

Leading **digital transformation** within a large and complex healthcare organisation

Embedding a culture of continuous improvement at Manchester University NHS Foundation Trust



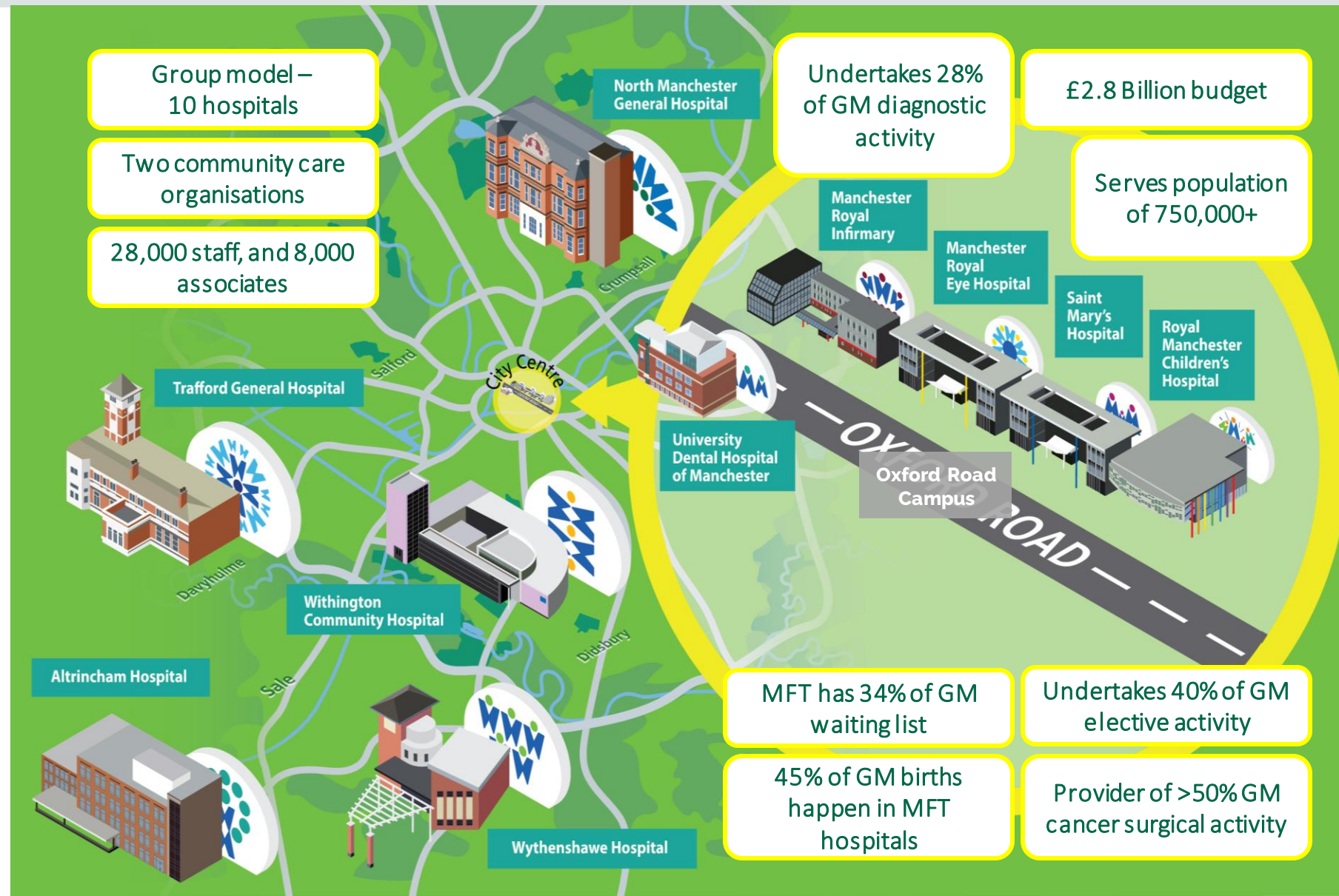
Professor Jane Eddleston
Joint Executive Group Medical
Director & Caldicott Guardian

MFT: Our scale and scope



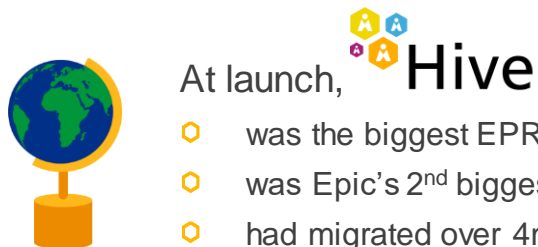
MFT is the **largest provider of specialist services in England.**

- Serving a population of 2.8 million.
- Sole provider for several tertiary services across Greater Manchester and some National services
- 4 specialist hospitals, 3 Acute adult sites, 2 community sites
- Leading Trust in the North-West for research and teaching
- Unique clustering of clinical services with life sciences and academia
- An 'anchor' organisation supporting the transformation of public service provision.



