



First Contact Project

September 2009 to date

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Background

- **2009** - A need for reform was established following growing trends being seen regarding outpatient experience from; PIP feedback, PALS complaints (47 recorded complaints Jan-Oct 09), DNA rates (9%) and National and Local Outpatient Surveys.
- **July 2009** - A Project Remit/Terms of Reference was created with the purpose:
This Project has been constituted to lead and oversee a two year improvement program with the aim of significantly improving the experience for all Outpatients referred to the Trust.

Background

- **August 2009** - A Project Manager was hired
- **September 2009** - The monthly Steering Group/Project Board was established, membership includes all **ADO**'s, relevant **NSM**'s & Matrons, Booking Centre Manager and is chaired by the **COO**.
- **Ongoing** - Project Status Reports are provided to the **QIP** Working Group on a quarterly basis

Stage One: Observation and collation of information to establish current position

- Observations were undertaken within the Hospital to establish current condition/position of facilities relating to the Outpatient function and findings delivered to the Project Steering Group.
- The current condition / position of facilities relating to the Outpatient Function and findings were thoroughly studied and the findings were delivered to the Project Steering Group
- Scheduled visits were undertaken to other NHS Trusts for knowledge gain and comparative study reasons.

Stage One: Continued

- A Patient Focus Group was created and several meetings undertaken with specific discussion topics set for each meeting. These included the Booking Centre, Patient Letters and Communication within Outpatients.
- Current Outpatient Survey results, both internal and external, were reviewed to establish wider and more in depth patient perception.

Outpatient Survey results directly covered by Project Remit

Picker Outpatient Survey Results (2009) and Alignment with the First Contact Project		
Results Significantly Worse than the 'Picker Average:	Covered by Project Remit	Project Area:
Not given choice of appointment time	Yes	Booking Centre Review
Appointment changed to later date by hospital	Yes	Administrative Review
Not easy to find way to Outpatients Department	Yes	Outpatient facility Review
Unable to immediately find a place to sit in waiting area	Yes	Outpatient facility Review
Outpatients Department not clean	Yes	Outpatient facility Review
Toilets at the Outpatients Department not clean	Yes	Outpatient facility Review
Did not receive copies of all letters sent between hospital doctors and family doctor (GP)	Yes	Booking Centre Review
Not given any written or printed information about condition/treatment but would have liked it	Yes	Clinic Room Set Up Review
Patient not given information on who to contact	Yes	Clinic Room Set Up Review

Stage Two: Project Work streams commence

- Review and standardisation of all Letters utilised within the Trust regarding Outpatients by a designated internal Project Group. Completed June 2010
- To explore systems and technologies to better manage the Booking Centre, the workflow and the staff productivity.
 - Scheduled visits to both Private and Public Sector call centres
 - This resulted in the need for investment into IT technologies within our environment for efficiencies in terms of both staff and processes.
 - The specific technologies required are a Telephone Management System and a Scan to Workflow/Document Management System.

Stage Two: Project Workstreams commence

- Analysing and mapping of all processes within the Outpatient appointment booking activity, within the Booking Centre and the Trust as a whole.
- This will enable to redesign the process with the ultimate aim to set up a **Single Contact Point** for patients and better efficiency and flow through the various steps.

Vision

- One-to-one relationship
- Trust
- Accurate and complete information
- Co-ordinated, timely and accessible

How do we plan to achieve this?

- Service Improvement Project – where we are exploring ways to improve the equipments we work with, the processes and systems
- Develop the Booking Centre to be the **HUB** of the Outpatient Process rather than a support service
- Modifying the workload management within the Booking Centre to make it more efficient and structured
- Providing Training and other staff development programmes where necessary

Next Steps: Project Overview

The next workstreams to be completed will centre around the actual Outpatient facilities within Hillingdon. These will include:

- Use of the Experienced Based Design (EBD) approach to understand current Patient experience and perception.
- Continuing usage of patient survey results to benchmark situation and need.

Next Steps: Project Overview

- Review of patient flow through the clinics and diagnostics.
- Asses the location of facilities and their ease of access, positioning.
- Analyse signage and maps throughout Hillingdon.
- Review staff training for Administrative staff and undertake standardisation of their methodologies.