Leading Service Improvement

Morriston Hospital^{24}

Paul Temblett

12/9/18




NIGHT AT THE
HOSPITAL

- Background
- Aims/vision
- Methodology
- Outcomes
- Discussion incl. lessons learned and constraints
- Conclusion
- Acknowledgements

Background

- 2004 - H@N - new model of working in hospitals during the out-of-hours period - multidisciplinary whole system approach

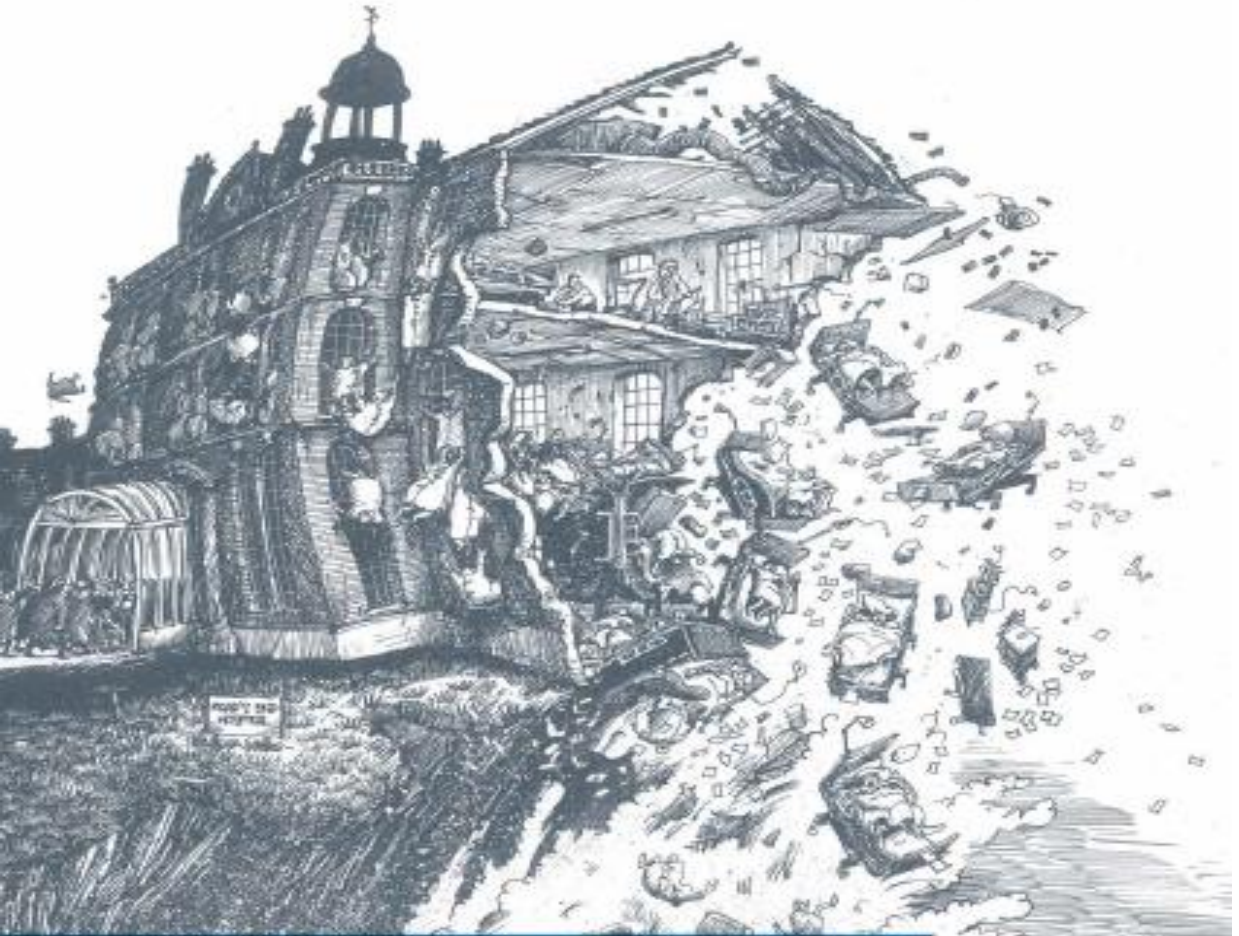
- Born as a result of –
  - EWTD
  - Significant number of clinical incidents out-of-hours
  - 9am-5pm - Mon-Fri



