The Productive Series case studies
Staff improvements and leadership
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1. Introduction

The case studies contained within this pack range from material collected by the NHS Institute for Innovation and Improvement, Strategic Health Authorities and NHS organisations who have implemented programmes within The Productive Series.

The purpose of the studies is to show what improvements staff have achieved through using Productive programmes and how they have been empowered to lead change and make positive changes to the way they work.

This pack is supported by accompanying material in the form of literature, presentations, interviews and films.
2. East of England


Providing Partnership Services in Bedfordshire, Essex and Luton (SEPT) has implemented The Productive Mental Health Ward programme. Some of the improvements staff have achieved have been highlighted as follows.

**Leadership**

All wards / units have identified a local programme team (champions). These champions play a key role in driving the programme forward and empowering their colleagues to contribute to and ‘own’ the changes they make.

**Ward environment**

Each ward / unit has worked through the Well Organised Ward module of the programme focusing upon a number of rooms / areas within the care setting. This has helped teams to become more organised, which has had a demonstrable impact upon releasing time to care.

**Monitoring measures**

A staff measure (perceived stress levels) and patient measures (individual sessions with service-users; incidence of aggression / violence OR slips, trips and falls) are monitored, with an identified team-member taking responsibility for data-collection. Team-members are now being trained to analyse and reflect upon their own information to help plan further change.

**Patient Status at a Glance**

Staff have re-newed/redesigned patient information boards to promote ease of access to accurate summary of information relating to each patient’s care. This is supporting team communications and reinforcing the focus upon risk issues and patient safety in some wards/ units. The information board has been structured to reflect the layout of the ward, by some teams, enhancing communication in the event of safety concerns.

**Medicines**

The re-design of medicines rooms has led to a better organised layout as well as demonstrating reduction in the time taken for completing medicines rounds. Units / teams have developed and implemented standards relating to medicine administration, with a demonstrable reduction in interruptions to the medicine round, thereby enhancing safety during the administration of medicines, and to a more personalised service (eg, Poplars).

**Shift Handovers**

A review of the shift handover has led to a number of improvements:

- more focused handover, involving direct reference to the Patient Status at a Glance Board, and minimising interruptions
• in some wards / units, there has been a reduction in the time spent within handover, thereby raising the efficiency of this team communication process
• some wards / units have made changes to the timing of the handover to maximise participation and promote access to service-user records / ensure access to an update on the service-user’s care
• some wards / units have developed and implemented standards for practice in conducting handovers, thereby enhancing efficiency and effectiveness – for example, the handover at 105 London Road now commences with priority issues / service-users.

Therapeutic Interventions
The team at Townsend Court have restructured their therapeutic programme, which involved a survey of service-user opinion on the content and timing of the programme, leading to demonstrable changes, thus enhancing access to a more meaningful programme.

Meals
The Bedford Mental Health Assessment Unit (MHAU) changed practice in ensuring that service-users now receive meals within the MHAU rather than attending the main Unit dining room. Consideration is also now being given to nutritional issues.

Releasing time for direct care
Analysis of a video-recorded activity-shadowing process is now beginning to highlight positive outcomes at the post-Productive Mental Health Ward stage, such as:
• an increase in the percentage time for patient communication by Band 6 team-members
• an increase in the percentage time for care planning with the patient and a reduction in the percentage time for care planning away from the patient
• at meal-times, an increase in the percentage direct time with service-users
• a significant reduction in the time spent walking around the ward / unit, looking / collecting or returning patients or equipment by Band 5 and Band 6 team members
• a significant reduction in the number of interruptions of Band 2, Band 5 and Band 6 team-members when providing direct care.

Delivering Same-Sex Accommodation
Townsend Court have used some of their Productive work to make improvements in delivering same-same accommodation and privacy and dignity. For more information view the Delivering Same-Sex Accommodation film.
Southend University Hospital NHS Foundation Trust (2010)

Southend University Hospital NHS Foundation Trust currently has 12 wards participating in The Productive Ward programme, with three more due to commence in the next phase. A sample of staff improvements have been provided below.

Stambridge Ward

The ward continues to work on sustainability. The ward manager is reviewing all of the current modules undertaken within The Productive Ward programme to determine if additional changes/improvements are required. Some of the improvements that have already been made are as follows:

- Changes to some of the metrics collected, an example being that the ward is now collecting not only the falls data but the location too. This is felt to be more relevant to ward staff reviewing current practice and seeing where improvements can be made.
- The ward is looking at the number of feeding buddies that are available as the number of patients requiring feeding has increased.
- The ward has now brought in checks of the drug trolley, prior to commencing a medication round trolleys are checked to ensure they are correctly set up so that medication rounds are not interrupted.
- The ward staff have recently completed a patient observation training session. The relative clinic usage continues to be monitored and a satisfaction questionnaire is now distributed.

