Stephen Docherty

Chief Information Officer
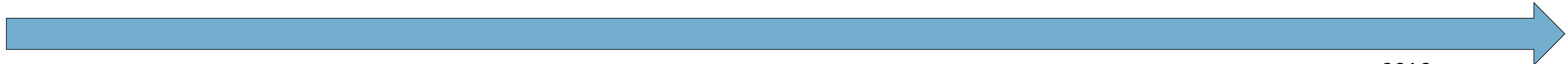
South London & Maudsley NHS Foundation Trust

30 Years in Technology

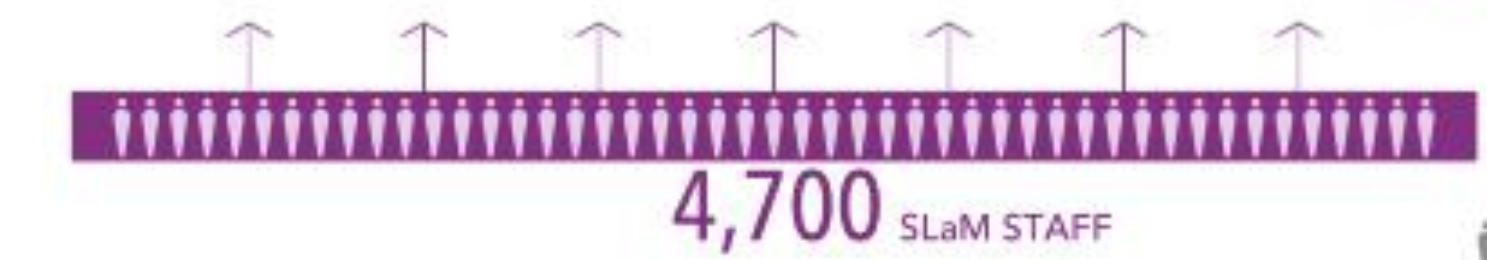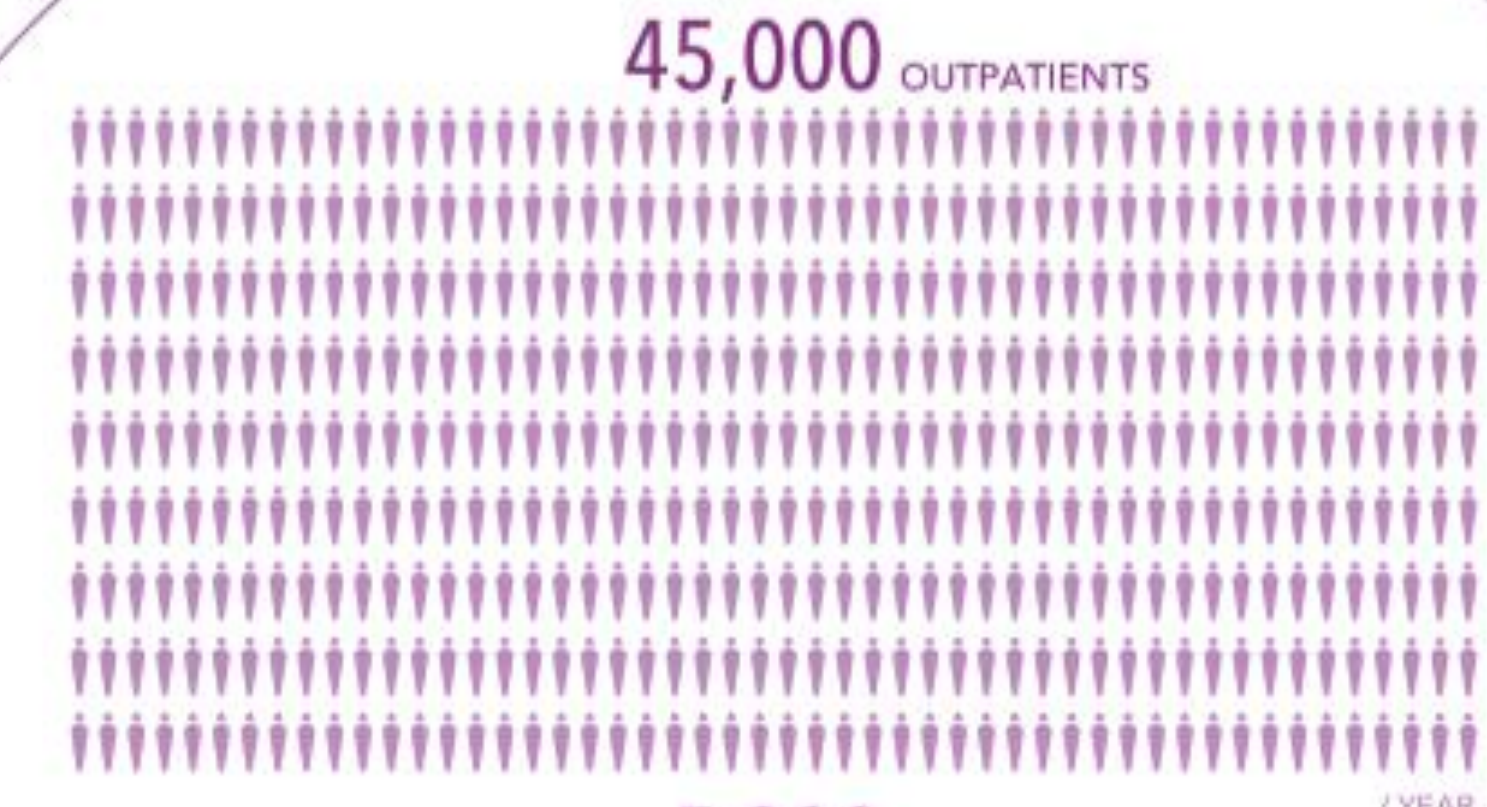1986   1997 1999 2000   2002   2005 2006 2007   2012 2014 2015 2016