Hive EPR: Large-scale change

- MFT was formed through a series of re-organisations since 2006 , last acquisition was in 2021 (North Manchester General Hospital).
- MFT was created to provide patients with equal access to high-quality care , no matter their location. To truly deliver this MFT would need to develop an ambitious Digital Strategy, led by a **fully integrated, Trust-wide EPR**.
- It was clear that MFT's inherited **patient administration and clinical systems** did not meet the requirements of such a large and complex Trust. 4 PAS, 1 site with an EPR and pockets of digital solutions, 700 stand alone systems.
- In 2019, medical technology company **Epic** was appointed as the provider of MFT's new Electronic Patient Record system, called '**Hive**'.
- Hive was launched on 8 September 2022, alongside its patient-facing equivalent: the '**MyMFT**' portal.



At launch, **Hive**

- was the biggest EPR launch in NHS history
- was Epic's 2nd biggest global launch
- had migrated over 4m records from 80 outgoing systems.



It involved...

- a multi-disciplinary team
- executive leadership & oversight
- a detailed, high-level roadmap

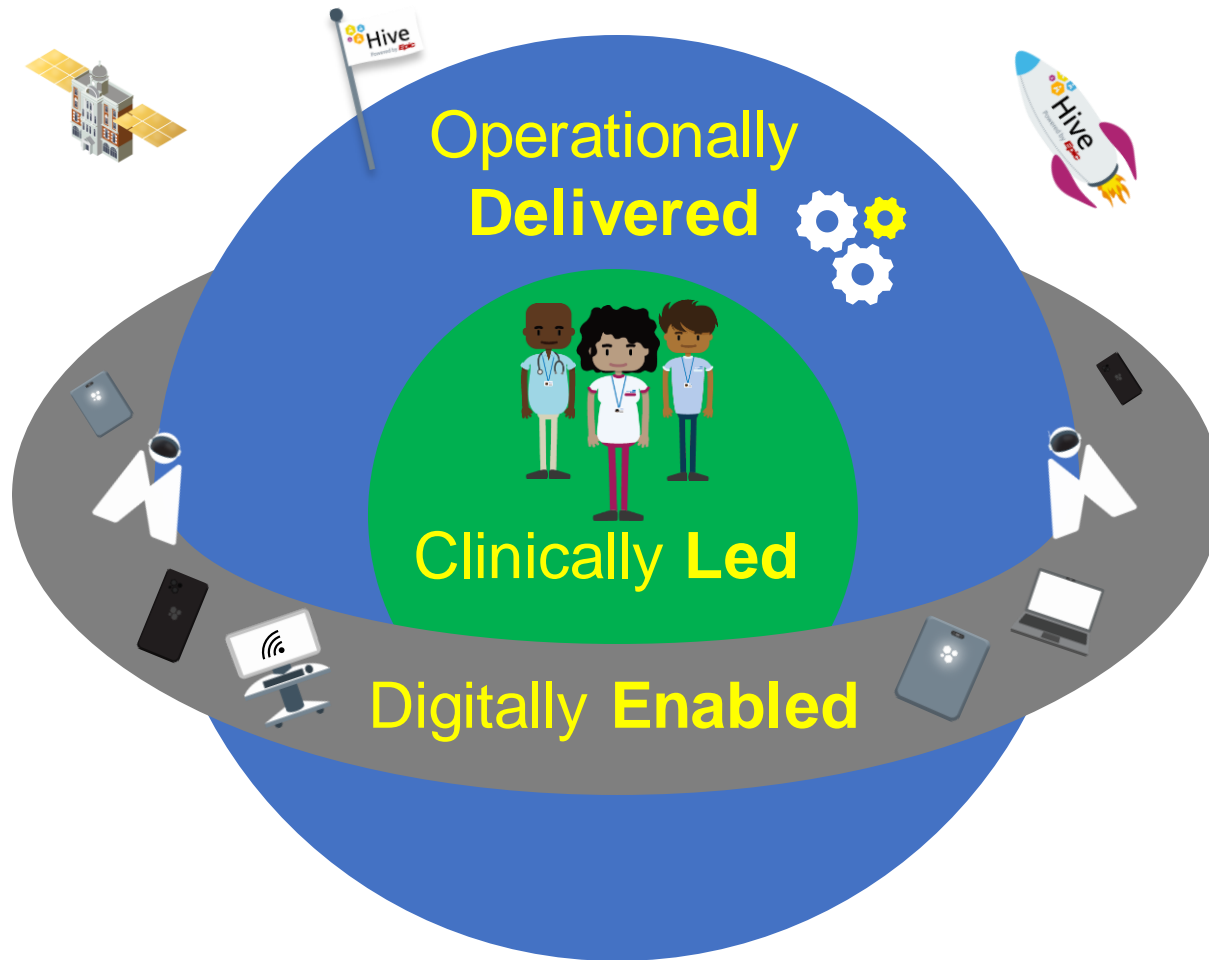


and covered...

