



SEVEN DAY SERVICES CASE STUDY

MAY 2015

North Lincolnshire and Goole NHS Foundation Trust

Seven day services for North Lincolnshire and Goole diagnostics and therapeutics

AT A GLANCE:

- North Lincolnshire and Goole NHS Foundation Trust has implemented seven-day services for all diagnostics and therapeutics across its three hospitals.
- They used a range of approaches to increase capacity and enable staff to deliver services over the full week.
- As a result patients have more timely access to diagnostic services supporting stroke targets and ensure quicker diagnosis for cancer patients. It has also had an impact on the wider health care service, supporting other clinical groups in timely clinical decision making, improving patient management and enabling more effective discharge planning.

North Lincolnshire and Goole NHS Foundation Trust comprises three hospitals – Diana Princess of Wales, Scunthorpe General and Goole District General Hospital. Diagnostics and therapeutics services are made up of 611 staff and have a £30 million budget. Service redesign which included provision over seven days was implemented as part of the trust's five year innovation and improvement plan to meet the increasing demand for diagnostics and provide a more responsive and flexible service. This required service management changes as well as a reshaping and redesign of the workforce.

How the improvements were made

An analysis of the demand on the service and its capacity to meet this was made to help understand how services could be delivered to reduce waiting times and support patient choice. Staff numbers were reviewed to understand the requirements needed to deliver safe and effective services. The trust invested an additional £533k to support the increased staffing levels needed to staff services over seven days, which is hoped will be offset by additional income from increased access.

A 'grow your own' culture was developed to provide additional skills and capacity, including the training and support of sonographers. Local radiographers are offered secondments at local universities, with supported course fees. Staff rotate from general radiography to CT/MR using competency-based skill packages to maintain and extend their skills. Admin and clinical roles have been separated to allow clinicians more time to focus on clinical work.

Staff were invited to suggest their preferred rotas during a formal 90 day consultation period, and moved from locally agreed on-call payments to a three session day shift over seven days. A pay protection period was offered to ensure staff received protection of income loss.

Engagement was also undertaken with services needed to support effective delivery of diagnostics and therapeutics, including portering and diagnostic IT services to ensure these would also be available over seven days.

What was achieved?

- All diagnostics staff now have seven day contracts which include working across the two main sites at weekends, enabling the provision of seven day diagnostics in X-Ray, CT/MR, and ultrasound.
- Services are appropriately supported with portering, nursing, electronic requesting, medical engineering service, and diagnostics information technology.
- Diagnostic reporting standards have been embedded.
- Patient information has been harmonised across the sites.

Getting the baseline

- Review numbers of staff required to deliver safe effective services.
- Undertake capacity and demand analysis to help understand how services could be delivered to improve waiting times and patient choice.
- Review skill mix of staff at all levels to ensure career opportunities.

What was the impact?

- Inpatients and outpatients now have access to CT, MR, general radiology and ultrasound seven days a week.
- Key performance indicators such as the stroke one hour and 24 hour imaging targets are consistently achieved.
- There is more timely access and diagnosis for people with cancer.
- Same day diagnostics are available for inpatients and patients attending consultant outpatient appointments in general radiology, ultrasound and CT.
- Outpatient services have access to a wider choice of appointments which brings in more income to the trust to offset the initial investment.
- Diagnostics redesign has supported other clinical groups in timely clinical decision making, improving patient management and enabling more effective discharge planning.

TOP TIPS

- Ensure early engagement of staff in reviewing and developing staff shift systems.
- Produce a strategy document that maps the journey for staff. This ensures staff are kept well informed and are more motivated to drive the changes themselves.
- Engage with other service interdependencies e.g. portering, domestic services and diagnostic IT services to ensure seven day services run effectively.

Contact

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