

Delivering excellent service to patients and staff

The Shrewsbury and Telford Hospital NHS Trust

“I wanted my division to be doing ordinary things extraordinarily well. liE gave us the tools we needed to achieve this, wrapped up in a clear, easy-to-use framework. Since we’ve been working with the organisation, we’ve seen significant performance improvements and financial savings and the principles of excellence are now firmly embedded within our culture.”

*Andrew Kent, Divisional General Manager,
Support Services (Division 3),
The Shrewsbury and Telford Hospital NHS Trust*



Background

Division three, part of The Shrewsbury and Telford Hospital NHS Trust Employs 1,400 people and with a annual operating budget of £66 million, the Shrewsbury and Telford Hospital NHS Trust is the main provider of district general hospital services for half a million people in Shropshire, Telford and Wrekin and mid Wales.

In 2008, the Trust’s Support Services division embarked on a pilot project with Investors in Excellence (liE).

Split into 10 diverse service units ranging from Medical Engineering to Outpatients, Support Services was suffering from a lack of clear focus and operational consistency. Divisional general manager Andrew Kent recognised that in order to address the problem, he needed to adopt an umbrella tool kit that would not only deliver a set of uniform processes but also support the division’s desire for rapid improvement and increased efficiency. After conducting some research, Andrew identified liE as a ‘one stop shop’ for business excellence and in 2008 his division undertook an initial two-day assessment.

Following the assessment, which was facilitated by liE, specific change management programmes were implemented to tackle problem areas and look at ways of continuously improving performance. In 2009, the division became the first acute division in an NHS Acute Trust to achieve the Investors in Excellence Standard. In the same year, it was also Highly Commended in the lean category at the Midlands Excellence Awards.

The benefits of excellence

Despite understanding the importance of aligning its operations, the Support Services Division was struggling to achieve its aim of having one clear focus. liE’s recommendation to implement a DMAIC process efficiency programme (Definition of problem;

Measuring/mapping process; Analysis; Improvement; Control) gave the team the tools it needed to change behaviours and benchmark future performance.

Additionally, the logistics business unit's use of the Six Sigma technique - a systematic method for improving the operational performance of an organisation by eliminating variability and waste – delivered immediate financial returns and empowered employees.

Now regarded as a key part of everyday life within the division, business excellence is fundamental to the division's ongoing success and the results that have been achieved are both dramatic and compelling:

- **6:1 return on investment.**
- **Annual cost saving of £75,000** identified within the logistics business unit as a result of adopting a Six Sigma approach. Support Services logistics team now handling all logistics services for the Trust.
- **Annual cost saving of £40,000** achieved by staff, in particular managers, working more effectively.
- More open dialogue with staff. In 2008, only 70% of employees received an appraisal. Now the figure is 89% and Support Services is the highest performing division in the Trust.
- Significant improvement in staff morale and overall motivation. Within the **Division**, Support Services has the lowest staff turnover rate and at just 3.9%, a sustained improvement in recorded levels of sickness/absenteeism.
- New divisional structure of five service units introduced. Units redesigned to focus on the patient journey, with similar services grouped together, resulting in less duplication and silo working
- Three junior managers secured next level promotion by adopting the principles of excellence and driving them forward within the division.
- Focus on continuous improvement reinforced by appointment of two quality managers – one to oversee the clinical side of the unit's performance and the other to drive forward the principles of business excellence.
- New systems for electronic collection of data introduced resulting in less paperwork and 'smarter' working. Systems also aligned to other standards such as the Care Quality Commission Targets, helping eliminate unnecessary red tape/KPI exercises.
- Improved patient feedback and reduced customer complaints following improvements to booking facilities.

Would you like to see similar results in your organisation? Then get in touch today to find out how Investors in Excellence can help you achieve your business goals ([click here for more details](#)).