Chairman – London CIO Council
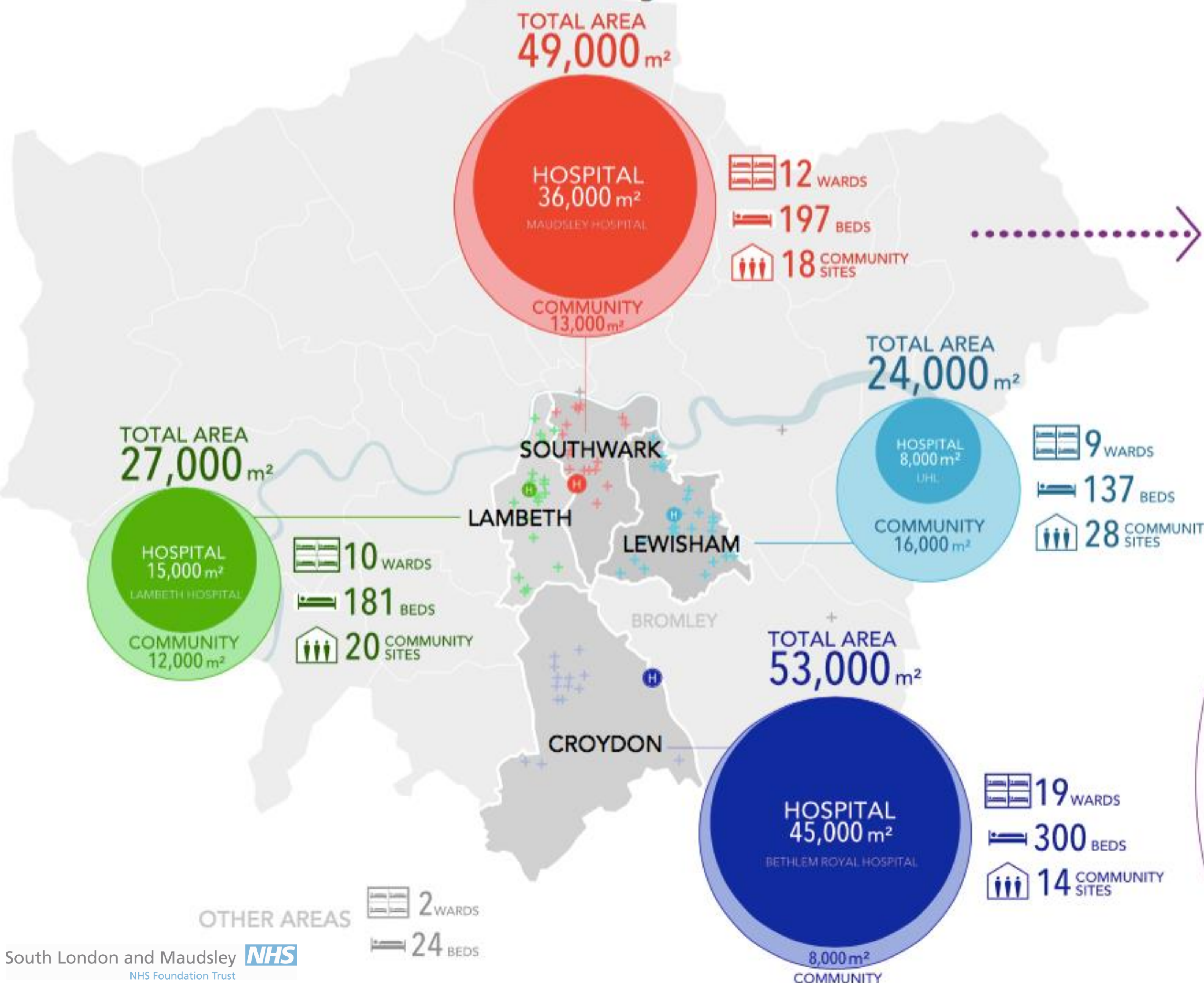
South London and Maudsley What we do

TOTAL AREA 49,000 m²

HOSPITAL 36,000 m²
MAUDSLEY HOSPITAL

COMMUNITY 13,000 m²

12 WARDS
197 BEDS
18 COMMUNITY SITES

TOTAL AREA 27,000 m²

HOSPITAL 15,000 m²
LAMBETH HOSPITAL

COMMUNITY 12,000 m²

10 WARDS
181 BEDS
20 COMMUNITY SITES

TOTAL AREA 24,000 m²

HOSPITAL 8,000 m²
UHL

COMMUNITY 16,000 m²

9 WARDS
137 BEDS
28 COMMUNITY SITES

TOTAL AREA 53,000 m²

HOSPITAL 45,000 m²
BETHLEM ROYAL HOSPITAL

COMMUNITY 8,000 m²

19 WARDS
300 BEDS
14 COMMUNITY SITES

SOUTHWARK
LAMBETH
LEWISHAM
BROMLEY
CROYDON

OTHER AREAS
2 WARDS
24 BEDS

TOTAL AREA 155,000 m²

SLaM TOTAL

HOSPITAL 100,000 m²   COMMUNITY 55,000 m²

400,000 INDIVIDUAL APPOINTMENTS
30,000 GROUP APPOINTMENTS
200,000 CARE RELATED PHONE CALLS

/ YEAR

52 WARDS
839 BEDS
88 COMMUNITY SITES

45,000 OUTPATIENTS
/ YEAR

5,300 ADMISSIONS
/ YEAR

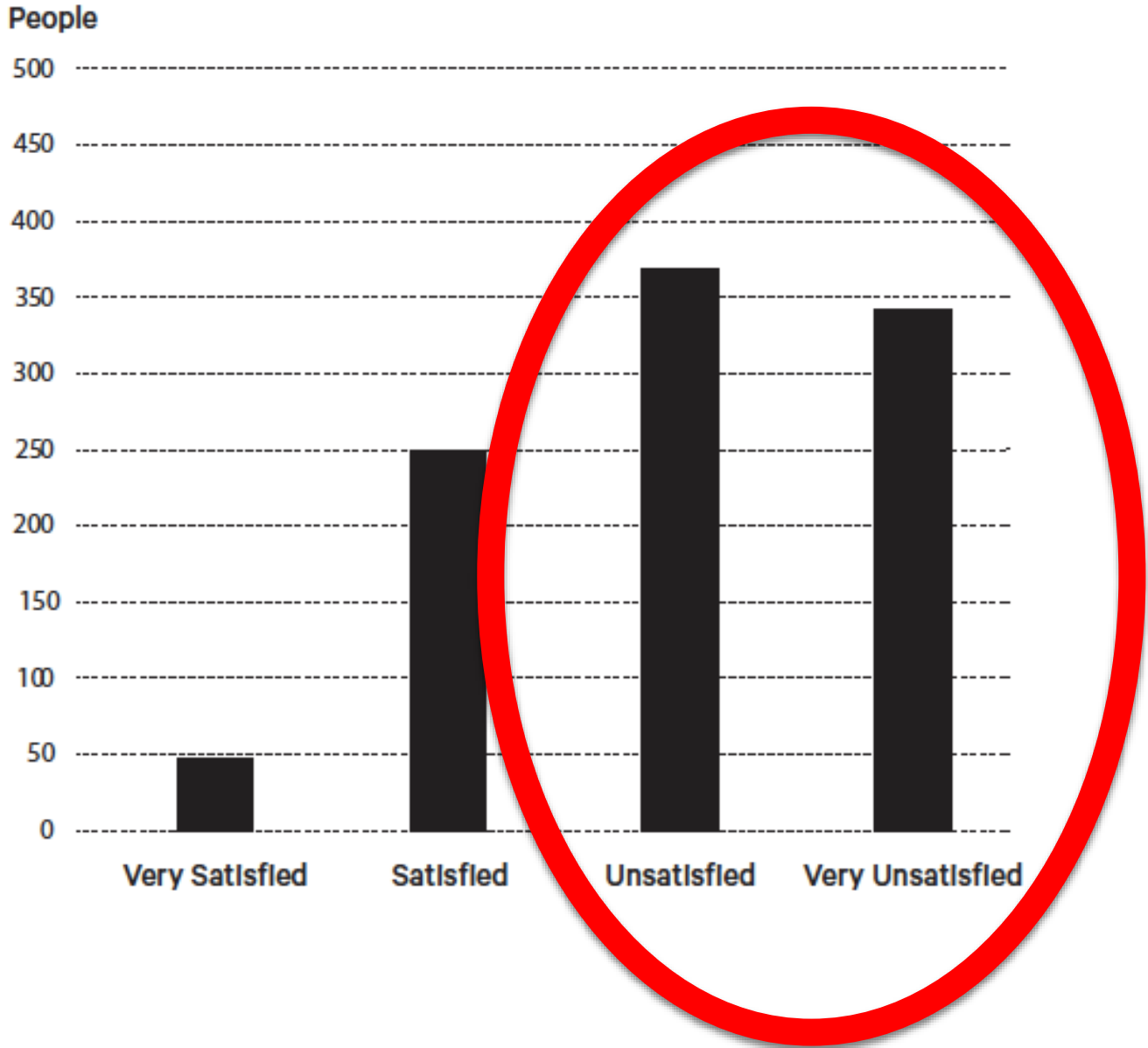4,700 SLaM STAFF

= 100

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NHS Foundation Trust

IT….as it was (Classic IT)

Command & Control Culture
No vision
No leadership
No strategy
No Service Management
Aging estate (fell apart)

Poor perception….poor service

IT Survey Results

How satisfied were you with the speed of response after logging your call?

