

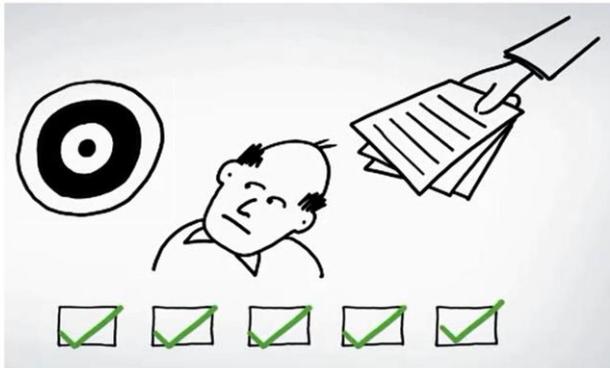


Measurement for improvement

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Other approaches to measurement



Measurement for judgement

Have to hit a target – set by someone
Using data provided or told what to collect

Measurement for research

Discover new knowledge. Well constructed trial, lots of data.
Distinguish between effects of new drug and existing treatment





Measurement for improvement

MODEL FOR IMPROVEMENT

* WHAT ARE WE TRYING TO ACHIEVE?

* HOW WILL WE KNOW THAT A CHANGE IS AN IMPROVEMENT?

* WHAT CHANGE CAN WE MAKE THAT WILL RESULT IN AN IMPROVEMENT?

Reference: Langley et al 1996



Measurement support

- **Measurement Tool - Excel based - which we expect you to help us develop, then complete and send back to us to demonstrate your impact**
- Measurement Masterclass – Wed 21st Nov
- Measurement visits
- Measurement fact sheets on website
- Measurement Guide - interactive PDF
- Measurement webex's
- Ongoing support via mikehataec@nhselect.org.uk

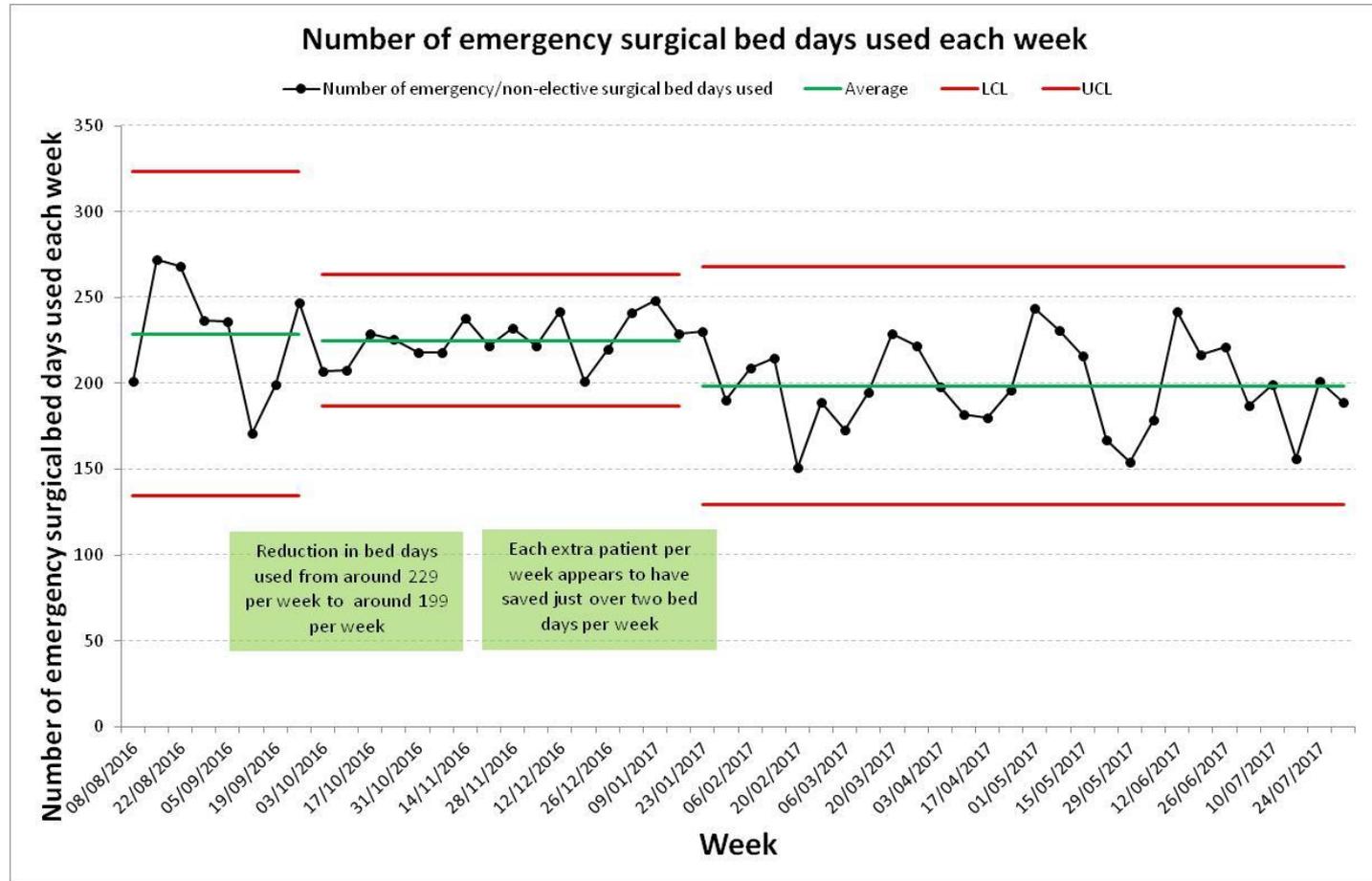
Measurement tool

The screenshot displays the SAE C SPC reporting tool V1 in Microsoft Excel. The main window shows a data table with the following columns: Week No, Date, and Metric chosen by you. The data is organized into a table with 22 rows of weekly data.

