



PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

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| DYDDIAD Y CYFARFOD: DATE OF MEETING: | 24 October 2023 |
| TEITL YR ADRODDIAD: TITLE OF REPORT: | Benefits Realisation Approach |
| CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR: | Huw Thomas, Director of Finance |
| SWYDDOG ADRODD: REPORTING OFFICER: | Anthony Tracey, Digital Director |

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

This report provides the Committee with an overview of the Benefits Realisation model and implementation approach deployed in Digital Services in relation to the innovation and transformation projects. The report also provides a position statement on the benefits identified from several key transformation projects.

Cefndir / Background

A 'Digital Services Benefits Realisation Guide' has been created for the purpose of outlining the key components of the benefits realisation methodology used as part of wider project delivery within Digital Services. One key element of our approach to Benefits Realisation is to help build momentum and create a culture that excites individuals to want to pursue change and therefore deliver and realise the identified benefits.

Benefits Realisation provides a methodology to follow to ensure that we capture and track the effects, both positive and negative, of change. This helps us ensure that we are optimising the change we invest in. Successful realisation of benefits will demonstrate worthwhile investment of money, time, and resource, as well as potentially identifying savings.

A benefit is a measurable improvement of change, which is perceived as contributing to the organisation's objectives. A benefit is something which can be clearly articulated and evidenced, and which stakeholders perceive as a positive improvement following some form of change.

Everyone has a role to play to achieve the outcomes and strategic changes required, with benefits management and realisation critical in ensuring all involved understand the reasons for change and the outcomes these changes are trying to positively deliver.

Asesiad / Assessment

Introducing Benefits Realisation at the concept or early design stages of projects should be considered crucial to ensure that positive change and transformation can be realised during project completion and as such should be considered an intrinsic part of the project lifecycle.

A suite of branded Benefits Realisation templates has been created by Digital Services to support the use and implementation of the model, to include profiles, plans, report, and a benefits tracker. Other templates have also been created to support users in identifying appropriate benefits through applying a validation test. Also, a benefits catalogue has been created and continued to be added to which provides users with ideas and prompts when identifying potential benefits and measures.

The model identifies eight benefit categories which assists in understanding where projects are having the most impact. The categories also help individuals using the model in identifying benefits and measures. These categories are considered broad enough to allow for flexibility and autonomy. Not all of the categories and benefits will be applicable to all projects, and some may be realised quickly while others may take time before any real benefit can be confidently realised.

To assess the impact of a project all benefits should be measurable, monetisable, and attributable. To this effect, the model in use prescribes that all benefits are assessed through a 'Validation Test' and any benefit that cannot be articulately described, observed, attributed or measures will not be considered a benefit. There can be times where the impact of a change cannot be measured, in this instance the impact of the project can be captured elsewhere as either case studies or feedback which will still inform the success or otherwise of a project through providing a mix of technical (statistics) and creative inputs (stories).

As well as proving the worth of a project through identifying the positive impact, the benefits management process may also identify negative aspects, also known as dis-benefits. Dis-benefits are equally as important to a transparent and effective benefits process and can provide an opportunity to trigger any remedial action as required within the scope of the project.

As part of the Digital Benefits Realisation Model there are key principles that underpin our approach:

- Benefits should and will be identified at the beginning of a project. Through introducing the concept of Benefits Realisation during the early design stages of a project will ensure that the benefits identified are valid and measurable. This also helps embed the model within the project management cycle so that it is seen as a natural step in a project and not to be seen as overly bureaucratic. This will provide the project with the best possible chance of success and to ensure that outcomes are delivered against strategic and locally defined objectives.
- Educate and emphasise that improvements that result from the outcome are the benefits – benefits are not the change itself. This helps ensure that the benefits identified do not get confused with the outputs of the project and that the benefits can be measured and tracked.
- All benefits will be measurable. Measures can be in a variety of formats and where possible incorporate both qualitative and quantitative methods. Baselines will always be sought to evidence the progress of each benefit. Baselines for each benefit are key to ensuring that accurate monitoring and recording can be maintained throughout the benefit management process. Non-tangible benefits will be processed to provide a means to quantify benefits, i.e., a survey. While there is a vast amount of information and data already captured within the organisation, additional tools such as surveys, time and motion analysis and activity analysis will be utilised where data is not already available.

