ITC TOOLKIT:

A PRACTICAL GUIDE TO IMPLEMENTING A HOME CARE CLIENT MANAGEMENT SYSTEM

FIRST EDITION 2023

enkindle
THREE DIGITAL
Warrnambool City Council
Bayside City Council
West Gippsland Healthcare Group
Caring for our Community
Sector Development
Grampians Region

OUR PARTNERS

The goal of the Sector Support and Development program is to support, develop and strengthen the home care services system, working closely with Commonwealth Home Support Programme (CHSP) providers to increase provider capability and improve compliance and business practices to meet the changing programme and regulatory framework.

A key enabler for providers can be the utilisation of technology to improve the efficiency and effectiveness of their operations, together with meeting the expectations of their clients, workforce, and funders.

We are pleased to present the **ITC Toolkit: A Practical Guide to Implementing a home care Client Management System (CMS)**. The toolkit we believe, will be an important resource to enable CHSP providers to better understand each step of the CMS selection and implementation process, helping to avoid common pitfalls when purchasing and setting up a new CMS.

A big thank you to our authors, Three Digital and Enkindle Consulting for drawing on their extensive experience delivering digital products, knowledge of the whole sector-wide reform, and a history of leading change through technology and innovation, to develop this toolkit with CHSP providers at the forefront of their minds.

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Enkindle Consulting, Three Digital and our partners acknowledge the Aboriginal and Torres Strait Islander peoples as Australia's First Nation Peoples and the Traditional Custodians of this land. We respect their continued connection to land and sea, country, kin, and community. We also pay our respect to their Elders past, present, and emerging at he custodians of knowledge and lore.

OUR AUTHORS

We are delighted to have been able to collaborate with our Sector Support and Development partners to present the **ITC Toolkit: A Practical Guide to Implementing a home care Client Management System (CMS).** In today's changing home care environment, new funding arrangements, the new Aged Care Act, and changing consumer and workforce expectations, it will be essential for many organisations to have a robust CMS to help effectively and efficiently manage their home care operations, improving client and workforce experience, meeting regulatory, legislative and funder requirements.

A well-implemented CMS can help you improve the customer journey, communications, rostering, logistics, workforce management, and drive growth. However, launching a new CMS can be challenging, and it requires a well-structured process of requirements gathering, selection, due diligence, planning, and a well-executed implementation strategy.

Three Digital and Enkindle Consulting used our IT capability, together with our 25 years in the aged care industry, to develop a toolkit to do exactly that! A guide to walk you through each step of the CMS selection and implementation process, avoiding common pitfalls and delivering benefits.

We also reveal shortcuts, hints, and tips to watch out for, for a successful implementation. You'll learn how to dive deep into your customer's journey to establish your CMS selection, identify your CMS goals, needs, and budget, customise your CMS to align with your business processes, set up your project team, train your team on the new CMS, and more.

We hope that this guide will be a valuable resource for you as you procure, implement, and evaluate your new CMS!

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DISCLAIMER

Enkindle Consulting Pty Ltd has created the ITC Toolkit (inclusive of this document and the attachments identified on page 56) 'The kit' is specifically for use by the Sector Support and Development network in providing resources to support Commonwealth Home Support Program providers in their initial scoping, requirements gathering, and selection and implementation of a client management system (CMS).

The Sector Support and Development network and Commonwealth Home Support program providers can use these templates, guidelines, and checklists to prepare for, evaluate, and implement a home care system for your organisation. We have made the templates within 'the kit' to allow editing so they are adaptable to meet the specific needs of users.

'The kit' has been prepared for general guidance and does not constitute professional advice. You should not act upon the information contained in this template without obtaining specific professional advice.
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INTRODUCTION

Implementing a home care client management system (CMS) is becoming an absolute must for home care providers. Today's digital world demands vigilance, and home care organisations must maintain technological momentum to ensure they continue to not only survive but thrive in the new world of aged care. A good CMS can help to achieve this. Not only will a quality CMS help your team collaborate better, manage and effectively automate repetitive tasks, and collect, retain and monitor critical client data, but it will also assist you in meeting regulatory requirements, improving relationships with your clients, creating a more engaged workforce and even save the organisation's bottom line.

WHAT SYSTEMS DO WE NEED FOR AGED CARE?

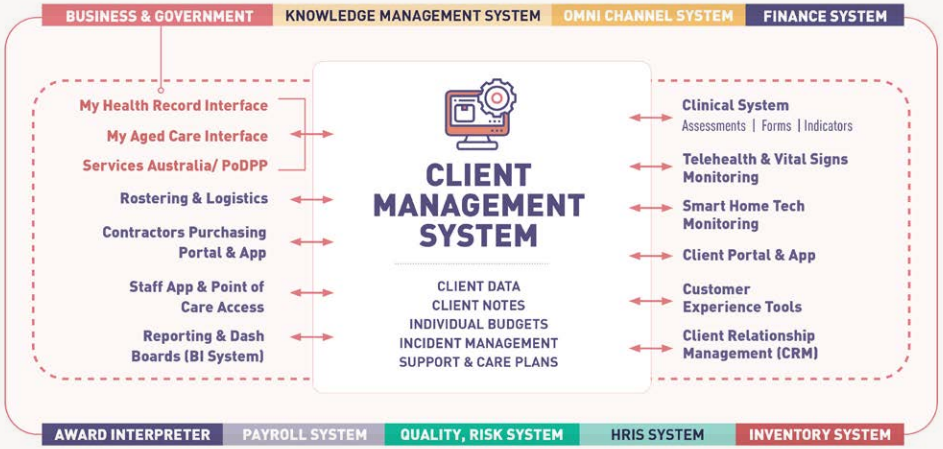
As the home care sector reforms are implemented, we are likely to see a growth in the number of providers, and a growth in the number of software vendors entering the market with each offering various CMS functionalities, sophistication levels and designs. Choosing the right CMS to meet both your current and future needs is a challenge.

Below we have set out some of the systems, features and integrations home care providers are looking for in a modern home care CMS.
The increasing sophistication places importance on selecting a system that can meet your current requirements and also set you up for the future.

This practical guide with associated templates is designed to step you through the process, along with real-world hints and tips, to evaluate, procure and implement a home care system from start to finish.

We have included checklists for every step. You will also find a request for a proposal template, business case template, project governance templates and a sample system requirements and evaluation tool. It is important to read regardless of the size of your organisation.

Let's dive in...



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ITC CATALOGUE

This ITC catalogue below provides a brief description of each step we recommend to successfully navigate your organisation's CMS journey, from customer journey mapping to requirements gathering, selection and implementation. Under each description, you will find links that will take you to the checklist for each step. The templates are provided separately as attachments.

In addition to the checklists, templates, and guide within 'the kit', a 'how to use the kit' video has also been developed and can be viewed here.

Table 1. ITC Catalogue

STEP	TOOL TYPE	HOW IT ASSISTS
1	**Customer Journey Mapping**	A customer journey map is a visual tool summarising a customer's experience from their point of view. It helps define the customers' needs, problems, barriers, or common pain points you want to improve on. The customer journey map can serve to identify the technology enablers to deliver efficient and effective services to your clients. The checklist will equip you with the steps to develop a customer journey map specific to your clients to inform your future state model and system requirements. Customer Journey Mapping Checklist Customer Journey Map Template
2	**Current State Review and Systems Design**	An essential step in your new CMS requirements gathering is to understand: 1) the current environment and identify gaps, inefficiencies, and challenges, and 2) any plans for new services, products or service models will provide the information to develop a future state system design and detailed systems requirements. The checklist will equip you with the steps to conduct a comprehensive analysis of its current state review and future systems design. Current State Review and Systems Design Checklist
3	**Systems Requirement**	A system requirements document or specification sheet is a document that outlines what the software needs to do and how it must perform. It describes the functionality and capability requirements of the software. The system requirements document is used to communicate the software's goals, objectives, and priorities to all stakeholders, including prospective vendors. The checklist and automated tool will equip you with the steps to develop comprehensive system requirements specific to your needs. Further, it will provide the basis for a comprehensive evaluation between vendors. Systems Requirement Checklist Summary of High-Level Requirements into Categories Detailed Systems Requirement Tool (XLS)

STEP	TOOL TYPE	HOW IT ASSISTS
4	**Request for proposal**	A Request for Proposal (RFP) will help you detail the critical information you need to make an informed selection of a home care CMS. The RFP, together with the standard response documents (the RFP response form and the detailed requirements spreadsheet), will provide a consistent process and faster and easier comparison during the short-listing and evaluation stages. It will help to ensure that the eventual vendor selection is data-based, aligned strategically and thoughtful. The practical guide and checklist will equip your organisation with the knowledge and skills to develop a comprehensive RFP. Request for Proposal Template Request for Proposal Response Template Request for Proposal Checklist
5	**Evaluation & Short Listing**	Evaluation is the systematic process of collecting, assessing, and analysing the responses or submissions received by home care system vendors in response to your RFP. This is a structured process where data and evidence are used to compare and evaluate the products' value, effectiveness, and quality. The evaluation will include the analysis and scoring of the vendors' responses to the detailed requirement responses and answers within the RFP, short-listing, vendor demonstrations and ranking. The checklist and automated evaluation tool will provide the steps to objectively evaluate and analyse the responses to the RFP. Evaluation & Short-Listing Checklist
6	**Reference & Due Diligence Checks**	Reference checks and due diligence refer to the comprehensive appraisal of the short-listed vendors undertaken by the organisation to verify and confirm all relevant facts about the potential procurement. The checklist will ensure all due diligences have been completed in preparation for the business case development. Reference & Due Diligence Checks Checklist
7	**Contract Negotiation**	Contract negotiation is the process through which the organisation and vendor will deliberate over the contract terms and their obligations or responsibilities. Contract negotiation is a critical aspect of contract management, and a poorly conducted negotiation can be detrimental to the organisation with potential legal obligations for years to come. A clearly drafted contractual agreement defines the vendor's and organisation's obligations and expectations whilst minimising future disputes. Therefore, a checklist, as described below, for contract negotiation is a critical tool helping to prepare a successful negotiating strategy. Contract Negotiation Checklist

STEP	TOOL TYPE	HOW IT ASSISTS
8	**Business Case & Board Approval**	The business case refers to the decision gate that will determine whether the implementation of the CMS will continue, be terminated or modified. The business case will connect the project with its intended benefits and be delivered to the board or decision-making body for approval to proceed. The practical guide and checklist will guide the development of the business case for board-level approval. Business Case & Board Approval Checklist Business Case Template & How to Guide
9	**Project Set-up & Governance**	Effective project management is critical to the success of the entire project. Project management and governance refers to the process, tools, skills, human resources, and knowledge leveraged to complete the planned project and its intended goals. It ensures that each key milestone and associated deliverable is mapped out with timeframes, allocated to a stakeholder and monitored. The defined work plan will help identify project-based risks affecting the organisation's or vendor's ability to complete the deliverable, enabling swift action to mitigate these risks. The practical checklist will equip your organisation with the steps to successfully implement the new CMS from build to post-implementation analysis. Project Governance Checklist Project Governance Kit
10	**Project Implementation**	Project implementation is the process of executing your project plan. It involves completing tasks or deliverables and delivering on the outcomes expected of the organisation's stakeholders. An implementation plan is a living document that describes the steps required to execute the project. It breaks down the implementation process by defining the teams, timeline and resources required to complete the project. Project Implementation Checklist

STEP 1 - CUSTOMER JOURNEY MAPPING

A customer journey map is a visual tool summarising a customer's experience from their point of view. It helps define the customers' needs, problems, barriers, or common pain points you want to improve on and aspects that your clients love about your organisation or brand that you can emphasise. The customer journey map can serve as a roadmap to aid decision-making, inform broader strategic goals, or identify the technology enablers to deliver efficient and effective services and improved client experience. A client journey map can sometimes be confused with a process map; however, the key defining factor of a client journey is that it is from the client's perspective, not the organisation's.

