IT Business Plan 2004-2007

Prescription Pricing Authority

Date: 14 June 2004

Contents

		Page
Introduction		4
1	Payment Services	7
1.1	Payment	7
1.2	Developing Payment Schedules	7
1.3	Refurbishment of Key to Disk Environment	8
1.4	Internal IT Services	8
2	Information Services	10
2.1	Delivering Information Services	10
2.2	Developing Information Services Strategy	11
2.3	Developing tailored comparative services	12
2.4	Developing a total picture of Prescribing	12
2.5	Developing Dispenser based Information Services	13
2.6	Communicating Use of Electronic Information Systems	14
2.7	Developing Paper Reports into Electronic Services	14
2.8	Rollout of Hospital ePACT	15
2.9	Development of dm+d	15
2.10	Electronic Prescribing & Financial Information for Practices (ePFIP) Rollout	16
2.11	Development of Services to Support GMS Contract	17
2.12	Information Services Strategy – Programme Budgets	18
3	Patient Services	19
3.1	Patient Services – Current Services Enhancement	19
3.2	Patient Services – Consolidation of current systems/data	19
3.3	Patient Services – EHIC development	20
4	Regulatory Services	21
4.1	Regulatory Services – Reimbursement and Remuneration Rules	21
5	Managed Services	22

5.1 Managed Services – Provision of IT Services to External Organisations 22

6 Capacity Improvement & ETP 23

6.1 Capacity Improvement Programme 23
6.2 Electronic Transmission of Prescriptions 24
6.3 Capacity Improvement Programme – Infrastructure 24
6.4 Capacity Improvement Programme – Legacy 25

7 External Environment 26

7.1 External Environment – Arm's Length Body Review 26
7.2 External Environment – Responding to New and Changing Policies 26
7.3 External Environment – Freedom of Information 27
7.4 External Environment – Responding to National IT Implementation 28
7.5 External Environment – Responding to National IT Implementations 29
7.6 External Environment – NHS Euro Plan 29

8 Managing Ourselves 30

8.1 Managing Ourselves – Developing a Corporate Quality Management System 30
8.2 Managing Ourselves – Implementing Agenda for Change 30
8.3 Managing Ourselves – Corporate Helpdesk Review 31
8.4 Managing Ourselves – Achieving the Improving Working Lives (IWL) Standard 31
8.5 Managing Ourselves – Corporate Governance Framework 31
8.6 Managing Ourselves – Business Continuity 32
8.7 Managing Ourselves – Infrastructure Management 32
8.8 Managing Ourselves – Capacity Model 33
8.9 Managing Ourselves – Information Services Strategy 34
8.10 Managing Ourselves – Security, Access and use of all Information 34
8.11 Managing Ourselves – Service Improvement Plans 35
8.12 Managing Ourselves – Communications 36
8.13 Managing Ourselves – Directorate Development 37
8.14 Managing Ourselves – Strategic Management 37

Appendices

A Objective Responsibility/Impact Matrix
B Estimated Processing Schedule 2004/2005

Introduction

The Information Technology (IT) Business Plan for the financial years 2004-2007 incorporate both aspects of the Directorate, namely Information Technology and Prescriber Information and sets out how we will support and complement the PPA five year strategy and Business Plan.

The PPA Business Plan details programmes of work, associated actions and target dates that the Authority will address this year whilst working towards achievement of the medium and longer term aims described in the Authority's Strategic Plan.

The content of the plan recognises the key role IT plays in achievement of the business targets by fellow Directorates and the Department of Health (DH) and places emphasis on the collaboration and support this entails.

The IT Directorate will continue to monitor changes within the wider NHS and carry out in conjunction with and on behalf of the Authority, relating to impact to the business, systems and information services. In addition to our strategic analysis of external changes, the Directorate also recognises its responsibility to strengthen external projects that would benefit from our expertise. We will maintain our commitment to seconding specialists to major national initiatives, such as the New National Network (N3), ETP and the UKCPRS programme, developing prescribing/financial/performance management systems and work in collaboration with centres of excellence to help provide better systems for the NHS.

The Information Technology Directorate is responsible for providing the policy lead on development of information services, development of IT systems, data protection, information security and business continuity ensuring the Authority has the appropriate systems in place to satisfy these requirements.

We will lead in transforming the business in line with the needs of the internal Capacity Improvement Programme (CIP), National Programme for IT (NPfIT) Electronic Transfer of Prescriptions (ETP) programme and developing the PPA Information services.

IT will build on the regular user meetings with the PPA's many customer and stakeholder groups to ensure a continued understanding of their future requirements. These meetings with Department of Health representatives and the Information Services Users have helped to ensure that the ongoing developments continue to meet the requirements of all our stakeholders in a timely manner.

The IT Directorate is responsible for the production of a range of Business Cases, Impact Analysis documents and Specifications of Requirements for both internal and external project sponsors. These are used by the Authority and the wider NHS to determine an agreed way forward for new initiatives.

We will continue to provide high quality IT systems and services, both to our internal and external customers, enhancing these aligned to business and stakeholder requirements. The Business Plan reflects the commitment of the Directorate to enriching the existing services and seeking new service opportunities to benefit our customers.

The IT Business Plan identifies key areas of work and activities to be undertaken, with deliverables and delivery dates, where these are within the purview of the Directorate. Not only will certain programmes of work depend upon the level of baseline funding provided by the sponsor or the level of project funding for each activity, delivery priorities will need to be agreed taking into account the resource demands against the available resource & skills. During the period covered by this plan significant IT resources will be dedicated to the Capacity Improvement Programme for the PPA, Electronic Transmission of Prescriptions (ETP) within the NHS IT National Programme, and developing systems to support the changes in monitoring prescribers.

The directorate is responsible for maintaining most of the organisational 'master data' that underpins the Authority and the NHS operational and information services, comprising Prescribers' and Organisational Units, Dispensing Contractors, and prescribing budgets. We will continue to strive to improve the quality and timeliness of this service.

The IT Directorate is responsible for the provision of IT training to both the NHS to enable the use of PPA services to their fullest extent and to staff from all directorates within the PPA to ensure they can use their systems effectively.

