

Digital Leadership – A Collaborative Approach

Transforming Clinical Administration

Project Lead - Tracy Sowersby

**Remarkable people.
Extraordinary place.**

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Context

- HEY is a Lorenzo Digital Exemplar site (LDE)
 - Digitisation programme for 5 pathways
- HEY has implemented a Hospital Improvement Programme to transform the way we deliver Outpatients
 - 7 workstreams including digitisation and a review of how clinical pathway administration is organised

Project 1 – Clinical Administration

- There are 700 people involved in the administration of pathways at a cost of £14 million
- Lack of standardisation on the administration of pathways leading to duplication, errors and of validation processes
- This identified a requirement to look at how we were delivering clinical administration in a current hybrid model of patient administration being centralised and secretarial/other admin being devolved
- Emerging technologies will change the way we work in the future as we become a Digital Hospital

What Did We Do Next?

- Convince and get support from the Executive Team to undertake a review
- Held a series of workshops and events for all staff involved in administration (deliberately at this stage excluded Senior management and clinicians (involved them later) to review what worked and didn't work from their perspective, and gave them the opportunity to have their views and make suggestions resulting in the creation of a Design team made up of admin staff

Approach

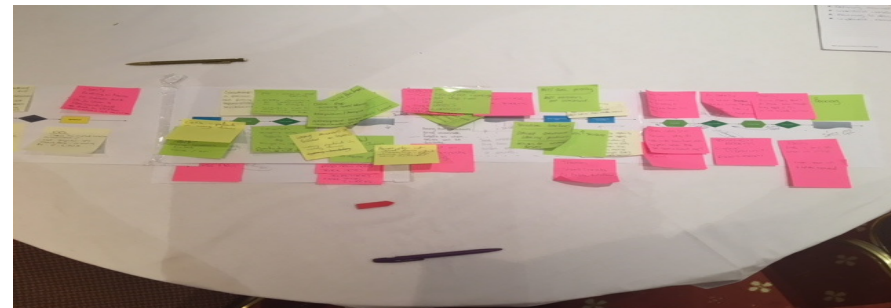
- Leadership from the shop floor
- Empowered the Design Team made up of administrative staff - they were best qualified to undertake the redesign as they are the people working within the administration teams using the current systems day to day
- Undertook staff surveys
- Held a Rapid Improvement Event over 5 days
- Set up their own forum on Trust Intranet

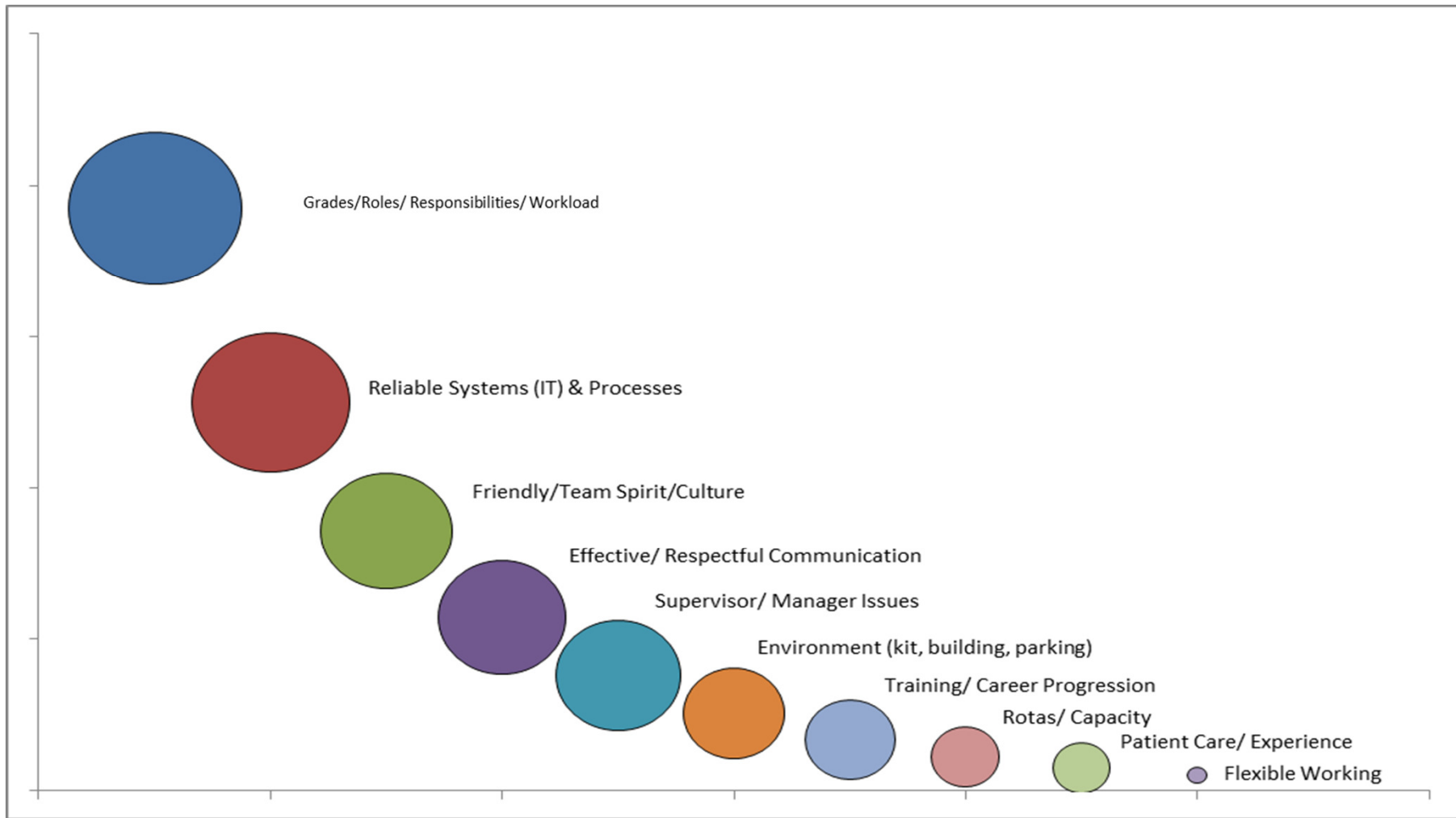
Developing A Standardised Pathway Model for Clinical Administration