- Decreased length of stay
- Reduced critical incidents
- Reduced cardiac arrests
- Improved support and training for junior doctors
- Cost savings

Royal College of Physicians

Setting higher standards



Hospitals on the edge?
The time for action

A report by the Royal College of Physicians
September 2012

Ombudsman
PUBLIC SERVICES OMBUDSMAN FOR WALES

Out of hours: Time to care




Women

Aims/vision

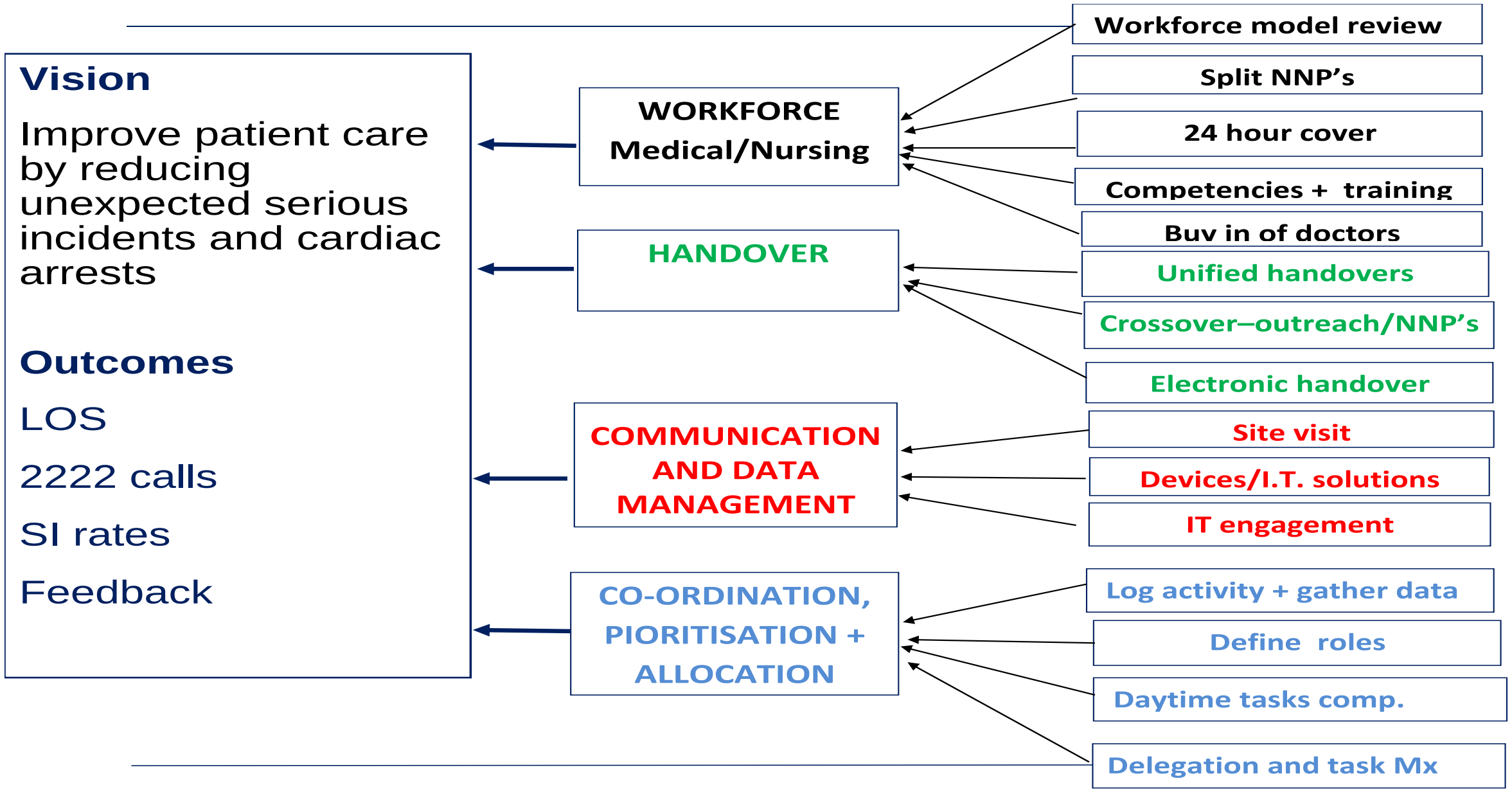
- Improve patient care by reducing serious incidents and cardiac arrests by 25%
- Success - high quality, timely care by an engaged, highly motivated and cohesive MDT 24/7

