Benchmarking and Accreditation in Health Informatics

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Agenda

• Overview of the Project
• Deliverables
• Consultation & Communication
• The Benchmarking Information Pack
• The Benchmarking Club
• Regulation and Professionalism
• Accreditation
The story so far...

- Work initiated by C&C programme
- First pilot 14/12/07
- Benchmarking information pack (BIP) developed
- National consultation, communication and collaboration
- Benchmarking Club established
- Developing OBS and OBC for Accreditation Scheme
The story so far...

**First Pilot**
- Barts and The London
- South East Coast
- THI S

**Second Pilot**
- North Mersey HI S
- South Staffs and Shropshire NHS Trust
- Oxford HI S
- Moorfields Eye Hospital
- Humber Mental Health NHS Trust
Consultation and Communication

• National Workshops & Meetings
  – July 07, Nov 07, April 08, May 08
  – HC2008, 2009
  – Assist regional meetings (SW, L&SE, NWM,..)
  – Other ad hoc meetings (e.g. London IM Forum..)

• HIS Benchmarking Club
  – Established June 08
  – Workshops/meetings Sept 08, Jan 09

• Individual Organisational Follow-ups
Consultation and Communication

• NHS/DH
  – Healthcare Commission (CQC and Monitor tba)
  – National Audit bodies

• External
  – Tribal Group
  – PWC
  – Gartner
  – SOCI TIM
Current Status

• Piloted
• Benchmarking Club in operation
• Recognised in NHS Planning Guidance / Operating Framework
• Developing OBS and OBC for Accreditation Scheme
Project Overview

National Project

Benchmarking Information Pack (BIP)

Operational Indicators & Controls
- Operational Model
- Policies and Procedures
- Core service documentation (Strategy, Business Plan, Comms Plan etc.)
- Value for Money

Service Metrics
- ITIL Measures and Standards
- Other service metrics
- Skill levels and measures
- Cost
- Routine service toolkits (IG etc.)

In a Framework ....

Governance & Controls
- Governance Framework
- Strategic and Developmental Planning
- Maturity Differentials
- Stakeholder relations
- Leadership (strategic)

National Piloting and Testing
- Two National Pilots: 5 + 5 Informatics Services
- Wider NHS Consultation and External validation
- Benchmarking Club Developed (HiBC)
- CFH Alignment: NIMM, LISA, ORAM, Investment S.
- Web Tools and Best Practice Library

Accreditation
- National fit (CQC, Monitor, DH, etc.)
- Workable and practical scheme (OBC & OBS)
- Application: incremental/aligned with HiBC.

Future Considerations & External Links

- Links with DH / NHS policy changes
- National Standards
- International and Industry Benchmarks
- E-Gov’nment & public Sector alignment

Benchmarking Framework & Processes

Communication

Project Management & Methodology

Engagement
HISBA Project Deliverables

• Develop Benchmarking for I.S.
  – Tools
  – Club
  – Best Practice and Support

• Develop National Standards
  – Standards
  – Certification/Accreditation Process
  – Support Processes
The Benchmarking Information Pack

• 2. SD (Service Description)
• 3. CSF (Critical Success Factors)
  Leadership
  Governance
  Development and Improvement Planning
  Long-term Resource Framework
• 4. BSC (Balanced Score Card)
  Resources
  Customer focus
  Business Processes
  Workforce Development
• 5. SC (Individual Service Categories)
  IM&T Planning
  Information Services
  ICT System Operation, Service Support and Delivery
  Information Governance
• 6. Standards and References
• 7. Summary of scores
The Three Layer Model

**Four critical success factors**
- Leadership
- Governance
- Strategic development plan
- Long term resource framework

**Balanced scorecard for effective informatics services**
- Delivery of services
- Meeting user expectations
- Benefitting care delivery
- Positive effect on informatics staff

**Functional descriptions for each IM&T service component**
- Best practice service delivery models
- Options for deployment and management
- Potential for standardisation and critical mass
- Benchmarks and success criteria
CFH Connections

- IM&T Planning Guidance (Operating Framework)
- PCT Support & Development Tool (LISA)
- Benefits management tool (ORAM)
- National Infrastructure Maturity Model (NI MM)
- Investment Survey
Starting to Align Initiatives

**LISA**
- Local health community (LHC) focus
- Prepares readiness for IM&T enabled change
- PCT accountability for IM&T strategic planning
- Alignment of IM&T strategy with LHC transformation goals

**NIMM**
- IT Infrastructure maturity model
- Considers technology and IT management of IT infrastructure
- Focus is on capabilities not specific products
- Allows as is benchmarking and target planning in order to create a roadmap for coordinated infrastructure improvement

**ORAM**
- Assists IM&T Programme Managers to assess organisational readiness to implement IM&T enabled change
- Planning & delivery of programmes & projects
- Programme & Project governance
- Benefits realisation & lessons learned

**HiBC**
- Framework for health informatics benchmarking
- Identifies areas for service improvement
- Promotes understanding of benefits & risks of alternative models
- Address issues of information governance & accreditation
- Compares performance of informatics services

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**CUI**
  - PSPG
  - IG Tool kit
  - CFH GPG
  - NHS EWAs
  - ITIL
  - MSP
  - Others..
BIP Development

- Context and guidance
- Weighting and aggregation / scoring
- Constraints and dependencies
- Increased availability and access
- Analysis and Reporting
- Alignment/integration with standards
- Refine model (NI MM levels, BSC)
Phased approach...

