

Julia Hopper
07947 731750
julia@ehsol.co.uk



PROFESSIONAL SUMMARY

- Highly experienced health informatics professional with over 30 years experience in healthcare consultancy and information system supplier senior management.
- A broad range of knowledge, skills and experience dedicated to improving health through change management and the effective implementation of appropriate information technology in all care settings.
- In depth knowledge of NHS strategies, processes and information system supplier markets in primary, community and acute care.
- Specialist knowledge and experience in integrated care across departments, organisations and care settings.
- A strategic planner, with excellent data and process analytical expertise and a logical approach to problem solving with a successful track record of effectively managing service improvement.
- Successful track record in strategy development, solution procurement, programme management, team building, implementing organisational change and realising benefits.
- Works well under pressure and delivers to timescales without compromising quality.

HEALTH SECTOR EXPERIENCE

- Strategy development. Experience includes business and information technology strategies, acute Trusts and Primary Care Trusts (PCT) / Clinical Commissioning Groups (CCG) and the supplier market. Member of a team responsible for the development of the Pan London Information System strategy leading to the development of the Pan London Care Records Service (CRS) Output Based Specification (OBS). Responsible for developing the CRS strategy for a Local Service Provider (LSP) bidder, including the migration path from legacy systems. Other strategic work includes the production of a joint IM&T strategy for Brighton and Mid Sussex, a Health Records strategy for Brighton and Sussex University Hospitals NHS Trust, a Primary Care strategy for Kingston PCT, an Information Technology strategy for Hillingdon PCT and an information systems strategy for Healthcare Solutions, a major Electronic Patient Record (EPR) provider in the Middle East. Previously responsible for the Shared Medical Systems information system strategy for acute and community sectors.
- Business case development. Recently completed a Strategic Outline Case and Options appraisal for Order Communications and Results Reporting and Electronic Prescribing at the Royal Marsden NHS Foundation Trust. Other business case development includes Whipps Cross University Hospital NHS Trust CRS early adopter and Radiology Information

System and Picture Archiving and Communications System Options Appraisals for both Pan Bristol and Weston and the Paddington Basin.

- Information system procurement. Experience includes both purchaser and supplier perspectives and at National, organisation and department levels. Includes OBS production, supplier and solution evaluation and contract negotiation. Recently a key member of the team responsible for procuring a highly interoperable Pan London urgent care solution for Coordinate My Care. Involvement in several National Screening Programme system procurements and the selection of an EPR solution for a new specialty hospital in the private sector designed to open as a paperless environment. Also managed the requirements specification and procurement of an Infection Prevention and Control system for the Royal Brompton and Harefield NHS Foundation Trust.
- Healthcare commissioning from both purchaser and provider perspectives. Key member of a team involved in developing a Commissioning Strategy Plan for Kingston PCT. Member of a small team who reviewed Payment by Results (PbR) guidance for a Foundation Trust to identify further areas where income could be obtained and analysed the associated activity, processes and data collection to provide a robust case to the Trust's PCTs; an additional income of over £4million per annum was identified.
- Programme and project management. Prince 2 Practitioner, bringing pragmatic application of structured methodologies to all programme and project management. Currently programme managing the Coordinate My Care solution implementation and associated supplier management. Recent systems integration management role at the Royal Marsden NHS Foundation Trust involved project management, communication with and coordination of individual departmental system suppliers and the Trust's development and implementation teams. Responsible for a programme which procured and successfully implemented an enterprise wide Master Patient Index and Scheduling system across 49 BMI private hospitals.
- Process redesign, change management and benefits realisation. These are integral parts of all implementation projects undertaken. Extensive experience in various techniques and tools, including Lean and the Healthlink Prolink4 implementation methodology. Involved in the development of the BT Clinical Transformation methodology. Involvement in projects at health community, organisation and department levels including States of Jersey Health and Social Services Integrated Care Record, Essex Strategic Health Authority acute and Mental Health Trust patient administration process reviews, HCA Portland Hospital patient administration and finance process review, Heatherwood and Wexham Park Hospitals NHS Foundation Trust pathology and maternity department process reviews and Swindon Health Community Single Assessment Process (SAP) review.
- Development life cycle. Extensive experience in all areas of the development life cycle from requirements gathering, analysis and specification, through design, development and testing to user acceptance testing and documentation. Nine years managing the product strategy and development life cycle for Shared Medical Systems. Management of systems integration development at the Royal Marsden NHS Foundation Trust and hands on involvement in the development of various National Screening Programme information systems.
- Suppliers and information systems. Extensive knowledge of integrated digital care, EPR, CRS, GP and departmental system requirements. Up to date market knowledge maintained through client projects, conferences, exhibitions, direct liaison and available literature. Most recent project involved market testing associated with and the procurement of the

Coordinate My Care solution. Projects to select an EPR for a new private hospital and to review Order Communications and Results Reporting and Electronic Prescribing solution options for the Royal Marsden NHS Foundation Trust have provided current access to major EPR suppliers and solutions. A recent project for Connecting for Health (CfH) has provided access to CRS, GP and Laboratory system suppliers, systems and implementations.

