



Case Study:

Whole Systems Rapid Improvement for Stockport Contraception and Sexual Health Services

Key Ideas: Whole Systems Rapid Improvement Events, Health Sector, NHS, Sexual Health Service, Productivity Improvement, Cost Savings, Service Redesign, Tricordant Approach.

Background

Stockport Primary Care Trust works with the local community and health partners to deliver health services that are responsive to the needs of local people. The PCT is responsible for: improving the health of Stockport people; commissioning hospital services, and developing primary care and community service.

In June 2007 Tricordant Ltd was asked by Stockport PCT to conduct a Whole Systems Rapid Improvement Event (WSRIE) on their Contraception and Sexual Health ['CASH'] Services in conjunction with the system stakeholders to: *“improve the productivity, effectiveness and organisation of CASH services in Stockport.”* This case study aims to summarise the main findings and outcomes of this project.

Approach

Tricordant is a ‘whole systems’ organisation development consultancy which works with [complex organisations within Health, Industry, Government and the Service Sector](#). Tricordant has developed ‘Whole Systems Rapid Improvement Events’ which enable local stakeholders to work together around a particular complex service or key issue to agree improvement actions. Timescales are kept short and a sense of urgency and energy is deliberately created. The approach combines group facilitation, whole systems understanding and the application of lean principles where appropriate.

For the CASH review the following main activities were carried out:

- Planning day
- Interview system representatives – more than 30 people including, local authority managers, youth workers, young person’s sexual health nurses & doctors, adult sexual health nurses & doctors, community nurses, PCT managers etc.
- Identify the system boundaries, gather base data, prepare a system map and confirm the workshop design
- Rapid Improvement Workshop 1: with representatives of the whole system in the room, started to build the team, analyse the system as a whole, and agree a vision for the service
- Rapid Improvement Workshop 2: review the vision, whole system organisation design for the future, and confirm the actions required.
- Support the team to document and justify required actions
- Post-event review

Rapid Improvement Event Workshops

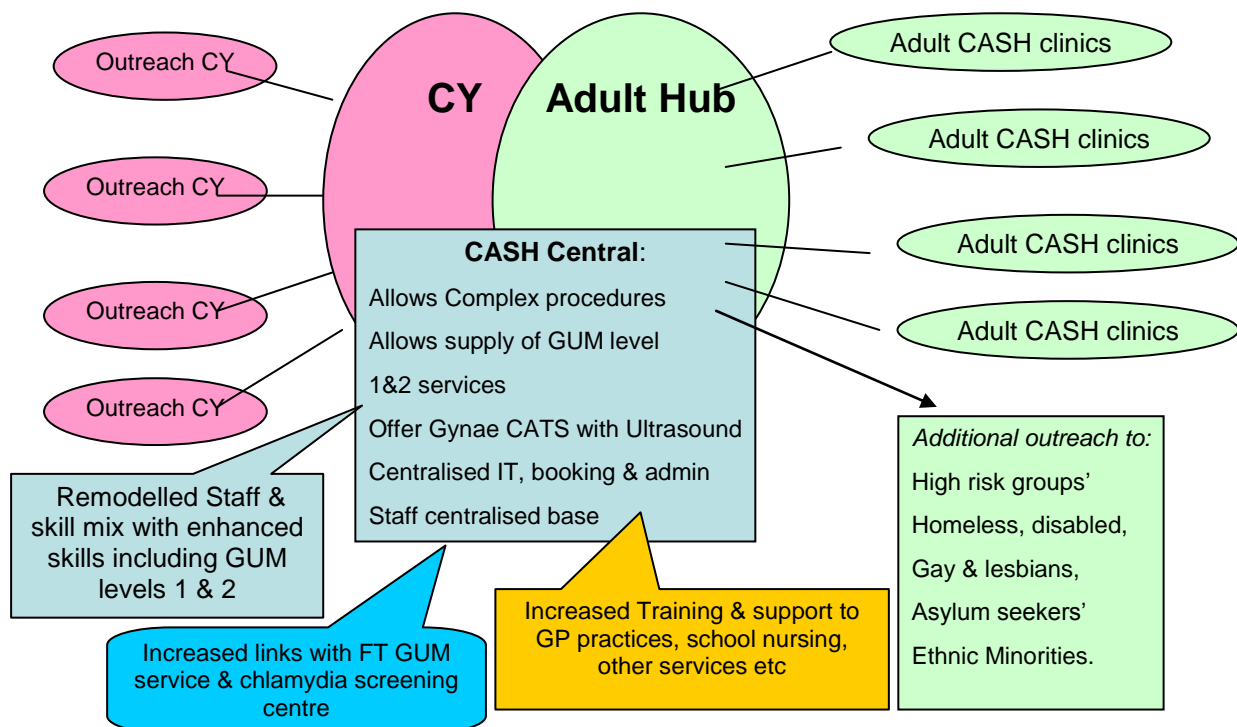
Two key events were held in which representatives from the whole system were brought into a room in order to build, equip and support the team, to develop a novel holistic solution for CASH and to get things done quickly.

