

Getting Cambridgeshire and Peterborough NHS FT ready for an electronic patient record

Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) was embarking on a significant project: rolling out a single electronic patient record (EPR) across the organisation to underpin all its clinical services.

Our client

Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) delivers many of the NHS services that are provided outside of hospital and in the community such as physical, mental health and specialist services. It provides integrated physical and mental health services for adults and older people; specialist mental health and learning disability services; children and young people's mental health services; children's community services (Peterborough); social care; and ground-breaking research. The Trust has c4,500 staff who serve a widely dispersed and mainly rural population.

The challenge

CPFT was embarking on a significant project: rolling out an electronic patient record (EPR) across the organisation to underpin all its clinical services. The Trust recognised the tremendous potential for a single patient record to alleviate the stress on the system, facilitate better patient care, standardise processes and make the best use of available resources. To help set themselves up for success, they asked Channel 3 to prepare a comprehensive business case for the project, assess their readiness for the transformation ahead and facilitate a smooth roll-out of the new EPR.

The Trust knew that the new EPR would be a powerful catalyst for change, improving communication, documentation and care. However, they also knew that getting the implementation right wouldn't just be an exercise in IT: it would be about engaging hearts and minds from ward to board; about transformation and not just implementation.

Staff across the organisation would need to work differently and drive behavioural change from the ground up.

With CPFT's clinical systems split between a legacy system and the new electronic patient record, pressures were mounting. Working across two systems was creating avoidable administrative tasks, duplicated information and complicated processes.

An additional abrupt challenge was awaiting the team: the Covid-19 pandemic. With staff up against unforeseen and increasing demands on patient care, it became clear that the Trust needed to fast-track the implementation of the new EPR in a structured way to minimise any further disruption to services. As the safety restrictions tightened across the Trust, Channel 3 now faced a unique challenge: implementing an EPR remotely and entirely virtually.

What we did

Channel 3 worked in partnership with CPFT to help them unlock the full potential of technology; supporting the organisation through the entire journey of planning, selecting and implementing the right clinical system and securing the anticipated benefits.

EPR strategic planning and selection



Establish the vision - how we want to work, clinical outcomes and benefits



Appraise the feasibility of the investment and benefits of the outcomes (quality, productivity and financial)



Evaluate the options (suppliers, products and services) and select the one that delivers maximum benefit

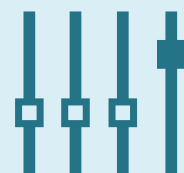
EPR implementation approach



Prepare for successful implementation (transformation) and benefits realisation



Implement the solution and changes to working processes



Measure success and outcomes and optimise to continually maximise benefits to the organisation and patients

Using our proven implementation methodology, the first step of the project was the development of a compelling EPR business case to equip key decision-makers with a tool for evidence based and transparent decision making. Serving as a comprehensive summary of the requirements for the new EPR, the business case also provided clinical and operational stakeholders with a method for tracking and measuring success of the project as it moved into the readiness assessment and preparation phase prior to implementation.

With the Trust now armed with a robust business case, the project shifted to delivery mode. Working in a blended team with the Trust staff – and using our approach that puts clinical leadership at the forefront – it was time to assess the Trust's readiness and build its plans for the upcoming implementation. Working in partnership with clinical and operational staff across the organisation, Channel 3 built an evidence-based understanding of issues with the current systems and processes and the scale of behavioural changes that would be required to realise the benefits of the new EPR. Using the findings from the readiness assessment, Channel 3 designed a phased implementation plan underpinned by these critical workstreams:

- **Programme and project management:** planning, resources and activities and milestones
- **Governance:** enabling safe effective and timely decision making
- **Process and change management:** ensuring optimal new ways of working are embedded alongside the new clinical system
- **Technical delivery:** including configuration & build, data migration & management, and integration
- **Training and support:** maximising impact, adoption and compliance
- **Communications and engagement:** ensuring that all stakeholders understood and supported the change. This workstream became even more critical during Covid-19 where the team had to use alternative channels for training and support.

Responding to the impact of Covid-19 on the Trust, Channel 3 were able to quickly adapt our project plan to exploit the advantages of working virtually. We continued our engagement and training of Trust staff via Microsoft Teams and designed a training model that could be used across a variety of mediums to offer flexibility and adaptability to various learning requirements.

Our impact

We helped CPFT to understand, mitigate and address the critical factors which needed to be considered in positioning this programme as truly transformational and successful business change programme rather than as an IT implementation.

The Trust is now deep in the roll-out this transformative new EPR and has successfully gone live across its Children's Services in October, with further services planned for November and December.

Working in an entirely remote team and to considerably shortened timescales has provided Channel 3 with invaluable lessons learned for future remote implementations, and we look forward to supporting CPFT as they continue their digital transformation journey.

“ From the very start, Channel 3 were very much in-tune with what we wanted to achieve. Through the readiness assessment work, Channel 3 helped reinforce a lot of what we already knew about ourselves, the good and the bad, and helped us build an ideal blended resource profile for the challenge ahead.

We quickly realised that the work that Channel 3 had done, drawing on their experience of similar programmes elsewhere, formed the basis for a very clear path aimed at giving us every possible chance of a successful outcome to this critical transformation programme. ”

Scott Haldane

Director of Finance, Cambridgeshire and Peterborough NHS Foundation Trust

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