Peer selected Design Team made up of a mix of patient admin and secretarial staff with over 290 years collective experience.

All of the administration systems were mapped around the patient pathways . Putting the patient at the heart of the processes the impact of emerging technologies was also considered when grouping tasks to maximise value added steps and minimise waste and rework.





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Design Outputs

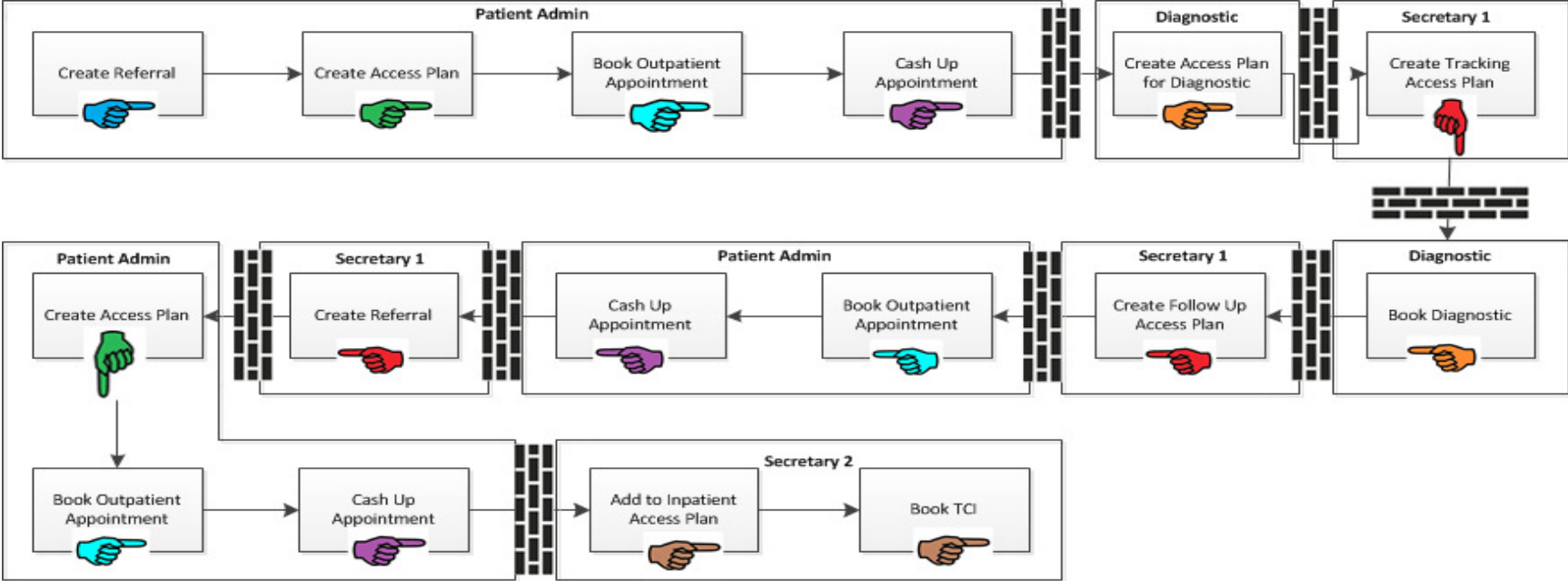
- **Job Roles** – Following a review of all of the tasks and skills required to administer patient pathways in the future the Design Team broadened the task groupings to reduce the number of ‘hand offs’ and maximise **value added steps to future proof the roles in preparation for technological changes**
- **Administration Hubs** – The Design Team proposed that all administration staff be combined into aligned clinical administration teams based on logical patient flow to create **Administration Hubs** that align services to reflect the patient journey rather than the current organisational structure

What about the technology?

