

# NHS Institute Worldwide

Promoting Healthcare  
Excellence Globally



## Our Vision

*To meet the international market need for improvement in healthcare services, the NHS Institute established a separate division, NHS Institute Worldwide.*

**“ Our vision is to create a vibrant and sustainable business which builds energy and enthusiasm for evidence based change and promotes improvement learning from and to the NHS worldwide. ”**

# Our Approach

*Worldwide provides something both distinctive and proven to address a range of international healthcare issues*

Healthcare systems and organisations across the world have the **common aim of continually improving the quality of care they provide to patients, whilst at the same time increasing productivity and efficiency.**

NHS Institute Worldwide brings **tried and tested products** from the NHS Institute for Innovation & Improvement, to international healthcare providers, **enabling them to make a difference to hundreds of thousands of patients across the globe.** At the same time we bring back best practice from around the world for the benefit of the NHS

# What is the work of the NHS Institute?

The purpose of the NHS Institute for Innovation and Improvement is to support the transformation of the NHS, through **innovation, improvement and the adoption of best practice**

We are the **NHS' own improvement agency**, pioneers in effective innovation, continually learning and translating great ideas from other sectors

The NHS Institute is currently in the process of transforming into a new organisation that will have a stronger commercial edge and will continue to support the quality and efficiency challenges facing the NHS

## Some facts about the NHS Institute?

- Established in 2005
- Headcount of 280 staff
- Working with 80% of NHS trusts to deliver products, services, assistance with implementation and training to help organisations increase productivity and efficiency and improve care.
- 300+ products and services
- Focusing on Return on Investment and Measurement
- In five years we have developed proven and effective products in critical clinical areas which could save the NHS £6bn

# Our Engagements

*Worldwide has developed a global engagement capability*

**Northern Ireland**  
Productive Ward  
The Productive Operating Theatre  
Productive Mental Health Ward  
Productive Leader

**Wales**  
Productive Ward  
The Productive Operating Theatre  
Productive Mental Health Ward  
Productive Community Hospital  
ThinkGlucose  
Safer Nursing Care Tool

**Scotland**  
Productive Ward  
The Productive Operating Theatre  
Productive Mental Health Ward  
Productive Leader  
Productive Community Hospital  
Productive Community Services  
No Delays Achiever Web Platform  
ThinkGlucose  
Productive General Practise