- Positive engagement with stakeholders is vital to good benefits management and realisation. Roles and responsibilities will be clearly documented for all benefits management activity. Creating a positive and encouraging environment in terms of benefits realisation will help motivate staff to see the positives of change and provide sense of pride when benefits have been realised. It will also encourage staff to see the value in using the benefits realisation model.

Appendix 1 provides a detailed breakdown of the following digital transformation projects where the above methodology has been utilised:

- Electronic Document Records Management System (EDRMS)
- Patients Know Best (PKB)
- Radiology Electronic Test Requests
- Digital Health Apps Library
- Digital Inclusion.

In summary, there are three key themes identified from the work to date, namely:

- **Impact on Patients:** - 154 validated apps were recommended to patients by clinicians. The Digital Health Apps Library is providing patients with access to reliable and up to date advice and support regarding their health and wellbeing.
- **Reducing delays accessing records:** - When records are available in EDRMS, it reduces the time between requesting a record and receiving it by approximately 69 hours.
- **Improved Efficiencies (Reduction of waste):** - 392 hours saved to care for patients through the use of Electronic Radiology Test Requests and Electronic Test Notifications. With Patient Knows Best (PKB), the prostate-specific antigen (PSA) Pathway have been able to avoid a small number of virtual appointments. As more patients are registered, this number is expected to increase.

Future reports will include more projects where the benefits realisation methodology has been applied. The team are also looking to apply the methodology retrospectively to already established projects.

Argymhelliad / Recommendation

The Committee is requested to:

- **NOTE** the content of the report and attachment.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference:

Cyfeirnod Cylch Gorchwyl y Pwyllgor:

3.8 Receive reports relating to the Health Board's Digital Programme to ensure benefits realisation from the investment made.

| | |
|---|---|
| Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score: | Not applicable |
| Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com) | 6. All Apply |
| Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com) | 7. All apply |
| Amcanion Strategol y BIP: UHB Strategic Objectives: | All Strategic Objectives are applicable |
| Amcanion Cynllunio Planning Objectives | All Planning Objectives Apply |
| Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022 | 9. All HDdUHB Well-being Objectives apply |

| Gwybodaeth Ychwanegol: Further Information: | |
|--|---|
| Ar sail tystiolaeth: Evidence Base: | Included within the main body of the report |
| Rhestr Termiau: Glossary of Terms: | Included within the main body of the report |
| Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee: | Not applicable |

| Effaith: (rhaid cwblhau) Impact: (must be completed) | |
|---|--|
| Ariannol / Gwerth am Arian: Financial / Service: | Contained with the report and Appendix 1 |

| | |
|--|--|
| Ansawdd / Gofal Claf: Quality / Patient Care: | Contained with the report and Appendix 1 |
| Gweithlu: Workforce: | Contained with the report and Appendix 1 |
| Risg: Risk: | Not Applicable |
| Cyfreithiol: Legal: | Not Applicable |
| Enw Da: Reputational: | Not Applicable |
| Gyfrinachedd: Privacy: | Not Applicable |
| Cydraddoldeb: Equality: | Not Applicable |



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Digital Innovation & Transformation Benefits Realisation Update Q2, 2023/24



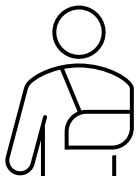
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Summary

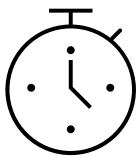
These slides provide an update on the identified benefits for the following projects:

- Electronic Document Records Management System (EDRMS)
- Patients Know Best (PKB)
- Radiology Electronic Test Requests
- Digital Health Apps Library
- Digital Inclusion



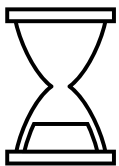
Impact on patients

154 validated apps were recommended to patients by clinicians. The Digital Health Apps Library is providing patients with access to reliable and up to date advice and support regarding their health and wellbeing.



Efficiencies

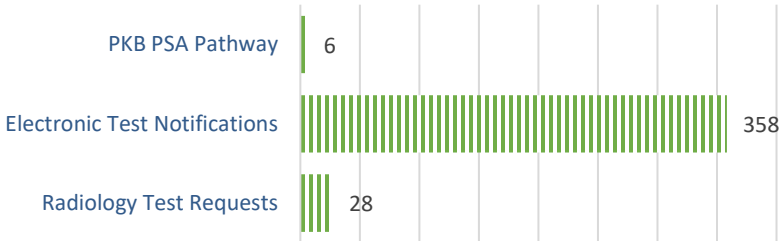
392 hours saved to care for patients through the use of Electronic Radiology Test Requests and Electronic Test Notifications. Through the use of PKB, the PSA Pathway have been able to avoid a small number of virtual appointments. As more patients are registered, this number is expected to increase.



