

# Transformation of service delivery at the Gauteng Department of Social Development

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# AGENDA

Background

Critical success factors

Scope of the project

Benefits

Approach followed

Enabling the change – facing the challenge

# Background

## **VISION**

A caring and integrated social development system that facilitates human development and improves the quality of life for the people of Gauteng

## **MISSION**

To play a leading role in social empowerment, social integration and social protection of poor and vulnerable individuals, families and communities of Gauteng



# Background

## DEPARTMENTAL STRATEGIC PRIORITIES

**The Department's focus supports and is fully compatible with the Provincial Government's five year priorities for social development:**

- Provide leadership to the social sector, including giving advice.
- Invest in the preservation of families and integrate communities.
- Provide a programme aimed at the poor and vulnerable children, including children living and working on the streets.
- Protect, support and empower people with special needs, especially women, children and youth in conflict with the law, people with disabilities and also protect and restore the dignity of older persons.
- Provide community based care and support to people infected and affected by HIV and AIDS, especially children.



# Background

- The Gauteng Department of Social Development (GDSD) is faced with a constant challenge in delivering on its mandate due to the inability to easily access **operational** and **management** information **on demand** to enable effective decision making processes.
- The Department currently conducts its core service delivery functions using **paper-based systems**, which makes it difficult to produce meaningful information as data sources are disparate and inconsistent.
- The Department has therefore selected the SAP Social Care Solution, an integrated platform that will allow it to report on its KPIs and reduce the Total Cost of Ownership of its IT investments.



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# Critical success factors

The following criteria will measure the success of the project:

- Project executed as per agreed scope, on time, on budget
- Reduced time to collate reports and reports that can influence decision making
- Real time accurate information
- Improved access to information
- Enable an integrated view of the client
- Enable integrated service delivery – “from statutory social work to community development projects”
- Buy in and ownership of the system by management and end users



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# Project scope – Business Processes

The following processes are in scope for the project:

## 1. Statutory social work, Regions

- ◆ Intake Section
- ◆ Field Section
- ◆ Probation
- ◆ Statutory social services (Canalisation)
- ◆ International Social Services

## 2. Statutory social work, Institutions

- ◆ Secure Care
- ◆ Child Care (Children's Homes & Places of Safety)
- ◆ Substance Abuse
- ◆ Frail Care and Care for Physically and Mentally Challenged



# Project scope - Business Processes

## 3. Community Development, NGO and Finance Processes

- ◆ Assessment & Funding
- ◆ Monitoring
- ◆ Training and capacity building
- ◆ Facility registration
- ◆ Payment to NGO's for service delivery

## 4. Records management

- ◆ Capturing
  - a) Capture Index Cards
  - b) Back Scanning
- ◆ Create & Maintain RM Folder Structure
- ◆ Create & Maintain Documents & Adobe Interactive Forms
- ◆ Integrated Scanning Solution
- ◆ Search & Display within RM
- ◆ Disposal: Destroy or Transfer to NARS



# Project scope – Business Processes

## 5. Reporting and business intelligence

- Operational – Social Workers
- Tactical – Social Work Supervisors, Assistant Director, Deputy Directors
- Strategic – HOD, Chief Directors, Directors



# Project scope – System scope

## 1. SAP CRM

- ◆ Business partners
- ◆ Products and services
- ◆ Customer interaction centre
- ◆ Activity management
- ◆ Adobe Interactive forms

## 2. SAP R/3

- ◆ Finance (FI)
  - General Ledger
  - Accounts Payable

## 3. SAP Records Management

- ◆ File plan
- ◆ Declared records
- ◆ Disposal of files
- ◆ Electronic files



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# Benefits

The SAP Social Care Solution must realise the following benefits for the Department:

- 1.Informed decision making
- 2.Improved efficiency
- 3.Improved accountability
- 4.Improved monitoring of service delivery
- 5.Improved control of information
- 6.Increased productivity and turnaround time
- 7.Improved planning
- 8.Single point of entry
- 9.Paper / storage reduction
- 10.Improved quality of information
- 11.Single version of the truth
- 12.Improved access to information