**England (Non NHS)**  
Productive Ward  
Productive Community Hospital

**France**  
Partnership with NHS institute

**Denmark**  
Productive Ward  
Thinking Differently

**Netherlands**  
Productive Ward  
Productive Mental Health Ward

**Republic of Ireland**  
Productive Ward  
The Productive Operating Theatre  
International Fellowship

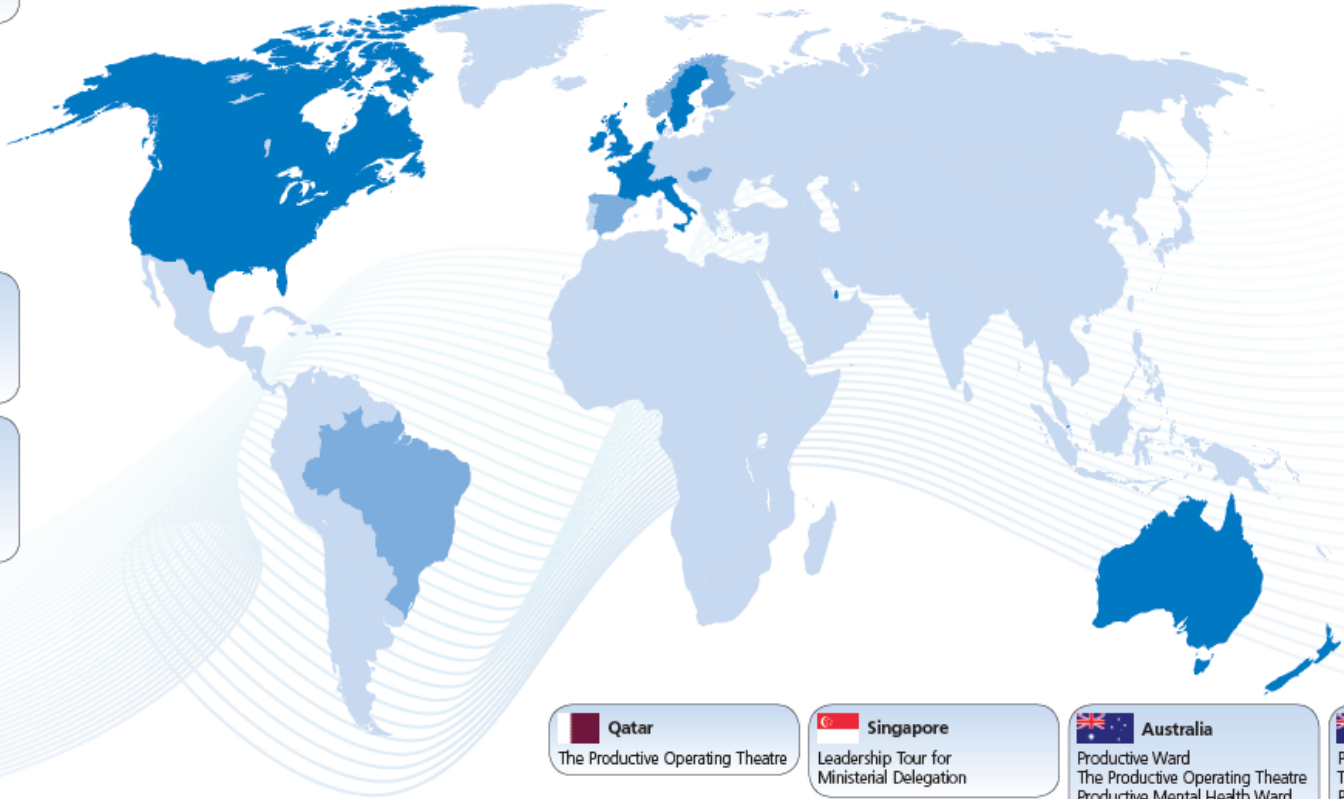
**Italy**  
Scenario Generator

**Sweden**  
Productive Mental Health Ward

**Belgium**  
Productive Ward

**Canada**  
Productive Ward  
Sustainability Programme  
Productive Mental Health Ward  
Productive Leader

**USA**  
Productive Ward  
Productive Leader  
Study Tour  
Large Scale Change  
Experience Based Design



**Qatar**  
The Productive Operating Theatre

**Singapore**  
Leadership Tour for Ministerial Delegation

**Australia**  
Productive Ward  
The Productive Operating Theatre  
Productive Mental Health Ward  
Productive Community Services  
Productive Community Hospital  
Productive Leader

**New Zealand**  
Productive Ward  
The Productive Operating Theatre  
Productive Mental Health Ward  
Productive Leader  
Productive Community Services  
Delivering Quality and Value  
Large Scale Change

Current Delivery  
 Countries we are in discussions with

# How we work

*Worldwide has an engagement approach which focuses upon adapting NHS learning and evidence to the international environment*

NHS Institute Worldwide engages with its international partners by drawing together *three* core elements

- **Licensed access to NHS materials and its supporting evidence base**
- **Training and support packages designed assist in the delivery of the licensed materials**
- **System-wide thought leadership in service improvement**

NHS Institute Worldwide draws upon the extensive experience of the NHS Institute in implementing products and services within the NHS and the wider internationally community.



# Our Portfolio

*Worldwide has a small portfolio of products which have been delivered in the international market*

## Licenses and Services / 2011-12

Productive Ward (Releasing Time to Care)

The Productive Operating Theatre

Productive Leader

Productive Community Services

Productive Community Hospital

Sustainability Tool

Productive General Practice

Thinking Differently

Large Scale Change

ThinkGlucose

No Delays Achiever (16 Weeks Wait)

Quality, Innovation, Productivity and Prevention - *QIPP*

Our Values, Our People

Harm Free Care



***“The Productive Series is probably the strongest product in the world for driving change in providers (of healthcare).”***



Jim Easton –  
Director of Quality, Innovation,  
Productivity and Prevention,  
Department of Health

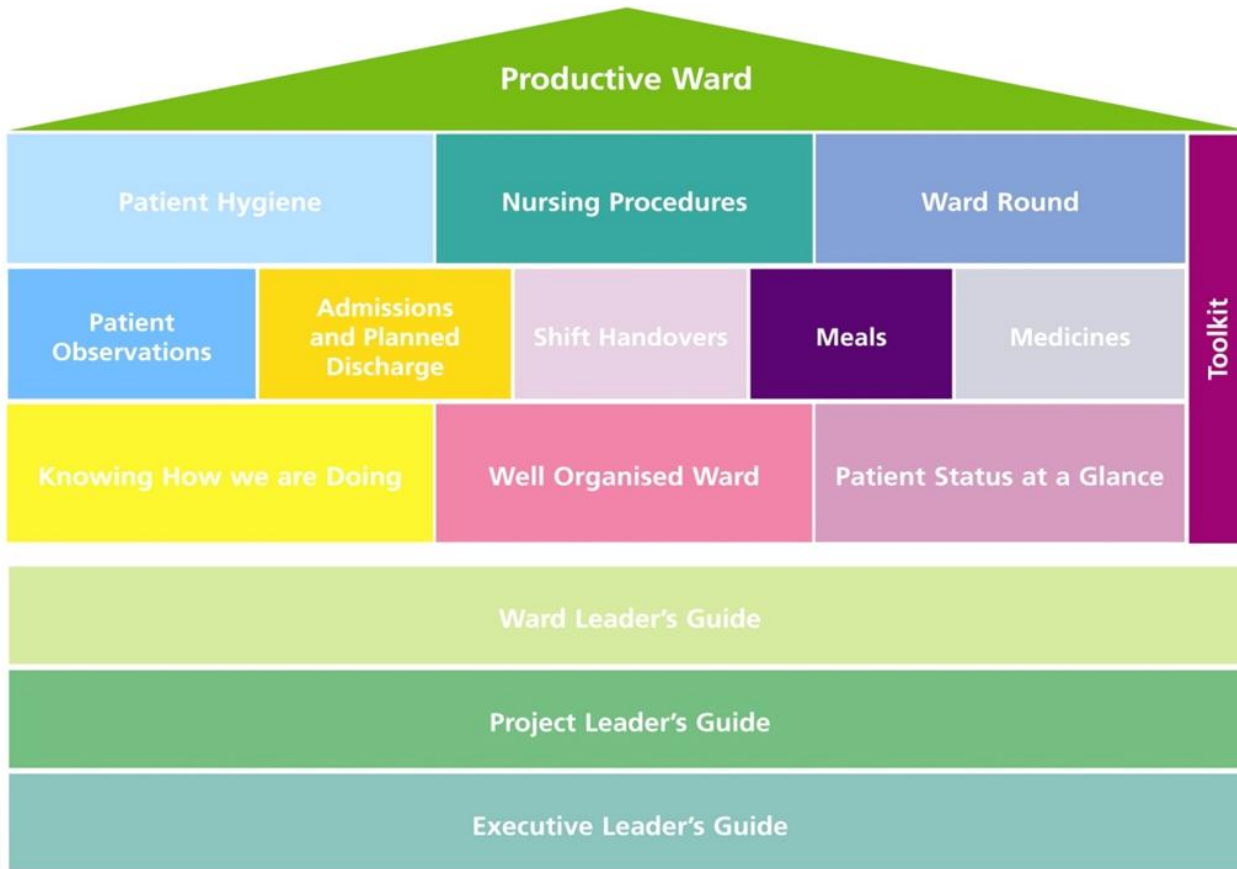
# What is the Productive Series?