RECENT ASSIGNMENTS

- ***Coordinate My Care (CMC) system procurement and implementation.*** Programme managing the procurement and implementation of a replacement system for this Pan London clinical service to support urgent care across all London care settings and organisations. Currently working closely with CMC and the supplier to develop and deploy a replacement system that is highly intuitive and interoperable in a phased manner to drive service adoption. The CMC solution also includes an Integrated Care Exchange framework to support further additional data set definition and interoperability across organisations. The new solution went live with legacy system data migration in November 2015. Major additional features implemented to date include enabling user and patient context links to all 964 EMIS GP practices in London, mobile device support and a patient portal capability, which currently enables patients to view their care plans on-line and in future planned releases will enable patients to initiate their own urgent care plans and request changes to existing plans.
- ***Electronic Document Management System (EDMS) Business Case and Output Based Specification development at University Hospital Southampton NHS Foundation Trust.*** Developed a five case business case for EDMS for the Trust, including integration with the Trust's Electronic Patient Record (EPR) system, involving extensive market testing. Supported an associated, successful Technology Fund bid. Created the initial draft of the Output Based Specification to hand over to a full time Trust project manager.
- ***Systems integration management at the Royal Marsden NHS Foundation Trust.*** Implemented the Trust's then comprehensive Electronic Patient Record strategy through consolidating the core Hospital Information System and integrating a number of 'best of breed' systems, including Pathology, Radiology and Critical Care. Central to the Trust's strategy is the maintenance of a single clinical data repository to support the care process and the production of information. This work included third party system supplier liaison and management, analysing inter-system data flows and managing HL7 interface development and desktop integration. This role also included the development of Order Communications & Results Reporting and Electronic Prescribing Output Based Specifications and an associated 'develop or buy' Options Appraisal.
- ***Paperless patient record procurement for a new specialty hospital in the private sector.*** Developed an Output Based Specification for a paperless, fully electronic patient record to be implemented from 'go live' of this new hospital. Extensive market testing and supplier and solution evaluation, including defining the selection process and assessing the implications of a paperless environment for operational processes.
- ***NHS National Screening Committee system requirement specification and procurement.*** Developed a series of Output Based Specifications and an Information Governance model for the General Practice to Diabetic Retinal Screening (GP2DRS) project to automate the sharing of data between GPs and Local Screening Programmes to aid the management of patient registers. Previously responsible for developing Output Based Specifications for a

number of National Screening Programmes including Abdominal Aortic Aneurysm (AAA), Diabetic Retinopathy and Fetal Anomaly. Supported the AAA National Screening Programme in supplier evaluation, contract negotiations and solution development.

- **Connecting for Health patient safety project.** Analysed literature and existing processes and information system support in acute Care Records Service (CRS), Laboratory Information Management Systems and GP Systems in order to provide recommendations to CfH on how IT systems and technologies can best support and enhance the tracking and actioning of test results from requesting to reporting and therefore improve patient safety. This work offered the opportunity to review a wide range of systems, suppliers and implementations, including both Cerner Millennium and iSOFT Lorenzo CRS early adopters. Project recommendations identified a hierarchy of factors to improve patient safety from data quality through processes, procedures and policies, decision support and increased clinical context to 'action alerts'.
- **Hillingdon Primary Care Trust Information Technology strategy production.** Worked as a member of a small team to produce this PCT IT strategy providing both health domain and strategy development expertise. The PCT's challenging strategic context included the NHS Healthcare for London programme, the introduction of Polyclinics, provider arm separation, World Class Commissioning and Practice Based Commissioning, Payment by Results and tariff unbundling, the creation of commissioning support and partnership organisations, the London Programme for IT (LPfIT) and GP Systems of Choice (GPSoC).
- **BMI enterprise wide Master Patient Index and Scheduling system procurement and implementation.** Programme managed the implementation of an enterprise wide master patient index (eMPI) and scheduling system for a group of 49 private hospitals. The project delivered a single, shared patient demographic record and resource management system for consultant clinics, physiotherapy and diagnostic imaging across all hospitals in the group. Involved in all stages of the programme from procurement, through design, build and test to implementation. The new enterprise wide system was integrated with individual instances of a legacy patient management and billing system and patient, episode and appointment data were migrated to the new system at each hospital. The programme involved significant process redesign and change management in outpatient, inpatient, diagnostic, therapy and finance departments.