Neptune Ward

The ward has been de-cluttered and the nurse’s stations have been re-organised to provide a better working environment. It has commenced work on a stock management programme where it is working alongside purchasing. The ward staff / housekeeper and stock management personal are working together to reduce the amount of unnecessary stock held.

Bedwell Ward

The ward is working alongside the clinicians looking at ways to improve the Patient Status at A Glance layout. The ward has changed its working hours which now mean that there is a staff overlap at lunchtime. This has increased the number of staff available to feed patients/ administer medication and communicate with relatives.
3. East Midlands

Rampton Hospital (2009/10)

Nottinghamshire Healthcare’s Rampton Hospital first piloted The Productive Mental Health Ward in one of its most clinically challenging areas: Women’s Forensic Services.

**Improvements in staff morale and sickness absence**

A rise in staff morale has led to a reduction in staff sickness levels on Jade Ward since work began on The Productive Mental Health Ward, dropping from 14%, to as low as 1%.

For information about this and other improvements staff have made through implementing the programme please see the following:

- **Issue 1: The Productive Mental Health Ward – Rampton Hospital**
- **Nottinghamshire Healthcare Releasing time to care – making a difference film**
- **Nottinghamshire Healthcare Releasing Time to Care Interim Report.**

Derbyshire Mental Health Services NHS Trust (2009)

Derbyshire Mental Health Services NHS Trust based at the Hartington Unit, Chesterfield Royal Hospital have implemented The Productive Mental Health Ward programme within their organisation.

**Improvements in staff morale and sickness absence**

Improvements in staff stress and morale have reduced sickness absence rates from 11% to 6% since the programme began.

For further information see the ‘All change shift patterns now match staff and patient needs’ article in the document attached, **Issue 2: The Productive Mental Health Ward and Crisis teams – Derbyshire Mental Health Services NHS Trust based at the Hartington Unit, Chesterfield Royal Hospital.** The document also includes information about other improvements the organisation has made through The Productive Mental Health Ward programme.
4. London

Kingston Hospital NHS Trust (2009)

The Worcester team at Kingston Hospital NHS Trust is a Postnatal ward that has implemented The Productive Ward. It was one of the first organisations to have first implemented the programme in a specialist area. For information about the improvements that have been made see the document provided, *Issue 2: The Productive Ward and Maternity – Kingston Hospital NHS Trust*. 
5. North East

Northumbria Health Care NHS Foundation Trust (2010)

30 theatres across five hospital sites in the Northumbria Health Care NHS Foundation Trust have implemented The Productive Operating Theatre. The key aim was to reduce the number of patient cancellations, especially in hip replacements. To achieve this the following workstreams were set up.

**Pre-assessment**
Reducing the steps in the patient journey so that patients come to clinic then straight into a pre-assessment, rather than go home and come back for their pre-assessment.

**Data analysis and access to data**
Getting the data systems that are already in place used more effectively so that improvement can be monitored.

**Equipment and kit requirements**
Making sure that the theatre staff know who is booked in and what kit is required one week in advance of the operation.

**Communication with patients**
Overcoming the trend of patients being complacent about their operation date and time. Since 18 weeks has been achieved, patients seem to value less, what they do not have to wait for. To emphasise the importance of the scheduled operation, a last minute weekly reminder has been set up.

The work undertaken through the workstreams has achieved improvements:
- Cancellations have been reduced by approximately 50% - the goal is to reach 100% reduction.
- Patient journeys have been halved (as a result of the implementation of workstream one).
Southampton University Hospitals NHS Trust (2010)

Southampton University Hospitals NHS Trust has implemented The Productive Ward programme. Part of the improvements they have made are around the use of a digital key safe. For more information see the Key Management presentation.
7. South West

Poole Hospital NHS Trust (2009)

Poole Hospital NHS Trust has seen a number of improvements delivered through implemented The Productive Ward programme.

Location of equipment and information

Whilst nurses on the wards know where things are kept, other visiting health professionals may not and often interrupt nurses to ask for the location of equipment and paperwork. Ward B4 trialled the use of coloured filing cabinets for doctors’ documentation. This was found to be extremely valuable and will now be used.

