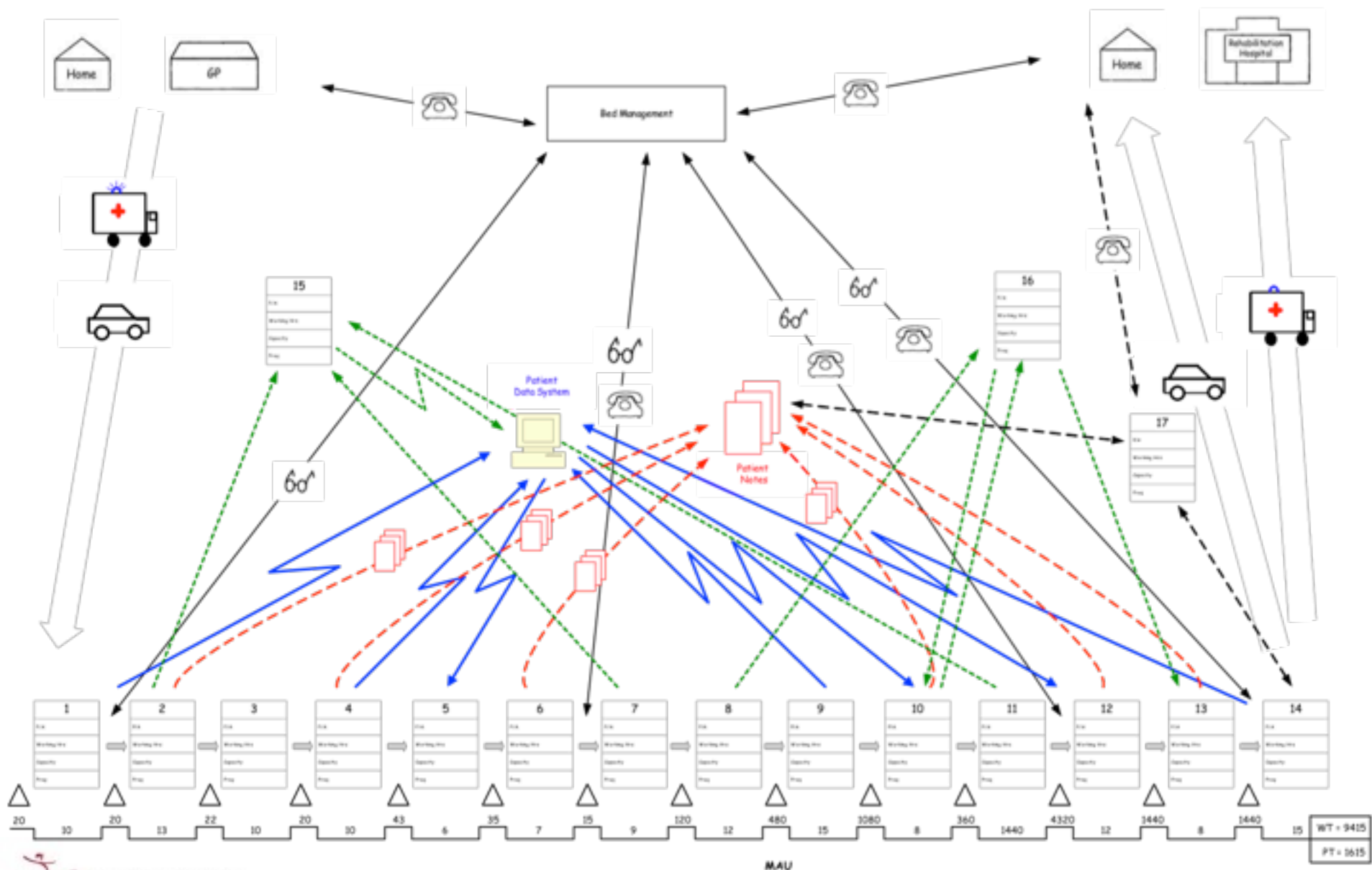


Streamlining End-to-End Patient Journeys

If you can't see it then you can't manage it

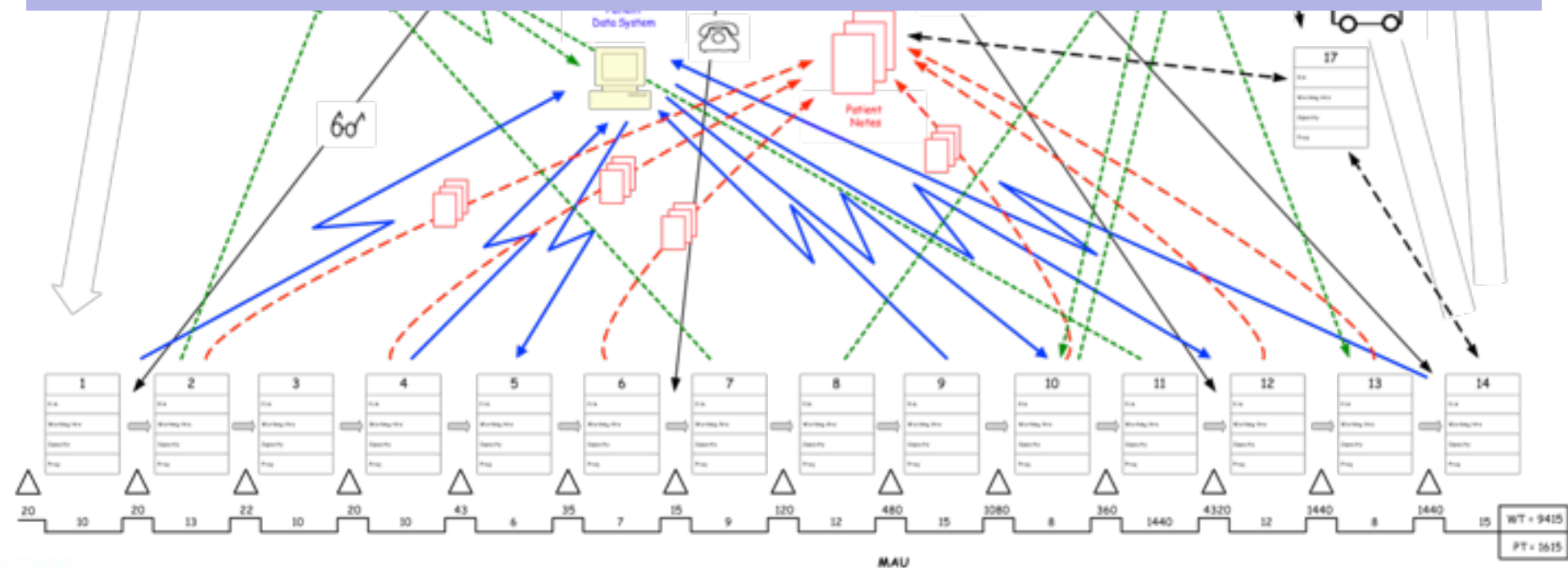
Capturing the Current State from the Patient's Perspective:



From the total LoS of 7.6 days only 1.1 days receiving diagnostics or interventions (14.6%)

AND

Don't get hung up on the cure time debate – it's the triangles that we're going for after all



Staff/Departmental Availability

	Sunday																								Monday																								Tuesday																							
	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00
A & E	Full Availability																																																																							
MAU Dr Assessment	Not Available								Full Availability																Not Available								Full Availability																Not Available																							
MAU Imaging	Limited Availability																								Full Availability																								Limited Availability																							
MAU Ward Round	Not Available																																																																							
Physio Ward Round	Not Available																								Full Availability																								Not Available																							
Ward Round	Not Available																																																																							
Pharmacy	Limited Availability																								Full Availability																								Limited Availability																							
Pathology	Limited Availability																																																																							