Reducing delays

When records are available in CITO, it reduces the time between requesting a record and receiving it by approximately **69 hours**

Hours saved

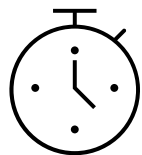
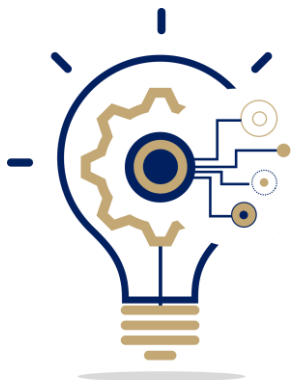




Electronic Document Records Management System

CITO is still in development and not yet live in the health board however it has already become a beneficial system when accessing records. The full set of benefits will only be realised once the health board is fully using and embracing the new digital process.

1. Time saving for HDUHB staff retrieving, locating and transporting records
2. Cost saving transporting records across HDUHB
3. Reduced costs storing records
4. Reduced paper production and associated costs
5. Increased digital maturity
6. Increased accessibility of information to support clinical decisions and patient care
7. Reduced occurrence of litigation due to misplacement of records



Nearly **2 minutes** quicker to request a patient file



When records are available in CITO, it reduces the time between requesting a record and receiving it by approximately **69 hours**




Electronic Document Records Management System continued.

Requesting a Record - Old Process




Team log into WPAS to search and request medical files.

 2 minutes
39 seconds



Request is picked up in one of the libraries and staff locate the file and prepared for transport

 22 minutes
14 seconds



File is transported across the health board

 up to 72
hours

- Paper heavy process
- Process often takes longer when staff are unable to locate the file, in this case it could take a number of staff several hours to track the file

Requesting a Record - CITO Process (Dev Environment)



Team logs into CITO and locates record(s)

 52 seconds



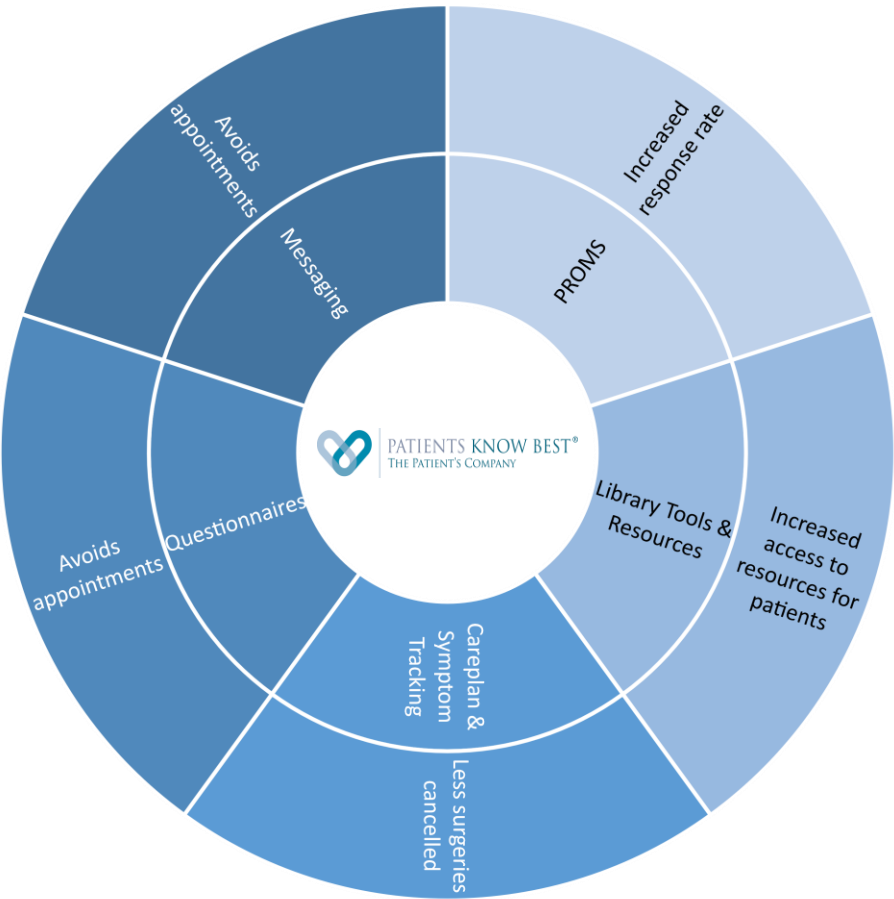
Record is published, downloaded and is available to be securely emailed to requestor

