client to upload photographs, giving a richer record with a more personal feel and an excellent visual indication of the client's journey.

In designing STARRs, E-project Lead Michael O'Donnell worked closely in partnership with a St Anne's client who has Down's Syndrome and who also has a keen knowledge and interest in technology. A key input involved the client trial-building his own personal file to identify essential and complementary features to enhance the user experience. This client has now gone on to undertake and achieve a new IT qualification on the back of this project. Commented Michael O'Donnell, *"This demonstrates how St Anne's likes to work. This was a wonderful situation in which we welcomed rich input into our system design, but also helped our client gain experience in IT and develop his skills at the same time."*

To facilitate STARRs, St Anne's deployed a mobile version of their system onto Samsung mobile smartphones for permanent outreach staff and some casual part time workers, who were assessed on an individual needs basis.

For the supported living environments, respite, day services and residential units, staff access the system on a laptop through an entirely cloud-based Microsoft 365 system using Internet Explorer 11. As the system is cloud based, staff are unable to download any information to the phones or laptops, as there is no functionality to do so. The system therefore safeguards against the download of cookies. A cookie is information stored on a phone or computer by a website following a visit to the site. Whilst cookies themselves aren't harmful, they can carry sensitive personal data and that makes them potential targets for hackers.

The charitable status of St Anne's means the organisation can use Word and PowerPoint online with a limited number of E2 licenses at a reduced cost. The charity pays for E3 licenses for key roles, for example, clinical staff, management grade posts and above. This helps manage the huge costs for a charity for licensing 2,000 users.

With a good track-record in staff retention, some of St Anne's care and support staff have been delivering services since the 1970s but others have entered the workforce much more recently. The charity identified a clear disparity in IT skills amongst frontline staff and across the sector in general and there was a realisation that some would need to develop IT expertise to access the new system.

A key feature of the successful implementation of STARRs was to identify IT Champions within the charity. These were nominated staff who were confident and comfortable to help others to access IT skills. The IT Champions delivered peer-to-

peer learning both on a one-to-one basis and in quarterly IT meetings helping people engage with technology, log onto the network and assimilate basic computing skills. St Anne's developed a dedicated home page on the intranet for STARRS with a Wiki page, Frequently Asked Questions and a weekly dial in webinar using Microsoft Teams. St Anne's also introduced mandatory IT training on induction covering a number of key competencies.

To date, around a fifth of the services offered by St Anne's are now paperless, with the more complex services having been updated first. A quarter of the 1,800 staff are already online using the cloud-based system and the two-year project should be complete by September 2020.

Security and updates

The charity uses Samsung Knox software to configure the mobile phones. This ensures the IT team can centrally manage software updates and mobile apps. Only business-relevant apps are approved for download and the IT team can also remove any apps that are not supported.

Commented Michael O'Donnell, *"Giving staff identical mobile phones has led to a greater efficiency in the management process. We can push out software updates to all devices simultaneously as soon as we are aware of an issue and this helps ensure mobiles always remain operational. It's also easier and more efficient for IT staff to manage the charity's phone assets, control mobile use and secure sensitive data."*

The system prevents staff using apps which mine the phone for data, or communication tools which are not approved for business use. Microsoft 365 update their security regularly to eliminate risks and weaknesses which provides further reassurance to St Anne's that their data is secure. In the past this maintenance and security would have been managed manually.

Each phone has a bespoke 15-digit number, called an IMEI number, which is unique to that device and means phones can be assigned to a specific staff member. This ensures mobiles are easily tracked and transferred if staff leave their jobs or change roles. The IMEI number also allows the IT team to block the phone or render it useless if stolen. If the phone is recovered, the IMEI number is used to reset and restore information, and a password change can be forced. Laptops are remotely managed from St Anne's Head Office so that the IT team can support all users across the geographical locations at times suitable for them.

Key benefits and outcomes

- **24/7 access to care records** for staff and clients
- **Real-time records of care** with daily notes that are consistently up-to-date
- **Improved quality of care** as managers have quicker scrutiny and ability to see risk and improvement potential

- **Time-saving benefits for outreach workers** who update records in real-time and benefit from a 6-week gap between visits to their local office, rather than visiting nearly every other day
- **A richer, more personal client record** with progress photos uploaded by the client
- **A paperless system** that benefits the environment
- **Efficiencies in licensing costs** from using Microsoft Office online licenses for charities
- **Central updating of phone software** and apps giving time-saving efficiencies and greater control than a manual system
- **Personal and sensitive data security benefits** both daily and in the event of a lost or stolen device
- **Phone asset management** and tracking which results in cost-efficiencies
- **Increased staff IT skills** that benefit the charity and staff personally
- **A more professional-looking approach** than 'well-travelled' paper files

Overview of investment

- **Samsung J5 mobile phones** – identical devices that can be managed with central efficiency
- **Laptop computers** for managers and main locations
- **Samsung tablets currently being upgraded to Windows 10 Tablets –** for use in medium sized teams and as an additional device
- **Microsoft 365 E3 licenses** for management grades and above, and more recently offered to nurses to work towards completion of obversions online
- **Time-investment for staff training** – carried out at minimal cost with the identification of in-house IT Champions

The ongoing journey

Having seen the benefits of STARRS, St Anne's is looking to continue to roll out the programme across the organisation seeing significant savings in time and travel which are reaping dividends in improvements in quality. St Anne's recognises that continued investment in new equipment is key and the charity is committed to the investment, and benefits the return on investment, has delivered with this innovative project.

St Anne's is now exploring or considering as part of their Smarter Working initiatives:

- Microsoft Teams app to create team areas for management information for all client support plans, health and safety checks, and staff files for groups of workers
- Online medication records as part of an ongoing trial in a small area
- Windows 10 tablets that can be configured with a keyboard for use as a laptop running Windows 10 or as a removable touchscreen device.

- Refining smarter working linking the STARRS to an e-rota system and payroll records
- Organisational dashboard using Microsoft Power BI, a platform giving interactive data visualization tools, to pull data from operations for SMT and the Board
- Microsoft Flow - a successful trial has helped IT to approve equipment requests
- Microsoft Forms – an ongoing trial with using this system to disseminate new policies and procedures based on the success of the Central Alerting System (CAS)

The charity also uses an online system for personnel information, such as payslips, and training provision for learning and development.

The St Anne's IT team has concluded, *"The efficiencies and data security this system brings to the charity are invaluable, but perhaps the most heartwarming thing about our new IT solution is the quality of service it delivers to our clients. Person-centered care and support is at the heart of everything we do and it's wonderful to have a more personal, visual record of care and support for staff and clients – and one which is always up-to-date and available to all those that want or need to see it."*

"This is an innovative way for St Anne's to evidence that it really is Making a Difference Every Day!"