

4th Quality Conference, Tampere (Finland), 27.-29 September 2006; Workshop 24:

Luxembourg, Geide MSS/IGSS, Ministry of Social Security

IGSS (Inspectorate general for Social Security) is a key entity of the Ministry of Social Security dealing with:

- *legal and international affairs*
- *policy analysis (statistics, actuary and social programs)*
- *audit of social security institutions and supplementary pension schemes*
- *long term care evaluation*

In the late 90th IGSS asked a consultant how to get a better management of its paper flow and how to share the knowledge between the different staff entities. Upon the recommendation of the consultant a Lotus Notes based electronic management of all documents was introduced. The paper archives were replaced by a computer based file system, entering correspondence is addressed by e-mail to the agent in charge of the matter, and outgoing papers are validated according to a computer-based workflow. Additional features of the system are the sharing of agendas, access to the library, work time and holiday's management, internal news bulletin.

Introduction

The workshop deals with the Electronic management system "GEIDE" shared by the Luxembourg Ministry of Social Security (MSS) and the Inspectorate general for Social Security (IGSS), which was implemented in 2003. In the presentation we will first set the administrative context, the problems that were detected by an external audit. In the second part we will see the solutions brought by the "Geide" project, the changes in internal procedures and describe the technical solutions. In a third part we will try to share the lessons learned within a 3 year experience.

Setting the administrative frame

IGSS, created in 1974 inside the central government administration as a common unit for conception and analysis of social security, which at that time was in the responsibility of four ministers and managed by some 20 social security institutions, organized along socio-professional lines. IGSS is a key entity of the Ministry of Social Security, although it deals also with family benefits and guaranteed minimum income, matters that are under the political responsibility of the Minister for Family and Integration.

The main missions of IGSS are:

- legal and international affairs
- policy analysis (statistics, actuary and social programs)
- audit of social security institutions

In 1999 were added as new missions:

- auditing of supplementary pension schemes and
- long term care evaluation

Do to the scope of the missions of IGSS, the administrative staff of the MSS deals mainly with chancery work: legislative procedures, individual cases addressed to the Minister, budget and accounting, nominations and promotions of social security officials and so on.

MSS and IGSS were acting as two different administrative units: if the minister wanted the opinion of IGSS, he sent a mail to the director of IGSS, who forwarded it to the

competent official; the answer to the minister along the same procedures. The entire procedure could take up to a week.

Ingoing and outgoing mail was registered both at the MSS and IGSS. Of course, it was duly archived in two different archives.

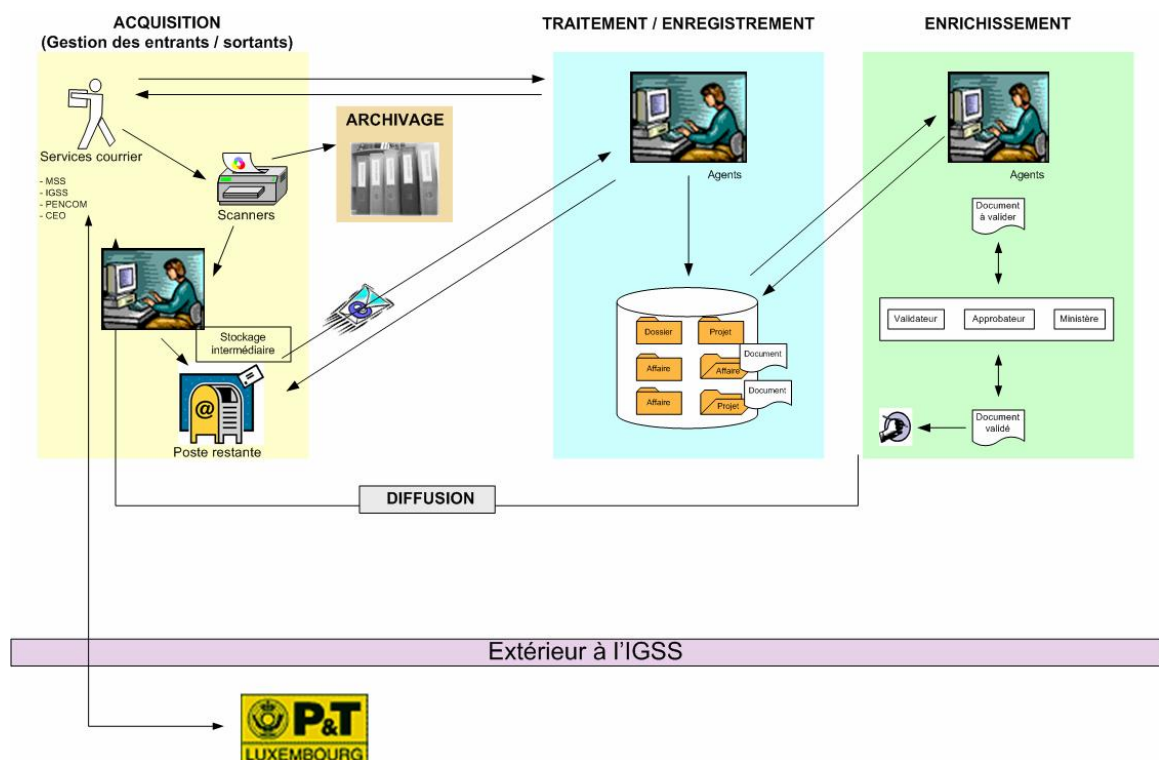
- However, as more and more mail was coming by fax or e-mail and was addressed directly to staff members, this mail was not registered and processed according to standard rules.
- The two existing archives were often incomplete, inducing staff members to have their private archive.