 2 minutes
6 seconds

- In the Live Environment staff will be able to access records via link in WCP
- Download speed will depend on the size of the file being published but staff can continue with other tasks during this time

Patients Know Best (PKB)

Functions & Benefits



In order to empower patients to play an active role in their health and wellbeing patients can use PKB which is a specially designed tool to monitor and track their health condition.

Services actively using PKB

| Team | Messaging | Questionnaire | Care Plan & Symptom Tracking | Library Tools & Resources | PROMS |
|-----------------------------|-----------|---------------|------------------------------|---------------------------|-------|
| General Respiratory | | | | Yes | |
| Respiratory ILD | Yes | Yes | Yes | | |
| Homecare Pharmacy | Yes | Yes | Yes | | |
| Urology PSA Pathway | Yes | | Yes | Yes | |
| Neonatal Therapies | | | Yes | | |
| Orthopaedic Prehab to Rehab | | | Yes | Yes | Yes |
| Physiotherapy | | | Yes | Yes | |

Services in progress to use PKB

| Team | Messaging | Questionnaire | Care Plan & Symptom Tracking | Library Tools & Resources | PROMS |
|-----------------------------|-----------|---------------|------------------------------|---------------------------|-------|
| Menopause | | Yes | Yes | Yes | Yes |
| Pelvic Health | | | | Yes | Yes |
| Joint School | | | Yes | Yes | Yes |
| Hywel Dda Patient Portal | | Yes | | Yes | |
| Speech and Language Therapy | Yes | | Yes | Yes | |
| Living with Fatigue | | | Yes | Yes | |

DI&T Benefits 2023/24 Q2 update



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Patients Know Best (PKB) continued.

PSA Pathway

1. Empowering patients to access their test results, advice and guidance to make informed decisions
2. Increase patient safety & reduce risk of harm
3. Reduction in appointments/follow ups/admissions
4. Reduction in paper appointment letters – cost saving on printing and postage
5. Increased capacity for secretaries. Reduction in secretarial time typing and dictating letters
6. Reduction in CNS virtual clinical time
7. Increased capacity for doctors through reduction in appointments and time dictating letters



PATIENTS KNOW BEST®
THE PATIENT'S COMPANY

Progress to date

PKB started being used in the PSA Pathway in July 2023. There are 900 patients in the post radical and PSA monitoring cohort which are being added to PKB in batches. To date, 29 patients have registered to use PKB and 19 questionnaires have been completed. One questionnaire is equivalent and avoids 1 virtual appointment which is a saving of £169.03 per questionnaire completed. PKB has the potential to avoid two virtual appointments per patient per year equating to a potential saving of £304,254 per year once all 900 patients are registered.



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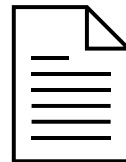
Radiology Test Requesting

1. Reduction in the time spent transcribing referrals on to the RadIS system
2. Reduced time cross referencing and checking patient details on WPAS while maintaining data accuracy
3. Reduced delay between a clinician completing a request form and the request input onto RadIS
4. Increased reception staff capacity that will be able to support walk-ins, telephone calls and other referrals
5. Increased volume of patients able to be seen within 10 days due to an increase in admin capacity

