**LATEST NEWS!**

**IMPROVING OUTPATIENT SERVICES**

One of the key priority areas for the Trust to improve is Outpatients, to help ensure **Best Possible Care** for users of these vital services. To that end an **OUTPATIENT BOOKING EVENT** was held:

There is a high variation in clinic booking protocols and the ability to overbook slots. The process of booking appointments is managed by different people/roles; creating a lack of clarity and increasing the likelihood of patients being cancelled/rebooked, affecting dozens of patients in a domino effect, leading to poor patient experience with high costs and staff frustration with the amounts of rework with the unmanaged clinic sessions.

**REASON FOR ACTION:**
- Reduce the risk of appointments being cancelled/rebooked inappropriately.
- Improve clinic access to ensure waiting time and other patient experience metrics are delivered.
- Reduce the amount of time wasted by reworking appointments
- Reduce frustration for staff by defining standard work for roles and responsibilities.

**WHAT WE FOUND:**
- New patients are booked through various processes, with no ownership for the booking of follow up patients
- RBMS patients get booked later than Choose & Book patients, creating a 2 tier system.
- Follow up patients are frequently cancelled to make room for new patients.
- There is no routine process to fill short notice slots and it takes on average 20 phone calls to fill one short notice slot.
- Letters for consultant triage can take up to 4 weeks to be returned to booking for confirmation.

**WHAT WE DID:**
The team created a future state for the improved process, with:
- All appointments generated in the same way, with Standard process in place, using resources more effectively and efficiently, whilst improving productivity.
- All access and booking staff working together in one department - less stress and increase in morale and job satisfaction for staff
- Providing care when needed and focusing on the care of the patient, maintaining planned appointments and reducing the number of complaints.
- Electronic triage of referral letters – reducing the number of days from receiving referral letter to patient given appointment.

**WORKING TOGETHER TO IMPROVE SAFETY**

As part of the involvement in the Safer Clinical Systems Programme, the Trust is focussing on the improvement of handovers and communications across the patient pathway. SBAR is a framework for standardising communication between professionals to reduce risk:

**Situation**
- I am (name) nurse from A&E/ward (X)
- I am calling about patient (X) who was admitted with (X) arrived with (X)
- I am concerned about (X) BP/EWS

**Background**
- They have a history of (X)
- Condition had changed in last ……… (timescale)
- There last set of obs were…EWS/
- There condition is …Eg alert/drowsy/in pain/

**Assessment**
- I think the problem is (XXX) and we have …Eg given analgesia/O2
- I am not sure what the problem is but they are deteriorating

**Recommendation**
- I need you to:
  - ….Come and see the patient in the next (XX) mins
  - ….Admit patient for further assessment
  - …..Advise me whether to do anything in the meanwhile (eg fluids/repeat obs)

**WHEN CAN YOU USE SBAR?**
- A nurse is calling a physician
- Transferring patients to other facilities/levels of care
- Doctor to doctor handing over patient care
- Handover of patients between shift changes
- Interface between organisations and departments

**WHERE IS BEING IMPLEMENTED?**
- Nurse handover when patient moving from ward to ward – 87% of nursing staff from medical wards believe standard handover has improved standards.
- Maternity, when escalating problems and are also developing white board in SBAR format
- BCU trialling use of SBAR with ambulance service
- A&E working on improving standard of handovers
- Bedside shift handovers, focus on safety and involving patients in care and discharge planning in Stroke & Orthopaedics

If you would like to know more or already have areas of good practice you wish to share, please contact Joanne.bolger@rbh.nhs.uk
The Employee Services Centre held an event to improve the recruitment process as they want to improve the service they provide to the people they serve – i.e. Recruiting Managers, Job Applicants and ultimately to provide a service which will better support patient care.

The team created a standard flow chart for the process with a robust communication plan and standard work throughout the process. They also created a visual management board which will be used in conjunction with a 5 minute daily meeting to help them share out the workload better and support each other as a team. The intranet pages, which contained lots of out of date information were also updated to assist Recruiting Managers. In addition the Recruitment Officers will speak with Recruiting Managers when the job advert has been received to offer support and clarify the process, by stating what they can expect from them and explaining what Managers need to do in order for the process to run smoothly and steadily to avoid any unnecessary delays. They also scrapped their complicated database and replaced it with a more simplified, target lead spreadsheet which will allow them to identify flow blockers as they happen and to better monitor and report on performance.

BICS SILVER CERTIFICATION – PLACES NOW AVAILABLE FOR AUTUMN

We are now taking applications for BICS Silver Certification, starting in September 2010.

