



## TRUST BOARD COVER SHEET

	<p><i>The cover sheet purpose is to provide the Trust Board/Committee with a clear summary of the paper being presented, how it impacts on the people we serve, key matters for attention and the ask of the Trust Board/Committee</i></p> <p><i>The Accountable Director must satisfy themselves that the cover sheet is accurate and fully reflects the paper. The expectation is that the Accountable Director has read and agreed the content of both the cover sheet and paper.</i></p>	
<b>Meeting and Date of meeting</b>	Trust Board Meeting Thursday 29 <sup>th</sup> May 2025	
<b>Title of paper</b>	Encompass Go-Live Briefing	
<b>Accountable Director</b>	<b>Name</b>	<i>Siobhan Hanna</i>
	<b>Position</b>	<i>Interim Encompass Programme Director</i>
<b>Report Author</b>	<b>Name</b>	<i>Siobhan Hanna</i>
	<b>Email</b>	<i>Interim Encompass Programme Director</i>
<b>This paper sits within the Trust Board role of:</b>	Strategy	
<b>This paper is presented for:</b>	Assurance <i>(Notes on completion at end of document)</i>	
<b>Links to Trust Strategic Priorities</b>  	<input checked="" type="checkbox"/>	Collaborative Working
	<input checked="" type="checkbox"/>	Learning Organisation
	<input checked="" type="checkbox"/>	Safety, Quality & Experience
	<input type="checkbox"/>	Community First
	<input checked="" type="checkbox"/>	Whole-Life Approach

## 1. Reason for Presentation of Paper / Report

This paper has been produced to provide Trust Board with an briefing on encompass implementation, 2 weeks post go live.

## 2. Detailed summary of paper contents:

This paper provides an update on the following:

1. Help Hubs
2. Command Centres
3. IT Support
4. My Care Uptake
5. Indicators of Use
6. Planned Downtime/Business Continuity Testing
7. Staff Feedback – pre-implementation

and also provides an outline of a proposed stabilisation governance structure for encompass.

## 3. Areas of improvement/achievement:

The Southern Health and Social Care Trust's implementation of encompass has been smoother than anticipated with command centres to be stood down on Friday 23<sup>rd</sup> May 2025 – 2 weeks after go live.

Staff continue to adapt to this new way of working and will continue to be supported in Business As Usual support, as well as continued availability of 'User Labs' for at least 6 months post go live.

The Trust's IT team has adapted very well to supporting staff across the Trust to use encompass, with 83% of support calls closed on the same day as they were raised.

## 4. Areas of concern/risk/challenge:

There is planned downtime for 4 hours from 23.59am on Saturday 24<sup>th</sup> May 2025. This is planned, essential regional downtime. This is very early in our implementation and will be challenging for staff. However, training is ongoing for relevant staff and other Trusts have shared their Business Continuity documentation for learning. It will help with assurance on encompass Business Continuity Planning.

## 5. Impact on Statutory Duties: Provide details on the impact of the following and how.

<i>Financial Impact</i>	<i>Safety and Quality Impact</i>
No, there are no Financial Impacts	<b>Yes, there are Quality, Safety or Experience Impacts</b>

<b>6. Risk Assessment (Risk level and state if a risk assessment be completed)</b>	
Not applicable for this report, however, the encompass programme has a live risk register	
<b>7. Other Business Intelligence/data (If appropriate)</b>	
Relevant BI included in report	
<b>8. Impact: Provide details on the impact of the following and how. If this is N/A you should explain why this is an appropriate response.</b>	
<b>Corporate Risk Register</b>	No risks at this stage of implementation for corporate risk register
<b>Board Assurance Framework</b>	No current impacts on Board Assurance Framework at this stage of implementation
<b>Equality and Human Rights</b>	Equality Assessment has been completed

#### **Reasons for Paper Presentation**

<b>Approval</b>	<i>Used when an item requires a formal agreement or endorsement by the meeting / committee members. Examples are approving minutes, budgets, proposals or policies.</i>
<b>Assurance</b>	<i>Used when an item can be measured against a certain criteria / standard. Examples are a project is on course with delivery or financial targets are being met.</i>
<b>Information</b>	<i>Used when an item is presented for the purpose of updating or informing the attendees without requiring a decision or action, such as reports, updates, or announcements.</i>
<b>Discussion</b>	<i>Used when an item is listed primarily for open discussion, brainstorming or gathering input from the members without requiring an immediate decision.</i>