The IT Business Plan follows the structure of the PPA Business Plan and is divided into a number of sections. These deal with:

The Authority's Vision and five core areas of service.

The basis for prioritisation of activities within the current plan.

The IT Directorate's objectives for 2004-2007 in response to the Authority's objectives for 2004-2007, outlining the targets, measures and reporting framework which will be used to monitor performance against these objectives.

Underpinning the Business Plan is our aim to make effective and efficient use of IT resources for the benefit of the PPA. Last year the IT Directorate negotiated savings of £1.25 million and will continue to seek value for money solutions.

This Business Plan forms the basis of the Directorate's internal performance management setting the targets for the directorate with in which each member of staff should be able to relate their individual contribution in helping to achieve the targets of the Directorate and the PPA

IT Business Plan 2004 to 2007

1 PPA SERVICE TYPE – Payment Services

1.1	**Payment**
Lead	**IT Policy Lead: M Wilson** **IT Delivery Manager: G Coyne/ M Dodd**
Objective	**Payments to be made to schedule agreed with the Department of Health**
Targets	1) Production of dispensing contractor payment schedules and transfer of GP payment details to Shared Services Agencies/PCTs according to agreed schedule. 2) Implement remuneration changes to contractor payments according to change schedule agreed with DH. 3) Achieve availability targets as specified in IT Services SLA

1 PPA SERVICE TYPE – Payment Services

1.2	**Payment Services – Developing Payment Schedules**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: A Paley/M Dodd**
Objective	**Deliver contractor schedules in support of future flexibility and customer satisfaction**
Targets	1) Provide current contractor payment schedules electronically by December 2004.

1 PPA SERVICE TYPE – Payment Services

1.3	**Payment Services – Refurbishment of Key to Disk Environment**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: M Wilson**
Objective	**Increase working life of existing key to disk technology within agreed cost and quality targets**
Targets	1) Manage maintenance of existing Data Capture infrastructure to agreed service levels. 2) Work with ISOFT to replace Northgate systems with Linux operating systems and servers to meet agreed level of performance.

1 PPA SERVICE TYPE – Internal IT Services

1.4	**Internal IT Services**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: C. Burdess / M Wilson**
Objective	**Ensure IT services to the PPA Directorates support the agreed business objectives.** **Implement changes and upgrades in accordance with resources based on value for money, and business priorities.**
Targets	1) Support other directorates in the achievement of their objectives by ensuring IT services are available according to agreed resources, priorities and within agreed timescales. 2) Provide IT training and support to enable other directorates to maximise the benefit of the internal IT services to help them achieve their business objectives. 3) Provide (Provision of) facilities to increase computer literacy across the PPA via award of European Computer Driving Licences and (to) become an Accredited Centre by March 05.

	4) Work with Operations and Pharmaceutical directorates to enhance the prescription capture IT system and processing, as a result of SixSigma initiatives, aligned with the Capacity Improvement Programme and in accordance with agreed resources and priorities to achieve business flexibility and productivity targets.

2 PPA SERVICE TYPE – Information Services

2.1	**Information Services – Delivering Information Services**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: M Wilson**
Objective	**Provide timely and accurate information and analysis on prescribing patterns, costs and trends to appropriate levels within the NHS, in support of improving patient care.**
Targets	1) Key services to be provided according to schedule. (Appendix A) 2) dm+d upload weekly to schedule (Appendix A) CHECK 3) Promote and provide IT training and support to NHS and Academic business partners for the PPA ePACT.net family of information services. 4) Annual update of Practice Prescribing Budgets to be completed by 31 July 2004. 5) Ongoing amendments to Practice Prescribing Budgets to be completed by the end of the calendar month received. 6) ASTRO details updated so that there is no delay in the production of quarterly PACT Standard reports. 7) Referral letters produced monthly in line with yearly plan. 8) Despatch PD1 raw statistical data to Local Pharmaceutical Committees within 10 working days of accurate monthly prescription data. 9) Prescriber details amendments/insertions to be completed within 3 working days of receipt of full details. 10) Publish timely and regular information about the availability of IT services to enable the PPA to meet or exceed its business objectives.

2 PPA SERVICE TYPE – Information Services

2.2	**Information Services – Developing Information Services Strategy**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: C Burdess**
Objective	**Critically review existing information services in conjunction with stakeholders in the context of the modern NHS to ensure that they will meet the future needs of users in enabling further improvements in patient care and the efficient use of medicines.**
Targets	1) Establish stakeholder requirements (via roadshows, workshops, regular stakeholder meetings, user groups, surveys) for current/future Information Services by 31 October 2004. 2) Publish agreed Annual Development Plan based on customer requirements and funded resource by 31 December 2004 3) Meet quarterly with representatives of customers/stakeholders to discuss satisfaction with the service, future requirements and agree future developments. 4) Obtain customer satisfaction feedback annually. 5) Engage with the NHS National Service Providers and the NHS Local Service Providers to provide information services. 6) Identify potential new users for PPA Information Services. 7) Identify and develop new PPA information Services. 8) Evaluate potential improvements in service and systems arising out of ETP/Links to the NHS Spine by March 05.

2 PPA SERVICE TYPE – Information Services

2.3	**Develop tailored comparative services**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: A Paley**
Objective	**Provide relevant (local/national) comparative information within strategic communities**
Targets	1) Improve the presentation of existing data in line with customer feedback by 31 March 2005. Provide comparative information which includes demographic data , enabling local comparisons to take place by April 2006.

