Digital Transformation

- Monday 19th May 2025

- Big Conversation

Housekeeping

Please keep your mic muted unless you are asking a question

Please note that the presentations (excluding the Q&A) are being recorded.

The recording and slides will be shared with you after the event, and we'll notify you by email

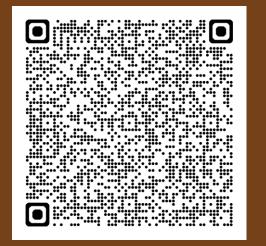Please use the Chat function to ask any questions

AI bots are not permitted in these meetings and will be removed

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Welcome and introductions

Steve Thorlby-Coy, Director of Transformation
Hospice UK

https://www.hospiceuk.org/innovation-hub/support-for-your-role/networks-communities/tech-leaders

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Agenda

11:00	Welcome and introductions	**Steve Thorlby-Coy**, Director of Transformation Hospice UK
11:05	Tech Maturity Survey Highlights	**Steve Thorlby-Coy**, Director of Transformation Hospice UK
11:10	Demelza's Digital Transformation Journey	**Claire Ellis-Waghorn**, Director of IT, Data and Governance Demelza
11:30	Q&A	**All**
11:50	St Helena - Our Digital Transformation Journey	**Tim Clifton**, Associate Director for Digital and Information St Helena
12:10	Q&A	**All**
12:25 – 12:30	Close	**Steve Thorlby-Coy**, Director of Transformation Hospice UK

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Supporting members with digital/technology

- Why? Digital/tech is essential for sustainability and quality

- Hospice UK strategy:

  - What we want to achieve: Digital technology that underpins the efficient and effective use of resources.

  - We will support hospices to access digital technologies and skills to streamline and strengthen their ways of working.

  - Hospices and their staff report confidence in digital technology in their work.

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Hospice UK Strategy
2024-2029

Hospice care for all,
for now and forever

Understanding the challenges

Baseline Hospice Technology Maturity Assessment

- Bespoke, but takes from other surveys/assessments, co-designed with members

- Leans towards infrastructure and systems (rather than data/web)

- **Member hospices** were able to compare to other hospice members, which can help with planning and prioritisation.

- **Hospice UK** uses the insights to support members with digital transformation including providing relevant content for the Hospice Technology Leaders network and the Hospice UK website.

- **Technology suppliers** able to offer the sector better and more tailored services.

High level findings

75% of all hospices are planning digital transformation projects

45% are investing in training programmes

Collaboration and knowledge sharing are crucial, 70% of medium-sized hospices that collaborate with other organisations have higher digital maturity levels.

65% of smaller hospices, particularly in rural areas, are prioritising cyber security investments despite limited budgets

60% of small hospices are adopting emerging technologies like AI and machine learning, suggesting they are more agile in adopting emerging tech.

74% of hospices report a lack of leadership support for driving technology adoption

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What's covered?

- Getting started and choosing the right partner
- Key projects delivered
- Evolution of the strategy
  - Including integrating business analytics