Scoping ▶ Research ▶ Recruit participants ▶ Customer insights ▶ Synthesise ▶ Staff insights ▶ Create journey

THEME	CHECKLIST	EXPLANATION
Scoping the customer journey project	☐ Set clear goals and objectives. ☐ Identify who are the target participants & personas. ☐ Identify the touch points you want to explore. This may include: • enquiry / first contact, • referral, • assessment, • waitlists, • admission, • feedback • service commencement, • service delivery, • service changes, • billing & payments • communications ☐ Complete project plan documentation including project scope, project team, roles and responsibilities, timeframes, tasks, and budget. ☐ Gain project sign-off from appropriate stakeholders (ie Sponsor or board)	During the exploring or scoping stage, the scope of the client journey mapping project is identified. At this stage, a decision is made on 'who' the client is and any touchpoints you want to explore. For home care organisations, two 'personas' are typically mapped- a home care client, and the client's carer/ family member that is supporting them. Most journey maps are designed chronologically – although not always linear; they represent key 'touchpoints' from the client becoming aware of your brand or service and key 'interactions' with your organisation until they exit. In the template provided, there are some key touchpoints identified for consideration. As the purpose of this journey map is to help identify client pain points and where technology can be used to solve problems and improve experiences, we are recommending that the journey focus on the current state. At this stage, you will also identify where you will capture/record the research and insights - in a physical office, shared folders, or virtual workspaces such as Mural or Miro. Documentation is key!

THEME	CHECKLIST	EXPLANATION
Existing research	☐ Conduct Google searches and review websites ☐ Review client surveys ☐ Review feedback (complaints and compliments) ☐ External complaints and Incidents ☐ Feedback from Quality Reviews	Identify existing data you may already have on your customer experience that can help inform the insight interviews (discussed below) but also provide valuable information to feed into the customer journey map (e.g. identified pain points, opportunities, suggestions, and great experiences). The interviewers may deep dive into some of these themes in their interviews. In this stage, those undertaking the interviews may need to spend time with some internal teams to better understand operational processes and practices. This can be through observation/ shadowing and or running focus groups.
Recruiting participants	☐ Review the current client database to identify suitable participants, ensuring a diverse mix of clients and their carers/ family. ☐ Contact potential participants and gain commitment and consent to participate. ☐ Schedule interviews ☐ Gain formal written consent for gathering of information and explain to participants how the information will be used.	It is suggested for your current state journey map you utilise face-to-face interviewing, allowing firsthand stories to be shared and captured. Include at least 8-12 clients and 8-12 carers as part of this process. When recruiting participants, ensure you include in your sample a diverse mix of participants including: • Clients that have just joined your organisation (last 3 – 6 months) and clients that have been utilising your services for a longer period (last 2 – 5 years) • Clients across different geographic locations • Clients with different levels of care needs • A mix of clients who have had both good and poor experiences with your organisation (i.e. don't shy away from clients who have made complaints).

THEME	CHECKLIST	EXPLANATION
Gathering insights	☐ Identify who will facilitate the insights. ☐ Develop an interview guide and/or focus group run sheet. ☐ Include in the interview packs a small brief on each participant that helps the interviewer build rapport and ask tailored questions. ☐ Undertake the interviews and capture notes that help identify: • Key touchpoints with clients • Moments that matter to them • Areas where we have let them down or where they felt disappointment, concern or frustration • Service delivery experiences that they enjoyed and/ or valued • Ideas they have to improve services and their experience • deas and opportunities for innovation or new products or services.	You will need to recruit/engage at least two people: someone facilitating the interviews (asking the questions) and a note-taker. This is important as it ensures the person asking the questions is freed up to focus on what the person is saying and doing. Customers may be more likely to share their honest opinions and stories with a third party, if selecting a staff member internally (rather than engaging a consultant) they should be someone who is not involved in the service delivery and has received some training on how to facilitate insights interviewing. Planning for the sessions includes developing the interview guide with questions that help you understand and capture their motivations, behaviours, attitudes, goals, experiences, and expectations. Although the interview guide will have a set of open-ended questions, the interviewer will have prepared for the interview by reading the briefing and tailoring some questions to the participants based on what they know about them. i.e. If a client is new to the organisation, tailoring questions around their recent onboarding experience, or, if they recently had an external complaint, asking questions to understand their experience of how this was handled. The interviewer will need to be able to follow the client's lead on matters that are important to them and ask unscripted and probing questions to understand why they are important. *Example questions are provided in the customer journey template (see attachment)* It is recommended that you allow 1.5-3 hours for each interview.

THEME	CHECKLIST	EXPLANATION
Synthesis of insights	☐ Translate insights onto Post-it notes. ☐ Group themes and similar topics together. ☐ Pull out stories and quotes that help support the themes and topics identified. ☐ Organise themes or stories under the different milestones. ☐ Start to create the journey map using the template provided	Take what has been captured in the notes from the interviews/ focus groups and translate it onto Post-it notes. This makes it easier to start grouping themes, attitudes, goals, and actions into topic areas. After you have done this, you can place the grouped post-it notes onto the customer journey map. A customer journey map template has been provided for you as part of this project kit. However, templates are also available online from companies such as Mural and Miro.
Getting input from staff	☐ Conduct staff focus groups/workshops that capture the view of the customer journey from their experience. • Moments that matter. • Areas where they felt we let our clients down or where they felt disappointment, concern, or frustration. • Service delivery experiences that they felt the customer enjoyed and/ or valued. • Ideas they have to improve services and the customer experience. • Ideas and opportunities for innovation or new products or services. ☐ Post-focus group synthesis of new insights and explanations ☐ Finalise the draft customer journey.	After forming the first take of the customer journey, the next step is to test or validate the key themes and findings with staff. This may be a process of having them validate what you have learnt, or for them to add to from their own experiences. You can now finalise your journey map. At this stage, you have clearly defined barriers, pain points and opportunities mapped to each of the 'touchpoints' for your personas (client and potentially carer/ family member).
Create customer journey	☐ Ideate solutions & innovations to address pain points. ☐ Finalise the customer journey map. ☐ Use the journey map to share stories across the organisation. ☐ Decide on projects and prioritisation of solutions. ☐ Translate specific IT-related requirements to deliver on the innovations and improvements identified	Now you have finalised your draft journey map, you can start to use it to share stories across the organisation and identify solutions to address the pain points and barriers. These solutions should consider the technology needed, including how a home care CMS can help address the barriers and pain points and improve the experience of your clients, carers and staff. For a home care CMS, this is where solutions can be included in your requirements documentation. Hint - *This is also an opportunity to engage more stakeholders across your business to workshop and spark more ideas. Those ideas should be focussed on how your organisation can solve the pain points identified in the customer journeys.*

STEP 2 - CURRENT STATE REVIEW AND SYSTEMS DESIGN

A key objective of a future home care CMS implementation is benefits realisation - Implementing a system that will improve effectiveness, efficiency, compliance, and client and user experience. Understanding the current environment and identifying gaps, inefficiencies, challenges, and requirements from key stakeholders is essential. The current state and any future plans for new services, products or service models will provide the information to develop a future state system design and detailed systems requirements.

Identify functional owners ▶ **Insights & documentation** ▶ **Executive & board engagement** ▶ **Intergration requirements** ▶ **System architecture & secrurity** ▶ **Hardware & network** ▶ **Users & capability**

THEME	CHECKLIST	EXPLANATION
Identify functional owners for the project	☐ Identify functional owners who will be engaged across the ITC project. This may include representatives from: • Rostering & workforce logistics • Call centre/intake/sales • Home care workers, coordinators, case managers • Payroll and HR staff • Finance & procurement • Quality & reporting • Information technology • Marketing	The key to success in a home care CMS implementation is to engage key stakeholders who interact, support, or deliver home care operations. Ideally, these are the representatives from different areas of the service. What we call "functional owners". For smaller home care operators, this may only be 3 or 4 people. With larger operators, it could be up to 10 people. Each functional owner will have information to inform your system design and detailed requirements. Ideally, these owners will provide input and sign off on their components of the documented system requirements and will also play a role in evaluation, system selection and implementation.

THEME	CHECKLIST	EXPLANATION
Insights interview and documentation review with functional owners	☐ Interview the functional owners. ☐ Review systems and processes documentation ☐ Conduct inventory of existing IT systems: • List of all software and tools currently in use. • Purpose of each tool (e.g., scheduling, billing, patient records). ☐ Understand how key functions occur (e.g., billing, rostering, payroll, subcontractors, referrals, waitlist management, reporting etc.) ☐ Understand any manual processes, gaps, duplications, and inefficiencies. ☐ Understand and document opportunities for system improvements and enhancements. ☐ Understand future state products, services, or service model changes.	Each functional owner is interviewed to understand their role, data, workflows, and the various manual and IT systems involved in home care operations (e.g. award interpreter, finance, payroll, HRIS, quality, reporting, CRMs). Reviewing any policies, process and framework documentation relating to the ITC infrastructure and systems. Identifying specific matters that need to be resolved within the future home care CMS requirements document is critical to future success. In addition to understanding the current state system and processes, it is important to understand any proposed changes to service delivery or service model changes. This may include internal and known external changes (e.g. government or reform).
Insights interview with board or senior executive	☐ Interview with senior leaders or board directors to understand future direction. ☐ Identifying any future state plans that may impact the scope of operations and the future home care CMS requirements	Understanding the company's future direction and identifying any changes to current services and programs or additions of new services and programs that may impact the scope of requirements for the future home care CMS.

THEME	CHECKLIST	EXPLANATION
Integration and interoperability requirements	☐ Understand how the various applications interact with each other. ☐ Identify gaps, duplications, interoperability issues, and manual processes. ☐ Understand external business-business or business-government portals or data flows that exist or are required. ☐ Document clear interoperability and integration requirements for the new home care CMS. ☐ Understand where master data sets are kept and where there are multisets of data maintained (e.g. worker details)	Understanding the various systems that are used for home care operations, including payroll, finance, quality, reporting, HRIS, business intelligence, award interpretation, and procurement. Understanding how the data flows, data duplications, and manual processes. Identifying where the various master data sets are to sit for staff, clients, contractors, volunteers etc.
Data security and system architecture	☐ Understand data security infrastructure, policies and processes. ☐ Sight business continuity plans and protocols and environment ☐ Sight ITC systems architecture, cloud environment	Understanding the application architecture, security environment and requirements to be included with the home care detailed requirements.
Hardware & Network	☐ Identify the hardware currently being used, the shelf life, and the replacement plan. • Assessment of servers, networks, and other hardware. • Assessment of end-user devices to be used e.g., Mobile • Cloud vs. on-premises solutions in use. ☐ Assessment of connectivity ensuring bandwidth considerations. ☐ Document specific requirements	Understanding the hardware used in the office and remote working environments (tablets, mobile, desktop, laptops) to be included on the system specifications sheet. Understanding cloud environment, internet capacity and connectivity.
Users & Capability	☐ Determine the level of ITC that all stakeholders, including aged care workers are using. ☐ Determine the level of capability uplift and/or, training requirements.	Understanding the current ITC capability of the workforce, what apps and systems staff are using, e.g. Do home care workers have tablets or smartphones etc.? Or what apps are they using? What training do they receive on ITC?