# encompass Go-Live Briefing 21<sup>st</sup> May 2025



**ONE PATIENT.  
ONE RECORD.  
ONE SYSTEM.**

**ACROSS HSCNI TRUSTS**

*Southern and Western Health and Social Care Trusts are entering the final phase of the encompass implementation.*

**8 MAY 2025**

## 1.0 Introduction

The Southern Health and Social Care Trust, alongside The Western Health and Social Care Trust, went live with encompass at 4am on Thursday 8<sup>th</sup> May 2025. Both Trusts' Go-Live went very smoothly and from Monday 26<sup>th</sup> May 2025, both plan to commence our 'stabilisation' phase, with all Help Hubs and Command Centres stood down.

This paper provides a briefing to Trust Board members on the Southern Health and Social Care Trust's (The Trust) current position with encompass go-live.

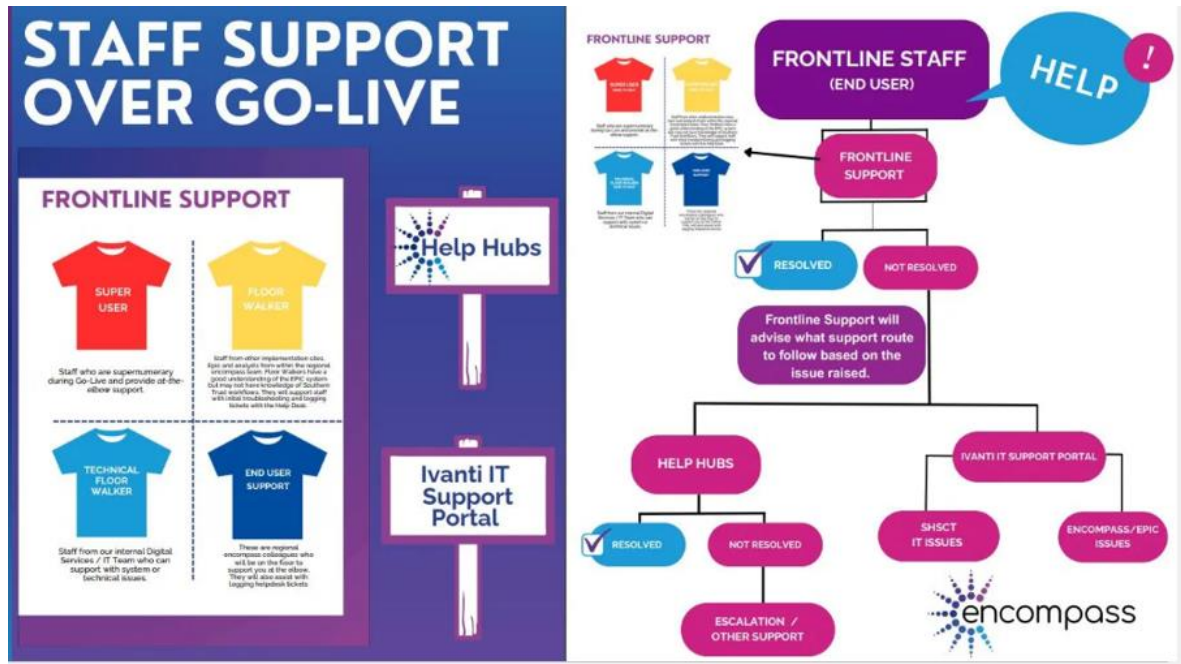
## 2.0 Help Hubs

The Trust stood up the following Help Hubs to support staff over our 'soft-live' and 'go-live' period.

Craigavon Area Hospital Medical Education Centre (MEC) Ground Floor Tel: 028 3756 5852	Daisy Hill Hospital, Newry Old Physio Gym Tel: 028 3756 5880	Dromalane House, Newry IT Training Room and Conference Room 1 Tel: 028 3756 5899	Lurgan Hospital Old Occupational Therapy Store, ground floor Tel: 028 3756 5865	South Tyrone Hospital Gordon Thompson Suite, encompass Training Room Tel: 028 3756 5863	St Luke's Hospital, Armagh Navan Room, encompass Training Room Tel: 028 3756 5868
Open 24/7	Open 24/7	Open Monday - Friday 8am - 6pm	Open 7 Days: 7.30am - 10pm	Open 7 Days: 7.30am - 10pm	Open Monday - Friday 8am - 6pm

Soft-live was the period from 5<sup>th</sup> -8<sup>th</sup> May 2025, after data from our legacy systems was migrated across to encompass. There was a 5-day period when the legacy system was used for current activity, but any bookings relating to 8<sup>th</sup> May onwards were scheduled using encompass.