2 PPA SERVICE TYPE – Information Services

2.4	**Information Services – Developing a total picture of Prescribing**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: A Paley**
Objective	**Report more widely on prescribing to provide a comprehensive view of who prescribes and the mechanism used to order medicines and devices.**
Targets	1) Implement facilities to capture, analyse & report non-FP10 supply information in line with DH policy agreements. 2) Develop strategy for identification of Prescriber cost effectiveness based on prescribing rather than dispensing by December 2004. 3) Provide an organisational version of ePACT which will include all prescribing in a PCT regardless of prescriber or type of prescribing by April 2005. 4) Provide a prescriber version of ePACT which will include all prescribing for a selected prescriber regardless of

	organisation e.g. nurses working across PCTs by April 2005. 5) Develop services to report on 'supplementary prescribers' to timetable agreed with DH. 6) Change GP Practice based information reports to (be) show practice name rather than Senior Partner name for FoI/accountability purposes

2 PPA SERVICE TYPE – Information Services

2.5 **Lead**	**Information Services – Developing Dispenser based information services** **IT Policy Lead: C Burdess** **IT Delivery Manager: A Paley**
Objective	**Deliver information electronically to make method of stakeholder payments transparent.**
Targets	1) Develop Dispensing Systems for PCTs by 31 March 2005. 2) Establish requirements for Dispensing Systems for dispensers by 31 March 2005. 3) Dispensing Systems for dispensers by 31 March 2006

2 PPA SERVICE TYPE – Information Services

2.6	**Information Services – Communicating the use of electronic information systems**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: A Paley**
Objective	**Publish business value of PPA systems to stakeholders**
Targets	1) Increase use of electronic systems to current/future stakeholders within 2004-05 2) Promote use of PPA training facilities for electronic information systems

2 PPA SERVICE TYPE – Information Services

2.7	**Information Services – Developing paper reports into electronic systems**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: A Paley**
Objective	**Continually increase delivery of information electronically and correspondingly reduce services to users on paper**
Targets	1) Reduce production of PACT catalogues in line with ePFIP roll out by 31 March 2005 2) Reduce production of PMD reports in line with ePFIP roll out by 31 March 2005

2 PPA SERVICE TYPE – Information Services

2.8	**Information Services Strategy – Rollout of Hospital ePACT**
Lead	**IT Policy Lead: M Wilson** **IT Delivery Manager: M Dodd**
Objective	**Complete the implementation of the Hospital ePACT system showing acute prescribing dispensed in the community.**
Targets	1) All remaining hospitals to be provided, where allowed, with facility for electronic feedback replacing return of paper FP10HPs (by September 2004)

2 PPA SERVICE TYPE – Information Services

2.9	**Information Services Strategy – Development of DM+D**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: K Mahoney**
Objective	**Work to ensure availability and implementation of dictionary for medicines and devices (dm+d) in accordance with NPfIT mandates.**
Targets	1) GP/Pharmacy/distribution systems integration 2) Supplier chain integration. Develop systems to enable receipt of mapped SNOMED/PIP codes from Chemist and Druggist by June 2004. 3) Develop systems to enable receipt of drug information including EAN from ABPI by April 2004. 4) Further develop systems to enable receipt of drug information: - Automatic processing of Drug information by July 2004. - Systems Administration functions by October 2004. 5) International Standards Board accreditation in line with dm+d Programme plan.

	6) UKCPRS Workstream 1 - Continue to support the population and maintenance of the primary care elements of the dm+d via quarterly releases of the maintenance tool and extract 7) UKCPRS Workstream 4 -Medical Devices Prototype Testing – Complete initial prototype testing by 30June 2004. Release dm+d maintenance tool for medical devices population by 31December 2004. Extract containing medical devices available 31March 2005 8) Integration of dm+d in GP and Pharmacy systems by start of ETP sandpit testing currently planned for 19 November 2004

2 PPA SERVICE TYPE – Information Services

2.10	**Information Services – Electronic prescribing and financial information for Practices (ePFIP) rollout**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: A Paley**
Objective	**Make prescriber information more readily accessible to GP Practices following the principles of the modernisation of the NHS.**
Targets	1) Investigate and implement improved user registration and authentication for ePFIP by October 2004. 2) Roll out ePFIP to 1000 GP Practices by April 2005

2 PPA SERVICE TYPE – Information Services

2.11	**Information Services Strategy – Development of Services to Support GMS Contract**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: A Paley**
Objective	**Implement DH agreed initiatives to satisfy requirements of the new contract for general medical services (GMS) agreed by GPs during 2003, applicable from April 2004 and to be implemented during 2004/5.**
Targets	1) Implement changes required to Information Services to accommodate removal of individual GP patient lists and introduction of list sizes held at GP practice level, by March 2005 2 Implement changes to accommodate unique identification of non-principal GP prescribers for tracking and reporting purposes. 3) Implement changes required to allow prescribers to attribute prescribing costs to more than one cost centre (e.g. Practices), as agreed with DH using one unique identifier.

2 PPA SERVICE TYPE – Information Services

2.12	**Information Services Strategy – Programme Budgets**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: A Paley**
Objective	**Enable mapping of all Primary Care Trust (PCT) expenditure, including primary care services, to programmes of care based on medical conditions by development, roll out and implementation of a programme budgeting methodology for use by PCTs in their 2003/04 Annual Accounts.**
Targets	1) Manage the communications and definition of requirements with the stakeholder. Meet regularly to progress the development. 2) Provide a web-based annual report showing cumulative prescribing costs presented as percentage figures against programme budget categories (Programme Budget Report) for each PCT as a whole first report to be produced for 2003-2004 June 2004. 3) Provide monthly cumulative reports from June 2004 onwards. 4) Provide a national level report that will show for each category the national percentage of drugs spent and the national percentage of scripts dispensed by June 2004.

3 PPA SERVICE TYPE – Patient Services

3.1	**Patient Services – Current Services Enhancement**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: E Chaffer**
Objective	**Work with DH/NHS business partners and Patient Services to develop current services which support the provision of Prescription Payment Certificates, Medex and Matex Certificates and Tax Credit and Low Income certificates within the available resources.**
Targets	1) Implement image processing for PPC applications and payments by March 2005 2) Provide an impact analysis of the introduction of Direct Debit Payments for Prepayment Certificates by April 2005 3) Support the production of a feasibility study into instalment payment for Prepayment Certificates by April 2005. 4) Work with the Inland Revenue to optimise the turn round time for the issue of exemption certificates based on Tax Credit awards. 5) Support the development of a migration plan for the use of plastic cards as a replacement for the current paper exemption certificates issued from the Low Income Scheme by July 2004. 6) Support an investigation into the benefits/feasibility of imaging LIS claims, to remove the manual registration process and reduce/ remove the requirement to refer to hard copies of case papers for queries. Produce feasibility report by March 2005.

