Patient Flow – the breakfast session

Presenters: Carys Jones & Mike Davidge
What we’re covering

What is Flow?

Why is it important?

What is the Patient Flow programme?
What is Flow?
Flow – a definition

“The term ‘flow’ describes the progressive movement of people, equipment and information through a sequence of processes. In healthcare, the term generally denotes the flow of patients between staff, departments and organisations along a pathway of care.”

“Improving Patient Flow”
A Health Foundation learning report, April 2013
What is a process

- *Characteristics of processes:*
- *Have a number of steps*
- *Turn inputs into outputs*

EVERYTHING is a process
Introducing the St Elsewhere patient process

A practical example
Demand = 3 per hour

Queue

<table>
<thead>
<tr>
<th>Step or task</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>6 minutes</td>
<td>12 minutes</td>
<td>20 minutes</td>
<td>12 minutes</td>
</tr>
<tr>
<td>Queue</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Utilisation</td>
<td>30%</td>
<td>60%</td>
<td>100%</td>
<td>60%</td>
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</tbody>
</table>
Bottlenecks & utilisation part 2

Demand = 10 per hour

Queue

<table>
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<tr>
<td>1</td>
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<td>12 min</td>
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Queue

<table>
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<tr>
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<th>0</th>
<th>5</th>
<th>2</th>
<th>0</th>
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<tbody>
<tr>
<td>Utilisation</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>60%</td>
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Why is understanding about Flow important?
Delayed transfers of care
All Health Boards and Trusts
Census date - 20 February 2013

Number
Delay Period
0 - 3 weeks
3 - 6 weeks
6 - 12 weeks
12 - 26 weeks
26 + weeks

Patient Flow

DTOC performance
A&E performance

**Accident and emergency**

Performance against 4 hour waiting times target for major hospitals

September 2011 - March 2013

Patient Flow
Ambulance performance

% of emergency responses at scene within 8 minutes

All Wales
December 2011 - February 2013

Patient Flow
What is the Patient Flow programme?
Support offered through Patient Flow Programme

- Guidance on producing data to analyse flow (the ‘Warwick Charts’)

- A seminar for Senior Operational Managers with Dr Kate Silvester to understand system flow

- Foundation of Improvement Science in Healthcare (FISH) Programme delivered for each health system and coaching

- National Sharing Events and WebEx Support
We propose that the programme is LHB/Trust driven. This means that LHBs and Trust will:

- Determine their own aims;
- Decide on their pace of change.
- Pull external support as agreed with the nominated 1000 Lives lead. That support can be completely customised, comprise the national training or be a mix of the two.
Each FISH course is:

Led by: Dr Kate Silvester
Team: Service Leads, Lead Clinicians, Heads of Depts. etc

- 2 intensive days
- 6 to 8 weeks of doing the mapping, measuring and modelling and where possible modifying,
- 2 intensive days of ensuring the right modifications, in the right order are planned and happening and the measures for maintenance and improvement are in place.
**6M®**

**Map** the process from service request to delivery

**Measure**
- current process performance against timeliness, cost and quality (defects) as defined by their internal customer.
- demand: number of requests and cycle times for each step in their process

**Model** demand and capacity required to meet it i.e. Gantt charts

**Modify** make the changes required in the right order to improve their department’s system (from request to delivery)

**Monitor** quality: right ‘care’ (no defects), timelines and cost

**Maintain**: make sure the system doesn’t ‘slip’ back, and can improve again if the demand changes.