■ Full Availability
■ Limited Availability
■ Not Available



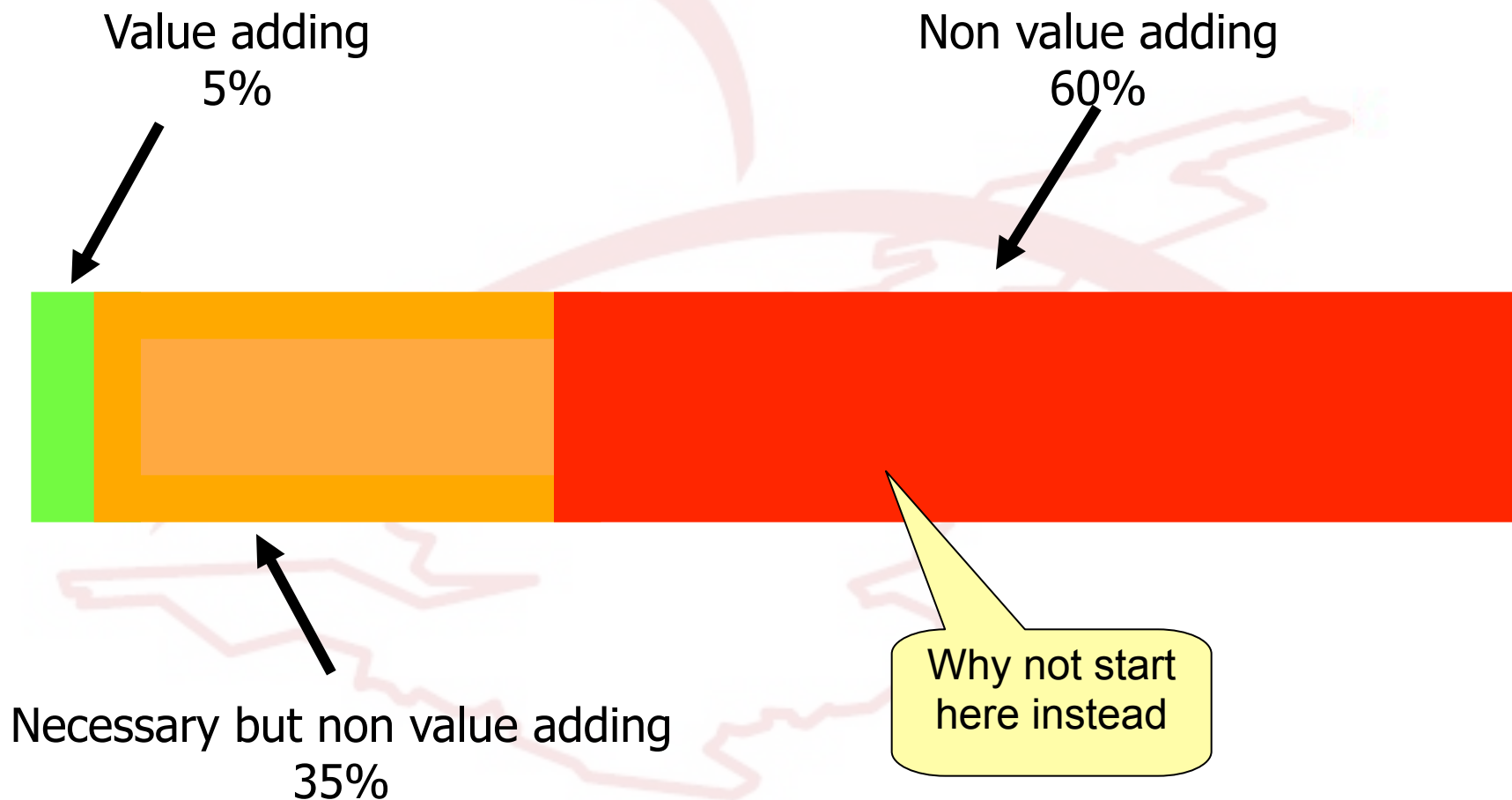
Nursing Availability to Discharge from Wards

