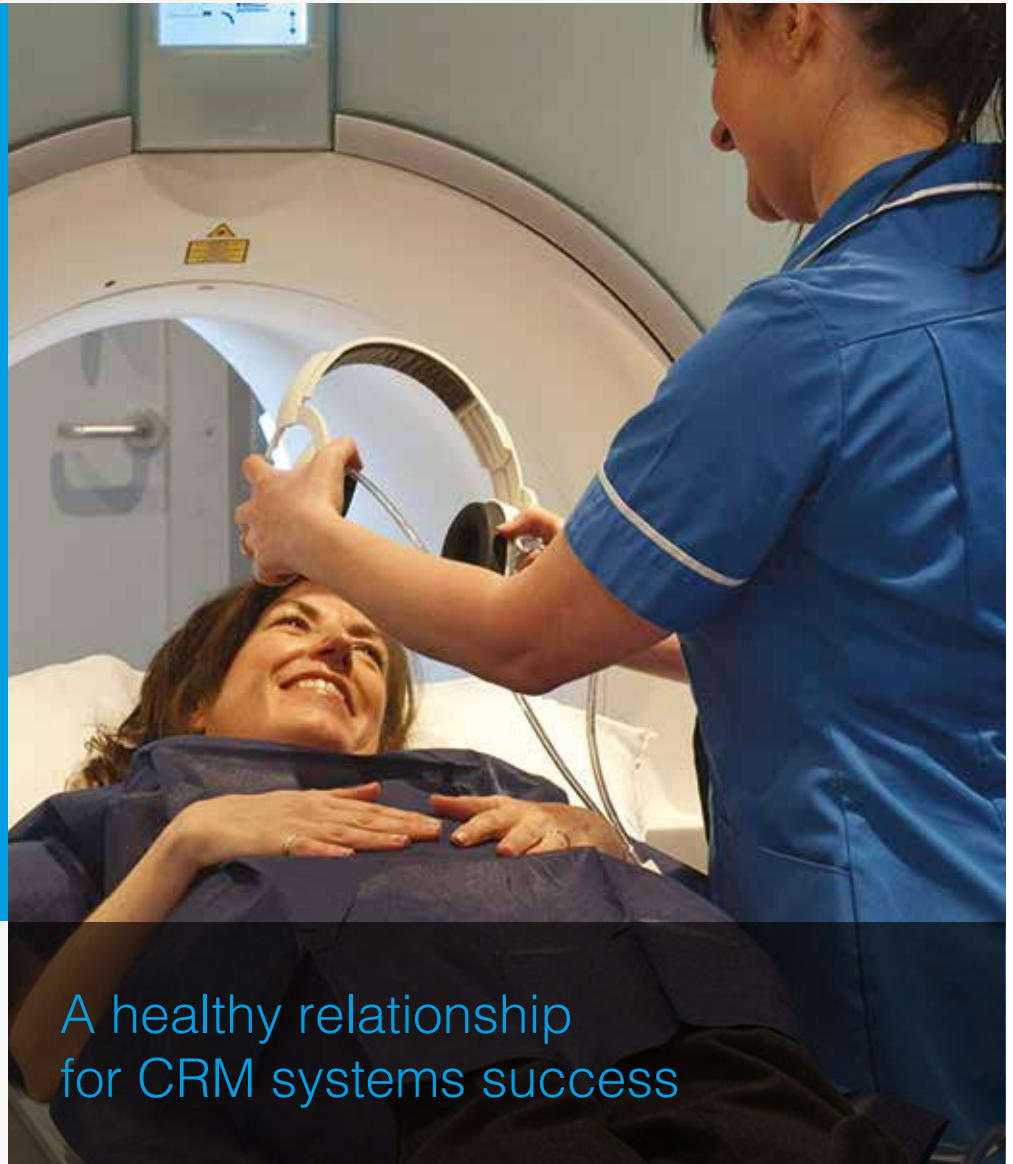


ABOUT THE CLIENT

InHealth is a UK leading independent provider of flexible, managed diagnostic services to the NHS and the independent private sector, delivering outstanding services and solution across primary, secondary and specialist care. With over 25 years' experience in developing strong relationships with the public sector and delivering market leading clinical solutions, they now have over 350 sites across the UK. With over £125m revenue in the last year they continuously invest in their diagnostic infrastructure. An Investor in People, InHealth constantly drives their dedicated network of staff to achieve the highest possible standards of professional skills, knowledge and development.



