



Title of Paper: <u>encompass Staff Implementation Survey - 12 Months On</u>		
<u>For Decision</u>	<u>For Discussion</u>	<u>For Noting</u>
Requires majority decision prior to implementation or action.	Requires consideration and debate.	Contains information Members should be made aware.

1.0 Background

The South Eastern Health & Social Care Trust (SET) was the first Trust to launch encompass in November 2023. Since the launch of encompass, a series of implementation surveys have been conducted with staff across the organisation to ascertain the impact of major change across the organisation.

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 findings will help inform future improvements, training and support strategies helping to ensure the system works effectively for everyone involved.

2.0 Key Issues

The results from the 12 month implementation survey indicate positive early trends with staff increasingly confident in delivering quality care using the new system. A growing number of staff members report tangible benefits from the system suggesting that its impact is recognised across teams.

However, challenges related to system functionality remain a key concern. To maximize the potential of the system, it is critical to have regional resources working alongside SET to validate data outputs and develop the necessary dashboards.

This will empower teams to fully leverage the system in delivering high-quality services. Additionally, there is a need for ongoing support to build the capacity and expertise required to use encompass data effectively for service improvement across SET.

One of the key organisational lessons learned is the need to acknowledge the long-term nature of the implementation process. Continued focus is required to support teams, particularly in fostering a culture of psychological safety, as many staff still express challenges in adapting to change.

In summary, while significant progress has been made, ongoing investment in resources, training, and emotional support will be essential to ensure continued success and adoption across the organisation.

3.0 Resources Implications (inc Organisational, Financial, Human Resources) Learning

- **Acknowledge the Longitudinal Nature of Implementation**

Successful system adoption requires ongoing evaluation and support recognising that adaptation is a gradual process. This requires a clear communication strategy across all phases of implementation.

- **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.

- **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 data for care delivery and improvement must be integral to the encompass optimisation phase.

- **Care Operating System**

Exploratory work is being conducted to look at how encompass and our other platforms and systems are connected to create a Care Operating System. There is an opportunity to construct and pilot a Care Operating System working alongside IHI.

4.0 Impact on Safety, Quality and Experience (SQE)

The learning from the survey has a number of considerations for SQE:

- **Promote a Culture of Psychological Safety**

The Trust should continue fostering an environment where staff feel safe to raise concerns and offer feedback without fear. This is crucial for building trust and enabling continuous improvement during the implementation process.

- **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. These have been shared with the encompass optimisation group for action.

- **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.

5.0 Key Risks and Proposals to Mitigate

Recognition of the burden of change across staff groups and continued intentional listening and support throughout the journey. The People Corporate Improvement Priority is integrating the survey learning into the work and the learning has promoted the partnership with Royal Free London to pilot the 'What Matters to Staff' Programme.

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