As part of the Patient Hygiene work undertaken during the programme, B4 decided to look at ways to reduce the amount of walking they do. Washbowls used to be kept in a cupboard outside one of the bays. Nurses used to have to walk to get a bowl and thoroughly clean each one before use as they were not designated for a particular bed. The team decided to buy new, smaller washbowls which fit into the bedside lockers. This means that time is saved walking backwards and forwards to the cupboard and nurses know that each bowl is clean.

Medicines

Ward staff involved members of the multi-disciplinary team such as the ward pharmacist, to help make improvements around medicine processes. It was felt that this would help generate ideas that ward staff may not have thought of.

B4 has saved at least 1hr 40 minutes from the morning drug round alone by changing the way they did the round. Instead of two nurses sharing the trolley, they now take turns and whilst one is doing their drugs, the other will take phone calls, interruptions etc to ‘protect’ the nurse from interruptions. EAU are looking to change their visiting times so that the drug rounds do not take place when they are likely to be interrupted by visitors. Furzey ward have been working hard to reduce the number of interruptions they receive during drug rounds also. This has involved putting up notices and speaking to doctors and therapists.

Patient Status at a Glance

Wards implementing The Productive Ward have been looking at patient name boards (above patient beds and those at nurses and receptions desks), the bed numbering system and where/how patient notes are stored.

B4 have renumbered their beds, removing the old bay 1, bed 1 etc to consecutive numbering 1 to 30. This has made it easier to find a particular patient on the ward. They have also redesigned the patient name boards behind the nurses’ stations— adding an extra column labelled ‘plan’. This identifies whether the patient is off the ward (eg, in theatre, x-ray etc), for discharge or requires other clinical interventions such as chest physio, OT referral etc. EAU have new name boards for two of their clinical areas so
the co-ordinator can update their nursing teams without interruptions. Furzey have new signage on the name boards behind patient beds making it clearer for physio and OT instructions.

Working environment
The Well Organised Ward module made room for equipment such as gloves and wipes to be moved out of the sluice in to the store room. Labelling has improved as too has storage of hoist slings, making it easier for staff to find what they need.

In some wards pigeon holes have been constructed above the nurses stations. These will replace the antique notes trolleys! Acrewood have also had some changes to their HDU nurses station. Too small for their needs, a new workstation has been put in and the desk extended to allow enough room for more than one nurse to write.

Some wards found they had many more pillows than were necessary – 153! These were removed from the ward and sent back to the linen room.
8. West Midlands

**George Eliot Hospital NHS Trust** (2010)

Implementing The Productive Ward at George Eliot Hospital NHS Trust has led to significant improvements in a number of areas including meals and drug rounds. One ward saved £67k in the last year through the reduction of falls and C.diff incidences as a direct result of their safety work and releasing time to care.

**Wolverhampton New Cross Hospital** (2009)

Wolverhampton’s New Cross Hospital has implemented The Productive Ward which has helped to release a significant amount of extra hours on its children’s unit to spend with patients and their families. The hospital was one of the earlier sites to have implemented the programme in a specialist area. For information see the document attached, *Issue 1 The Productive Ward and Paediatrics – Wolverhampton New Cross Hospital.*

**Coventry Community Health Services** (2010)

**Improvements for staff**

Implementing the Managing Caseload and Staffing module of Productive Community Services has benefitted staff:

- planning for future training/annual leave easily recognisable
- clarity of training accessed
- ensures all staff have equal opportunities
- staffing levels maintained.

**Other impact measures identified include:**

- cost excess/waste stock £2870.50 + 168 items
- staff time saved collecting stock – 13 hours per year.

For further information see the Productive Community Services – The Coventry Experience presentation provided.
9. Yorkshire & the Humber

Leeds Teaching Hospitals NHS Trust (2010)

Leeds Teaching Hospitals NHS Trust started the Productive project with four wards in 2008.

The Trust has now implemented The Productive Ward in fifty-two wards and departments out of their 127 with a rollout plan for a further seventy-nine.

**Improvements in staff morale and sickness absence**

Amongst the demonstrated improvements found, there has been a correlation between an increase in staff satisfaction and low sickness levels for wards implementing the programme.

See the Leeds Teaching Hospitals NHS Trust from the Yorkshire & the Humber Productive Series – Releasing Time to Care Report.

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Rotherham, Doncaster and South Humber Mental Health NHS Foundation Trust (2009)

Derbyshire Mental Health Services NHS Trust based at the Hartington Unit, Chesterfield Royal Hospital, used The Productive Mental Health Ward to help it to increase early discharges by 400% in just five months. The work has also reduced the number of bed stays from 70 to 50.

For information see the document attached, Issue 3: The Productive Mental Health Ward – Rotherham Doncaster and South Humber Mental Health NHS Foundation Trust.