

# The `Productive` project within

## Medway NHS FT

### (using the PDSA cycle)

### April 09 – Oct 12

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# The Original Plan

- In 2009, with the aid of SHA funding, MFT implemented the Productive Project team
  - DDON Lead
  - Band 7 PT Clinical Facilitator 0.8wte
  - Band 7 FT Service Improvement 1.0wte
- Ensured funding available to help wards to make the `quick win` and environmental changes
- Following 18mts staffing reduced to PT Clinical Facilitator and 9hrs per wk Service Facilitation only



# Progress

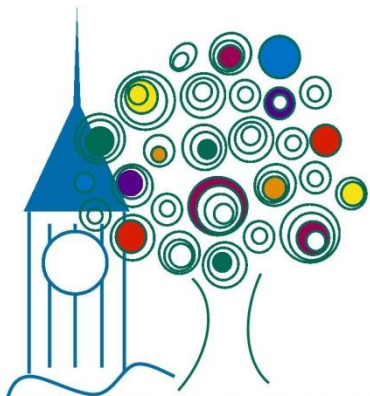
- 22 wards within the Trust that were launched between April 2008 and March 2010.
- All 22 wards completed the SHA remit of three Foundation Modules and two Process Modules by September 2011 and all 22 areas have now completed the whole programme
- Productive Theatre has completed the programme in 14 theatres





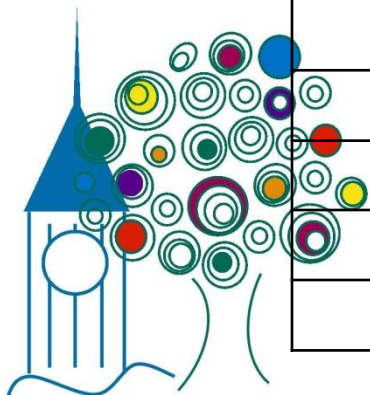
# Progress

- The programme has been adapted and successfully launched onto the Delivery Suite, including the incorporation of the Productive Operating Theatre programme into the Obstetric Theatre.
- The programme has also been adapted and implemented into the Ante-Natal Clinic as a pilot site for the Outpatient Department.
- At present looking at how can introduce Productive Community within our Paediatric & Midwifery community teams



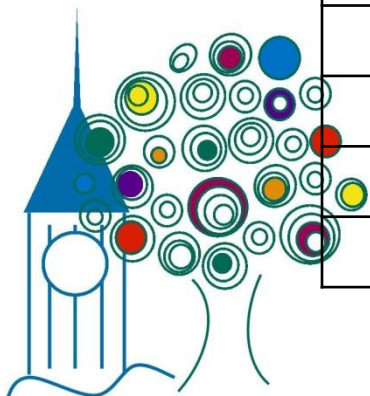
# Example Cohort Start Dates + Progress

Ward	Date started	Date	Modules in progress so far
I		April 2008	WOW / KHWD Meals
II		April 2008	KHWD / PSAG
III		Sep 2008	WOW / PSAG / KHWD Patient Observation
IV		Sep 2008	WOW / KHWD Medicines / Patient Observations Handover / Hygiene
V		Sep 2008	KHWD / PSAG Medicines
VI		Sep 2008	KHWD / WOW / PSAG Medicines / Patient Observation Handover / Meals
V11		Jan 2009	WOW / PSAG / KHWD Patient Observations
VIII		Jan 2009	WOW / PSAG / KHWD
X1		Jan 2009	KHWD / PSAG
X		Jan 2009	KHWD / WOW / PSAG Meals / Handover



## Example of Sustainability Scores at 44wks

Ward	Cohort	RAG Status WK 44
I	Showcase (March 2009)	Green (80)
II	Showcase (March 2009)	Amber (79)
III	1 (August 2009)	Amber (59)
IV	1 (August (2009)	Amber (66)
VI	1 (August 2009)	Green (86)
V	1 (August 2009)	Amber (67)
VII	2 (November 2009)	Green (95)
VIII	2 (November 2009)	Red (48)
VIV	2 (November 2009)	Discontinued
X	2 (November 2009)	Green (82)
XI	2 (November 2009)	Red (45)



# Visits to Hospital to observe Progress

- 13 external visits to share knowledge and review our progress including:
  - Members of Parliament;
  - Delegates from the Department of Health
  - Strategic Health Authority;
  - 3 local trusts and
  - a group from the Netherlands.





