Staff Implementation Survey

South Eastern Health and Social Care Trust (SET) was the first Trust to launch encompass in November 2023.

With a response rate of 1,192 participants representing a diverse range of professions and settings, the survey provides valuable insights into the experiences, challenges, and support needs of staff during this transition.

The purpose of this survey was not only to assess the effectiveness of the system but also to listen to staff feedback, ensuring that their voices are heard in shaping the ongoing stabilisation and optimisation phases. Creating an environment where staff feel supported is essential for the success of encompass and for maintaining high standards of patient care.

The findings will inform future improvements, training and support strategies, helping to ensure that the system works effectively for service users and everyone involved.
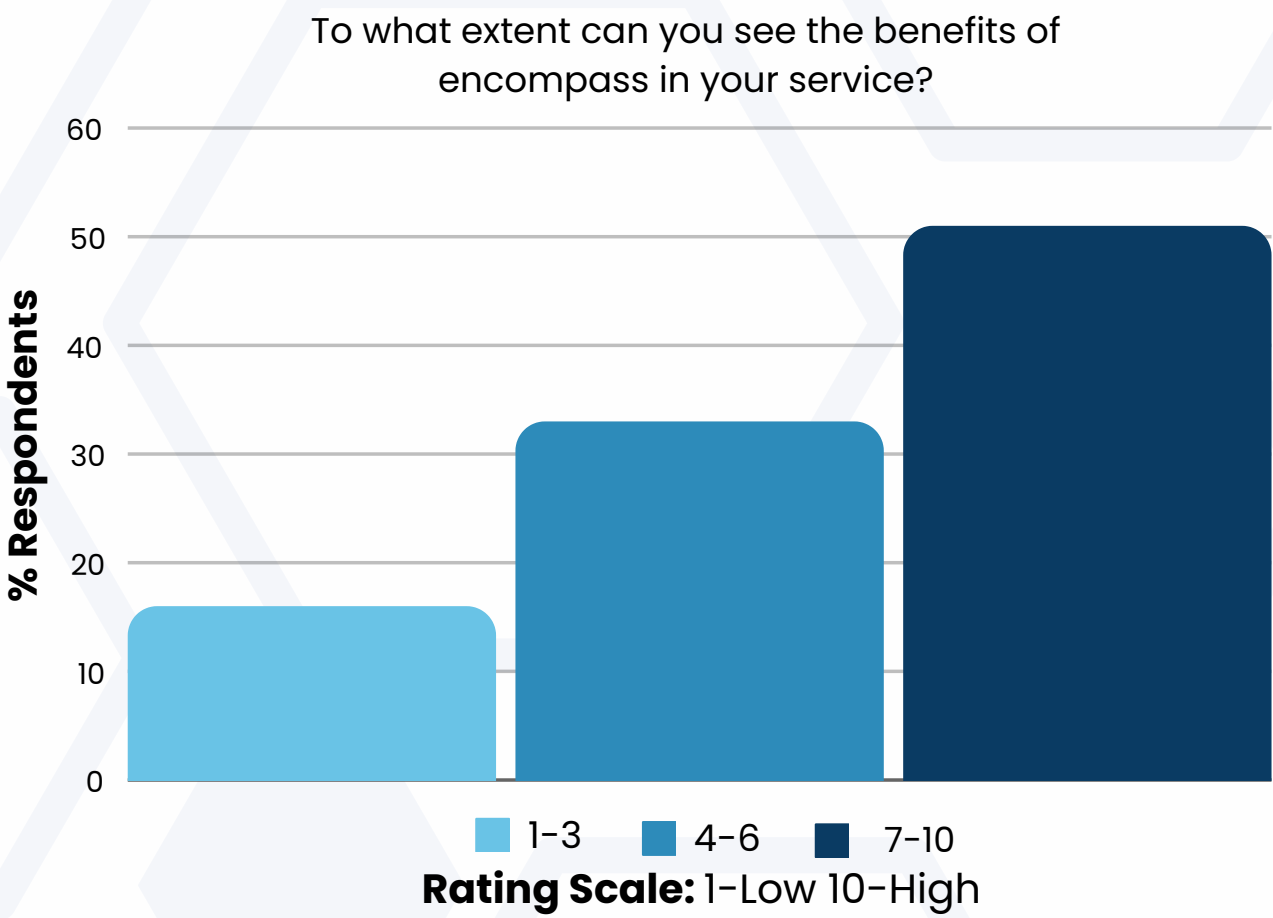
Confidence

At 12 months, there is a clear shift towards higher confidence observed, with a significant increase in respondents rating their confidence as 7 or above, up from 37.9% at 3 months to 49.1% at 12 months. This indicates that, over time, staff confidence in the system has grown considerably.

The data suggests that, while staff were initially experiencing low confidence levels the situation has improved significantly by the 12- month mark, indicating over time that encompass has become more manageable to staff who are growing in confidence in its purpose and utility.

Benefits

Positive system benefits are now being realised by over 50% of respondents as staff gain more experience and see value in its practice. To accelerate this process, it would be advantageous to promote shared learning across the organisation, enabling staff to exchange insights and strategies on optimising system use.