Week No	Date	Metric chosen by you
5	03/04/2017	15
6	04/04/2017	6
7	05/04/2017	11
8	06/04/2017	14
9	07/04/2017	12
10	08/04/2017	17
11	09/04/2017	18
12	10/04/2017	18
13	11/04/2017	20
14	12/04/2017	16
15	13/04/2017	20
16	14/04/2017	18
17	15/04/2017	8
18	16/04/2017	19
19	17/04/2017	5
20	18/04/2017	7
21	19/04/2017	19
22	20/04/2017	15

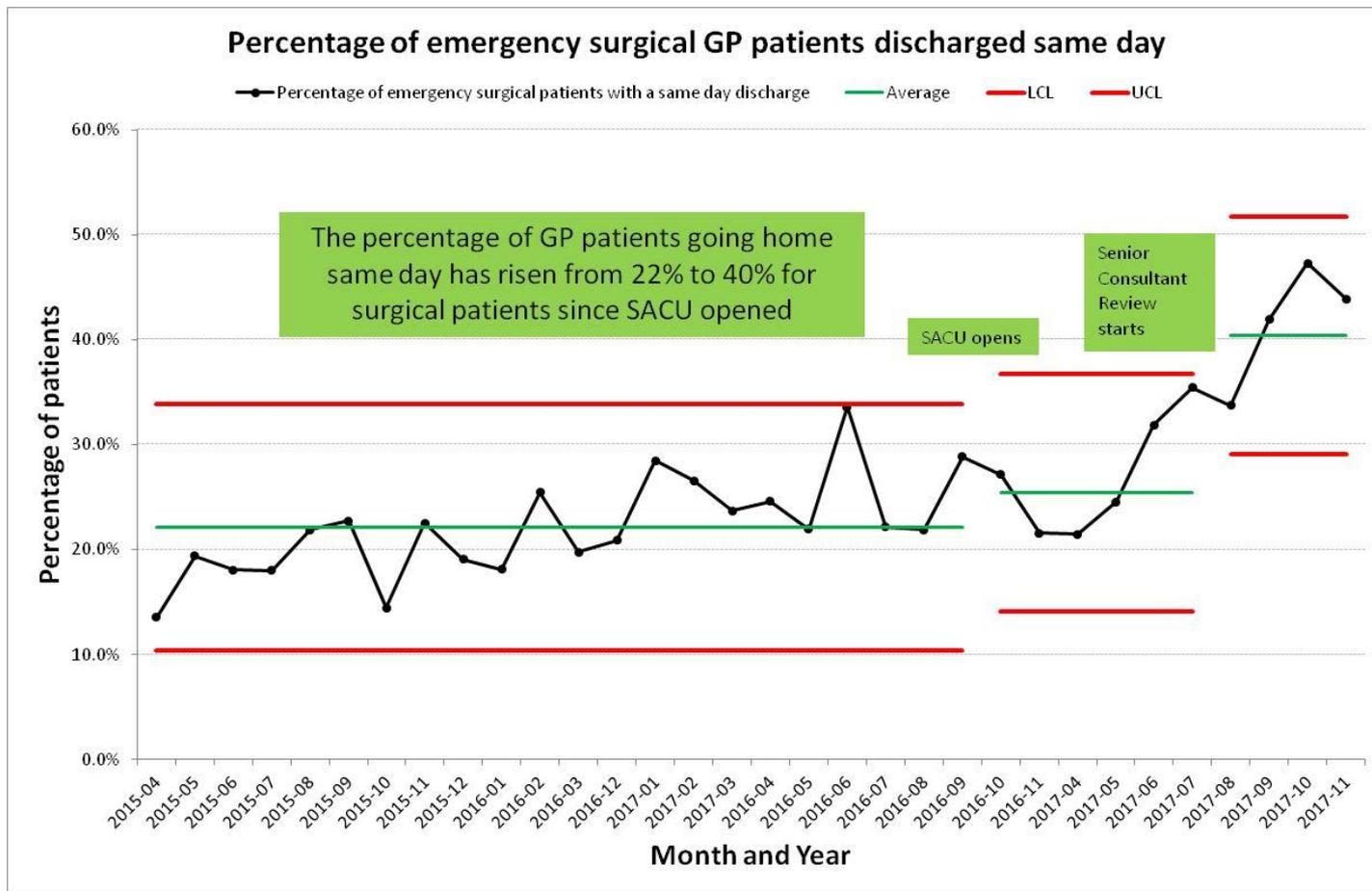
Two smaller windows are overlaid on the main window, showing SPC charts. The left window displays a 'Simple run chart' with the title 'Metric chosen by you 52 weeks from 3 April 2017 Trust Name'. The right window displays an 'SPC chart' with the title 'Metric chosen by you 52 weeks from 3 April 2017 Trust Name'. The SPC chart includes a legend with the following items: 'Metric chosen by you', 'Average (12.8)', 'Lower limit (0.0)', and 'Upper limit (26.5)'.

