DATANEWS

INSTITUTE OF HEALTH SERVICE MANAGEMENT

Annual Conference & Exhibition '93, Birmingham 9-11 June

Managing Change was the theme for this year's Institute of Health Service Management conference and Exhibition. The venue was the International Convention Centre in Birmingham. This magnificent centre opened in 1991 provided an impressive setting for an extremely successful event. More than 1500 delegates crowded the workshops and conference programme to hear a number of high powered speakers deliver a number of thought provoking sessions on a variety of topics all closely associated with the conference theme of Managing Change.

One of the most interesting conference sessions was a presentation given by Dr. Rosabeth Moss Kauter, Professor of Business Administration, Harvard Business School. She had flown over especially for the conference. She told delegates that organisations that were able to manage the process of change successfully displayed a number of common characteristics. Dr. Kauter referred to them as the 'Four F's':- Focussed, Flexible, Fast, Friendly. A detailed description followed of each characteristic and how organisations needed to become closer to each.

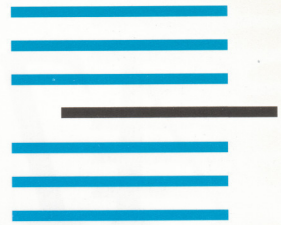The process of Managing Change in organisations was characterised by

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DATACARE

goes Laser

Professional Datacare have recently installed a Laser Printer capable of off-line printing - the ICL LPS40 Printing system.

This printer uses character transfer by means of LED array and electrophotographic technology. The transferred images are then fused onto the paper. The innovative LED character generation technology used in this system guarantees excellent print quality and a high degree of reliability, even at top printing speeds.

At Professional Datacare, information processing is becoming ever more important, meaning that much higher quality and flexibility is now demanded of print techniques. The printed document does, after all, constitute one of the links between the computer and the people who use it. The readability and presentation of printed materials make a decisive contribution to the way a company presents their image to the outside world. At Professional Datacare we are extremely conscious of this and quality printouts also improve productivity within the company - legible, clear print can be processed much more quickly.

The Laser Printing System, which operates completely independently of the computer mainframe itself, has a wide paper handling capability of up to 18 inches and has a maximum printing performance due to a uniform paper speed of 96 feet/minute.

◄ *Computer Room Operators Mike Martin and Sylvia Story with Production Controller Ian Wardle pictured here with the Laser Printer*

Typical examples of the Printer speed are:

210 Pages/minute on letter size- 2 up vertical

197 Pages/minute on A4 size - 2 up vertical

135 Pages/ minute on letter size- horizontally

139 Pages/minute on A4 size - horizontally

The Printer Also offers features such as:

● *46 Fonts each with 255 characters*
● *Monospace and variable fonts*
● *Variable character and line spacing*
● *Variety of font, font size & character density within a single print line*
● *Capability to provide forms overlay at the same time as the print data is output making it possible to overlay gridded print images in a variety of tones of grey.*

ICL Software Associateship

The aim of the Partnership is to assist leading software houses to develop, port and market their products on ICL computer platforms. The availability of a wider range of software on ICL computers will enhance ICL's ability to supply total solutions within its chosen market places such as within Health. In return the Software Associate receives a range of benefits including marketing and technical support from an industry leader to enable its products to reach a wider market place.

Chief Executive Ray Tunnicliffe is pictured above being presented with the Associateship plaque by ICL's John McKenna

DEBTORS BILLING

Debtors Billing Application Support Team, David Yates and Jonathan Bleasdale. Laurie Culledge was unfortunately unavailable for the photo opportunity.

The Debtors Billing system is an on-line real-time system for the generation of invoices, the subsequent follow up of outstanding debt and the feeding of accounting entries into General Ledger. The system runs on a DEC VAX and is accessed via P.C.'s sited primarily in customer finance departments. Reports and documents are printed locally on customers own printers. Although most printing is done in batches, there is the option to print invoices immediately after input. There are various features which help to speed up transaction entry and a range of reporting facilities to provide financial analyses at various levels. These include the built-in 'Query' facility, which enables users to design and produce their own reports on-line according to user specified parameters.