The function of Help Hubs was to schedule and co-ordinate floorwalker and superuser support and have a range of expertise available to assist staff, to avoid them having any delays with using encompass. The support ranged from technical support, password provisioning, workflow advice, just in time training and is summarised below:



The Trust is extremely grateful for the support provided by Epic Floorwalkers, Superusers from other Trusts, not only in Northern Ireland, but also England and Finland, and Technical Floorwalkers from other HSCNI Trusts and BSO.

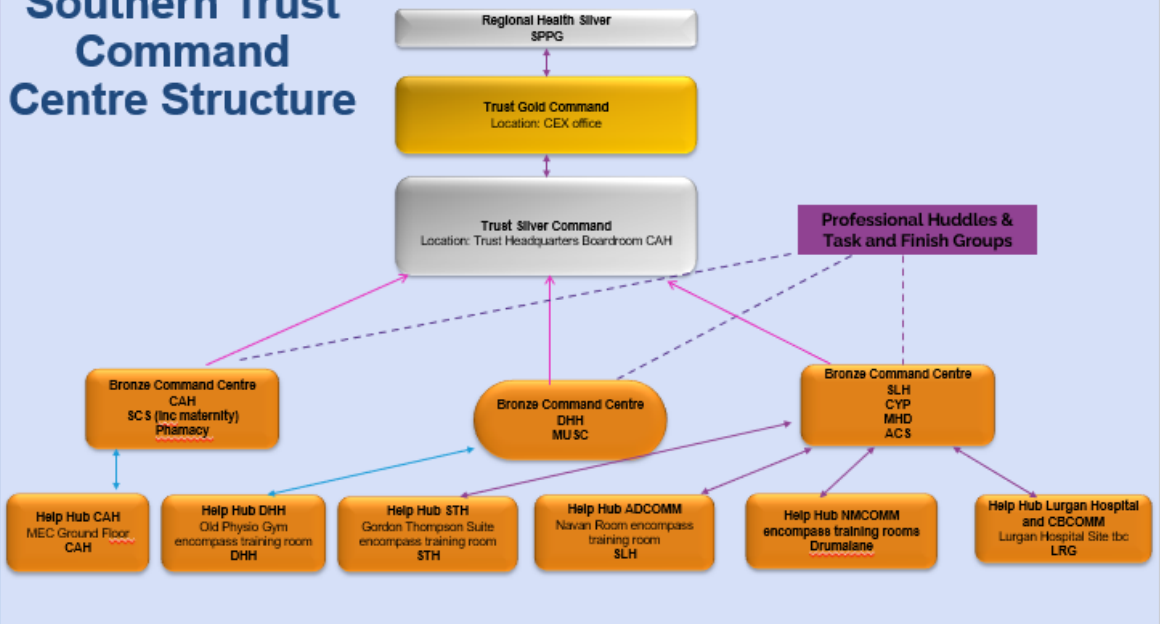
Calls to the Help Hubs were monitored closely and within 1 week, the Trust was able to close Dromalane (Newry) Hub, reduce Daisy Hill Hub opening hours to 8am – 8pm, reduce Craigavon Hub Opening hours to 8am – 12 midnight, close Lurgan Hub and close South Tyrone Hub.

Two weeks after our go-live the Trust was able to close Craigavon, Daisy Hill and St Lukes Hospital Hubs and communicate business as usual support.

### 3.0 Command Centres

The following command centre structure was established from 5<sup>th</sup> May 2025:

# Southern Trust Command Centre Structure



The meeting schedule was as follows:

Time	Meeting	Attendance
0915	Divisional <u>SitReps</u>	Divisional teams
<b>1000</b>	<b>Silver</b>	<b>Bronze Leads</b>
1100	Gold	Silver <u>Lead</u>
1200	Regional Health Silver	Gold and Silver Leads
1445	Divisional <u>SitReps</u>	Divisional teams
<b>1500</b>	<b>Silver</b>	<b>Bronze Leads</b>
1600	Gold	Silver <u>Lead</u>
1730	All Trust Silver	Silver <u>Lead</u>
<b>1800</b>	Regional Health Silver	Silver and Gold Lead
<b>2100</b>	<b>Silver</b>	<b>Bronze Leads</b>

By the end of the first week of go live, Gold meetings were stood down, with meetings by exception only. 9pm Silver meetings were also stood down. By day 10 of go live, Silver meetings were reduced to once per day (3pm daily) and All Trust Silver, as well as Regional Health Silver, were also stood down. Trust Silver meetings will be fully stood down on Friday 23<sup>rd</sup> May 2025.