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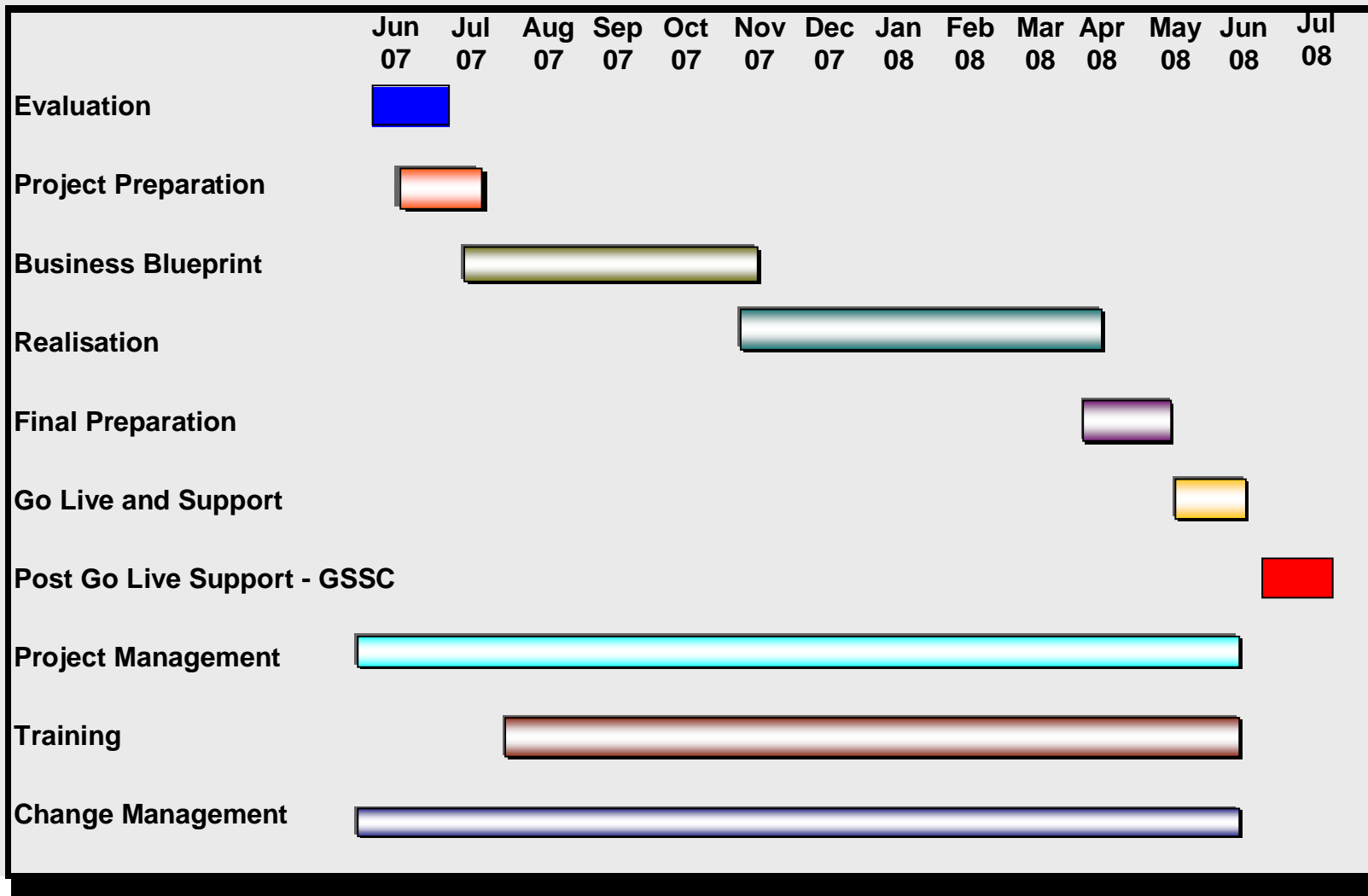
Scope of the project

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# Approach followed



## Approach followed

**During the Blueprint phase of the project the main challenges facing the project team were:**

- The technical solution was very new and none of the team members had worked on this solution before
- None of the team members had been exposed to a social services delivery organisation before.



