

<b>Meeting Details:</b>	<b>Trust Board – 5 June 2025</b>
<b>Director:</b>	<b>Teresa Molloy, Director of Planning, Performance &amp; Corporate Services</b>
<b>Issue Title:</b>	<b>Encompass Project – Update Briefing: Western Trust Go-Live</b>
<b>Indicate the connection with the Trust’s Mission and Vision</b>	<p>X People who need us feel cared for</p> <p>X People who work with us feel proud</p> <p><input type="checkbox"/> People who live in our communities trust us</p>
<b>Indicate the link to Trust’s strategic priorities</b>	<p>X Quality and Safety</p> <p><input type="checkbox"/> Workforce Stabilisation</p> <p>X Performance and Access to Services</p> <p>X Delivering Value</p> <p>X Culture</p>
<b>Summary:</b>	<p>The Encompass system went live as planned for Western and Southern Trust at 4am on 8 May 2025, completing the roll out programme for encompass in NI.</p> <p>There were no significant issues in the run up to go-live which might have impacted the Trust proceeding.</p>
<b>Management of go-live and the immediate post go-live phase:</b>	<p><b>1. <u>Command and Control:</u></b></p> <p>The Trust established formal command and control arrangements from the beginning of Soft Live (6<sup>th</sup> May) through the go-live, and for a provisional period after go-live.</p> <p><b>Bronze and Help Hubs</b></p> <p>4 Bronze teams were established across Altnagelvin, Omagh, SWAH and Gransha and provided twice daily SitReps to Silver. They were co-located with Help Hubs which provided Digital Services problem solving, HR training support, and user provisioning. They were</p>

allocated lead EPIC and encompass central project resources who provided expert support, and this helped to ensure staff had an allocated location for all support issues.

Operational need for the Bronze oversight and reporting, and the Help hub local support were regularly reviewed. Based on operational need, these were stood down reasonably quickly after go-live, with Gransha and Omagh Bronze reporting and Hubs ceasing on 16<sup>th</sup> May, SWAH on 20<sup>th</sup> May and Altnagelvin on 21<sup>st</sup> May 2025.

#### **Trust Silver**

This provided operational oversight at the most senior level, with all of CMT in attendance, and remained the reporting line for Bronze escalated issues. Silver met twice daily initially, and continued daily (including weekends) until 19<sup>th</sup> May. The final Silver meeting was held on 21 May 2025 when the decision was taken to stand down.

#### **All Trust Silver**

This escalation meeting was held daily with all Trusts in attendance. Its primary purpose was to identify unintended consequences and service impacts in South Eastern, Belfast and Northern Trusts as a result of the Western and Southern Trust go-lives, and/or to escalate and issues which arose that would benefit from learning in the 3 previous go-lives. A small number of issues were identified and managed in the days following go-live, but it was quickly identified that there was no further operational need to continue with this meeting and a decision was taking to stand down on 16<sup>th</sup> May 2025.

#### **Trust Gold**

Trust Gold was chaired by the Chief Executive, with SRO and professional directors in attendance. It provided a forum for discussion if very significant operational or patient/client safety issues to be escalated, and was the decision-making meeting for any issues which needed to be escalated to DoH at Health Silver. Trust Gold met in the immediate period after go-live only but was quickly stood down on 14<sup>th</sup> May 2025.

#### **Health Silver**

The Trust SRO/lead director provided a daily update to Health Silver, and this was required up until 13 May, with a final briefing on 20 May, with no requirements for further updates thereafter.

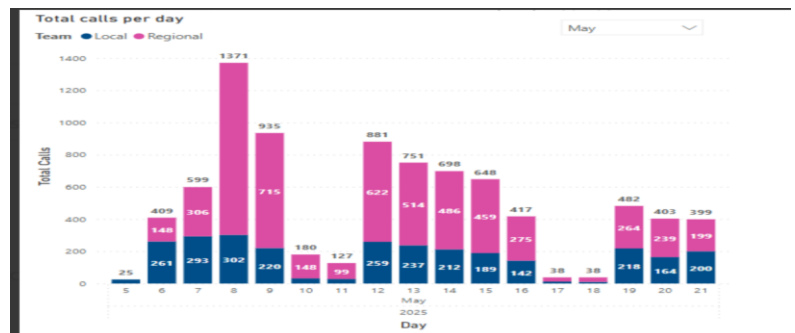
## **2. User Experience (including Helpdesk and fault reporting):**

The local Trust Helpdesk team are required to triage all fault reports and hand off system issues to the central encompass team. It is normal that there would be a significant spike in calls to the Trust's Digital Helpdesk over and after the go-live, indicating difficulties with devices, log-on, training, and system workflows.

