
Kingston Hospital NHS Trust

Case study

Go live floorwalking and staffing support for Cerner Millennium LC1 CRS

Project summary

- Ideal engaged early with the Trust to share lessons learned and validate their scoping and go live assumptions, liaising with all hospital service leads and the project team
- Ideal supported Kingston Hospital by supplying staff to support their go live over a six week period including Christmas and the New Year
- Ideal took on the early stage planning, selection of the team, training, assessing and accreditation of staff and the scheduling of the floorwalking project
- Ideal took responsibility for managing and scheduling any in house staff who were to provide go live support, including 'volunteers' from across the NHS
- Kingston Hospital was able to go live with their new Cerner system with minimal disruption to staff and patients through effectively utilising the Ideal go live support programme

Background

Kingston Hospital is a district general hospital located on one site in Kingston upon Thames, 12 miles from central London. The hospital supports 320,000 people in the surrounding area including the boroughs of Kingston, Richmond, Roehampton, Putney and East Elmbridge.

The hospital has 520 beds and directly employs 2,600 staff with another 300 staff employed by contractors but working on behalf of the Trust. They provide a full range of diagnostic and treatment services and have a national reputation for innovative developments in healthcare, particularly in 'patient-focused' care, day surgery and maternity services.

The challenge

At the end of November 2009, Kingston Hospital switched from its iSoft CliniCom Patient Administration System (PAS) to the Cerner Millennium care Records Service (CRS) programme. Kingston was the first hospital to implement Cerner Millennium for 18 months. They were acutely aware of the importance of providing thorough support to Trust staff using the system both during and post the critical go live period.

Kingston Hospital needed a team of effective floorwalkers and helpdesk staff who were fully qualified and experienced in training and supporting Kingston's Cerner Millennium to provide on hand support for six weeks immediately following go live. This entailed around the clock cover across all departments and included the Christmas and New Year holidays. The Trust needed a certain amount of flexibility in the supply arrangement as the number and location of floorwalkers required was adjusted to meet changing situations dictated by organisational demands and system functionality.

Kingston Hospital's project team understood that effective go live support is vital in helping to provide a smooth transfer of knowledge to Trust staff in a managed and effective way to build capability and ensure early uptake and utilisation of the system.

While working with the Trust it also became obvious that there was a requirement for data entry and back office staff in order to cope with the additional workload associated with implementing the new system.

The solution

Ideal was able to offer Kingston Hospital a single point of contact for all the go live support needed. Ideal took responsibility for scoping the requirement and managing the project by close liaison with the business and project team. Ideal supplied a go live support project manager several weeks before go live to work with the Trust to accurately scope the requirement to ensure that the project delivered the objectives within budget.

Ideal's innovative solution utilised a fully managed floorwalker service that included specialist helpdesk support, floorwalkers, back office staff and a data correction team.

Flexibility

With extensive experience in supplying staff around go live to support CRS Cerner Millennium deployments, Ideal has developed a robust and proven supply model. We fully understand the challenges associated with reaching actual go live dates and our delivery model accommodates alterations to client's needs and demands. We are able to supply sufficient contingency to manage fluctuations in demand and have a flexible programme to save costs when support can be scaled down.

Scoping and planning

Upon engagement with the Trust in the period of planning prior to go live, Ideal undertook an in depth scoping exercise to get a clear understanding of the Trust's competencies and expertise in using Cerner Millennium and to identify specific areas where more concentrated support may be needed. Our scoping exercise covered the number of staff, location and speciality of each department of the Trust and looked in detail at the actual level of support needed.

This information then enabled us to ensure that we had the right number of floorwalkers, with the right skills, in the right place when required.

High quality of staff

Ideal has an extensive team of fully qualified and experienced Cerner Millennium support staff. All our staff undergo a rigorous selection process and are continually assessed and developed. Our recruitment process is overseen and externally monitored by the Health Informatics Quality Scheme. All staff supplied to Kingston passed our standard pre employment checks and assessments including telephone screening, face to face interviews, competency assessment, references and enhanced CRB check.

We have been assessed by BT and LPfIT and are an accredited supplier of trainers to the London Health Training Pool. Our training assessment programme CIS is approved by CfH and externally monitored by NCfE.

In order to further enhance the quality of staff supplied to Kingston, all floorwalkers supplied were CIS accredited and their performance monitored on a daily basis. This additional quality check allowed Kingston to be the first Trust to benefit from a fully accredited floorwalker team.

Scheduling

In order to ensure maximum effectiveness and therefore project success, Ideal took responsibility for scheduling the floorwalkers, including those supplied by LPfIT as cost neutral support. We assessed all Ideal staff post localised training and pre scheduling to ensure the most effective floorwalker was deployed to the correct area. As we have worked with our staff on a number of projects, we were able to match not only their Cerner skills but also their particular soft skill strengths so that champion users and end users were offered the most valuable support.

Ideal's scheduling management included:

- Analysis of areas needing cover
- Training, assessment and preparation of support staff
- Dynamic management of floorwalkers matching end user needs and floorwalker capacity
- Liaison with champion users to ensure effective cover
- Daily assessment and review of business needs to ensure cover reflected the business needs

Training

In order to fully prepare the floorwalkers, Ideal undertook a training programme which covered local build and processes and Trust policies, together with an orientation programme. The training sessions were run over weekends prior to go live. This minimised disruption for the hospital training space and ensured staff were familiar with the most up to date system.

The training sessions included:

- Patient workflows
- Kingston Hospital's use of Cerner Millennium LC1 to support the patient journey
- Specific data quality requirements
- Local Trust policies
- Issue reporting processes
- Soft skills training

On completing the localised system, process and soft skills training, each prospective floorwalker completed a written assessment leading to CIS certification. This is externally monitored by NCFE and is a recognised CfH HIQS qualification.

Immediately prior to go live all floorwalkers attended an orientation training programme to maximise their efficiency and ensure effectiveness from day one of the go live.

Floorwalking Managers

The floorwalkers were overseen and managed by one of our Floorwalking Managers at all times, who in turn were supported by the Project Manager and Scheduling Team, to ensure the smooth running and success of the implementation project.

The main responsibilities of the Floorwalking Manager were to:

- Work closely with the Trust prior to go live to ensure all processes and documentation were in place
- Act as primary point of liaison between Trust management and the floorwalking team
- Oversee movement of floorwalking staff as needs changed
- Liaise between Help desk, change and project teams
- Hold responsibility for the quality of service

Benefits

Trust staff were effectively supported, guided and encouraged in using their new Cerner Millennium system through the challenging go live period. The Trust was able to benefit from a full team of qualified staff with in depth knowledge of Cerner Millennium, together with localised system understanding. Continuous support was provided using a shift system to satisfy the demand to maintain constant patient service.

Ideal's innovative and cost effective approach allowed the Trust to utilise additional manpower and expertise on a totally flexible basis. The Trust's need for 24/7 support was met by using Ideal's comprehensive go live support model, without having to undergo a time consuming and expensive recruitment and training programme. By guaranteeing the quality and capacity of the support team, Ideal relieved the Trust of unnecessary pressure and stress during a challenging point in their implementation project.