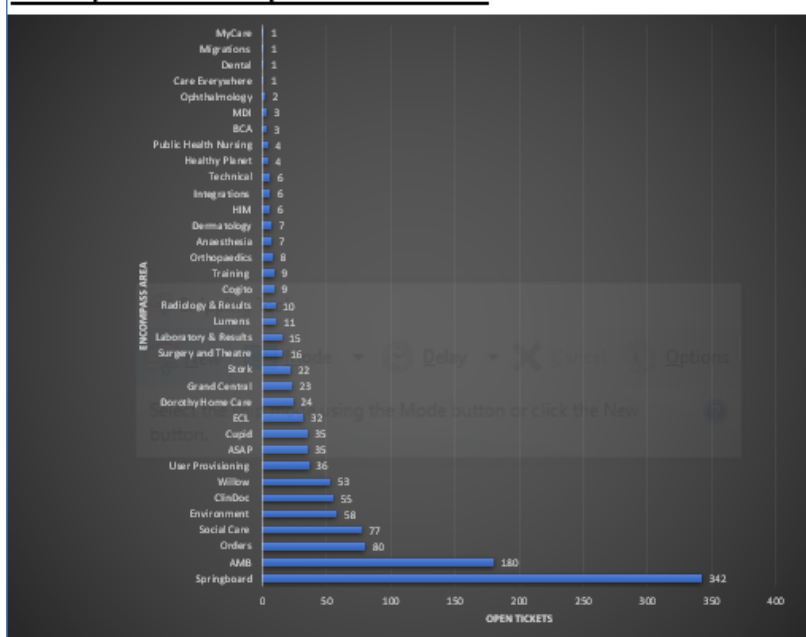
Our Hubs and Command Centres were staffed by Directors and Assistant Directors across the Trust. Some of these Hubs were open 24/7. The dedication and support of Senior Managers across the Trust is acknowledged and appreciated.

## 4.0 IT Support Calls

The Southern Trust was the only Trust in the Region to complete testing of all encompass devices prior to go live. This is a remarkable achievement and contributed to a smooth go live.

At 21<sup>st</sup> May 2025, 6763 calls for IT support have been logged with 83% closed on the same day. The Trust's IT team have adapted extremely well to supporting staff to use encompass. The table below summarises the calls that are currently opened and these are being monitored on a daily basis:

### encompass SHSCT Open Tickets – 1182



#### Top 5 issues by encompass Area

encompass Areas	Open Tickets
Springboard	342
AMB	180
Orders	80
Social Care	77
Environment	58

#### Priority Tickets

Priority	Ticket Count
P1 (Critical)	0
P2 (High)	3
P3 (Medium)	1167
P4 (Low)	6
P5 (Request)	6

