

INNOVATION - A1

THE PRODUCTIVITY AND EFFICIENCY TEAM

LEWISHAM AND GREENWICH NHS TRUST

LONDON, ACUTE

With special thanks to this team of innovators for taking part in the pilot of this programme and contributing to its development.



FOR INFORMATION ON THE
INNOVATION PROGRAMME
[CLICK HERE](#)

THE INNOVATORS

The Productivity and Efficiency team organised the Model Hospital Webinar for the organisation. The team comprises of 6 individuals focused on driving productivity and efficiency gains across the Trust. This innovation meant that the team can actively provide leadership and promote the delivery of the organisation's Improving Use of Resources programme. The team supports various improvement programmes across the organisation, for instance, delivery of a transformed Outpatient Service.

Through this innovation, the team were able to highlight areas of unwarranted variation within the service, helping to establish key KPIs for measuring improvements.

THE PROBLEM

Lewisham Greenwich NHS Trust **needs to** deliver more sustainable improvement programmes in order to remove the underlying deficit, ensuring local services can access investment funding required to provide high-quality care for every patient, every day.

THE CHALLENGE

How might we identify areas of unwarranted variations **so that** we can drive improvements in productivity and efficiency in the delivery of better clinical outcomes for our patients.

THE INNOVATION

Historically, the uptake on the use of benchmarking tools like Model Hospital was low amongst colleagues. THIS innovation was about exploring opportunity that builds on our approach to performance management. Our aim was to increase uptake of the Model Hospital portal and help to empower colleagues in understanding where improvement opportunities exist.

We decided to generate better awareness and methods for our services to be able to benchmark/identify areas of unwarranted variation within the services.

Our first step was to develop better engagement with our service and clinical leads on how Model Hospital can help identify areas for improvement. In conjunction with clinical colleagues, we ran a series of webinars centred around key components and aspects of what the benchmarking portal offers. Focus areas were on highlighting how to benchmark services, discussing data sources, and how to carry out deeper dive into specific findings that might be of interest to individuals or teams. Alongside generic communications inviting all those that were interested, promotion was targeted to individuals involved in leading services. Attendance was high with more engagement than more traditional budget holder type training. 70 staff attended the series of webinars including doctors, nurses, physios, pharmacists, executive directors, and general managers.

The sessions were also used to introduce PLICs data to encourage service and clinical leads to understand how financial data are reflected on the portal. Thus, educating colleagues on the benefit and importance of accurate data capturing of all activities.

To help ensure these awareness sessions became business as usual, we showed how data on Model Hospital can support a case for change, re-affirm the delivery of GIRFT action plans, and provide assurance to our Trust Board on our use of resources indicators.

Some of the feedback from the sessions include:

“The session was well presented and lively. The use of slido was a nice touch”

“I felt it was really helpful for the orthopaedic consultant to go through his example to demonstrate how the model hospital data can be used”

The success of these sessions has seen Model Hospital data sets becoming more commonplace in Trust decision making, including in the most recent safer staffing process which saw a renewed understanding of how our workforce compares to peers and potential areas for improvement. Data has also been used to revise the approach to target setting for the efficiency programme, this has given teams a greater understanding of where target figures are derived as well as providing a blueprint for areas to review. The Trust business case process has been recently refreshed with an emphasis on how tools such as Model Hospital can help provide assurance. NEDs and other leaders are becoming more confident in using Model Hospital data to triangulate decision making.

We now have 5% of our substantive staff as registered users on Model Hospital portal with 2 active ambassadors for the Trust and an increasing user access days trend.

Recent idea generation workshops run within the Women and Children’s division has drawn on data from Model Hospital amongst other tools with participants able to recognise the data presented and move directly into productive conversations on change ideas.



