

Stabilisation Programme (Electronic Patient Record)

Channel3 Consulting/East and North Hertfordshire NHS Trust

Introduction

Achieving high-quality patient experience through their journey and care at East and North Hertfordshire NHS Trust (ENHT) is paramount. Staff and clinicians are committed to delivering high quality, compassionate care in line with the Trust's vision. Achieving this is reliant upon seamless and supported operational and clinical processes. This can only be achieved through consistent and supported adoption of electronic administration and clinical systems operated by a fully engaged and informed workforce.

Since the launch of Lorenzo at the Trust in September 2017 several extremely challenging operational pressures have emerged. Following a review of the implementation and lessons learned, the Trust has acknowledged that the root cause is attributable to one or more of the following:

- A wide variety of non-standardised, unsupported operational and clinical processes being in use across the Trust.
- Inconsistent adoption of Lorenzo as the central administrative system and future Electronic Patient Record (EPR) resulting in duplication of workload, and additional processes that 'work around' system functionality.

This led to poor reporting of data and information, reduced efficiency and additional workload. More importantly the systems and processes governing the patient journey through the Trust have been affected, with impacts on waiting times and progress reporting.

Support Provided

Under a contract with the Trust, Channel3 Consulting subcontracted Transforming Care to provide Programme Director/Advisory resource to support mobilisation and delivery of a comprehensive programme of to review and redesigns processes and systems. This programme involved both changes to current process and practice and the implementation and adoption of new principles – including Lorenzo First, removing unwarranted variation, centralisation (where standardised approaches have been agreed), and divisional accountability and ownership. The initial phase of the programme, 'Stabilisation', focused on three main objectives:

- The processes currently using Lorenzo and Nervecentre are fit for purpose;
- Lorenzo and NerveCentre are configured appropriately to support the processes;

- Staff have the correct training and support to undertake the processes and understand the importance of adoption and compliance.

The programme delivered against a number of key areas critical to the efficient and effective operations of the Trust, underpinned by robust role based training. These included: Access Plans; Discharge Summaries; Alerts; Admission Discharge and Transfer and To Come In: Emergency Department Registration & ADT, Diagnostics & Patient Tracking; Elective outpatient appointments; and Accountability. Transforming Care's role (Programme Director/Advisory) involved:

- Shaping and mobilising the programme and its approach (including participation in recruitment of resources);
- Embedding the governance and reporting arrangements;
- Managing senior stakeholders and the collaborative team (Trust and Channel3);
- Driving the delivery of key activities and outputs and contributing to their development in an advisory capacity (examples included current state assessment of key processes, data analysis, review of key functions and a rapid EPR system feasibility review for ED).

Value Delivered To Client

- A tailored and rigorous approach to programme/project management and a structured approach to delivery
- High quality deliverables that clearly articulated the current issues and potential solutions
- Coaching and development of team members to a high level of performance
- Coordinated achievement of a significant number of opportunities identified from the current state assessment
- Greater confidence and buy-in to the use of Lorenzo
- Clarity on key areas of focus as the programme moved into Optimisation, the required skills and capacity, and associated risks