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extraordinary care for extraordinary children
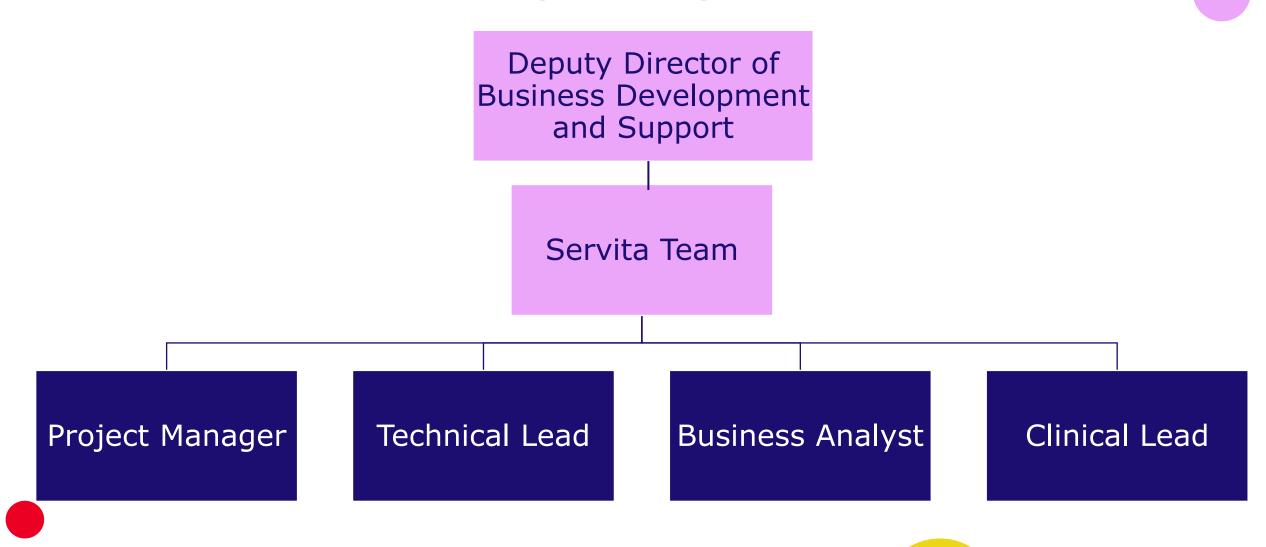
Getting started

The beginning of the journey

Digital transformation at Demelza began in April 2021

- Market testing for a partner

- Appointment of Servita

- Three months of deep dive and discovery workshops

- Development and presentation of three-year strategy and plan

- Delivering the plan

The Team at the beginning

Deputy Director of Business Development and Support

Servita Team

Project Manager

Technical Lead

Business Analyst

Clinical Lead

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The Workshops

Mapping the 'as-is' and gaining stakeholder feedback

Clinical Leads	Family Support	Clinical Admin, Referrals and Admissions	Service Development	Clinical Team Shadowing (by area)
IT Services	Finance and Business Planning	People (HR / Volunteering)	Facilities / Estates	Marketing
Retail	Fundraising	Lottery	Governance	Communication

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Stakeholder feedback

What we learnt from stakeholder feedback

Financial detriment:

"It can take 6-8 weeks to be paid overtime, enhancements and expenses." – causing a financial detriment to colleagues

What system do I use?

"I never know which system to log in to, and even when I do, I can't remember my log in details."

Processes are complicated..

"It takes so long to do a simple task, there's got to be a better way."

I don't....

"I don't have the right IT equipment to do my job. I visit a child at home, but I can't update the database until I get home or back to the office."

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The Plan

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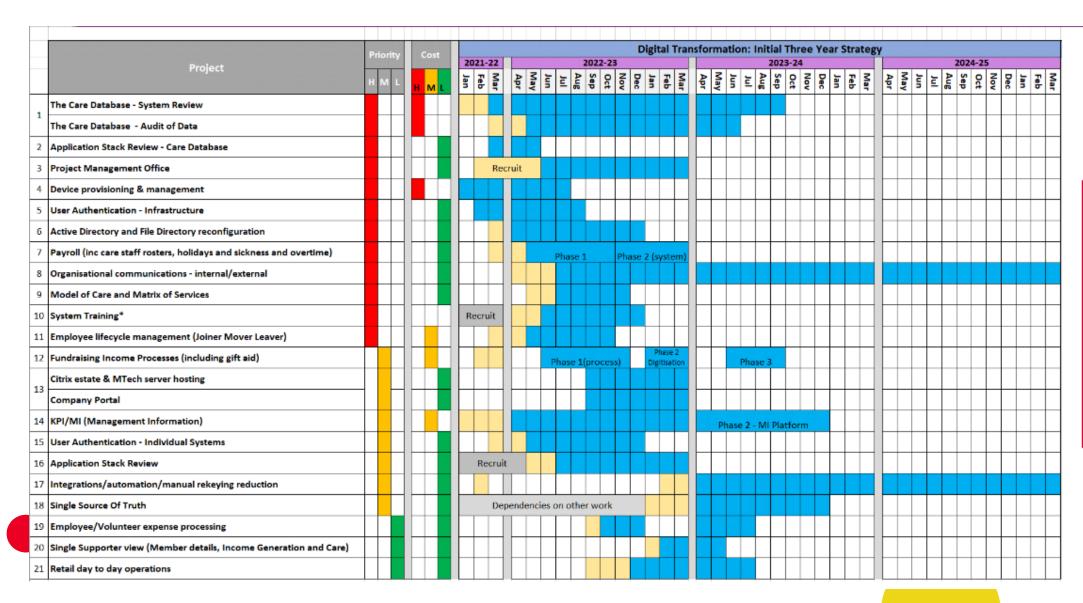extraordinary care for extraordinary children