The Productive Series is a set of improvement programmes, aimed at driving up both the quality and efficiency of care, by streamlining the way they work, **eliminating time-wasting and releasing capacity, to ensure that we get better outcomes for patients.**

Implementing the programmes **involves all grades of staff** to make changes that improve the quality, reliability and safety of patient care.

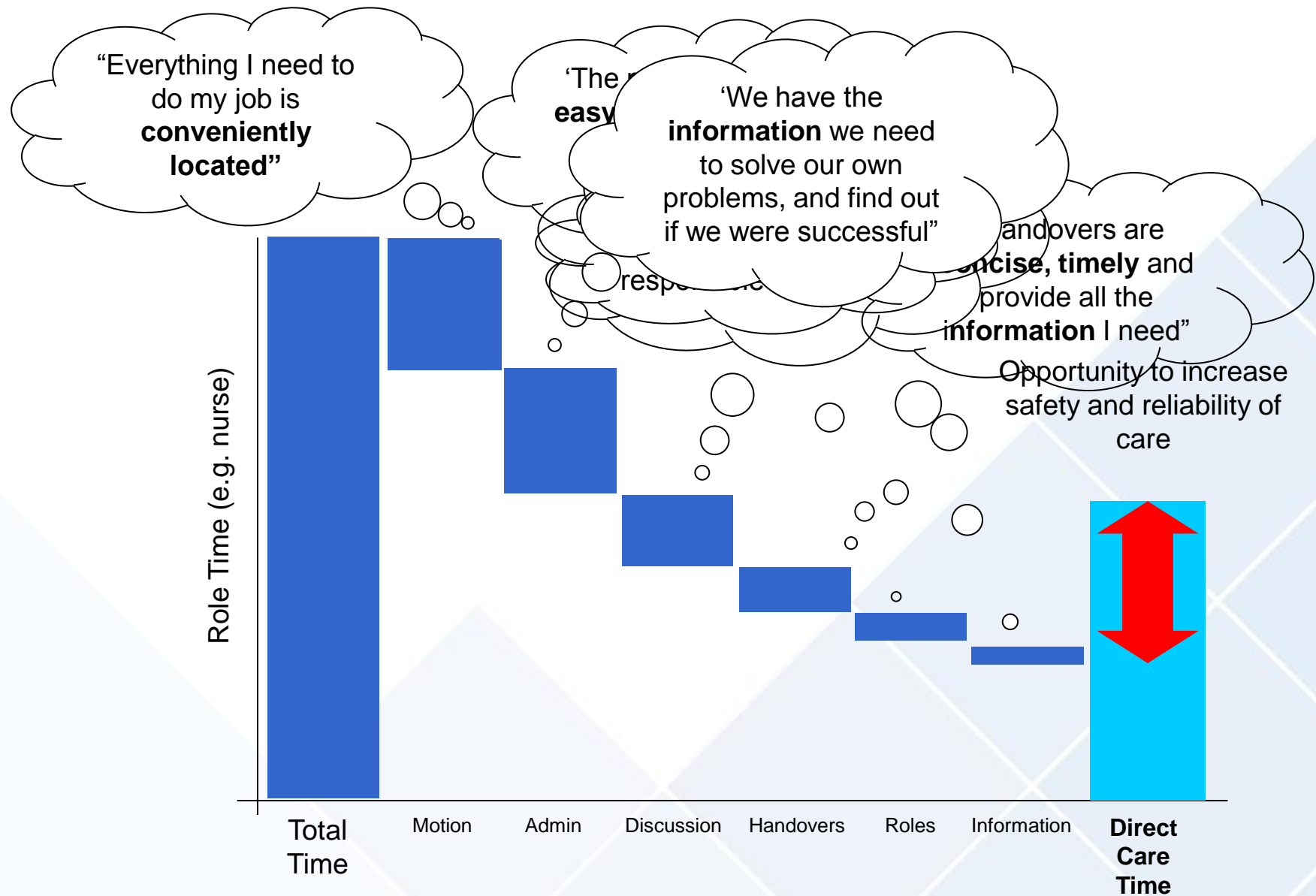
As part of the Department of Health's Quality, Innovation, Productivity and Prevention (QIPP) programme, the NHS Institute is aiming to get all trusts in NHS England delivering productive care by 2013.

# The Productive Ward



Delivered in a modular context, The Productive Ward is having a significant impact all over the NHS. Ward and service teams are developing the skills and capacity to drive their own continuous improvements.