3 PPA SERVICE TYPE – Patient Services

3.2	**Patient Services – Consolidation of current systems/data**
Lead	**IT Policy Lead C.Burdess** **IT Delivery Manager E Chaffer**
Objective	**Work with Patient Services to consolidate the current disparate patient services data into the PPA's corporate database environment and facilitate alignment of systems functionality and presentation.**

Targets	1)	Undertake a review of all current patient service systems and processes by October 2004.
	2)	Determine a cost effective migration plan to enable integration with the corporate database and the provision of standard user interfaces for all patient service related activities by April 2005.
	3)	Implement integrated system by April 2006.

3 PPA SERVICE TYPE – Patient Services

3.3	**Patient Services – EHIC Development**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: E Chaffer**
Objective	**Work with DH/NHS business partners and Patient Services to develop systems to enable PPA to process applications for issuing European Health Insurance Cards for England.**
Targets	1) Implement systems for processing EHIC applications by April 2005. 2) Identify requirements for statistical information by January 2005. 3) Implement a mechanism for 3rd Party access for confirmation of eligibility by April 2006.

4 PPA SERVICE TYPE – Regulatory Services

4.1	**Regulatory Services – Reimbursement and Remuneration Rules**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: E Chaffer**
Objective	**Work with Pharmaceutical to determine feasibility, development and implementation of simplified reimbursement and remuneration rules.**
Targets	1) Provide background information to help determine simplification of existing procedures. 2) Provide impact analysis of proposed changes. 3) Implement changes arising from agreements reached over simplification of reimbursement and remuneration rules to agreed timescales.

5 PPA SERVICE TYPE – Managed Services

5.1	**Managed Services – Provision of IT Services to External Organisations**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: A Paley**
Objective	**Deliver managed services to agreed timescales**
Targets	1) Provide frequency, volume and timescale information as agreed with Department of Counter Fraud & Security Management Service (DCFSMS) according to Service Level Agreement. 2) Provide support to DCFSMS supplied software as required and as resources allow on “time & materials” cost basis. 3) Provide web site services to National Prescribing Centre, Prescribing Support Unit, NHS University Graduate Information Services, Special Health Authorities. 4) Provide IT experts to NHS to participate in external projects, N3, NPfIT, NHS.net, UKCPRS. 5) Provision of Organisational and Drug Data to NHSIA, Astron, Scotland, Wales,NHS.UK and NPfIT 6) Provide Information Query Service to DH, Fraud Investigations, research bodies, PSNC, Parliamentary Questions.

6 PPA SERVICE TYPE – Capacity Improvement & ETP

6.1	**Capacity Improvement Programme**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: C Burdess**
Objective	**Manage the Defining, Development and Implementation of the CIP Programme to enable increased efficiency and flexibility for the total prescription pricing process and Information Services. Work with Directorate Business managers to ensure the success of the CIP Programme.**
Targets	1) Prototype fully operational in Durham and Newcastle processing divisions by 31 March 2004 2) Pilot implemented and operational for live prescription processing and payment within one processing division before 31 March 2005. 3) Produce plan for roll out of piloted systems and processes according to success of pilot by 31 March 2005. 4) Develop a common source of data to satisfy stakeholder requirements for provision of information related to financial, prescribing and dispensing information. Phase 1 – 30 June 2005; Phase 2 – 30 April 2006. 5) Produce plan for CIP development/implementation for non-English Pharmacy dispensing by April 2005. 6) Provide Programme Management Direction to the PPA Steering Group, ensuring that they have the appropriate information to take the strategic decisions at the appropriate time. 7) Provide Programme Management Direction to Business and Project Managers to ensure that each project adheres to agree timescales and that individual project deviations, do not compromise the business objectives. 8) Implement P1 imaging process in some processing divisions by April 2005. 9) Implement P1 imaging in remaining processing divisions by April 2006.

6 PPA SERVICE TYPE – Capacity Improvement & ETP

6.2	**Electronic Transmission of Prescriptions Rollout**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: C Burdess**
Objective	**Work with National Programme for IT, NaSP, LSPs, Pharmacy integrator to implement infrastructure, Systems and processes to equip and prepare PPA for ETP rollout.**
Targets	1) Implement capability to receive and process live electronic dispensed messages from 1 January 2005. 2) Incorporate electronic prescription messages in payment processes from 1 January 2005. 3) Build automatic testing harness for GP and Pharmacy systems suppliers and users to test their ability to comply with the PPA acceptance criteria by December 2004.

6 PPA SERVICE TYPE – Capacity Improvement & ETP

6.3	**Capacity Improvement Programme – Infrastructure**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: C Burdess/M Wilson**
Objective	**Procure and install the appropriate IT to support the development and roll out of CIP and or new divisions.**
Targets	1) Put in place testing facilities which support the development and production in accordance with programme planned usage/rollout (2004-2007). 2) Procure, and implement solutions including 3rd party developed products to accommodate requirements for Keying from Image, capture of 100% of GP Practice data for non-principal GPs and for implementation of ETP (2004-2007.

	3) Procure and implement power, air conditioning, networks, cable infrastructure to meet CIP and accommodation relocation (2004-2007).

6 PPA SERVICE TYPE – Capacity Improvement & ETP

6.4	**Capacity Improvement Programme – Legacy**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: A.Paley/K Mahoney/M.Dodd**
Objective	**Manage the changes necessary to ensure that the legacy systems can be supported by the CIP developments.**
Targets	1) Identify the appropriate changes and work with appropriate directorates to agree timescales for pilot operation by October 2004.

7 PPA SERVICE TYPE – External Environment

7.1	**External Environment – Arm's Length Body Review**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager:**
Objective	**Participate actively in the DH review of its ALBs**
Targets	1) Provide appropriate information as required.