Workshop 1

During the first workshop the delegates were given an overview of the CASH services together with maps of the service based on information provided during the interview phase. Delegates were encouraged to alter the maps to ensure accuracy. A brief introduction to whole systems organisation design principles was given and a number of tools described. The delegates were asked to draw up the Tricord™ (see www.tricordant.com/conc03.htm) for Central Youth, Adult Services and also for the whole Contraception and Sexual Health service to understand the service from a whole systems view and to identify the critical issues, similarities and differences between each. Based on the overview, and considering the system as a whole, the delegates were facilitated in developing the vision for the service. Following the development of the vision delegates suggested and took ownership of quick hit implementation actions to move toward this vision.

Vision

The vision anticipated co-locating and centralising the hub of both Central Youth (CY) and the Adult Service. It was critical that the Central Youth brand was also maintained and separate entrances were used to ensure young people were not discouraged by the presence of adult patients. The adult service outreach clinics were to be rationalised while also taking demand and levels of deprivation into account. See the graphic below which represents the vision. It allows the service to be enhanced considerably as indicated by the boxes on the graphic.





Workshop 2

A smaller group of management representatives met during the second workshop to review the quick hit implementation actions, demand and capacity analysis and identify further actions required to drive the vision forward. During this meeting proposals for a new pattern of Adult Service outreach clinics were developed and critiqued taking a number of factors into account such as PBC sectors, the estimated utilisation, level of deprivation, percentage users without cars. The clinical staffing requirement for the revised model was then estimated. The revised model benefits were determined and quantification of these benefits begun.

Benefits

By adopting the vision for CASH the following *benefits* were identified during the interviews and workshops:

- More productive use of space e.g. shared laboratory
- Greater safety for nurse led services
- Increased choice for patients
- Greater accessibility for the whole population due to a centralized location
- More consistent, clearer treatment levels provided
- Improved nursing skill mix
- Enables 48 hour target to be achieved
- Enables upcoming NICE LARC [long acting reversible contraception] target to be achieved
- Fit for purpose facilities
- Ensures continued achievement of teenage pregnancy target
- Significantly increased productivity gains
- New IT allows central booking
- Hub enables reduced IT costs
- Increases opening hours giving greater accessibility to Sexual Health /Emergency Contraception/Genito-Urinary Medicine services
- Enables the service to attempt winning Sexual Health provider tender opportunity
- Enables additional income opportunities to be sought
- Better GP training opportunity
- Differentiates from primary care but also complements primary care.
- Allows more specialist services to be provided
- Unique building allows Central Youth brand preservation and Adult CASH brand development
- More substantive posts mean greater ability to train staff
- Significantly reduces clinic setup times
- Complies with modernising nursing careers
- Provides capacity and central location to do Gynecology CATS
- Close to Local Authority Young people services
- Transitions Young People to Adult CASH services
- Out of usual clinic capability i.e. special needs patients



The savings and avoided costs from these benefits were calculated where possible:

Savings/Avoided Cost Benefits Per Annum	
Total avoided costs	£70200
Total income generation opportunities	£50000
Total additional productivity	£32000
Commissioner benefits in public health/overall cost effectiveness	Not Quantified at this time
Total Savings/Avoided Costs per annum	£152,200 p.a.

After the project the following was said by our client:

“It was a great process! It was really good to bring so many stakeholders together to think about our contraceptive and sexual health service – and really helpful that you were able to meet them beforehand and understand our system. The shared vision and commitment we developed have propelled us forward in to real change.” **Lucille Fifield, Associate Director - Children and Families Division, Stockport PCT.**

“I was unsure about the review before we started. But it was really stimulating and useful. You helped a range of clinical and managerial staff step back and understand our service with a fresh perspective. From this we now have a common vision and can work much better together to make it happen. This is good news for our patients and staff.” **Dr Tessa Malone, Consultant and Clinical Director, Contraceptive and Sexual Health Services, Stockport PCT.**

Project Outputs

By the end of Tricordant’s involvement we:

- Helped the whole CASH Service across Stockport see themselves as part of a ‘whole system’
- Identified and agreed a vision for the CASH service supporting future growth with the stakeholders
- Identified opportunities to increase productivity and enhance the service.
- Developed a proposed new pattern for Adult service clinics based on the vision
- Calculated the estimated staffing requirements for the new Adult service
- Potential benefits were identified and, where possible, quantified
- Developed a project plan for CASH to drive the project forward.
- Identified quick hits for CASH teams to implement.

If you would like to learn more about this case study or would like Tricordant to help your organisation please contact:

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