The recognition of system benefits varies across professional groups, with differing service structures and needs playing a significant role in these disparities. Targeted support and increased recognition are required for specific teams, such as medical and dental staff, corporate teams, and support services. Addressing these differences is essential for ensuring equitable benefit realisation across all departments.

To what extent can you see the benefits of encompass in your service?

% Respondents

Rating Scale: 1-Low 10-High

■ 1-3 ■ 4-6 ■ 7-10

Impact of Change on Staff

Staff were asked did they feel the organisation understood the impact of change on teams.

The results highlight a clear concern among staff regarding the recognition of the impact of the change. While some staff (19.4%) feel that their experiences have been well recognised, a large proportion (70.8%) believe that the organisation has not fully understood or addressed the impact of the change on staff.

This finding suggests that, as part of ongoing transformation efforts, there is a need for the organisation to enhance its efforts in listening to staff, providing adequate support, and improving communication about the challenges staff face in adapting to new systems. Change management is not a one-off event but an ongoing process.

The survey findings highlight the importance of sustained leadership and ongoing efforts to ensure that teams remain supported over time. Recognising the long-term nature of the adaptation process and planning for continuous improvement in both the system and staff support is essential to achieving successful transformation.

The three survey questions focus on staff responses regarding the impact of encompass.

For large scale organisational change to succeed, staff need to feel a sense of ownership and empowerment. The relatively high number of staff who feel excluded from shaping the change signals a potential gap in the participatory aspect of the change process. Fostering more opportunities for staff involvement, feedback, and collaboration can improve the overall success and acceptance of encompass.

These findings highlight the importance of ensuring effective communication, promoting psychological safety, and increasing staff participation

Keep Going?

When comparing the staff intention at 3 months to 12 months there is a notable shift towards acceptance of the change. Over the 12-month period there is a significant increase in support for encompass, with 65% now wanting to continue with the new system, up from just 37% at the 3-month mark. This reflects growing assent of the new system as staff become more comfortable with it and see its benefits more clearly.

These results indicate that SET's change management process is gaining traction. Over the course of the first year, the system has been refined based on team input, and staff have had more time to adjust and adapt. The increase in support for the system and decrease in uncertainty and desire to revert to the old system suggests that the organisation has successfully navigated the early challenges of change. In SET we should continue to build on this momentum by maintaining open feedback channels and providing ongoing support as staff fully adapt to encompass.