# Releasing Time To Care



# What can The Productives do for patients?

Increase direct care  
time

Reduce patient  
complaints  
(St George's Healthcare NHS Trust)

It gives the patients  
something back that  
they may have lost -  
control



Patient experience  
and direct feedback  
means that we can act  
on and address issues  
immediately  
Hinchingbrooke Health Care NHS  
Trust

Staff survey indicated  
that 100% of staff felt  
they had more time to  
spend with patients  
and involve them in  
their own care  
Salford Royal Foundation Trust

Its about treating the  
person holistically and  
empowering them to take  
control of their conditions  
Coventry Community Health  
Services

# Can be transferable to different health/specialist care settings across integrated services

**Maternity**

**Cleaning**

**Forensic**

**Rehabilitation and  
Recovery**

**Paediatrics**

**Human Resources**

**Emergency care**





# The benefits of Productive Ward

By becoming more productive and reducing waste, a number of key benefits are being realised:

**Quality benefits** – better patient experience, more direct patient facing time, reduced harm events, reduced infection rates.

**Productivity benefits** – time freed for other priorities, streamlined discharge processes and reduced harm resulting in reduced length of stay and reduced excess bed days, increasing the volume of activity.

**Financial benefit** – better utilisation of resources, staff and capacity, improved stock control, reduced agency and bank staff usage, reduced overtime, reduced cost from harmful events, reduced readmissions.

**Staff benefits** – empowered staff with improvement skills, improved morale and satisfaction, development of leadership capacity, reduced sickness absence.



# What you can do...

By implementing simple things like:

- protecting meal times
- working with patients individually on their care plan
- protecting drug rounds
- preventing interruptions at staff handovers
- streamlining discharge processes

Trusts have:

- **reduced errors**
- **improved safety**
- **helped patients to get the care they need in a timely way with the right support.**

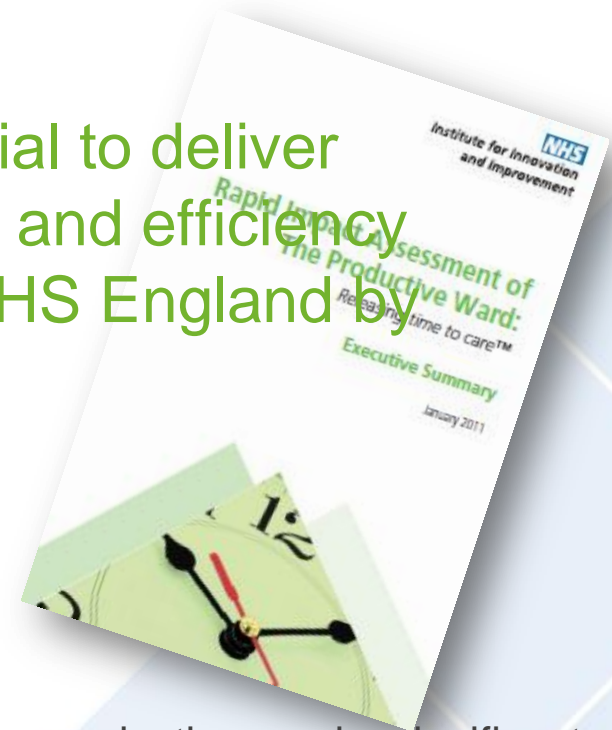
On average staff have **freed up to 20-30%** of additional time. This extra time can be used to focus on important improvements including:

- safety and infection control
- improving nutrition and hydration
- better co-ordinated care across departments
- more focused time with patients and their families
- improving ward and medicine rounds
- using theatres better to reduce waiting lists.

# Evidence

“The Productive Ward has the potential to deliver **£270m** (€ 33,306,120) in productivity and efficiency savings across 139 acute trusts in NHS England by **March 2014.**”

Rapid Impact Assessment of The Productive Ward  
NHS Institute for Innovation and Improvement, 2011



The Productive Ward can help organisations make significant improvements in their productivity and efficiency.

**Improving healthcare quality at scale and pace - Lessons from The Productive Ward: *Releasing time to care*™ programme**  
National Nursing Research Unit at King's College



**Airedale NHS Foundation Trust** has intentionally invested the time released through implementation of The Productive Ward in several patient safety initiatives, including a focus on reducing infections.

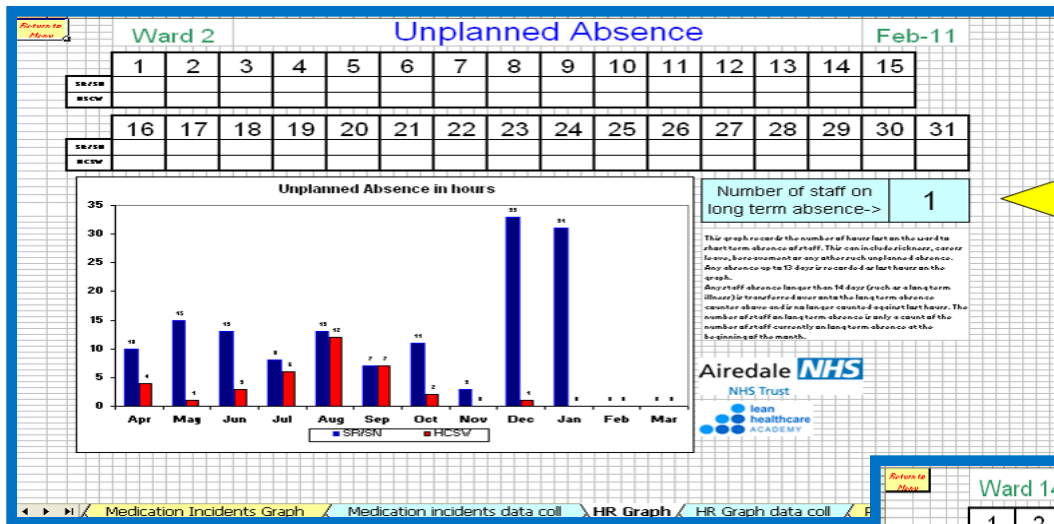
Between 2008/09 and 2009/10 they reduced their C. Difficile incidents by 91% and MRSA by 75%.

