

PRODUCTIVITY WITH CARE

redesigning clinical services

Dearden's work supports and empowers clinicians and managers to redesign and develop services for patients and carers. 'Service Redesign' has become embedded in the language of the NHS and successful projects improve both the quality of the service and the efficiency and/or productivity whilst releasing significant savings. But what is the secret of a successful project?

The Dearden approach to clinical service redesign

Typically we use a five step process working with your team to redesign services:

Step 1 – Start up Workshop

- Involve key stakeholders
- Map and understand existing pathways
- Identify data requirements

Step 2 – Information search and analysis

- Understand current data
- Understand costs and resources
- Compare local position to national benchmarks
- Identify examples of good practice

Step 3 – Review Workshop

- Present current 'as is' position of service
- Present information search and analysis of the 'Gap'
- Identify and share options for redesign

Step 4 – Remodelling

- Test redesign proposals with other stakeholders
- Develop practical steps for remodelling
- Scope the impact of future model of care on service outcomes and resource use

Step 5 – Implementation workshop

- Agree process for implementation including timescales and project management.



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INVESTOR IN PEOPLE



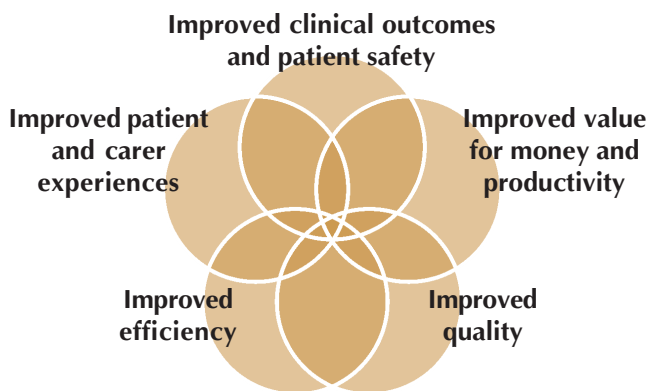
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Our underlying principles

Our approach is underpinned by three principles:

- The patient journey is central – any recommendations or developments are grounded in the local context and have emerged through dialogue with stakeholders – in other words, there is local recognition and ownership of the ‘best’ approach locally.
- Processes are transparent and really engage all stakeholders – we ensure they see this as their opportunity to shape future services.
- There is clarity about why we are doing this and with what end in mind – we will want to ensure that this work links with the wider local and national context so that stakeholders see this as one aspect of an integrated approach to service development.

Our outcomes



Case study

Here is an example of our work supporting an organisation to redesign and improve both efficiency and productivity.

THE CLIENT: An out-of-hours provider.

THE ISSUE: Three out-of-hours providers recently merged into one. This has meant redesigning three systems and processes.

THE PROJECT APPROACH: The start up workshop (step 1) involved staff from all three previous organisations to map clinical processes. This showed a number of system and process issues. In step 2 we looked at the data including:

- Response times
- Handover process between NHS direct and out-of-hours

- Handover process between ambulance service and out of hours
- ‘Hand offs’ for patients coming through the system
- Deeper understand of the impacts of different protocols and procedures for triaging patients.

Following analysis and further workshops (steps 3-5) a number of redesign options emerged including:

- The need for work to support all staff in ‘developing and buying’ into integrated policies and procedures that streamlined the call handling response process. This both improved efficiency, quality and the patient and carer experience.
- Agreement between NHS Direct and out-of-hours on how and when patients will be managed, improving patient safety and patient and carer experience.
- Development of systems with the Ambulance Service to ensure appropriate communication and management of patients when handovers are happening between ambulance staff and out-of-hours provider staff, improving both efficiency and patient safety.

Other factors

We realise that this process of service redesign is critically dependent on other factors, for example the readiness for change, commitment of staff, previous experience and local leadership development. So we view service redesign as part of a wider process of organisational development, an area where Dearden has over twenty years experience and expertise. We include this experience in delivering all our service improvement work but, if required, we can also offer support specifically in these other areas. More information is available in our leaflets on ‘Organisational Design’, ‘Autonomy and Accountability’ and ‘Designing Urgent Care’.

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