Wythenshawe Hospital - Cohort 1



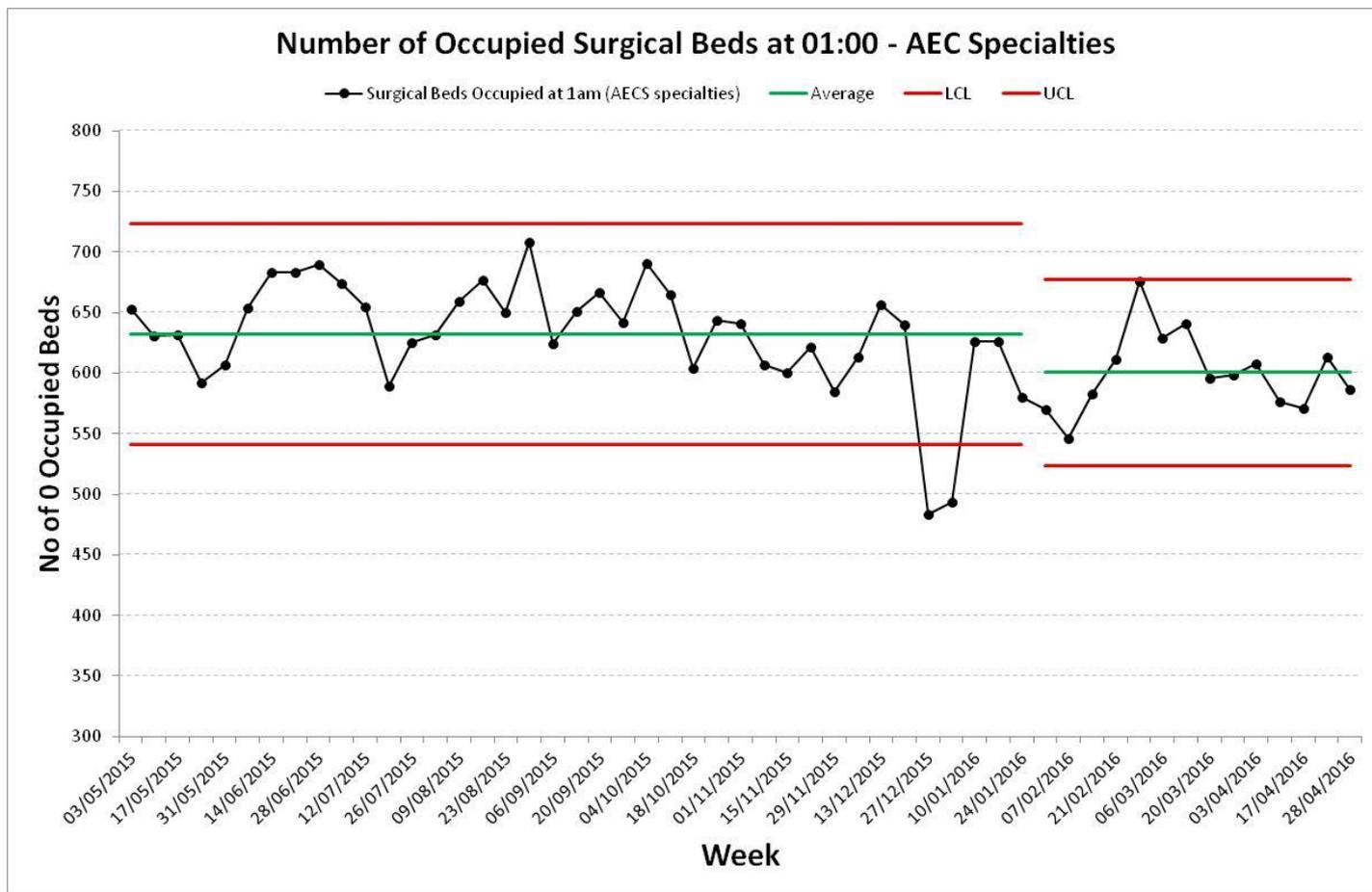


Leighton Hospital - Cohort 1

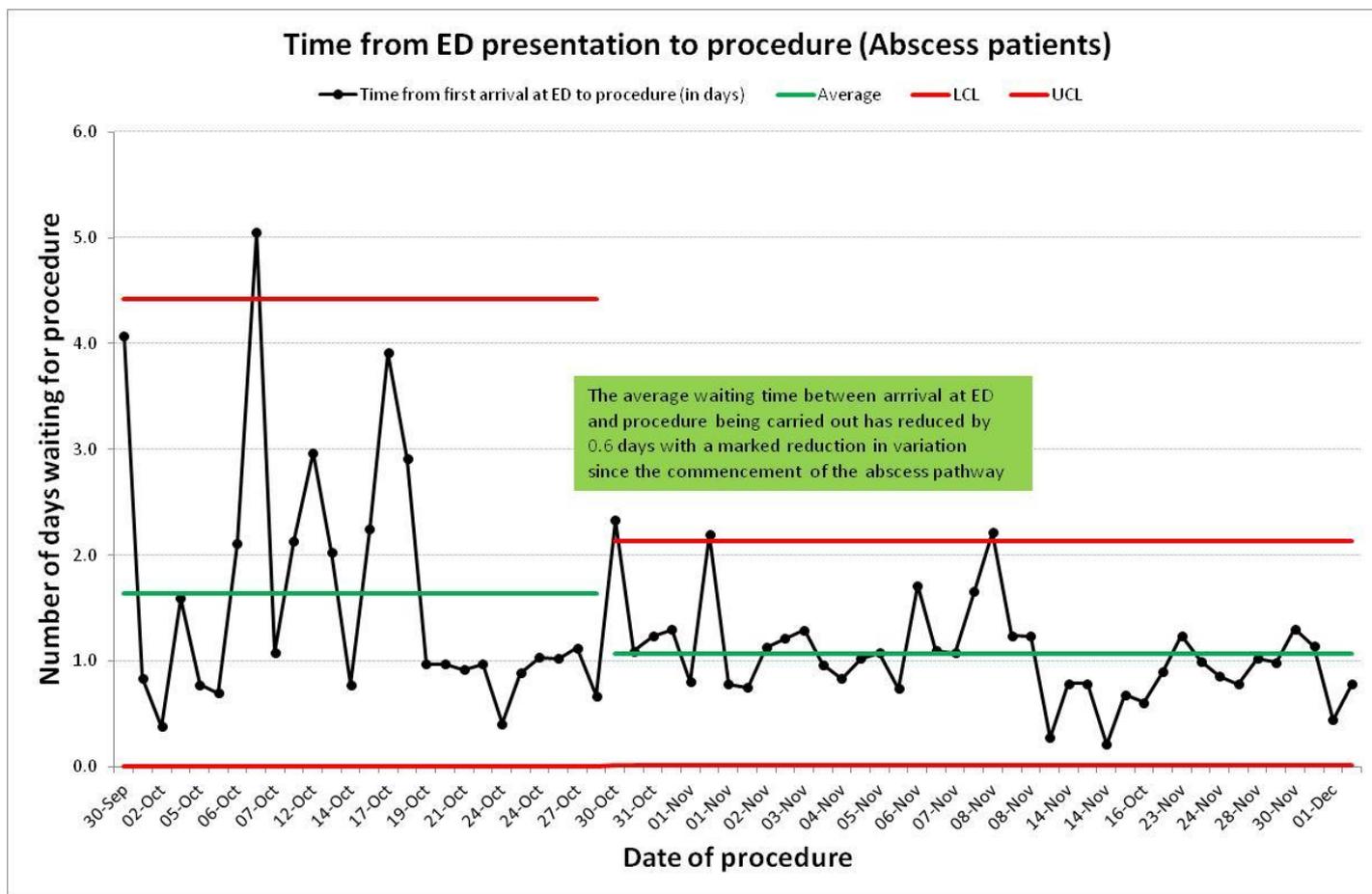




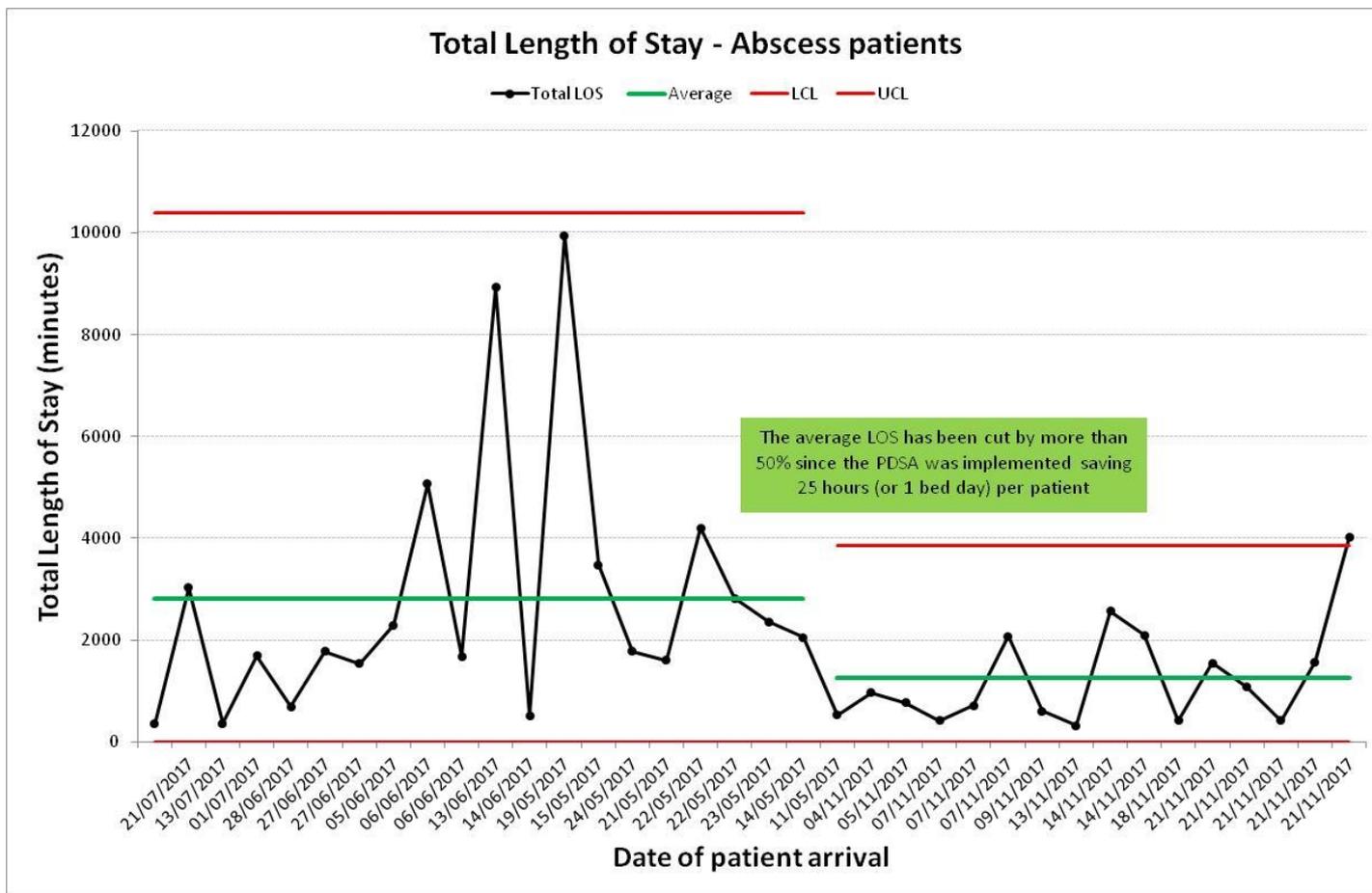
Royal Bournemouth - Cohort 1



Royal London - Cohort 1

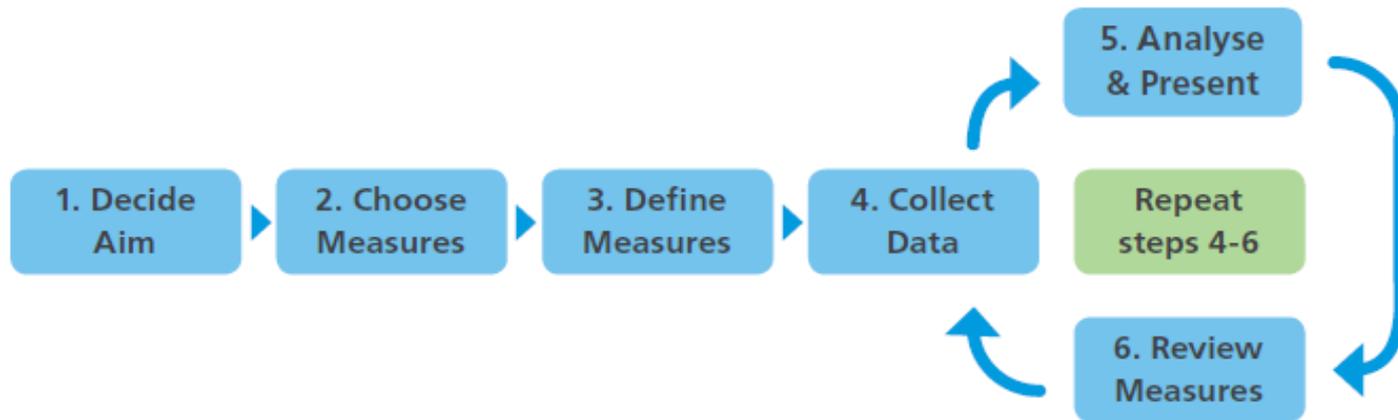