Debtors Billing was first implemented in the North Western region over two years ago, a user group being formed at the same time. This user group, which still meets regularly, identified the need for several major enhancements. These were discussed at the National Debtors Billing User Group and subsequently included in release 2 of the Debtors Billing system, which we were the first organisation in the country to implement at the end of last year. A new version, 2.1, containing further minor enhancements is scheduled for release later this year. It is probable that we shall be involved with the beta testing of this release. This holds a number of advantages for the Region, including faster access to the new features once testing is completed and more direct input of our users ideas into the development process.

The number of customers using the Debtors Billing system has grown to 15, some of whom now post 8,500 transactions per month. Supporting these customers at Professional Datacare are the applications support and technical support teams, together with members of the Accounting Systems Implementation Team based at Gateway House. As well as user groups and training courses for supervisors and operators in the use of the system and the Query facility, a valuable element has been the regular workshops held at Professional Datacare. At these workshops, a P.C. and projector screen are used to enable solutions to problems to be worked through and discussed for the benefit of all, and also for mini refresher courses to be given on specific aspects of the system.

Current activities include the testing of utility which will enable other systems to feed invoices into Debtors Billing, where the data is verified before being included in the systems' databases. On the horizon is development of processes to enable customers already using Debtors Billing to split their data easily into separate databases for the new trusts that will be formed in April 1994. Also being investigated is the use of a powerful reporting tool, Millennium Viewpoint, which will enable more complex reports to be produced.

In conclusion, the system provides a fast, reliable and powerful tool for debtor control, in fact one could say it fits the bill perfectly.

Customer Attitude Survey

John Ardern Research on behalf of Professional Datacare have recently conducted a customer attitude survey. John Ardern Research are a professional market research company, with over 12 years experience in customer analysis techniques and the survey itself was conducted as in-depth interviews with existing customers of Professional Datacare in the first quarter of 1993.

The main conclusions of the survey are:
* *The Reliability of and the Confidence in the services provided by Professional Datacare.*
* *Value for Money*
* *Understanding and experience of NHS needs*

Our customers' view of Professional Datacare's strengths are:
* *Reliability, trustworthiness and dependability*
* *Well established, with a good track record and with considerable experience of NHS needs*
* *Approachable, friendly and helpful staff with plenty of technical expertise*
* *Efficiency, with a good speed of response especially on larger jobs*
* *Located in a very convenient geographical position*

There are however, some perceived weaknesses in the services provided by Professional Datacare. These may be summarised as follows:
* *Keeping track of customer contact information*
* *Continued need to improve communications through the vehicles of*
  - Datanews
  - Open Days
  - Face to face contact
  - Informal contacts
* *To be more flexible and adaptable to individual customer needs*

In summary, 83% of customers were either Very Satisfied (24%) or Fairly Satisfied (59%) with the overall performance of Professional Datacare. This does not mean that we can "rest on our laurels". Every effort will be made to improve the satisfaction ratio in our customer base.

Issues which will be addressed in the future include:
* *Systems Integration*
* *Increased and wider use of computers*
* *Localised systems away from the mainframe computer*
* *Networking and communications*

OPEN DOOR

John Stanfield,
Business Manager
of Professional Datacare and
Tony Bewes
Sales and Marketing Director of
Peterborough Software

Professional Datacare, a trading department of the North Western Regional Health Authority, the leading provider of Payroll services within the NHS, and on behalf of the Standard Payroll System Consortium, the developer of the Standard Payroll System, has formed a working relationship with Peterborough Software, the leading supplier of Human Resource solutions in the private sector, to provide the Health Service with the best of both worlds - a proven effective Manpower Management system interfacing seamlessly with the Standard Payroll System, together with a migration path towards a fully integrated Manpower/Payroll system.

This relationship will combine the best of the public sector with the best of the private sector to provide the Health Service with the best possible choice of systems to manage its most valuable resource. The total combined solution will be delivered from the product offerings of the two organisations involved. Professional Datacare through the use of the Standard Payroll System (SPS) and their Direct Input of Pay system (DIP) and Peterborough Software with the Manpower module of their integrated manpower and payroll system developed

specifically for the Health Service.