The Trust has attributed a year on year cost saving of £177,300 (€218,710) to the avoidance of MRSA and £98,100 (€121,012) to the avoidance of C. Difficile.

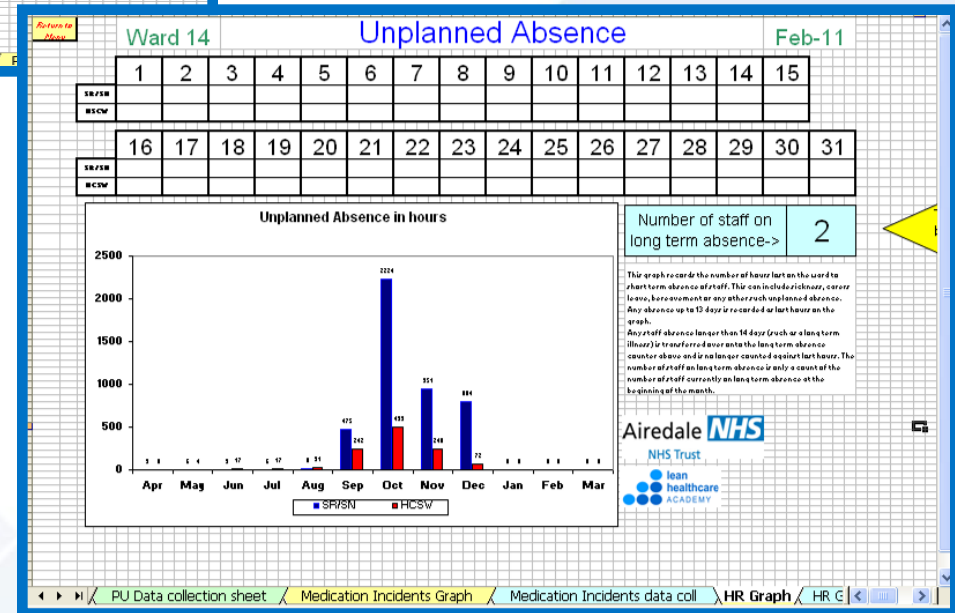
These figures are based on avoided bed day costs.



# Unplanned Absence



This year we also looked at Unplanned Absences. Trialling on Ward 2 and in August rolled out to all the wards



RIA findings in relation to Staff Absence:  
50% attributable to PW with a year on year financial saving of £184,748 (€ 227,897)

Source: Airedale NHS Foundation Trust



Countess Mountbatten House at **University Hospital Southampton NHS Foundation Trust** used The Productive Ward to focus on reducing patient falls (achieving a 52% decrease), reducing harm events and the corresponding length of stay.

**University Hospitals of Leicester NHS Trust** reported a 23% increase in the **amount of** time available for direct patient care as a result of efficiency savings achieved through The Productive Ward.



# Recent Case Studies evidencing impact

## The Productive Operating Theatre

Building teams for safer care™



### £2m saved in first 12 months

Since implementing The Productive Operating Theatre programme, University Hospitals Bristol NHS Foundation Trust has achieved a £2 million saving as a result of reductions in waiting lists. The Trust started the programme in 2009 having already reaped the benefits and learning of implementing The Productive Ward programme.

In the first 12 months of implementing The Productive Operating Theatre programme, University Hospitals Bristol NHS Foundation Trust (UHB Bristol) has saved £2 million through reducing waiting lists.

Sarah Nadin, Deputy Divisional Manager, Surgery Head & Neck Division says "We have focused on using the capacity we have to effectively reduce waiting lists, which has led to a saving across the Trust of £2 million."

The saving was achieved by the Trust stopping waiting list initiatives requiring additional payments to staff by ensuring

- Each funded consultant PA was allocated to a fixed theatre session. A small, but nonetheless significant number, were not allocated to a fixed theatre slot.
- Team job planning had a robust mechanism to ensure that if a session is dropped it is picked up by another member of the team.
- A six week look ahead, which tracks sessions that were dropped and whether they have been picked up and that lists are full.

The Trust is looking at other parts of the programme that may help generate further savings, including finding ways to reduce the number of last

minute cancellations, and improving list utilisation. Head of Surgery - Head & Neck Division, Dr Mike Nevtn says:

"Productive Theatre is a programme that supports improving patient experience and safety and at the same time, through strong clinical leadership, drives and improves the

efficiency and cost effectiveness of the clinical services we provide for our patients.

Well done to all theatres staff and their colleagues for the energy and commitment they have shown to the programme, and I encourage and support its continuation into 2011/12."



Theatre staff at Queens Day Unit, Bristol Royal Infirmary who have been involved in The Productive Operating Theatre programme

## Productive Community Services

Releasing time to care™



### £134,000 saved on smarter stock management

Community teams at Leicestershire County and Rutland Community Health Services have saved over £134,000 by improving the way they order and manage stock. The improvements result from work introduced as part of the Productive Community Service's programme, Well Organised Working Environment module.

"Before we started the Well Organised Working Environment module, teams thought that their stock levels were normal" says Emma Camp - Releasing time to care™ Project Lead. "Teams didn't realise how expensive certain items were and there were some who used to have more than one person ordering, which could lead to duplicate orders." It became apparent that one of the areas where savings could be achieved was through the number and type of dressings being used.

