

Customer Success Story

Patient Pathway Plus

Salford Royal NHS Foundation Trust



insource
BE DATA CONFIDENT



BEATING THE DOWNWARD RTT PERFORMANCE TREND

The Northern Care Alliance brings together two of the largest NHS Healthcare organisations in the North West and includes Salford Royal NHS Foundation Trust (Salford Royal), an outstanding integrated provider of hospital, community, primary and social care services and a University Teaching Trust.

Overview: Salford Royal achieved its status as a leading GDE trust, in large part, through constantly seeking efficiency improvements able to support the maintenance of current high performance. This prepares the Trust for ever-increasing demand. Already rated with the highest index for digital maturity of any organisation in the NHS in 2016, this is a Trust that understands that one of the keys to success is automating wherever feasible.

Challenge: Referral to Treatment (RTT) times are a huge component in the success of the hospital and accurate measurement of them is key. At Salford Royal RTT management, monitoring and reporting was dependent on many data processes with different formats, scripts and code. Furthermore, there was no standard verification process for the resulting data. Trust leaders were concerned over transparency, visibility and accuracy. Furthermore, in an environment where there is intense pressure to “do more with less”, there was unease around the labour-intensive nature of the processes involved.

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While our RTT performance was on target at 92%, I was concerned about the quality of data output given the messy myriad of databases it relied on. I also could feel the pain of the individuals involved in its preparation. Patient Pathway Plus is now a single, easily maintained source of data for RTT across the organisation.

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Emma Wright
 Director of Information
 & Business Intelligence
 Northern Care Alliance
 NHS Group



The Situation in a Nutshell

- One of 16 NHS acute trusts chosen to be a Global Digital Exemplar (GDE)
- Leading member of Northern Care Alliance NHS Group (Greater Manchester)
- RTT processes and tracking (developed in-house and repeatedly amended since) costly to maintain and subject to reliability issues

Solution and Results

- Centralised and standardised pathway management from Insource Patient Pathway Plus (PP+)
- + 12 man-days/month of duplicative data entry saved
- + 4 man-days/month verification time saved
- + Maintenance of excellent 92% RTT performance as NHS deteriorates overall

GETTING RID OF MISTRUST AND MONOTONY

Trust in data quality and availability was understandably low. Due to the limitations of legacy systems, the Trust could not provide a suitable platform for staff to efficiently undertake tracking and validation. Worse, as RTT rules changed over time, bespoke procedures had been adapted by internal IM&T staff who were often at a loss to understand the logic of the initial development (undertaken by previous staff). Current developers therefore often faced the monotonous task of reverse-engineering previous code. This process (estimated to occupy **35%** of an NHS developer's time typically) is costly and inefficient. Further delays and cost were being added to the process as **3 FTEs** were employed to verify and investigate anomalies in RTT data alone.

PP+ enables collaborative working to reduce duplication of data entry, copy and pasting, and manual processing. Teams work more efficiently and provide better patient care. A digital hub works with centralised, standardised data to automate and provide complete confidence in patient pathway management.

EASILY EVIDENCED, DEFENDABLE DATA

Whereas previously there were various versions of RTT positions due to end users deploying a variety of methods and reports for tracking, Patient Pathway Plus offers one, consistent view. Users have reported huge relief from this "single version of the truth" and the removal of any need to crosscheck data. This means that productivity is improved by an estimated 20% for administrators. If ever questioned, data can be easily evidenced thanks to comprehensive data lineage and auditing capability.



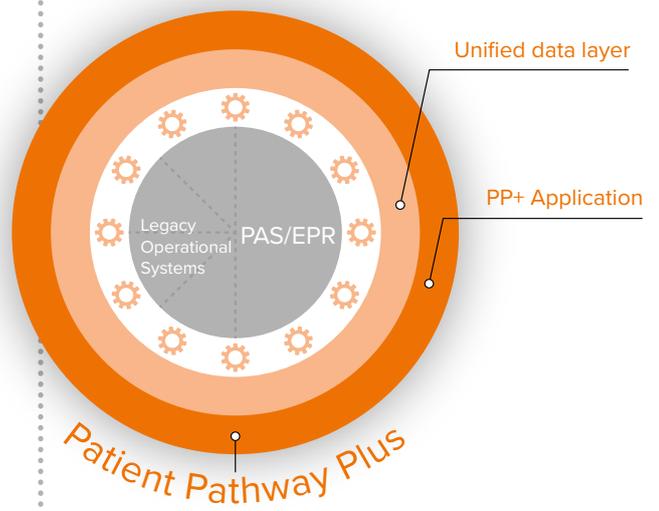
Previously I did not have visibility of which data and business rules had been applied to generate the Patient Tracking List (PTL) or the report that shows our RTT position. We now have a verified true representation of the trust's position because of the complete transparency provided by the underlying Health Data Enterprise (HDE) architecture inherent in PP+.



Jon Lawton
 Head of Information
 Business Development
 Northern Care Alliance
 NHS Group



Preparation for and installation of Patient Pathway Plus (Powered by Data Academy)



- + Standardised code creation
- + Standardised data formats
- + Standardised business rules

EASY AND SPEEDY IMPLEMENTATION AND THE COMFORT OF FUTURE CONFIGURABILITY

Salford Royal elected to undertake a staged rollout, with back checks against their business case for implementation, along the way. The four-stage pilot structure was helpful in identifying some substantial but previously “invisible” data gaps. All data preparation was based on national RTT rules and configured to additionally accommodate Salford Royal’s RTT rules. This gave the trust confidence that their true open position was correct.

The Insource team worked alongside the Information Management team at the hospital, leaving others to continue with their “day jobs”, uninterrupted. They leveraged their Data Academy environment for automation of data preparation to facilitate a smooth rollout. Insource provided initial training in use of the new system to senior members of staff, who then undertook training with operational staff. A significant success factor in the project was the ease with which staff became proficient in using the system. This meant that further rollout was straightforward and fast.

The Care Organisation Operations Board that forms the main decision-making body for the Northern Care Alliance have recommended rollout of PP+ across the group to ensure efficiency improvements and accuracy of position is achieved throughout the Alliance.

ONWARDS AND UPWARDS FOR SALFORD ROYAL NHS FOUNDATION TRUST

Implementation of Patient Pathway Plus forms a strong and stable foundation for future growth of the Alliance. With some of the highest patient and staff satisfaction rates across Acute Trusts nationally, it is well-poised to embrace greater responsibility and achieve even greater things in the future.



Salford Royal 
NHS Foundation Trust



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