# Benefits Found

The final Action Learning Set facilitated in October 2011 enabled the ward representatives to network with each other, share successes and support each other to solve problems and issues.

Participants were asked to highlight the benefits and unexpected delights of the programme.

The comments included the following:



## Benefits Found (Qualitative)

- More **time** to spend with patients
- **Find** things easily
- **Less** walking
- Staff feel their suggestions are **heard**
- **Funds** were available at the beginning of the project
- Working more as a **team**
- Sense of **ownership** for your ward
- More **efficient** use of staff time
- The areas have stayed **organised**
- Productive ward had an **input** into a new build or ward prior to completion
- **Permission** to make your own decisions
- **Easier** for new staff to find where things are and how processes are done



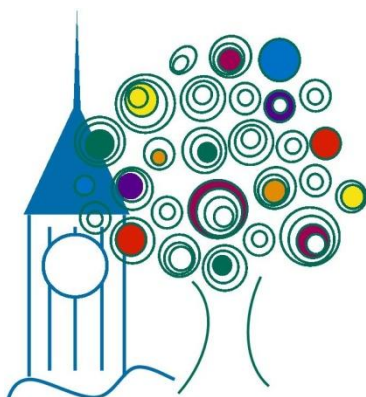
# Measures of Success (Quantitative)

- Comparisons of data from our KPI Nursing and Midwifery Accountability System (NMAS) have been reviewed and, although the Productive Ward Programme has contributed towards the improvements, it must be emphasised that there are many other factors, especially the support and education from specialist teams that account for these results.
- In order to measure the success of unique improvements from the programme, the data captured over the last three years has been analysed and reviewed - The direct care time calculated at the launch of each ward onto the programme was repeated and the results evaluated