Whiston Hospital - Cohort 1





7 Steps to Measurement for Improvement





Hitchhikers Guide to the Galaxy

answer to life the universe and everything 

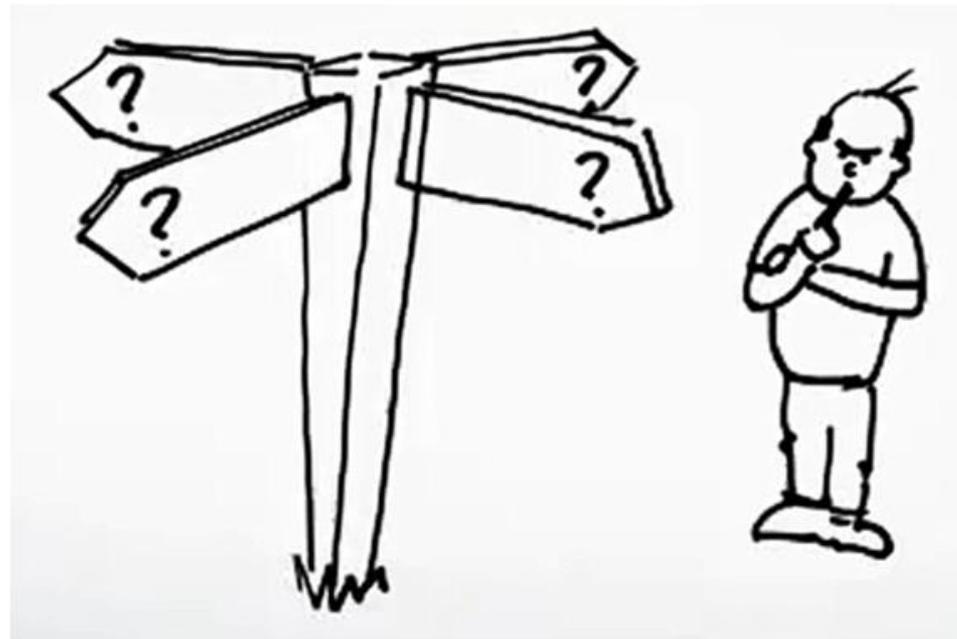
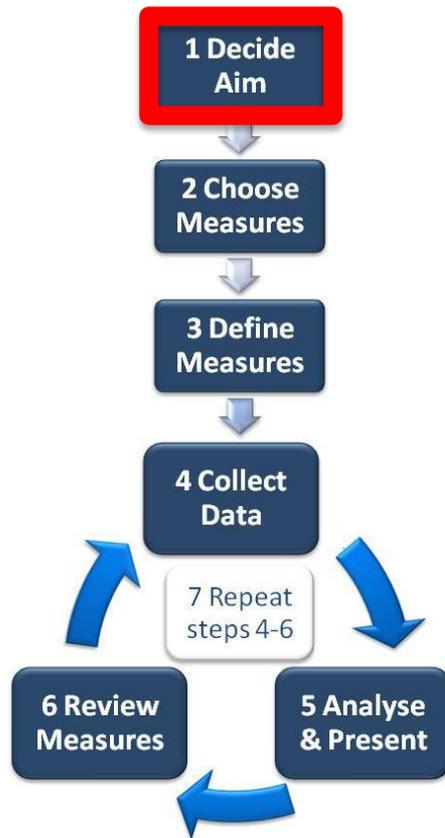
[All](#) [Images](#) [Videos](#) [Books](#) [Maps](#) [More](#) [Settings](#) [Tools](#)