# Approach followed

## **The gaps were bridged as follows:**

- To build the knowledge of the team, the Blueprint phase started with an accelerated learning phase.
- The challenge related to the technical solution were bridged by providing the team with a four week period to prototype the solution and to enable better knowledge and understanding of the design and functionality of the technical solution.
- The second challenge was bridged by exposing the project team to the environment and processes of the social workers and registry teams, with site visits to the regional offices and institutions.



# Approach followed

## **The gaps were bridged as follows:**

- The team also leveraged the Intellectual Property of the Component Business Model for a service organisation such as the GDSD, which was developed by IBM. This model gave the team an understanding of the various processes to be expected in service delivery on the three levels of accountability, namely at operational-, middle management and strategic management level. Together with the processes to be expected, this model also gave an insight into best business practices encountered in service delivery organisations.
- SAP also designed standard system processes that were compared to the current processes within the GDSD, as well as the processes in the Component Business Model. This enabled the team to anticipate possible gaps in the technical solution, prior to the commencement of the Blueprint workshops.



## Approach followed

- The Blueprinting workshops started with the end state in mind, namely the reporting requirements.
- Access to information and accurate management information were key drivers in the launch of this implementation.
- By understanding the reporting requirements upfront, the team could derive the business process formulation, as well as the system design, to meet the required reporting output.
- Thus, because accurate management reporting is very dependent on accurate information inputted into the system, it was critical that managers, operational staff and social workers understood the information that needed to be captured into the system. They needed to understand why this information was required and they needed to commit to capturing the correct data.



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## Enabling the change – facing the challenge

- In essence this project is about change. Not just change in respect to the introduction of technology, but also change related to the core manner in which social workers and their superiors work on a daily basis.
- The success of this project requires social workers to embrace technology. Previously social workers worked with technology on an ad hoc basis. Going forward social workers will use technology all the time to carry out their daily work tasks.
- The project requires a lot of commitment from social workers and managers in the blue print and testing stages, as well as training which impacts on existing demands for service delivery. Thus, if they do not embrace the benefits of this change process, resistance will occur impacting negatively on the success of the project.



# Enabling the change – facing the challenge

## Our change management approach includes:

- We initiated the project with a competition for a project name, project motto and logo. This competition was sent to all employees to be impacted by the change. The team wanted to raise awareness of the project and also wanted to get a sense of the knowledge of the project at grass root level
- We launched the project officially with a media launch by the HOD, during which we announced the winners for the naming competition. We used this opportunity to distribute information regarding the project
- The name selected for the project is Supatsela, meaning “Leading the way”. This supports the vision of the Gauteng province to be the smart province and this is the first implementation of its kind in Africa making this a path finder project. The winning motto for the project is “Empowering through information sharing”, which strongly supports and announces one of the key benefits of the solution for the Department.
- The change management team and the project leadership team immediately embarked on road shows, during which the end users were given the opportunity to raise risks/issues with the leadership team. This proved to be very successful and the end users reacted with an early commitment to the project and to undertaking the process of change



## Enabling the change – facing the challenge

- The team also formulated a communication strategy during which they identified stakeholder groups and decided when they communicate what to stakeholders.
- A regular newsletter on Supatsela is distributed to all staff in the Department on a monthly basis
- The subject matter experts that gave input during the course of the Blueprint workshops were given the responsibility to act as change agents in the areas they represented and to represent the changes made to the stakeholders on an ongoing basis.
- Two full time staff members were allocated to this project to ensure sustainability of the change process, post go live.
- Monthly steering committee meetings take place both on an executive management and senior management level. These levels of managers were also involved in the adoption of the change management strategy and signing off on the blue print stages.



