



Aspyre helps Birmingham CrossCity CCG (Clinical Commissioning Group) deliver their Operational Plan...



Looking for a tool to help deliver their Operational Plan, Birmingham CrossCity CCG turned to Aspyre - a web-based, portfolio, programme and project management application that is being successfully used by a variety of NHS organisations...

CHALLENGE

- Birmingham CrossCity CCG needed a tool to help deliver their Operational Plan by managing their portfolio of projects more effectively
- It had to be web-based, simple and intuitive to use as many staff were new to project management
- They needed to work in a standardised way, be able to monitor their entire portfolio of projects and work collaboratively with partner organisations such as the local CSU (Commissioning Support Unit) and other CCGs

SOLUTION

- The newly formed PMO chose to use Aspyre - a web-based portfolio, programme and project management tool that has a proven track record of successful use within the NHS
- Aspyre encourages Project Leads to work in a consistent manner based on best practice knowledge obtained from working with many other NHS organisations

RESULTS

- Aspyre has helped CCG staff to better understand project management and the key processes that are involved in the successful delivery of projects
- Project Leads can see the performance of their projects and are able to alert senior managers where things may be going off-plan
- A recent audit has resulted in upgrading the status of the CCGs governance framework to 'significant assurance'
- The CCG is now on schedule to deliver their QIPP 14/15 target of £20.3m

Birmingham CrossCity CCG has the fourth largest population of all clinical commissioning groups in England. It has 115 member practices and provides commissioning services for around 740,000 people.

Challenge

The main focus of the organisation is predominantly redesign and/or transformational change that will facilitate the delivery of the CCGs Operational Plan.

A large number of projects had been identified that would contribute to the Operational Plan and a Programme/ Project Management Office (PMO) was created to help ensure their delivery and provide organisational assurance.

The PMO needed a tool to help standardise and monitor all of its projects. They were working with project leads who had varying levels of experience so any tool they chose needed to be intuitive. It was also essential that all information relating to a project was recorded and presented in the same format.

The tool had to be a web-based application that would allow the PMO to work collaboratively with project leads based in many different locations across the CCG area.

Solution

The PMO chose to rollout Aspyre - Mosaique's tried and tested portfolio, programme, project and PMO application.

Mandy Holmes, Senior PMO Manager, had previously used Aspyre during her time at the neighbouring CSU and knew that it was just the right tool to fulfill their needs.

Part of Mandy's role is to help project leads develop business cases and scope projects - "Aspyre provides a structured approach to establishing a project and incorporates all the critical elements that are required to support effective delivery."



The 88 projects that were included in the CCGs Operational Plan were entered onto Aspyre and this helped identify five distinct programmes of work:

- Primary Care Integration
- General Practice Quality & Capacity
- Urgent Care
- Mental Health, Dementia & Learning Disabilities
- IM&T

Following this work, the CCG established a project Governance Framework where all the project delivery teams within those 5 programmes would report to their respective Programme Boards. Each Board now use Aspyre to produce 'Exception Reports' for the Finance and Performance Committee.

Results

The use of Aspyre is mandatory across the organisation for all of the CCGs major areas of redesign and transformational change - any projects that are going to help deliver their Operational Plan.

With Aspyre, all the relevant data is in one place. This gives organisations the ability to quickly run reports at various levels without having to chase stakeholders for their information. This enables the PMO / project teams / programme boards to identify areas that are off track and require further scrutiny.

"All projects are actively monitored through the PMO and Aspyre is the tool we use to facilitate this. Reporting is now done automatically and we use the built-in Board Reports and Project Highlight Reports to help inform the whole Governance Framework," said Mandy.

In order to quickly get their project leads up & running and engaged with the tool, the PMO initially decided to only use a sub-set of Aspyre's functionality.

Now Aspyre is fully embedded in the organisation, they intend to start using more of its functionality in the next financial year including the following modules:

- Benefits
- Finances (QIPP/CIP)
- Lessons Learned
- Change Control
- Aligning projects with corporate objectives and KPIs

Mandy stated: "We're now working on our own in-house project management training programme for 15/16 where we'll teach Aspyre users how to use the additional modules and have a bigger focus on benefits planning and measuring outcomes and benefits."

The CCG recently had external auditors carry out an audit to ensure, through a process of systems evaluation and compliance testing, that there is an appropriate control framework in place to achieve their corporate objectives. Mandy was able to demonstrate this via Aspyre and, as a result, the auditors reported:-

'Significant assurance can be given on the design and operation of the system's internal controls to prevent risks from impacting on achievement of the system's objectives.'

Aspyre has enabled Project Leads to develop their project management skills which in turn has increased the project management capability across the organisation and improved understanding of project language – e.g. risks, issues, benefits, milestones etc.

Mandy added: "Aspyre has created much more of a project management discipline in the organisation. We're now seeing both Outline and Full, Case for Change documents being submitted to the PMO - the project leads can see what needs to be completed in order to deliver a project and are thinking about what has to be done over the next 6 months, rather than just next week."

"Also, they're now able to identify and focus on the essential 'big ticket' projects. Consequently, the original 88 projects entered on Aspyre will be reviewed and any deemed as being 'business as usual' will be removed. This will allow the remaining ones to form the basis of more targeted project delivery in 2015/16 and we can ensure that resources are used effectively."

When asked about Mosaique as a company, Mandy stated: "The flexibility of working with the team at Mosaique has been brilliant. Response times to any queries we might raise are immediate. They listen to all of our ideas, share best practice and learning from other organisations and amend things to exactly meet our needs which makes Aspyre more 'local' for us. It's never a case of 'That can't be done.' The relationship we have with Mosaique is fantastic."