AcademiWales

Methodology

GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board

Deliverables – Outcomes



Phase	Project component	Timescale
Phase 1	1. Setting up a project team 2. Identification of key stakeholders 3. Creating a compelling need for change 4. Creating a compelling vision and model for change 5. Developing a robust electronic handover system 6. Developing outcome measures	Year 1
Phase 2	1. Redesigning out of hours nursing workforce and practices 2. Redesigning out of hours medical workforce and practices 3. Restructuring handovers 4. Collecting outcome measures data	Years 1+2
Phase 3	1. Developing an integrated I.T. and data management system involving communication devices.	Years 1 to 3

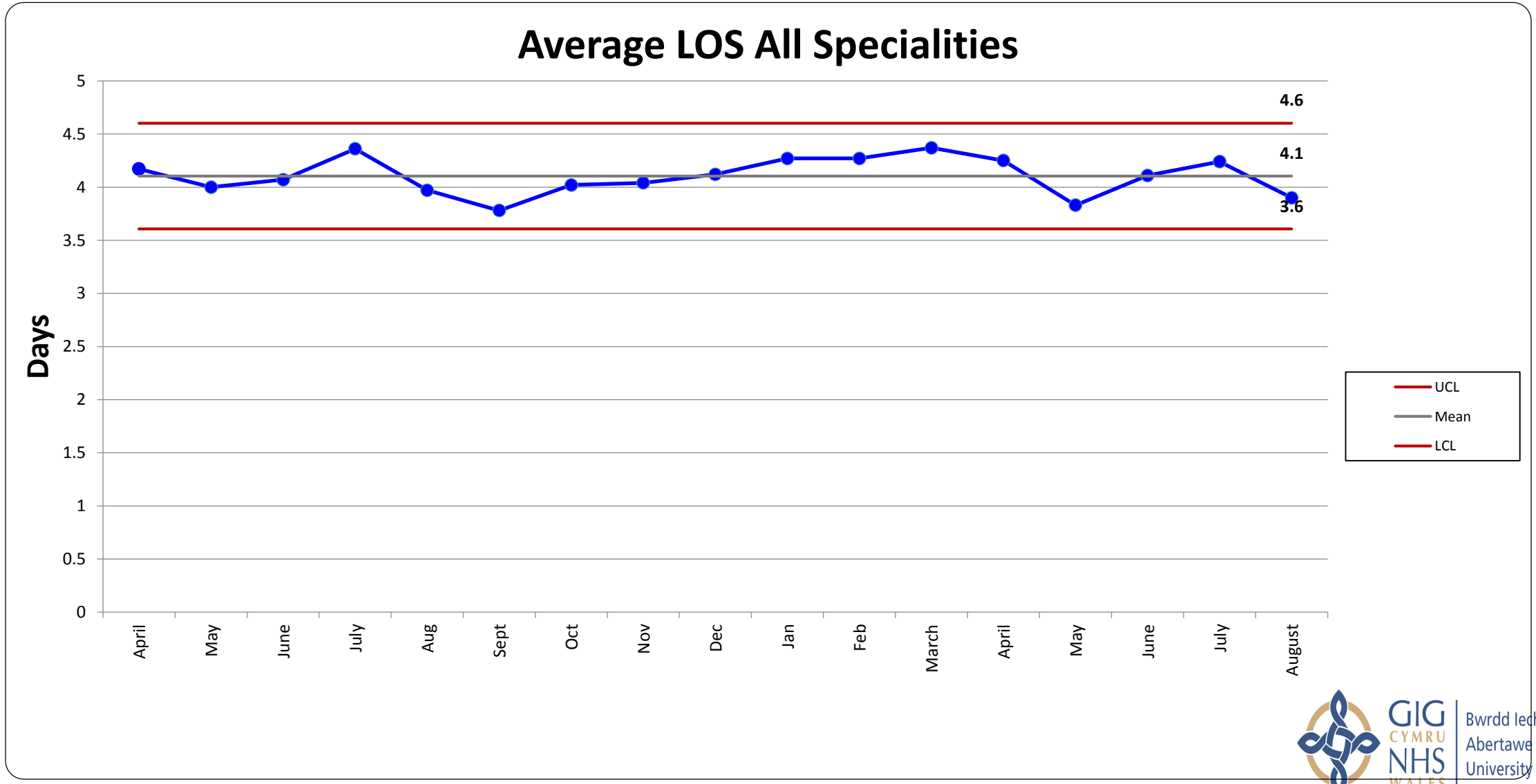
MLP skills

- 360^0 feedback/MBTI/MTQ48
- Goleman leadership styles
  - Visionary, affiliative, participative
- Kubler-Ross 5 Stage Change Model/Curve
- Change Quadrants Model