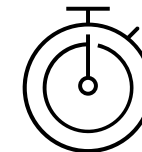
2023/24 Quarter 2



61 clinicians
using ETR for
Radiology



819 electronic
requests

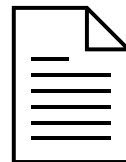


28 hours saved
for Radiology
admin

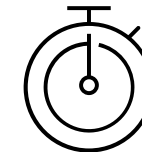
2023/24 to date



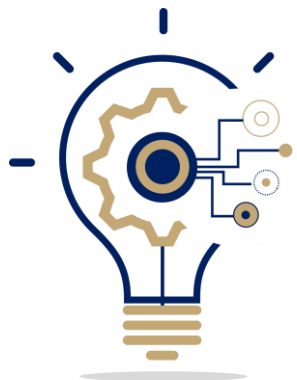
69 clinicians
using ETR for
Radiology



1887 electronic
requests



63 hours saved
for Radiology
admin



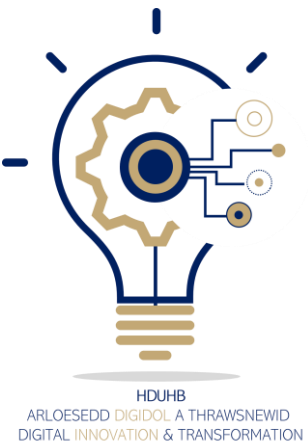


Radiology Test Requesting

Data from August 2022 has been compared with August 2023 to understand the impact on turnaround days for radiology test requesting. The services that are using Electronic Test Requesting have seen a reduction in the number of days between a test being requested and the results being validated on the system. The benefits and impact of Electronic Test Requesting will become clearer once the digital process is embedded and used as standard practice rather than a combination of electronic and manual requests. However, there is potential that the reduction in admin associated with the Electronic Test Requests is releasing time for radiology to have the capacity to deal with other tasks and to process the manual requests.

Days between test Requested and test Validated for
Urgent Suspected Cancer

| | <u>August 2022</u> | <u>August 2023</u> | <u>Saved days off cancer timeline</u> |
|------------------|--------------------|--------------------|---|
| Respiratory | 33 | 23 | 10 |
| Gastroenterology | 31 | 24 | 7 |
| Gynaecology | 21 | 17 | 4 |
| Urology | 22 | 19 | 3 |

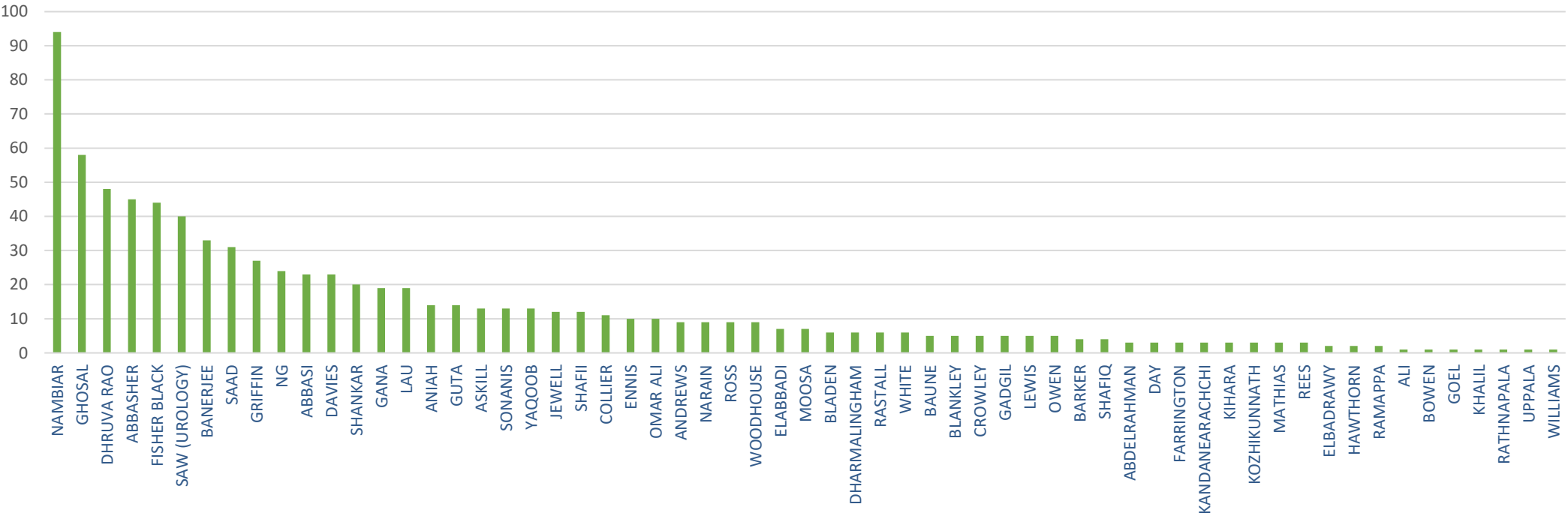




Radiology Test Requesting continued.

In this quarter, there have been 61 clinicians using the Radiology Electronic Test Request function.