Key Objectives

Building capacity to deliver more services, to more children and families

- Strong infrastructure to support and provide a reliable foundation

- Increase the efficiency of and streamlining processes

- Increase collaboration across the business

- Training and support for colleagues

- Ensuring colleagues have access to the right tools and systems

- Using technology to make services more accessible

- To grow income through Fundraising, Retail and Lottery, and other potential areas for new income

- Build knowledge transfer, expertise and development

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The Plan

Evolution of the strategy

We learnt a lot along the way

"Learning is the only thing the mind never exhausts, never fears, and never regrets."
Leonardo da Vinci

- We didn't always get it right first time...

- The delivery team structure changed and evolved

- Implemented a new project management structure

- Digital Transformation was its own strategy, but became business as usual activity in April 2024

- Pace and scope has flexed and changed along the way

Would we do things differently?

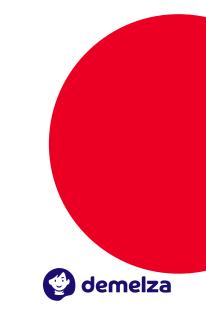demelza

What's next for Demelza?

- Ongoing application stack reviews

- Project Management approach for the organisation

- Digital Inclusion Strategy with digital skills training

- Technology first approach

- Business analytics and process reviews/optimisations

  - Working with teams to map 'as-is' and 'to-be'

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THANK YOU

GET IN TOUCH
Claire Ellis-Waghorn
claire.elliswaghorn@demelza.org.uk

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St Helena - Our Digital Transformation Journey

Agenda

Introduction

Digital and Data Strategies

Infrastructure as a Service (IAAS)

Adoption of Software as a Service (SAAS)

Platform-Based Approach

Key Learnings and Takeaways

Conclusion

Introduction

- Our History
- Current Size, Structure, and Services
- Financial Challenges and Need for Transformation
- Significance of Digital Transformation

Digital and Data Strategies

- Creation of Digital and Data Strategies
  - Comprehensive plans for digital transformation
  - Data-driven approaches for business growth
- Objectives and Goals
  - Setting clear targets for strategy implementation
  - Aligning goals with organisational vision
- Integration and Accessibility
  - Ensuring seamless integration of digital tools
  - Enhancing accessibility to data across departments
- Governance and Quality
- Analysis and Insights
- Innovation and Culture

Infrastructure as a Service (IAAS)

- Moving infrastructure to the cloud
  - Transitioning from on-premises to cloud-based systems
  - Adopting cloud services for scalability and flexibility
- Benefits of cloud-first strategy
  - Cost savings through reduced hardware investments
  - Enhanced security and compliance features
  - Improved disaster recovery and business continuity
- Challenges and solutions encountered during the migration
  - Addressing data security concerns
  - Managing downtime and service interruptions
  - Training staff for new cloud technologies

Adoption of Software as a Service (SAAS)

- Key Software Applications Adopted
  - Various software solutions implemented
  - Enhanced operational capabilities