The combined result is a Healthcare human resource management solution that will provide immediate and strategic manpower information. Many Healthcare customers have no wish to move away from the Standard Payroll System which is well-known, well respected, and well-used. The ability to migrate to a fully integrated system is becoming more and more essential for effective managements, especially for those hospitals that have achieved Trust status. Such a system will either form part of an in-house IT strategy, or run as part of a managed service by a third party specialist organisation.

Professional Datacare, in conjunction with Peterborough Software, is able to develop an 'integrated' solution. The Open Door Manpower module, from Peterborough Software's portfolio of products, is a UNIX-based open system which will operate within the same computing environment as Direct Input of Pay from Professional Datacare and will seamlessly interface with the Standard Payroll System.

In order the enhance customer choice in the market place both organisations will work together to provide the most appropriate solution in a variety of different situations. The Peterborough Software fully integrated manpower and payroll system will provide a completely UNIX-based open system. Professional Datacare is presently developing a totally UNIX-based version of the Standard Payroll System on behalf of the SPS Consortium.

Commenting on the agreement Rupert Blake, Healthcare Manager for Peterborough Software, said *"The NHS is a complex market with complex requirements. Whilst our software is used for over 25% of the UK working population, we had no presence within the NHS at the time of the reforms. By working with key partners we have now established our credentials. The version of our OpenDoor system which has been developed specifically for the NHS has taken three years to develop at a cost of £1 million and has been implemented successfully at a number of sites.*

The relationship with Professional Datacare and the Standard Payroll System is particularly important as many NHS Trusts are demanding the benefits of an effective Manpower system now but they do not have the requirement to implement a local Payroll system within the same timescales. This partnership will enable them to do so in their own time, with the knowledge that they will have full support from the leading suppliers in both the public and the private sector, suppliers that are dedicated to, and committed to, developing and supporting human resource solutions."

John Stanfield, Business Manager for Professional Datacare said *"The requirement for meaningful human resource information is well recognised in the Health Service. It is seen as an important tool to assist in the provision of improved patient care. The working relationship with Peterborough Software is an important move for Professional Datacare, and will enhance both party's ability to satisfy this important need. There are tangible advantages for both organisations that will result from the relationship".*

Professional Datacare and Peterborough Software have worked together to develop the interface and this will shortly be available for demonstration at their respective headquarters in Manchester and Peterborough. A series of Regional seminars will also be arranged within the next few months.

For further details please contact:-

John Stanfield at Professional Datacare -

061-773-9211

Rupert Blake at Peterborough Software -

0733-555777

International Standards Communications Network

Having established a Region-wide data communications network which conforms to the latest international standards, Professional Datacare is turning its attention to supplying value added services and application to application links.

Currently, any end user who is connected to this network, through a local area network, has the ability to connect to any host computer connected to the network anywhere in the Region. Furthermore, users are able to connect to several different computers at the same time and files can be transferred between host computers and PCs.

Through a tightly controlled link between the Manchester Royal Infirmary and the University of Manchester Faculty of Medicine, users of the Regional network have access to University facilities, including Janet and the Internet network.

The plans during '93/94 and extending into '94/95 will add FHSAs and GPs to this network and will, it is anticipated, provide a central access point to the Racal Healthlink network and other external services.

In parallel with this, Professional Datacare staff are working jointly with the National Networking Project team to procure a messaging system, also conforming to the latest standards, for both the Regional and NHS Spine networks. It is important that this standard, X400 (1988), is known, at least in title, by all those involved in systems procurement and integration work, including GPs, for it will supersede the present Racal Healthlink system. This will form the basis for GP/FHSA and GP/hospital links in this Region.

Other Regions have made progress in the implementation of GP and Pathology links and can demonstrate the benefits of such links. These links are limited in their capability because they do not conform to international standards and will become redundant within a relatively short time. The strategy of this Region, determined from the views of GPs, FHSAs, Trusts etc. is that such links are better developed to the standards, delivering benefits to all.

St. Anns Hospice Appeal

After being impressed by the care and dedication of Hospice staff, two members of Professional Datacare staff, were spurred to do something, however small to help. Janice Palmer and Jennifer Bennett got together at the end of last January to discuss ways to raise money. They came up with the idea of baking cakes to be sold at tea-breaks. This has become so popular that a variety of cakes are now available most days and occasionally other members of staff being in home bakes too.

