March 2018

2012
Reduced patient time spent in hospital and speeded up recovery

Increased the list throughput by 40%

Introduced staggered admissions

Improved patient and staff experience

Removed 2 steps from the patient journey
Spread it...

...at scale and at pace
2018
Impact...?
Proud to make a difference
Sheffield Teaching Hospitals NHS Foundation Trust

1700 more patients over 17 months

Sheffield Teaching Hospitals NHS Foundation Trust

3. Planned ops & care

95.8% | 88.2%

England

90% waiting less than 18 weeks
December figures

Sheffield Teaching Hospitals NHS Foundation Trust was one of 107 trusts

Proud to make a difference
Sheffield Teaching Hospitals NHS Foundation Trust

December 2017 | February 2016
Your Trust | England
% of patients treated within 18 weeks - National v STH

Seamless Surgery Launch

20% reduction in median waiting times for surgery

Elective inpatient monthly income - variance against target

Income over-performance of £200k per month, from losses of -£500k per month
138 Responses from 24 different specialties/areas and 9 staff

Not Implemented at all

Not Important at all

Fully Implemented

Sheffield Teaching Hospitals NHS Foundation Trust

“Huge improvement in understanding processes, working across directorates, better communication, better understanding of one another's roles. Has created a value to the operating services resource”

“We need increased support to teams to make improvements, especially those finding it most difficult”

“They performed all their tasks efficiently. They were polite at all times. I couldn’t have wished for better care.”

“Put back from second to last on the list”

“Pushed back on the list”
What is a ‘real’ team?

“a group of people who are committed to achieving team-level objectives upon which they agree; who have to work closely and interdependently in order to achieve those objectives; whose members are clear about their specified roles within the team and have the necessary autonomy to decide how to carry out team tasks; and who communicate regularly as a team in order to regulate team processes”
Benefits of Team-Based Working in the NHS

- Reduced hospitalisation and costs
- Increased innovation
- Reduced error rates
- Increased well-being of team members
- Reduced turnover and sickness absence
- Lower patient mortality

Developing teams and staff – electronic pre-operative assessment

- Staff satisfaction & retention
- Using skills: right person, right job
- 400 extra slots each month = 2 nurses freed up

Number of patients completing ePAQ-PO
PROUD TO MAKE A DIFFERENCE
SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

Listed for surgery

Appt. not suitable

Phone to arrange

Complete ePAQ: Same day

New letter sent

Await pre-op appointment

Attend pre-op assessment

Agree date for surgery

Sheffield Teaching Hospitals
NHS Foundation Trust

Working in Team and Errors, Stress and Injury
(170 acute trusts, 120,000 respondents)

Types of Team Working Patterns
www.nhsstaffsurveys.com

Lancaster University Management School
PROUD TO MAKE A DIFFERENCE
SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST
Patient mortality

- 5% more staff working in real teams associated with 3.3% drop in mortality rate (p = .006)
- For an “average” acute hospital, this represents around 40 deaths per year
In summary...

- Through working to **clear principles**, and engaging many teams we have helped standardise processes and supported improvement at scale – **but we know there is more to do**.

- To really make a step change in performance and quality in surgical pathways we need to **systematically develop core, consistent teams with time to develop a culture of high quality team working** supported by QI expertise.

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**11th & 12th June 2018**

- Inspiring presentations by Peter Homa, Liz O’Riordan, Kirsten Major, Paula Ward, Margie Godfrey & world leaders quality improvement
- Learn about the MCA, and the Flow Coaching Academy (FCA)
- Case studies and stories from the range of improvement work going on across Sheffield
- Interactive sessions, engaging workshops and real life stories from the front line
- Daytime and evening events to build your own improvement network
  - £189 for 2 Days
  - £139 for 1 Day
Thank You – Any Questions?