With the help of Tissue Viability nurses, the District Nursing team carried out a dressing audit for one week, monitoring each of the different dressings that were being used each day. "The results of the audit found that stock levels were far too great" says Emma. "The team only needed a quarter of what they had in stock. We also found £20,000 worth of expired stock that could no longer be used."



The team saved £46,500 by reducing the stock ordered each week and by using up surplus stock.

"We deal with 19 teams and the volume of stock each team held varied" says Ruth Moore, Project Facilitator.



# Evidence of other benefits

**£40k stock savings  
in one ward**

**15% reduction in  
length of stay**

**400% increase in  
early discharges**

**50% reduction in  
staff interruptions**



**Medical errors  
reduced by 87%**

**Patient complaints  
reduced by 64%**

**Note:** In some cases The Productive Ward has attributed to the above benefits (*Improving healthcare quality at scale and pace - Lessons from The Productive Ward: Releasing time to care™ programme National Nursing Research Unit at King's College*)

# National data collection on Productive Ward coverage:

8 out of 10 Strategic Health Authorities (SHAs) achieved The Productive Ward target.

- The average number of wards implementing the foundation modules of The Productive Ward across the NHS is now **67%**.
- The average number of wards implementing the foundation modules of The Productive Mental Health Ward across the NHS is now **46%**.
- **32%** of theatres in the NHS in England have started the implementation of The Productive Operating theatre. Eight out of the ten SHAs achieved their target level.
- All SHAs achieved the target set for organisations trained in Productive Community Services.

**It was found that by implementing The Productive Ward, an average NHS trust could generate an overall return on investment of £1.3m over a four year time period.**

When implementing The Productive Ward, it is important that staff responsible for implementation understand the linkages between their actions and the required financial outcomes.

Throughout the implementation staff need to be able to:

1. Track progress in terms of financial savings
2. Take timely action to maximise the financial return.

# Productive Ward internationally





# Antwerp University Hospital (UZA) and AZ Monica



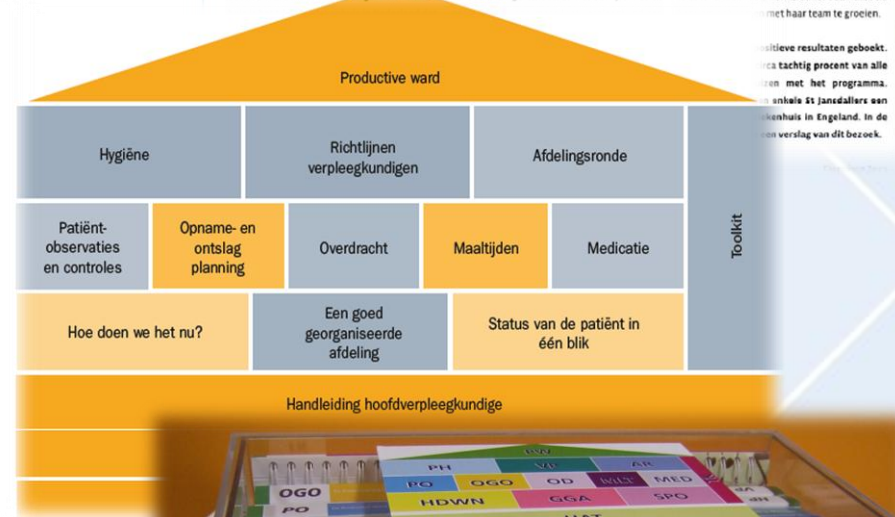
## Antwerp University Hospital (UZA) and AZ Monica

- Trained in PW May 2011 – in UK
- Visits in
  - Feb 2012
  - April 2012
  - Dec 2012



# Netherlands

- 12 hospitals across the Netherlands have signed up to Productive Ward and Productive Mental Health Ward, via a cooperative of 4 local companies.
- Through them, the Productive Ward boxset has been translated into Dutch





Swedish Association of Local Authorities and Regions (SALAR) piloted The Productive Mental Health Ward within 5 wards/units at hospitals in Stockholm and Skåne/Lund regions in 2010.

Since then, work has increased on this programme and is now run throughout the whole of Stockholm, with the pilot wards being evaluated by the Medical Management Centre (MMC) at Karolinska Institute in Stockholm.



# Denmark

TID TIL PATIENTEN GIVER BEDRE PLEJE OG BEHANDLING  
Hvidovre Hospital  
PRODUCTIVE WARD  
MEDICINSK GASTROENTEROLOGISK AFSNIT 323



Velorganiseret afdeling

**Formål**  
At organisere og forenkle indhold og inventar i afdelingens skabe, kontorer, depoter, sengestuer m.v. og at reducere tidsforbrug ved søgen efter udstyr.

**Tidligere praksis**  
Indretning af skabe, rum m.v. var præget af slidtage og tidligere tiders vaner og behov

Hvidovre hospital was the first hospital in Denmark to implement the Productive Ward: Releasing Time to Care programme.

Eighteen months on, the team were invited to present a series of posters at a major quality and safety conference held in Denmark in 2012.

One of the wards involved was a Gastroenterology ward; using the 'Meals' module the team were able to make many improvements including improving the efficiency of the meals process.

As a result patients reported increased satisfaction with the food and their nutritional status improved as a result.

