

# Case Study

## South Manchester successful 'go live'

### The Situation

University Hospital of South Manchester NHS Foundation Trust went live with implementation of a new Patient Administration System (PAS) on 4<sup>th</sup> December 2006 as part of the National Programme for IT (NPfIT) plans for joined-up patient care. The Trust is a major acute teaching hospital with 900 beds at two sites, Wythenshawe Hospital and Withington Community Hospital. With over 4,300 employees, the Trust provides a wide range of health services including general medical, surgical, maternity and emergency services to the local population with a catchment area of approximately 250,000 people.

With 'go live' dates on the horizon, switch over to the new iPM PAS, supplied by Local Service Provider CSC Alliance, needed to be as smooth and safe as possible to maintain operational efficiency at both hospitals and ensure vital patient data remained secure. The final preparation for 'go live' began on 29<sup>th</sup> November which planned the process steps, connectivity and integration requirements needed to bring the Trust's existing systems into the new joined-up environment .

WCI, with extensive knowledge of integrating IT systems in a clinical environment and process improvement expertise, worked with the Trust to develop interfaces that would connect departmental systems, including Radiology, Pathology and Audiology with the new PAS through a Trust integration engine. High on the requirements list was to ensure the solution not only supported the NPfIT strategy but provided a platform for the Trust's future development plans. WCI ensured that IT staff shadowed and understood all stages of the integration project to enable local support to be sustained for 'go live' status with maintainable support for future plans.

### The Solution

WCI's integration solution introduced SeeBeyond ICAN Suite 5 including an eGate integration engine with interfaces to the new PAS application and the Trust's existing systems, providing building blocks for future development plans. The new PAS provides vital effective operational, management and storage of all non-clinical aspects of patient administration at the Trust, for inpatients and outpatients who attend Wythenshawe and Withington Community Hospital. It generates clinical lists and activity reports, enabling the hospital to monitor throughput and income against contracts and report its performance against key targets. It is the first step for the Trust in preparing the foundations for a fully integrated electronic patient record system which is being developed throughout England by the NPfIT agency, Connecting for Health (CfH).



Simplify what you do

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Since the new PAS is compatible with all other CfH systems, when it went live, it had a major impact on increasing direct booking of hospital appointments as it allows staff to link with the National Choose and Book electronic appointment booking system used at GP practices. Choose and Book combines electronic booking and a choice of place, date and time for first outpatient appointments. It revolutionises the system, with patients able to choose their hospital appointment and book it on the spot in the surgery, or later on the phone, or via the internet, at a more convenient time. Ronnie Viner, Choose and Book Project Manager, said: "The old system was simply not compatible with what we want to achieve, such as direct appointments. Patient choice is going to be one of the key themes in the NHS over the next few years. Choose and Book is the programme that can begin to unlock this potential."

Before the switchover, the Trust trained 1,200 hospital staff on new working practices and how to use the PAS. 150 staff were involved in work shops to establish current and future working practices and test the impact on roles, for example waiting list clerks and medical secretaries. The emphasis of the project was not simply seen as just an IT upgrade but a means of improving working practices and healthcare provision. CSC Alliance worked with the Trust to engage frontline staff and explaining that the new PAS would give them efficiency to manage and record patient identification, admissions, bookings and discharges now and would form the foundation of a clinical IT system in the future.

The workstream leaders in the 40-strong project team met once a fortnight with lead directorate managers from the four divisions: medicine, surgery, heart and lung, and clinical support (such as pathology and radiology). Richard Moulds, Head of Programme Management said: "The training was crucial. It was role-based, teaching staff how to use the system and how to do their jobs differently. "



One of the innovative aspects of the project was the engagement and participation of stakeholders at all levels. Mass communications with all users and other staff was launched to coincide with the start of training some 10 weeks before 'go live'

WCI sponsored a competition for staff to choose the brand name for the project and posters were displayed around the Trust to encourage participation. The winner received £500 for donation to a charity of their choice. The winning entry was 'Lorenzo Livewire' and the prize was presented to the winner at Wythenshawe Hospital.

The trainers, or "Lorenzo Livewires" (as they came to be known in the Trust), helped train all 1,200 staff over nine weeks starting last September. Financial

incentives for the divisions ensured that 94% of all staff turned up on time on the correct day for their training. A 6% 'did not attend' rate was remarkable.

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The approach to training was cited in the Trusts Investors in People assessment as good practice. Richard Moulds said, "We also put in around 800 new personal computers. When the switch-over came we moved 600,000 patient records inside 24 hours. It was an astonishing effort by all the administrative, clinical and IT staff at the Trust."

## The Benefits

Since the switchover to the new PAS, six wards are using real-time ADT (admissions, discharges and transfers) and all 40 wards are expected to be linked up shortly. A more efficient system, of course, benefits patients and staff. All the hard preparation, team meeting, workshops and management support for the project has certainly paid off.

Richard Moulds, Head of Programme Management, IM & T said, "We selected WCI because of their expertise in health application integration, detailed knowledge of the National Programme, track record of successful implementations and value for money." I would have no hesitation in recommending WCI for any future projects. They showed professionalism, experience and unquestionable dedication in a challenging situation."

WCI offered a low risk, high quality and value for money solution by combining the unique strengths of 19 years working alongside the NHS with excellence in technology and lean processing. Our system integration skills in a clinical environment have enabled the first successful electronic patient record implementation at University College London Hospital, and our expertise has since enabled many healthcare organisations meet government targets, streamline processes and satisfy local clinical requirements and priorities.

Based in the UK with offices in the USA, WCI is an expanding organisation focused on areas where we can deliver exceptional value. Our broad client list includes world class organisations such as Microsoft, Pfizer, Rolls Royce and Scottish Power. In healthcare, our clients include NHS Direct, UCLH, iSoft, and Milton Keynes General NHS Trust, where we have simplified processes and technology to reduce waste and improve patient care.