People

How would you rate the time it takes to have your issue or request fully resolved?

People

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CTI Centre for Translational Informatics
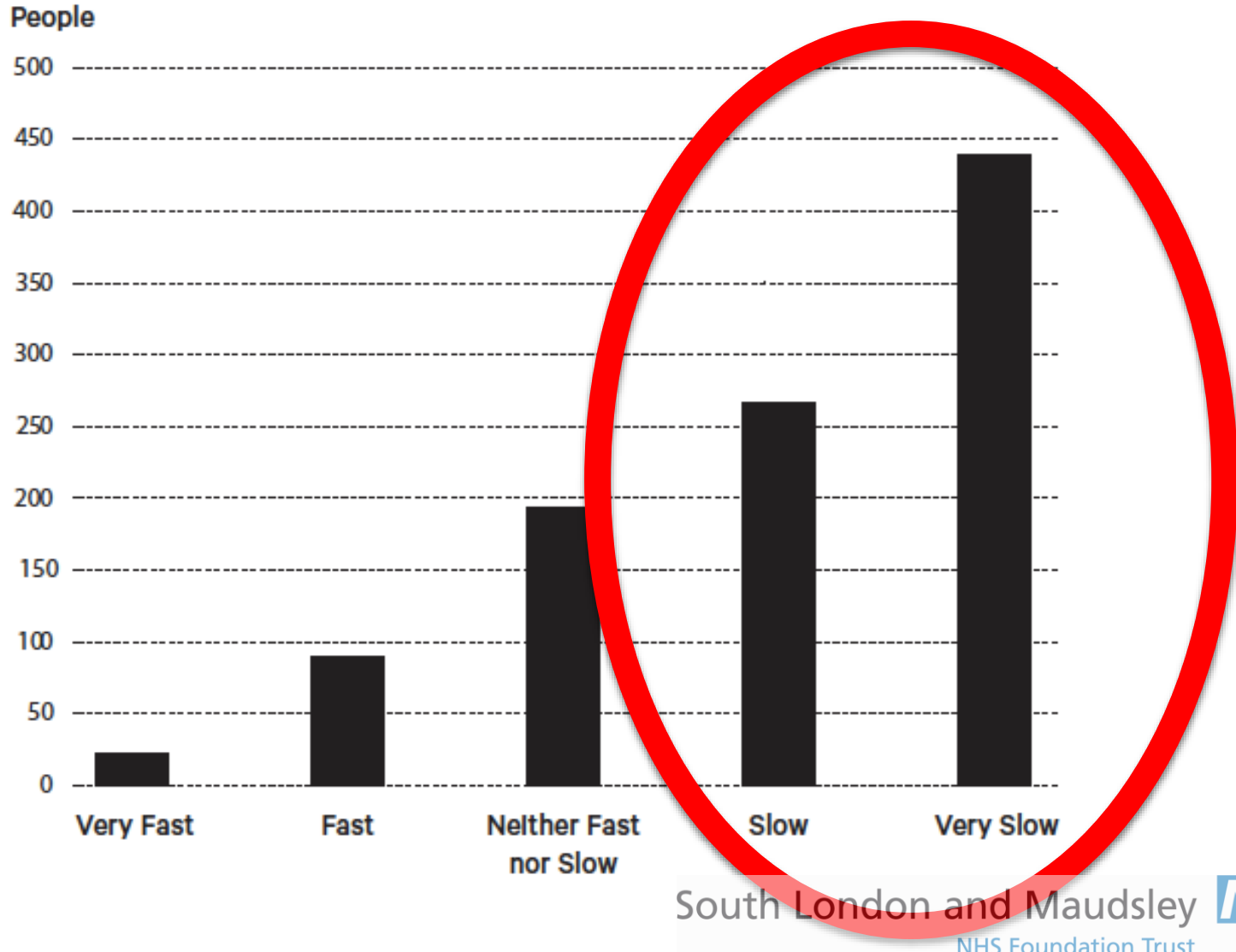
IT Steering Group

"Trust Projects"…not "IT Projects"

We set up an IT Steering Group consisting of representatives from the Clinical Academic Groups (CAGs) & Corporate departments, which is chaired by one of our Service Directors.

2015 – 2016
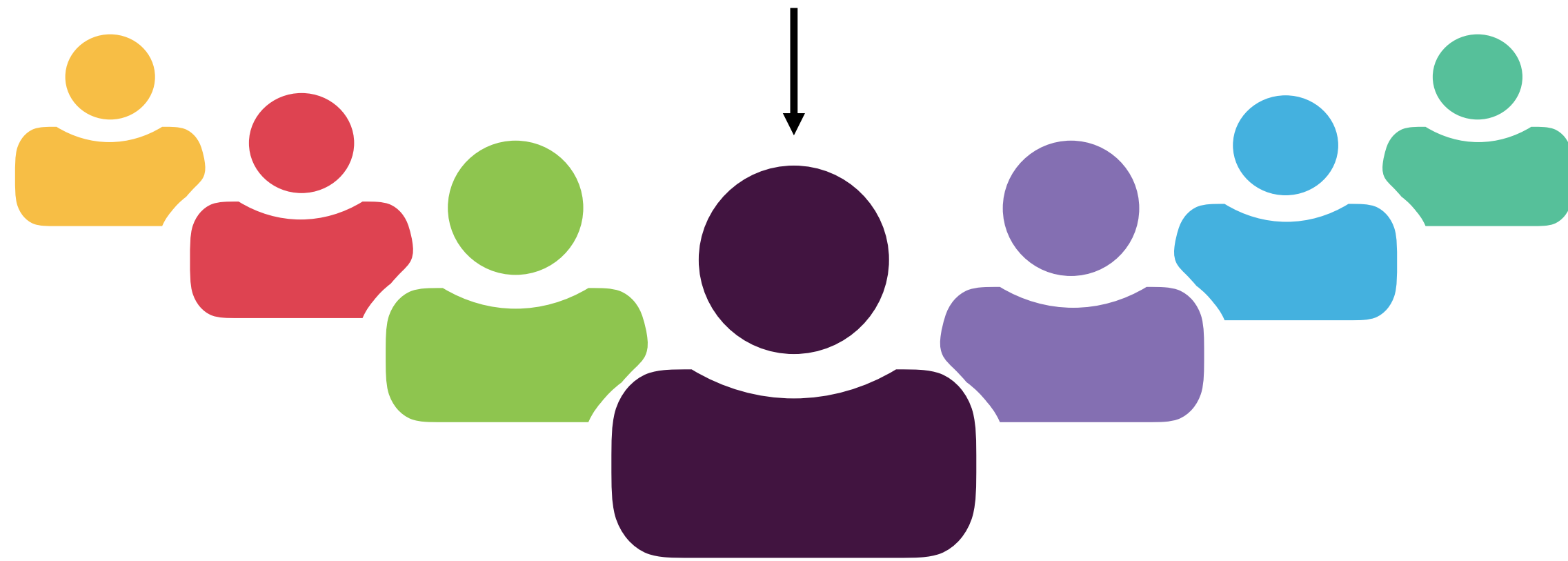
To agree and prioritise the direction of projects