7 PPA SERVICE TYPE – External Environment

7.2	**External Environment – NPfIT Interface**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: C Burdess**
Objective	**Work with ETP Workstream and Central Technology Office within National Programme for Information Technology (NPfIT), DH and Business Partners to influence design, messaging, interfaces, testing and implementation of ETP.**

Targets	1) Agree targets for PPA deliverables with ETP workstream 2) Represent PPA within National Programme. 3) Provide feedback on impact of changing strategies and timescales on PPA. 4) Assessment of Pharmacy domain by pre-registration and set up of tracking database. Completion by 31 March 2005. 5) Work with NPfIT and DH to determine appropriate access to information held within the PDS and PSIS elements of the central NHS Care Record by 31 December 2004. 6) Amend PPA external facing services to achieve NPfIT compliance.

7 PPA SERVICE TYPE – External Environment

7.3	**External Environment – Responding to New and Changing Policies**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: E Chaffer**
Objective	**To recognise, review and where appropriate influence the impact of relevant environmental changes upon the PPA services.**
Targets	1) Produce impact analysis of policy changes on PPA information systems 2) Co-ordinate production of options and costs analyses for submission to DH. 3) Determine the required changes, resources, and timescales for formal sign off by DH/ Stakeholders. 4) Manage implementation of changes to systems in accordance with agreement with DH.

7 PPA SERVICE TYPE – External Environment

7.4	**External Environment – Freedom of Information**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: M Wilson**
Objective	**Enable easy, plural and timely access to any PPA data as appropriate.**
Targets	1) Implement Records Management policy by 31 August 2004. 2) Complete PPA staff awareness training by 31 August 2004. 3) IT systems in place to accommodate FOI requests by January 2005. 4) Manage PPA FOI working groups to deliver defined objectives. 5) Ensure that all appropriate FOI requests are met within the required time scale 6) Determine publication policy for all elements not covered by existing scheme by October 2004

7 PPA SERVICE TYPE – External Environment

7.5	**External Environment – Responding to National IT Implementations**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: M Wilson**
Objective	**Work with DH/NHS Business Partners to implement NHS National initiatives within the PPA to maximise the expected business value to the organisation.**

Targets	1) Liaise with National Programme NaSP, NiSP and LSPs to align with and implement National NHS initiatives. 2) Directory Services (2004-2005) as directed by NHS strategy. 3) NHSnet3 (2004-2005) PPA conversion as directed by National Programme. 4) Work with Human Resources and Finance to implement NHS Electronic staff records (2005/-2006)

7 PPA SERVICE TYPE – External Environment

7.6	**External Environment – NHS Euro Plan**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: All**
Objective	**Ensure that existing and future PPA services recognise and follow the relevant NHS and Government guidance on the Euro.**
Targets	1) To review, and amend as necessary, plans for Euro conversion in the light of national developments in this policy area. Consider Government/NHS targets and constraints and enhance projected timetable and budget requirements in accordance with DH demands. 2) Ensure that any new processes are designed and developed to be Euro compliant. 3) Maintain ongoing communication/liaison with cross government Euro groups.

8 PPA SERVICE TYPE – Managing Ourselves

8.1	**Managing Ourselves – Developing a Corporate Quality Management System**
Lead	**IT Policy Lead: M Wilson** **IT Delivery Manager: G Wanless**
Objective	**Co-ordinate the achievement of ISO certificate covering IT activities within overall PPA certification**
Targets	1) Maintain Directorate ISO and TickIT accreditation. 2) Develop a Corporate QMS which satisfies the business needs of IT within overall corporate QMS objectives. 3) Review directorate processes to ensure efficient operation in line with Corporate project 4) Promote QMS and ensure adherence to agreed procedures to maximise the effectiveness of IT processes. 5) Directorate agreement to annual QMS audit plan and ensure availability of internal quality auditors to complete audits to planned timescales, each auditor carrying out a minimum of one audit per year

8 PPA SERVICE TYPE – Managing Ourselves

8.2	**Managing Ourselves – Implementing Agenda for Change**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: M Wilson**
Objective	**Migrate all IT staff to the Agenda for Change framework in accordance with the overall Corporate programme.**
Targets	1) Migrate all IT staff to Agenda for Change framework starting 1 October 2004 and completing by April 2005. 2) Create Knowledge and Skills framework profile for all IT staff by 1 October 2005.

8 PPA SERVICE TYPE – Managing Ourselves

8.3	**Managing Ourselves – Achieving the Improving Working Lives (IWL) Standard**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: C Burdess**
Objective	**Participate in the initiative to achieve Practice Plus status in line with DH requirements**
Targets	1) Contribute to plan of actions required to progress PPA towards Practice Plus status by 31 July 2004

8 PPA SERVICE TYPE – Managing Ourselves

8.4	**Managing Ourselves – Corporate Helpdesk Review**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: M Wilson**
Objective	**Participate in the initiative to provide a clear and authoritative contact for all stakeholders with the organisation.**
Targets	1) Contribute to the establishment of a corporate customer contact service whilst ensuring that customers of all IT services do not experience any reduction in service. 2) Develop customer support to meet the ever increasing range of Information Services provided to the NHS.

8 PPA SERVICE TYPE – Managing Ourselves

8.5	**Managing Ourselves – Corporate Governance Framework**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: C Burdess/M Wilson**
Objective	**To continue to develop the Corporate Governance Framework**
Targets	1) Annual update of IT Risk Register to align with PPA/IT Business Plans

	2) Quarterly review & update of IT Risk Register to ensure currency. 3) Continued promotion of the risk management culture within IT in line with the corporate Risk Management strategy 4) Assess the impact of the NHS Information Governance requirement and toolkit capabilities on the PPA by June 2004

8 PPA SERVICE TYPE – Managing Ourselves

8.6	**Managing Ourselves – Business Continuity**
Lead	**IT Policy Lead: C Burdess** **IT Delivery Manager: G Wanless**
Objective	**Ensure that the Authority develops, documents and tests as appropriate its Business Continuity plans to enable continuation of critical business processes in the event of disaster scenarios.**
Targets	1) Manage the PPA Business Continuity Group to ensure that each Directorate has produced plans to align with their annual business plans. 2) Monitor the annual testing, as appropriate, by all Directorates of their business continuity plans. 3) Work with PPA colleagues/Silver Group to continue strategy for dissemination of Business Continuity information.

