

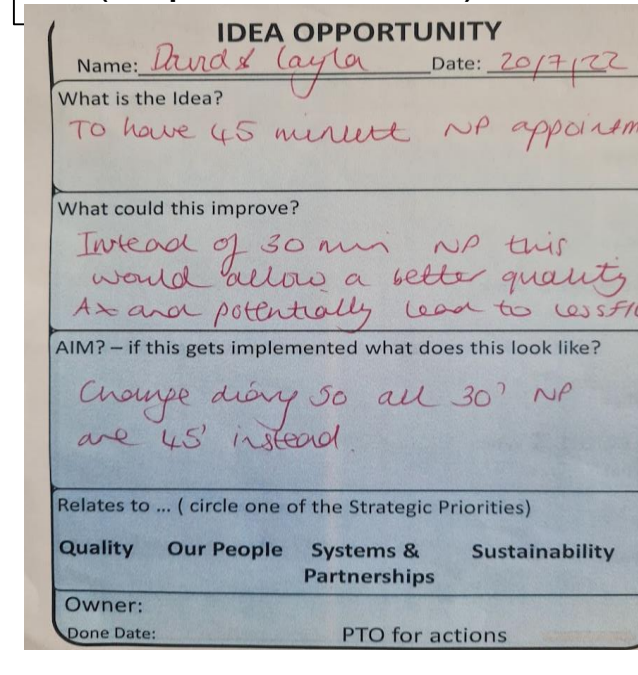
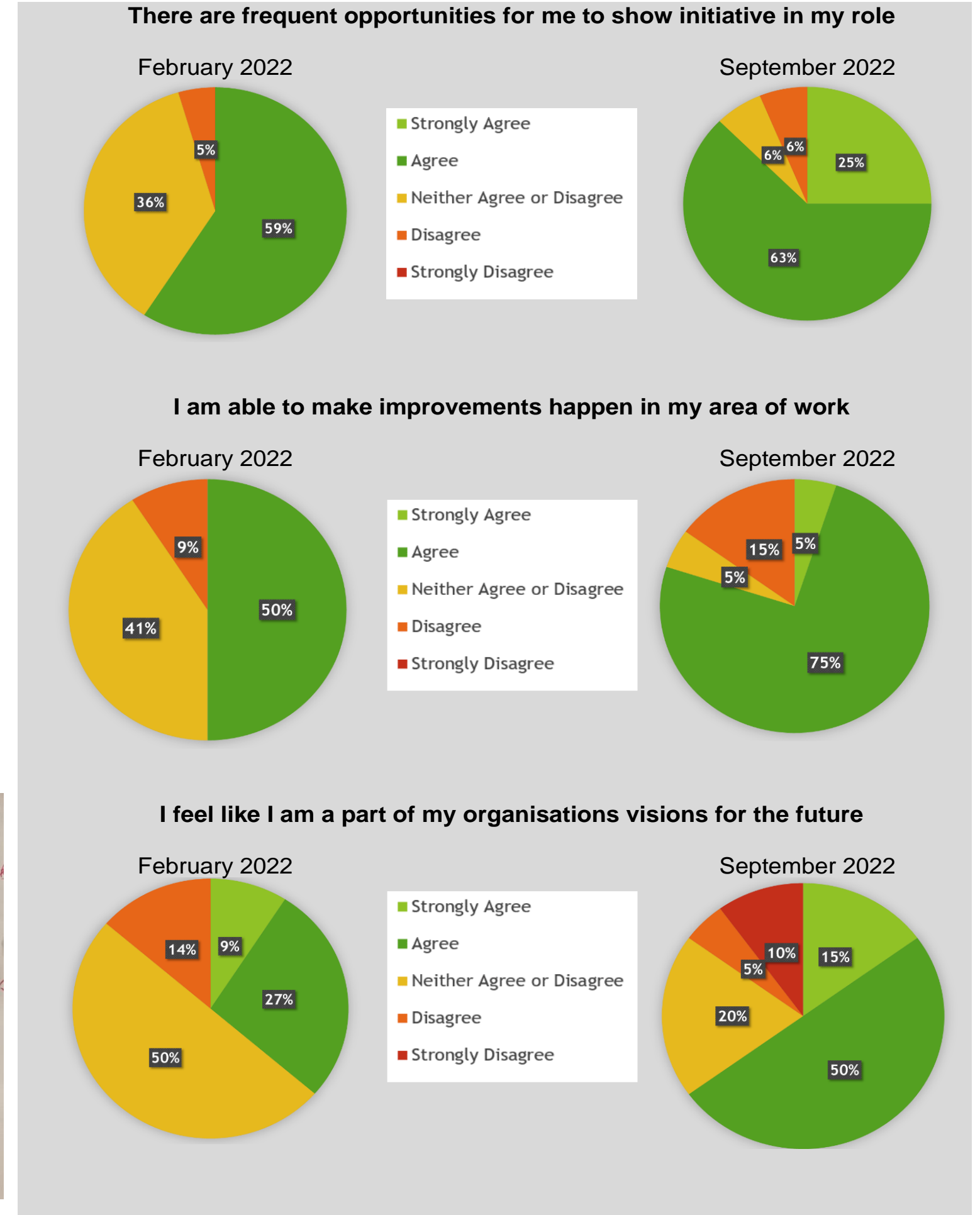
Implementing and embedding a quality improvement system in outpatient physiotherapy

Project Team: Olivia Frimpong, Jonathan Grellier, Kath Thacker, Eleanor Roland, Sarah Morrison, Paul Riddle, Sally Coulthard, Lara Maddison, Jen Bunn, Alwen Pritchard

Staff survey results & staff engagement

Staff feedback gathered at stages throughout the implementation provides a positive indication of the difference this has made to the team in feeling empowered to make improvements.

