



**EXPRESSION OF INTEREST (EOI)**  
**IMPLEMENTATION AND TRANSFORMATION SERVICES**  
**EOI REFERENCE: CS20/12/001**

**January 2021**

## Expression of Interest (EOI)

This is an Expression of Interest (EOI) notice. The Government of Jersey (GoJ) wishes to contract with a supplier that will provide Implementation and Transformation Services to be delivered into the organisation through the Government's **Electronic Patient Record Programme (EPR)**. The GoJ is managing this procurement process in accordance with the Jersey Financial Directions.

If this opportunity is of interest, please register your interest on the Government's procurement portal [www.channelislandtenders.com](http://www.channelislandtenders.com)

The purpose of the Expression of Interest is to provide potential service providers with an overview of the Government's requirement and the proposed timeline for procurement.

## About the Government of Jersey

The Government of Jersey (GoJ) is the Government of the Island of Jersey and is responsible for the management of the Island's finances and operation of its public services. Jersey does not sit within the European Union but as a Public Sector body it applies the principle of transparent procurement practices in accordance and within its own laws and financial regulations.

Jersey is self-governing with independent fiscal and legal systems and courts of law. The States Assembly is made up of 49 elected members. Jersey is a British Crown Dependency and is defended and internationally represented by the UK government. The population of Jersey is estimated at 104,000 with population density being approximately double that of England.

Jersey is in a unique position of fulfilling the majority of roles of both a central and a local government but scaled to a small jurisdiction. This presents challenges in delivering economies of scale, but also huge opportunity to more easily join up processes across the entire system of government administration.

The Government have set out a long-term vision and ambition for modernising and improving Jersey's public services which can be further understood by reading the following documents;

[Proposed Government Plan 2020-2023](#),

The proposed Government Plan sets out the income and spending proposals in one comprehensive, costed plan. Ministers have published their first-ever Government Plan for Jersey. The plan brings to life the five strategic priorities that the States Assembly unanimously approved for this Government's term of office.

[Common Strategic Policy](#),

The Common Strategic Policy sets out ministers' high-level ambitions for Jersey and contains five strategic priorities where ministers will focus their efforts.

In addition, [Future Jersey](#) and [the Island Plan](#) provide insight into the longer term strategic plans and sets out Islanders' ambitions for Jersey's future over the next 20 years.

## The Government of Jersey

The Government of Jersey is in a unique position of fulfilling the roles of both central and local government but scaled to a small jurisdiction. This presents challenges in delivering economies of scale but provides huge opportunities to join up processes more easily across the entire system of government administration.

The Government's Ministers have published their Government Plan for Jersey. The Government has set out a long-term vision and ambition for modernising and improving Jersey's public services which are set out within the **Proposed Government Plan**<sup>1</sup>. The proposed Government Plan sets out the income and spending proposals in one comprehensive, costed plan. The Proposed Government Plan sets out the ambition to create a Modern Government that will be enabled through the use of tools which will allow us to operate across Departmental boundaries and to support staff to become more agile in the way they work.

The Proposed Government Plan brings to life the five strategic priorities, identified in the **Common Strategic Policy**<sup>2</sup>. The Common Strategic Policy sets out Ministers' high-level ambitions for Jersey and contains five strategic priorities where ministers will focus their efforts.

In addition, into the Government Plan, **Future Jersey**<sup>3</sup> and the **Island Plan**<sup>4</sup> provide insight into the longer-term strategic plans and aspirations. It sets out Islanders' ambitions for Jersey's future over the next 20 years.

## OneGov Transformation Programme

In March 2018, Government of Jersey Chief Executive Charlie Parker set out a **long-term vision**<sup>5</sup> to modernise and improve Jersey's public services. To support this ambition, the Government embarked on a 5-year programme of transformation for its public services.

The 'One Government' reforms aim to modernise how the Government is structured and organised, to improve the quality, efficiency, effectiveness, and value for money of public services for islanders.

The One Government work supports both the ambitions of Ministers, as set out in the Common Strategic Policy and the Proposed Government Plan, as well as the expectations of islanders for better services.

The transformation is enabling Government employees to be equipped with the capability and capacity to plan for the long term and deliver public services at a quality, cost and convenience that islanders expect and demand from the Government.

The Government has developed Departmental Business plans to support the OneGov transformation, as highlighted in the 2020 **Departmental Operational Business Plans**<sup>6</sup> publication. Departments have produced a family of Business Plans that are published together, in a consistent format with clear strategies for improving cross-government working.