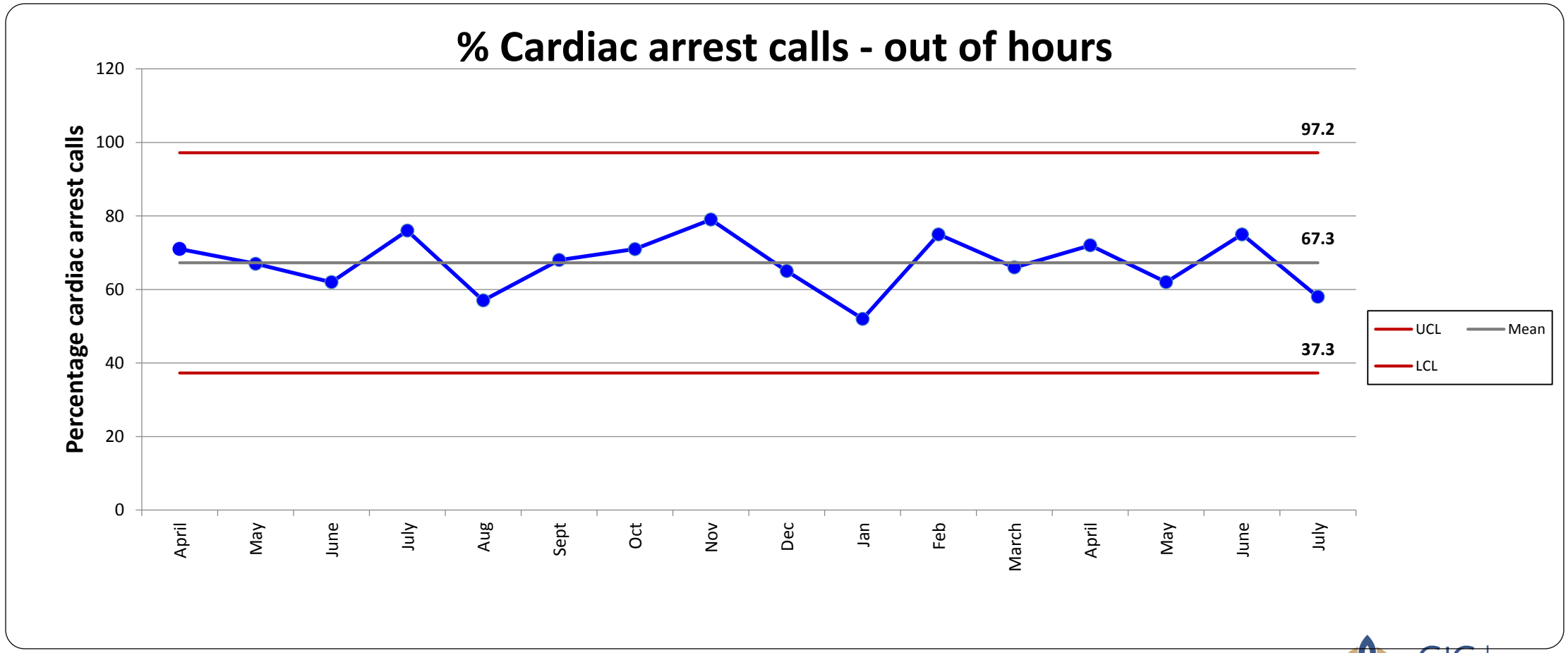
Results/Outcomes

Phase	Project component	Timescale
Phase 1	1. Project team set up 2. Key stakeholders identified 3. A compelling need for change created 4. A compelling vision and model for change created 5. Outcome measures developed	Year 1
Phase 2	1. Redesigning out of hours nursing workforce and practices 2. Redesigning out of hours medical workforce and practices 3. Restructuring handovers 4. Collecting outcome measures data	Years 1+2
Phase 3	1. Developing an integrated I.T. and data management system involving communication devices.	Years 1 to 3

