**Case Management Systems and monitoring service performance – practice exchange pre-read 23/02/2021**

*Central Beds are looking to procure a new CMS so are keen to discuss this with the network. We’ll also discuss the role of your CMS and other mechanisms in monitoring service performance. Does your data (whether from your CMS, partners or elsewhere) give you a good, up to date picture? What other mechanisms are people using to monitor performance? Customer/staff/partner feedback? Mystery shopping? Regular case file audits? Peer observations and reviews/ benchmarking? What impact has CV19 had on our ability to do this?*

**CMS’ and H-CLIC**

The move to H-CLIC and case-specific information was intended to make more data available for central government, local authorities and partners to better understand the needs of homeless households, improve local and national policy-making and evaluate the effectiveness of interventions. It has also required every local authority to procure or update their case management system. Most responses from local authorities in the review of the HRA reported that the shift from P1E data collection system to H-CLIC has been difficult. Local authorities have reported that it is difficult to access the data that they have uploaded. **They do not feel that they have received the necessary support to interpret this data to a strategic end as well**. Our experience is that it is often less the provider of the CMS, and more how configurable it is to the individuals service and its way of working. That being said, some providers offer this flexibility more than others.

**Monitoring service performance**

Improving service effectiveness, customer journeys and outcomes require timely insights and data for service managers. Our experience is that service managers often feel they lack this, and are therefore making service changes and decisions with partial information. We used the template below in an exercise with the five LAs we supported with HRA implementation. We found that in general **two/ three of the methods were used but the consistency and rigour was variable depending on service pressures and capacity**. Service value was almost never explored as part of this.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Method** | **Used to monitor service effectiveness? (Tick)** | **Frequency** | **Used to monitor service value for money/ cost? (Tick)** | **Frequency** | **Comment** |
| H-CLIC |  |  |  |  |  |
| Non-statutory service data (local authority) |  |  |  |  |  |
| Non-statutory service data (from partners) |  |  |  |  |  |
| Customer feedback (e.g. surveys or questionnaires) |  |  |  |  |  |
| Staff feedback (e.g. surveys or team meetings) |  |  |  |  |  |
| Partner feedback (e.g. forums, focus groups) |  |  |  |  |  |
| Practice observations |  |  |  |  |  |
| Peer reviews or benchmarking |  |  |  |  |  |
| Mystery shopping |  |  |  |  |  |
| Case file reviews or audits |  |  |  |  |  |
| Service evaluations or audits |  |  |  |  |  |

**Good practice in this area**

* Creation and use of dashboards to provide visual data on service performance and trends
* Regular and consistent case file audits (against clear standards) with results discussed collaboratively with everyone
* Data sharing agreements with partners, collating data ‘across the system’ and reporting against it vs. Just the local authority data
* Regular customer feedback collected at all stages of the customer’s journey (not just the initial parts) - this should include a variety of methods including focus groups
* Regular time slots at team meetings to reflect on performance as a collective
* Peer observations of client interactions with confidential feedback after
* Mystery shopping to collect invaluable insights on customer service

**Our resources that might help**

[Our approach to service reviews](https://www.crisis.org.uk/about-us/the-crisis-blog/hra-service-reviews/)

[Our self-assessment tools](https://www.crisis.org.uk/about-us/the-crisis-blog/resource-deepdive-self-assessment-tools/)

[Client interview practice observation tool](https://www.crisis.org.uk/media/241220/assessment-php-interview_peer-shadowing-tool.docx)

[Case file audit tools](https://www.crisis.org.uk/ending-homelessness/resources-for-practitioners/hra-implementation-project/working-in-the-open-resources/case-file-audit/)

**Something to think about before the exchange**

What are the pros and cons of your current case management system? How configured is it to the way your service is currently set up?

How do you monitor your service effectiveness and performance? How regularly and consistently do you do these things?

Do you know your customers’ experience of your service? At each stage? If you do, how often to you check-in on this?

How has CV19 impacted and affected all this?