THE LESSONS LEARNT

- We wouldn't assume people understand or are ready to engage directly in pure data or that tools such as Model Hospital are readily understood.
- The success of the webinar series has shown the keenness to engage and the success that can come from empowering our front-line colleagues with data alongside the crucial support role our corporate teams can play.
- It was also clear the way that the data was presented had an impact on engagement and understanding, when presented using storytelling, with practical links to clinical services, users were able more readily understand the power of the information better and link it directly to their services.
- One thing we learned is how to ensure we maintain visibility and communication link across services. We were also reminded that clinical and service leads are interested in data and keen to improve their services. We learnt the power of marketing and promoting such sessions.
- Where people have engaged of their own will rather being asked to go the sessions, were far more interactive and we have had better feedback and traction than traditional training sessions. We have worked closely with our internal comms teams to promote the series and used little tricks such as MS Teams / Zoom virtual backgrounds to promote the webinar series.

THE OUTPUTS

- Increased uptake on MH portal users
- Better alignment of internal data with MH (e.g. divisional performance reviews)
- Better alignment of internal practices e.g. business case development, with benchmarking data every day.

THE OUTCOMES

The team has become SME of the portal and representative for the Trust. Individuals were able to develop better understanding of the portal and alignment with internal data platforms such as PLICs and Business Intelligence. The team was asked to share learnings at the Model Health system ambassador forum in June.

THE QUICK WINS

Establish Ambassadors. Maintain visibility by spreading by creating internal champions. Make use of your internal comms teams to spread the news.

THE REVIEWERS SAID

THIS IS REALLY USEFUL AND CAN REALLY SEE THE BENEFITS TO THIS INNOVATION, AS IT'S DRIVEN IMPROVED DATA CONSISTENCY IN THE TRUST.

GREAT IMPLEMENTATION OF USE OF THE MH DATA INTO BUSINESS AS USUAL PROCESSES FROM CIP TARGETS ALIGNED TO OPPORTUNITIES AND BUSINESS CASES

I THINK IT'S IMPORTANT THAT FINANCE TEAM DO ALSO USE CLINICAL DATA SETS TO HELP INCREASE ENGAGEMENT AND SUPPORT CASES FOR CHANGE USING NON-FINANCE AND FINANCIAL BENCH-MARKING INFORMATION.

WHAT YOU CAN DO NOW

If you recognise the problem stated and have implemented your own innovation to overcome it please submit this innovation to the programme and give others more examples to learn from.

[SUBMIT INNOVATION](#)

If you recognise the problem stated and would like to know more details about this innovation in particular, we will be hosting showcase and workshop sessions throughout the year, so all interested staff can gain ideas and inspiration from innovators in a manageable one-to-many format.

[REGISTER INTEREST](#)

If you have a problem but don't currently know of a solution to it, then please submit it here and in 2022 the Forum intends to crowdsource solutions to problems that don't currently have known innovations.

[SUBMIT PROBLEM](#)

If you would like to learn more about about the innovation programme please click below for more details

[LEARN MORE](#)

IN SEPTEMBER 2021 THE FORUM LAUNCHED...

- A national Innovation Programme for NHS Finance staff to submit their innovations for peer review. Successful innovations will be published and accessible to all on the One NHS Finance website
- A 'Software Skills For Finance Staff' event series taught by NHS Finance for NHS Finance including MS Excel, PowerBI, SQL etc.
- An 'Art of the Possible' briefing which explains two new technologies AI & Blockchain and discusses the opportunity for NHS Finance
- An Automation Group to review and improve the efficiency of existing national processes and returns

WHAT YOU CAN DO NOW

- Submit your innovations for peer review
- Sign up to be an innovation peer reviewer
- Read Art of the Possible
- Sign up for Software Skills for Finance
- Register your interest in automation and all things innovative

Innovation Programme



Software Skills



Automation sign up



Be a peer reviewer



Art of the Possible



FURTHER INFORMATION

Website: [FinanceInnovation.nhs.uk](https://financeinnovation.nhs.uk)

Email: finance.innovation@nhs.net

LinkedIn: [One NHS Finance](#)

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ENDORSEMENT DISCLAIMER

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One NHS Finance brings together the Future-Focused Finance, National Finance Academy, and the Finance Innovation Forum programmes and networks to make sure that everyone working in NHS Finance has access to skills, knowledge, methods, and opportunities to influence and enhance patient services.



Identifying and developing innovative ways of working and new areas of improvement.