Indretning af skyllerum  
Data: Før og efter foto  
Mål: Indenfor 3 sekunder skal man have overblik over, hvor udstyr er placeret

Intervention



Resultat: Alt udstyr er placeret på en markeret plads. Antallet er bestemt og begrænset til det nødvendige

# Around the world!

## Oregon hospital pioneers The Productive Ward

St Charles Hospital began The Productive Ward: Releasing time to care™ programme in April 2011. The hospital in Central Oregon catering for 100 beds, is led by two programme leaders for the first time, Dr Peter Wood and Melissa Levesque, both of whom are now working on adapting the programme to their own bigger hands-on modules like the Productive Ward project was to begin stocking select supplies including syringes, gauze, tape, and band-aids. Staff have reduced the time to travel if retrieving each of these items from a potential distance of 20,832 ft!



The Productive Times

3

## A transformation opportunity for nursing

CareOregon is the convener of The Productive Ward: Releasing time to care™ collaborative in the state of Oregon. As the state's largest Medicaid managed care organization, CareOregon invests in promising initiatives, such as Releasing time to care™, that improve population health, improve the experience of care and lower costs.

"CareOregon brought Releasing time to care™ first to Oregon and we now have almost two years into our Releasing time to care™ journey and we are now working on adapting the programme to our own bigger hands-on modules like the Productive Ward project was to begin stocking select supplies including syringes, gauze, tape, and band-aids. Staff have reduced the time to travel if retrieving each of these items from a potential distance of 20,832 ft!

## The Productive Ward: Releasing time to care™ on a mental health ward in Saskatchewan, Canada

With the support and encouragement of the Health Quality Council in Saskatchewan, D. Adult Inpatient Unit at the hospital providing education sessions to staff where they could learn about the origins of Releasing time to care™ and the successes and benefits of the programme elsewhere. Amy and Barbara also produced letters to further raise awareness about Releasing time to care™. Other activities to create interest, staff engagement and raise awareness included the following:

- a kick-off BBQ where leaders and management from all levels joined staff members for lunch to talk about their initiative



Health Service and Clinical Innovation Division  
**Patient Safety Unit**

## Releasing Time to Care - The Productive Series of Programs

The Releasing Time to Care Programs are a suite of products developed by the United Kingdom's NHS Institute for Innovation and Improvement (NHSI). Queensland Health purchased the licence (June 2011) to a suite of 'Productive' programs including the:

- Productive Ward (launched February 2010)
- Mental Health (launched March 2011)
- Community Services (launched July 2011)
- Operating Theatre (launched February, 2012); and
- Leader (to be launched June 2012)

Engagement in these programs will be escalated over the next 12 months.

- The Productive Operating Theatre Program is being managed through the Access Improvement Service (ph:3131 6797).
- The Productive Leader is managed by the Healthcare Culture and Leadership Service (ph: 3646 2047).
- All other programs are managed through the Patient Safety and Quality Improvement Service.



## Releasing Time To Care At North Shore Hospital

Tuesday, 11 November 2008, 11:43 am  
Press Release: Waitemata District Health Board

MEDIA RELEASE 11 November 2008

Releasing Time To Care At North Shore Hospital



# The importance of Executive support



***Strong, visible support from the senior leadership team is essential for successful implementation.***

**Where the Productive programmes are concerned, seeing is believing.**

## Project Team

Executive Sponsor(s)

Project Leader

Improvement Facilitators

Ward Team

## The Steering Group

Inclusive

Strong nurse representation

Objectivity

‘Reality checking leadership understanding’

# Core preparation

## Team time commitment

The table below details the time commitment you will need to make available to implement the Productive Ward on one ward. You will need to increase your commitment when multiples of wards are involved. You will need to maintain this commitment for at least six months.

Team	Role	Time Commitment
Steering Committee	CEO	1 Hr / Month
	Director of Operations	1 Hr / Month
	Director of Nursing	2 Hrs / Month
	Medical Director	1 Hr / Month
	Finance Director	1 Hr / Month
Ward Team	Ward Leader	50% total time
	Matron	20% total time
Support Team	Information Analyst	1 Day / Month
	Finance Analyst	½ Day / Month
Project Team	Project Leader	50% total time
	Project Improvement Facilitator	100% total time



# Core preparation

## Briefing support services

Before the Showcase Wards start, spend time briefing the support services about the Productive Ward concept and the likely areas of interaction with wards implementing the Productive Ward. Take them through the project plan so the support services can see when areas may require extra input.

Support Department	Module	Likely Activity
Estates	WOW, PSAG	Painting, Floor Marking, Shelves, Display Boards, Cleaning
Pharmacy	Meds, APD	Stocking, labelling, Drug request process
Imaging	APD, Ward Round	Request process, Service Level Agreement (SLA) clarity
Catering	Meals	Delivery Process, Menus, Presentation, Equipment, Timing