- They wanted to us to paint a picture of what digital working would look like
- How does the technology work?
- How will it change what we do in the future?
- Will we have the skills required?

Current Process

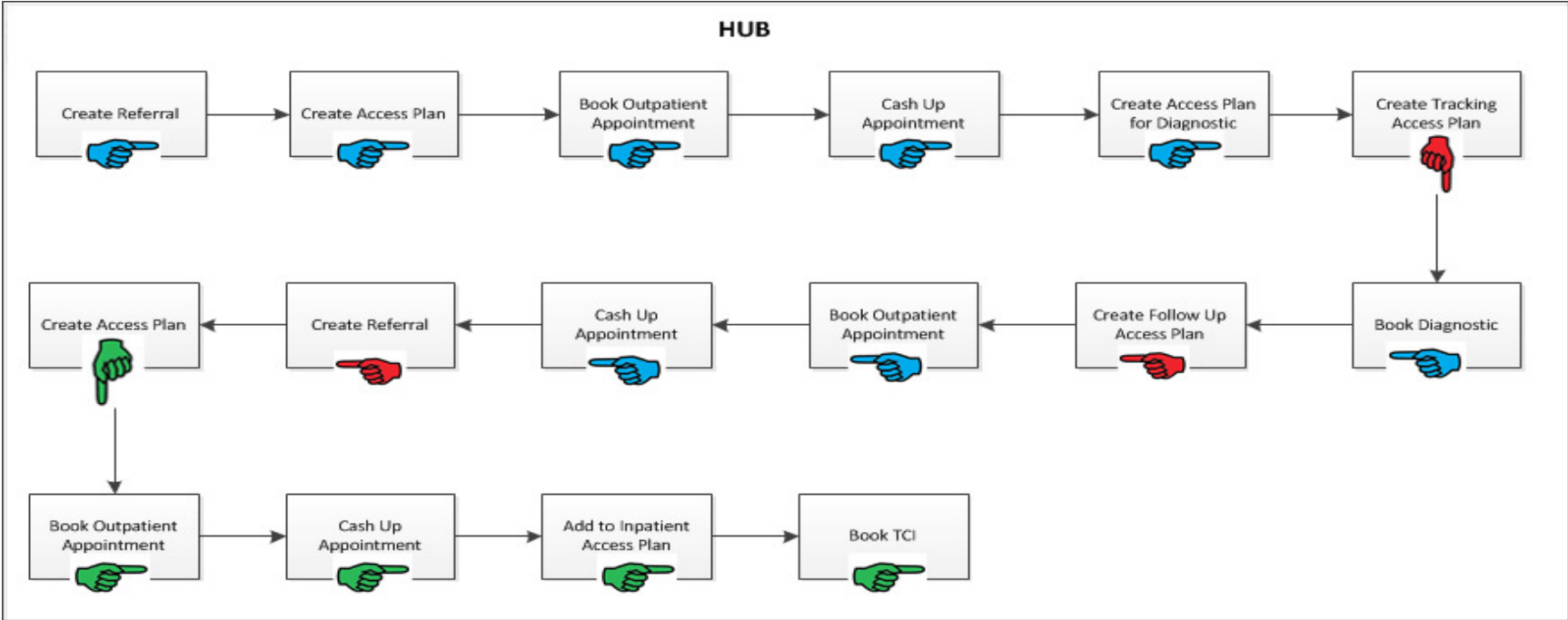
- Eight Barriers
- Three Teams



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Future Process

- No Barriers
- One Administration Hub



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Design Phase Engagement

Hull and East Yorkshire Hospitals 
NHS Trust

The future state design principles were shared widely and discussed with key stakeholders through a series of engagement events

- Design Output Events
- Specialty meetings
- Design Phase Engagement Sessions
- Options appraisal event

