

CASE STUDY

Dartford and Gravesham Trust build on successful ePMA digital transformation, improving security and efficiency with Imprivata solutions and Managed Services

Challenge

- Minimise clinician friction by streamlining workflows that enable rapid, secure access to clinical systems as part of a wider ePMA digital transformation trust initiative
- Meet requirements to address the security of logins and passwords for access to clinical applications and workstations across the organisation
- Mitigate the risk of unauthorised access to medication and patient data from unattended and unsecured systems
- Achieve user engagement and adoption of new secure workflow processes by clinicians and administration staff across all departments
- Reduce clinician login wait times and stop the use of generic credentials for workflow access

Solution

- Imprivata Enterprise Access Management (EAM) with single sign-on (SSO) and tap and go technology using proximity card readers across all workstations
- Imprivata Managed Services working with the healthcare project team to ensure engagement and successful adoption
- Delivery program components prioritised to manage rollout, including a communication strategy for the organisation and workshops
- Regular meetings of the core project team with clinical and departmental leads to ensure the solution is approved as 'fit for purpose' before deployment
- Regular engagement between Imprivata Managed Services and the core project team to drive subsequent improvements with 63 clinical and non-clinical applications profiled for use with Imprivata EAM

Results

- Rollout of Imprivata solution achieved within the six-month target
- Over 93% successful enrolment for staff across the organisation
- 97% of staff currently using proximity card to log in
- Improved user experience for clinicians and administration staff
- Time saved from streamlined workflows put back into providing patient care
- An impressive doubling of SSO events in two years (from 295,000 in November 2023, to 900,000 in November 2025) due to additional applications being profiled by Imprivata, allowing more clinicians fast access to more systems

Dartford and Gravesham is an acute NHS Trust serving the population of North Kent and South East London, with services across all three sites. Darent Valley Hospital is a 478-bed, acute district general hospital managed by the Dartford and Gravesham NHS Trust. The Trust has a strong focus on innovation and improvement to ensure it delivers the best care for patients.

The challenge: Improving efficiency and security in accessing clinical and care systems across the organisation

The catalyst for the project with Imprivata was the planned implementation of the electronic Prescriptions and Medicines Administration (ePMA) program. A key issue was the use of generic logins across the organisation, which did not provide the necessary protection and security for patient identification or an accurate audit trail. This represented a workflow security risk, as non-qualified staff could potentially have access to the systems used to prescribe medicines.

In addition, clinicians reported long waits and failed logins to systems, which were becoming an increasing source of frustration and low resilience when under pressure at busy times.

While these issues remained unresolved, the Trust's digital transformation ambitions could not be achieved. The IT team, comprising IT services and delivery, identified that the transformation involved three different technology solutions (VMWare Virtual Desktop Infrastructure (VDI), Imprivata, and Microsoft) with discrete areas of user profile and login time to provide secure, easy access. A further constraint was that the ePMA implementation target was in just six months' time.

Despite the relatively short-term deployment requirement, the project team also had to consider the long-term view. Experience had taught the IT team that trying to be too ambitious and rolling out new systems too quickly had resulted in failed projects and poor user adoption. Furthermore, this particular initiative was not just about rolling out new technology, but also about cultural change.



The solution: Successful engagement and deployment carried out in partnership with Imprivata Managed Services

As well as consultancy from the Imprivata Managed Services team, the Imprivata Enterprise Access Management (EAM) with single sign-on (tap and go) was selected to provide rapid access to computers via proximity card readers. The solution streamlined logins for clinicians and released valuable time back to patient care.



“Imprivata has been one of the best IT services you have implemented and has been a real game changer for me and my team members in accessing the Trust systems quickly and efficiently.”

– Matron for Juniper, Redwood & SAU

From the outset, the project team, comprising key IT specialists and practicing clinicians, took a structured approach, prioritising the components of the delivery program and scheduling consultation meetings prior to starting the project.

Communication and engagement were vital, with top priority placed on gaining an early understanding of each of the departmental challenges in the current workflows, including where, when, and how logins are used and by whom. This involved the project team gathering insights from the ‘shop floor,’ working with as many different clinical teams as possible.

Regular meetings with the Clinical Senate, Consultant Forum, Clinical Management, and Surgical and Medical Matrons were held to ensure the project kept on track and met the individual departmental needs. With a clear understanding of the workflow needs of each specific area, the project team, in collaboration with the Imprivata Clinical Workflow Consultant, was able to design the solution to achieve the best outcome for each department’s clinical workflows.

This critical time was used to gather feedback, create a proof of concept, and gain approval of the ‘blueprint’ before the final build and go-live. It ensured that the delivery of the solution met the needs of the different users, rather than applying a generic ‘fix’ across the organisation. The Imprivata team also shared experiences from previous implementations to meet best practices and ensure workflow optimisation.

A key part of the work prior to going live included working with the Governance team to develop a clear compliance policy for the provision and management of the secure login solution.

The results: Constant communication and enrolment workshops lead to successful rollout

The Trust project team focused throughout the program on keeping staff informed of the initiative with fortnightly Steering Committee and weekly managed services meetings. 'Working with the Trust' communications team leaflets, posters on the back of (toilet) doors, emails. and even a podcast were created to keep staff updated ahead of the rollout.



“The rollout for myself was well communicated, and the effort that the IT team put in ensured that the switch over was really smooth and seamless.”

– Pathology Risk and Governance Lead

Julia Scott, CxIO at Dartford and Gravesham said: *“We set ourselves a challenging goal to implement the technology to enable ePMA within six months. A key component was to bring staff along with us, and help them to fully engage with the new way of working. The feedback we’ve had from people has been tremendous, and with the increase in applications available for SSO the figures speak for themselves.”*

Enrolment Workshops were held in the Accident & Emergency department the week before going live to get users up and running. This enabled staff to ask any user questions and to address any difficulties in advance. The workshops also gave good exposure to the IT team, putting a ‘face to the name,’ and building inter-departmental relationships going forward.

On-going success – driving adoption, increasing clinical value

Since the initial go-live in 2023, the team at Dartford and Gravesham and Imprivata Managed Services has continued to profile both clinical and non-clinical applications, so that now a total of 63 applications can be accessed through Imprivata SSO. The education team at the Trust has worked tirelessly to train and enrol staff in the new way of accessing their applications. As the number of applications profiled to work with Imprivata has grown, so too have the number of SSO events per month, from 295,000 after the solution first went live, to 900,000 in November 2025.

Gary Hickinson, Head of ICT, Dartford and Gravesham, commented, *“We have worked with the Managed Services team at Imprivata for a number of years now to ensure that the solutions are tailored to meet our end-user requirements to the benefit of all. The level of trust and collaboration between our two teams is ensuring that we build on our early successes so that we are able to gain the maximum benefit in our investment in Imprivata technology.”*



Imprivata delivers simple and secure access management solutions for healthcare and other mission-critical industries to ensure every second of crucial work is both frictionless and secure. The Imprivata platform of innovative, interoperable access management and privileged access security solutions enables organisations to fully manage and secure all enterprise and third-party identities to facilitate seamless user access, protect against internal and external security threats, and reduce total cost of ownership.

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