Silver Level training is the third level of the BICS Learning and Development Academy and aims to further develop the understanding of BICS tools and philosophy to support the delivery of key objectives.

For further information about course pre-requisites and what the course involves, please refer to the learning and development section of our website or contact the BICS Team via BICS@rbh.nhs.uk

6S TRAINING – NEW DATES RELEASED:

Due to popular demand, new dates for 6S training have been released. Suitable for all levels of staff, working in clinical and non-clinical departments, 6S is particularly relevant for those areas undertaking Exemplar Ward/Department programme. Available dates are:

- Thursday 22nd July 10.00am - 11.30 am
- Thursday 26th August 1.00pm - 2.30pm

These 6S sessions do not replace the green training sessions but will help to equip you with the knowledge to get the best out of this aspect of your improvement work. If you would like to attend please email BICS@rbh.nhs.uk with a preferred date or alternatively telephone ext 5482.

ATTENTION ALL NURSES AND MIDWIVES!

As you are aware you need to renew your registration with the Nursing and Midwifery Council every three years. In order to renew your registration you must comply with the Post-registration education and practice (Prep) requirements. Under the Prep (continuing professional development) standard you are required to have undertaken and recorded at least 35 hours of learning activity relevant to your practice during the three years prior to the renewal of your registration.

From June 2010 BICS Green and Bronze training has been accredited by the Royal College of Nursing as a training course that can contribute to meeting this standard.

Green training equates to 3 hours study time. Bronze training equates to 18 hours study time doing the classroom modules and between 24 and 54 hours doing the BICS Events (depending on the length of each event).

Dates for Green and Bronze training are available to view on our intranet site. If you have any queries please contact Emma Broda, Senior BICS Facilitator on: emma.broda@rbh.nhs.uk

NORTH WEST LEADERSHIP ACADEMY AWARDS – WINNERS!

Congratulations to Suzanne Lomax, Department Manager for Complex Care and Stroke who won the Service Improvement through Leadership Award. This award is in recognition of the transformational change within the Stroke pathway, using the principles of BICS to improve the patient journey. Supported by Consultant and Therapy Lead, Suzanne led the redesign of the service, which included the opening of an Acute Unit, developing staff to deliver quality care, and working in partnership with PCT to ensure timely and safe discharge for patients. Suzanne continues to improve her knowledge both clinically and in BICS, encouraging her staff to gain improvement skills and apply them to their daily work.

Congratulations also goes to Joy Furnival, Head of Lean Transformation and Maria Sinfield, Acting Director of Nursing who were awarded a bursary to support the development of the Trust’s leaders through the enhancement of the BICS Academy, by particularly focusing on ‘BICS as Daily Work: The Exemplar Programme’. The bursary will not only support the development of a leader or their team, but the continued development of many of our leaders, and their ability to engage, inspire, support and spread their learning with their teams and across the organisation.
The Advancing Quality Alliance (AQuA) is offering the opportunity to participate in free Virtual Online Learning Sessions. Forthcoming sessions in July include:

- AQuA WebEx – Quality Accounts – What are they?
- Simplifying measures for improvement

For more information, the list of programme dates and instructions for how to sign up, please see the flyer on our BICS intranet site, under the “latest news” section.

**July Events**

**Event week 12th July**

**ANTENATAL SCREENING REPORTING CELL**

**A&E RECEPTION**

**RADIOLOGY, DIAGNOSTIC & ORTHOPAEDIC PATHWAY**

**STROKE CELL IMPLEMENTATION**

Next BICS Outbrief – Friday 16th July, Sports and Social Club everyone welcome! This will also include feedback from the following teams:

- Employee Service Centre - Recruitment Event
- Thoracic Medicine – Outpatients

Teams working outside event week in July are:

- Pharmacy Aseptics

If you would like more information about any of our courses or about BICS in general, please refer to our intranet site “Bolton Improving Care System” or email BICS@rbh.nhs.uk

**SHARING THE LEARNING: HANDY HINTS!!**

Each month we will be running a handy hints section that may be of use to some departments when they improve their area.

**HELPFUL WEBSITES**

**Patient Opinion**

Patient Opinion is an excellent website for patients to share their experiences and ideas. It can be accessed by anyone. You can see specific hospitals e.g. Bolton or look up key words such as conditions, experiences etc. The site contains well balanced views of concerns, stories, reviews and thank yous. [http://www.patientopinion.org.uk/](http://www.patientopinion.org.uk/)

Hear about effective and simple improvement ideas being implemented elsewhere in healthcare on [www.kissingitbetter.co.uk](http://www.kissingitbetter.co.uk). "Simple ideas that make the world of difference"