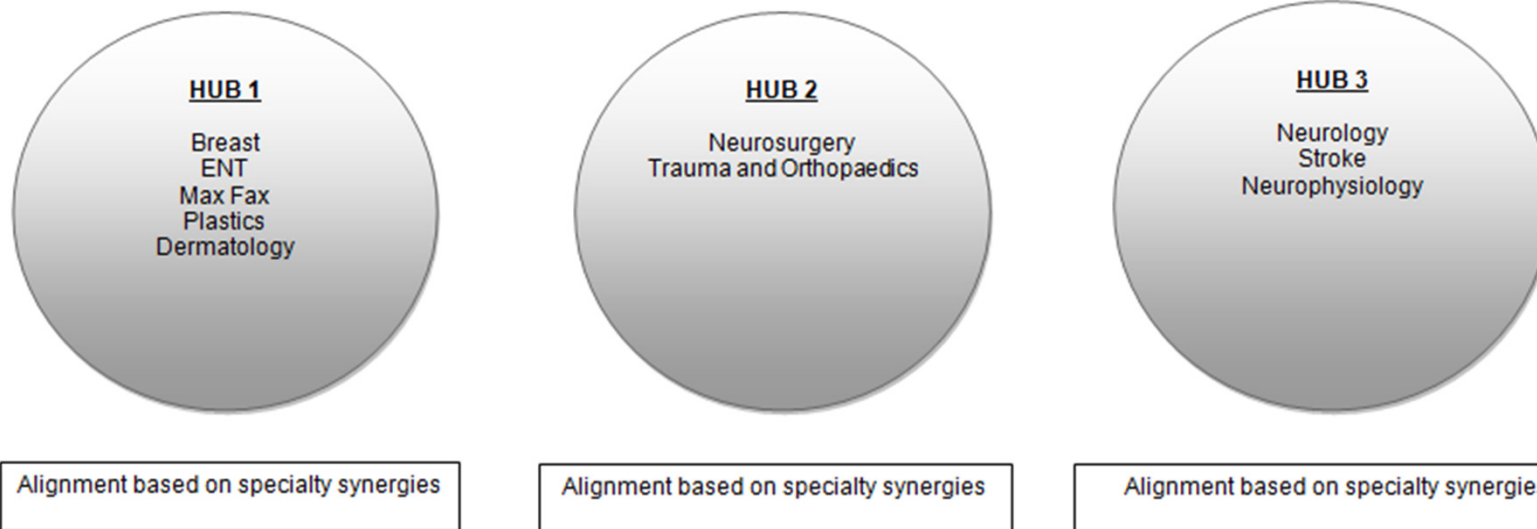


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Engagement with Clinical Leaders & Managers

- Reviewed what they required from the Admin hubs
- Reviewed tasks undertaken by clinical teams more suited to admin hubs
- Not losing a secretary but gaining a team
- Not losing ownership – but gaining confidence
- Digitisation of pathways and the positive impact on patients and staff
- ASSURANCE

Example Hub Structures



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Approval to proceed:

- The Hub structure proposal has been refined based on the feedback of the engagement events and was presented to the HEY Improvement Board in September 2018
- Service specifications developed and signed off
- Implementation starts January 2019

End to End Clinical Admin Review

Programme Schedule 2018-2019

August - December 2018

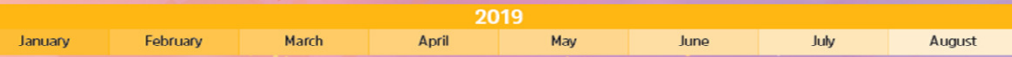
- Confirm roles to be included in the new structure
- Confirm the model for the new structure
- Align the current workforce into the new hub structure
- Confirm the service specification and management arrangements for the new hub structures
- Confirm implementation plan

October - December 2018

- Develop Consultation

November - December 2018

- Engagement events with all staff to help develop the implementation plan



21st Jan 2019
Publish consultation paper

End of March 2019
Publish outcome paper

1st April 2019 - 12th August 2019
• Implementation period

The paper will have details about the proposed structure and the impact of the structure on affected staff. It will also provide details about the process and your involvement in the consultation process.

The proposed model will be amended following the consultation period incorporating the feedback. The outcome paper will provide details of the confirmed new structure, the impact on staff, the details of the process to move staff into the new structure and key dates for the implementation stage.

Staff will be transitioned into the new line management and hub structure in a supported and structured way.

21st January - 8th March 2019

- Consultation period
- This will include launch meetings where all staff will be able to attend a presentation on the proposal and what your involvement will be.
- Any ideas and thoughts can be provided during this period to help inform the new structure. There will be many different forums for staff to provide feedback.

Leadership in action :

- Honest and transparent from the start
- Engaged widely
- Empathy with their fears
- Let the team provide the evidence of what works well – trust the team
- Empower them to come up with the solution
- Resilience and patience
- Sold them a vision of the future
- They bought into the vision

- Its not all about the technology , its about transforming the way we provide services
- It is about unlocking the digital dividend
- A blueprint for the LDE Programme

"Proud to be part of the creation of a 'new world' for administration and excited to see the improvement it will bring to the patient experience. "

Clerical Officer

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