As incoming mail was addressed to the competent staff member, other staff members were unaware of matters going on.

These are some of the problems we wanted to address by reviewing our procedures and by implanting an electronic document management system common to MSS and IGSS and merging both the paper flow and the archives.

The GEIDE solution

All incoming mail is scanned at the entry point, given a register number and put away in archive boxes.



The competent staff member is informed by e-mail that he has an incoming document in his mailbox. He/ she takes the document out of his/her mailbox and places it in the appropriate file in the electronic archive:

Types de vue ▾ Document ▾ Dossier ▾ Rafraîchir Aide

Plan de classement

- [-] GEIDE
 - [+] Assurance accidents
 - [+] Assurance dépendance
 - [+] Assurance maladie-maternité
 - [+] Affaires individuelles
 - [+] Budget Etat
 - [+] Budget interne
 - [+] Comptes financiers
 - [+] Contrôle
 - [+] Divers
 - [+] Dossiers personnel
 - [+] Etudes - statistiques - actuariat
 - [+] Gestion du patrimoine
 - [+] Groupes et réunions
 - [+] Comité quadripartite
 - [+] Commission de nomenclature
 - [+] Commission de surveillance
 - [+] Concertation
 - [+] Conseil scientifique
 - [+] Conseil supérieur CMSS
 - [+] Médiation
 - [+] Lettres circulaires UCM
 - [+] Législation
 - [+] Organes
 - [+] Assurance pension
 - [+] Centre commun de la sécurité sociale
 - [+] CEO Fct interne

Assurance maladie-maternité > Groupes et réunions

- [+] Groupes et réunions
 - [+] A_GT statut hôpitaux communaux 2004/00104
 - [+] A_Groupe de travail: Produits homéopathiques 2003/00323
 - [+] A_GT relations assurance maladie avec AMMD 2001 2004/00738
 - [+] A_Pourparlers MSS/AMDD 2003/00297
 - [+] A_Rapports activité prescripteurs 2003/02699
 - [+] A_Stratégie assurance maladie 2004/00624
 - [+] Plate-forme santé mentale et réforme de la psychiatrie 2005/00581
 - [+] P_Incapacité de travail pour maladie 2003/00665

Document ▾ Sous-Dossier ▾ Rafraîchir Aide

Assurance maladie-maternité > Groupes et réunions > A_Stratégie assurance maladie > E-Health

Fiche | Informations générales | Gestion de dossier | Statut | Liaisons | Historique du document

Titre du sous-dossier *: E-Health
Numéro : 2004/00624/001
Dossier parent *: A_Stratégie assurance maladie

Personne(s) à informer : Georges Schroeder/IGSS/MSS Marianne Scholl/IGSS/MSS Raymond Wagener/IGSS/MSS Laurer Weber/IGSS/MSS Romain Fehr/MSS
 Ces personnes seront informées de la création de ce sous-dossier par e-mail

If it is a new matter he/she opens a new file which he/she links to the electronic archive:

Assurance maladie-maternité > Groupes et réunions > A_Stratégie assurance maladie

Fiche | Informations générales | Gestion de dossier | Statut | Liaisons | Historique du document

Titre du dossier *: A_Stratégie assurance maladie
Numéro : 2004/00624

Plan de classement *:

- [-] Assurance maladie-maternité
 - [+] Groupes et réunions

Personne(s) à informer :

Ces personnes seront informées de la création de ce dossier par e-mail

He /she designates other staff members who to have access to the file to give their contribution to the matter, only reading access if it is confidential business.

