



## Releasing Time to Care

The Productive Ward



# Can nurses take over this world?

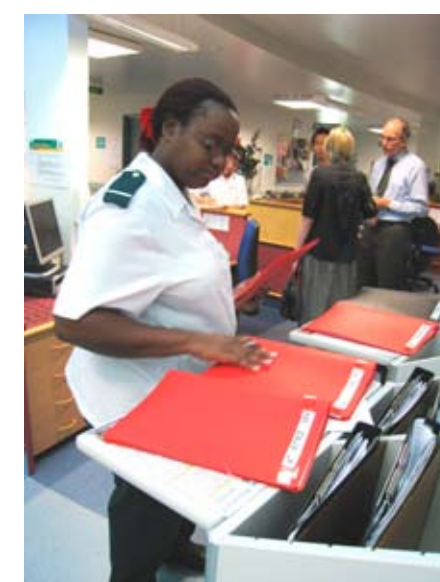
### Background

Releasing Time to Care – the Productive Ward is a programme developed by the NHS Institute for Innovation and Improvement England. It is based on “LEAN” an industrial methodology and it provides tools to help nurses make changes to their working processes and physical environment that lead to greater reliability, safety and efficiency of patient care and staff wellbeing.

Improvements which have been achieved in the UK from utilising the methodology include:

- Direct care time with patients increased by up to 60%;
- Meal round time reduced by up to 50% and nutritional outcomes improved;
- Interruptions reduced by over half per nurse shift.

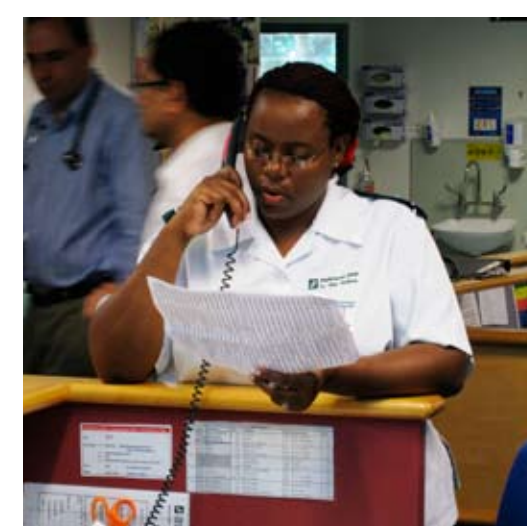
Releasing Time to Care consists of 3 foundation modules – Knowing How We are Doing, which establishes the base measures used to track improvements; the Well Organised Ward, where the ward is 5Sd and reorganised and Patient Status at a Glance which is about patient information and how it is presented on the whiteboard.



There are 8 ward process modules covering standard aspects of nursing care. The programme is led by front line staff and has a modular, self-directed learning structure. It is entirely ward focused and equips ward leaders with the methods to lead their staff towards safer, more dignified, more reliable and more efficient care.

The programme tracks improvements using a Balanced Scorecard approach:

- Improving patient experience – measured by Patient Satisfaction Surveys;
- Improving patient safety - measured by decreases in key indicators such as falls, infections etc;
- Improving efficiency of care – measured by increases in the percentage of direct patient care time and reduced length of stay;
- Improving staff wellbeing – measured by staff satisfaction surveys and reduction in unplanned absences.



### Methodology

Ward 11 was selected as the ‘showcase’ ward. They launched the programme in October and implemented the 3 Foundation Modules over the Christmas/New Year period. Teams of staff worked on each module and reported progress at staff meetings. They are currently in the testing phase where changes made are monitored before being confirmed. The Ward is collecting measures for patient falls, cross infections and luer site infections.

Well Organised Ward: the team has assigned equipment to new locations and reorganised store rooms and other areas in liaison with Pharmacy and healthAlliance.

Knowing How We are Doing: the team has set up data collection and audit processes in association with the quality team.

Patient Status At a Glance: The team revised the patient whiteboard layout in consultation with the MDT. Decisions for change also involved the Privacy Officer and Legal advisor.



### Early findings

#### Recruitment and retention

Improvements in recruitment and retention have been noted. Staff report wanting to come and work on the ward because of the programme and a recent article in the newspaper highlighted a staff member who has delayed her OE to participate in the programme.

#### Infection Control

Monitoring of cross infections led to the identification of environmental factors as a root cause of cross infections. The led to the room in question being specially cleaned. Ongoing monitoring will check that this action has been successful in reducing cross infection.

#### Patient Safety

Ward 11 had the highest rate of falls in North Shore Hospital. Monitoring of falls has resulted in a decrease. Staff are undertaking better assessment of falls risk and ongoing monitoring will identify whether this decrease is sustained.

#### The Ward environment

In the Well Organised Ward module, Ward 11 staff “right sized” their inventory and identified \$3256.44 worth of out of date supplies which have been donated to the Pacific Islands.

### Conclusion

Early indications are that the introduction of the Releasing Time to Care programme has produced positive changes on Ward 11. Staff are enthusiastic about the changes and are working hard to sustain them.

- “It has attracted new nurses back to the ward because they are excited about getting involved” – Debbie Hogan CNM Ward 11
- “I have more time to spend with my patients” – Abby RN Ward 11
- “I want to stay for another year and see how this pans out. It will help my career and I’ll be able to take it to other wards and make suggestions” – Nicola RN Ward 11



### What Next

The Releasing Time to Care programme is not designed to be a quick fix. Full implementation takes up to one year with at least four months spent on the three foundation modules.

Ward 11 will continue to work through the programme over the next few months and has targets in place eg to reduce the numbers of falls per month to 5 by the end of March (previously they averaged 10 per month).

The remaining medical wards will launch over the next few months.

AT&R wards are planning to launch before June 2009.



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