#### Stats from 5<sup>th</sup> May – Soft GL

Status	Ticket Count
Calls Logged	6763
Calls Closed	5581
Closure Rate	83%



## 5.0 My Care

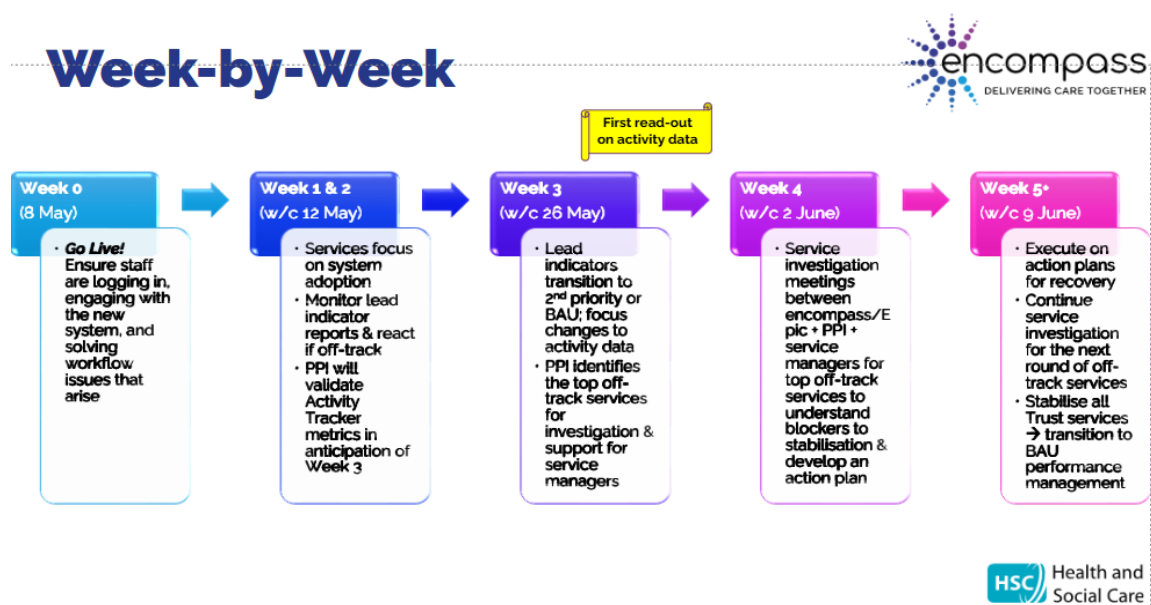
The Trust is promoting the use of My Care app to the public via social media. The uptake by Trust locality is as follows:

	My Care	%	Population	% of Population
SEHSCT	43,487	30.8	367,927	11.82
BHSCT	36,004	25.5	363,390	9.91
NHSCT	38,686	27.4	479,266	8.07
SHSCT	13,978	9.9	390,976	3.68
WHSCT	9,036	6.4	301,616	3.00
<b>Total</b>	<b>141,191</b>	<b>100.0</b>	<b>1,903,175</b>	<b>7.42</b>

The Trust will continue to promote use as a way to effectively and efficiently communicate with our patients and service users.

## 6.0 Lead Indicator Reporting

The Trust aims to ensure that staff are using encompass as they should as quickly as possible. To this end, a 'Stabilisation' Plan has been agreed, which is summarised as follows:



This will be led by the Directorate of Performance, Planning and Informatics. Their main focus for the first two full weeks is daily 'Lead Indicator' reporting, which provides assurance that staff are engaging with the system and carrying out the necessary activities. At this stage, the Trust's Lead Indicators are very positive and are summarised as follows:

# Activity Stabilisation

## Lead Indicators



Lead Indicator	Actual	Target	RAG Status
Appointment Resolution (Check-in) Rate – cumulative since Go-Live, 1 day lagtime	92% (w/o Radiology)	95%*	↑
Outpatient Open Visits >7 Days from Encounter Date (Consultant & Professional Documentation)	13.6%	<20%	↑
Referrals Workqueue Monitoring for Unworked Workqueues - # of Workqueues	97 (35 have > 10 contacts)	0	→
Referral Workqueues Missing Supervisors - # of Workqueues	0	0	→
Waiting List Workqueue Monitoring for Unworked Workqueues - # of Workqueues	26 (2 have > 10 contacts)	0	↓
Waiting List Workqueues Missing Supervisors -# of Workqueues	0	0	→
Day Case Appointments Checked-in, but not Admitted - % of TOTAL	2.3%	<5%	↑
Missing EDD - % of TOTAL	11%	<15%	→
Overdue EDD - % of TOTAL	17%	<25%	↓

There is daily engagement with services on areas that require improvement, however, benchmarking with other Trusts, it is apparent that the Trust's position is very strong at this stage of implementation, which provides confidence that staff are using encompass as they should.

Once the Performance Planning and Informatics (PPI) teams are assured that these basic system usage processes are in place, the Trust will start to look at Activity Stabilisation data. The PPI teams plan to start looking in detail at the performance data from week 3 (week commencing 26<sup>th</sup> May 2025) and then initiate meetings with teams in week 4.

The PPI team will also continue to monitor the lead indicators.

## 7.0 Downtime – Business Continuity Testing

The first planned encompass downtime is due to take place this weekend on Saturday 24 May 23:59 until Sunday 25 May at 04:00. This means that for this period, encompass will be unavailable due to a system upgrade and maintenance. This is very early for our staff, who are just starting to get used to using encompass as part of their job.

However, this is essential regional downtime and cannot be negotiated. Other Trusts have shared their learning and documentation, and Professional leads and emergency planning team are meeting with staff affected to walk through business continuity arrangements.