	07:00	07:30	08:00	08:30	09:00	09:30	10:00	10:30	11:00	11:30	12:00	12:30	13:00	13:30	14:00	14:30	15:00	15:30	16:00	16:30	17:00	17:30	18:00	18:30	19:00	19:30	20:00	20:30	21:00	21:30	22:00	
Hand Over	Red														Red													Green	Green	Green	Green	Green
Drugs		Red	Red										Red	Red								Red	Red					Green	Green	Green	Green	Green
Meals				Red							Red												Red					Green	Green	Green	Green	Green
Staff Breaks					Yellow	Yellow	Yellow																		Yellow	Yellow		Green	Green	Green	Green	Green
Dr. Rounds				Yellow	Yellow	Yellow	Yellow	Yellow	Yellow																			Green	Green	Green	Green	Green
Taking Bloods and Chasing Results											Yellow	Yellow	Yellow	Yellow	Yellow													Green	Green	Green	Green	Green
Chasing Imaging Results											Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow										Green	Green	Green	Green	Green
Ensuring TTOs are Written															Yellow	Yellow	Yellow	Yellow	Yellow									Green	Green	Green	Green	Green
Discharge Planning for Next Day																Yellow	Yellow	Yellow	Yellow	Yellow								Green	Green	Green	Green	Green
Visiting Times																	Yellow	Yellow	Yellow	Yellow					Yellow	Yellow		Green	Green	Green	Green	Green
Overall Availability to Discharge	Red	Red	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Red	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Red	Red	Yellow	Yellow		Green	Green	Green	Green	Green	Green

Full Availability to Discharge	
Limited Availability to Discharge	
No Availability to Discharge	

Typical Mgmt Approach – Squeeze the Boxes

Why - Because they can't see the Triangles



Process, obviously needs Re-designing but.....



Stability 1st

Some form of standardisation

Then



Re-design

Flow, Pull, Perfection systems

So what is stability & how do you get

Introducing Tania



Introducing Paul



Tania's Question

Of all the bed days occupied by patients who are medically fit for discharge (green crosses) each week between 30% and 40% are patients waiting for a package of home care to be started. (can be up to 50 bed days a week)

Our local Social Services contract out most of their home care provision to private companies. Currently they are having serious quality issues with one or two of these and have put them under special measures.

Consequently they are not giving them any new work at the moment. The result for us is that patients often wait up to 6 weeks once their needs have been agreed. They are always offered a transitional bed but because patients have to pay for this the majority say no and then wait in hospital.

On top of this Social services is faced with major cuts in finance which will doubtless affect the level of provision of Social care. Given all **this**, **how can we keep working to constantly reduce the number of our green crosses?** They're at risk of getting much higher given the scenario above....



Exercise

Answer Tania's Question

Introducing Nicki



Nicki's Question

Where we are is we have made improvements in the overall system but at times struggle with the sustain as we do not have the daily management system in place where we are continuously looking at these processes to improve outside of structure events. we have identified some gaps and are working on leader standard work, organizing our meeting calendar to support that and working with a pilot group to establish more structured daily management of key processes, etc.

How to design a daily management system to support continuous improvement from the unit(ward) up



Exercise

Answer Nicki's Question

Comparison between Current State and Future State

Current State	
Wait for Handover in A&E	20
Handover in A&E	10
Wait for Nursing Obs in A&E	20
Nursing Obs in A&E	9
Wait for Doctor Assessment in A&E	22
Doctor Assessment in A&E	10
Wait for Imaging in A&E	20
Imaging in A&E	10
Wait for Doctor Review in A&E	43
Doctor Review in A&E	6
Wait for Spec' Review in A&E	35
Spec' Review in A&E	7
Wait for Nursing Obs in MAU	15
Nursing Obs in MAU	9
Wait for Doctor Assessment in MAU	120
Doctor Assessment in MAU	12
Wait for Imaging in MAU	480
Imaging in MAU	15
Wait for Ward Round in MAU	1080
Ward Round in MAU	8
Wait for Nursing Obs on Ward	360
Nursing Obs on Ward	1440
Wait for Physio on Ward	4320
Physio on Ward	12
Wait for Ward Round on Ward	1440
Ward Round on Ward	8
Wait for Discharge	1440
Discharge	15

Total LoS 10986 Minutes
or 183.1 Hours
or 7.6 Days

Future State	
Maximum Wait in Buffer before ED	50
Handover in ED	10
Nursing Obs in ED	9
Doctor Assessment in ED	10
Imaging in ED	12
Doctor Review in ED	15
Spec' Review in ED	8
Maximum Wait in Buffer before Ward	750
Nursing Obs, Physio and Ward Round on Ward	2880
Maximum Wait in Buffer before Discharge	120

Total LoS 3864 Minutes
or 64.4 Hours
or 2.7 Days

Reduction LoS 7122 Minutes
or 118.7 Hours
or 4.95 Days
or 64.83%