STEP 3 – SYSTEMS REQUIREMENT

Requirements gathering is the documented process of identifying the exact requirements for the new Home Care CMS from start to finish. The requirements management process consists of gathering, recording, and evaluating the project and the system requirements to achieve specific organisational objectives. System requirements are the necessary conditions and/or functions that must be included. A systems requirements specification sheet is developed to organise this information and provide a clear and detailetd system description. This document begins to be developed in the customer journey mapping and system review and design stage (steps 1 and 2 above). It is critical for the request for proposal, evaluation stages (steps 4 & 5 below) and throughout the project's timeline and will serve as a communications tool and a basis for future development.

The requirements gathering checklist below will ensure you consider every aspect needed, from internal stakeholder buy-in to the functional requirements when developing the specification sheet. Below are the five steps of developing a system requirements checklist.

Stakeholder engagement ▶ **Template design** ▶ **Document requirements** ▶ **Organisation, completeness** ▶ **Correctness** ▶ **Review & approvals**

THEME	CHECKLIST	EXPLANATION
Stakeholder development & buy-In	☐ In addition to the functional owners (see step 2 above), identify internal stakeholders who will be impacted by the change and change process. ☐ Identify techniques to capture requirements from different stakeholders, e.g. interviews, surveys, observations, and workshopping. Internal meetings are conducted and workshops through: ☐ The scope of the home care CMS project ☐ The customer journey map and how it influences the intended home care system. ☐ How the home care CMS will behave, e.g. How it may communicate with other systems. ☐ An initial draft requirements document – v0.01 ☐ An outline of the project and the initial draft requirements document are sent to internal staff and the functional owners for review and/or round table conversations. ☐ Regular meetings are scheduled to review the requirements as objectives change or develop.	To create an accurate and comprehensive system requirements document, it is important to include all relevant stakeholders in the next step of detailing the functional requirements of the CMS. Internal meetings will assist in gathering requirements and finalising the scope of the home care CMS project. The requirements-gathering process includes input from the functional owners and stakeholders who were engaged in Step 2 above. These may include the service delivery, finance, IT, quality team, customer service and other key stakeholders. Ensuring all stakeholders are involved will guarantee the final products meet the needs of the organisation and that the development process runs smoothly. *NB - Find the hidden stakeholder! Projects will often have hidden stakeholders or individuals who may not be decision-makers but whose opinions will impact the requirements, e.g., contractors, clients and carers, volunteers etc* Helpful link(s): ISO/IEC 25030:2019 Systems and software quality requirements and evaluation (SQuaRE) - Quality requirements framework

THEME	CHECKLIST	EXPLANATION
Template design	☐ Agree on requirement categories, priority ratings and scoring matrix upfront and include them in the template. ☐ Document your requirements- a suggested System requirements template (xls) is provided as an attachment. ☐ The introduction information is completed correctly. ☐ The stakeholders are identified clearly on the template.	When documenting the requirements, be mindful to use a template that clearly articulates the system requirements, the priority of the requirements, project details and intended outcomes. In addition, include the key functional owners as contacts. This initial step will be drafted utilising the research and planning conducted from the workshopping activities with the various stakeholder engagements.
Document requirements	☐ Functional requirements - Document systems requirements as identified and gathered from steps 1 – 3 above. ☐ Usability – e.g., intuitive user interface, compatibility with the latest technology or mobile devices, ☐ Reliability – backup functionalities, downtime, business continuity or geo-redundancy ☐ Performance - bandwidth/offline periods/cloud hosting/surge capability ☐ Supportability- help desk, system updates ☐ Enabling [training, operations & maintenance support, development, testing, production, deployment, disposal] ☐ Data - master data location, reporting functionalities, analytics, external BI platforms, movement of data Data Migration Requirements: • Migrating data from old systems to the new CMS. • Strategy for data validation post-migration. ☐ Software - updates and training updates ☐ Interoperability – systems that will need to be integrated. ☐ Environmental - environmental management plan?	Categorising and understanding the functional architecture of the system is a critical first step in describing your requirements. Incorporate information gathered from the customer journey map (step 1), further to this, requirements from the system review and future design (in step 2 above) will ensure you are including the organisation's future objectives or goals, reducing the risk of redundancy or shelf life of the home care system. Various frameworks can be utilised to help identify system requirements, such as the FURPS+ model. As depicted in the checklist, FURPS+ stands for Functionality, Usability, Reliability, Performance, Supportability, and other factors. Using frameworks such as FURPS+ will ensure that all aspects of the system are addressed. However, there are many potential frameworks to consider.

THEME	CHECKLIST	EXPLANATION
Organisation & completeness	☐ A requirements walkthrough is held to validate the requirements. ☐ The Customer Journey Map is cross-referenced to capture all potential interactions and influences on the requirements. ☐ Priority numbers (1 being a low priority or nice to have - 3 being high priority and non-negotiable) are assigned to each requirement. ☐ Each requirement can be traced to vision and mission/strategic plan level needs. ☐ An adequate explanation space is provided if a section is not populated or Not Applicable. ☐ All unnecessary white space is removed. ☐ The time-critical functions are identified, and timing criteria are specified.	Organisation, clarity and completeness of the system requirements are vital when reporting each requirement. Completeness means that the requirements cover all the relevant aspects of the system, such as functionality, performance, reliability, security, and usability. Each requirement should align with a goal or objective of your operational model and future state needs and not omit any essential information or leave any gaps. From stakeholder engagement, priority numbers should distinguish goals from wishes. For example, in the accompanying template, priority markers such as one is a nice to have, and three is a must-have or non-negotiable.
Correctness	☐ Each requirement is checked to see that it meets all the following: ☐ Necessary [trace to a user need] ☐ Concise [minimal] ☐ Feasible [attainable] ☐ Testable [measurable] ☐ Technology Independent ☐ Unambiguous [Clear] ☐ Complete [function fully defined] ☐ Requirements do not conflict with or duplicate other requirements. ☐ The words "should", "may", and "could" have been avoided to inadvertently denote priority. ☐ The document is understandable on first reading without needing clarification from the author/editor.	A well-written requirements list will help to reduce development time and costs by providing a concise and clear set of requirements. This will help to avoid costly changes during the development and implementation process. Traceability is another key aspect of your system requirement sheet. This activity links your requirements to their rationales, sources, dependencies, and impacts. By managing and tracing the requirements, you ensure they align with the project plan's objectives and constraints.

THEME	CHECKLIST	EXPLANATION
Review & approvals	☐ The requirements list is reviewed and approved by the functional owners (identified in step 2) ☐ A baseline [reference point for future decisions] has been established (V1 – see note). ☐ The system requirements have version control to enable it to be updated as needed. *Version number (Note that draft versions of the document will have version numbers that are less than 1.00, v0.01, v0.02, v0.03. The first formally issued version will be numbered v1.00.*	Functional owners are to conduct a final review and sign off on the first draft of the system requirements ready to be used in the Request for Proposal. The systems requirements list should be kept up to date as the project progresses. However, it should also be used as a reference tool for future maintenance and planned upgrades. **Helpful link(s):** ISO/IEC 25030:2019 Systems and software quality requirements and evaluation (SQuaRE) - Quality requirements framework

SUMMARY OF HIGH-LEVEL REQUIREMENTS

To help guide the development of your system, here are some key functionalities to include in your request for information.

CRM	CLIENT MANAGEMENT SYSTEM	FINANCES/ PAYROLL	CLINICAL SYSTEMS	ROSTERING, LOGISTICS &HR	CLIENT EXPERIENCE	REPORTING & INTEGRATION
☐ Knowledge management system ☐ Referral management ☐ Leads allocation ☐ Territory management ☐ Webform ☐ Journeys ☐ Digital signups, including mail merge ☐ Data migration ☐ Digital signatures ☐ Digital marketing tools – email, SMS, social media ☐ Conversion of leads to clients ☐ Task management ☐ Workflow ☐ Custom fields and forms ☐ Surveys ☐ Marketing automation ☐ Marketing tracking and dashboards	☐ Client data ☐ Contacts & NOK ☐ Client demographics ☐ Communication service plans ☐ Case management ☐ Escalations ☐ Complaints & compliments ☐ Client notes ☐ Individual budgets & statements ☐ Documents management ☐ Custom fields and form management ☐ Service Requests and Billable Time ☐ Workflow and task Management ☐ EPOA & AHD management ☐ Incident management & reporting ☐ Support and care plans ☐ Client portal and app ☐ Family app ☐ Customer experience tools ☐ Client Relationship Manager ☐ Client preferences ☐ Safety alerts ☐ Point of care notes ☐ Customer service & communication tools	☐ Client real-time budgets ☐ Client Statements ☐ Forecasting ☐ Purchase orders ☐ Invoicing ☐ Client reimbursements ☐ Manual payments ☐ Finance system reconciliation ☐ Award interpreter ☐ Timesheets export ☐ Billables export ☐ DEX claiming ☐ MAC claiming ☐ PRODA claiming award interpretation & requirements ☐ Allowances ☐ Minimum leave management	☐ Assessment tools and forms ☐ Clinical charting and monitoring ☐ Clinical pathways ☐ Quality indicators ☐ Telehealth and vital signs monitoring ☐ Telehealth video conferencing ☐ Smart home tech monitoring ☐ My Health Record interface ☐ My Aged Care interface ☐ Services Australia	☐ Client preferences ☐ Staff profiles and skill sets ☐ Auto staff-to-client matching ☐ Scheduler actions list ☐ Route optimisation, including KM handling ☐ Staff native app ☐ App alerts, notifications & acknowledgement ☐ GEO time sheeting ☐ Shift bidding ☐ SMS gateway for staff and clients ☐ B2G payment platforms ☐ Staff app & point of care access ☐ Workforce app – knowledge management ☐ non-billable time ☐ Onboarding ☐ Offboarding	☐ Service view ☐ Change services ☐ Request services ☐ Fee payments ☐ Budgets ☐ Feedback ☐ Communications ☐ Calendars ☐ Video calls ☐ Feedback management system	☐ Field and form API ☐ Finance API interface ☐ HRIS API interface ☐ Single Sign On – Microsoft ☐ MFA ☐ Data sovereignty ☐ Backups and restores ☐ Reporting ☐ Dashboard ☐ BI API Interface

STEP 4 – REQUEST FOR PROPOSAL

A request for proposal (RFP) is a recommended approach to be used to offer software vendors an opportunity to bid competitively on the home care CMS your organisation wants to implement. An RFP will list the details or specifications required of your organisation and ask vendors to respond as to whether they can fulfil these requirements.

An RFP can be extremely effective in finding the right vendor for your organisation, as this process will involve proposals from a variety of companies. The choice is whether you opt for an 'open tender' that gets published, and any vendor in the marketplace can submit (a great option if you are not sure what vendors are in the market) or a 'selected tender' where you approach specific vendors to bid.