Determine device types in line with Service/Staff needs and the evolving services
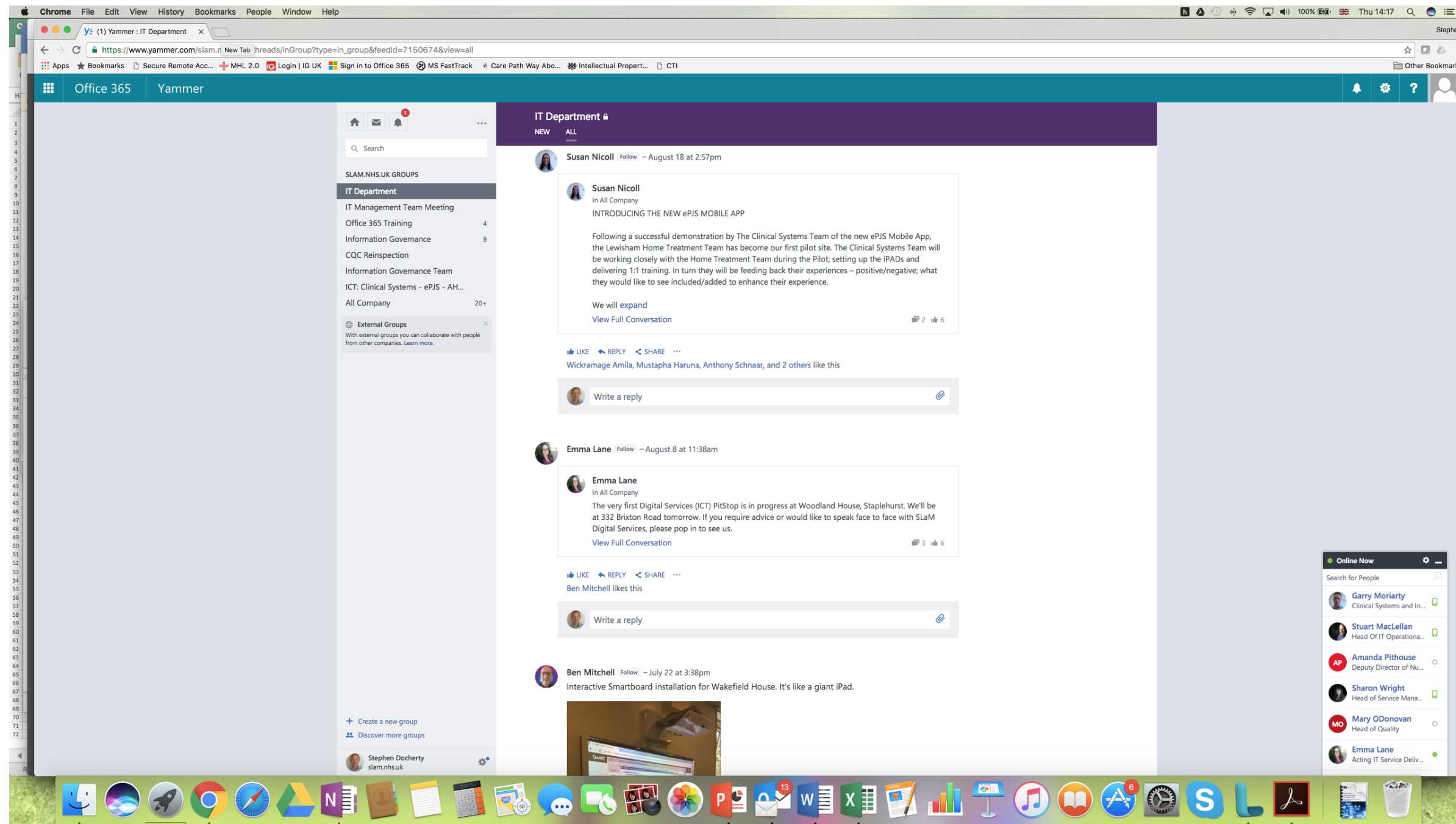
Agree priority areas for deployment 'Pain Points'

Digitising the workforce:

- **5,000** Trust Staff migrated to O365
- **2,000 aged PCs** replaced with a mix of devices within 12 months
- **BI** PoC complete in **Azure Cloud** and Prodn. being built
- O365 **Adoption days** delivered with Microsoft

IT....as it is now (Innovative IT)

