

**SEVEN DAY SERVICES : AN EVIDENCE BASE
OF ENABLERS FOR TRANSFORMATION**

MONDAY
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SUNDAY





INTRODUCTION

The NHS Improving Quality (NHS IQ) Seven Day Services team have been leading a service improvement programme across England designed to support the transformational change required to deliver access to high quality health and social care every day of the week.

To support implementation of the programme, NHS IQ commissioned Mott MacDonald to interview key representatives of health and social care communities, from across the country, who had made progress, to determine what have been the key enablers and barriers in delivering change.

Within this document NHS IQ shares early findings from 42 in-depth interviews with a range of providers and commissioners working towards and delivering seven day services.

We are now keen to build upon these initial findings by seeking the views of a broader range of health and social care professionals, from all parts of the NHS and its partner agencies, via a simple questionnaire.

So please have your say»»»

<https://www.snapsurveys.com/wh/s.asp?k=143980575349>



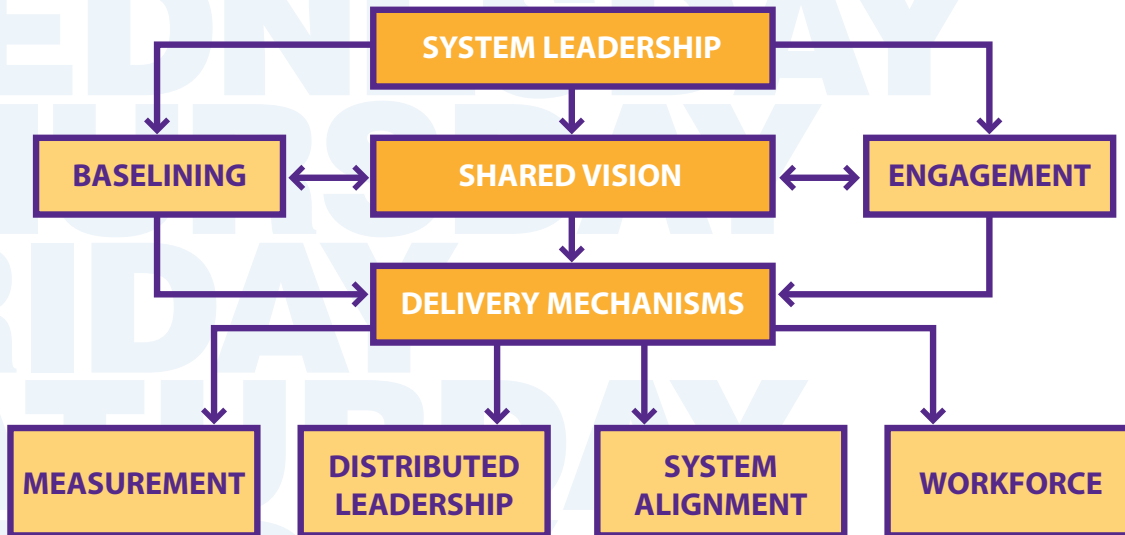
SUMMARY OF FINDINGS

Page 6 shows a diagram which summarises the key themes and connections between them, as to what enables and drives forward successful transformation in health and care settings, indeed for whole systems, in delivering services across seven days.

- **System leadership** - Having strong and connected system leadership working together across teams has been revealed as the foundation upon which a shared vision and effective delivery mechanisms have been implemented. Without system leadership, including clinical leaders, the transformation to seven day services has been found to be challenging amongst some of those interviewed
- **Creating a shared vision** - Utilising the combination of evidence gathered from robust system wide **baselining** activities, and the buy-in from staff representing partnering organisations delivered via tailored **engagement** activities led by senior leaders, a powerful, **shared vision** can be developed. This becomes crucial in motivating staff to initiate change and to sustain momentum throughout the transformation. Lacking a shared vision across the whole system and amongst all staff impacted and involved, has been found in the research to jeopardise seven day service transformation

- **Delivery mechanisms** - A number of important delivery mechanisms have also been identified in the research, as having key roles to play in effective practical ways to achieve successful transformation to seven day services. On the basis of a shared vision this includes for example **system wide metrics** to measure and track the impact of change across all partner organisations. Further examples include **distributed leadership** in empowering and encouraging staff at all levels to identify improvement opportunities and take initiative; **system alignment** in a practical sense of data sharing for instance; as well as matters of **workforce** in getting the right skill mix in place. Absence of effective delivery mechanisms to support and sustain the transformation across the whole system has been found not only as a barrier in itself to achievement but to undermine a system-wide shared vision

Inter-relationships between the key enablers for driving implementation of seven day services



SYSTEM LEADERSHIP

To drive and sustain whole system change in achievement of seven day services, **senior leadership with a common purpose and delivery objective is a critical success factor.**

In Sheffield, senior leaders spanning providers and commissioners built a shared vision for change across the whole system spanning hospital, primary, community and voluntary services. Working together, Sheffield Health and Social Care NHS Foundation Trust, Sheffield Children's Hospital NHS Foundation Trust, Sheffield Teaching Hospitals NHS Foundation Trust, NHS Sheffield CCG and Sheffield City

Council, the voluntary sector, patients and the GP provider organisations, the whole systems approach has led to agreed targets for increasing capacity in primary and community care in order to prevent admission and facilitate earlier discharge, and shared decision making as to investment required across the system to deliver the needed scale and functionality at local levels.