- Advantages of SAAS in Hospice Operations
  - Cost-effective solutions
  - Scalability and flexibility

- Improved Efficiencies and Outcomes
  - Streamlined processes
  - Centralised digital systems
  - Better outcomes provided by centralised up to date information

Platform-Based Approach

- Rationale for a platform-based approach
  - Streamlined operations and improved efficiency
  - Enhanced scalability and flexibility
- Integration of "grouped" systems
  - Unified data management
  - Improved stakeholder relationship management
- Benefits of real-time visibility and data accuracy
  - Timely decision-making
  - Reduced errors and increased reliability

Hear more: https://hartsquare.co.uk/insights-and-events/the-great-platform-systems-debate-standalone-or-integrated/

Key Learnings and Takeaways

- Importance of comprehensive tender documents
  - Ensures clarity and completeness
  - Facilitates better decision-making
- Engagement with key stakeholders
  - Promotes collaboration and input
  - Enhances project success
- Ensuring integration and connectivity needs are covered early
  - Prevents future issues
  - Ensures seamless operation
- Group solutions and partner relationships
  - Strengthens partnerships
- Change management as a discipline

Thank you

Tim Clifton

Associate Director for Digital and Information

St Helena Hospice

tclifton@sthelena.org.uk

Q&A

Feedback Survey
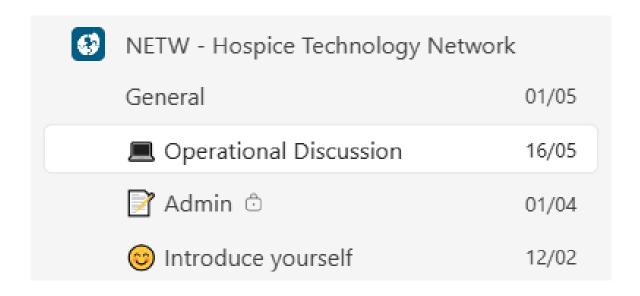
Digital Transformation - Big
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Please complete this survey to help improve future Big Conversation events:

https://forms.office.com/e/bgG3dBb20K

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Hospice Technology Leaders Network

NETW - Hospice Technology Network

General	01/05
💻 Operational Discussion	16/05
📝 Admin 🔒	01/04
😊 Introduce yourself	12/02

Hospice Technology
Leaders Network

https://www.hospiceuk.org/innovation-hub/support-for-your-role/networks-communities/tech-leaders

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Hospice UK data collation 2025

Every year, Hospice UK collates, analyses and shares data about hospice services. This forms a key part of our work fighting for hospice care for all who need it, for now and forever.

This year we are asking our members to respond to the following surveys by **30th June 2025**.

Hospice UK Data Collections

https://www.hospiceuk.org/innovation-hub/clinical-care-support/hospice-data

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Stay up to date

Scan me

Our <u>Member Update page</u> is updated regularly so you can keep up with our key work and priorities from week to week.

The page is hidden from the public and will not come up in web searches, so we'd recommend bookmarking it!

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Thank You

Steve Thorlby-Coy, Director of Transformation
Hospice UK
s.thorlby-coy@hospiceuk.org

Hospice Technology
Leaders Network

https://www.hospiceuk.org/innovation-hub/support-for-your-role/networks-communities/tech-leaders

Our Big Conversation events are supported by:

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Follow up Q&A

During the webinar, we received a high number of thoughtful questions for both of our speakers, Claire Ellis Waghorn (Demelza) and Tim Clifton (St Helena Hospice). While they did their best to respond to as many as possible during the session, we unfortunately ran out of time to cover them all.

To ensure your questions don't go unanswered, we've compiled this Q&A summary with written responses from Claire, Tim and Steve for the questions we didn't get a chance to address.

