

## Ideal case study

# Royal Free Hampstead NHS Trust

## Training, floor walking and staffing support for Cerner Release 1.

### Project summary

- **First of type Cerner Release 1 deployment**
- **4,500 staff required training**
- **Ideal retained 100 floor walkers on local systems and workflows**
- **We managed the rota of floor walkers to ensure the Trust was supported during go live**
- **We supplied data validation, data migration, administrative and reception staff**

### Background

The Royal Free Hampstead NHS Trust has around 900 beds and sees about 700,000 patients a year. The Trust has a staff of 4,600 and a turnover of £450m. In addition to the General Hospital in Hampstead, the Trust includes the Royal National Throat, Nose and Ear Hospital at Kings Cross.

Although patients are seen from all over the world, the Trust mainly serves North London and the Home Counties. Departments include accident and emergency, surgery, renal, pediatrics, maternity, elderly care, adolescent psychiatry and one of the UK's two high security infectious disease units.

The Royal Free is renowned for their specialist services including liver, kidney and bone marrow transplantation, renal, AIDS/HIV, infectious diseases, plastic surgery, immunology, pediatric gastroenterology, ENT surgery and audiological medicine, amyloidosis and scleroderma. The Trust is a leading cancer centre with a range of specialist diagnostic and treatment services in oncology and haematology and a major neuroscience base.

The hospitals and associated medical school conduct international medical research, and constitute a leading site for the training of doctors, nurses, midwives and professionals allied to medicine.

### The challenge

As part of the National Programme for IT, the Royal Free Hampstead NHS Trust was the first hospital to adopt Cerner Release 1 in the London cluster, known as LC1. This is the upgrade to Cerner Release 0, which is supplied by BT. The Royal Free was not in a position to adopt Release 0 and was new to Cerner with the LC1 project.

BT strongly recommends that at least 85% of hospital staff are trained on the new system prior to go live. With 4,600 employees, this obviously puts enormous strain on any in house training and staff development department. The Trust required additional training resources to assist with the preparation and training of all staff for several months prior to the scheduled go live.

Additional support was required during the critical go live period to ensure the deployment ran as smoothly as possible. The Trust needed reassurance that expert

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help was immediately at hand for all staff during the early days of using LC1.

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

### **The solution**

Ideal worked in partnership with the Trust to identify the areas where additional resources were required. In February 2008, Ideal supplied two full time trainers, for a period of four months in the lead up to the scheduled go live. With their valuable experience and knowledge of Cerner implementation projects, the Ideal trainers successfully increased the capacity of the Trust's own training pool.

One month before the scheduled go live, Ideal provided a further five trainers to help the Trust ensure at least 85% of hospital staff were suitably trained prior to go live.

In addition to the thorough training programme, the Trust required a high level of support throughout the critical go live period. Perot was responsible for supplying the required floor walkers. With our reputation for recruiting the highest caliber of trainers through our strict selection and monitoring processes, Perot felt confident in subcontracting the supply of 60 floor walkers to Ideal. We supplied an additional five floor walkers directly to the Trust. All our 65 floor walkers remained with the Trust for a period of four weeks.

Ideal was responsible for the retraining of all 100 floor walkers, supplied by four different sources, who were involved in supporting the Trust through go live. As the Royal Free is the first London Trust to deploy Cerner Release 1, all floor walkers needed to be retrained, using local processes, to upgrade their skills. In order to minimise any disruption to the everyday operation of the Trust, Ideal used the Trust facilities over weekends to deliver the training.

Through our high standards of training, monitoring and assessment, Ideal were able to provide a strong team of floor walkers with in depth knowledge of LC1, using local processes and workflows. Ideal worked with the Trust to improve the dynamics of the organisation and manage the floor walking rota to maximise benefits in the most efficient manner.

In early August, Ideal provided a data validator to check the integration of the information being entered into the

system. The validator remained with the Trust for six weeks.

In order to support a smooth transition, the Trust required additional data entry staff to load information onto the new system, together with general administrative staff. Ideal provided ten migratory staff two weeks prior to go live. This additional resource was required for two weeks in Accident and Emergency and for four weeks in the Renal department.

The Trust needed further staffing support in the Outpatients department for data entry, general administration and reception. Ideal supplied a total of 70 interim staff from June until the end of November.

### **Benefits**

The full time trainers who supported the Trust for four months prior to go live, effectively increased the capacity of the Trust's in house training team, for the period of time required. The Trust was able to benefit from the extra resource without making a long term commitment to employ additional staff.

By working together with Ideal, the Trust were able to enjoy the benefits of having a large team of fully trained floor walkers, with in depth knowledge of LC1 using local processes and workflows. As this is a first of type deployment, such skills were not commonly available.

The additional staffing support was satisfied by using the highest caliber of candidates, for the duration of the requirement. By guaranteeing the quality and capacity of the staffing solutions offered, Ideal relieved the Trust of unnecessary pressure and stress during a challenging project.

*"The trainers supplied by Ideal did a very thorough job in preparing staff at the Royal Free, including adapting the programme to meet the needs and availability of the consultants. The trainers further enhanced the service by gathering information from the shop floor and feeding back to the training team.*

*"We were delighted with the service we received from Ideal."*

**Sarah Kennard, CRS Training Manager, Royal Free Hampstead NHS Trust**