## Change Impact – CDP's & NGO's

- Transparency of the Community Development processes to all stakeholders whether in the regions or the head office sub-directorates
- Electronic documents available to all stakeholders
  - ◆ Documents are to be captured at point of origin, usually the region and are made available to all stakeholders removing the need to physically move documentation unless original copies are required
- The standardisation of services and items funded will result in a common understanding of funding between regions and partnerships and funding, creating an environment where the funding recommended is in line with what can be approved



## Change Impact – CDP's & NGO's

- Budget captured and expenditure tracked on SAP / R3
- Usage of SAP R3 Purchase orders
- Usage of E-Invoicing
- Electronic interfaces to and from other systems
- Usage of SAP / R3 reports to improve the payment and rejection processes and reconciliation's
- Usage of SRM Vendor registration and validation process to avoid creation of duplications



## Change Impact – SSW, R&I

- Use of a single integrated Social Care system by removing the use and the maintenance of several disparate systems e.g. PC based standalone applications and spreadsheets.
- Provision of an approved Electronic Social Care Record (ESCR).
- Use of a recognised set of standard Electronic Forms with two way integration both to and from the Client Index records which will provide control of process and a potential significant reduction in duplication of effort.
- Provision of Statutory Reports with minimal operational effort by use of SAP BI.
- Reporting functionality with the ability to analyse and drill down on performance information.
- Flexible reporting with the ability to create ‘working’ reports for respective individuals or groups of individuals, providing tailored performance management information.



## Change Impact – SSW, R&I

- A single view of the client with all Social Care relevant information available to approved system users.
- Improved audit ability and accountability due to system control and process disciplines.
- Ability to interface with specifically identified external systems, e.g., Bana Pele, IJS, GIS, CPR via SAP XI for transfer of data.
- Control of system use via Roles and Authorisations to relevant applications and information, including a fully integrated log of system user activity.



## Change Impact – RM

- Social Worker will have access to search for Business Partners on-line and will no longer rely on Registry to search on index cards)
- Social Worker will create Business Partner activity e.g., Intake interview or telephone conversation -> create ESCR and Episode in background
- Move from paper to electronic environment
- RM/Registry scan & add attributes per document



# Change Impact – Case Studies

## Scenario 1: Access to information on electronic files

- **As-is:** In the event that a social work file is opened and a decision is made to remove a child from the family, the current process is that the field social worker will investigate the case and compile a psycho social report for the children's court with a recommendation in terms of the future care of the child. If the child is removed from the parent's care the field social worker will compile a report outlining the history of the child and this will be sent to the social worker in the relevant institution. The institution social worker will open a new file for the child and the report received from the original social worker will be the basis for this new file.
- **To-be:** Going forward with the enablement of the SAP solution the social worker at the institution will have access to the electronic file of the original case worker. All history related to this family will be visible to the social worker, therefore enabling transparency and better service delivery.



## Change Impact – Case Studies

### Scenario 2: From reactive statutory social work, to preventative community development initiatives

- **As-is:** The statutory social work functions as a separate business unit to community development initiatives. As there is no common underlying enabling technology, reporting and trends analysis is a manual exercise and feedback between these units is manual and not real time.
- **To-be:** The SAP solution will be the common underlying technology. Information inputted into statutory social work cases will be available for analysis, with a day delay on real time information. Service delivery can be approached in an integrated manner, therefore enabling the vision of the GDSD, which is: To provide a caring, integrated system of social development services that facilitates human development and improves the quality of life.



# Project challenges

- Data conversion – from manual files to electronic records
- Infrastructure
- Training delivery
- Establishment of support organisation
- Effective change management as a critical success factor
- Key dependencies and cost should form part of the initial scoping of the project