The process of drafting and issuing the request will help you comprehensively determine your business requirements and detail the critical information you need to make an informed selection of a home care CMS. The RFP, together with the standard response documents (the RFP response form and the detailed requirements spreadsheet), will provide a consistent process and faster and easier comparison during the short-listing and evaluation stages. It will help to ensure that the eventual vendor selection is data-based, aligned strategically and thoughtful.

Define RFP process ▶ **Draft RFP** ▶ **Key information** ▶ **Response templates** ▶ **Selected tender process** ▶ **Open tender process** ▶ **Information sessions**

THEME	CHECKLIST	EXPLANATION
Define the RFP process	Determine whether the organisation will use an *open* or *selected tender* process. Engage the team involved in detailing the requirements to: ☐ Add their views on any further requirements to include in the RFP. ☐ Provide input into the questions asked within the response form. ☐ Check/confirm requirements and timeframes detailed within the RFP document. ☐ Sign off on the draft RFP before advertising.	The decision needs to be made as to whether an open or selected tender process is to be used. An open tender will enable all interested vendors who see your advertised RFP to apply. It adds time and resources to the process as there could be many more vendors to short-list, but you may also get a high-quality RFP submission from a vendor you were unaware of. The team formed to develop the detailed requirements document should also be engaged to ensure relevant questions are being asked to the vendor that may affect their use and acceptance of the new CMS. Ideally, this team should sign off on the RFP before advertising. Stakeholder engagement and the associated buy-in are critical to the project's success and should be a continual process throughout the project.

THEME	CHECKLIST	EXPLANATION
Draft request for proposal	The RFP should include: ☐ A description of your organisation ☐ The background to the procurement ☐ Problem statement – why are we doing this? Things to include: - Goals you want to achieve using the software. - The scope of the project - in detail. - KPIs & criteria for success – What does success look like after implementation? ☐ The detailed scope of the home care system implementation ☐ The evaluation process and timelines The supporting documents required: ☐ Implementation plan and timeline (indicative) ☐ Business Continuity Plans ☐ Detailed Pricing Schedule ☐ Financial Reports ☐ Digital roadmap for their CMS product ☐ Responses to RFP requirements document ☐ The implementation timeline required, and deadlines imposed. ☐ The contact details for leading stakeholders ☐ The processes to submit a proposal, any page limitations on the response size and attachments.	The RFP will provide vendors with the background to the opportunity, the high-level project scope, time frames, and the detailed process to respond to the RFP. This includes communication processes, tender submission, confidentiality requirements, use of attachments and disclaimers. The document should be clear, concise, unambiguous, and relevant. The scoring process of the automated tool should be clearly explained, and details on how to answer the sheet should be included.

<table>
<tr><th>THEME</th><th>CHECKLIST</th><th>EXPLANATION</th></tr>
<tr>
<td>Key information</td>
<td>
Detail key information about the organisation
☐ What type of organisation?
☐ What are the main services and programs currently operating?
☐ Any future services and programs that the organisation may start to operate (e.g. commence NDIS or DVA services)
☐ Policies relating to environmental protection, modern slavery, Work Health, and Safety etc.

Size of Operations
☐ Detail the size of currently operating services, defined by service type and funding source.
☐ Details of total service hours and/or total instances of service
☐ Detail the number of clients who receive services per annum (only include a client once, regardless of the number or types of services they receive).
☐ The estimate of the headcount of users who will have access to and use the new home care system by type.
☐ Financial statements and willingness to participate in credit check if requested.
</td>
<td>
An RFP must provide a clear description of the organisation, the size, the services, and programs it operates, and, importantly, any plans to commence or cease to operate services in the future.

It is important that the RFP also clearly articulates the size of your organisation by the number of services, number of users of the CMS and number of clients serviced.

Example - Services
<table>
<tr><th>Service</th><th>Service Quantity p.a.</th><th>Service Unit</th><th>Funding Source</th></tr>
<tr><td>Domestic Assistance</td><td>10,000</td><td>hrs</td><td>CHSP
Private</td></tr>
<tr><td>Transport</td><td>2,000</td><td>Trips</td><td>CHSP
HCP
Private</td></tr>
<tr><td>Personal Care</td><td>5,000</td><td>hrs</td><td>HCP</td></tr>
</table>

Example – Number of Users
<table>
<tr><th>User Type</th><th>Number</th></tr>
<tr><td>Rostering staff</td><td>12</td></tr>
<tr><td>Payroll staff</td><td>2</td></tr>
<tr><td>Case Managers</td><td>13</td></tr>
<tr><td>Allied Health</td><td>12</td></tr>
<tr><td>Etc</td><td></td></tr>
</table>

Each vendor will have a unique approach to their pricing structure. Providing this detail will assist at the end in providing accurate pricing within the RFP.
</td>
</tr>
</table>

THEME	CHECKLIST	EXPLANATION
Response templates	Include two response templates: ☐ Completed Detailed Requirements Spreadsheet The detailed requirements, both functional and technical, enable: • The vendor to respond clearly to each of the specified requirements provided within the requirements spreadsheet. • To enable the evaluation panel to score the response objectively. (Refer to Attachment 4a and 4b for examples of the types of system requirements to be detailed and the detailed requirements template) ☐ A standard response form. This enables the vendor to respond to qualitative questions about their organisation, capability and capacity to effectively implement and support the new home care CMS. (Refer to Attachment 5a and 5b, an example RFP template and an example Vendor response form. Information to request of the vendor within the RFP to include: • Company overview • Product Overview • Hardware requirements • Integrations • Data security • Cloud environments • Training and support environments • Project implementation • Reference sites	It is recommended that there be two response documents. 1. The detailed functional and system requirements that enable the vendor to respond to every detailed requirement (refer to step 3 above) 2. A response form that enables the vendor to answer qualitative open-ended questions that can help evaluate their capacity, capability, experience, company's vision or strategy and general fit. (Refer to attachments 5a & 5b) It is recommended that the vendor is instructed to only use the response form as provided, and not allow any marketing material to be included as part of the response. This keeps the process fair and objective (stopping the evaluators from being distracted by the marketing material).

THEME	CHECKLIST	EXPLANATION
Selected tender process	If a selected tender process is chosen ☐ Determine a process for identifying and short-listing the vendors to be approached. ☐ Ring each vendor to advise of pending RFP, timeframes, and project deadlines to determine if they have the capacity and are interested in participating.	With selected tenders, you may need to do your background work first to select the vendors you will approach to submit an RFP. Demos, interviews, and referrals (from other providers) are ways to short-list vendors for the RFP. Ideally, each of the vendors is contacted to gauge their capacity and interest to respond to the RFP. If possible, a selection of at least six vendors would be ideal. Although this prework is required, the overall process will potentially be faster and need fewer resources in the evaluation stage of the selection.
Open tender process	If an open tender process is chosen ☐ Determine where the tender is to be advertised (e.g. via a tender site and/or media). ☐ Negotiate with tender sites or media to advertise and publish tender.	With open tenders, you will need to determine the advertising budget to get the tenders published to achieve the reach you need. This may be via a tender website and/or media. The benefit is that you may receive responses from vendors that you did not know existed in the market. The downside to open tenders is that you may get a large volume of vendors to short-list and evaluate, which may slow the process.
Information sessions and timeframes for submission.	☐ Provide information through a scheduled webinar or define an approach within the RFP that we enable vendors to submit questions. ☐ Define timeframes for RFP • Provide at least 3-4 weeks for submissions to improve vendor response chances.	Consideration can be given to offering an information webinar a week after the tender is released. This will help in answering any questions the vendors may have. This will also assist in the organisation receiving tenders that meet your requirements. With the webinars, vendors ***must not*** see who else is online. The Q&A is anonymous. **Timeframes.** An ideal RFP timeframe is at least 3- 4 weeks. This will depend on the level size of the RFP you send out. The more complex the RFP, the more time vendors should be provided.

STEP 5 – EVALUATION & SHORT LISTING

The evaluation stage involves the systematic process of collecting, assessing, and analysing the responses or submissions received by Home Care System vendors in response to your Request for Proposal (RFP). This is a structured process where data and evidence are used to evaluate the product's value, effectiveness, and quality. The evaluation will include the analysis and scoring of the vendors' responses to the detailed requirement responses and answers within the Request for Proposal, short-listing, vendor demonstrations and ranking. This is a process of elimination, intending to move 2-3 vendors through to reference checking, due diligence, and contract negotiation.

This checklist, in conjunction with the Evaluation function within the System Requirements Tool will equip your organisation with the steps to effectively evaluate and analyse the responses to the proposal to assist you in making the best possible decision for your organisation. The five evaluation stages are detailed below.

Reviewer/s & evaluation team ► **Initial shortlisting** ► **Evaluation against requirements** ► **Team review & shortlisting** ► **Selected tender process** ► **Vendor demonstrations** ► **Debrief & ranking**

THEME	CHECKLIST	EXPLANATION
Reviewer/s and evaluation team	☐ Nominate a reviewer/s who will initially review the submissions from the vendors and follow up on any matters. ☐ Form and brief the evaluation team on the next steps for the evaluation and selection process.	One of the project team members (i.e. the Project Manager/Business Analyst / ITC Implementation Partner) nominated by the reviewer, will undertake an initial review of the submissions and collate the information ready for the evaluation team. Ideally, the team (functional owners) that signed off on the detailed requirements and RFP will reconvene to be the Evaluation Team for this next stage of the selection process. Evaluation team members should be asked to declare any conflicts of interest and be advised to maintain confidentiality and independence throughout the review process.
Stage 1 **Initial short-listing**	☐ The nominated reviewer will review all submissions received and look for: - Any submissions that are not complete or. - Have not used or followed the format stipulated in the RFP. ☐ The reviewer may also contact any of the vendors to seek clarification on any matters that are needed at this point. The reviewer may choose to eliminate some vendors if a submission/s is not complete.	Once the RFP submission deadline has been reached, the reviewer will undertake an initial review of the submission to determine if any submissions are incomplete and have used the templates as stipulated in the RFP. Any of the submissions have not met the mandatory requirements (e.g. mandatory functionality). At this point, the reviewer may ring the vendor/s for clarification or may decide to remove an application from the next stage of the evaluation as their submission is incomplete or does not follow the RFP process as stipulated.

THEME	CHECKLIST	EXPLANATION
Stage 2 Evaluation of vendors against detailed requirements	The nominated reviewer will ☐ Review all responses to the detailed requirements and eliminate any vendor who has indicated not met" against any of the mandatory requirements. ☐ Follow up on any "partial-mets" to determine if the vendor is to be eliminated. ☐ Enter the responses of the short-listed vendors to provide a comparison for the evaluation team. ☐ Provide an overview of the: - Submission received, - Vendors eliminated and why, - The short-listed vendors moving to the next stage.	The reviewer will initially review the responses to the detailed requirements and choose to eliminate vendors who have not met the mandatory requirements will be removed. Additionally, the reviewer may follow up with vendors on the "partial-mets" on any mandatory requirements. Depending on the response, the reviewer may again eliminate the vendor for not meeting mandatory requirements. Vendors who have indicated they can meet all mandatory requirements will proceed to this stage for further analysis. The reviewer will use the detailed requirements spreadsheet to enter each of the vendor's responses to enable the evaluation team to compare vendor submissions. The reviewer will also review the written responses within the RFP and complete a summary of the short-listed submissions for the evaluation team.
Stage 3: Evaluation team review and ranking	☐ The evaluation team will receive from the reviewer: - The comparison of the responses against the detailed requirements and - A summary of the vendors who have been short-listed for evaluation. ☐ The evaluation team individually reviews and ranks responses (with functional area leads focusing on the requirement for their specific function). ☐ The evaluation team will meet to discuss and agree on the ranking of submissions and decision on the 2-3 vendors	The evaluation team will individually review the vendor response and the scoring and determine their top 3 – 4 vendor responses. A meeting is held with the evaluation team to agree on the ranking of the Vendor submissions and decide on the 2-3 vendors who will move forward to the Demonstrations.