8 PPA SERVICE TYPE – Managing Ourselves

8.7	**Managing Ourselves - Infrastructure Management**
Lead	**IT Policy Lead: D.G.Ball** **IT Delivery Manager: M. Wilson/C Burdess**
Objective	**Investigate and research IT architectures and development technologies, with IT industry partners, to ensure IT infrastructure is maintained at optimum value to support the PPA's current and planned business strategy.**

Targets	1) Review and enhance hardware, software and network infrastructure to improve scalability, resilience and disaster recovery capability to support service availability. 2) Replacement of obsolete equipment to maintain or improve capacity and performance. 3) Voice over IP - conduct trial of voice and data convergence over the network, building on existing infrastructure by January 05. 4) IT Asset Management - Implement software to enable monitoring and management of IT hardware and software infrastructure by July 2004. 5) Procurement Call off Contracts - Set up call off contracts to reduce paper work and procurement timescales for PC & related products. Purchase by July 04 and selected IT training modules by October 04, building on experience of trial 2003-2004 6) Continuously review current and future IT infrastructure capacity to support prescription processing and other predicted PPA services

8 PPA SERVICE TYPE – Managing Ourselves

8.8	**Managing Ourselves - Capacity Model**
Lead	**IT Policy Lead: D.G.Ball** **IT Delivery Manager: M. Wilson**
Objective	**Predict our ability to continue processing prescriptions matching our anticipated processing capacity to the expected prescription intake as the basis for our long term planning.**
Targets	1) Continually review current and future IT infrastructure capacity too support prescription processing and other predicted PPA services.

8 PPA SERVICE TYPE – Managing Ourselves

8.9	**Managing Ourselves – Information Services Strategy**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: C Burdess**
Objective	**Annual production of a strategy for the PPA's information services to meet ongoing or new national initiatives whilst being geared towards service requirements of current and new stakeholders.**
Targets	1) Produce strategy for Information Services in line with NHS policy and planned initiatives by 31 March each year. 2) Produce medium/long term strategic direction for systems to support the strategy by 31 March each year. 3) Produce a strategy for promoting PPA Information Services by each March.

8 PPA SERVICE TYPE – Managing Ourselves

8.10	**Managing Ourselves – Security, Access and use of all Information**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: G Wanless**
Objective	**Work with PPA colleagues to ensure that PPA policy and practice conform to legislative and regulatory requirements in the areas of Data Protection, and Caldicott Guardianship.**
Targets	**Information Security** 1) Manage the development and implementation plan so that all PPA directorates can be compliant with BS7799 by March 2005. 2) Annually review Information Security policies and practices against changes to systems /services. 3) Ensure PPA Information Security co-ordinators are adequately trained. 4) Carry out IT networks/systems Intrusion testing on an annual basis.

	Data Protection 5) Carry out an annual Data Protection audit to maintain PPA compliance with Data Protection standards and practice. 6) Continual review and annual renewal of PPA Notification by May of each year. 7) Respond to subject access requests within 40 calendar days of valid receipt. 8) Ensure PPA Data Protection co-ordinators are adequately trained. **Caldicott Guardianship** 9) Ensure all staff are aware of their obligations **Release of Information** 10) Ensure that all release of Information is in accordance with Data Protection and release protocol. **FAST** 11) Ensure legal licensing compliance and cost effective licence usage across all PPA and inclusion within automated? IT asset management system by July 2004.

8 PPA SERVICE TYPE – Managing Ourselves

8.11 **Lead**	**Managing Ourselves – Service Improvement Plans** **IT Policy Lead: D G Ball** **IT Delivery Manager: C Burdess/M Wilson**
Objective	**Continual improvement in the quality of the IT systems and services**

Targets	**Measurement, Analysis and Improvement** 1) Analyse baseline quality management metrics half yearly and agree targets for process improvement. 2) Implement new Programme/Project Planning Tool by October 2004 to ensure the most efficient allocation of current and future IT resources. 3) Empower IT (& where appropriate cross directorate) working groups to consider improvements to existing IT working practices. 4) Evaluate use of electronic documents to reduce paper flows and improve working practices. **Application of Technology to Improve Business Processes** 5) Work with Directorates to identify how the application of technology (e.g. document imaging) can improve business processes.

8 PPA SERVICE TYPE – Managing Ourselves

8.12	**Managing Ourselves – Communications**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: All**
Objective	**Develop a communications culture which ensures that all staff have access to appropriate information to enable them contribute to the achievement of the PPA business strategy.**
Targets	1) Director to deliver briefing to all IT staff at least twice a year. 2) Line Managers to hold weekly meetings with teams to provide PPA and/or general communications and give staff the opportunity for feedback. 3) Act on results of Staff satisfaction survey conducted annually by HR within two months of results being published. 4) Maintain “two-way” dialogue with staff and encourage representation of views and ideas. Hold three events annually where staff are free to attend and share their thoughts with the IT management team.

	5) Set up communications working group covering all staff within the Directorate to evaluate the current systems of communications and recommend improvements by December 2004. 6) Continue formal response mechanism for electronic staff suggestion box.

8 PPA SERVICE TYPE – Managing Ourselves

8.13	**Managing Ourselves – Directorate Development**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: All**
Objective	**Maintain an organisational culture committed to high performance and quality service.**
Targets	1) Continuously review annual staff absence determining reasons for absence and ensuring that Absence Management procedures are adhered to at all times. 2) Continue to involve IT staff in determining the PPA and IT Strategy and Business Plans including technical issues 3) Encourage professional accreditation/certification in areas of expertise (e.g. Microsoft, Java, Cisco etc.). 4) Introduce Staff Self Assessment where staff informally review their own performance against their objectives on a half yearly basis by April 2005.