About 30,100,000 results (0.63 seconds)

The answer to life the universe and everything =

Rad		x!	()	%	AC
Inv	sin	ln	7	8	9	÷
π	cos	log	4	5	6	\times
e	tan	$\sqrt{\quad}$	1	2	3	-
Ans	EXP	x^y	0	.	=	+

Step 1 - Decide Aim

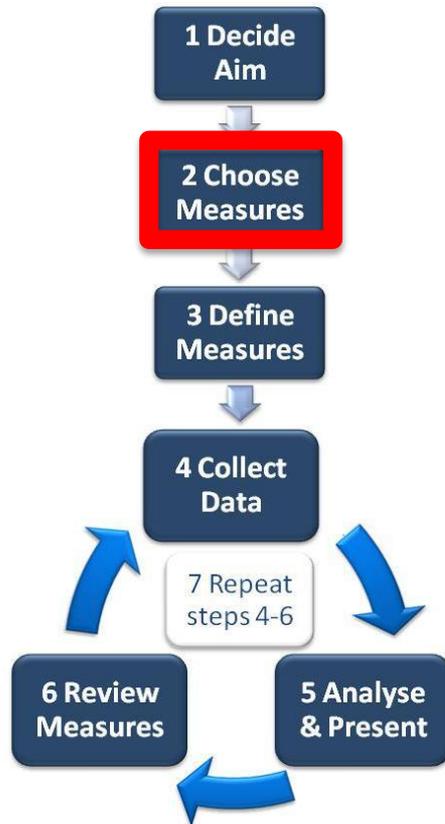


Exercise 1 - What is your aim?

- You've got the amount of time it takes for the lift to go from the ground to the third floor to explain what your project is trying to do
- **5 minutes:** discuss in your group, agree and write down a clear, unambiguous aim for your project

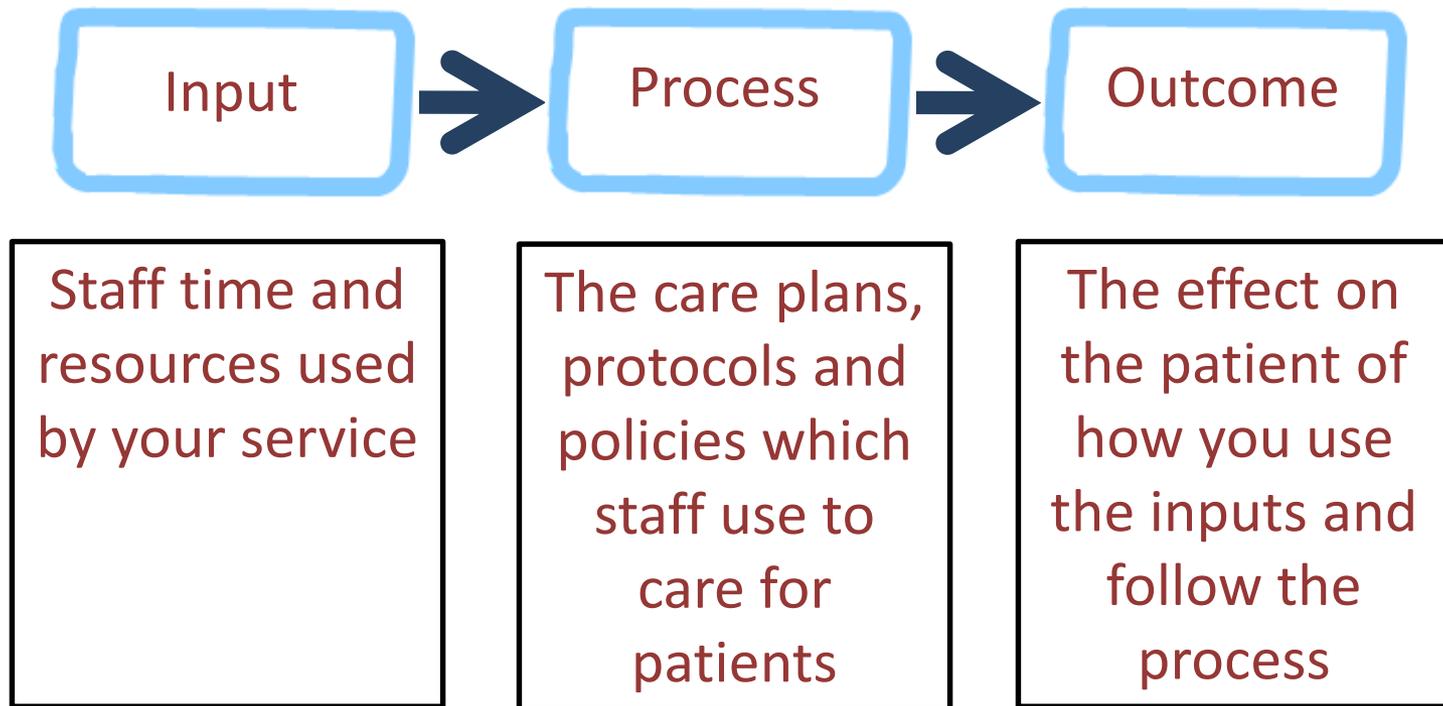


Step 2 - Choose measures



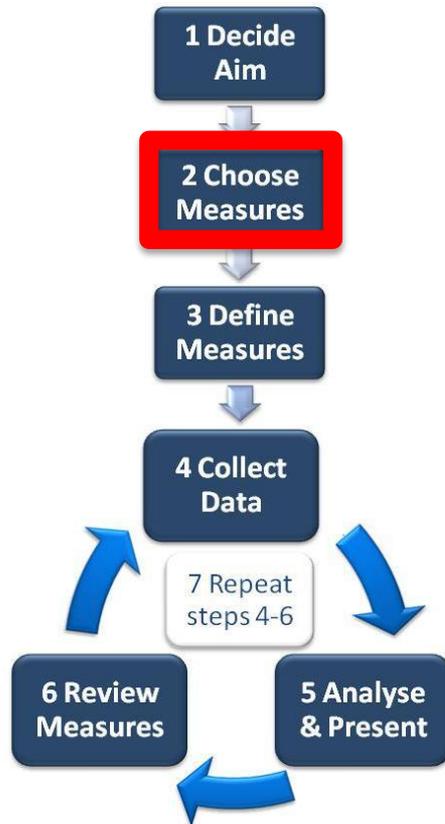


Systems thinking



Source: "Evaluating the Quality of Medical Care", Donabedian A, 1966

Three types of measures



Process
measure

Process measures show how well we do what we say we do

Outcome
measure

Outcome measures show the impact on patients/our aim

Balancing
measure

Balancing measures show any unintended consequences

Exercise 2 - What to measure?