KEY SKILLS

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| Leadership: | <ul style="list-style-type: none">• Effective leader who identifies and communicates objectives clearly.• Excellent team building capabilities.• Approachable with good listening skills. |
| Change Management: | <ul style="list-style-type: none">• Sharp data and process analytical expertise and a logical approach to problem solving.• Effective planner and manager of change.• Good communicator who values the importance of appropriate stakeholder engagement. |

Programme & Project Management:	<ul style="list-style-type: none"> • PRINCE2 accredited to Practitioner level. • Brings a pragmatic approach to programme and project management. • Experience ranges from small scale development projects to large, complex programmes crossing health professional and organisational boundaries.
Systems Procurement:	<ul style="list-style-type: none"> • Knowledge, experience and skilled application of OGC approved processes and procedures for OJEU procurements. • Successful track record in the production of a range of robust Strategic Outlines Cases, Options Appraisals and 5 case model Business Cases. • Highly experienced in requirements analysis, the production of Output Based Specifications and system evaluation criteria. • Experienced in contract negotiation, bringing a keen attention to detail. • Experienced from both purchaser and supplier perspectives.
Strategy Development:	<ul style="list-style-type: none"> • Experienced at health community and organisation levels, for acute Trusts and PCTs and for both health and supplier organisations. • Detailed and up to date knowledge of NHS strategic context. • Successful track record in the effective alignment of IM&T with organisational business objectives.
Commercial Management and Business Development:	<ul style="list-style-type: none"> • Director of a health informatics consultancy business. • Senior manager at Shared Medical Systems (SMS) providing marketing and sales support. • Key member of a management team responsible for the introduction of the SMS Quality Management System.
Negotiating and Influencing:	<ul style="list-style-type: none"> • Good communication skills, understands the value of listening skills and ensuring the participation of stakeholders. • Effective negotiator and influencer with a logical approach to problem solving and an ability to identify and clearly present solution options and their implications to inform decision making.
Operational and People Management:	<ul style="list-style-type: none"> • Highly experienced in successfully managing teams of consultants, product managers, systems developers and systems implementers. • Motivational approach based on ownership, development, support and encouragement.

Healthcare Market Awareness:

- Detailed and up to date knowledge of NHS strategy and innovations.
- Significant knowledge of suppliers and solutions across all care sectors.
- Up to date knowledge is maintained through work based contact with suppliers, conferences, exhibitions, review of marketing information and personal network.

Information Analysis:

- Detailed understanding of NHS data model, data dictionary and information reporting requirements.
- Excellent data modeling skills.
- Responsible for developing the NHS Information Authority's Older People's Falls dataset.

CAREER SUMMARY

Director and Senior Consultant	2010 - to date	Solutions in eHealth Limited
Associate Senior Consultant Member of Leadership Team	2000 - 2010	HealthSystems Consultants Limited
Consulting Manager	1997 - 2000	Shared Medical Systems
Solutions Integration & Standards Manager	1996 - 1997	Shared Medical Systems
Manager of Product Management	1989 - 1996	Shared Medical Systems
Product Specialist / Group Leader Product Management	1985 - 1989	Shared Medical Systems
Medical Laboratory Scientific Officer	1978 - 1983 1977 - 1978	Royal Free Hospital Royal Victoria Infirmary

QUALIFICATIONS, PROFESSIONAL ASSOCIATIONS

- UKCHIP Level 3 Accredited
- PRINCE 2 Practitioner (2006)
- Lean Healthcare Training in Capacity and Demand, Problem Solving, Process Flow Analysis, Standard Operating Procedures, Visual Management, 6S

- Structured Systems Analysis and Design Methodology
- Post Graduate Diploma in Computer Science (1984)
- FIMLS Immunology (1983)
- BSc (Hons) Biochemistry (1976)

PUBLICATIONS

- Hamlyn, A N, Hopper, Julia C and Skillen, A W (1979). Assessment of erythrocyte aminolaevulinate dehydratase for outpatient detection of alcoholic liver disease: comparison with glutamyltransferase and casual blood ethanol. *Clin. Chim. Acta*, 95, 453-459.
- Sweny, P, Hopper, Julia C, Gross, M and Varghese, Z (1981). Nephrotoxicity of Cyclosporin A. *The Lancet*, 1, 663.
- Crisp, A J, Coughlan, R J, Clark, B, Mackintosh, D, Panayi, G S, Sweny, P, Hopper, Julia C and Varghese, Z (1983). Failure of sodium aurothiomalate and triethyl phosphine gold to cause renal tubular injury in rheumatoid arthritis: implications for the aetiology of gold-related nephrology. *Clinical Rheumatology*, 2.3, 273-276.
- Khoury, G A, Hopper, Julia C, Varghese, Z, Farrington, K, Dick, R, Irving, J D, Sweny, P, Fernando, O and Moorhead, J F (1983). Nephrotoxicity of ionic and non-ionic contrast material in digital vascular imaging and selective renal arteriography.