Service Culture
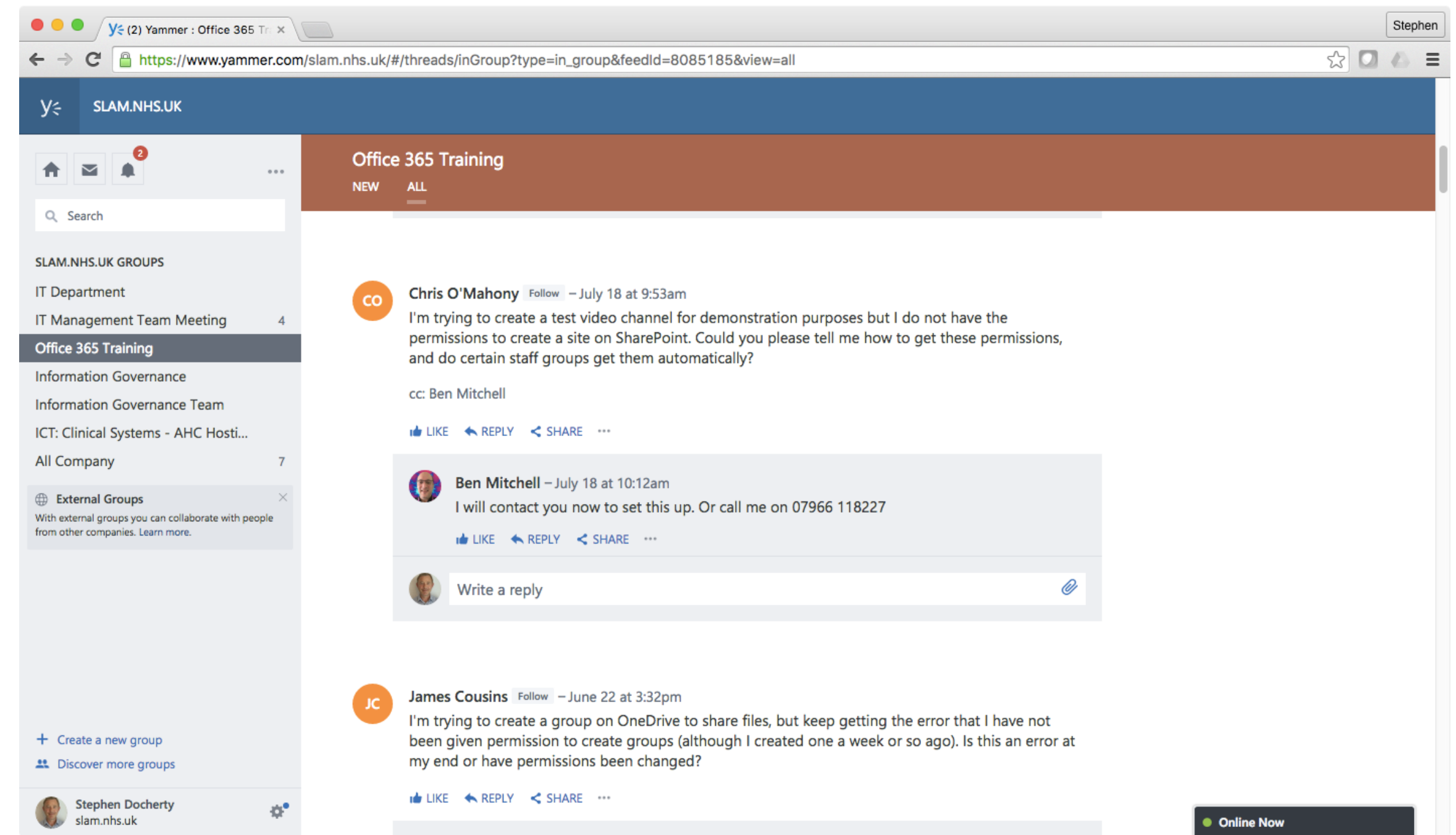
Rebranded IT

Murat Soncul

Head of Information Governance

Digital Services | South London and Maudsley NHS Foundation Trust

Maudsley Hospital | Denmark Hill | London SE5 8AZ | 07734774100

SLaM WiFi Access Points Coverage Across Boroughs

Progress To Date

2009 Previous IT Core Infrastructure
320 WiFi access points in place
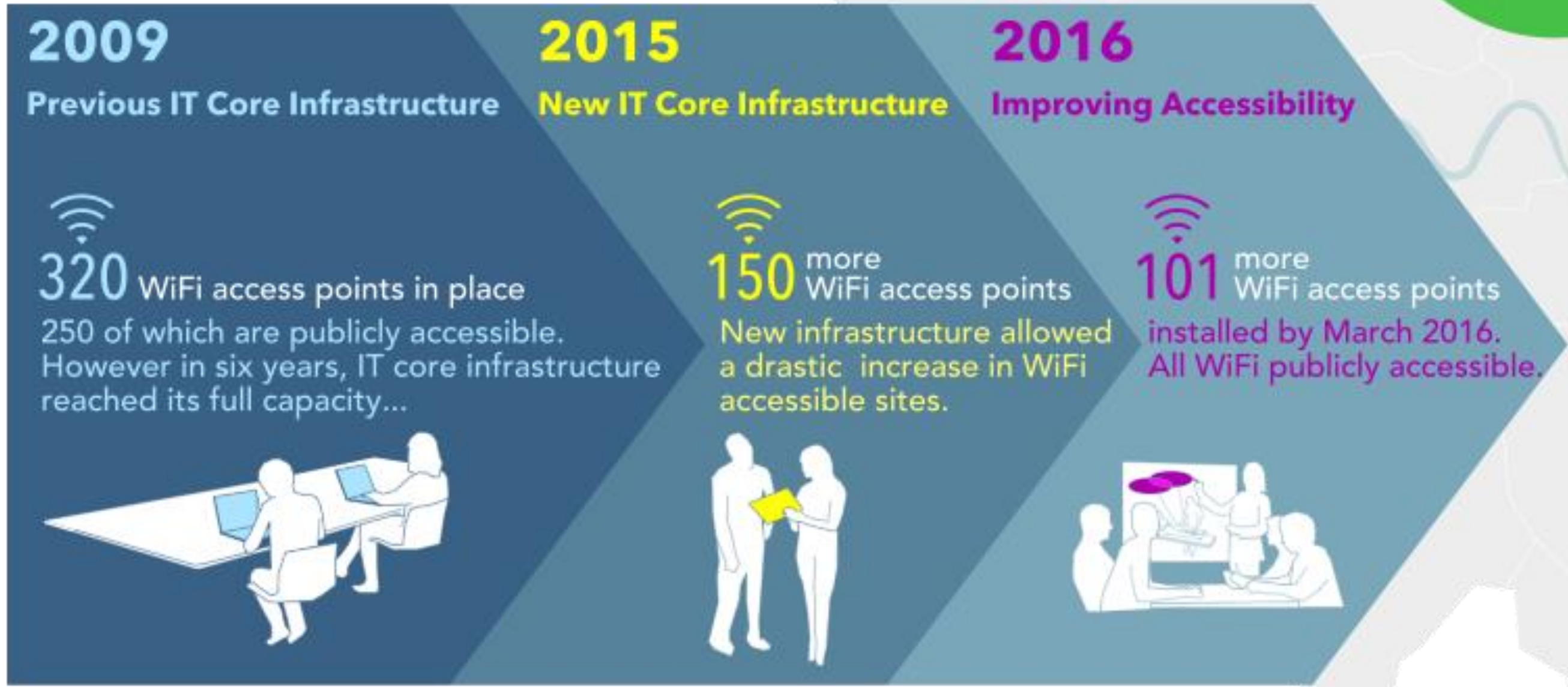250 of which are publicly accessible. However in six years, IT core infrastructure reached its full capacity...

2015 New IT Core Infrastructure
150 more WiFi access points
New infrastructure allowed a drastic increase in WiFi accessible sites.

2016 Improving Accessibility
101 more WiFi access points
installed by March 2016. All WiFi publicly accessible.

LAMBETH
29 WiFi Hotspots — Lambeth Hospital
38 WiFi Hotspots — Community
Lambeth Hospital
190 Kennington Lane
22 Norward High St
308-312 Brixton Rd
332-334 Brixton Rd
35 Black Prince Rd
380 Streatham High St
Beale House
Dalbury House
Greenvale Nursing Home

SOUTHWARK
119 WiFi Hotspots — Maudsley Hospital
38 WiFi Hotspots — Community
Maudsley Hospital
Lister Healthcare Centre
151-152 Blackfriars Rd
20-21 Lordship Lane
27-29 Camberwell Rd
32-34 Watson St
Marina House
Ann Moss
St Giles

TOTAL 571 WiFi Hotspots

LEWISHAM
165 WiFi Hotspots — Ladywell Unit
24 WiFi Hotspots — Community
Ladywell Unit, UHL
Lorraine Hewitt House
Inglemere
36 Hare St
59 Cordwell Rd
Speedwell Centre
78 Lewisham Park
276 Baring Rd
1-5 Heather Close
Kaleidoscope Centre
Kirkdale
Southbrook Rd
Southbrook Mews

BROMLEY CROYDON
113 WiFi Hotspots — Bethlem Royal Hospital
30 WiFi Hotspots — Community
Bethlem Royal Hospital
Foxley Lane
Christopher Wren House
Salcot Crescent Resource Centre
Purley Resource Centre
Queens Resource Centre
Tamworth Rd
Churchdown Domus
St Paul's House

OTHER
15 WiFi Hotspots — Community
Erith Health Centre, Bexley
Woodland House, Kent

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Some days…..

frustrating

Some days…..

liberating

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Thoughts and observations

The worst part of the NHS

Sometimes the people....
and processes

The best of the NHS

The people

Leadership

People wear the NHS badge with pride

As leaders, we need to challenge, change and bring people on the digital journey

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Leadership

Challenges

Financial, Cultural, Information Governance, Noise….