SHARED VISION

County Durham and Darlington NHS Foundation Trust, NHS Darlington CCG and partners, from the outset sought to create a local health economy approach to transforming their services to seven days, recognising that the key to sustainability was having **a shared understanding across the leadership teams of all the system players**. They recognised that leaders give clarity and are role models to their staff, the cross system leadership group is called the 'Local Health Economy' and this terminology and shared logo is utilised always to ensure all staff feel that they are part of a wider team.

1) Understand the baseline position

In evidencing the need for transformation to seven day services, partners from across health and social care in Birmingham worked together to set a baseline and in doing so identified a significant increase in social care referrals over the last four years. This **evidence from baselining activities formed the foundations of the shared vision for change** amongst Birmingham Community Healthcare NHS Trust, Heart of England NHS Foundation Trust, and Birmingham City Council. The baseline has driven forward ideas and plans for achieving the ideal patient flow.

2) Engagement

A common tactic evidenced across several organisations was to ask staff if they feel confident in a positive outcome and experience if one of their relatives was admitted and cared for at the weekend in their organisation.

Northumbria Healthcare NHS Foundation Trust built further on this and used the concept of **walking the patient journey**; getting its staff to look objectively at all interventions and conceivable barriers to gain an appreciation and understanding of factors that cause discomfort and delay.

DELIVERY MECHANISMS

1) Measurement

Royal Liverpool and Broadgreen University Hospitals NHS Foundation Trust has developed a broad benefits realisation framework that includes key measures on length of stay, mortality, readmissions and discharges at weekends for the organisation, **giving staff timely access to useful data that allows them to be proactive and responsive.** This includes an operational dashboard per division with key metrics for staff on wards to track performance and monitor demand and capacity through a standardised process. As a result staff have a better expectation of what outcomes are expected from them with regards to a better discharge flow.

2) Distributed Leadership

Recognising that staff are well positioned to identify gaps and areas for improvement in services they work within, University Hospital Southampton NHS Foundation Trust asked its divisional staff to create six and twelve month plans for implementing initiatives for 7DS. The approach has helped formalise the vision and **gave staff greater ownership over service improvements and crucially, ownership over the timelines for completion.** An example of this was changes made to the acute medical unit's rotas for weekend and weekday consultant capacity, based on staff input, which reduced the average length of time to first consultant review.

3) System alignment

Moving forward with a shared vision to align information management and technology systems in support of integrated working, at Poole Hospital NHS Foundation Trust an **electronic centralised store is used to give clinicians direct access to GP records**. The Graphnet CareCentric platform has over 5,000 users spanning local acute trusts, clinical networks, GP practices, social services, community teams, and community hospitals – including Specialist clinicians at Dorset County Hospital NHS Foundation Trust. By providing more complete information and reducing the time spent accessing what is needed the electronic patient record delivers benefits in quality of care and efficiency by saving clinician's time.

4) Workforce

Assisting with the management of demand within primary care, Cornwall, Devon and Isles of Scilly Prime Minister's Challenge Fund pilot are **looking more at skill sets than professions as a way to think differently about resourcing to free up capacity** in general practice. Local pharmacies are undertaking services on behalf of GPs over seven days (e.g. prescribing for minor ailments including bacterial conjunctivitis, impetigo, nappy rash - urinary tract infection and oral candidiasis). An evaluation of impact has so far evidenced that Pharmacy First services have helped relieve the pressure on primary care and urgent care services saving General Practice doctor time of 465 hours (approx. 2,790 appointments saved), 303 hours of out of hours GP time (approx. 1,818 appointments saved), and 35 hours for the Accident and Emergency department (approx. 210 appointments saved).

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The total opportunity for monetary savings is forecasted to be over £40,000 and there were over 8,000 patient consultations in the five months from November 2014 to end of March 2015, with significant provision on Saturdays and Sundays. Patient satisfaction was high with 100% of patients who completed the service user questionnaire reporting that they were pleased with the service and would recommend it to friends and family.

NEXT STEPS

The full analysis from this research will take place this summer and during autumn 2015, and NHS IQ will share the full insight through a further publication.

On reading this document, whether this resonates highly with your own experience or is in contrast to what's happening where you work, NHS IQ invites you to share this valuable insight in an online survey. The survey has been designed to test how widely these early research findings apply to a larger sample working in health and care. There's also an opportunity in the survey to share additional thoughts and experiences you feel are important to be considered as part of this research into what works well to transform services to seven days.

The survey will run until 6 September 2015. Please find the link to the online survey below:

<https://www.snapsurveys.com/wh/s.asp?k=143980575349>







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www.nhsiq.nhs.uk | enquiries@nhsiq.nhs.uk |  @NHSIQ

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