# Core preparation

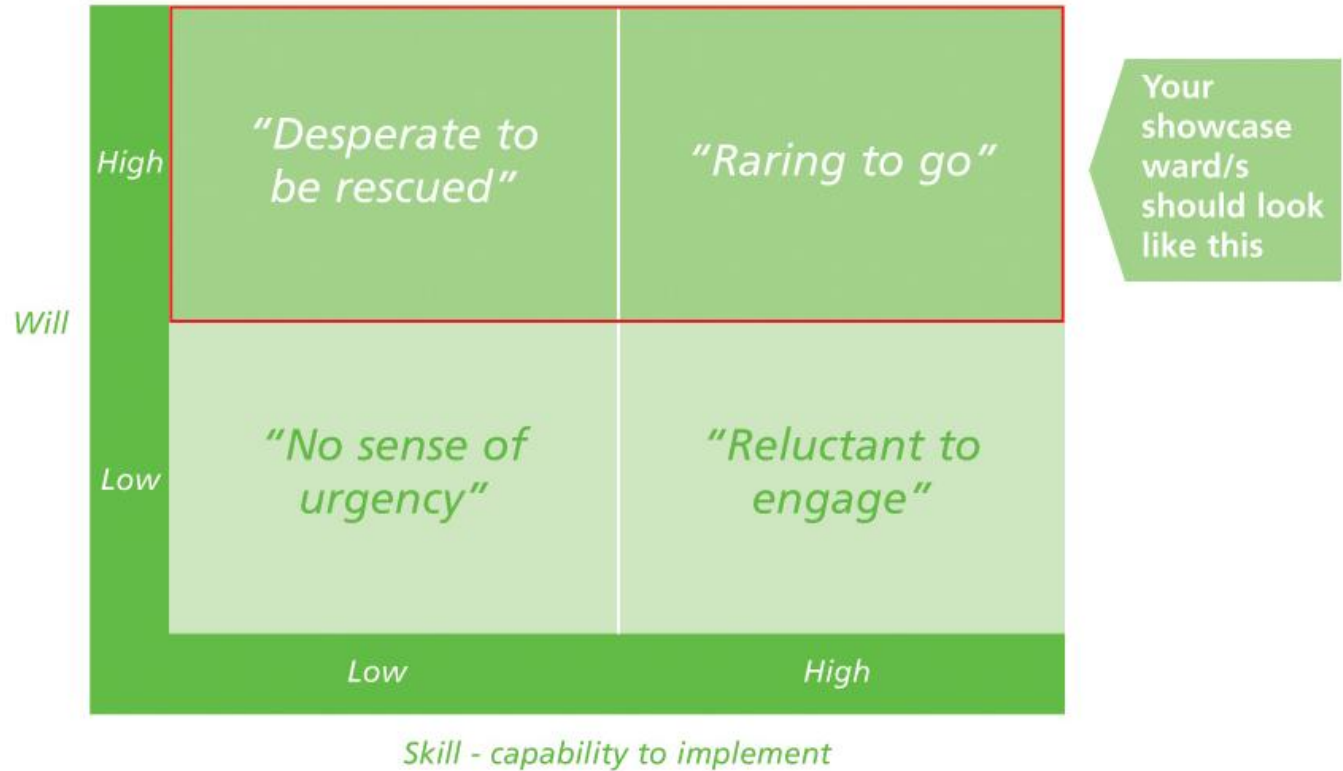
## Strategic goals and alignment checklist

The grid below is designed to help you consider the relationships between your current strategy and the Productive Ward:

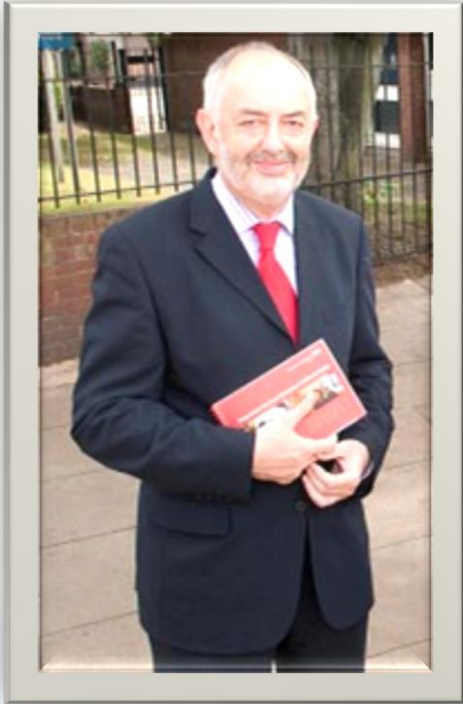
Strategic Priority	How does the Productive Ward fit?*	What challenges does it pose to the current corporate strategy?	How do we address these challenges?	Can our staff see a clear link between the Productive Ward and the organisation's strategic goals?	How do we measure the Productive Ward's contribution to delivering this strategy?
HR Strategy	<ul style="list-style-type: none"> <li>ensure ward managers develop leadership, and systems management competencies, to compliment clinical competencies</li> </ul>				
Clinical Governance	<ul style="list-style-type: none"> <li>develop consistent operating standards across multiple wards – enabling staff flexibility and consistent quality</li> </ul>				
Corporate Governance	<ul style="list-style-type: none"> <li>develop ward measurement systems that provide foundations for performance management</li> </ul>				
Information Strategy	<ul style="list-style-type: none"> <li>provide blueprint for ward-based measurement. Drive informed decision making</li> </ul>				
Performance Strategy	<ul style="list-style-type: none"> <li>ensure ward leadership make informed decisions considering financial implications</li> <li>LOS and staff flexibility contributes to increased productivity</li> </ul>				
Safety Strategy	<ul style="list-style-type: none"> <li>ensure measurement systems developed to give timely and actionable safety information to ward staff</li> <li>safety and reliability systems developed</li> <li>collaborative approach to patient safety developed</li> </ul>				
18 Week Wait	<ul style="list-style-type: none"> <li>ward-based patient journey planned from admission to discharge</li> <li>expectations for discharge visible from admission</li> </ul>				

# Core preparation

How will we select our showcase ward/s?



# Are you connected with your frontline staff?



David Astley, formally CEO  
St Georges Healthcare Trust

*‘opportunity to have systematic conversations with ward staff.’*

*the Productive series ‘joins the board room to the ward floor. Productive Ward is my way, with my senior team, of making sure that we are in touch with the frontline delivery of care.’*

## Where we are trying to get to...

Is your organisation at a stage where the people who do the work, control and improve the work?

# NHS Institute Worldwide

## Contact/Information

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