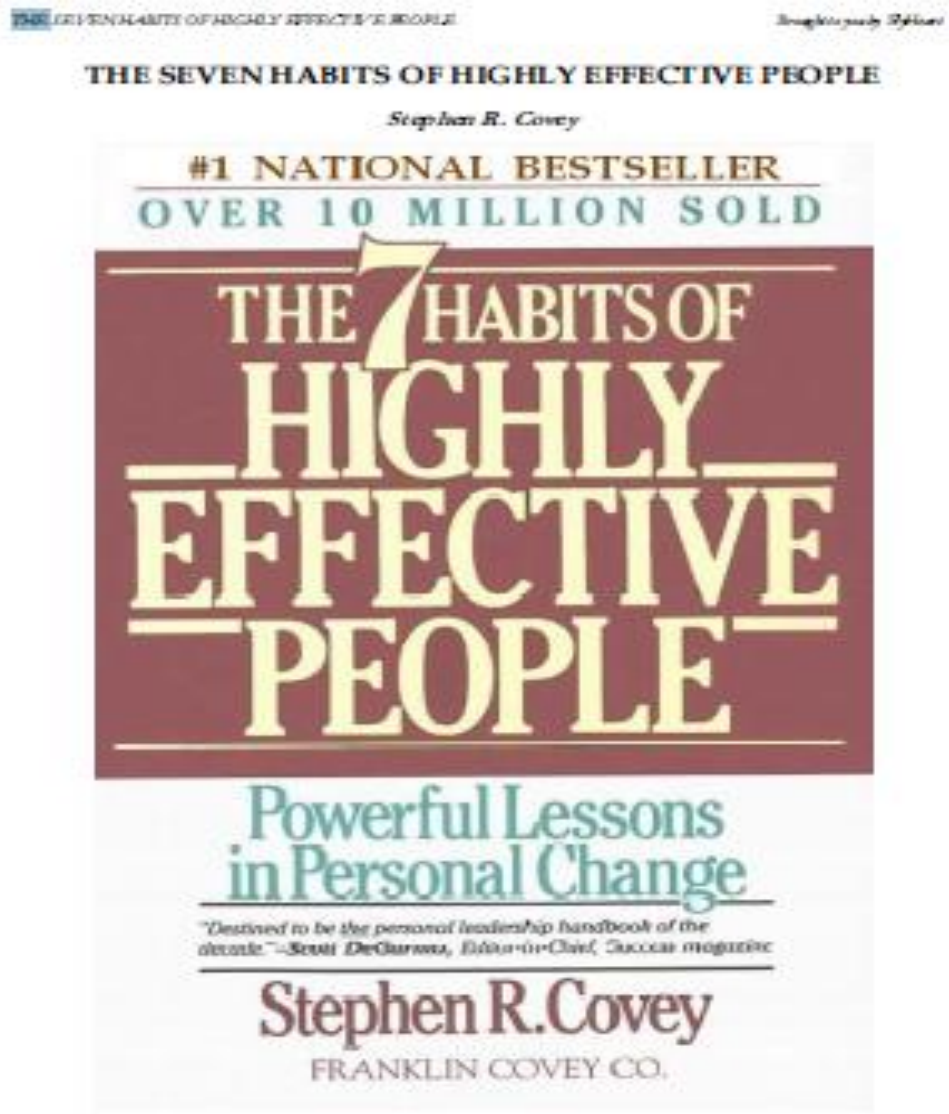
Outcome data



Outcome data



Discussion


THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE
Stephen R. Covey
#1 NATIONAL BESTSELLER
OVER 10 MILLION SOLD
THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE
Powerful Lessons in Personal Change
Stephen R. Covey
FRANKLIN COVEY CO.