Volumes of Radiology ETR by Clinician



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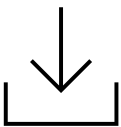
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Digital Health App Library

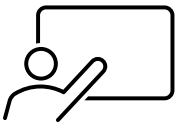
- 1. Increased awareness of validated self-management apps among clinicians
- 2. Increasing the number of patients downloading validated apps to self-manage their condition
- 3. Safer patient access to quality assured apps

“It has helped me to realise the huge potential for how this can be used to enhance the options for patient information and support using digital technology.”

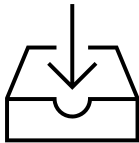
2023/24 Quarter 2



110 apps downloaded*

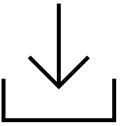


154 apps recommended by clinicians

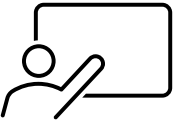


27% of the recommended apps are downloaded

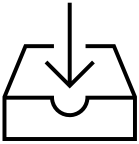
2023/24 to date



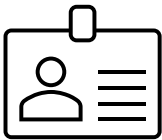
186 apps downloaded*



408 apps recommended by clinicians



21% of the recommended apps are downloaded



48 professional accounts



30% of clinicians are actively recommending apps

*the site is publicised to the public and therefore patients do not necessarily need to have been recommended an app by a clinician

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Digital Health App Library Activity in Quarter 2

6789

Microsite page views

[Hywel Dda \(orchahealth.com\)](http://orchahealth.com)