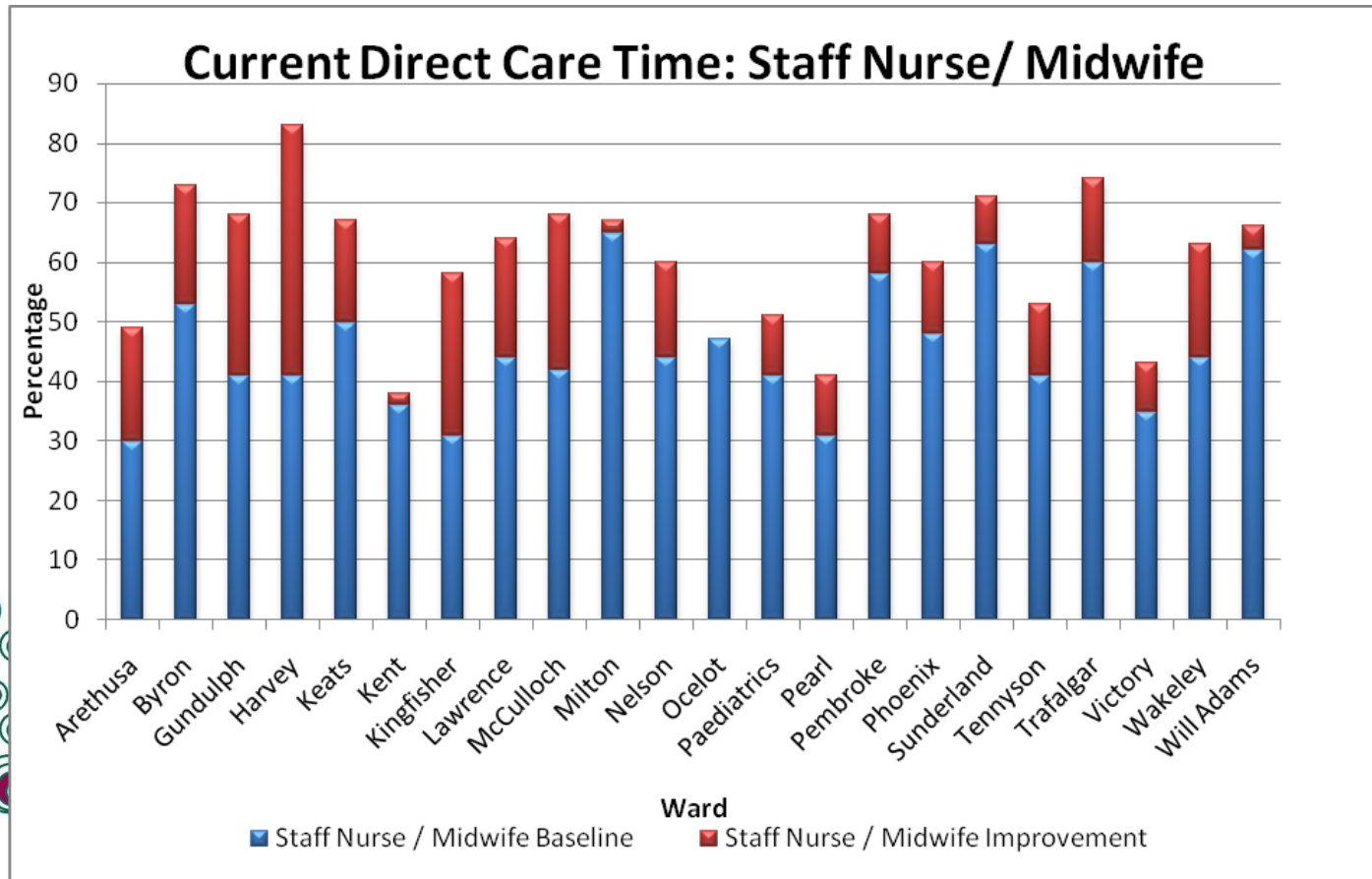


# Measures of Success

<b>Productive Ward Based Results</b>			
<b>Measure</b>	<b>Average Baseline Result</b>	<b>Average Latest Result</b>	<b>Comment</b>
Direct Care Time Staff Nurse or Midwife	45.8% (Range 30-65%)	61% (Range 38-74%)	Average increase by 15% Institute expectation 10%
Direct Care Time Clinical support Worker or Maternity Care Assistant	46.7% (Range 24-68%)	68% (Range 37-83%)	Average increase by 21% Institute expectation 10%
Interruption Rate Staff Nurse or Midwife	13/hr (Range 5-27)	8/hr (Range 4-14)	Average decrease by 39% Range decrease by 45%
Interruption Rate Clinical support Worker or Maternity Care Assistant	8/hr (Range 2-20)	4/hr (Range 2-10)	Average decrease by 50% Range decrease by 44%
Stock Costs			Average stock cost £1076.17 returned to stores