THEME	CHECKLIST	EXPLANATION
Stage 4: Vendor demonstrations	☐ Once submissions are short-listed to 2-3 vendors, these vendors will be invited to deliver a structured product demonstration. ☐ Allocate approximately 2 hours for each demonstration. - ☐ Provide the agenda that details the need for vendors to work through the client journey, demonstrating their ability to meet the mandatory requirements. - ☐ Allow 10 -15 minutes at the end of the demonstration to allow the vendor to showcase their innovation and point of difference. - ☐ Allow question time for the evaluation panel. - ☐ Indicate to the vendor that you may come back for a further demonstration after reference checking. The evaluation team member will review the individual ranking after being part of the vendor demonstrations.	The short-listed vendors will be invited to demonstrate their CMS products. At this point, the ***demonstration must be organisation-led***, not vendor-led; the organisation sets a structured and time-framed agenda. The organisation agenda for the session includes introductions. Then, most of the meeting focuses on the vendor demonstrating the mandatory requirements specified in the RFP, leaving 10 minutes at the end of the demonstration to showcase any innovations, key features, or value add. During the vendor demonstration, the evaluation team has the vendor's response to the detailed requirements and makes any adjustments where they feel the vendor has not met the requirements or partially met.
Stage 5: Debrief on demonstrations and ranking	☐ The evaluation team will meet to: 1. Discuss any changes to the scoring of the detailed requirements resulting from the demonstration, including any risks and opportunities identified. 2. Discuss agreement on the ranking of vendors and decision on the two vendors moving to the reference checking and due diligence.	After demonstrations are complete, the evaluation team will meet to determine if any of the 2-3 vendors can be eliminated at this point. Ideally, two vendors will move to reference checking and due diligence.

STEP 6 – REFERENCE & DUE DILIGENCE CHECKS

Reference checks and due diligence refer to the comprehensive appraisal of the short-listed vendors undertaken by the organisation to verify and confirm all relevant facts about the potential procurement.

This checklist will ensure all due diligence has been completed in preparation for the business case development.

Selecting reference sites ▶ **Background research** ▶ **Product questions** ▶ **Implementation & support** ▶ **Wrap-up of reference check**

THEME	CHECKLIST	EXPLANATION
Approach to selecting & engaging reference sites	☐ Seek reference sites that are similar to you in size and service type if possible. ☐ Develop a list of questions on their use of the CMS, their general experience, their challenges, the benefits and how they use the CMS. - *Also revisit the documents received in your initial RFP. Utilise these references to confirm their support arrangements, development roadmap, and business continuity plans.* ☐ Talk with a range of functional areas of the reference sites if possible (e.g. rostering, service coordinators, finance, IT and payroll). ☐ Use the reference sites to confirm how the CMS product works, its' key benefits, shortfalls, and general performance. ☐ Reach out to any informal reference sites that you have identified through your home care networks or implementation partner (i.e., who may know of other providers who are currently using the CMS product).	The reference check process serves as a second opinion when considering vendors and provides real opportunities to learn from the mistakes of others. This information will help you to understand the reference's organisation and structure and whether it aligns with your organisation's size and requirements. Consider conducting an online survey through SurveyMonkey or Qualtrics to gather initial feedback from aged care organisations like yours. **Hint** – *When speaking with a provided reference, ask if you are also able to engage with some of their key functional areas, particularly their rostering and operations leads for their Home Care programs. These functional leads will provide great feedback on benefits realisation, as well as any pain points or pitfalls of the system.* We recommend physical site visits, where possible, to the reference sites. This will provide an "in action" review of the CMS as well as the potential of chatting with other users – not just the reference provided by the vendor. Your implementation partner will also be a great source of reference here. They will have already encountered some common pain points or attributes to look out for. Further, they may also be able to provide other informal references through their networks.

THEME	CHECKLIST	EXPLANATION
Background research	Confirm the objectivity of the reference sites provided by the Vendor: ☐ The reference site's relationship with the vendor is described. ☐ Whether they received any benefit for being a reference. ☐ How long they have been using the CMS and why did they move from their previous CMS (if applicable)	Confirm if the reference site is objective and their motivation for being a referee for the vendor.
Product questions	Understand the reference sites experience with the CMS product: ☐ The organisation reported why they chose this product. ☐ The organisation reported how the system performs vs. their initial expectations. ☐ The organisation reported the best features and limitations of the CMS. ☐ The organisation reported if they had to customise the system or request enhancements. ☐ The organisation reported what significant benefits they realised since implementing the system.	This information will help you better understand the product you are considering in real life, its performance and reliability. Further, it will potentially advise on any future modifications or configurable parts required for your organisation.
Implementation and wupport questions	Understand the reference sites' implementation experience and post-implementation support experience with the CMS vendor: ☐ The organisation described the implementation project and team. ☐ The organisation described how long it took to implement the system. ☐ The organisation described the technical support process. How they submit issues and receive help. ☐ The organisation described how responsive the vendor was to issues and the quality of the support provided. ☐ The organisation described what training was provided/is available. ☐ Price and budget	This information will give the project team an indication of: • How accurately does the vendor understand the requirements, particularly if you have successfully engaged with another organisation of a similar size and strategy? • How accurately the vendor estimates the work required to meet the organisation's needs. • The capability of the vendor to scope and project manage the implementation. • Identify the cause and nature of budget overruns. • The work that the organisation will be required to undertake – providing estimations for internal budgets and timelines. Internal training can be a significant factor when adjusting for time and cost. • The quality of the vendor's customer support and relationships.

THEME	CHECKLIST	EXPLANATION
Wrap-up	☐ The organisation described what they would do differently regarding selection or implementation. ☐ The organisation described if they would select this vendor and system again. ☐ The organisation asked if there was anything they could think of to share that may help with the decision.	Systems such as a CMS involve significant investment both in time and money. The partnerships developed are generally long, and this information will help your organisation develop a sense of the values of the vendor organisation.

STEP 7 – CONTRACT NEGOTIATION

Contract negotiation is where your organisation and short-listed vendors (ideally no more than two vendors) will deliberate over the commercial aspects and contract terms. Being very clear on scope, deliverables, timeframes, price, roles, and responsibilities. Contract negotiation is a key success factor in achieving your goals for the home care CMS implementation, mitigating risks of financial investment overruns, and reducing the likelihood of legal disputes or buyer's regret. The checklist below details some important steps and considerations for a successful negotiating strategy.

Prepare for negotiation ▶ **Timeframes & milestones** ▶ **Pricing & rate card** ▶ **Service levels** ▶ **Roles & responsibilities** ▶ **Legal review**

THEME	CHECKLIST	EXPLANATION
Prepare for negotiation	☐ Establish a negotiation team that may include: • Legal representative • ITC implementation Partner / ITC Project Manager • Finance Team • Operations team • Executive decision-maker ☐ Prepare a negotiation worksheet to guide the team on subjects to consider and key matters to negotiate.	For the Business Case to be finalised, the commercial aspects of the implementation need to be negotiated about scope, costs and risks for each of the short-listed Home Care system vendors (Ideally, this has been narrowed down to two options). As mentioned above, this is a critical factor in the success of the home care CMS implementation and may require several stakeholders to be involved. Contracts must be reviewed through the eyes of the key stakeholders, who will focus on different aspects of the contract, including financial and legal aspects, as well as scope and implementation timeframes.

<table>
<tr><th>THEME</th><th>CHECKLIST</th><th>EXPLANATION</th></tr>
<tr><td>Timeframes & milestones</td><td>☐ Ensure sufficient timeframes have been included in the contract for both:
System integration testing (SIT) and
User acceptance testing (UAT).
At the very least, an organisation should negotiate a minimum of 6 weeks for both and up to 12 weeks for more complex implementations and integrations.

☐ Ensure adequate overall project implementation timeframes have been included in the contract for project implementation.

At the very least, an organisation should negotiate a 6-month implementation (for small implementations) and extended timeframes for more complex implementations and integrations.</td><td>A key driver to budget overruns within an implementation is where adequate timeframes have not been provided for key activities. When the organisation does not meet the timeframes, additional costs can be charged by the vendor.

Key areas that need adequate timeframes defined within the contract include:
Testing for user acceptance and system integration
Training of all field staff, rostering and coordination, and support staff.
What is also important is that the implementation frames stipulated in the contract are sufficient for the implementation's size, scope, and complexity.

Your ITC implementation partner or ITC project manager will need to advise on the minimum timeframes needed across the project.</td></tr>
<tr><td>Pricing & rate card</td><td>The pricing structure within the contract is to be articulated:
☐ Vendor costs for:
project implementation and the inclusions, e.g., project management time.
Costs of training of users
☐ Home care CMS implementation costs as detailed in the RFP
Configurations
Integrations
Customisations
☐ Ongoing costs such as:
Licencing fees
Maintenance costs
Training
Support
☐ Rate Cards for:
Travel and accommodation
Vendor personnel for any additional customisation or work the vendor is to undertake outside of the specified requirements within the contract.
Detail and costs of any financial penalties that may be charged as part of the contract.</td><td>One of the biggest risks for organisations is to enter a contract that does not clearly articulate the fixed and variable costs associated with the implementation.

Costs such as system customisations, configurations and integrations need to be clearly identified within the pricing. The organisation discusses with the vendor the additional costs not included in the pricing that could be charged under the contract (e.g., travel and accommodation costs, financial penalties for overruns etc.).

Continue to refer back to the vendor's original submission to ensure costs within the contract align with their proposal.

Ensure contract payments and payments to vendors must be aligned with key project deliverables.

It is important to ensure when translating these costs to the Business Case and project budget, to consider a contingency amount for unexpected budget overruns. Ideally 10 – 20% of the overall ITC project budget.</td></tr>
</table>

<table>
<tr><th>THEME</th><th>CHECKLIST</th><th>EXPLANATION</th></tr>
<tr><td>Service levels</td><td>☐ Ensure service levels within the contract match the vendor's commitment via their RFP response:
• Help desk operating hours
• Help desk response times
• User group frequency
• Timeframes for high-risk bugs and fixes
• Onsite support.</td><td>It is important to detail within the contract, the agreed services support and service levels (SLAs) and ensure they align with the vendor's response in their RFP response.

