



mpl: Healthcare

Case study: National Health Service

Interim
Continuous improvement
Rapid results
Restructuring

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The Challenge

Improving Bed Occupancy & Managing Patient Throughput

MPL successfully completed a six week project with a Foundation NHS Trust serving a population of 250,000 within an inner London borough.

The issues identified for MPL by this Trust came from a series of meetings between its Chief Medical Officer and Operations Director about the levels of beds occupancy in certain critical wards. The existing shortfalls in methods of documenting patient progress and waiting times were already known to the hospital.



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Approach

Recent work had identified that at one time 60% of patients within the hospital were 'waiting' for something. MPL's pilot project for the Trust aimed to reduce unnecessary waits by streamlining information across members of a multidisciplinary team about patients' progress to ensure that key issues were identified, understood and addressed.

MPL's first step was to confirm the current state of managing patient throughput in a single ward. A key requirement was to avoid additional administrative demands on ward staff by the use of any new system. The opportunity was to identify new and better ways of improving the passage of patients through the system, consistent with quality and safety standards of care.

Project

The project organisation and method was consistent with MPL's well-tried methods of frontline management performance.

The absence of a unified team handling patient treatment was identified as a major driver for delay in the discharge of patients on time. Any method of daily team management which reduced ward waiting times would be clearly a major opportunity to improve the speed and reliability of patient discharge.

It was also clear that there was a big opportunity to improve methods of generating and communicating patient information; medical staff, nursing staff, discharge team and Clinical Site Managers all maintained their own information systems on patient diagnosis, interventions and actions required or ongoing. There was considerable duplication of effort and energy which then made communication across the team more complicated and problematic.



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Method

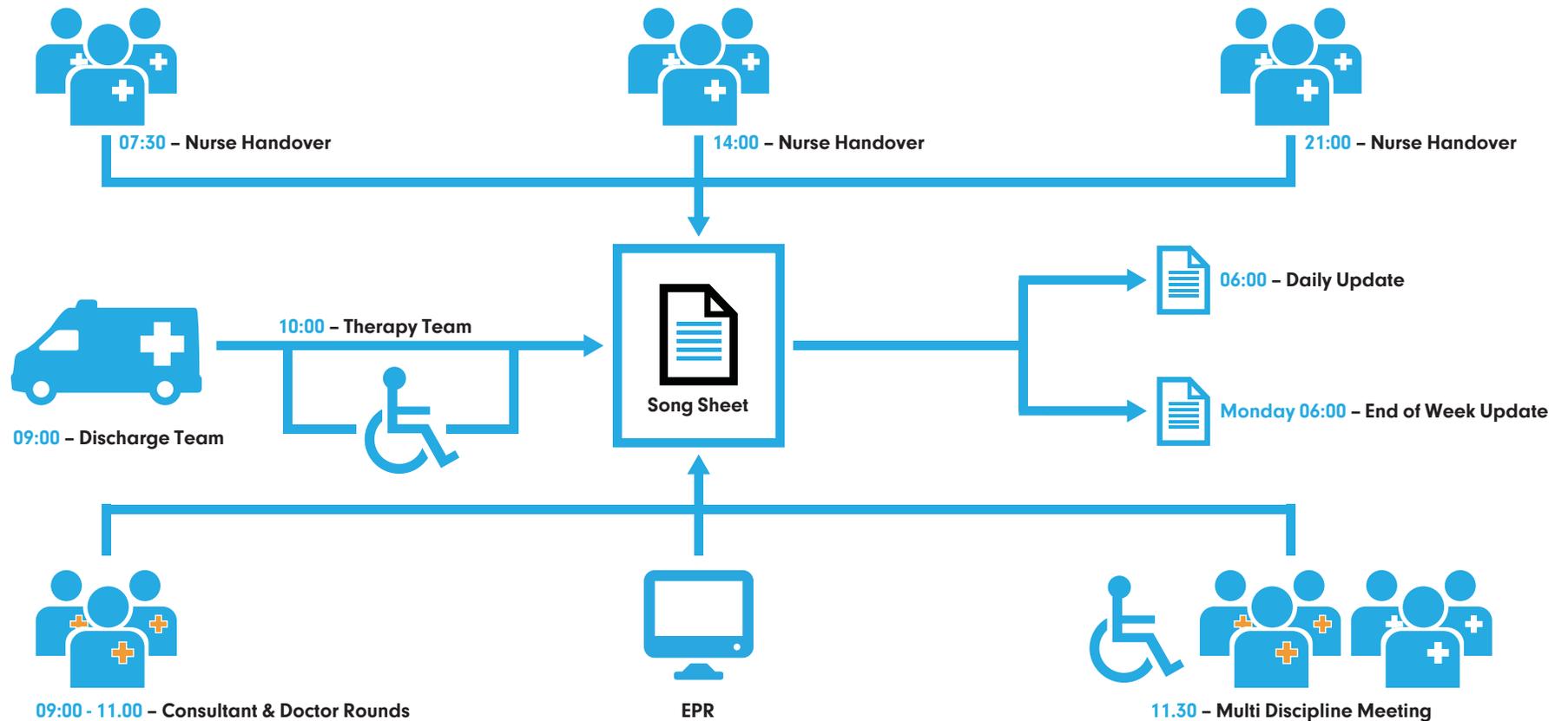
The project method used by MPL involved:

- The formation of a ward project team of clinicians, medical, nursing and non-medical staff to review existing procedures for patient treatment
- Building an improved collaborative system of shared procedures and behaviours around agreed KPIs
- Creating an information management system (named by the Trust team as Songsheet) which amalgamated the different methods of collecting information from the various sources; allowing the user to view current patient information in one easily useable central source and making the sharing and use of patient information quicker and easier for all parties. All members of the team have access to each others information; doctors can track their patients' progress, nurses can see what the doctors are deciding, discharge staff can see the potential discharges, clinical site managers can get a more accurate understanding of beds becoming vacant and managers are able to see where the blockages are and work to release them. It allows all users to see the acute and background information of a patient as well as the current doctor, nurse and therapy actions.



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Conclusion

The capability of ward teams to maintain length of stay times at predictable levels was dependent on ready access to shared information with which they can interact routinely. Interdisciplinary ward teams developed as a result and offered shared behaviors of collaboration, which developed well beyond their individual skill sets of their own specialisms and ward. In this, hospitals like many other large organisations learn to mobilise front-line staff in the continuous improvement in the cost of quality they offer.



We appreciate that each business has its own unique set of business pressures, strategic directives, current problems and concerns. Each has its own business agenda and time scales. MPL's methodology has been developed in partnership with a wide range of businesses across a broad range of different sectors and we have worked at all levels of an organisation to deliver a unique and comprehensive response to their requirements.

This has enabled us to develop an intensive understanding of different industries, to provide our clients with an informed view on the issues and challenges they face and the ability to provide a specific and tailored service response that ensures results.

Bakery and Morning Goods

British Bakeries
Delifrance
Jordans
Warburtons
McVitie's
Crantock Bakery

Dairy

Arla Foods
Dairy Crest
Express Dairies
Robert Wiseman
Dairy Farmers of Britain
Norseland
Yeo Valley

Fresh Produce

Produce World Group:
Solanum
Isleham Fresh Produce
RB Organic
Rustler Produce
Wilson's Country

Soft Drinks

Coca-Cola
SunJuice
Greencore Water
Buxton Spring

Alcoholic Drinks

Bulmers
Carlsberg-Tetley
Charles Wells
Diageo
Fuller's
G & J Greenall
Irish Bonding
Irish Distillers
St Austell Brewery
Muntons
Greencore Malting

Grocery

British Sugar
Burton's Foods
Cadbury
Charlie Bigham's
Edme

Greencore Group

John Rannoch Foods
Kellogg's
Kitchen Range Foods
Premier Foods
The Serious Food Company
Wilkin and Sons
Cargill

Meat Processing

Dovecote Park
Kitchen Range Foods
Moy Park
Olhausens
Pork Farms Bowyers
Vion Food Group

Chemicals and Coatings

Akzo-Nobel
Crown Paints
International Paints
Omya

Automotive

BMW
Roll-Royce
Calsonic Kansei

Electricity Generator

International Power

Industrial

Acordis Acetate Products
Cameron Leeds Manufacturing

Healthcare

Kimberly-Clark
S C Johnson
PZ Cussons
Reckitt Benckiser
Hoya
NHS
Countess of Chester Hospital
Homerton University Hospital

Police

Wiltshire Constabulary
West Midlands Police

Pharmaceuticals/ Biotech

Glaxo Smithkline
AstraZenica
Napp Pharmaceuticals
Elan
Delta Biotechnology (Novozymes)
Cardinal Health
MedImmune
William Ranson & Son
Patheon
Catalent Pharma Solutions
Elga Labwater
Biochrom
Penn Pharma
Serologicals (Millipore)