- Maintain course
- Be ready to do battle
- Focus on the vision
- Be different (IT Strategy)

Leadership

Perspective

Leadership

The Digital Disruption Has Already Happened

- World's largest taxi company owns no taxis (Uber)
- Largest accommodation provider owns no real estate (Airbnb)
- Largest phone companies own no telco infra (Skype, WeChat)
- World's most valuable retailer has no inventory (Alibaba)
- Most popular media owner creates no content (Facebook)
- Fastest growing banks have no actual money (SocietyOne)
- World's largest movie house owns no cinemas (Netflix)
- Largest software vendors don't write the apps (Apple & Google)

@sandy_carter www.ibmforentrepreneurs.com | 🐦 @ibmge
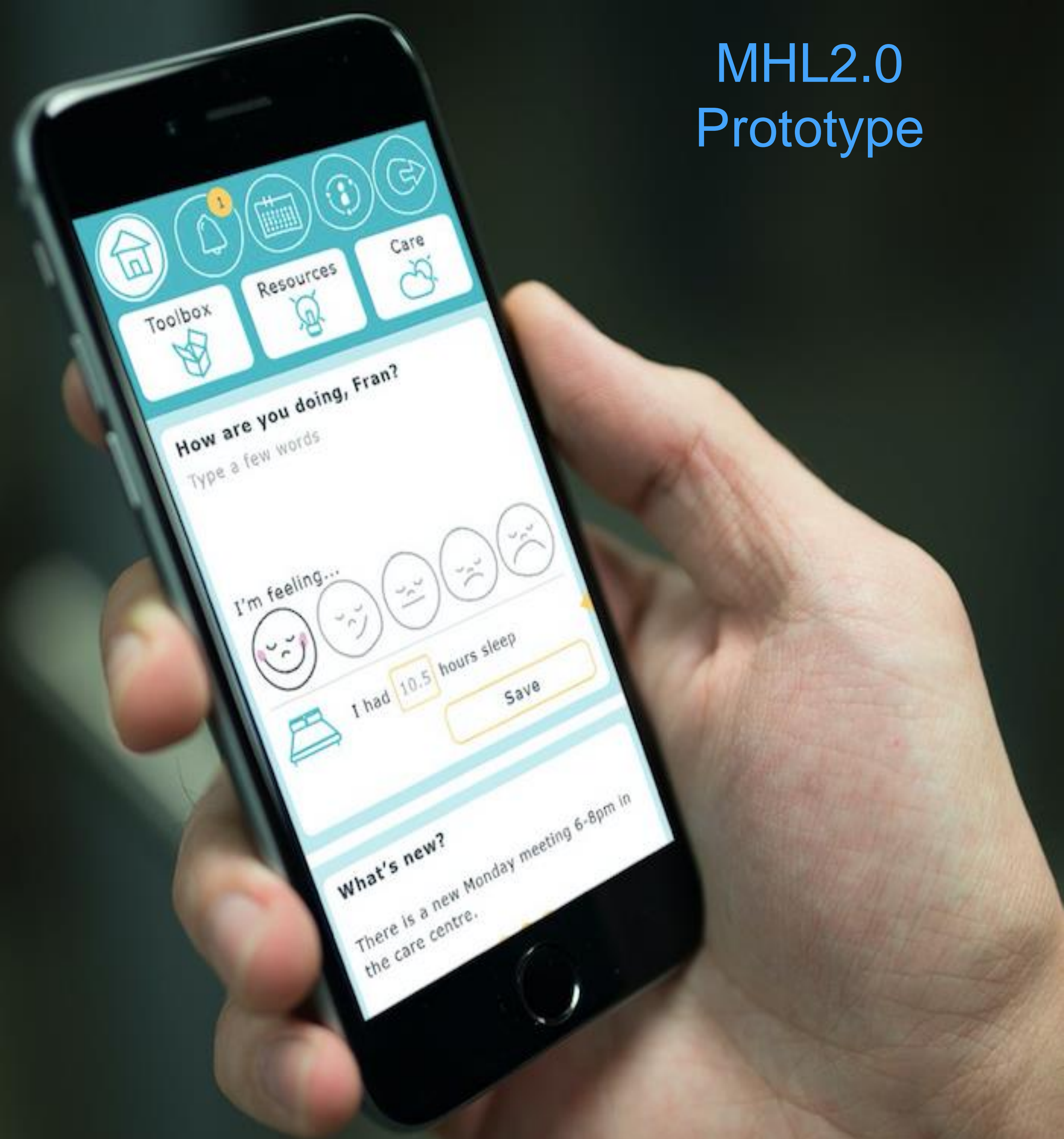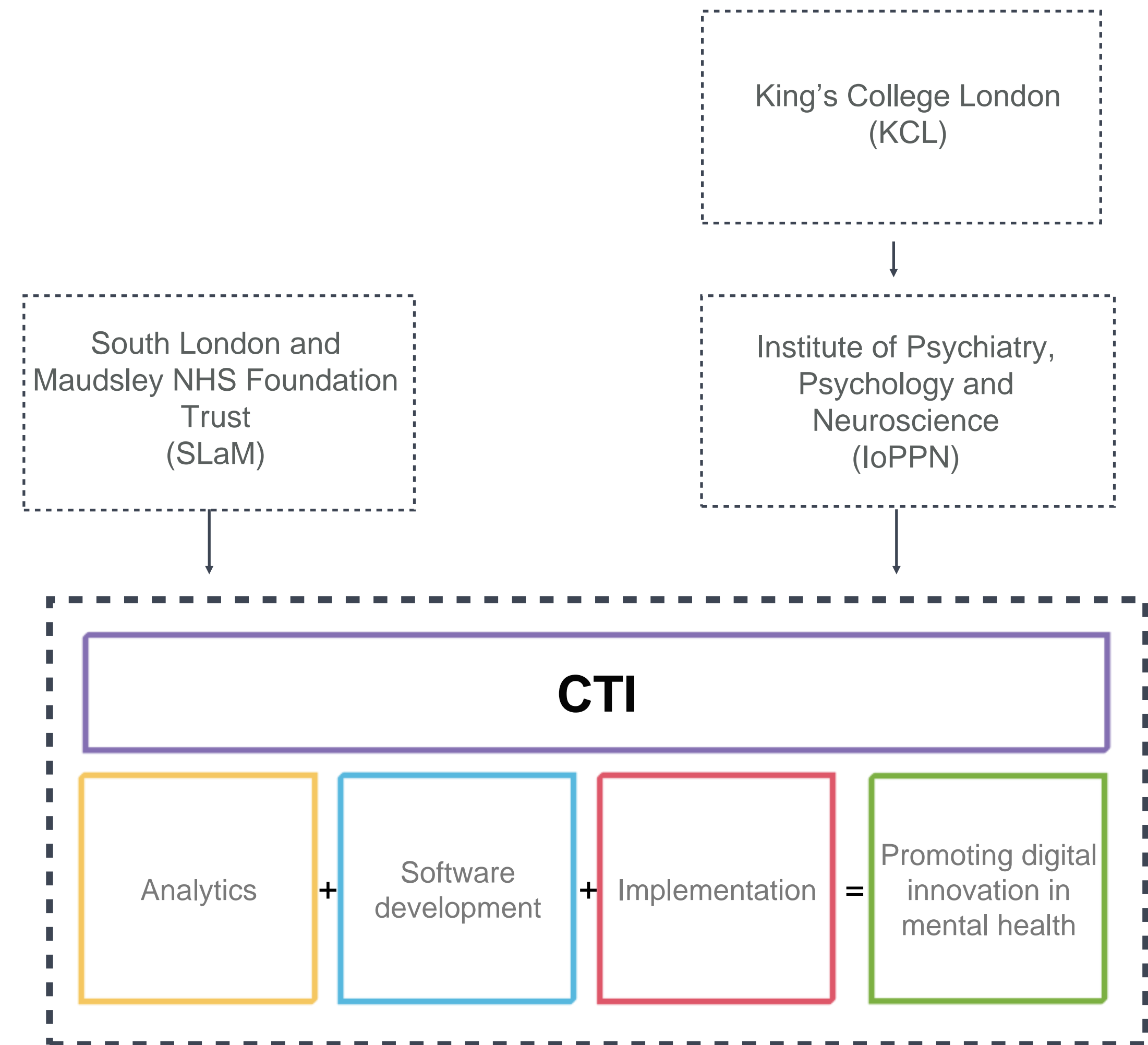
IBM