This may include a help desk, technical support, and user groups.</td></tr>
<tr><td>Roles & responsibilities matrix</td><td>☐ Both parties have developed and signed off on a roles and responsibilities matrix</td><td>Ensure that there is a clear matrix presented within the contract on the roles and responsibilities of the vendor and your organisation.
Particularly regarding:
• The role of the organisation's project implementation partner/project manager and the vendor's project manager.
• Training activities
• System testing
• System configuration
• Report writing
• Customisations
• Meeting cadence
• Escalation process</td></tr>
<tr><td>Legal review</td><td>Review the contract regarding:
• General Terms and Conditions
• Privacy and data security and ownership
• Legal disputes and remediation processes

☐ Inclusion of the Vendors RFP response, including the requirements document as an addendum to the contract.</td><td>As with any contract, a legal representative has read through the contract to draw attention to and address, if required, any issues within the contract.

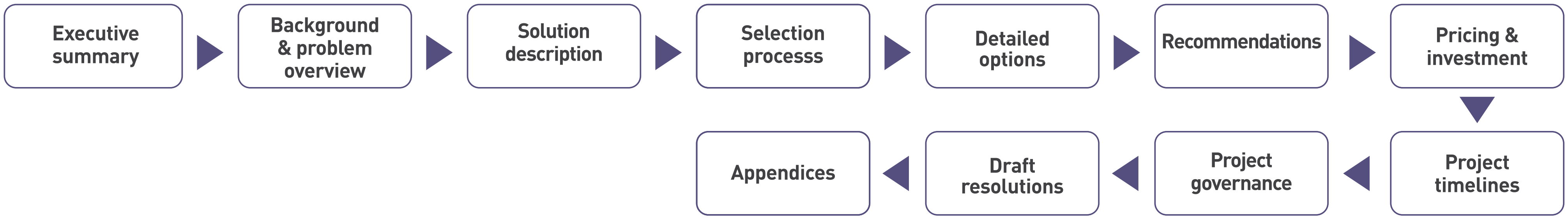
It is important to read the contract from the position of "What if something goes wrong?", "What if the vendor goes into liquidation?" and "What if the vendor does not deliver what has been promised and specified within the contract?"

It is also important that the vendor's response to your RFP response form and requirements document form part of the contract. This will assist in alleviating any possible disputes on scope, timeframes and capacity.</td></tr>
</table>

STEP 8 – BUSINESS CASE & BOARD APPROVAL

The business case is written for the Board of Directors (and/or key decision makers) to provide the information required to evaluate the viability and approve the selection of a new home care CMS. The business case is the decision point that will determine whether the implementation of the new home care CMS will continue with one of the selected options put forward, be terminated, or modified. It is anticipated that the business case will be delivered and tabled at the relevant meeting (e.g., Executive or Board Meeting) for key decisions to be made.

In conjunction with this checklist below, a draft business case template has been provided in the appendices.



THEME	CHECKLIST	EXPLANATION
Executive summary	☐ An executive summary has been developed summarising: • the purpose of the document • the problem the project will solve • the selection process • the options • recommended solutions • investment • project governance, and • critical success factors.	The executive summary is the high-level overview of the entire document, outlining the essential elements of the proposal to motivate the decision-makers to read further. It can also bring clarity to the leadership team and other project stakeholders who may not have the time or capacity to dive into all the project's details and complexities.

THEME	CHECKLIST	EXPLANATION
Background & problem overview	☐ The current business challenges are defined, including: • Limitations of the current system(s) • Future impacts from reform and/or changing environments. • Strategic goals and other market considerations	The introduction of the Business Case defines the current challenges in the organisation that the software is designed to fill, and how this challenge negatively affects business growth.
Solution description	☐ Explain why you have explored a new home care CMS. ☐ Detail the outcomes and benefits the CMS will deliver. ☐ Detail how the solution aligns with the strategic and operational goals of the organisation	Explain why you have explored a new home care CMS and how it will address the problem statements above. Detail the expected outcomes and benefits you want to achieve. That may include: • Client experience, • Staff experience, • Efficiency and effectiveness • Compliance and funder requirements • Data security, • Market positioning, • Point of difference
Benefits	☐ Explain what benefits will be realised from the investment. Consider: • Improved experience of staff and clients • Process automation and any efficiency gains • Improved data management and reporting • Reduction in headcount due to system automation • Reduction in licensing costs	Describe the intended outcomes of the solution and how the benefits will be measured and realised by the organisation.

THEME	CHECKLIST	EXPLANATION
Selection process	Summarise the process that has been followed to get to the point of the business case, including: ☐ The stakeholders involved in the process. ☐ The criteria and methodology used to short-list respondents.	Talk about the process to get to this point, including the criteria/methodology applied to short-list the respondents. The process described may include: • Client journey mapping • System review and future state design • System requirements • Request for proposal • Demos and evaluations • Short-listing • Vendor references and due diligence • Contract negation and commercials • Final recommendations - business case Provide details of who was involved in the selection process (e.g. functional leads, ITC Implementation Partner)
Detailed options	☐ Present at least three detailed options, including the option to "do nothing." ☐ Include a comparison table that summarises the key aspects of each option. ☐ Include referee reports in the appendix.	This section aims to present the finalised options to the Board/ Decision maker (after a lengthy process of short-listing and due diligence) for their consideration. For each option, provide sufficient details about the • Description of the product • Key features • The anticipated benefits and outcomes • A summary of the financial investment and return • Referee reports as an appendix

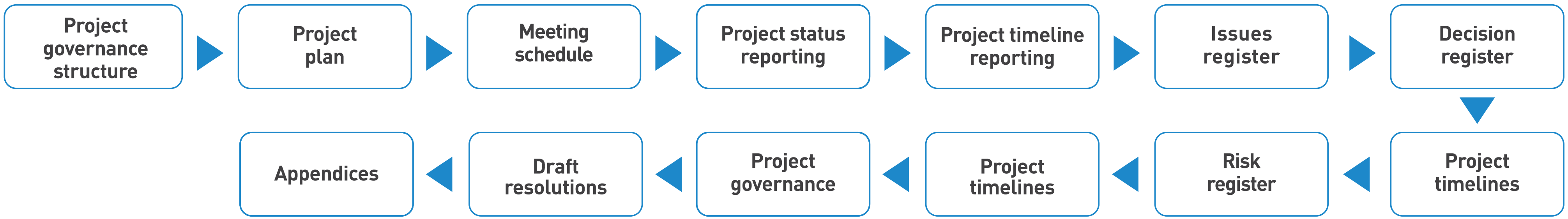
THEME	CHECKLIST	EXPLANATION
Recommendations	☐ Provide a recommended option. • Detail the reason for the selection of this option. • Reinforcing the benefits of choosing this option ahead of the other two options presented. • Detail the expected outcomes, benefits, key performance metrics and critical success factors	Describe the recommended option and detail why you have selected it and why it best meets the organisation's needs. This information will have come out of the process you went through with your evaluation, short-listing, and due diligence. Include the expected outcomes, benefits, critical success factors and key performance metrics that can be used to evaluate the success of the project.
Pricing and investment	☐ Detail of the expected one-off investment in the implementation of the new home care CMS • Vendor implementation costs: o project management, o configuration, o customisation, o integration training and travel. • Organisation implementation costs: project consultations (implementation partner), project managers, business analysts, project team, change management and equipment. • End-user training • Project Contingency amount. ☐ Detail of the ongoing recurrent costs of the home care CMS Vendor recurrent costs, including licencing, maintenance, and training. Factoring in • New module releases if known. • Growth of user, service size ☐ Value for money and ROI calculations ☐ Assumptions made in the financial figures provided.	The pricing and investment overview is a critical component of the business case, as decision-makers will be interested in knowing exactly how much it will cost and how much it will impact the organisation's financial position. This includes the one-off investment and recurrent costs (factoring in the growth of users, service size etc). It is important to include a contingency amount within the costs to account for the unknowns and unexpected. The implementation of a CMS can be a complex technical project. Despite the detailed and structured approach taken to the requirements gathering and selection, there will be issues, new matters or unexpected items that will impact on budget. Including a contingency budget will assist in mitigating these unexpected costs within the project. **Value for Money** The board/decision makers may want the business case to quantify value for money. It may be difficult to calculate ways in which the CMS system will deliver value. For example, what price can we put on meeting all legislative and compliance requirements? Or maintaining our market share? Or that our current high staff turnover accelerates? Despite these 'unknowable' costs and risks, your accountants will be able to make some assumptions about efficiency and increasing income to calculate a return on investment if needed.

THEME	CHECKLIST	EXPLANATION
Project timeline	☐ The project timeline listing key milestones from implementation to completion will be included. ☐ Attach a more detailed Gantt chart to the appendices if requested or required.	The business case should include a high-level timeline for the introduction of the home care CMS. Covering off key milestones including: • contract negotiation • project establishment • process design and user stories • configuration • user acceptance testing • integration testing, • data migration • training • go live • post-go-live support and close-out.
Project governance	☐ Describe the project governance framework, key roles and responsibilities and meeting structures. ☐ Detail the escalation pathways, decision gates and reporting mechanisms	Detail the proposed project governance framework or set of activities describing how the project will be planned, managed, executed, and overseen. Include: • Description of any project methodology that is being used (e.g. PMBOK, Prince etc.) • Define project roles: These may include the project sponsor, steering committees, project team and functional teams. Roles and responsibilities of teams, escalation pathways and decision gates. • Reporting mechanisms: These may include status reports, risk, issues, and decision registers.

THEME	CHECKLIST	EXPLANATION
Draft resolutions	☐ Provide a succinct list of decisions and/or resolutions the business case seeks to be discussed and approved to enable the project to progress.	To support the decision-making process, there is an option to summarise the decisions to be made. This may also be in the form of draft resolutions for consideration. For example, • Decision on the option to progress • Approval of project timeframes • Approval to finalise contract. • Approval of indicative project budget • Approval of governance framework • Approval to appoint implementation partner or other external support. • Approval to recruit project team.
Appendices	☐ A list of appendices is included	Key documents will be provided to further support the business case. This may include: • Referee reports of short-listed CMS vendors • High-level project Gantt • High-level risk assessment • Project governance structure

STEP 9 – PROJECT SET-UP & GOVERNANCE

Project governance is the framework or set of activities that guide the successful set-up and decision-making process for your project, for example how the project is planned, managed and executed. Utilising a project governance framework when implementing your CMS will assist in aligning the project with the organisation's objectives, goals, and functions and define the roles and responsibilities of all stakeholders. An effective governance structure will ensure the delivery of the intended outcomes and goals of the project within the scope, time and quality constraints.



THEME	CHECKLIST	EXPLANATION
Project governance structure	☐ Identify and name the project stakeholders using the project governance structure in the project governance kit (see table below). ☐ The project team members are recruited or seconded and named on the project plan. • Implementation partner / or Project Manager • Business Analysts (BAs) – typically at least two BAs are needed- a BA with aged care/ scheduling assistance and a Finance BA • Change management lead • Functional Leads and • Functional Team members • Vendor	Identifying the project stakeholders and developing the governance structure will facilitate key decision-making throughout the project life cycle. Clearly articulate the decision-making power of each level of governance and the information needed (i.e. reporting) that enables the decision making to occur. It is likely that varying level of information and reporting will be needed at different levels. The project team, key roles and responsibilities are defined. Including the role of the Board, Project Sponsor, Project Manager and the Project Team. **Your project governance** **Hint**: *When selecting a sponsor (typically a COO in-home care CMS), include someone with the most decision-making ability and delegation power. This will again depend on the organisation's size and structure.* At this stage, you will also be identifying any internal people who will need to be seconded to the project and any hiring needs to fill project roles and/or backfill those seconded. If you do not have an implementation partner supporting, you this is also where you will consider engaging one.

