

Report to:	Trust Board - August 2012
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Title	Booking and Scheduling Project
Sponsoring Executive Director	Steve Peak – Interim CEO
Author(s)	Steve Peak – Interim CEO
Purpose	For briefing and discussion
Previously considered by	Hospital Executive Committee and the Audit Committee

Executive Summary

The Trust identified the need to make significant changes to its booking and scheduling systems in the face of adverse patient and GP feedback, non-achievement of the 18 week referral to time targets and concerns regarding data quality and patient pathway tracking transparency.

The project team that was established to review the current systems has created a comprehensive project plan that is attached as appendix one. The plan focuses upon a range of work streams identified below and has been incorporated into a Programme Management Office approved projects having been signed off at the Hospital Executive Committee in July.

The overall aims of the project are to substantially increase patient satisfaction rates (to 90%+) by achieving the right clinical appointment at the right time for the patient whilst achieving greater efficiency in our use of administration resource and delivering on national waiting time standards. This will be measured by

- Routine and frequent sampling of satisfaction rates
- Hospital initiated cancellations
- New to follow-up appointment intervals – To meet clinical objectives and waiting time requirements
- Referral to treatment performance
- Booking fill rates, bookings per administrative spend and percentage of bookings completed using the choose and book system
- Incidents and complaints in proportion to booking numbers

The key streams of work within the project beyond the completed initiation phase are:

Outpatient stream:

- Outpatient & clinic room planner to make better use of clinic space
- Revised outpatient clinic outcome form and system to improve recording and data quality
- Ongoing patient satisfaction surveying to highlight any issues with patient experience
- Simplify and standardise the codes used for clinics to aid booking and visibility of performance data.
- Update the templates used for the numbers of patients booked into each clinic to improve patient experience and efficiency.
- Revised patient letters content and systems

Booking stream:

- Centralised Booking Office function alongside the new telephony system to deliver improved customer service, team resilience and standardisation of practice.
- Delivery of an Active Booking system that identifies all patients to be booked from one list thereby increasing visibility and booking according to need.
- Updating our Choose & Book system and usage to provide improved access for GPs and patients

through our directory of services and increased slot availability.

- A standardised system for booking follow-up appointments following inpatient discharge & outpatients who need further follow up to reduce patient cancellation and re-booking rates.
- Delivering ongoing demand and capacity plans.

Theatre scheduling:

- Introduce revised scheduling processes to deliver improved planning and theatre utilisation
- Establish a Theatre planning & real time reporting tool that provides visibility of individual theatre session performance.
- Introduce a Day Case Unit planning tool that matches theatre capacity with the appropriate bed capacity.
- Introduce changes to the systems and processes for patients scheduled for the Surgical Admission Suite for pre-operative care to reduce pre-operative length of stay.

The cost of the project to deliver these key work strands straddling two financial years, has been identified as £690k. Estimated savings for 2012/13 and 2013/14 are £1,700k.

In summary work is well underway to put in place the appropriate systems and changes required to make the necessary improvements to our booking and scheduling systems. The timescale for completion of the project is April 2013.

Related SATH Objectives	SATH Sub-Objectives
<p>Using our resources wisely</p> <p>We will insist that we will deliver the best services to our patients, GP and commissioners.</p> <p>We will always provide the right care for our patients</p>	<ul style="list-style-type: none"> • Maximise the productivity and efficiency of our services • Develop and grow services that make a positive financial contribution • Get close to our GPs to understand their needs. • Be a fully engaged partner that our commissioners can rely on. • Deliver services that offer safe evidenced-based practice to improve outcomes
<p>Risk and Assurance Issues</p>	<ul style="list-style-type: none"> • Significant changes required across a number of systems and the use of those systems by large numbers of staff • Reputation of the Trust to deliver high quality services • The project supports the delivery of the 18 weeks referral to treatment targets.
<p>Equality and Diversity Issues</p>	
<p>Legal and Regulatory Issues</p>	

Action required by the Trust Board

For discussion and decision regarding project resource.