8 PPA SERVICE TYPE – Managing Ourselves

8.14	**Managing Ourselves – Strategic Management**
Lead	**IT Policy Lead: D G Ball** **IT Delivery Manager: C Burdess/M Wilson**
Objective	**Delivery of IT Strategies & Business Plans**
Targets	1) Produce IT 5-year Strategy by each December. 2) Produce IT 3-year Business Plan by each April. Formally report against PPA/IT Business Plan achievements

	quarterly by contribution to quarterly review. 3) Produce 10 Year Capital Replacement Plan by each December.

Appendix A - Objective Responsibility/Impact Matrix

Objective No	Title	Objective	Policy Lead	Delivery Manager	Directorates Impacted
1) PAYMENT SERVICES	1.1Payment	Payments to be made to schedule agreed with the Department of Health	MW	GC/MD	Finance
	1.2 Developing Payment Schedules	Deliver contractor schedules in support of future flexibility and customer satisfaction	CB	AP/MD	Finance Operations
	1.3 Refurbishment of Key to Disk Environment	Increase working life of existing key to disk technology within agreed cost and quality targets	DGB	MW	Operations
	1.4 Internal IT Services	Ensure IT services to the PPA Directorates support the agreed business objectives. Implement changes and upgrades in accordance with resources based on value for money, and business priorities.	DGB	CB/MW	All
2) INFORMATION SERVICES	2.1 Delivering Information Services	Provide timely and accurate information and analysis on prescribing patterns, costs and trends to appropriate levels within the NHS, in support of improving patient care.	DGB	MW	
	2.2 Developing Information Services Strategy	Critically review existing information services in conjunction with stakeholders in the context of the modern NHS to ensure that they will meet the future needs of users in enabling further improvements in patient care and the efficient use of medicines.	DGB	CB	Pharm

	2.3 Developing tailored comparative services	Provide relevant (local/national) comparative information within strategic communities	CB	AP	
	2.4 Developing a total picture of Prescribing	Report more widely on prescribing to provide a comprehensive view of who prescribes and the mechanism used to order medicines and devices.	CB	AP	
	2.5 Developing Dispenser based Information Services	Deliver information electronically to make method of stakeholder payments transparent.	CB	AP	Finance Pharm
	2.6 Communicating Use of Electronic Information Systems	Publish business value of PPA systems to stakeholders	CB	AP	Pl&Corp Aff
	2.7 Developing Paper Reports into Electronic Services	Continually increase delivery of information electronically and correspondingly reduce services to users on paper	CB	AP	
	2.8 Rollout of Hospital ePACT	Complete the implementation of the Hospital ePACT system showing acute prescribing dispensed in the community.	MW	MD	Operations
	2.9 Development of DM&D	Work to ensure availability and implementation of dictionary for medicines and devices (DM&D) in accordance with NPfIT mandates.	CB	KM	Pharm
	2.10 Electronic Prescribing & Financial Information for Practices (ePFIP) Rollout	Make prescriber information more readily accessible to GP Practices following the principles of the modernisation of the NHS.	CB	AP	

	2.11 Development of Services to Support GMS Contract	Implement DH agreed initiatives to satisfy requirements of the new contract for general medical services (GMS) agreed by GPs during 2003, applicable from April 2004 and to be implemented during 2004/5.	CB	AP	
	2.12 Information Services Strategy – Programme Budgets	Enable mapping of all Primary Care Trust (PCT) expenditure, including primary care services, to programmes of care based on medical conditions by development, roll out and implementation of a programme budgeting methodology for use by PCTs in their 2003/04 Annual Accounts.	CB	AP	Finance
3 PATIENT SERVICES	3.1 Patient Services – Current Services Enhancement	Work with DH/NHS business partners and Patient Services to develop current services which support the provision of Prescription Payment Certificates, Medex and Matex Certificates and Tax Credit and Low Income certificates within the available resources.	CB	EC	Operations
	3.2 Patient Services – Consolidation of current systems/data	Work with Patient Services to consolidate the current disparate patient services data into the PPA's corporate database environment and facilitate alignment of systems functionality and presentation.	CB	EC	Operations
	3.3 Patient Services – EHIC Development	Work with DH/NHS business partners and Patient Services to develop systems to enable PPA to process applications for issuing European Health Insurance Cards for England.	CB	EC	Operations Finance

4 REGULATORY SERVICES	4.1 Regulatory Services – Reimbursement and Remuneration Rules	Work with Pharmaceutical to determine feasibility, development and implementation of simplified reimbursement and remuneration rules.	CB	EC	Pharm
5 MANAGED SERVICES	5.1Managed Services – Prescription Fraud Investigation Services	Deliver managed services to agreed timescales	CB	AP	
6 CAPACITY IMPROVE-MENT & ETP	6.1Capacity Improvement Programme	Manage the Defining, Development and Implementation of the CIP Programme to enable increased efficiency and flexibility for the total prescription pricing process and Information Services. Work with Directorate Business managers to ensure the success of the CIP Programme.	DGB	CB	All
	6.2 Electronic Transmission of Prescriptions	Work with National Programme for IT, NaSP, LSPs, Pharmacy integrator to implement infrastructure, Systems and processes to equip and prepare PPA for ETP rollout.	DGB	CB	Operations Finance Pharm
	6.3 Capacity Improvement Programme – Infrastructure	Procure and install the appropriate IT to support the development and roll out of CIP and or new divisions.	DGB	CB/MW	Operations Finance
	6.4 ETP - Legacy	Manage the changes necessary to ensure that the	CB	MD/KM/	Operations

		legacy systems can be supported by the CIP developments.		AP	Finance
7 EXTERNAL ENVIRON-MENT	7.1External Environment	Participate actively in the DH review of its ALBs	DGB		All
	7.2 External Environment – NpfIT Interface	Work with ETP Workstream and Central Technology Office within National Programme for Information Technology (NPfIT), DH and Business Partners to influence design, messaging, interfaces, testing and implementation of ETP.	DGB	CB	
	7.3 External Environment	To recognise, review and where appropriate influence the impact of relevant environmental changes upon the PPA services.	CB	EC	Pharm Finance
	7.4 External Environment – Freedom of Information	Enable easy, plural and timely access to any PPA data as appropriate.	DGB	MW	All
	7.5 External Environment	Work with DH/NHS Business Partners to implement NHS National initiatives within the PPA to maximise the expected business value to the organisation.	DGB	MW	
	7.6 External Environment - NHS Euro Plan	Ensure that existing and future PPA services recognise and follow the relevant NHS and Government guidance on the Euro.	CB	All	