THEME	CHECKLIST	EXPLANATION
Project plan	☐ Develop a comprehensive implementation project plan that includes: ✓ our project's scope ✓ Your project goals and how success will be measured ✓ Stakeholders involved ✓ Roles and responsibilities ✓ Milestones and detailed project schedule ✓ Budget ✓ Dependencies ✓ Decision points or stage gates ✓ HR, resourcing, and requirements ✓ A detailed risk plan including risks, risk ratings and mitigants ☐ The project plan is then signed off on by the functional leads, project team and any necessary stakeholders	Your project plan is your formal document that outlines the execution and control stages of your project. It can be defined as your blueprint of your goals, objectives, and deliverables that the project team need to accomplish to successfully implement your CMS. This plan should include considerations for risk management, resources, communications, and scope of the project. Creating a plan is critical to the success of your project. Without a comprehensive plan, your project may be susceptible to common pitfalls such as missed deadlines or scope creep. Project tools such as Microsoft Projects, Smartsheet, Trello or Monday etc. may be used to help manage your project.
Meeting schedule	☐ Develop a meeting schedule for the varying types of meetings, e.g., steering committee meetings typically meet monthly.	Meeting cadence is the frequency or how often the various teams will meet to discuss project deliverables or updates. When deciding on meeting cadence, the nature of the meetings or decision-making levels will depend on agenda items that need to be discussed. As described in the example, the steering committee typically meets monthly for updates and key decision-making. In contrast, the project team may meet weekly to discuss the day-to-day operations of the project plan and implementation.

THEME	CHECKLIST	EXPLANATION
Project status reporting	Define the project's dashboard, including: ☐ Count – Days to "Go Live" ☐ Key milestones ☐ Achievements ☐ Key risks ☐ A high-level overview using the traffic light system of the five stages of implementation. ☐ A high-level overview using the traffic light system of the key indicators, e.g., budget, schedule, resources etc.	A project reporting dashboard is a key tool to ensure key roles in the project are informed about the status and key information related to the project. The dashboard is a high-level data-driven page or platform that displays your project's key messages or insights. It will provide an at-a-glance view of the KPIs, such as budget or timeline. The dashboard is updated at least monthly, typically by the project manager and included as part of the reporting pack to the steering committee and project team. It offers a bird's-eye view of the project using a priority traffic light system that will communicate critical deliverables and risks that may need further discussion and action.
Project timeline reporting	☐ Develop a high-level overview of the project timeline/ roadmap. ☐ Include an indicator of where you are on the roadmap.	Similar to the dashboard, a high-level overview of the project roadmap will provide a snapshot of where the project is currently sitting and its trajectory moving forward. This allows key stakeholders to see at a glance if the project is on time, ahead or behind schedule. The timeline is updated at least monthly, typically by the project manager and included as part of the reporting pack to the steering committee and project team
Issues register	Develop an issues register to identify: ☐ The issue title or name ☐ A description of the issue ☐ An area to describe who reported the issue. ☐ The severity of the issue ☐ The status of the issue, whether it is a work in progress (WIP) or outstanding etc. ☐ An area for comments	During any project, a project manager will always face issues impacting the project. Logging these issues is vital moving forward. Issues can be defined as problems with staff, vendors, suppliers, technical issues, or any other problem that may negatively impact the project. When an issues log is created, it provides a tool for reporting, communicating, and tracking issues to resolution. Enabling stakeholders to understand the issues and feed into possible solutions for the issues faced. Project managers or stakeholders may face unnecessary failures or incur expensive delays without logging and addressing issues. Further, issues can impact stakeholder expectations. The issues register is updated at least monthly, typically by the project manager and included as part of the reporting pack to the steering committee and project team

THEME	CHECKLIST	EXPLANATION
Decision register	Develop a decision register identifying: ☐ The category the decision belongs to ☐ What the decision is ☐ Who is responsible for the decision ☐ The date the decision was made. ☐ An area for comments and rationale on why the decision was made	A decision register or log is a list of the key or critical decisions that have been agreed to along the course of the project. Many decisions are made during a CMS project. By maintaining a register of critical decisions, it creates a source of truth that can be referred to throughout the project. If there are questions about why a decision was made, debates or disagreements, the decision register can provide clarity enabling all stakeholders to understand what decisions are made, why and by whom. The decision register is updated at least monthly, typically by the project manager and included as part of the reporting pack to the steering committee and project team.
Risk register	Develop a risk register identifying: ☐ The risk proposed. ☐ The likelihood of the risk occurring (1 very unlikely – 5 very likely) ☐ The severity of the risk (1 = little impact – 5 major impact) ☐ The risk factor whereby the likelihood is multiplied by the severity. ☐ A mitigation strategy section has been included. ☐ A responsibility section is included.	A risk register is a log or document used as a management tool to identify and potentially mitigate risks before they become problems. By identifying and prioritising risks based on severity and impact, risks can be dealt with appropriately and accordingly. The register is used to report project risks to the different governance levels transparently and it enables the different levels of governance to provide a mechanism for seeking and acting on feedback from stakeholders. This register is reviewed and updated regularly, (recommended at least weekly) by the project manager and is part of the reporting pack and standard agenda at all steering committee meetings.

KEY ROLES AND RESPONSIBILITIES IN PROJECT GOVERNANCE

ROLE	RESOURCE	RESPONSIBILITIES
Project approval	Board of Directors	Project approval Budget approval Major Scope change decisions Risk mitigation - High risks
Project sponsor	Executive Leader from the organisation	Champions the project and is responsible for the overall success of the project Harnesses support from all key stakeholders, removes barriers and resolves conflict. Sets vision / key spokesperson. Decision-making on resources and priorities. Usually, business owner (i.e., CEO, COO)
Steering committee members	Executive leaders from inside the organisation	Monitors progress of project milestones, deliverables and budget. Negotiates and resolves conflicts in resourcing and priorities. Assists with risk mitigation and resolving issues. Assists with change management and communication. Minor scope change decisions Monitor benefits realisation. NB: for smaller organisations, the Steering committee may be the same as the project team.
Implementation partner or Implementation Project Manager	Experienced ITC project resource	Project lead – day-to-day project management Manages tasks, team members and project progress. Must have ITC implementation experience. Ideally in aged care, and disability expertise. Key contact for vendor Project reporting
Business analysts: • Systems architect/ Business analyst-expert in rostering and aged care • Business analyst/ finance	Specialist project resource	Works with functional teams and vendor project teams to formulate and document business requirements, and analyses business processes, procedures, and work practices. Including: • Configuration • User stories • Test plan creation • Cutover • Hypercare support

ROLE	RESOURCE	RESPONSIBILITIES
Change manager	Specialist project resources unless BAU resources have the capability and capacity	Focuses on the people side of the ITC project. Preparing, supporting and equipping users to adopt the changes to business practices, the new CMS, job roles, processes etc. They may lead. • Communications • Policy, work instructions • Training
Functional teams Representatives from: • Finance • Payroll • Scheduling/rostering • Service delivery • Clinical/Quality • HR (if integration with HR systems)	Team members are from BAU roles	Functional leaders act as business owners for the functions they represent (usually managers or team leaders) Functional team members include users of the system. *For example, in scheduling and rostering, you are likely to have within the function team a team leader, a rostering officer, a care worker and a case manager.*

STEP 10 – PROJECT IMPLEMENTATION

The project implementation or execution phase involves turning the project plan into action and carrying out the steps to deliver the final home care CMS to the project sponsor and organisation. It is the active stage of the project whereby deliverables and benefits realisation for the organisation will be achieved. This project implementation or execution phase is described as the most complex, crucial and longest phase of the CMS project.

This checklist will provide the steps to successfully implement the new home care CMS.

Project initiation ▶ **Configuration** ▶ **Change management** ▶ **Systems integration testing** ▶ **User acceptance testing** ▶ **Cutover and Go Live** ▶ **Post Go Live support** ▶ **Project closeout**

THEME	CHECKLIST	EXPLANATION
Project initiation	☐ Project roles appointed (refer to step 9) ☐ Engage an implementation partner or Project Manager (if not already engaged) ☐ Establish the core project team and working groups/ functional teams. ☐ Sponsor develops a compelling vision for change. ☐ Facilitate kick-off meeting.	Initiating the project of implementing the CRM is a critical step to engaging key stakeholders and communicating with them the vision for change, that is why the change is needed and how the new CRM will be a step in the right direction for your organisation. The Project sponsor will play a key role in initiating the project supported by the project manager and the selected vendor. In this stage, the core project team will be established, and internal staff will be identified for working groups. This will involve both redeployment and recruitment activities to ensure the core team and working groups have the skills, experience, and sufficient resources to support the implementation project. *In the kick-off meeting the key stakeholders will get an understanding of the project's purpose, vision, governance, timelines, roles and responsibilities. The vendor may be invited into the later stages of the meeting to meet the key stakeholders and project team members.*

THEME	CHECKLIST	EXPLANATION
Configuration	☐ Initial meetings are scheduled with your vendor. ☐ Initial data loads are conducted. ☐ System requirements are triple-checked against the initial system requirements tool to check for any disparities. ☐ Timeframes are clearly established, and any risks about the time are raised. ☐ Sprints are developed and mapped out to direct the project. ☐ The business analyst writes the user stories. ☐ Configuration of custom fields, forms, and reporting ☐ The business analyst conducts the systems integration mapping. ☐ The vendor completes the systems integration.	Configuration is the term used to describe the arrangement or set-up of the CMS. Configuration is extremely important as it determines how your CMS will perform and integrate with your existing software applications. This stage is all about "standing up" your system. The core project team will work with the vendor and functional teams to check that the system requirements can be met and raise any issues with the vendor. They will also work on user stories and system integration mapping. You might consider running this part of the project in smaller packages using an 'Agile' project methodology focussing on small weekly sprints of work. The working group should consist of real workers who will be using the new CMS and their functional heads or leads. For example, the scheduling working group would include the lead rosterer, a rosterer, a care/case manager and a care worker. This group will work with the business analyst and vendor to configure the fields, forms, and reporting. **Hint – What can go wrong in this stage...** A common pitfall of this stage includes not resourcing appropriately! This can be very costly and cause huge time delays in your project schedule if your organisation is not able to dedicate time. Another risk includes not having an endorsement from the top, i.e., the sponsor or the CEO. Again, this is an issue affecting time management whereby significant stakeholders may miss meetings and therefore, miss decision-making.