Leadership

MHL2.0
Prototype

The Vision

To be recognised as the world's leading institution in mental health informatics

King's College London
(KCL)

South London and Maudsley NHS Foundation Trust
(SLaM)

Institute of Psychiatry, Psychology and Neuroscience
(IoPPN)

CTI

Analytics + Software development + Implementation = Promoting digital innovation in mental health
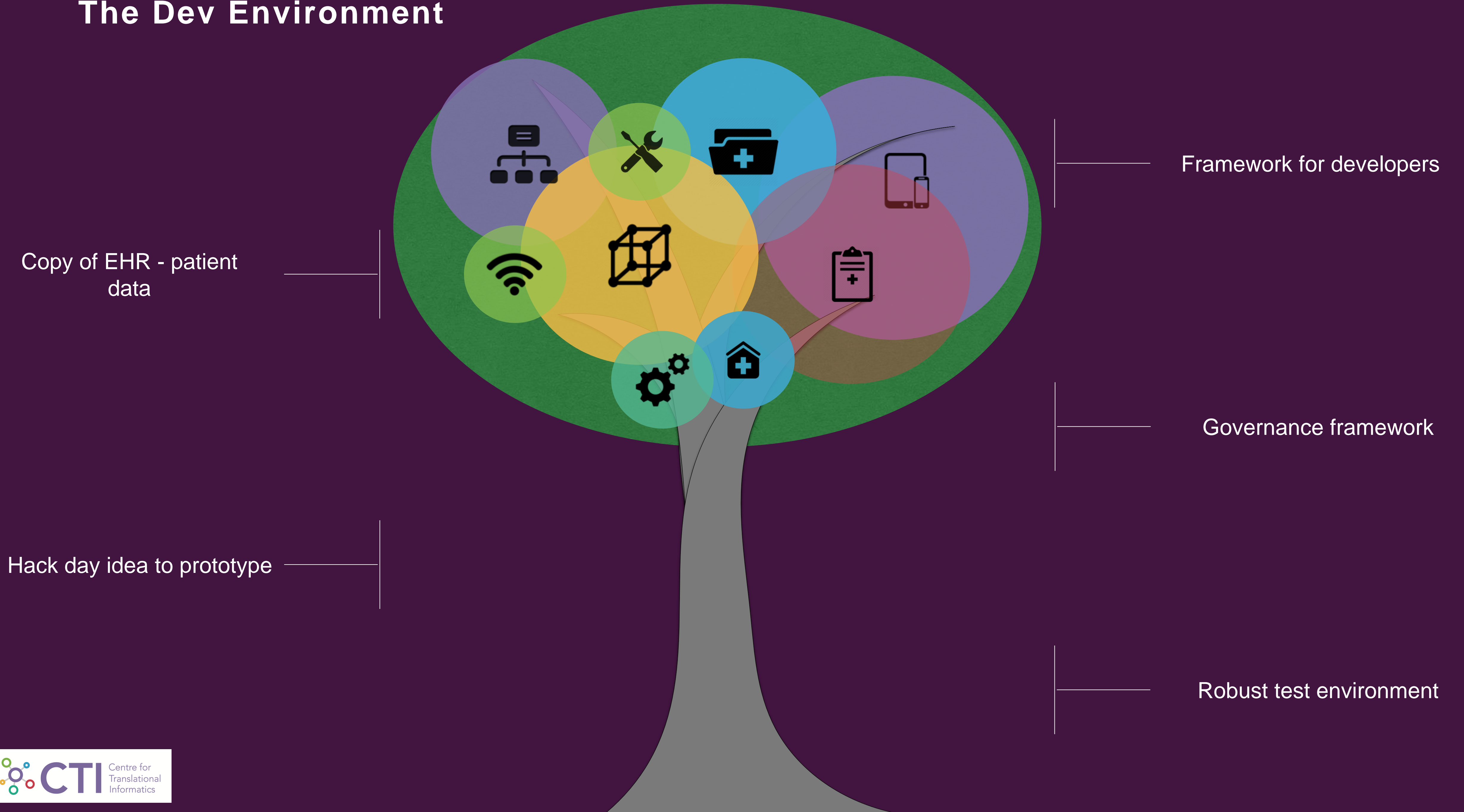
The Vision

To be recognised as the world's leading institution in mental health informatics

To provide an environment that brings together:

Service Users
Clinicians
Academics
Carers
Researchers
Tech Industry
SMEs

To solve problems, translating into real-world health improvements :- prototypes, evaluation, digital intervention

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The Dev Environment

Framework for developers

Copy of EHR - patient data

Governance framework

Hack day idea to prototype

Robust test environment

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Real-world Examples

Patient Timeline

Application which allows clinicians to instantly search, filter and see documents
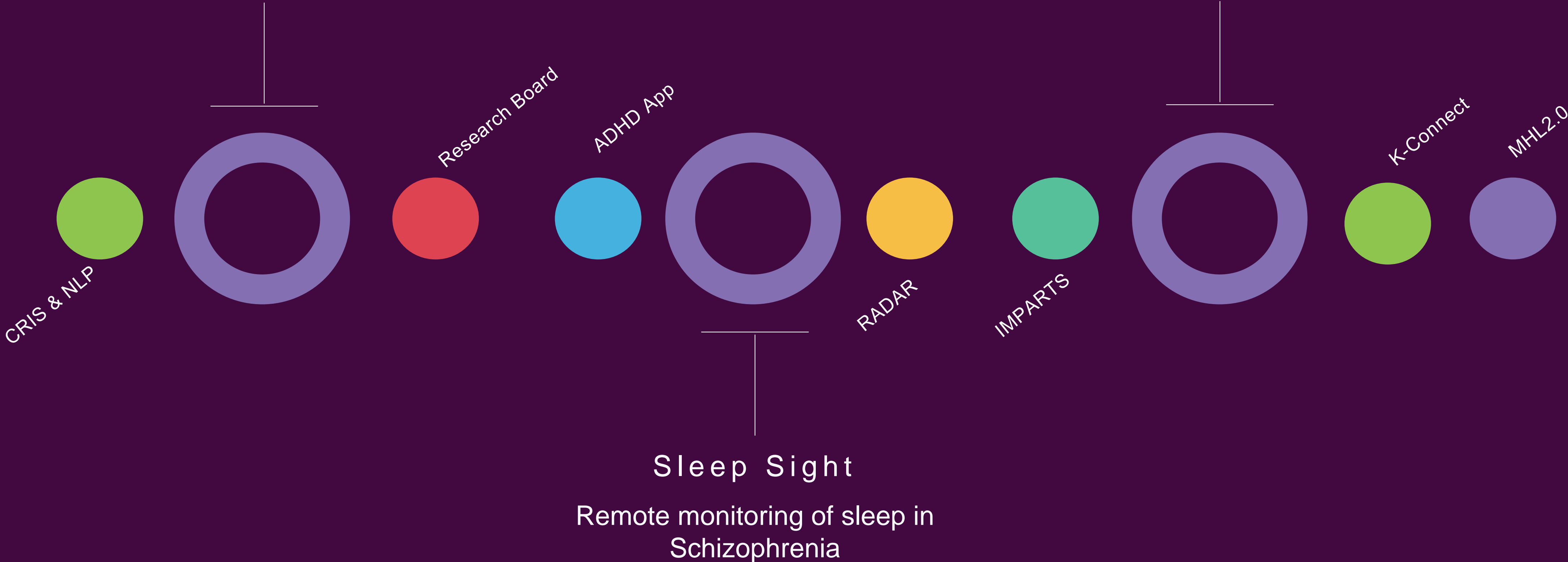
Agents in records