- What is an outcome measure that would link well with the aim you wrote down?
- **5 minutes:** discuss in your group and write down what outcome measure(s) you will need to have





What needs to happen next

- Engage with your data people and get them on the project - come to the Measurement Masterclass
- The Measurement Team will be on the forthcoming site visits and will be arranging measurement visits too – you need to work with us to pick sensible process and outcome measures for your SAEC service if you want to get the most out of your time in the programme



Manchester University
NHS Foundation Trust

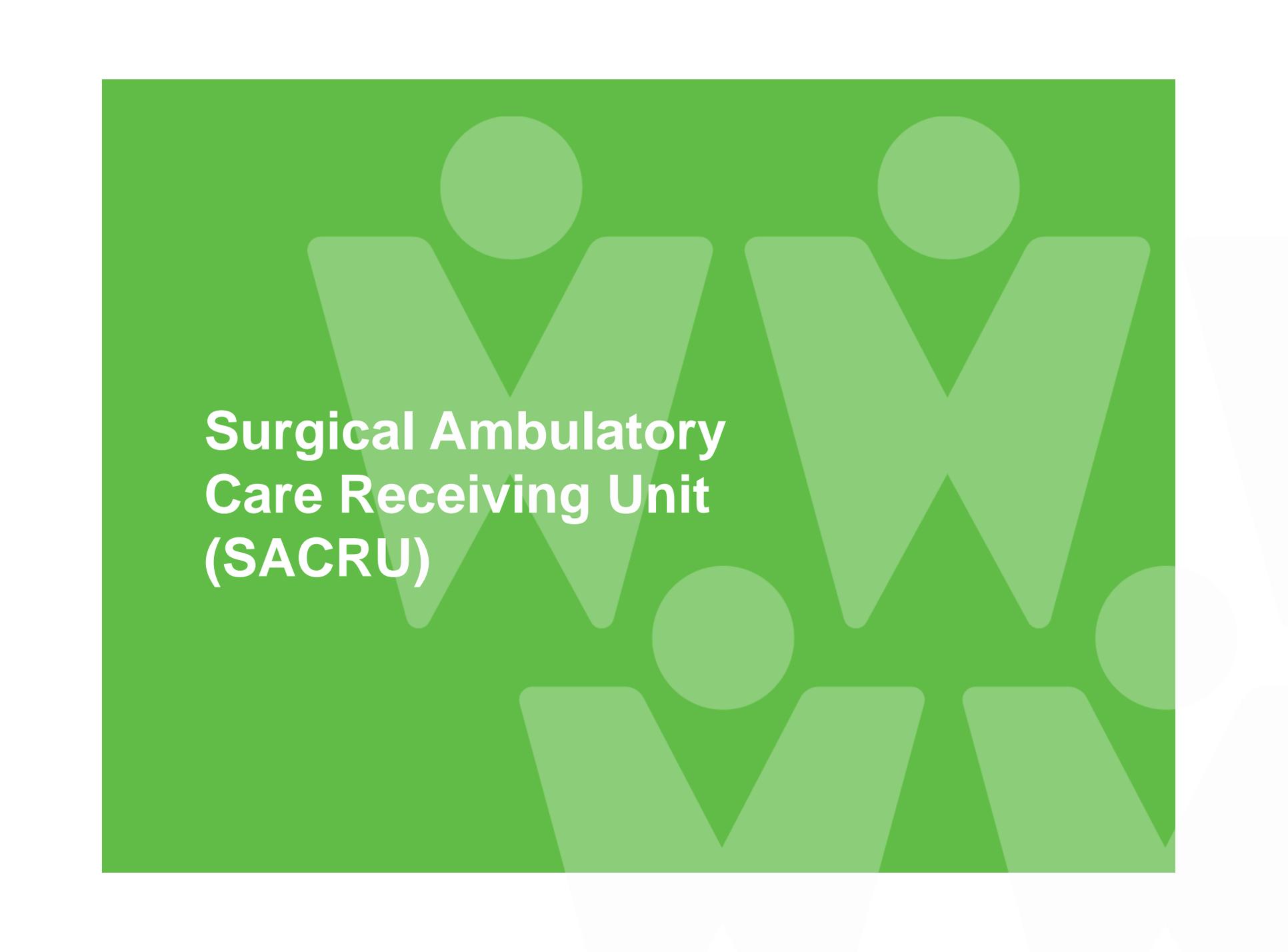
SACRU

Our Measurement Journey

Wythenshawe Hospital

Patrizia Capozzi Surgical Consultant Lead
Deanne Yates Performance & information Manager



The background is a solid green color. Overlaid on this background are several stylized human figures in a lighter shade of green. Each figure consists of a circular head and a triangular body with a pointed bottom. The figures are arranged in a grid-like pattern, with some overlapping. The text is positioned on the left side of the image, overlaid on the green background.

**Surgical Ambulatory
Care Receiving Unit
(SACRU)**

Introduction

- **Wythenshawe Hospital** covers population approx. 570,000
- **Inpatient Vs Outpatient**
- **Traditional General Surgery model**

- Ambulatory care introduced as Pilot January 2016
- Service development since then
 - Current situation
 - Monday to Friday 08:30 – 12:30 Consultant Delivered Service
 - Extending to 08:00 – 20:00 (Consultant AM delivered, ACP PM delivered) October 1st 2018
 - Ward clerk, Band 3s, ACPs