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<sup>1</sup> [Proposed Government Plan 2020-2023](#)

<sup>2</sup> [Common Strategic Policy](#)

<sup>3</sup> [Future Jersey](#)

<sup>4</sup> [the Island Plan](#)

<sup>5</sup> [Chief Executive's long-term vision](#)

<sup>6</sup> [Departmental Operational Business Plans](#)



Figure 1 One Government

## Technology Transformation Programme

The delivery of the OneGov transformation will be realised through the implementation of a range of initiatives and will be critically dependent upon technology. The Government recognises that it has a substantial “technology debt” due to a historical lack of investment in digital and technology capability, as well as a shortfall in capacity to handle current demand. Significant upfront investment is required to address this situation and achieve the outstanding, modern public services that we aspire to deliver.

A **Technology Transformation Programme** has been established to address this issue. Investment has been identified to replace outdated and legacy technology and transform the delivery of services, including delivering new capability to enable Islanders to deal with all parts of the Government digitally (as they would expect to deal with any other organisation). Additional investment is proposed to introduce more efficient and effective back-office functions, through projects such as digitising existing paper records, electronic document management, process automation and enhanced data analytics.

A fundamental foundation for the delivery of One Government is technology that provides more robust, rounded, and complete information on how, where and when resources are deployed. This information needs to be timely and efficiently produced. Dr. Andrew Mitchell, the Chief Clinical Information Officer has repeatedly made recommendations about the need to improve the Islands health systems and, linked to this, a number of points around the need to be able to share comprehensive acute care information across care settings. The case for a modern integrated EPR solution is rooted within, and integral to the Investment Case for the Digital Health and Care Strategy 2021-2024.<sup>7</sup>

Our EPR system is a fundamental part of delivering care on the island, it is not just a system, it is manifestly the acute clinical record of any Jersey patient. Therefore, any failures in functionality or performance of the EPR increases risk to clinical processes and ultimately to the health of Islanders.

<sup>7</sup> [Developing a world-leading digital health service for Jersey.](#)



The digital portfolio for change is centered around putting the patient, clinicians and all service users at the heart of our service delivery. The goal of the Digital and Health Care strategy is to create a platform that supports the objectives and outcomes of Our Hospital and the Jersey New Model of Care. To achieve this will require the enhancement of a technology health and care infrastructure that supports whole system integrations and interoperability between clinical systems and care settings.