- BIP developed with the NHS
- Benchmarking Club established on voluntary basis
- HiBC provides and hosts initial elements of a National Benchmarking scheme
- Club developed specific areas re Best Practice, measures and metrics
- Development of formal accreditation scheme
The Health Informatics Benchmarking Club – Current Status

- 207 individuals registered
- 156 organisations registered
- 138 individuals signed up
- 91 organisations signed up
- Committee meetings (x3)
- Number of in year projects
- Club library of best practice
- Legal input, Club status, FIO, SLA
In-year projects...

- Service level costing
- Infrastructure
- Customer service / satisfaction
- Equality and diversity
- Plus:
  - IM&T Investment Survey
  - NI MM alignment (measures and model)
  - Leadership
Health Informatics Services
Moving to
A Formal Accreditation Scheme

Assist NWM – Feb 09
Overview

- Introduction to accreditation
- What is the rationale / purpose/ benefit ?
- Elements of Accreditation
- How should we go about developing accreditation for health informatics?
- Where is the project now & what is happening next?
Accreditation – what is it?

• Recognised! Important! Serious!
• Benchmarking?
• Application of standards
• National / international?
Accreditation – why do it?

• Because we are told to..
• Because others are..
• Because it sounds important..
• OR:
• Because we want to!
• OR:
• It depends…
Current Picture

• Approx 600 providers
  – Variable Scale & Scope:
    – County wide/ single org/ service split (IT/Information)
  – Variable management and delivery models:
    – In-house / Managed/ Shared/ JV

• Un-standardised
  – Management Structures/ Governance
  – Delivery Models (SLAs etc..)
  – Performance
  – Measures and Metrics
A Maturity Model for a Profession

Established Levels

5. Statutory

4. Public

3. Governed

2. Qualified

1. Organized

Developing Levels

Need more L as we move on up!
Benefits to the Provider..

• Increase in professional reputation
• More competitive and attractive to Commissioners
• Increase market share
• High staff morale and lower staff turnover
• Viewed as an attractive employer
• Better protection against legal action
• Greater freedom to operate and increased opportunity
• Authorised to use the brand (wear the badge)
• Marketing tool
• Attract high calibre staff
Benefits to the Commissioner

- Assurance through third party attestation
- Increase public and patient confidence levels
- More likely to be compliant with legislation and Health & Safety conscious
- Receive high quality services at low cost
- Knowing that provider works to approved standards
- Greater opportunity to provide assurance to NEDs
- Implications for CNST liabilities
- Less reliance on local processes to assess HIS providers
Benefits to the service user..

• High level of confidence of service delivery
• Appropriate systems and processes in place for escalation, customer enquiries and assistance
• Compliance with good up to date practices
• Customer oriented
• Know what to expect
The **United Kingdom Accreditation Service** (UKAS) is the sole national accreditation body recognised by government to assess, against internationally agreed standards, organisations that provide certification, testing, inspection and calibration services.

**Certification**

The Process of testing the standards, and validating organisational status/position.

**Support**

Getting people up to standard, and supporting movement from one level to another.

**Standards**

Standards used to define the scheme – Subject to ongoing refinement and national agreement.

**Scheme Owner**

Visit www.dh.gov.uk/accreditation for more information.
Development towards accreditation

Laissez faire

Use of eclectic tools/standards

Assimilation into Benchmarking Tool

Selection of base set of “assurance” standards

Certification of Meeting Standards

External validation of standards (incl international)

Independent validation (accreditation) vs standards
Developing Accreditation

• Review Existing Schemes
• Alignment with NHS/DH approach to regulation
• Develop process for:
  – Establishing standards
  – The certification process
  – Support
• National adoption/ application
• Organisation to own and run the process
Possible Models for HI

• Process and Metrics
  – Elements from BIP
  – HIB Club alignment
  – Local site visits, survey teams etc
  – Report and recommendation
  – Incremental/ staged

• Accrediting body
  – Independent from the process
  – Will recognise good practice
  – Award time limited accreditation
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*Pick out measures for Accreditation*
Issues for Resolution

• Certification vrs Accreditation
• Establishing national metrics
• Utilise best of current practice
  – Service orientated
  – Supportive
  – Professionally rather than regulatory
  – Payment model
• Fit with HIR Implementation Plan
• Alignment with core NHS regulation
Existing Accreditation Processes

- UKCHIP
- British Computer Society
- National Computer Centre
- SOCITM
- UKAS
- Clinical Pathology Accreditation
- HAQU / CHKS
- Royal College(s) / RSM
- DH Information Accreditation Scheme
Processes & Stages

• **Authority & Mandate:** CFH, National CIOs & DH Executive

• **Consultation and Engagement:** Health Informatics Services Benchmarking Club

• **Formal Content and Description:** OBS and OBC/FBC -> procurement for a partner
Components

- **Who:** all informatics services
- **What:** top level measures from BIP – but dependent on completion of lower levels
- **How:** as for CPA (formal lead, peer review, cycles, with support..etc.)
- **When:** all services over manageable timeframe (from 2010)
- **For how long:** then annual renewal
- **Basis:** mandatory, model for improvement
- **Cost?:** subscription/sponsorship/annualised
Actions and Timeline

• Definition and agreement of overall model
  • March 09

• Development and agreement of Process
  • April 09

• Tender for organisation to run process
  • Spring - Summer 09

• Definition of standards for accreditation
  • As part of above

• Scheme in operation?
  • ? April 2010
QUESTIONS?

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