From a positive perspective, it will facilitate testing of our business continuity arrangements in a planned environment, at an early stage of implementation.

## **8.0 Pre-Implementation Staff Feedback**

The Trust issued a pre-implementation survey to seek views on how prepared staff felt prior to encompass go-live. 738 staff responded to this survey. The themes within the survey responses were relatively consistent across staff bandings, directorates and professional groups.

Positive feedback received included that staff appreciated the training provided and felt confident about the transition to Encompass. In addition, staff indicate that they believe that Encompass will improve efficiency, patient care, and overall service delivery. **81.6%** of respondents agreed they understand the purpose of moving to the new system.

However, a significant number of staff felt that the training was insufficient, not role-specific, and too generic. They expressed concerns about the lack of hands-on practice and real-life scenarios. Only 31.4% of respondents agreed that training helped them to feel confident about using encompass.

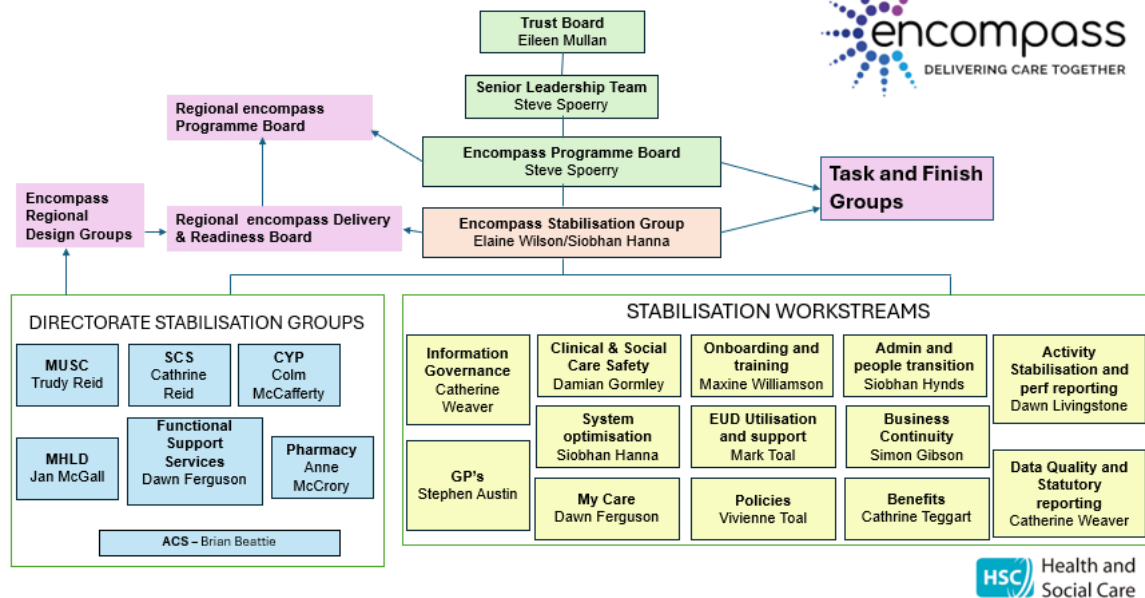
There were comments made about the clarity and frequency of communication regarding the transition. Some staff felt overwhelmed by the volume of information and found it difficult to keep up with updates. However, 39.8% of respondents agreed that communication was very clear and 31% were 'neutral'.

Taking on board this feedback, Professional Leads and Digital Leads have re-established User Labs which are 1-hour long, hands on sessions on specific workflows which will be available across the Trust for a further 6 months. A further survey will be conducted 6 months post go-live to assess further feedback and suggestions.

## **9.0 Stabilisation Governance Structure**

The Trust will now move into a Stabilisation Structure (known as 'Thrive'). The following structure is proposed, to be approved by the Senior Leadership Team:

## SHSCT encompass stabilisation governance structure



It is anticipated that these stabilisation structures will be in place for at least 6 months post go live, based on other Trust's experience. Following that, it is anticipated that we will move to 'Optimisation' phase for approximately 18 months, before encompass becomes fully 'Business As Usual'.

## 10.0 Conclusion

Implementation of encompass in Southern Health and Social Care Trust has been successful to date and smoother than anticipated. Staff continue to adapt to using the system as a new way of working. This is a result of strong collaborative working right across the HSCNI system and with a range of independent sector partners. The Southern Trust is in a strong position to move into the stabilisation phase 2 weeks after go-live.