A healthy relationship for CRM systems success

KEY BENEFITS



- Increased productivity for staff and teams involved
- The system now provides a single version of the truth for all patient and referral data
- The platform helps InHealth focus on their main concern; their patients
- Compelling user experience for patients, GP's and staff
- Driving value by reducing the cost associated with patient administration
- Provide joined-up, consistent data to enable health informatics
- Opens other revenue streams and provides choice around these
- Helps attract and retain employees with specialist niche expertise

Improving patient choice and customer satisfaction using Dynamics CRM

CHALLENGES

InHealth operated a number of clinical and patient administration systems that had been developed over the years to support specific contracts or modalities. This resulted in multiple systems supporting pathways in a single clinic. As a result most clinics operated multiple diaries, multiple billing processes and complicated reporting.

"We were growing at a high organic rate year on year, and our previous system was becoming a barrier for further growth. It was originally a hospital administration system that was configured and developed over time to the point there was no upgrade plan and it was unworkable for the original vendor," says Steve Standing, Programme Director, InHealth Group. "To enable further growth and flexibility for the business, a new solution was needed."

The complicated systems landscape led to a number of issues including patient safety, referrer dissatisfaction, costs of unnecessary dual – and in some instances – triple reporting, and staff frustration. The temporary "solution" to these issues involved Excel spreadsheets,



listing. We had lots of open dialogue and narrowed the market down to Gap with their Dynamics solution and a number of other suppliers with different solutions. We then ran a number of supplier selection days with a multi-discipline team from across the business; the project board.”

“Ultimately Gap Consulting came out on top due to their professionalism, willingness to invest in the process and understanding of InHealth’s objectives. Their approach during the presales stage was significantly ahead of the other players in terms of both the engagement that Gap had with us and the investment that they clearly had in that process. Gap came on site regularly, asked the right questions, listened, understood, took away their findings and developed prototypes which not all other suppliers did. The prototypes developed resonated with the people in our business. They understood us and what we were looking for,” explains Iain Roy Transformation Manager, InHealth Group. “The selection process had to look at the right organisation for the journey as well as the software to implement. The technical and commercial dialogue had to be right.”

On the whole, the selection process was straightforward, but it was Gap’s capability and level-headed response to challenges, along with their partnership approach, that made them stand out. “Of course, we had some difficult times, but the willingness that we saw from Gap during these times to help solve issues and move forward was really great. Everybody’s desire was to get the best possible outcome.”

“There have been times when an outsider coming in wouldn’t have known who was Gap and who was in-house. It’s been one-team from start to finish, acting as partner rather than a supplier,”

training of staff, and a reliance on individuals to remember the manual workarounds coupled with manual checks to ensure the manual workarounds were being applied.

Standing continues, *“We had two real choices for how to proceed with a software solution; we could choose to take something off the shelf, heavily customise it, and end up in the same position in around five years’ time, or we could work with a partner who could develop a bespoke solution specifically designed for us that would grow and flex with us as we expand and diversify.”*

The business case for a new software solution followed on from a three-month study carried out by an independent

consultant with expertise in business transformation, healthcare, and IT. The study identified InHealth’s business drivers, requirements, and subsequently the high level analysis and design of the required future state. The conclusion was a new solution would be required in order that InHealth’s business objectives could be met.

Comprehensive Selection Process

InHealth chose to work with Gap Consulting, and the Microsoft Dynamics CRM solution, after a comprehensive selection process. Standing explains, *“Pre-business case, we ran a robust selection process. We reached out to a number of suppliers and went through a standard process of long-listing and short-*

THE SOLUTION

Gap implemented a mix of Dynamics CRM, Microsoft Adxstudio Portals, console applications, and a suite of integrations with 3rd party applications; specifically:

- 2-way NHS Spine integration, HSCIC compliant
- Mirth and HL7 communications
- Xperido to generate InHealth templated documents and emails that would ultimately leave xRM
- Various other integrations

This formed the basis for a bespoke, HSCIC compliant, business transformation tool – the xRM Patient Management

“Because of the patient portal, it gives us a different channel to allow our patients to interface directly with us. A unique proposition in our marketplace that helps us stand out.”

System, developed to create a long-term strategic enabler for the future of the InHealth business.

For ease of use and minimal training and knowledge overhead, the xRM solution provides InHealth with 3 web portals to improve patient choice and customer satisfaction by offering online bookings, online access to appointment details, ability to register attendance at a clinic via a tablet device, and completion of forms e.g. data protection notices via a tablet device.

Patient Portal – allows patients to interact via online booking and webchat. The intuitive web-based design reduces paperwork and administration moving InHealth towards the paperless NHS and introduction of electronic records as standard set out in the NHS Digital Agenda, by 2018, and allows patients to manage their own bookings at a time and location convenient to them.

Clinic Portal – provides automation of processes with flexible referral options, multiple referral forms, billing forms and efficient reporting, allowing clinicians to focus on patients rather than engaging in manual data entry, improving clinical safety and ultimately making healthcare better for patients.