THEME	CHECKLIST	EXPLANATION
Change management	☐ An internal change lead has been allocated. **Plans:** ☐ Change Management Plan developed. Including benefits and impacts (people> process>systems) ☐ A stakeholder and Communication plan was developed identifying key stakeholders, key messages, and communication methods at each of the different stages of the project. ☐ Training plan developed identifying target audiences, timing for training, core areas for training, training delivery format and when training should occur. **Quality Documents:** ☐ Quality documents developed (How-to documents, work instructions, policy changes, procedures) ☐ Testing is conducted on the documents and resources developed by the change leads and working groups. ☐ Insights are gathered and fed back to the change champion to review the documents. **Training:** ☐ Initial systems training with the vendor is conducted. ☐ Training packages developed for the end users. ☐ Coordinate and deliver process training for end users. ☐ Coordinate and deliver any post-go-live training. ☐ Hand over training materials for the orientation of new workers	Change management is defined as the structured process of planning and implementing new ways of operating. In this case, using a CMS within an organisation. Change management is not so much a step within a project, but a process that underpins and supports the project throughout its lifecycle. To support this a change lead should be recruited into the project as part of the core team at the project set-up stage. Typically, the plans are established during the project initiation and configuration stages. The quality documents are developed during and after testing, using the test cases as a basis for work instructions and procedures. Any internal policy changes should be led by the Project Sponsor. Internal testing of the quality documents is imperative to ensure the new policies and procedures work and are accessible. Gathering insights from the testers will ensure the documents are relevant, easy to read and have incorporated every step. The quality documents then form the basis of your training packages. It is ideal to train end users as close to going live as possible, with care workers we recommend that they are trained 1 week before going live. An internal change lead Typically they are allocated a 0.3 FTE inside the project team for the initial stages, to support communications, and meetings and complete the change-related plans, however, will be likely to be a full-time job once quality documentation and training packages commence.

THEME	CHECKLIST	EXPLANATION
Systems integration testing	☐ Test plan developed and test cases written by a business analyst or test manager. ☐ The testing is executed by members of the functional teams following the test cases. ☐ Defects documented and reported. ☐ Defects are prioritised and fixed. ☐ The vendor is engaged as required to work through any bugs arising from the testing	Systems integration testing is described as the testing that ensures all software module dependencies are functioning properly and that data integrity is preserved. This is a critical step in the CMS development life cycle that helps to identify and fix defects early in the development process. Several techniques for performing SIT include the Big Bang, the sandwich, the top-down, and the bottom-up approaches. Talk to your implementation partner to discuss which one is right for your organisation. This is usually conducted by the vendor. However, the project team should still ensure that the vendors have integrated the systems correctly. Functional team members from Finance and Payroll (lead payroll accounts payable clerk) will be needed. You will also need functional members from Human resources if any HRIS integration is included. **Hint** - *Where the CRM may need to be integrated into the CMS, the project team may need to conduct some development work. Ideally, this should be identified prior to implementation and put into the contract.* System requirements must be triple-checked to ensure that they are all working. Typically, a BA will write the test plan, and the functional teams will do the testing. Again, this is dependent on your organisation's time and budget. However, this is critical and can end up being costly if not tested correctly. A plan for if the system is to fail should not be viewed as a negative but as a planning tool. Having a comprehensive plan in place will ensure all your stakeholders are confident and secure, knowing that if anything were to go wrong, it has been planned for.

THEME	CHECKLIST	EXPLANATION
User acceptance testing	☐ Test plan developed and test cases written by a business analyst or test manager. ☐ The testing is executed by members of the functional teams following the test cases. ☐ Defects documented and reported. ☐ Defects prioritised and fixed and retesting completed. ☐ Test closure - functional heads/leads sign off on the tests and report back the current status.	User Acceptance Testing (UAT) is a type of testing performed by the end-users or your employees to verify whether the CMS meets their business requirements and is ready for Go Live. UAT is usually done manually, with users creating real-world situations and testing how the CMS reacts and performs. Communication is key at this stage. By communicating early that things can go wrong, you are setting the right expectations and preparing others for potential failures or issues that may arise. This approach helps to establish a culture of transparency, trust, and open communication. It allows everyone involved to be proactive in identifying and addressing problems, finding solutions, and minimizing the impact of any unforeseen challenges. By communicating early, you are: - Encouraging a proactive mindset - Building trust within your project team - Promoting problem-solving reducing surprises. By doing this you will set the stage for a more resilient and adaptable project team.

THEME	CHECKLIST	EXPLANATION
Cutover & Go-Live	☐ Go-live contingency plan developed. ☐ Data Freeze and system freeze occurs. ☐ Final load of data (data migration) ☐ Rosters and schedules synced. ☐ A steering committee meeting is conducted, and issues are discussed regarding whether Go Live can occur. ☐ An action plan and strict timeline for Go Live is in place ☐ Communication is conducted with the entire organisation (including workforce, clients and board). ☐ Go Live has occurred. (The old system is decommissioned, and the new system is commissioned)	In the critical stages of a project, ensuring a seamless transition to the new system is paramount. A robust go-live contingency plan is developed, outlining potential challenges and their mitigation strategies, ensuring that any unforeseen issues during the system's launch are promptly addressed. As we approach the launch, a **data freeze** is implemented, halting any new data entries to the old system, and ensuring data integrity and consistency. Simultaneously, a **system freeze** occurs, which means no further changes or updates are made to the system's configuration or functionalities. This stability is crucial for the next pivotal step: the **final load of data**. During this phase, data migration takes place, transferring all essential information from the old system to the new one. This meticulous process ensures that all data is accurately and comprehensively integrated into the new system, setting the stage for a successful go-live event. Go Live should ideally be scheduled for a Monday, with the cut-over planned for a weekend, especially after the completion of the past payroll cycle. Timing it at the start of the month can also be beneficial to facilitate seamless Home Care Package (HCP) billing. This weekend transition serves as a strategic measure to mitigate risks associated with potential challenges or issues. It's essential to allocate a dedicated budget for the resources working during this weekend period, ensuring the smooth and successful transition of the CMS. **Hint – What can go wrong...** Common pitfalls in this stage include resourcing. Ensure that key stakeholders, such as the finance lead or functional head, are not on leave at that time. Again, revisit your contingency plan! What is your rollback plan if Go Live fails?

THEME	CHECKLIST	EXPLANATION
Post Go-Live support	☐ The project team established hyper care service desk to prioritise and respond to system issues. ☐ Issues unable to be resolved by the project team are raised with the vendor during the vendor support phase-usually 2 weeks post-Go Live ☐ Working groups/ functional teams are deployed back to BAU positions and transition to 'functional champions. ☐ Application Owner identified and handover commences, and the application owners have been trained on how to fix the most common tickets reported by the project team. ☐ The contact details for the vendor and support details are well documented for escalation.	A hyper-care post-go-live support period normally lasts for four weeks, where resources from the core project team should be allocated to manage and support tickets being raised by end users. The vendor support phase refers to the initial support phase where the focus is on monitoring for optimal performance, compliance, integration and transparency. At this stage, the vendor is likely to hand you over to their own BAU support services. The frequency and whom the tickets are affecting should be recorded. The project team will be monitoring these tickets until the service desk function is handed over to the application owner/ internal service desk. The project team are the router between the organisation and the vendor. Once issues have been fixed or a solution has been provided, the project team will communicate these to the functional team's technical owner to resolve. This creates ownership for when the project team has successfully finalised the project, and the CMS is completely BAU. If a technical owner does not exist, prepaid support hours can be purchased from the vendor. However, these service providers are not specialists in aged care, and this can be mitigated by using an implementation partner.
Project closeout	☐ A post-implementation review is conducted. ☐ The organisation's digital transformation roadmap is revisited. ☐ The project sponsor prepares a report and conducts a close-out meeting.	A post-implementation review is conducted four weeks after Go Live by the key stakeholders including the core project team, working groups and the vendor. During this phase, the vendor will ensure that all contractual obligations are being met and also identify areas for improvement. Lessons learnt and benefits realisation are evaluated at this stage. In the close-out meeting usually with the steering committee. In addition to tabling the report, there is a decision made to 'close out the project'. This decision is dependent on any outstanding system errors, bugs and/or gaps in benefits realised.

CONSIDERING AN ITC IMPLEMENTATION PARTNER

An implementation partner is a digital technology specialist or expert who helps businesses or organisations successfully navigate, procure, deploy, customise and optimise technology solutions that meet the organisation's specific needs. The implementation partner is not a vendor but is an independent, trusted advisor working on behalf of the organisation implementing the CMS. For organisations who do not have an internal ITC team, or the ITC expertise, engaging an implementation partner, could be a critical success factor for your digital transformation journey.

When hiring an implementation partner, there are several factors you should consider:

- **Technical competence and innovation** – when choosing your implementation partner, a key consideration is their demonstrated technical competence, knowledge and experience in CMS implementations. However, expertise is not enough! Look for someone with contemporary thinking and a future vision on how you can redesign your service model to gain the most benefit from investing in a new CMS.
- **Aged care knowledge** - The aged care system is an intricate, niche, consistently changing field. Hiring an expert with a background in aged care will ensure you speak the same language and are aware of various dependencies such as employment awards and instruments, aged care reforms, program funding, clinical systems, SIRS reporting, finance and even culture capability.
- **Cultural capability** – Look for a partner who aligns with your organisation's values, cultural diversity, communications style and vision.
- **Project management and supplemental skills** – The implementation partner should have a team that can completely manage the implementation process from start to finish, in addition to a variety of supplemental skills such as communication, contract negotiation and engagement skills.

ATTACHMENTS

Customer Journey Map Template - Step 1

Detailed Systems Requirement Tool (XLS) - Step 3 and Step 5

Request for Proposal Template - Step 4

Request for Proposal Vendor Response Template - Step 4

Business Case Template - Step 8

Project Governance Kit - Step 9

ABBREVIATIONS

TERM	DEFINITION
BA	*Business Analyst*
BAU	*Business as usual*
CMS	*Client Management System*
CRM	*Customer Relationship Management System*
ITC	*Information Technology and Communication*

GLOSSARY

TERM	DEFINITION
Agile Project Management	*The Agile methodology is a project management style or approach that breaks projects down into dynamic phases called sprints. The Agile approach is adaptable and flexible, where project phases can occur simultaneously and don't need to happen in a particular order.*
Client Management System (CMS)	*A client management system is a software application that helps organisations manage their interactions with clients, potential clients, and their workforce. Several types of client management systems are available, each with its features and capabilities.*
Implementation Partner	*An implementation partner is a consultant that helps businesses deploy, customise and optimise technology solutions such as Home Care Client Management Systems to meet their specific needs.*
Waterfall Project Management	*Waterfall project management is a style or approach that emphasises a sequential progression with a linear approach. The Waterfall approach requires a deliverable to be completed from the previous phase to proceed to the next. The Waterfall methodology has five phases: Requirements, Design, Implementation, Verification and Maintenance. For the majority of this project, your organisation will use the Waterfall methodology.*

EXTRA RESOURCES

In the table below are some extra resources and readings to help you and your organisation implement a home care client management system from start to finish.

CATALOGUE AREA	EXTRA RESOURCES
Customer Journey Mapping	Customer Journey Map: Everything You Need to Know
Current State Review and Systems Design	The benefits of systems mapping
System Requirements	Requirements Gathering Checklists by Stanford University
Request for Proposal	RFP: A Quick Guide to Request for Proposals How to Write a Request for Proposal – RFP
Evaluation and Shortlisting	Procurement Process Considerations
Reference & Due Diligence Checks	Doing your due diligence: Referenceability
Contract Negotiation	Negotiate a contract
Business Case & Board Approval	How to Write a Business Case
Project Set-Up & Governance	Project management – Harvard Business Review Project governance: #1 critical success factor Project Governance: A Framework for Success
Project Implementation	What Is Project Management? Definitions, Examples & More Project Management Basics: Definitions, Methods, and Tools