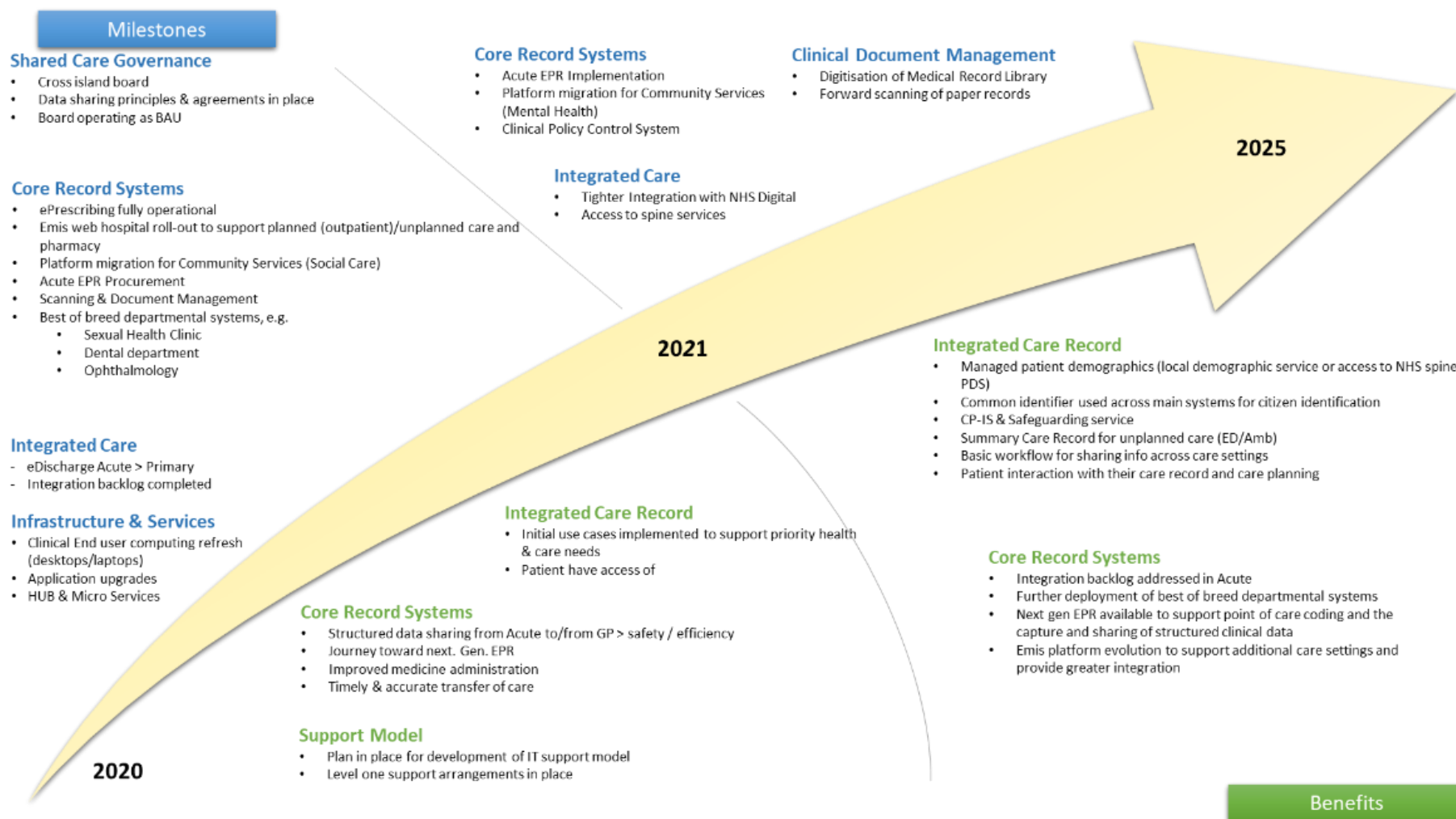


Figure 2 Initial Digital Health and Care Strategy Milestones and Benefits

The digital plan being both complex and detailed will require the support and collaboration of the final service provider. The Authority will be seeking a collaborative approach from companies who have resources and time to commit to the Authorities strategy to review and participate in the ambitions and help shape its delivery and outcomes as presented in Figure 2 Initial Digital Health and Care Strategy Milestones and Benefits.

### **About the EPR Programme**

The current EPR contract expires at the end of July 2022. Jersey is therefore tendering for a new solution providing equivalent functionality to be in place ahead of this contract expiry. This functionality includes:

- Patient Administration System (PAS) and business support
- Order Comms (including alerting)
- Integration, including with the existing EPMA solution
- Discharge planning
- Bed management
- A&E/ED, Maternity, Theatres and SCBU departmental functionality
- Non-functional requirements; Integration, Data Analytics,

The direct aim is to continue to improve upon the provision of an electronic patient record for Jersey acute care patients. The outcomes to be delivered include:

- A sustainable and continued improvement in the quality and safety of acute care within Jersey
- Improvements in acute care patient outcomes
- Reduction in unwarranted variation away from clinical pathways and protocols, with associated cost savings and improvements in care
- To continue to build and contribute to a Jersey Care Record, a unified digital care record for Jersey patients across all aspects of care

### **Objectives**

The strategic investment objectives are:

- 1 Continue EPR provision (with no degradation in functionality) past July 2022
- 2 To achieve HIMSS Level 6 digital maturity <sup>8</sup> or equivalent by the end of 2024
- 3 To be able to contribute acute patient data to a Jersey Care Record by July 2022
- 4 To contribute towards sustainable and continued improvement in the quality and safety of acute care within Jersey
- 5 To contribute sustainably to the island economy with Jersey organisations delivering at least 50% of system enhancement and support work by the end of 2025.

The Government is now seeking professional support and subject matter expertise from a qualified and experienced service provider to deliver EPR Implementation and Transformation services across the Government of Jersey, which will provide over-arching direction and control to ensure the EPR Supplier delivers to the requirements, whilst ensuring self-sufficiency of the GOJ team for continued improvement through the life of the contract.

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<sup>8</sup> <https://www.himssanalytics.org/europe/electronic-medical-record-adoption-model>

## Social Return on Investment

Providing social return on investment shall be a core part of requirements for this procurement. By engaging with local suppliers through procurement activities, all suppliers will be supporting employment on the Island and the success of local businesses. In addition, through sharing industry-standard practises and ways of working, suppliers must upskill Government of Jersey staff, making them better equipped to perform their daily duties and encourage continuing development.

It is anticipated that the EPR Solution project will commence in May 2021, with this project, the Implementation and Transformation, commencing in parallel with a contract duration expected to be for 18 months.