Assurance maladie-maternité > Groupes et réunions > A_Stratégie assurance maladie

Fiche | Informations générales | Gestion de dossier | Statut | Liaisons | Historique du document

Accès en lecture: Tous

Commanditaires:

Responsable *: Romain Fehr/MSS

Accès en édition: Individuel

Editeurs dossier *: q_JURI q_DIRECTION Denise Seywert/CEO/IGSS/MSS

Intervenants externes:

He /she may

- fix a timeline in which the matter must be set or may simply close the file if it is only information that requires no action.
- create links to other files if the matter is relevant in several domains.

When treating the matter he/ she has online access by a search engine or by going to the archive plan to all documents that are pertaining to the affair he /she is treating.

When he has worked out a new document he /she just saves directly in the file.

All outgoing document must be approved by an automatic "validation procedure". Persons asked to approve a document (the division head, the director, the minister) are notified by e-mail. Once approved, the document is printed, signed and sent.

The system offers multiple advantages:

- All agents interested by the matter are informed; there is no longer circulations of papers or of copies;
- Archive space is saved;
- Confidentiality is guaranteed if the matter requires it.

Working out the solution

The GEIDE is working since the 1st of January 2003. We have for now over 40.000 documents in some 9000 files. The number of documents is increasing by some 1000 documents per month. The staff is satisfied and uses the system.

How we worked it out?

The aims set at the beginning were:

- Sharing of information and knowledge
- More visibility on ongoing projects
- Better utilization of resources in a more efficient organization
- Better circulation of documents going along with better procedures and shorter treatment time.

During the planning stage all agents of MSS and IGSS were implied by interviews and workshops.

We were accompanied by external consultants for both, the planning and the realization of the project. However all the input made by MSS and IGSS had to be saved on regular business, which was going on for the duration of the project.

For the implementation of the solution we had a "Change management" project, with seminars, publication of a "users guide", interviews with users on practical problems they met, a reporting on the utilization and a monitoring on changes operated, if wished by the users.

However it was a long way to get there, from the external audit on administrative and electronic procedures, started 1999, to the implementation at the beginning of 2003.

Project costs amounted to 670.000 euros supported for 43% by e-Luxembourg project; 24% by the Ministry for Civil service and Administrative reform and 33% by our own budget.

Best Practices learned by GEIDE project:

The project must be strongly supported by the management of the administration.

As most users will a priori not support a fundamental change in their way of working and though will not be too enthusiastic to see the results of such a project, one must be sure that one's management is convinced of the advantages of such an implementation and supports this project. Sometimes, knots have to be cut, to ensure that the aims of the project could be reached

All users must be involved in the project at its inception.

As change management has always been a difficult task, it is essential to start it at the nearly beginning by providing sufficient information to all users and not just the department heads. Keep the users in your project, which lasts over a long period, by giving them the opportunity to test. This will result in bringing in all the functionality you need and shows to the users their importance in this project by coping with their concerns.

Split the roles of technical and functional project leader

We experienced that exercising both roles by only one technical person is not an adequate choice. The risks are

- to emphasize too much on the technical staff
- to have difficulties to sort out functional needs by someone who is out of daily administrative business, which again risks to imply a lack of necessary functionality in the final product
- to experience problems of time management
- to have limited resource to find innovative solutions

Get procedures right before starting production

This looks like common sense, but is critical if not done. Analyze and readjust administrative procedures where possible and necessary will ease the task of transposing 'historic' ways of doing to a new 'electronic' media.

Measure your performance

It is always useful to define and take some measures to compare efficiency, needed times and efforts before and after the beginning of production. This can help to justify the costs to management and 'prove' to users the usefulness of the new system.]

Share your knowledge

If you classify your documents by themes or another scheme, be sure that all users know where to put which documents. Review periodically this classification and the contents of your files. Use some kind of change control board to approve changes in this classification scheme to insure that everybody stays in the global cohesion.

Ask for and if possible control the discipline of users to fill out sensible information in the metadata structure. This ensures that your search engine remains a useful and powerful tool beside the classification scheme.

Give the needed support

When migrating into production make available

- adequate technical support to guarantee the availability of the system
- needed functional support so that everybody knows how to use the system
- best practices on how to execute some important procedures
- development support to react quickly to change requests.