8 MANAGING OURSELVES	8.1Developing a Corporate Quality Management System	Co-ordinate the achievement of ISO certificate covering IT activities within overall PPA certification	MW	GW	
	8.2 Implementing Agenda for Change	Migrate all IT staff to the Agenda for Change framework in accordance with the overall Corporate programme.	DGB	MW	HR
	8.3 Achieving the Improving Working Lives (IWL) Standard	Participate in the initiative to achieve Practice Plus status in line with DH requirements	DGB	CB	HR
	8.4 Corporate Helpdesk Review	Participate in the initiative to provide a clear and authoritative contact for all stakeholders with the organisation.	DGB	MW	All
	8.5 Corporate Governance Framework	To continue to develop the Corporate Governance Framework	DGB	CB/MW	
	8.6 Business Continuity	Ensure that the Authority develops, documents and tests as appropriate its Business Continuity plans to enable continuation of critical business processes in the event of disaster scenarios.	CB	GW	All
	8.7Infrastructure Management	Investigate and research IT architectures and development technologies, with IT industry partners, to ensure IT infrastructure is maintained at optimum value to support the PPA's current and planned business strategy.	DGB	MW/CB	
	8.8Managing Ourselves – Capacity	Predict our ability to continue processing	DGB	MW	Operations

	Model	prescriptions matching our anticipated processing capacity to the expected prescription intake as the basis for our long term planning.			
	8.9 Managing Ourselves – Information Services Strategy	Annual production of a strategy for the PPA's information services to meet ongoing or new national initiatives whilst being geared towards service requirements of current and new stakeholders.	DGB	CB	
	8.10 Managing Ourselves – Security, Access and use of all information	Work with PPA colleagues to ensure that PPA policy and practice conform to legislative and regulatory requirements in the areas of Data Protection, and Caldicott Guardianship.	DGB	GW	All
	8.11 Managing Ourselves - Service Improvement Plans	Continual improvement in the quality of the IT systems and services	DGB	CB/MW	
	8.12 Managing Ourselves – Communications	Develop a communications culture which ensures that all staff have access to appropriate information to enable them contribute to the achievement of the PPA business strategy.	DGB	All	
	8.13 Managing Ourselves – Directorate Development	Maintain an organisational culture committed to high performance and quality service.	DGB	All	
	8.14Managing Ourselves – Strategic Management	Delivery of IT Strategies & Business Plans	DGB	CB/MW	

Appendix B

ESTIMATED PROCESSING SCHEDULE 2004/2005 ***18th Feb 2004*** ***Version 1***

Month Prescriptions Dispensed Or Request Keyed	Estimated Completion By PPS	Leak Data Scotland Wales	Epact.Net	Hospital Epact	Epact	PMD Prescribing Statements to GPs,	DPC Schedules	IPP Statements	PCA Monthly and Quarterly Reports dispatched and downloadable data available by :	PACT Catalogue Reports dispatched to GPs by:	PD1 Reports Available By:	Automatic PACT Standard Reports dispatched to GPs by:	Automatic PD2 Reports	Prescribing Toolkit	PCT Board Report	Prescribing Toolkit Annual
Apr-04 Actual	03-Jun-04	04-Jun-04	11-Jun-04	11-Jun-04	11-Jun-04	08-Jun-04		30-Jun-04	30-Jun-04	30-Jul-04						
May-04 Actual	01-Jul-04	02-Jul-04	09-Jul-04	09-Jul-04	09-Jul-04	06-Jul-04		30-Jul-04	30-Jul-04	31-Aug-04						
Jun-04 Actual	02-Aug-04	03-Aug-04	10-Aug-04	10-Aug-04	10-Aug-04	05-Aug-04		31-Aug-04	31-Aug-04	30-Sep-04		05-Sep-04	16-Aug-04	13-Aug-04	16-Aug-04	
Jul-04 Actual	03-Sep-04	06-Sep-04	13-Sep-04	13-Sep-04	13-Sep-04	08-Sep-04		30-Sep-04	30-Sep-04	31-Oct-04						
Aug-04 Actual	01-Oct-04	04-Oct-04	11-Oct-04	11-Oct-04	11-Oct-04	06-Oct-04		29-Oct-04	29-Oct-04	30-Nov-04						
Sep-04 Actual	01-Nov-04	02-Nov-04	09-Nov-04	09-Nov-04	09-Nov-04	04-Nov-04		30-Nov-04	30-Nov-04	31-Dec-04		05-Dec-04	15-Nov-04	12-Nov-04	15-Nov-04	
Oct-04 Actual	01-Dec-04	02-Dec-04	09-Dec-04	09-Dec-04	09-Dec-04	06-Dec-04		31-Dec-04	31-Dec-04	31-Jan-05						
Nov-04	05-Jan-05	06-Jan-	13-Jan-	13-Jan-	13-	10-Jan-05		31-Jan-05	31-Jan-05	28-Feb-05						

Actual		05	05	05	Jan-05											
Dec-04 Actual	03-Feb-05	04-Feb-05	11-Feb-05	11-Feb-05	11-Feb-05	08-Feb-05		28-Feb-05	28-Feb-05	31-Mar-05		06-Mar-05	17-Feb-05	16-Feb-05	17-Feb-05	
Jan-05 Actual	07-Mar-05	08-Mar-05	15-Mar-05	15-Mar-05	15-Mar-05	10-Mar-05		31-Mar-05	31-Mar-05	30-Apr-05						
Feb-05 Actual	07-Apr-05	08-Apr-05	15-Apr-05	15-Apr-05	15-Apr-05	12-Apr-05		29-Apr-05	29-Apr-05							
Mar-05																