

CASE STUDY

HOW GOOD DATA AND STAFF INVOLVEMENT ARE THE KEY TO IMPROVED PATIENT EXPERIENCES



SUMMARY

The Outpatient Pharmacy Service transferred to KFM at the end of September 2019. Although the transition of the service was successful it was clear that there were challenges in the day to day operation that affected the quality of service.

Demand on the service was outstripping available staff resources causing bottlenecks, exacerbated by patient expectation that medicines would be ready immediately for collection.

In addition, there were no consistent prescribing practices across the Trust with a mixture of electronic and paper prescriptions. There were also pressures around trying to deliver a high-quality service while simultaneously trying to integrate TUPED staff and new recruits.

The solution – using data and learning to drive improvement

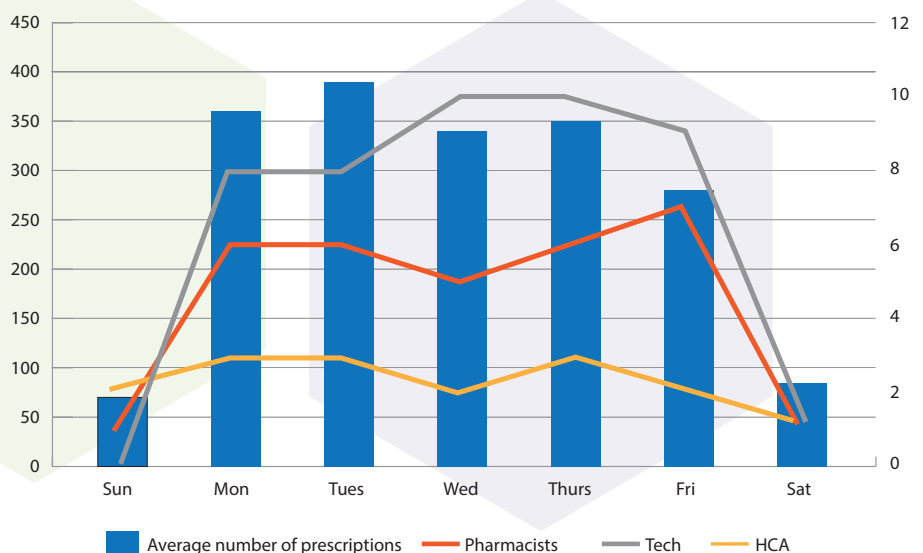
KFM initiated a rapid improvement project that focused on helping the KFM pharmacy staff to map the outpatient pharmacy journey for patients and staff and to recommend solutions. KFM also used the data shown below and in the graphs, to drive the decision making.

A series of engagement workshops were set up to map out processes and share experiences of the patient journey. Data collection was undertaken to understand demand and volume by speciality,

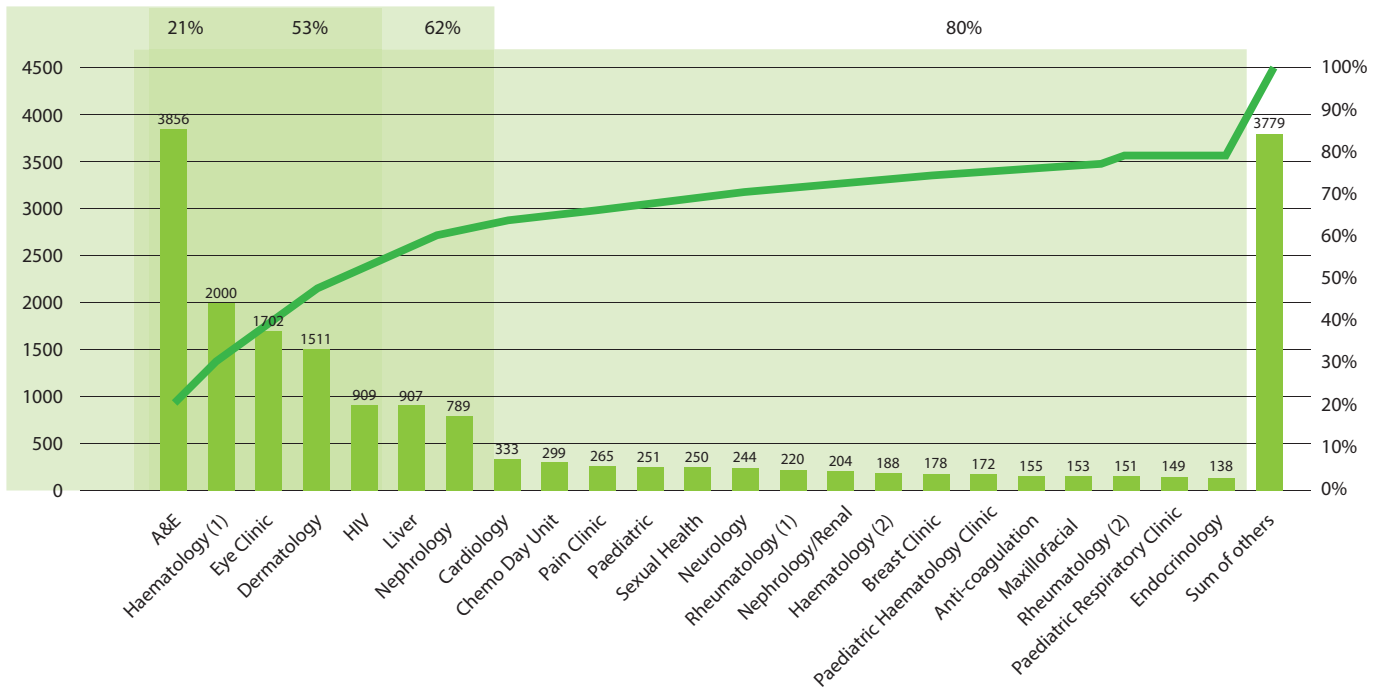
consultants, time and day, as well as staff profiling against prescription demands (see Clinic demand graph below). High level processes were mapped to understand timings from the initiation of the prescription to patient collection (see Patient Flow: Heat map graph below).