The PMO and the Trust's Digital Team had worked together to put in place WhatsApp groups which enabled user problems to be identified and fixed quickly at source. This involved the deployment of "Floorwalkers" by the EPIC captain to the area, supported by Superusers, and roving support from the Trust's Digital Services team on our hospital sites. Log-on, Digital and HR staff were available 24/7 in our 4 Help Hubs.

This successfully minimised the number of issues which had to be escalated for fix via the helpdesk, and made the helpdesk traffic manageable.

The calls per day are set out below:



## **3. Training**

The Trust achieved a commendable level of user training prior to go live at 94%. Overall this was 90% (including affiliate workers). 97% of substantive staff were certified in at least 1 training track at the point of go-live. The Trust had planned rotas to minimise the number of staff who might attend over the early weeks, requiring temporary training. This was successful as numbers of staff requiring training who presented to our HR Help Hubs remained low, with only 102 staff requiring temporary training up to 16<sup>th</sup> May 2025. This

enabled these hubs to be stood down at an early point after go-live.

Personalisation training levels for doctors rose rapidly in the final weeks before go live and have now reached 76%, the highest in any NI Trust and across the UK. Personalisation is viewed as a key marker for early and successful adoption of the system by EPIC.

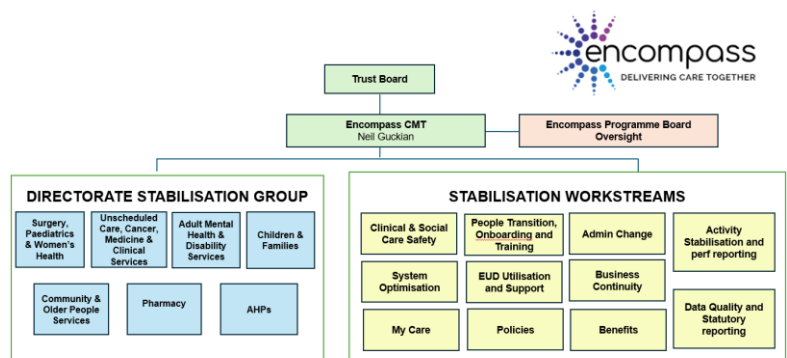
**Stabilisation phase:**

The Trust is now moving into the stabilisation phase of the project, which is likely to last for 3-4 months. At this point the Trust will have in place much of its arrangements for “interim” BaU, while working to optimise the use of the system and start work on new areas of scope or those (such as Children’s social care) which were paused.

The Governance structure for the oversight of the project has been revisited and a refreshed/revised structure was agreed by CMT on 27<sup>th</sup> May. This will see the transition of existing Service led Operational Readiness Boards (ORBs) into Directorate Stabilisation Groups, identifying and working with the PMO and Central Encompass team on issues arising from go-live.

A range of workstreams will also commence which have been common to each of the go-lives, on areas requiring immediate further work to aid stabilisation of the system and enable optimum experience of it by users.

The revised governance structure is set out below:



The Trust will also undertake a formal Post-live Readiness Assessment (PLRA) as is customary for each Trust after go-live. The working date for this (it is still in planning) is 1 July 2025.

	<p>Activity levels are currently being assessed and reports/data being validated by the Corporate Information Team with operational service teams. CMT have been monitoring the formal system adoption measures since week 1 of go live and EPIC advise that these are showing an excellent adoption of the system by service teams. Exceptions are being highlighted and work initiated by the PMO Admin lead with service teams where required.</p>
<p><b>Summary:</b></p>	<p>The Trust's senior team is pleased that the go-live has gone smoothly and is seen by DoH and others in the region as a very successful implementation which has built on the lessons learned from the 3 previous go-lives.</p> <p>The data shows that Trust teams have adopted the system well with only small numbers of areas requiring more support, which is being provided by professional leads where necessary.</p> <p>The Trust will also assess user experience in a structured way through periodic surveys.</p>
<p><b>Response Required</b></p>	<p>Trust Board is asked to note the update provided</p> <p>The next formal update will be provided at the September Trust Board.</p>