Lessons Learned, Constraints, the Future

Habit 1. Be Proactive

- Taking initiative and control
- Personal + organisational level

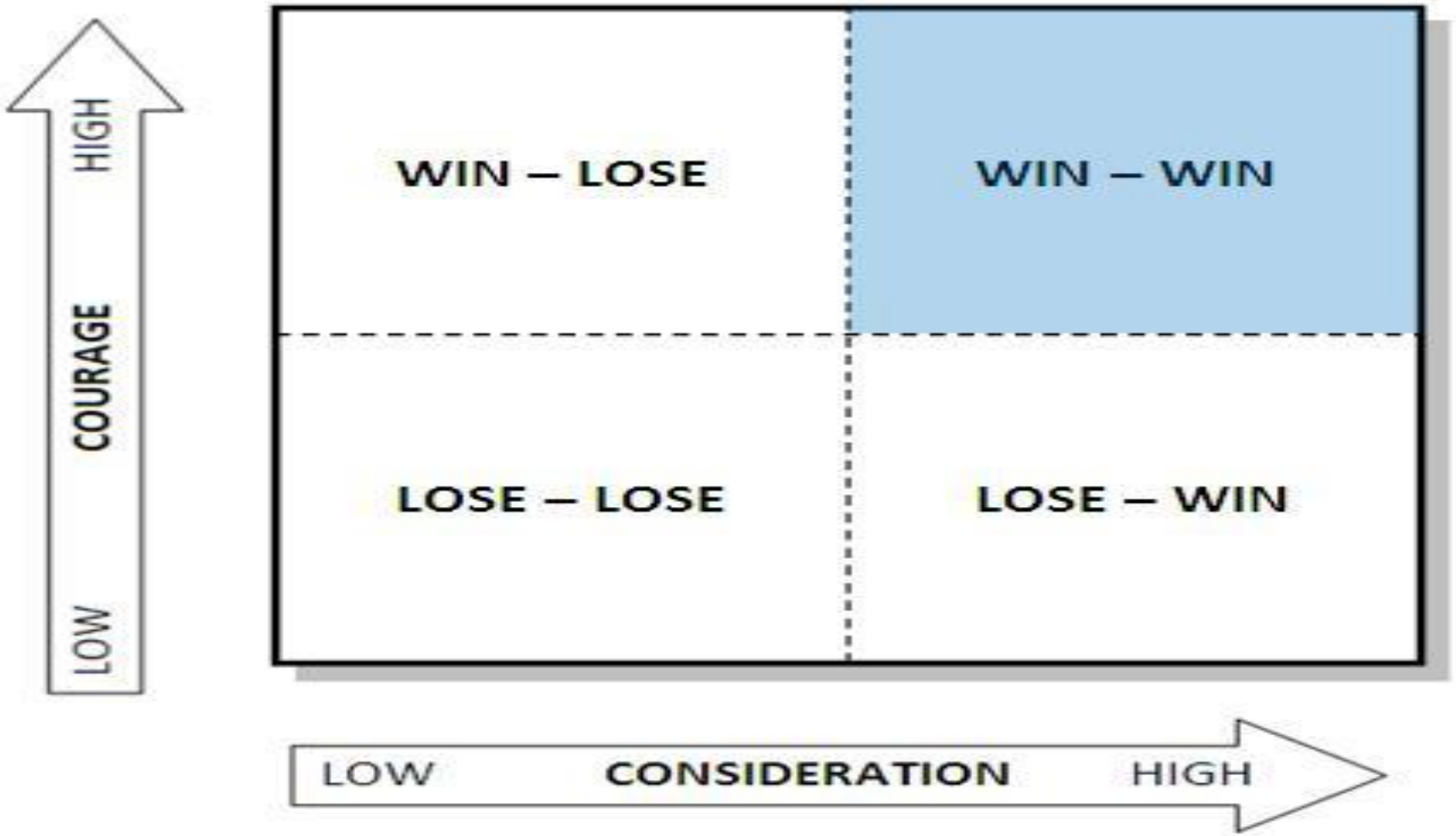
Lessons Learned, Constraints, the Future

Habit 3. First things first

	Urgent	Not Urgent
Important	I ➤ Crises ➤ Pressing problems ➤ Firefighting ➤ Major scrap and rework ➤ Deadline-driven projects	II ➤ Prevention ➤ *Production capability* activities ➤ Relationship building ➤ Recognizing new opportunities ➤ Planning ➤ *Re*-creation
Not Important	III ➤ Interruptions ➤ Some calls ➤ Some mail ➤ Some reports ➤ Some meetings ➤ Proximate pressing matters ➤ Popular activities ➤ Some scrap & rework	IV ➤ Trivia ➤ Busywork ➤ Some mail ➤ Some phone calls ➤ Time-wasters ➤ Pleasant activities

Lessons Learned, Constraints, the Future

Habit 4. Think win/win



Lessons Learned, Constraints, the Future

Habit 6. Synergise

1+1= >2

Lessons Learned, Constraints, the Future
Habit 7. Sharpen the saw

- Renewal….
- My “saw” - very blunt
  - High level of commitment, inability to say no, too much time spent in Quadrant 1, lack of proactive control
- Organisational “saw” – also blunt
  - Predominant focus on finance

Conclusions

- Fascinating but very challenging
- Lot's done – lot's to do
- Benefits - patients and the organisation +++
- Many challenges and constraints
- Personally - much more capable and confident in leading and managing.

Acknowledgements

- Becky Gammon: Head of Nursing - Emergency Care and Hospital Operations
- Nathan West: Junior doctor Morriston hospital
- Suzanne Holloway: Head of Quality and Safety
- Rebecca Carlton: Service Director, Morriston Hospital
- Academi Wales

~~NIGHT AT THE~~

HOSPITAL

24