

The Shrewsbury and Telford Hospital NHS Trust

Trust Board – 30th June 2011

The Productive Operating Theatre Project

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Strategic Domain	<p>A. Financial Strength: We will develop and deliver robust plans that generate surpluses to reinvest in quality</p> <p>B. Patients, GPs and Commissioners: We will insist that we deliver the best service to our patients, GPs and commissioners</p> <p>C. Quality and Safety: We will always provide the right care for our patients</p>
Organisational Objective	<p>A4. Maximise the productivity and efficiency of our services</p> <p>B2. Ensure our patients have a good experience</p> <p>B3. Deliver services which are convenient and timely for patients</p> <p>C4. Deliver services that offer safe, evidence-based practice</p> <p>C6. Ensure our patients suffer no avoidable harm</p>
Executive Summary	<p>This paper presents a summary of the Productive Operating Theatre Project. This project is a concerted programme of improvements designed to increase efficiency, safety, quality of care and patients experience in the Trusts operating Theatres. Initial work has already begun and the project team are soon to start work on improving team working and communication in theatres.</p> <p>A presentation will be delivered at the Trust Board.</p>
Recommendations	<p>The Board is asked:</p> <ul style="list-style-type: none"> • to NOTE the progress to date • to APPROVE the future direction of the project

The Productive Operating Theatre Project

Contribution to Inspection, Registration, Assurance, Performance and Delivery

Risks and Assurance	Elements of this project will reduce clinical risk in the operating theatre.
Contribution to Key Performance Indicators	This project will improve theatre utilisation in line with the Trust's KPI of an average list utilisation of 85%.
Compliance with Clinical and other Governance Requirements	The Productive Operating Theatre will ensure that the Trust introduces preoperative briefings and the WHO Surgical Checklist in compliance with NPSA notice NPSA/2009/PSA002/U1.
Engagement and Decision-Making Process	This project was previously discussed and approved at the QIPP Board in May 2011

Strategic Impact Assessment

Quality and Safety	This paper describes interventions which will improve the quality and safety of care in the Trust's operating theatres.
Financial Strength	This paper describes interventions which will improve the efficiency of care in the Trust's operating theatres.
Learning and Growth	Interventions described in this paper include those designed to improve teamworking and the use of improvement techniques by theatre staff.
Patients, GPs and Commissioners	Interventions described in this paper aim to improve the experience of patients treated in the Trust's operating theatres.
Equality and Diversity	There is no impact on Equality and Diversity.
Legislation and Policy	
Communication and Marketing	Ongoing communications about the project described will be communicated to relevant members of staff, GPs and commissioners by the Trust's Communications Departments.

Introduction

The Productive Operating Theatre is a set of improvements designed by the Institute for Improvement and Innovation. This project was started in Shrewsbury and Telford NHS Hospital Trust in early 2010, but the project stalled due to lack of clinical engagement.

The Productive Operating Theatre project was re-launched at a workshop in April 2011 attended by employees from the Trust. The new clinically-led management structure within the Trust gives a new opportunity to use the Productive Operating Theatre to drive improvements in the Trusts operating theatres.

Currently average operating list utilisation in the Trust is 75% (Target 85%).

Aims of the Productive Operating Theatre

This project aims to improve these dimensions of care in the operating theatres

1. Patients' experience and outcomes
2. Safety and reliability of care
3. Value and efficiency
4. Team performance and well-being.

Figure 1 : The Structure of the Productive Operating Theatre Project



Progress to Date

A “Knowing What We are Doing” workshop was held on the 1st April 2011. This was attended by a number of staff members from all professions working in the operating theatres within the Trust. This workshop built on the ideas of a perfect list generated at a visioning workshop in March 2010 held at The Royal Shrewsbury Hospital. The attendees developed ideas for baseline measurements in each of the four domains.

A steering group and project group have been set-up.

“Productive Operating Theatre” champions from all disciplines have been recruited in both sites to drive improvements.

Baseline measurements of data have been acquired in the following areas

- session start times
- number of sessions where team brief occurred
- body temperature on leaving theatres
- staff morale

Future Work

A Human Factors Workshop has been arranged for staff working in theatres on the 8th July 2011.

The Team-Work Module will be launched at a Workshop on for the 22nd July 2011. This workshop will involve examining the role of teamwork in theatres and training theatre staff in the implementation 5 Steps for Safer Surgery and the use of SBAR (a tool for structuring communication between staff).

Enabling work has begun to update the Trust’s IT systems in advance of a scheduling workshop to be held in September.

Conclusion

The Productive Theatre Project is a package of improvements designed to improve all aspects of care in the operating theatres. A strong clinical team has been assembled and there are high levels of support in the workplace and from the executive team. Current works on the Team Work Module will significantly improve teamwork and communication in the operating theatre. We anticipate significant and sustained gains in productivity, safety and quality of care in the next 12 months.

Further Information

See the Institute for Innovation and Improvement’s website:

http://www.institute.nhs.uk/quality_and_value/productive_operating_theatre/web_resources.html