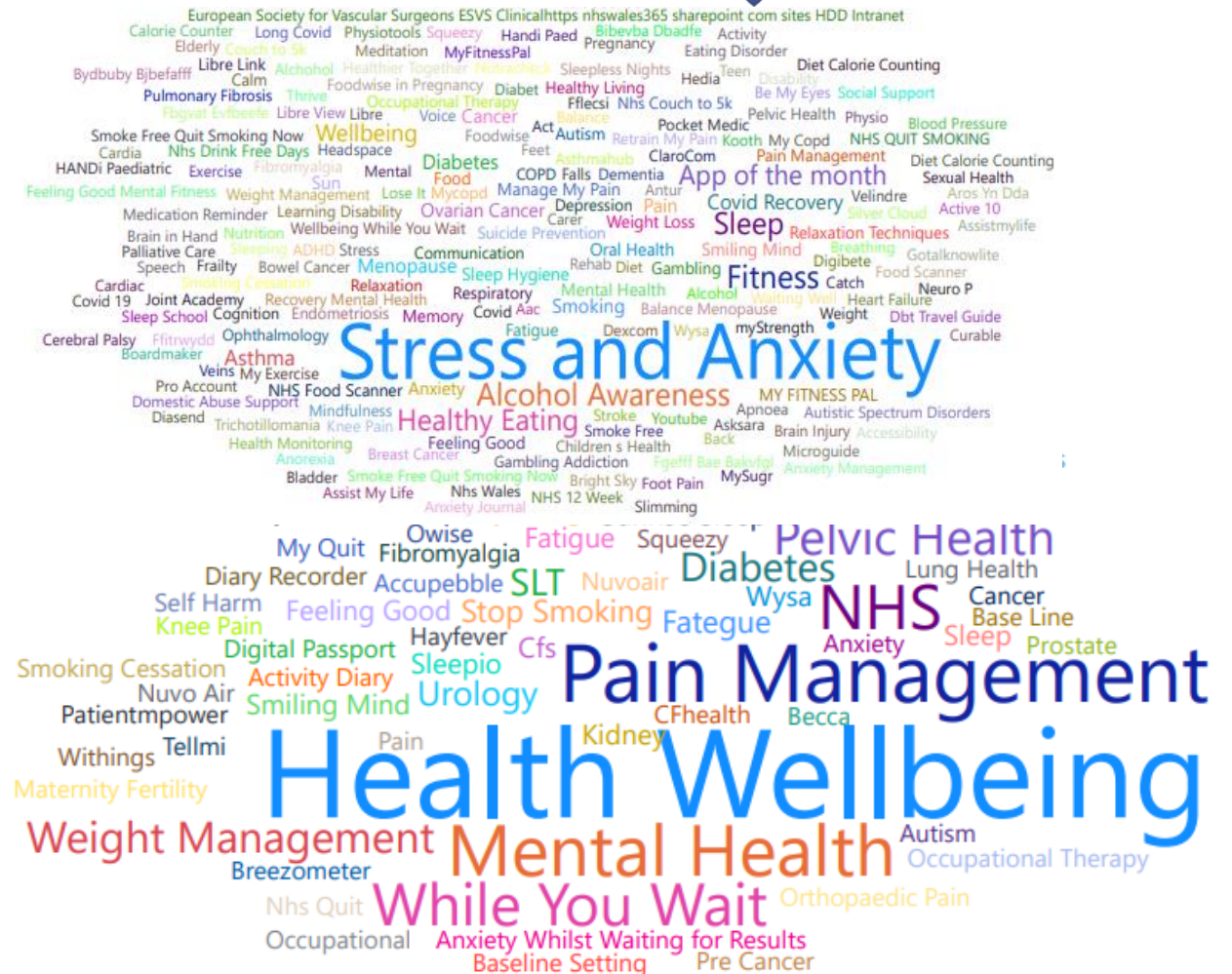
1774

page views from Professional Accounts

[Log in to your account - ORCHA Pro-Account \(orchahealth.com\)](#)



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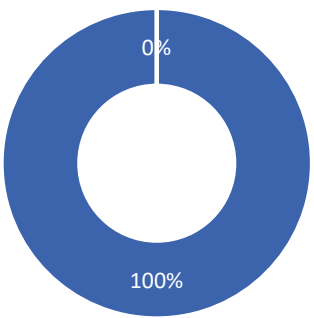
Digital Inclusion

With the development and integration of new digital systems and innovative solutions, the Digital Inclusion Programme aims to develop the digital skills and confidence of the workforce to ensure that staff are capable and enabled for the future.

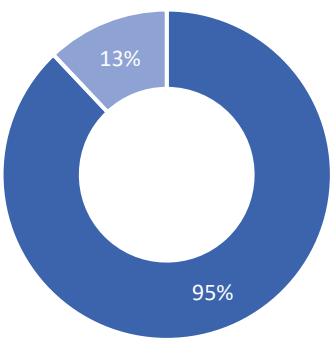
Benefits

- 1. Increase in the workforce accessing resources relating to developing awareness of Digital Inclusion
- 2. Increase in staff digital skills
- 3. Increase in staff digital confidence
- 4. Increase in staff feeling inspired and motivated

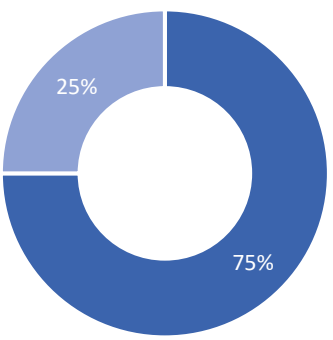
Percentage that agreed that a training session has inspired them to use technology in their personal life



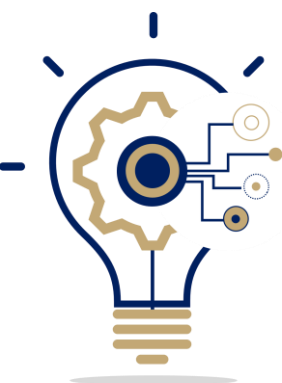
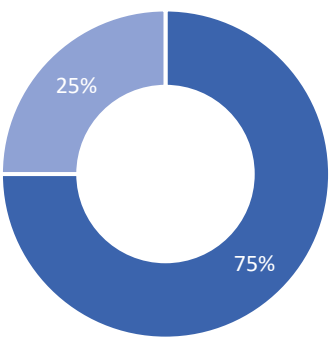
Percentage that agreed that a training session has inspired them to use technology in their professional life



Percentage that agreed that attending drop-in session has inspired them to use technology in their personal life



Percentage that agreed that attending drop-in session has inspired them to use technology in their professional life



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Digital Inclusion continued.

Staff are asked to fill in a questionnaire before and after any Digital Inclusion interventions including rating their digital skills and digital confidence between 1 – 10.

Digital Skills - Before

6.6

Digital Skills - After

8.1

Digital Confidence - Before

6.1

Digital Confidence - After

8.3

"really grateful for the training which will give me confidence to experiment and advance my computer skills"

"I feel more positive and inspired"

"It was very informative both personally and professionally"

"very informative this will help my colleagues as well"

"it's all still quite new to me therefore I feel any further digital training would be of benefit to me"