The pie charts adjacent show staff survey results taken before the rollout of improvement huddles (February 2022) and again after the system had been in place for just over 6 months (September 2022).



Improvement Huddles

Improvement huddles are 15 minute meetings for the whole team to come together and discuss improvement ideas and problem solve issues raised through 'tickets'. These can range from a door handle not working, to a lack of access to hydrotherapy pool, to changing the length of appointments to make them more efficient. These meetings started as daily and over time have been reduced to twice weekly. All staff clinical and non clinical, can contribute to and lead the huddles.

Some of the core challenges have been reducing admin time for staff to attend the huddles, ensuring Senior Leadership presence at huddles to ensure that decisions made fit with trust values/ patient first strategy, and overall perseverance for all involved. It has taken time, energy, leadership and a desire from everyone in the team to play their part.

Example Tickets Raised:- How to contact staff, Efficiency and effectiveness of meeting, Use of email appropriately- not reply all, creating bespoke mailing list, Standard procedure for patients arriving late for appointments.



Feedback from Senior Leaders

Reflecting on the service prior to these changes, **Caroline Hopper** (AHP Lead across KHFT and HRCH) recalls 'how problems had previously felt impossible to solve, with a feeling that there was never enough time to explore sustainable solutions. Working within a highly skilled and motivated team, there was a risk of staff becoming dispirited and demotivated if the team could not see a way of moving forward and resolving long standing, repetitive, issues.'

Jo Farrar, Chief Executive for KHFT and HRCH commented "it is a brilliant example of improvement in action and one that we will now work to share with other teams planning to embark on an improvement journey".

Introduction

An improvement system was introduced to Outpatient Physiotherapy in January 2022. Like many elective services the Outpatient Physiotherapy Team were faced with a number of challenges during 2020/21 as the hospital began to return to 'business as usual' following the national response to COVID. This included managing the disruption to patients in their elective recovery, responding to an increasing waiting list, whilst also addressing the wellbeing of staff who had worked tirelessly throughout the height of the pandemic. It felt like the opportune time to try something new, to address the frustrations of staff, support the service to incorporate problem solving into the day-to-day, and to ensure that the team could move forwards with what really mattered to them and their patients. Following engagement sessions with leaders and staff, daily improvement huddles were commenced to incorporate and promote improvement thinking into the everyday and gave staff the opportunity and space to apply QI principles and techniques for problem solving. This was complimented by monthly performance dashboard meetings and 'Wildly Important Goal' (WIG) meetings. Through the senior leaders engagement sessions a mission and vision was developed that aligned with the WIG and department KPIs and trust patient first strategy. By March 2023, the Outpatient Physiotherapy Team were performing at a Maturity Level 4 (out of 5) for their deployment of an Improvement System, indicating that it is 'embedded'. Other teams in the trust now visit the improvement system meetings and huddles to learn how it has been embedded.

Outcomes

- Waiting lists reduced across all teams, most notably in pelvic health reduced from 49 weeks to 34
- Reduction in unused patient slot with 7% decrease in wasted appointments
- Volunteers now in place to ring patients and remind them of appointments in pelvic health where DNA rate highest
- Following time in motion study, agreed broad job plans at band 5,6 and 7 levels
- Introduced trial of 45 minute new patient appointment slots
- Introduced new classes into gym to maximise activity
- Overall increased staff engagement and satisfaction
- Starting to roll out across inpatient physiotherapy and occupational therapy
- Increased student placements, now closer to achieving 'fairshare' model

Wildly Important Goal 'WIG' Meetings

Through aligning their goals, the team can concentrate on the 'wildly important' and give time to exploring the smaller issues that get in the way of the day-to-day. Through huddles, making small incremental changes and focusing on longer term improvement projects, the team have transformed the way they work.

The team decided to focus on job planning as their wildly important goal to ensure staff have appropriate time to achieve all aspects of their roles and not just see patients with out time to carry out improvement work.