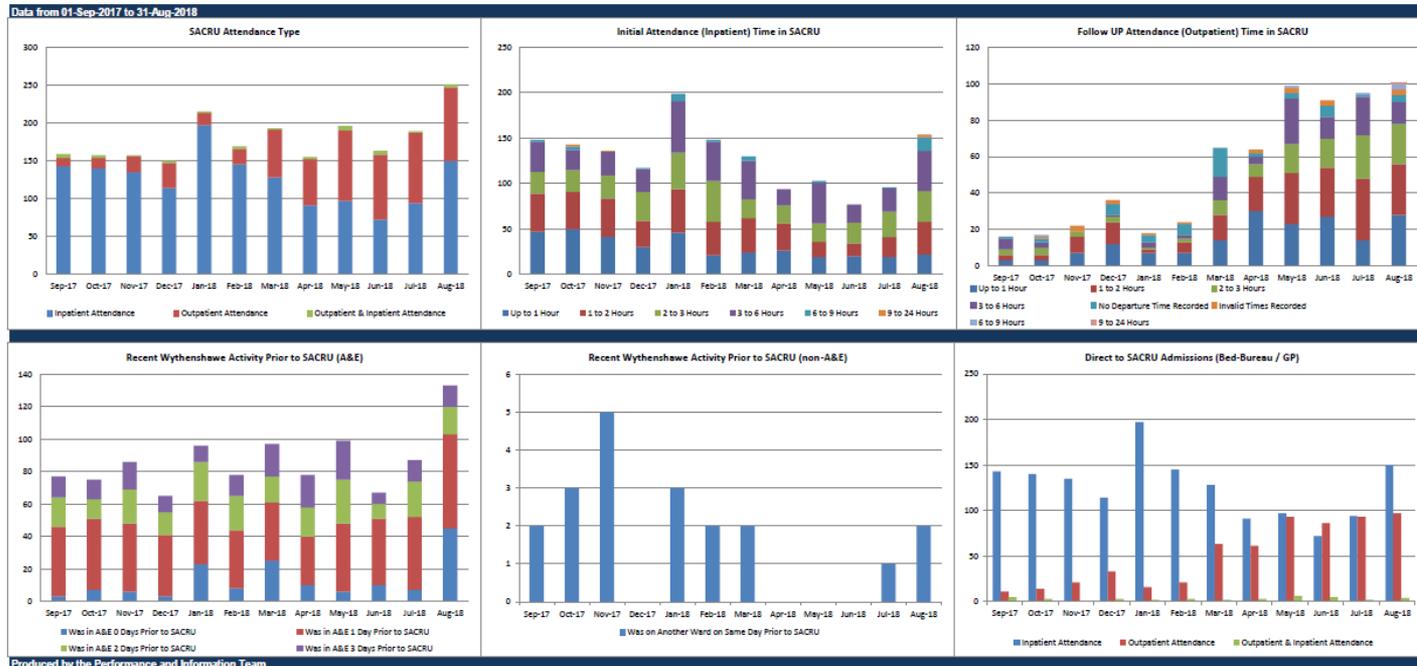
Measurement in Practice

Current Monthly SACRU Dashboard Page 1

Manchester University NHS Foundation Trust

SACRU Dashboard Page 1

Wythenshawe Hospital data

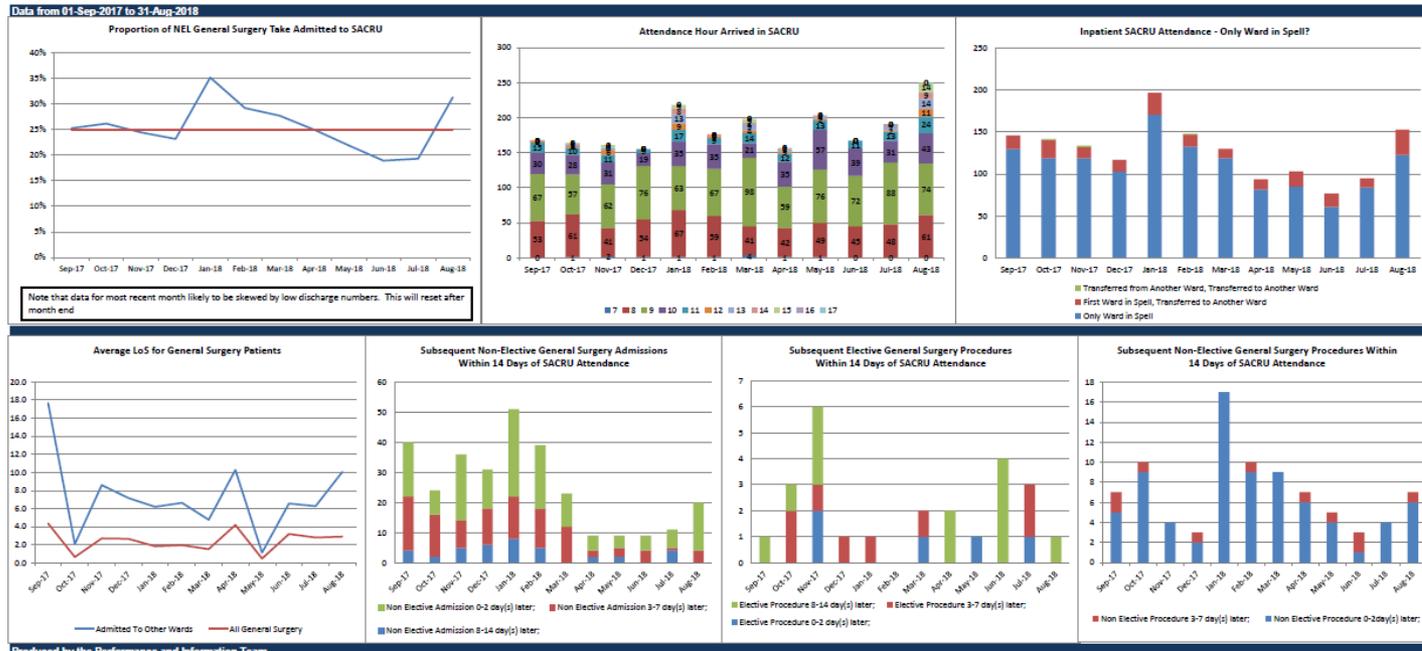


Measurement in Practice

Current Monthly SACRU Dashboard page 2

Manchester University NHS Foundation Trust
SACRU Dashboard Page 2

Wythenshawe Hospital data



Measurement in Practice

Current Monthly SACRU Dashboard Metrics

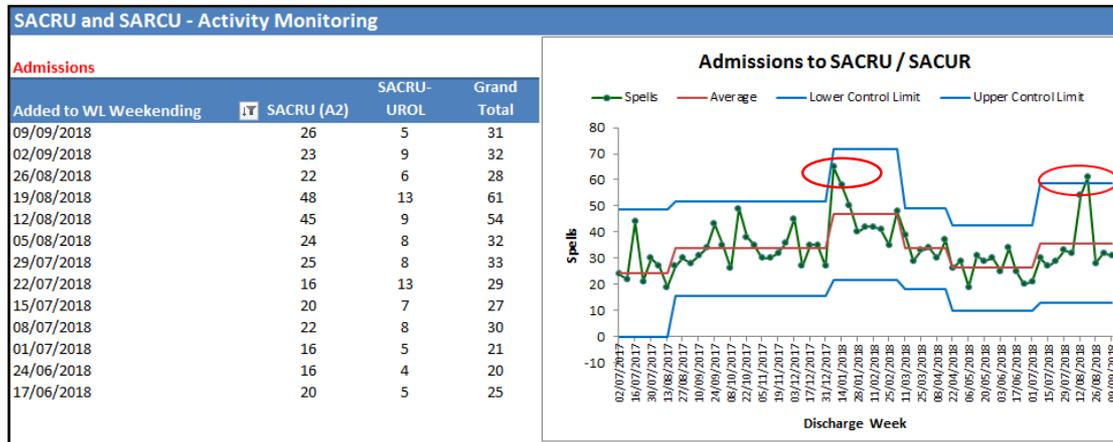
It is important to ensure that you are able to record as many data points as possible to track the patients journey and ensure the method of arrival is clear (GP, A&E or direct admission.)

