Quality Improvement at Royal Bournemouth and Christchurch Hospitals NHS Trust
Endoscopy Administration Improvement

Aim
To improve the patient pathway & ensure all patients are seen within national waiting time targets by April 2016

How it used to be

- Paper based system - 7,272 referrals in 49 locations
- Messy working environment
- Referrals going missing
- On Trust risk register (high)
- High volume of patient complaints
- Everyone working differently
- Duplicate referrals
- Everyone working individually
- Team under pressure
- I can’t get through on the phone
- I am kept waiting too long on the phone

What we did

- Established multi-disciplinary team that included admin staff & clinicians who met weekly
- Mapped current state, defined issues/areas for improvement & set up hub for visual management
- Reduced places for paper referrals to be stored (now <8); staff able to retrieve referrals in a timely manner
- Introduced document scanning for every referral received & set up electronic safety-net to identify any missed
- Carried out time & motion studies
- Stream-lined processes for standardisation, SOP’s written & prompts introduced for regular review
- Introduced a Performance Board to enable clear lines of communication, deliver instructions & provide up to date information on the Units current performance
- Introduced daily & weekly task rotas
- Implemented regular staff and scheduling meetings
- Developed a demand & capacity model to gain clarity & transparency of demand
- Patient phone lines split; dedicated query line & appointment line to reduce call waiting times
- Implemented on-going self monitoring of performance through daily team huddles
- Staff trained/retrained in key computer operating systems & given opportunities to further develop skills

Measurements, Outcomes & Critical Success Factors

PERFORMANCE
- Maximum waiting times back within National Targets & sustained since March 2016

PATIENT SATISFACTION
- Decreased volume of phone calls allowing for more time for staff to contact patients
- Call lengths reduced
- Huge reduction in patient complaints and adverse incidents

STAFF FEEDBACK
- Health check shows significant improvement
- Calmer, tidier & happier working environment
- Decreased staff turnover & reduced sickness
- Zero reliance on temporary/Agency staff

Next Steps

- Develop electronic booking tool
- 7 day working
- Revamp appointment letters
- Paperless office - no more than 2 places to find referrals
- Expand opening times
- Review and expand staffing template

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