Contract Portal – allows commissioners/CCGs to view KPI's to validate investment and efficiently handles numerous contracts

The solution included a range of out of the box and customer workflows, as well as a number of plug-ins, developed in Dynamics CRM, used extensively to tell the portals that data has changed.

BENEFITS

BENEFITS

With the completion of phase 1 of this implementation, InHealth is already pleased with the results they have achieved across the business:



Increased productivity for staff and teams involved

“The level of flexibility in the system means that different people across the organisation will have different opinions of the best parts of the system. If you spoke to a Patient Care Advisor in our Patient Referral Centre, they will tell you they have a fast, intuitive solution in place that allows them to spend more time talking to patients and less time tapping a keyboard. Speaking to our Operational Managers, they’ll tell you they have a solution that gives them infinitely better real-time data via powerful but easy to use dashboards to give them the enhanced level of knowledge they need to make the best strategic and managerial decisions in their area” says Iain Roy.

The system now provides a single version of the truth for all patient and referral data

“For me, ultimately the solution gives us a platform that we can use as a long-term foundation to start to move toward an enterprise grade application stack, so we have a single point of truth for all our interactions in our clinical software that will then feed back into our Patient Management System,” says Roy. *“We can look forward to a much more integrated set of applications for the future – we now have the platform to build it on.”*

The platform helps InHealth focus on their main concern; their patients

“One strategic objective was to provide a platform to expand upon and extend the range of series without being constrained by IT,” continues Iain. *“We now have that. Fundamentally what we’re aiming to do externally around this is improve patient care. Because of the solution in place we can offer more choice, reduce clinical risk and improve customer satisfaction.”*

Compelling user experience for patients, GP’s and staff

“Because of the patient portal, it gives us a different channel to allow our patients to interface directly with us. A unique proposition in our marketplace that helps us stand out,” explains Standing.

Driving value by reducing the cost associated with patient administration

“We’re able to do more with the staff we have, driving real value. We’ve heard comments from our staff, for example, that transactions that used to take 10 minutes now take just 5,” continues Standing.

Provide joined-up, consistent data to enable health informatics

“The dataset we’re now collecting through xRM is more complete, more comprehensive and more consistent. The reporting and health informatics that we’re able to achieve are of much higher quality. The ability to change what we capture in the future as our health informatics become more mature gives us ultimate flexibility rather than being tied into and limited by the system” says Roy.

Opens other revenue streams and provides choice around these

“We’ve already opened up a completely new channel for patients to interact with us; one over the web, and via web chat.” states Roy *“It’s all about offering further choices to our patients. The intelligence in how xRM offers out booking appointments to patients furthers patient choice. What’s more, xRM gives the*



“From day one, Gap has listened and understood what we were looking to achieve and has continued to do so throughout.”

SUMMARY

“InHealth’s business has moved on in the last three years from when we started the programme of work. Much has changed at InHealth, but looking back at our strategic objectives, we’ve delivered against them all with this project. Everything we fundamentally set out to achieve with xRM, we have delivered,” explains Roy.

“The programme has been one catalyst to promote a different way of working within InHealth,” continues Standing. *“Through cross-functional collaboration, we’ve achieved a great deal, and it’s been a catalyst to change cultural thinking along the way. It’s transformational, not just in what it’s produced, but in the sort of thinking that it’s helped us achieve. Coming out at the end of this project we’re a very different organisation.”*

“We’re all about providing an excellent healthcare service with real choice for our patients. xRM has made it easier for us to provide that level of choice to our patients – driving value for the patient as well as driving value for the business”

NEXT STEPS

“The final rollout of the initial phase has now been completed in our primary care referred payment pathways, and we’re now moving into our mobiles business function for phase 2, and looking to add private patients as well.”

flexibility to drive other services. With the platform we now have, we’ll almost certainly be able to move our Echotech division onto xRM without any further system change, as opposed to going back out to market to procure another system for that modality. xRM isn’t tied to any specific modality or service. All of these are configurable; they’re just data in the system.”

Helps attract and retain employees with specialist niche expertise

“One corporate challenge is that we have an understandable reliance on an employee base of highly trained employees, radiographers, sonographers and so on,” explains Roy. *“We already have a good place to work which attracts and retains the staff we need to. By providing systems that are quick and easy to use, and not a barrier to clinical care we can make sure that this continues.”*

The relationship with Gap Consulting | A partnership for success

The partnership approach delivered by Gap was key to the success of the project as Roy states *“At no point was there a “them and us” moment on the project. Throughout, we’ve been really pleased; everybody from Gap has been a high quality resource and we really rate their knowledge and dedication to the project. In my experience that is pretty unusual.”*

Standing concurs *“The project was success for us down to the key “one-team” mentality – it’s not been a supplier/customer relationship but a real partnership. The continuity of resource has been a critical factor. From day one, we’ve worked with the same people which, again, is pretty unusual.”*



Gap Consulting

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