65%
Say Keep Going with the New System

20%
Say Revert to the Old System

15%
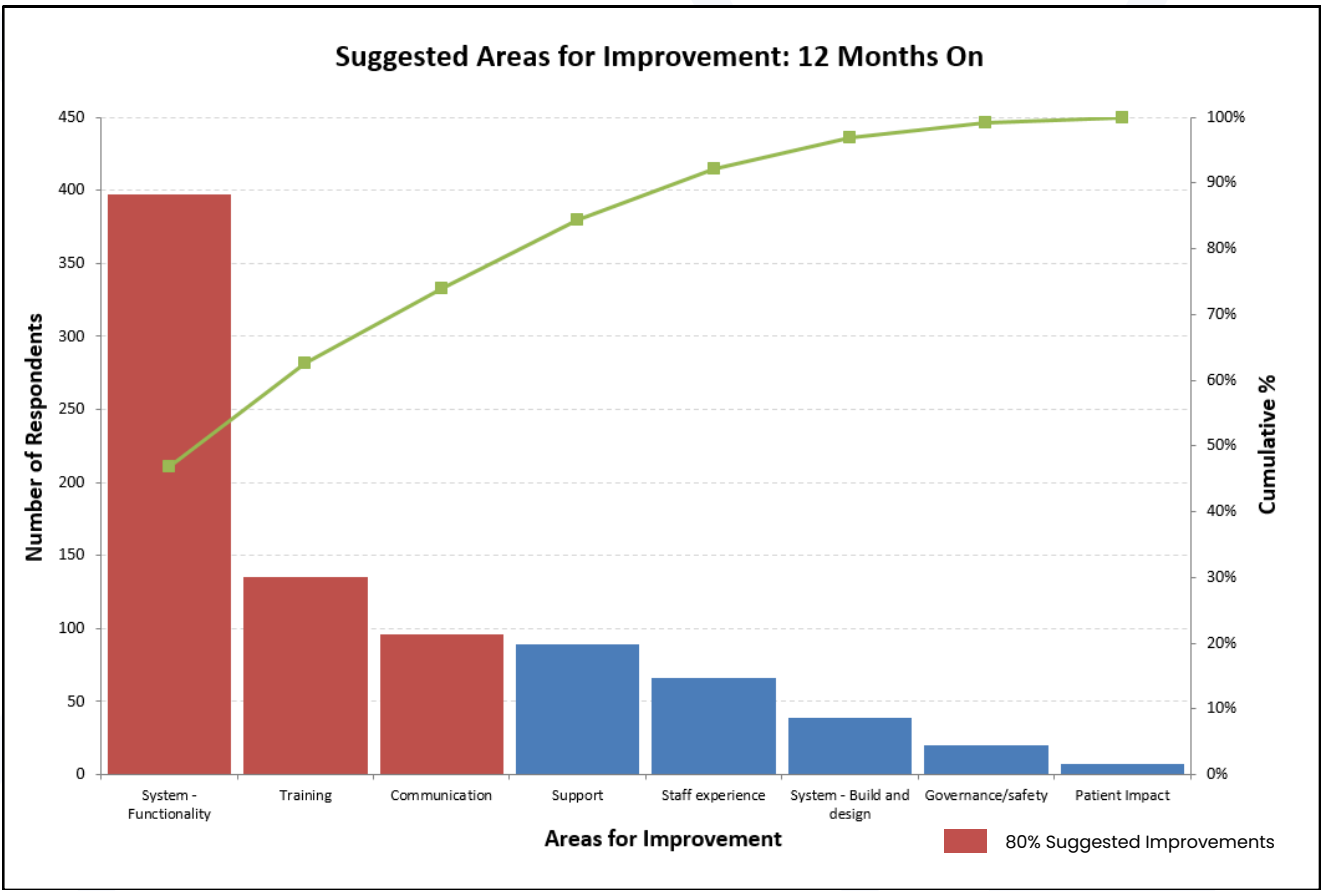**Say unsure / Too soon to tell**

What's working well?

Staff are realising the benefits of the system in patient care, service delivery, management and sustainability.

COMMUNICATION
- Improved communication
- Improved documentation
- Communication across HSC Trusts
- Sharing of information

PATIENT CARE AND INTERACTION
- Increased information on the system improving patient assessment
- My Care app available for patients

OUR STAFF
- Comradery and teamwork
- Helping to shape the system

MEDICATION
- Safer medications management
- Streamlined prescribing and dispensing processes

INVESTIGATIONS
- Ease of referral
- Ease of requesting lab analysis
- Ability to track status of investigations

SYSTEM
- Staff are slowly seeing the full potential of the Epic System
- Ease of accessibility
- Bespoke builds

ADMINISTRATIVE TASKS
- Scheduling appointments
- Making referrals
- Chek in / Check out function
- Discharge is more efficient

MANAGEMENT
- Oversight capability of Epic system
- Real-time information enables transparent accountability

PATIENT EXPERIENCE
- Orders requested through Epic
- More detail on jobs logged
- Increased infection cleans

SUSTAINABILITY
- Paperless work environment

What could be improved?

Respondents made suggestions for improvements based on their experiences, inductive thematic analysis was conducted and domains for improvements identified.

Since the 3 month survey analysis there has been a shift from suggested improvements relating to organisational preparation for change and leadership with a focus on the functionality, build and design of the system, communication, training and support.

Suggested Areas for Improvement: 12 Months On — Pareto chart. X-axis (Areas for Improvement): System - Functionality, Training, Communication, Support, Staff experience, System - Build and design, Governance/safety, Patient Impact. Left Y-axis: Number of Respondents (0–450). Right Y-axis: Cumulative %. Legend: 80% Suggested Improvements.

Recommendations

The insights gained from last year's experience, combined with the staff's growing expertise in using encompass, have made it possible to develop these recommendations for SET and the region.

1 — Acknowledge the Longitudinal Nature of Implementation
Successful system adoption requires ongoing evaluation and support, recognising that adaptation is a gradual process. Creating space for conversations with regular touchpoints and feedback loops is essential to gauge staff experiences and refine the system over time.

2 — Tailor Support and Training to Different Professional Groups
Recognition of differing needs across professional groups is key. Targeted, role-specific support ensures that all teams can fully realise the benefits of the system. Training should be tailored to the specific needs of different services and teams, with ongoing support available to address challenges and reinforce learning. Teams, with ongoing support from digital teams and superusers available to address challenges and reinforce learning

3 — Promote a Culture of Psychological Safety
Fostering an environment where staff feel safe to raise concerns and offer feedback without fear is crucial for building trust and enabling continuous improvement during the implementation process.

4 — Leverage Shared Learning Across Teams
Encouraging knowledge sharing among staff and highlighting teams that excel in using the system helps accelerate adoption. Championing early adopters and fostering peer support builds confidence and aids in system integration.

5 — Ensure Consistent and Clear Communication
A clear, consistent communication strategy throughout all phases of implementation helps manage expectations, reduces confusion, and aligns staff across the organisation. Regular updates and open lines of communication are essential.

6 — Address Functionality Issues Promptly
Immediate action is needed to resolve any system functionality issues raised by staff. Ensuring the system is user-friendly, reliable, and efficient is vital to building confidence and maximising system benefits.

7 — Leveraging Data Driven Decision Making
A focused effort is essential to build and refine validated system data output, internal resource and regional partnership is essential to this endeavour. Development of training programmes to support staff collate, analyse and utilise their service date for care delivery and improvement must be integral to the encompass optimisation phase.

8 — Support Regional Standardisation and Integration
Standardising workflows across regions and ensuring seamless integration of new modalities enhances the stability of the system. Regional resources are essential for optimisation and for addressing local variations in implementation.

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