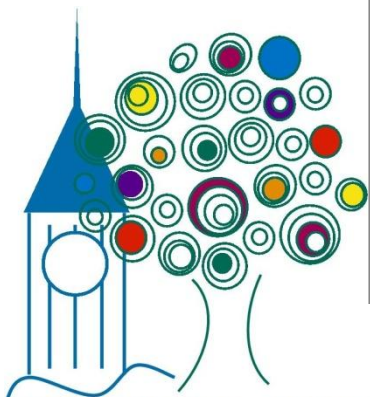
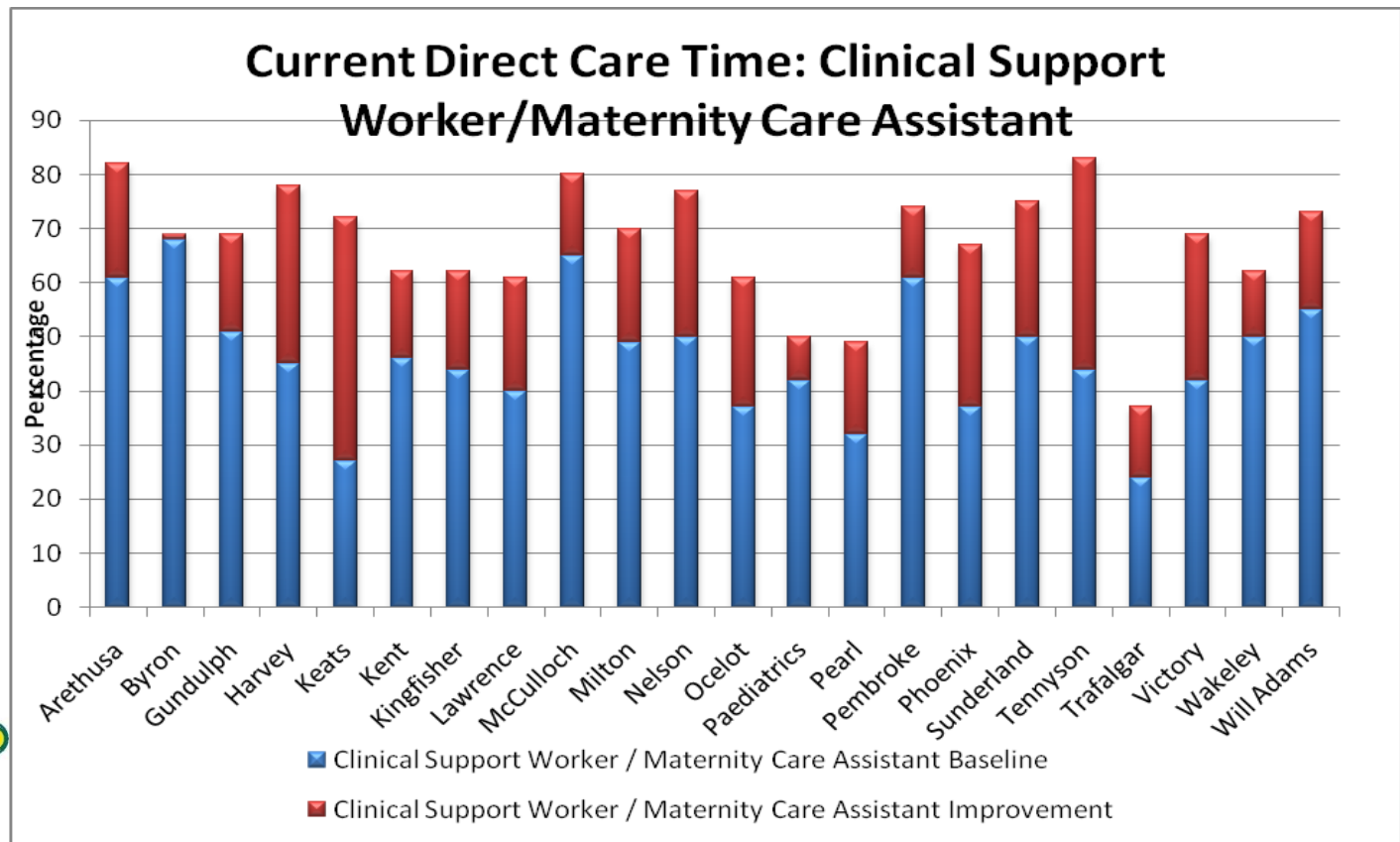


# Direct Care Time – registered staff





# Direct Care Time – unregistered staff



# Sustaining Productive Ward

- The Senior Sisters have the skill to complete the monthly sustainability tool.
- Sustainability results can be inputted on to a directorate comparison table available on the NMAS shared drive
- The progress of the programme is reported monthly at the directorate NMAS monthly meetings
- The programme is discussed at the monthly Senior Sisters business meeting with the Director of Nursing.



