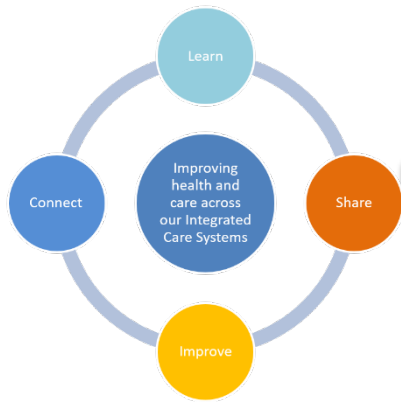


CASE STUDY – Reducing the time on assessment within Portals (Royal Stoke - IDH)



BACKGROUND

Project led by: Lisa Duncan and Carol Hough (Process Owners), Hayley Bishop (Sponsor) and John Costello (Quality Improvement Coach)

Service/Team: Integrated Discharge Team - Royal Stoke (Integrated Discharge Hub)

The timely response and assessment of patients by the IDH within portals is a critical intervention within the complex discharge pathway, it enable all patients requiring on-going care to return to their usual place of residence in the timeliest way with the most appropriate support, this in-turn reduces the likelihood of unnecessary admissions and from a patient perspective hospital acquired functional decline.

AIM

The primary aim of this work was to reduce the time on assessment from the point of receiving the referral within the IDH to the point the patient is listed for discharged by **10% within 6 weeks**, with secondary aims including:

- Reducing the overall length of stay
- Improving communication between the Portals and the IDH
- Reducing the waste of motion linked to IDH staff working in Portals

APPROACH

Using the model for improvement (PDSA) we gathered data, undertook observations and brought together those working within the portals to review the current ways of working. We documented the current state, identified where the waste was and worked together on an agreed set of changes, including:

- Standardise the role of a portals worker
- Basing the portals staff within Emergency Department

MEASURED OUTCOMES

- **42%** reduction in time spent on assessment, **29%** reduction in time spent on referral and **10%** reduction in patient length of stay (**2hrs 42 mins**)
- 25% increase in patients being discharged onto other pathways (mostly reinstatements)
- 12% increase in the proportion of referrals being discharged in the Emergency Department (without an admission) from 62% to 74%
- **34 bed days saved** (2hrs 42 mins per-patient saved / 42 patients per week over 6 weeks, **reduced CO2 impact of (34 x 37.9) = 1,288.6 kgCO2**, with a reduced cost (£351 x 34) = **£11,934 within 6 weeks** (Monday – Friday only / 30 days)
- 80% reduction in motion = **40 hrs of staff time saved** and 192000 less steps

CHALLENGES

Building confidence to undertake the portals work within the wider team to build in greater resilience, maintaining the data quality to accurately track the impact of the changes, to establish the workforce required to roll this work out across 7 days, the definition of Portals and the associated prioritisation of beds, system access and availability.

NEXT STEPS

1. Monitoring the continued use of new ways of working (weekdays only)
2. Develop the business case to support the roll out of this work at the weekends
3. Routinely review and build management of data quality into leader's standard work

OPPORTUNITY FOR SHARED LEARNING

The outputs and learning from the project will be shared with County Hospital and connected improvement partners across the Staffordshire and Stoke on Trent and Shropshire, Telford and Wrekin Integrated Care Systems.

Get in touch with your system QI ideas, to share your QI story, general QI queries or to join us at our quarterly system Quality Improvement Network events

Email us: systemCQI@mpft.nhs.uk