The original aim was to try and reach £500 by Christmas 1993; but a couple of raffles, hundreds of cakes, scones and biscuits later, and with the invaluable help of our tea ladies Shirley and Dot who have taken charge of collecting the money, that target has already been overtaken. To date the amount raised is £702. This is soon to be divided between St. Ann's Hospice, Little Hulton and Springhill Hospice Rochdale, the two hospices that Janice and Jennifer have had personal contact with.

The response and support has been so encouraging, it is hoped that the fund raising will be on-going, perhaps to extend the donations to other cancer related charities.

Jennifer & Janice with an example of their wares

NEW MEMBER OF STAFF

Professional Datacare welcomes the following new member of staff:

JOHN AXON- *Quality Assurance Manager*

Professional Datacare in association with St. John's Ambulance have recently held a 4 day First Aid at Work Training course. There are now 8 fully qualified First Aid Staff, which covers all the shifts worked by the organisation.

In the tradition of a democratic press, Datanews are publishing below an unabridged version of the personal reminiscences of a delegate to a recent first aid course held in the training centre at Professional Datacare.

Those readers with a nervous disposition, or a full stomach should not read further.

NOW FOR THE TRUTH...!

The 19th of April heralded the start of a training course that was destined to transform the rest of my working life. The course in question was First Aid at Work from St. John's Ambulance and was held over four days in the Professional Datacare Board Room.

I hate the site of blood, at school I achieved a grade 'A' in O-level Squeamishness and to me a minor operation has always been one that happens to somebody else! Nevertheless, I had been looking forward to the course and even when the syllabus covering all manner of gory injuries (blast injuries, crush injuries, gun-shot wounds, bones sticking out of flesh etc.) was published even this did not put me off.

When the 19th finally arrived, I got to work especially early, eager to question the lecturer as to the

Left to right - Tim Hodkinson, Mike Devine, Barrie Mawson, Janice Palmer, John Gafford. On holiday and unavailable for the photo call, Sandra Shafto and Jonathan Bleasdale. Extremely camera shy, John Speight!!

practical content of the course ie. would we see any blood (real or fake its all the same to me), the wounds we would have to bandage - would they be made to look real, where would be the best place to lie down and faint?

After gaining a satisfactory answer to each of the above, I allowed the lecturer to get out of his car and start the course.

There were seven of use on the course in total, and in those 4 days, we got to know each other extremely well. The course was very light-hearted, some of the bandaging practice we had, was more like a scene from Bruce Forsyth's Generation Game! We all learned from each other's mistakes and there was a lot to learn! Each of us had been given the First Aid at Work manual, and each night there was homework to do, in the form of revision of the parts of the book we had covered that day. There

was also practical homework, this usually involved bandaging anything that moved (friends, family, the cat etc.) or envisaging how you would deal with a multiple-casualty emergency eg. the Professional Datacare tea-trolley jack-knifes on the main corridor, trapping three members of the Service Desk staff and leaving the tea lady in severe shock.

Every morning there was a multi-choice exam to test our newly gained knowledge, each day everybody managed to pass. On the last day of the course, prior to our final practical exam we were given a special treat, the lecturer brought in his collection of real injury slides he had encountered. This was the part of the course I had been dreading all week, could I stand seeing colour photographs of gory motorbike crash injuries, accidental amputations and pub stabbings, where the knife had been pulled out of the victim bringing out most of his lungs as well!

I sat through 45 out of 50 of these horrific slides, the 46th slide was a serious injury to some poor chaps private parts, which caused me to have to watch the last 4 slides from a more horizontal position!

When it came to the exam, we all passed with flying colours the only trouble now is that each of us is desperate to try out our skills for real. If someone doesn't have an accident soon, we're thinking of arrange one!!!!!

Professional Datacare Chooses LRQA

Professional Datacare has in it's continuing move towards Quality chosen Lloyd's Register Quality Assurance (LRQA) as the organisation best suited to carry out their BS5750 assessment. Issue 7 - January 1993 - of Datanews, reported the progress made up to the end of 1992 with an outline of the work to be completed in the coming months. This is perhaps a good time to report the many advances that have been made in the first half of 1993.

