

CASE STUDY

WORKING TOGETHER USING KFM VALUES TO PROVIDE ADDITIONAL ENDOSCOPY CAPACITY



SUMMARY

KFM provides a fully managed service for King's College Hospital NHS Foundation Trust (KCH). We pride ourselves on KFM's four values: quality is the priority; accountability is the foundation; working together gets it done and positive energy delivers results. These values are demonstrated in the following case study where we supported KCH to meet its objective to deliver safe, effective and timely patient care.

The challenge: insufficient capacity and increased waiting times

Princess Royal University Hospital (PRUH) is a site of KCH that delivers Endoscopy services. A disparity between the demand and capacity for its services was impacting on patient waiting times. The current facilities did not have the capacity to support the impact that increased levels of clinical procedures would create on the decontamination of scopes.

A mobile endoscopy decontamination unit was procured by KFM. The Managed Services Team undertook the project management of the initiative to ensure operational delivery of the unit over a 14-

week period, with post implementation monitoring over a further eight weeks.



The Mobile Decontamination Unit on its way to the PRUH

At the outset of the project, KFM supported the writing of the business case, ensuring that the resources, costs

and timeline were realistic and deliverable. In June 2019, KCH approved the business case for the Vanguard decontamination unit and gave KFM the go-ahead to deliver the staffing to transport scopes between sites.

KFM established the project governance which included a range of stakeholders from various departments in KCH, Vanguard and KFM. The project was delivered in four phases over 14 weeks, on time and on budget. Phase one enabled the works. Phase two saw the Vanguard decontamination unit commissioned. Phase three took the team into operational readiness and phase four saw the project go live, with an eight-week post implementation sign-off.

The Vanguard decontamination unit opened in September 2019, with the departments shown in the diagram below working together to ensure the successful completion of the scheme.

The Solution: Delivering quality through teamwork and values

The KFM values and behaviours were clearly demonstrated throughout this project:

Quality is the priority: Working closely together the team ensured the project was delivered to the agreed timescales and within the agreed resources. The team as individuals acted rapidly to deal with issues, rather than putting it off or passing it onto someone else.

Accountability is the foundation: Each team member took responsibility for the standards and outcome of their work. Everyone involved had to work at pace to meet the timeline required by KCH.

Working together gets it done: The project team meetings ensured that the teams worked together to deliver the project by building positive relationships, listening to each other's views and keeping all colleagues and stakeholders informed at all times.

Positive energy delivers results: All teams displayed positive energy to deliver results by being responsive, communicating effectively and being dependable to resolve any issues.

Jane Ely, Deputy Director of Operations at PRUH, highlighted how collaborative working with KFM helped to deliver the results, beginning with the formation of a group which met once a week to ensure the scheme was working to timescale. The group agreed and adhered to KPIs and contractual requirements while also agreeing requirements for specifics such as the transport requirements and processes, consumable requirements and ordering/delivery processes, the allocation of scopes to each decontamination unit and associated monitoring. The team also implemented a track and trace system

Fig 1

The journey so far...

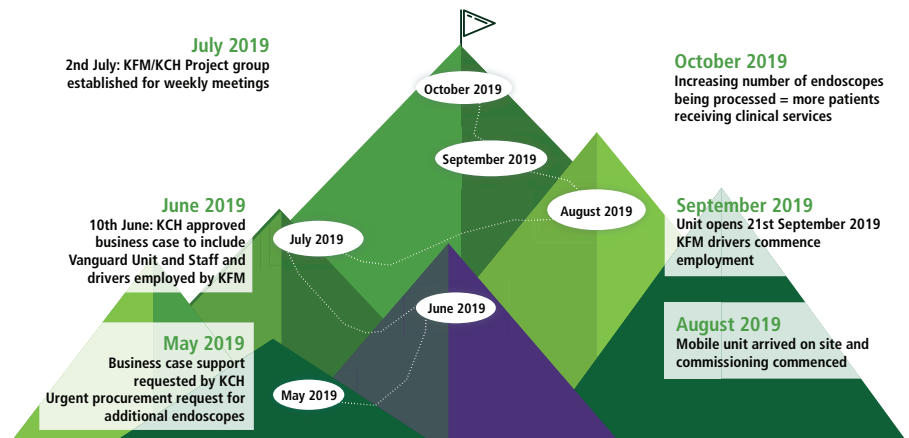


Fig 2

The team that made it happen



as the PRUH was operating a manual process.

Jane says: "KFM were able to take on the programme management of the Vanguard decontamination unit. Without this, it would have had a significant impact on the Operational teams, who may not have the same level of expertise.

"There was major benefit in that the KFM team had excellent working relationships with Estates and Facilities, Infection Control, Decontamination Lead,

H&S, ISS, etc. The relationship with the external provider Vanguard was managed professionally.

"Team working was excellent, and it showed that relationships were established. Everyone understood the shared purpose and focus on patients. In addition, everyone always acted with integrity, taking action when agreed. Escalations were appropriate and deadlines were met so that the project has been delivered on time and within budget".