- 10 hospitals
- 30,000+ staff
- 250+ dedicated Hive team members

Hive enables **Improvement and Transformation** across everything that we do!

Embedding transformation at scale: Our Hive Programme ethos



Hive is more than just the introduction of a new **digital system**. It affects every aspect of MFT.

The programme's '***Clinically led, Operationally delivered and Digitally enabled***' ethos has been key in ensuring:

- ⬢ Patient safety and care is always at the centre of our work
- ⬢ Transformation is embedded operationally at every level and has become part of the culture
- ⬢ Digital infrastructure and technology enables everything we do.



Robust governance structures were put in place from the outset to manage this huge digital transformation. This included Executive Board-level oversight to support with escalations, mitigations and risk management.



The current Group Deputy CEO was appointed to lead the programme in 2021, emphasising how significant this programme of work was to the Trust. Joint Executive Medical Director led the clinical programme.

This robust governance has aided in...



The prioritisation of transformation activities and ongoing optimisation of the Hive system that are in alignment with the organisational strategy such as single PTLs, next available appointment principle.



The effective utilisation of finite resources across the whole organisation to prioritise the ongoing developments.



The ability to be flexible to respond to changing organisational needs.



The embedding of Hive across different levels, resulting in benefits being seen across the Trust, including patient safety initiatives and operational benefits from aligning programmes.

Trust Priorities:

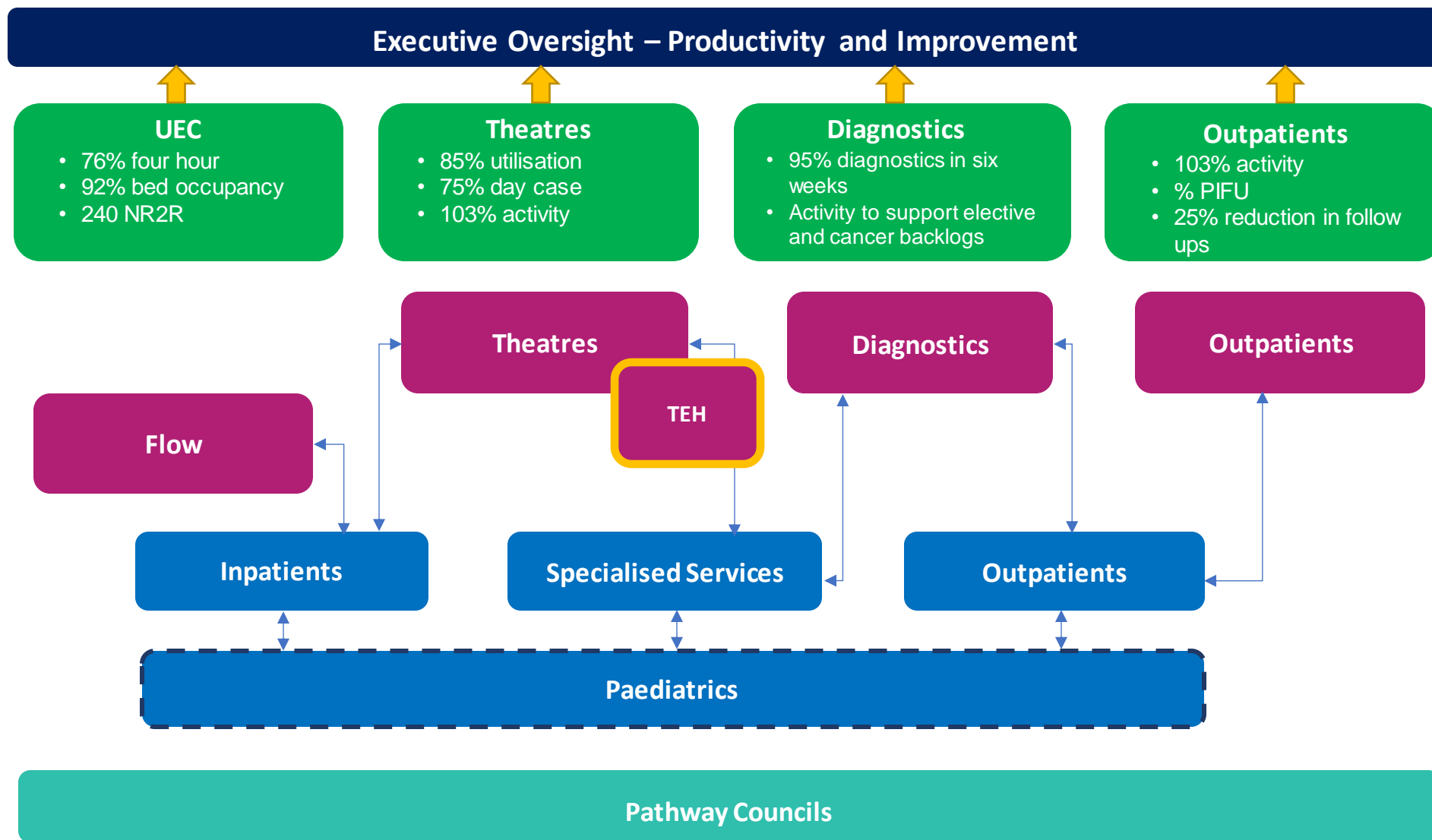
Hive as the enabler for transforming how we care...