Through time in motion studies and reviewing national job plans have agreed broad job plans for bands 5,6 & 7. With future plans for band 8 roles. These job plans will be reviewed yearly

Olivia Frimpong (Physiotherapy and Occupational Therapy Manager) has been a key leader and advocate for the Improvement System, and describes the performance huddles as providing "the ability for Senior leadership team to step out of the 'whirlwind' and have productive conversations about how to improve our department"

Mission: For all our physiotherapy staff to feel engaged, empowered and valued. Working together as a team to provide efficient, high quality treatment to our patients that promotes both physical and mental well-being and encourages self management of acute and chronic conditions"

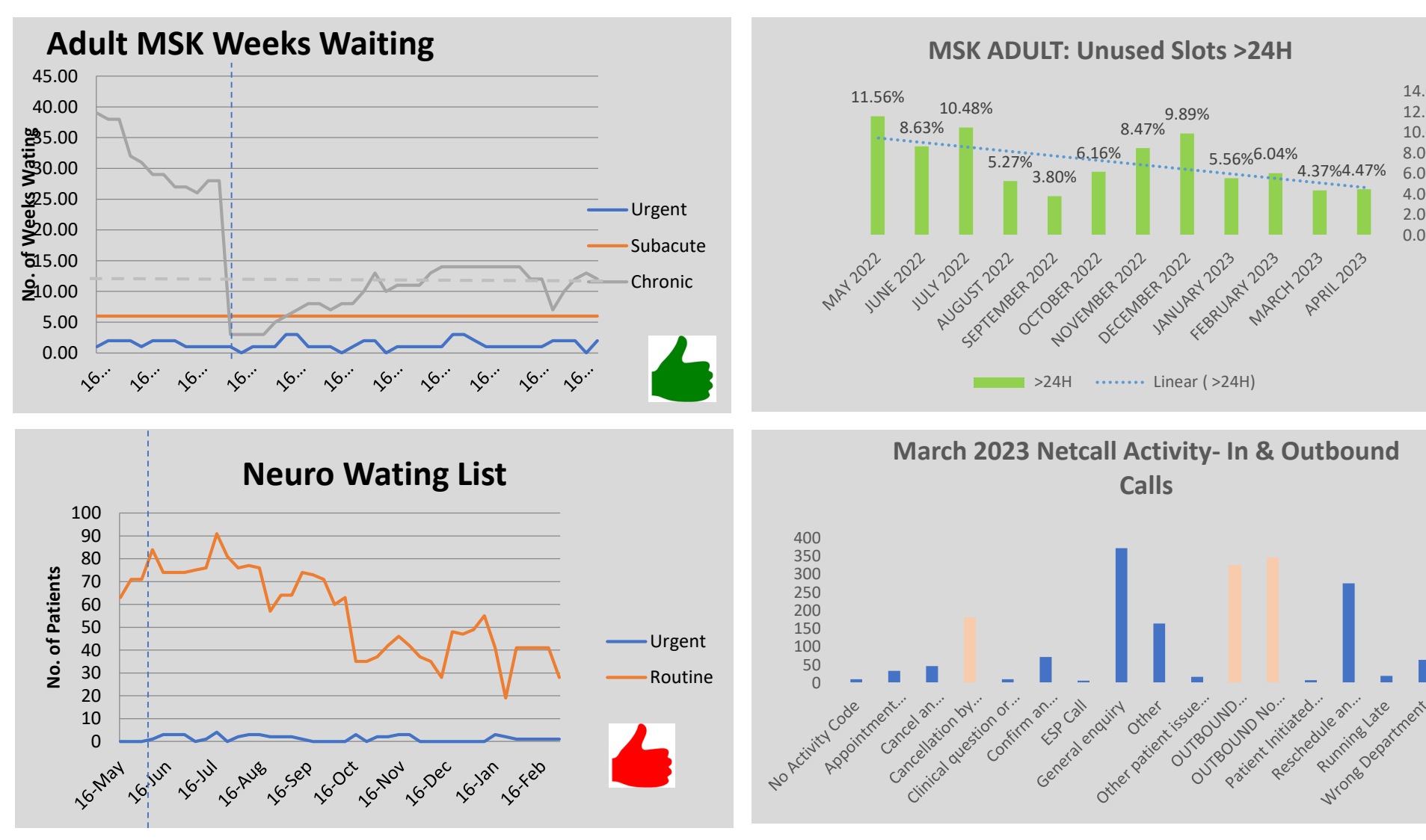
Performance Dashboard Meetings

One of the core components of an improvement system is visual performance management, so that we can see how we are doing in relation to our standards and goals. This is not always easy to achieve and takes time, dedication, and a shared focus to determine the key performance indicators that really matter.

This 'metrics' meeting is a monthly review of performance including activity, empty slot usage, DNAs, referral rates and people metrics such as appraisals and mandatory training.

The team also reviews waiting lists and the green or red thumbs up/thumbs down enables the team to quickly focus on areas requiring attention.

Future plans include gaining more patient experience feedback and benchmarking activity and performance against other physiotherapy departments across Place



Learnings and Reflections

What went well

- Investing the time (especially at the beginning)
- Need staff 'buy in'
- The engagement sessions with staff, held away from the department
- QI Team involvement to help see it through.
- Prioritising your improvement huddle & performance boards. This is Protected time.
- Senior team buy in including service lead
- Empowering more junior staff to take the lead on tickets, not just passing problems up to their seniors

What could have gone better

- It took time to get it right, at least six months
- It's an iterative process, you need to develop your own system for your department
- Need to feel comfortable with this
- Keep going back to your board, your mission and vision and your WIG and metrics