During the engagement workshops 'nudge theory' was used to change patient behaviour and staff were encouraged to identify solutions and categorise them by short, medium and long term.

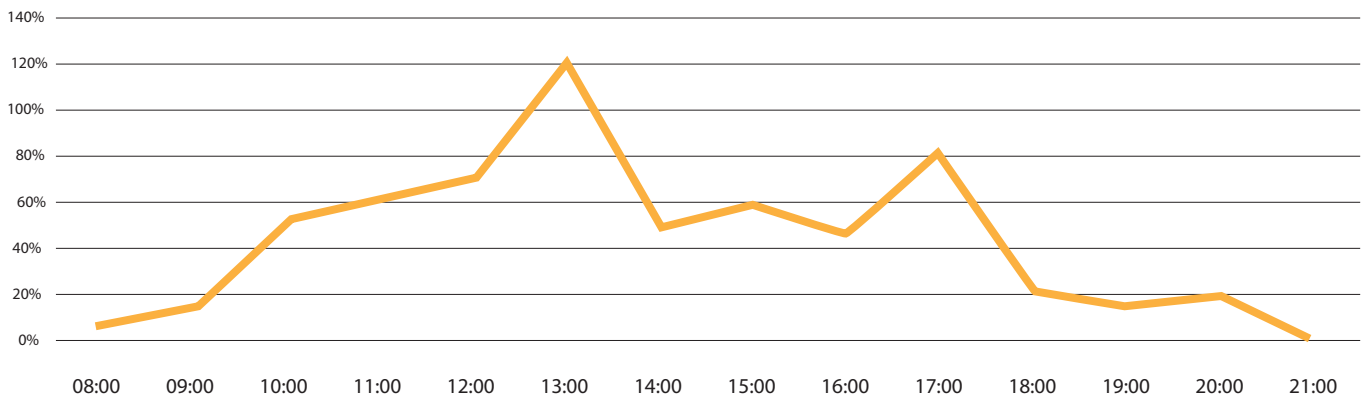
Mapping of staff versus demand



Clinic demand



Patient flow: Heat map



As a result, 54 solutions were identified including:

- Removal of seating area to allow for more effective queuing, including signs requesting that patients do not stand in certain areas and relocating the patient ticket system monitor to enable greater visibility for patients, giving them as much information as possible about their waiting time.

Convex mirror installed to allow better visibility of waiting area to available seats to patients entering building

- Measures to ensure a better experience for patients while they waited were also introduced, such as playing relaxing music and providing a tea and coffee machine as well as magazines and toys for children to play with.
- Deliveries were also relocated to another entrance to help reduce congestion in the area.
- Other measures within the pharmacy included the use of the 5S methodology (Sort, Set, Shine, Standardise and Sustain) to help better use of space (see infographic) and implementing a KANBAN stock rotation system ensuring that all expiry dates are immediately visible.



All deliveries redirected to the rear of building to reduce congestion through front entrance.

Sort

Clear out, remove the non-essentials

Set

Put things where they are used

Shine

Clean, make like new and in good working order

Standardise

Standardise, colour code

Sustain

Make it a habit, auditing

Engaging with staff and patients helped to improve quality of service

Staff and patients have benefitted as a result of the changes. By aligning the staff rota to patient demand throughout the week, 95% cent of patients are now receiving their prescriptions within 15 minutes compared with less than 60% a year ago. Improved flow throughout the pharmacy, with chairs removed and better signage has improved patient satisfaction by 39 per cent, with positive comments about layout, music and toys and magazines.

Encouraging staff to help identify the problems and solutions with support from KFM management, meant that they felt motivated and empowered to deliver the change.

The staff are now engaged in continuous improvement and are using data to work with clinical areas to support education and training to improve patient experience.

	October 2019	September 2020	Improvement
Patient waiting time (% less than 15 minutes)	57	95	+67%
Patient satisfaction score (% happy)	51	71	+39%

PATIENT FEEDBACK

- I come here to pick up my medication every four months. Usually it's very chaotic and as a wheelchair user I've struggled to get through the door. Today was different and so much more accessible."
- I really like the music in the background. It makes me feel so much more relaxed while waiting."
- I like the space at the pharmacy now. No more chairs obstructing the corridor. Well done."
- My child really liked playing with the toy, made waiting so much easier."
- We only had to wait five minutes for the prescription this time, it all seems so much more organised."