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Question	Answer
Could you describe some of your outcomes please?	**Claire:** There have been a significant volume of outcomes, but those we set out to achieve as follows: • Plan and scope fully defined for clinical database requirements and enhancements (April 2022) • All new resource has been recruited and onboarded (May 2022) • Staff and facilities have the right equipment and systems in order to do their roles (March 2024) • Model of care and matrix of services defined - capacity is understood and benchmark of what can actually be delivered of the services (Nov 2022) • Phase One of Payroll has been implemented with processed simplified and streamlining through integration and synchronising between systems (Oct 2022) • Infrastructure is in place to support and provide a reliable foundation for Demelza (March 2023) • Auditability is available on all systems (March 2023) We achieved most, with the exception of matrix of services. This was paused and re-sequenced.
How did/do you measure ROI/benefits please?	**Claire:** Each project had it's own set of defined KPIs and benefits and these were tracked. Some we financial savings, investments in infrastructure or benefits such as increased resilience is our core infrastructure, measured by uptime and number of tickets logged on helpdesk. These are all tracked on spreadsheets, and a full consolidated list is kept for Digital.
Did the clinical team see a role for digital /AI to be an integrated part of actual service delivery for patients and their families longer term?	**Claire:** Yes, this is an aspiration that we have. Digital integrated into service delivery will include bookings functionality, access to review care plans, family's area on the Demelza website. Other areas will be identified to enhance our next organisational strategy.

Question	Answer
What size is your team now please?	**Claire:** 10 in total: Director of IT, Data and Governance, Head of Data and Intelligence, Applications Support Executive (Trainer), IT Infrastructure and Data Manager, IT Technician, IT Support Technician, Business Support Manager, Business Support Administrator, two Executive Assistants.
Have you managed to reflect on the cost savings delivered by the change of processes and delivery of the right tech in the right place?	**Claire:** Yes, as we have achieved cost efficiencies in licensing, server hosting costs, support costs. We have reinvested these savings to iteratively maintain and enhance our infrastructure and tech we have. Cost savings on the end user haven't been documented for time saved, but anecdotally the feedback supports the change being successful and we now see lower volumes of tickets on the helpdesk for issues.
Please could you share a list of key systems in use across your organisations?	**Tim**: Finance – Business Central. Income Gen and Marketing – implementing D365 CRM. We are planning to review and replace the individual applications that we need to evolve into an integrated HCM, but have not had the capacity to proceed, but we will be starting this soon. Our EHR is SystmOne, but I also plan to review this, but with plans for a different approach than we have taken to the above systems. **Steve Thorlby-Coy**: Hospice UK will share data about systems in use gathered via the survey we carried out in 2024, look out for this in the Hospice Technology Leaders Network Microsoft Teams group.

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Question	Answer
	Claire: Demelza has the following:
	- The Care Database
	- Vantage
	- Pirana (facilities management)
	- Business Central (with Continia and Jet Reports)
	- Iris Cascade, Cascade Payroll, Expenses Plus, Recruitment Plus
	- Better Impact (volunteering)
	- Winning Temp
	- Work in Confidence (Freedom to Speak Up)
	- Tower Lotteries
	- Raisers Edge
	- Chariot EPOS
	- Charity Learning Consortium (e-learning)
	- ACT and Paxton (Door Access Controller)
	- ConnectWise (helpdesk)
	Figure 1 is an earlier version of our system architecture overview, which is currently being updated. I'll be happy to share the revised version once it's ready.

Question	Answer
Given the similarities between hospices in terms of service provision and business needs, shouldn't we be working more closely together as a sector to share defining digital and data strategies and commissioning external agency support?	**Tim**: Yes, is the simple answer. A joined-up approach should bring down the costs of digital transformation and ongoing support if many areas can be standardised. This would also help with commissioning and benchmarking if we looked at standardised configuration in our EHRs and reporting. **Steve Thorlby-Coy:** Hospice UK could help to facilitate this via the Hospice Technology Leaders Network if there's an appetite.

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Figure 1: System Architecture Overview – shared by Claire (note: currently being updated)