



# Consulting Assessment Helps Specialist Centre Envision a Strategy for Enterprise Imaging IT



## Customer

Royal Brompton & Harefield NHS Foundation Trust  
London, England

## Challenge

Multiple imaging solutions and disparate processes necessitated better insight into RBHT's cardiology and radiology environment, including its imaging IT infrastructure.

## Products

Medical Imaging Consulting, McKesson Cardiology™

## Results

- Shared vision for enterprise imaging
- Identification of quick, low-cost opportunities for improvement
- Prioritisation scorecards and list of recommended next steps

**“The Change Healthcare team was very helpful and flexible. They interviewed many stakeholders on a tight schedule, and understood our trust’s organisational structure in relation to delivering IT imaging services.”**

**Tracey Yarker**

Imaging and IT Services  
Transformation Lead  
Royal Brompton & Harefield NHS  
Foundation Trust

## **The Customer:**

The Royal Brompton & Harefield NHS Foundation Trust (RBHT) is the largest heart and lung centre in the United Kingdom, and one of the largest in Europe. RBHT treats patients with heart and lung disease at its two specialist hospitals, Royal Brompton Hospital in Chelsea, and Harefield Hospital near Uxbridge. The Trust’s Specialist Care unit also provides private outpatient and diagnostic services from its site on Wimpole Street in London, which includes an inherited cardiac conditions clinic, heart screening clinic, and advanced diagnostic imaging.

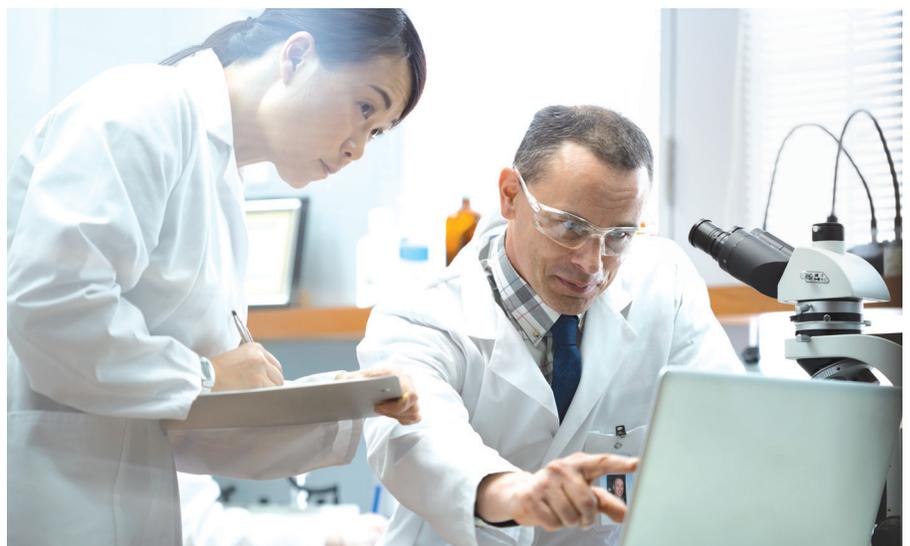
## **The Challenge: Disparate Processes and Systems**

In 2016, RBHT undertook a restructuring of its imaging information technology (IT) team, which resulted in an internal change of ownership for the Trust’s cardiology solution, McKesson Cardiology™. The solution had already been implemented at the Royal Brompton, and Harefield Hospital was just beginning a rollout. At the same time, RBHT was opening its Wimpole Street site.

The time was ripe to assess the general health of the Trust’s overall cardiology and radiology environment, including its broader imaging IT infrastructure, processes, and workflow.

“Imaging plays an integral role to the services we deliver,” says Tracey Yarker, Imaging & IT Services Transformation Lead, Royal Brompton & Harefield NHS Foundation Trust. “We knew we needed to upgrade some of our systems to meet our clinicians’ evolving requirements. To implement cost-effective changes, we needed a clear understanding of how our systems worked.”

Historically, various aspects of the imaging IT systems were managed by different divisions at RBHT, and the organisational



structure was tailored to each site. RBHT also used multiple IT systems within radiology and cardiology, which duplicated functionality and led to teams working in isolation.

“We recognised the need for an integrated enterprise imaging system that would help us standardise our cardiology processes, consolidate our imaging IT systems, and upgrade our storage capacity,” says Yarker.

## The Solution: An Imaging Assessment

RBHT engaged Change Healthcare’s Medical Imaging Consulting team to conduct an evaluation of its installation of McKesson Cardiology products. The project’s scope also included an assessment of all cardiology and radiology imaging IT systems.

The assessment’s stated goals were to:

1. Analyse RBHT’s clinical operations, technical architecture, and data management operations through stakeholder interviews, system analysis, and clinical walk rounds
2. Identify possible ‘quick wins’ that could be easily implemented to improve operations
3. Support the development of an implementation plan to help RBHT achieve cost savings through economies of scale, workflow improvement, clinical data consolidation, and system integration

In March 2017, Change Healthcare conducted a full onsite assessment of imaging at Royal Brompton Hospital, Harefield Hospital, and the Wimpole Street office. The team interviewed 47 stakeholders, including consultants, clinical radiographers, service leads, cross-site clinical directors, members of the executive team, and the Director of Strategy.

As common themes emerged, the Medical Imaging Consulting team developed an imaging scorecard to provide a holistic evaluation of the people, processes, and technologies within the Trust’s cardiology and radiology imaging departments.

Using the scorecard as a tool, the consultants identified areas in need of general improvement. Items were ranked as red, amber or green according to their importance and urgency. This led to the

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creation of a prioritised action list RBHT leadership could use to address key needs.

Change Healthcare also identified a number of low-cost ‘quick wins’ that the Trust could implement to immediately improve operations. These recommendations included:

- Holding an **adoption and change management workshop** to help address obstacles throughout a change cycle. The workshop introduced techniques to increase user satisfaction, boost employee morale, and improve the patient and physician experience, ensuring maximum ROI on the Trust’s existing investments.
- A **Business Intelligence pilot** for Wimpole Street to create custom dashboards displaying key data points as defined by the Trust. Having a single source for critical data would help leadership establish benchmarks and gain a better operational understanding of the site.
- Adoption of an **asset management system** to improve RBHT’s control of clinical applications. Such a system could potentially reduce the compliance issues, cost and complexity of managing software assets. Staff freed from the burden of daily operations could focus instead on delivering value to the organisation.

## The Results: An Emerging Strategy

After the assessment, RBHT leadership found they shared a vision. “The ultimate outcome of the assessment was the identification of a Trust-wide imaging strategy of ‘any image, anytime, anywhere,’” says Yarker.

With that goal in mind, the executive team is in the final stages of deciding upon the next steps, and is determining which actions take priority. Collectively, RBHT is moving toward an enterprise imaging strategy, although Yarker stresses that the IT imaging landscape’s continual evolution means there is no longer any one-fit solution.

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### About Change Healthcare

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