# Productive Theatre (17 theatres)

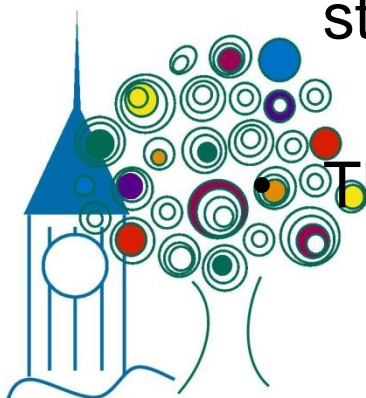
- Commenced 2009 alongside PW
- Started in Day Surgery and Obstetric theatre
- Moved to General Theatres 2010
- Now 14 theatres completed fully
- 2012 - Energy low - Time to Review and use the PDSA cycle!



## Productive Care in Theatre “No Time to Waste” (Sept 2012)

- A second round of improvements in our theatres, building on our success using the Productive Operating Theatre methodology.
- Focus on delivering rapid improvements within the control of theatre staff over a period of 6 months using the TPOT Model for Improvement and the 7 steps Measurement for Improvement model;

• The “Masters 3” was born!



## “Masters 3”

- Our previous Champions are now Masters in their area and will be leading 3 improvement opportunities each, in the agreed 10 themes based on the TPOT modules.
- With Masters both in Day Surgery and Main Theatres that gives us 60 improvement opportunities going at any one time.
- As each intervention is implemented and sustained the Masters will add an additional idea and will continue to work on 3 improvements at a time over the next 6 months.





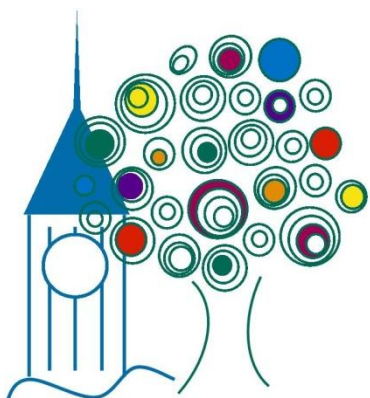
## “Masters 3”

- The Masters have the full support of the Head of Nursing for Surgery and Anaesthetics plus service improvement facilitator support for one day per week and the support of an analyst to ensure we continue to measure improvements and achieve the benefits identified.
- The Masters from our 4 Day Surgery theatres and 10 Main Theatres are currently identifying with their teams 3 improvement ideas and the first 3 have been finalised within the Scheduling theme



## Recommendations to other units

- Engagement of the Senior Sister is paramount to implementing the programme
- Allow some individuality within wards to suit speciality needs whilst maintaining a hospital wide approach to some areas eg colour of boxes in storerooms
- The value of the non-clinical support worker is of great importance in the sustainability of the Well Organised Ward Module. Even if the non-clinical support worker is shared between two wards, their input is noticeable and of great benefit.



## Recommendations to other units

- Heads of Nursing/Midwifery to use the same sustainability tool to assess how the wards in their directorates are maintaining the improvements. Ensure all tools are available on a shared drive.
- Visits from the executive team show staff that the Board is continuing to support their endeavours in sustaining the Productive Ward Programme.
- Productive Ward Sustainability can be linked to a Practice Development Portfolio within specialist areas



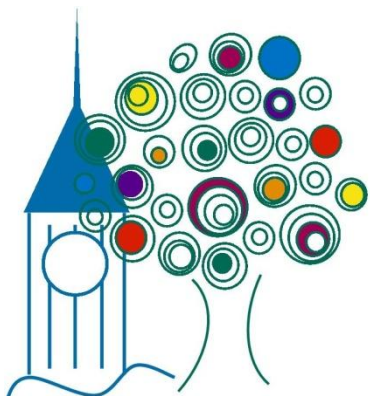
# Recommendations to other units

Believe in Yourself!



# Recommendations to other units

Remain calm, even when it seems hopeless!





# Recommendations to other units

**Take an occasional risk!**



# Future

- Continue to review wards and monitor how many modules have been through the PDSA cycle through our key performance indicator meetings
- Keep Productive Ward modules high up on agenda when areas of concern arise in ward areas eg if discussing communication at handover (when was the Shift Handover modules last reviewed?)
- Support and embrace the `Master Plan` for theatres!



# Thank you for your Attention

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