In February fourteen members of staff completed a training course for auditor's run by Manchester College of Arts and Technology, eight members formed into four teams with the other trained Auditors ready to step in when needed. Between March 1st and the end of June these teams will have completed over 300 Audits resulting in all departments looking at the way they carried out their tasks in a new light. A substantial amount of work for them, to be fitted into their everyday-to-day work routine, and the administration staff who have had to keep up with typing the document changes that inevitably resulted.

A regular weekly meeting of the Audit teams is under way so that members can report the way things are progressing and highlight any difficulties.

A monthly Quality Management Meeting has been organised to keep the senior management informed of the progress and to involve them in the acceptance of the procedures and Documents used throughout Professional Datacare.

The Business Manager and the New Quality Assurance Manager attended a one day seminar given by LRQA at Newport Pagnell "Preparing for Assessment". This was a very useful day confirming that we are on schedule but highlighted the actions yet required

"OPEN" SPS

Extending choice for the 1990s and beyond

UNIX Development Team

The Standard Payroll System (SPS) has been around since 1975, with the present version in use since April 1989. It has always operated on a Regional ICL Mainframe computer, and the fact that over 80% of the Health Authorities in England and Wales use the system to pay their staff (about 1 million employees) is an indication of the success of this policy. The situation is now changing however because:

* Technology is changing

* Customers expectations are changing, and most importantly,

* The structure of the NHS is changing

The introduction of the Payroll Data Query (PDQ) system has already been a major step in utilising the latest "Open Systems" technology.

Professional Datacare has now been given the go-ahead by the National SPS Consortium to develop an "Open" version of SPS which will run under the UNIX operating system on a variety of manufacturers' machines.

Links between SPS and a number of Personnel Manpower Systems, such as IPS, POWERtec and Open Door are either available now or are being developed, and will be further enhanced by the introduction of UNIX SPS.

The current VME version of SPS will continue to be available, so Authorities will have a real choice of options, in keeping with the philosophy of the NHS in the 1990s.

A small team of analysts and programmers is at present "beavering" away on the design of the system, and further team members will be brought in later for the actual development, which is scheduled for completion in mid-May 1994.

in the 12 weeks remaining before the Document assessment.

The accreditation dates have been fixed for the Document Assessment at 16th September and the Quality Assessment for the 15th/16th December 1993. This may perhaps be seen as being a long time off, but in terms of the work which still lies ahead it is just around the corner. The help and co-operation of all members of staff is still very much needed to ensure a smooth and satisfactory certification.

The Procedures Manual has in excess of 280 procedures already identified, over 50% of these Audited and accepted to Issue 1, the remaining procedures are undergoing revision but must be ready and audited as a correct representation of the working practice before the Assessment in September.

The Quality Assurance Manual is completed to Issue 1, this along with the Procedure Manual will, by the end of June, be typed to agreed house style and printed on different coloured paper to identify the area covered by each volume. The Procedure Manual will be distributed to the departments.

But this will not be the end of the story. The Quality System is not finite, it has to develop along with Professional Datacare to reflect the inevitable changes as the organisation strives to give even better service and demonstrate continued commitment throughout to achieve consistently better Quality.

two distinct types of activity. The first was described as the 'bold Stroke' which was the initial action, followed by the 'Long March' a process which ensued that the 'Bold Stroke' was sustained. Dr. Kauter emphasised that both types of action were required to successfully manage the process of change.

Conference delegates from all parts of the UK were able to visit the exhibition hall where 200 supplier organisations were represented. The exhibition area was packed with delegates during refreshment and meal breaks throughout the day. The theme of the Professional Datacare stand was the use of the Standard Payroll System to provide Human Resource Information by using a family of related products. The link between a reliable payroll

product provided by Peterborough Software and the Standard Payroll System provided by Professional Datacare will enhance customer choice for all customers who choose to remain with the Standard Payroll System. A more detailed announcement about the relationship between Professional Datacare and Peterborough Software can be found in the middle pages.

Delegates were very interested in the stand and a number of important contacts were made.

system and a human resource system has been achieved by Professional Datacare with a number of personnel systems. The latest announcement about the link between the Open Door Manpower

The event was very successful and a worthwhile 'shop window' for Professional Datacare. Arrangements have already begun for a stand at next years conference and Exhibition to be held in Bournemouth.