## Summary Overview of Requirements

The provision of the Implementation and Transformation Service will provide a greater foundation for effectively deployment of the new EPR solution. Transformation of the way in which we work today is also a success factor to achieving our objectives. The service will provide key services to GOJ that will also support sustainability, transformation and training throughout the organisation.

Training and Education is of paramount importance and it is recognised that new skills and capabilities must be developed across the organisation. For example, End user training and Induction training for new starters is a key enabler to ensuring our services are fully realised and service users are equipped to use our services with a good understanding of the application, product, or tool.

Considerable attention must also be paid to the 'business change' aspects of delivering this programme of work. Without effort to engineer and support process change, there is a substantial risk that any technological change will not be exploited effectively, and worse, could create operational difficulty as 'old process' is squeezed into 'new systems. The Project will deliver as a minimum, the services shown in the diagram below.

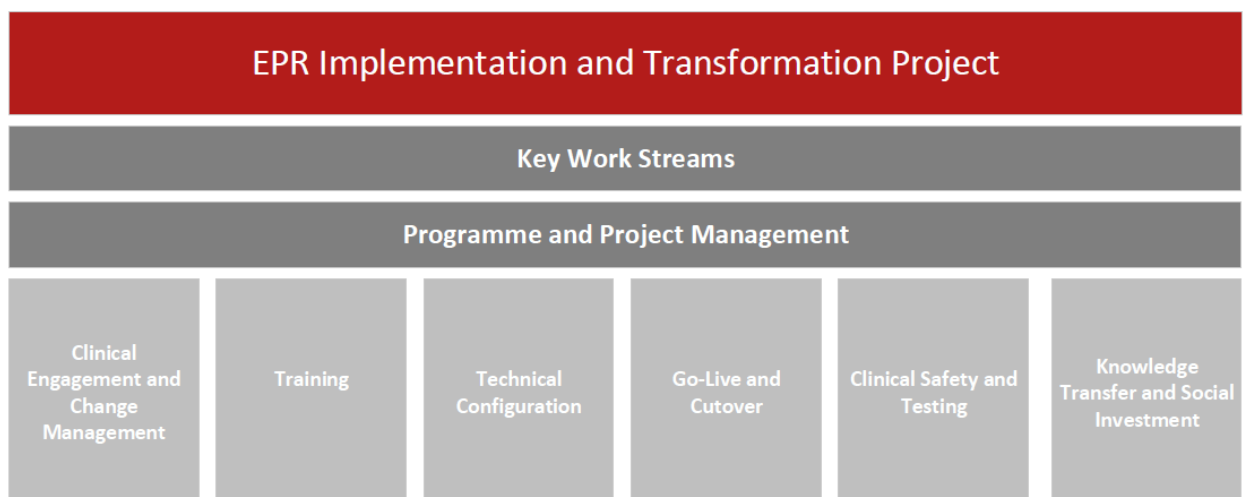


Figure 3 EPR Implementation and Transformation Services

The Implementation and transformation Project is described in the following sections:

1. **EPR Implementation and Transformation** – The project is a critical part of the Government of Jersey Electronic Patient Record programme, which is a key component to the Digital Health and Care Strategy's Implementation plan and the overall digital portfolio. This project is to ensure that the selected EPR is



implemented effectively, efficiently and all delivered outputs and outcomes are embedded into the Government of Jersey, as well as ensuring that identified benefits are realised, with processes in place to achieve this from the outset. This will involve:

- 1) Managing the EPR Implementation on behalf of the Government of Jersey alongside the newly appointed EPR Supplier and aligning all Project governance and reporting to the EPR Programme's established processes, as well as proposing new processes, where needed.
  - 2) Leading the Transformation activities for the EPR Project to ensure that all delivered outputs, outcomes and benefits are realised and managed. This will include the creation of the EPR Programme's Business Change processes and should also consider organisational change. In addition to the EPR Project, it is expected that support/advice/guidance will be provided to ensure that the transformation supports the overall digital plan.
2. **Key Work Streams** – These initial work streams are essential to the successful implementation of the selected EPR solution. The Government of Jersey must have expert coverage of these work streams to understand and manage the electronic patient record and the essential factors needed to ensure the objective are met. It involves the following work streams:
3. **Programme and Project Management.** This is the overarching work stream that also includes Governance. Delivery on time and within the agreed budget through excellent Contract management and ensuring that the deliverables and KPI's are met, whilst working in the spirit of collaboration and remain flexible within contract limits. All aspects of programme and project management are required to ensure the success of the GOJ Programme and associated projects. Utilising the most effective methodology to ensure clear measurements and getting the most, and best out of the EPR supplier. Recognising that the selected Supplier has a potential to have multiple third parties involved.
- 1) **Clinical engagement and Change Management.** Stakeholder engagement ensuring the staff have a voice and fully understand the change and transformation programme and what it means for each individual, such as process and potential role changes, as well as learning new skills. The Change management workstream will be responsible for supporting the wider GOJ transformation plans that will include organisational change through:
    - Change management methodology and approach, including benefits realisation.
    - Workflow workshops and identification of processes and change
    - Process mapping support for as is and future state will be completed in collaboration with the supplier's Business Analysts and Jersey clinical teams and departments
  - 2) **Training** and education of the users and key stakeholders. This will include IT training but must also address areas of education change to ensure an effective transformation of the service. Identification and implementation of new processes to support certifications as well as building the skills of the employees is critical to success. Ensuring the EPR provider is focussed on delivering a project to ensure self-sufficiency; along with the identification and execution of how the GOJ will achieve this goal.
    - Training Strategy and approach through a robust methodology
    - Training/learning pathways with relevant schedules

- Learning materials utilising the EPR provider materials to drive the most efficient methods of learning for the staff.
  - Define and Implement the right end user training
- 3) **Technical Configuration.** Configuration management is critical to success; agreed configuration settings and full understanding of the implications or consequences. Change processes to support the configuration management; linking with clinical engagement to ensure the right information and key decisions are made.
  - 4) **Go-Live and Cutover.** The right go-live and transition to business as usual for GOJ is critical to success. Continued education through the go live and floor walking with continuous monitoring for lessons learned, as well as robust escalation process management.
  - 5) **Clinical Safety and Testing.** Ensuring the EPR provider is delivering the right clinical safety artefacts and there is traceability through the user acceptance to ensure operational safety first, whilst ensuring the product is fit for purpose and meets the contract deliverables.  
User Acceptance testing management and execution
  - 6) **Knowledge Transfer and Social Investment.** The selected Implementation partner will be responsible for sharing industry-standard practises and ways of working, as well as planning the upskill of Government of Jersey staff, making them better equipped to perform their daily duties and encourage continuing development.

## Consortia and Sub-Contracting

The Government is open to receiving expressions from either single organisations or a consortium of organisations with proven experience of delivering similar capabilities.

## Procurement Route, Contract Type and Conditions

Standard GOJ contract terms and conditions for services shall apply to this tender.

## Programme - Anticipated Dates and Locations

The proposed contract period is anticipated to be from May 2021 for a minimum of 3 years. These are indicative dates and the Government of Jersey maintains the right to change these dates as required.

Activity	Date
Expression of Interest Issue Date	8th January 2021
Expression of Interest Close Time & Date	22 <sup>nd</sup> January 2021
Pre-Qualification Questionnaire and Invitation to Tender Issue Date	12 <sup>th</sup> February 2021
Pre-Qualification Questionnaire and Invitation to Tender Close Date	12 <sup>th</sup> March 2021
Supplier presentations / interviews	Week commencing 15 <sup>th</sup> March 2021
Evaluation process complete	31 <sup>st</sup> March 2021
Preferred supplier notified	W/c 12 <sup>th</sup> April 2021
Contracts signed	From W/c 3 <sup>rd</sup> May 2021
Contract start date	W/c 23 <sup>rd</sup> May 2021

The principal location for the work will be at Jersey General Hospital, The Parade, St Helier, Jersey JE1 3QS, Jersey.

It is anticipated that a significant amount of engagement with Government of Jersey stakeholders will be required to deliver the project. This will require co-locating with the Health and Care EPR Delivery team and having on-site presence for a substantial part of the project in Jersey.

### **EOI Submission Process and Deadline**

Please register your interest using the Government's Procurement Portal at [www.channelislandtenders.com](http://www.channelislandtenders.com).

Please Note: Suppliers expressing an interest are advised that nothing herein or in any other communication made between the GOJ and any other party, or any part thereof, shall be taken as constituting a contract, agreement or representation between the GOJ and any other party (save for a formal award of contract made in writing) nor shall they be taken as constituting a contract, agreement or representation that a contract shall be offered in accordance herewith or not at all.

Should GoJ decide to publish an ITT, suppliers expressing an interest shall receive notification through the Government's Procurement Portal. Potential suppliers who do not respond to the EOI may still respond to the ITT.