**KPIs/Targets
2023/24**

**Improvement
Workstream**

**Delivery
Authorities**

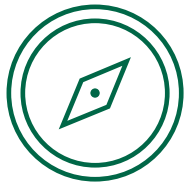
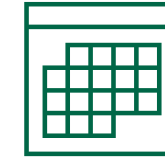
**Pathway
Councils**



Embedding change: Evidence of continuous improvement

Improved patient experience

- We've empowered over 360k patients to take more control of their care, with the **MyMFT patient portal**
- Appointment slots can now be filled more efficiently, with our **"Self-Scheduling"** and **"Fast Pass"** pilots
- A great new **pathway for PIFU**, enabling patient engagement through MyMFT
- There has been an overall **reduction in DNAs** from 11% down to 9.7% (Sep 2022 to Aug 2023)

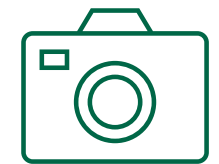


Safer and more efficient care

- **eConsent** saves time and paper by recording a patient's consent securely in Hive, which can then be viewed in MyMFT.... 99% of patients have had their consent captured electronically in Hive!
- **Hospital at Home** (Virtual Wards) improves traceability of patients, and our ability to monitor their progress outside the hospital
- **Care Everywhere** allows staff to view a patient's health record when they've received care at other Epic-enabled sites... 34k+ records sent to other Epic sites, with 53k+ records received!
- **Hive-enabled dashboards** provide clinicians with the latest information, improving discharge decisions & results acknowledgment compliance.
- Significant enhancements to medicines optimisation
IDemand management initiatives in Pathology services

Improving and streamlining pathways

- **Single PTLs** help to reduce wait times
- **End-to-end visibility of Cancer pathways** helps to improve outcomes.
- A new **pre-op process and workflow** is helping to improve theatre utilisation and electronic scheduling at the Trafford Elective Hub.
- Our **improved clinical photography workflow** now means that patients are seen more quickly, with image processing time reduced from 20 to 10 minutes per image, saving the team 25 mins per patient visit
- Improved Radiology Vetting process.



The Challenge

Learnings



Size and scale of the Trust

MFT is a very large Foundation Trust .

Creating robust governance structures to manage progress, risks, and escalations – with Executive Board Level and hospital-level oversight.



Training

Over 28,000 staff to train, in-person across 10 sites.

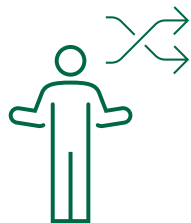
Our flexible approach included a condensed online training package, ensuring all staff received basic training and could go hands-on with Hive.



Timing of disaggregation

We disaggregated systems and services from the Northern Care Alliance (NCA) while also going live with Hive.

Strong partnership work with NCA, involving regular engagement. Ensuring patients and primary care colleagues remained well informed.



Staff resistance

Scale of the switch prompted some pushback from staff, who were naturally cautious about an ambitious new system.

Involving staff in Hive's creation through RDDs, giving them a sense of ownership and reassuring them of its benefits along the way. *Clear end game vision*

MFT and digital transformation: An ongoing culture shift

- ◊ Hive's implementation was the first step our digital journey and has been the catalyst for MFT to embed digital transformation across the organisation.
- ◊ Our 2022 Digital Strategy builds upon Hive's implementation and supports the NHS Long-Term plan and regional priorities
- ◊ One of our key priorities is to fully embed digital care across MFT with learnings from our Hive journey so far.
- ◊ A new Chief Digital and Information Officer, who will sit at Trust Board Level, will lead this work.
- ◊ Digital objectives also feature heavily in our upcoming five-year Organisational Strategy, cementing our commitment to digital working and transforming the care we provide through digital innovation.
- ◊ Throughout everything we do, we aim to be inclusive on our digital journey with both patients and staff.



Our Hive journey: Learning and improving along the way