- Attendance Type (INP/OP or Joint)
 - Timestamp of attendance/arrival to Hospital
 - Attendance hour range arrived in SACRU
 - Activity prior to SACRU A&E and Non A&E
 - Direct Admissions to SACRU (Bed Bureau or GP Direct)
 - Subsequent NEL General Surgery admission within 14 days of SACRU
 - EL and NEL General Surgery Procedures within 14 days
 - SACRU attendance with only ward in Spell (inter ward transfers)
-
- We can also monitor the number of diagnostics and the time to request, examination and reporting performance.



Measurement in Practice

Weekly Activity Reporting

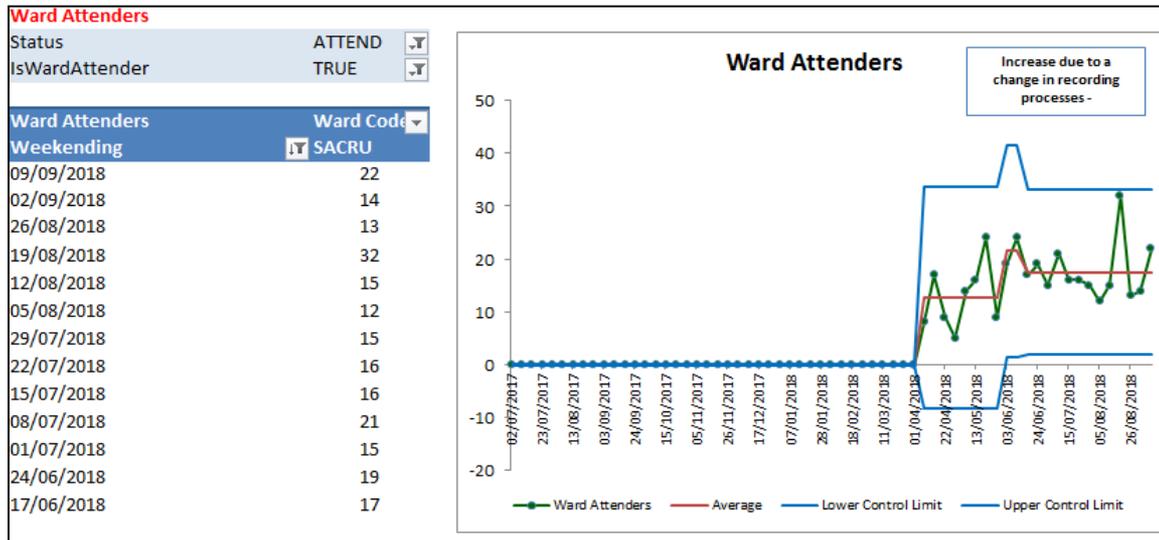


We also monitor activity on a weekly basis so that we can observe any unusual flows of patient activity.



Measurement in Practice

Weekly Activity Reporting

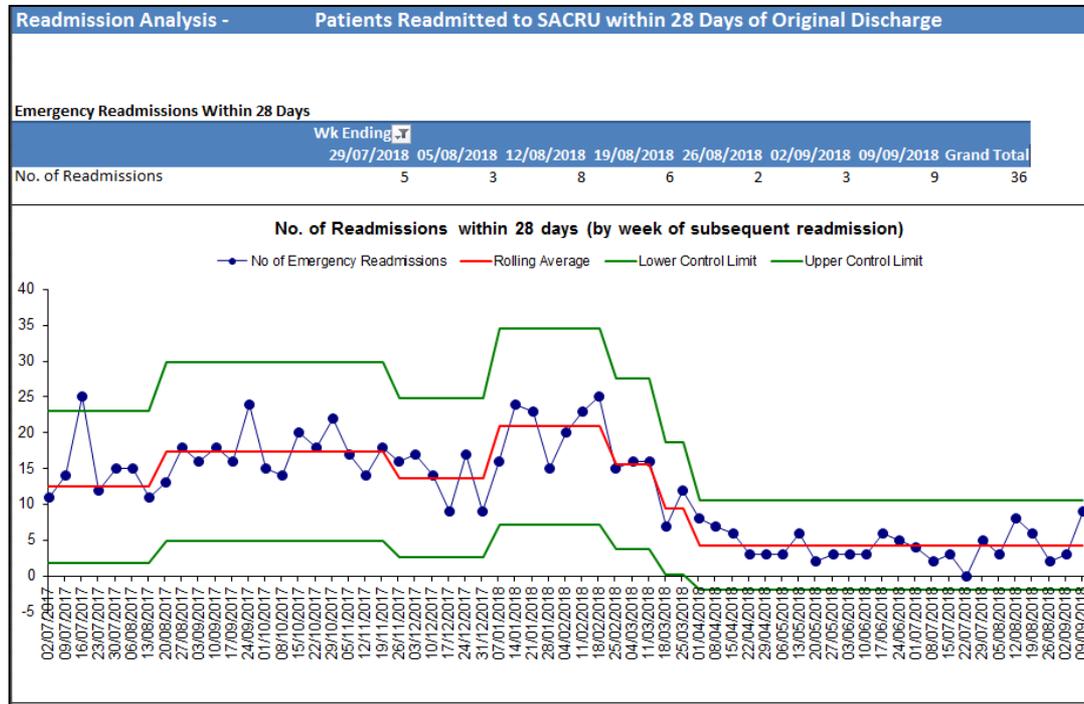


We also monitor activity on a weekly basis so that we can observe any unusual patient flows or changes in recording processes



Measurement in Practice

Weekly Activity Reporting



We also monitor activity on a weekly basis so that we can oversee the re admissions rates of the SACRU patients as well as the re-admission primary diagnosis.



Measurement in Practice

Lessons Learned

- Importance of selecting data collection to demonstrate effect
- Include all stakeholders during the setting up of the service to ensure understanding of the patient pathway
- Use the AEC Measures and Measures Checklist to help define the patients pathway.
- Clear definitions of the metrics required to demonstrate effect to ensure all data points
- Use EBD to review the pathway and consider alternative reporting data points.
- Ask for support – there's a lot out there !!!



Measurement in Practice

Thank you

Any questions?