Multi-agent systems which enables real time monitoring of patient records

CRIS & NLP

Research Board

ADHD App

RADAR

IMPARTS

K-Connect

MHL2.0

Sleep Sight

Remote monitoring of sleep in Schizophrenia

Developing Prototypes at Pace

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Current Focus

Sustainability & Transformation Plans

STP FUNDING

OHSEL

POPULATION HEALTH ANALYTICS

HLP

KHP I.G.

HLP

S&L STRATEGIC PARTNERSHIP

LOCAL DIGITAL ROADMAPS

INTEROPERABILITY

STP FUNDING
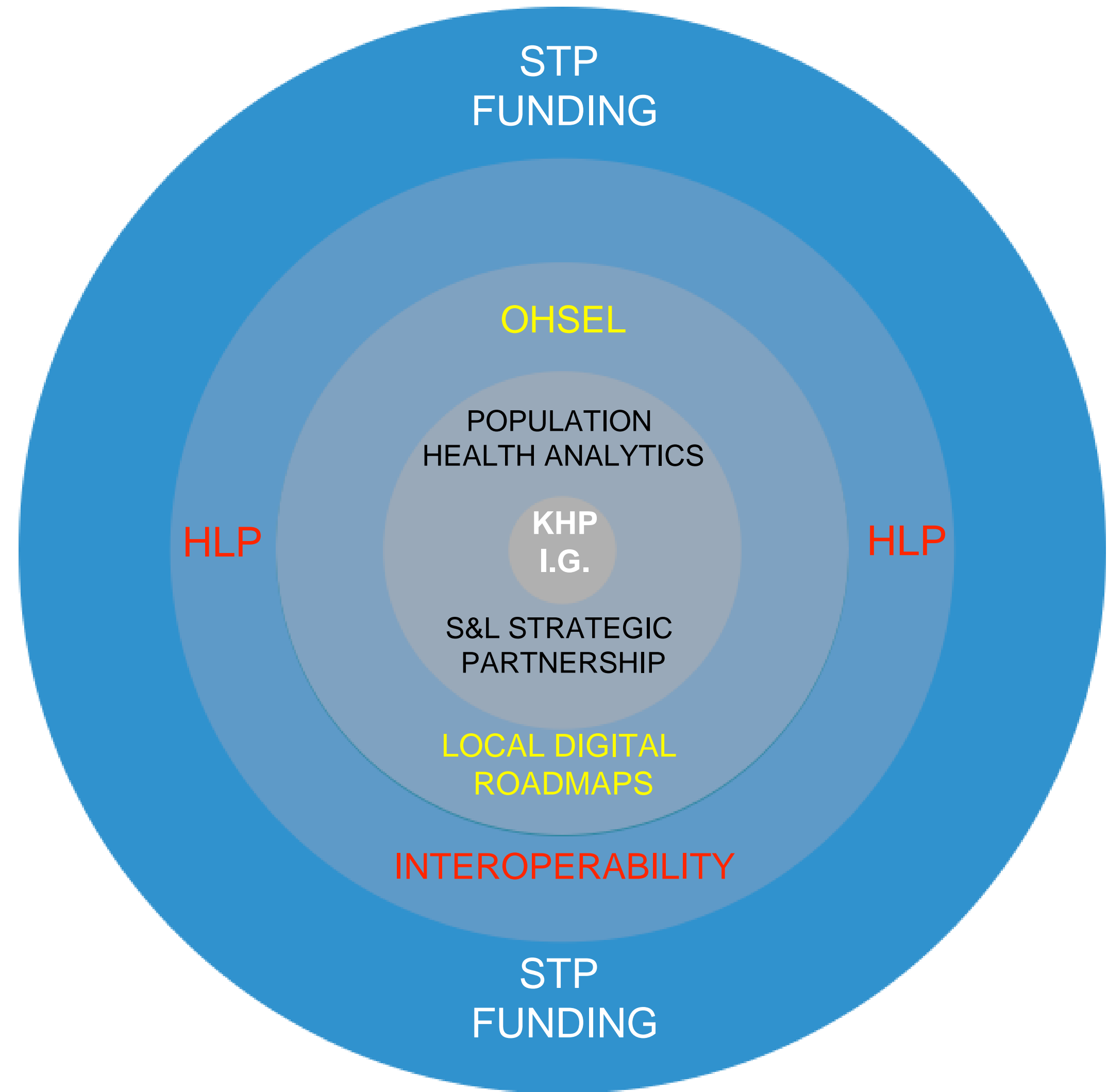
(Key: STP = Sustainability & Transformation Plan; HLP = Healthy London Partnership; OHSEL = Our Healthier South East London; S&L = Southwark & Lambeth; IG = Informatics Group)

Current Focus

Sustainability & Transformation Plans.......

Enabled by Local Digital Roadmaps

"use technology to enable the transformation of the delivery of care, ensuring that all care professionals and citizens of South East London are digitally connected and able to access information and services at any time and from anywhere"

Region: South East London (Bexley; Bromley; Greenwich; Lambeth; Lewisham; Southwark)

Source: South East London Local Digital Roadmap

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NHS Foundation Trust

Current Focus

Mandated capabilities to achieve

Universal Capability

Professionals across care settings can access GP-held information on GP-prescribed medications, patient allergies and adverse reactions

Clinicians in U&EC settings can access key GP-held information for those patients previously identified by GPs as most likely to present (in U&EC)

Patients can access their GP record

GPs can refer electronically to secondary care

GPs receive timely electronic discharge summaries from secondary care

Social care receives timely electronic Assessment, Discharge and Withdrawal Notices from acute care

Clinicians in unscheduled care settings can access child protection information with social care professionals notified accordingly

Professionals across care settings made aware of end-of-life preference information

GPs and community pharmacists can utilise electronic prescriptions

Patients can book appointments and order repeat prescriptions from their GP practice

Current Focus

How KHP will support the LDR requirements and the requirements of the population it serves

- Development of the KHP Information Store;

- Development of the KHP Integration Engine;

- Exploration and development of clinical, business intelligence and patient-facing apps;

- Extension of the Local Care Record to include social care;

- Move to a common Information Governance framework;

- Accommodate the support required to meet the needs of the KHP Institutes & Networks;

- Put in place the required shared infrastructure and common standards and systems.

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Questions