

Collaborative working outcome summary

Project title:

Collaboration between Cambridge University Hospitals NHS FT (CUH NHSFT) and Johnson and Johnson IM UK to improve clinical efficiency across both out-patient Haematology clinics and elective in-patient services.

Partner Organisations:

Johnson & Johnson

Cambridge University Hospitals NHS FT (CUH NHSFT)

Summary

Working in collaboration with Cambridge University Hospitals NHS FT (CUH NHSFT), there was an opportunity to develop solutions to maintain the current high performance of out-patient haematology services, while enabling consultants to attend wards and improve admission and discharge metrics (patient flow) without compromising staff satisfaction. The aim of the project was to support the development of a case for change, for a proposed new model of care.

Background

Patient flow is a crucial element of process management in hospitals. It describes the movement of patients through the different stages of required hospital care and considers whether they are subject to unnecessary delay. Optimising patient flow in hospitals ensures that patients receive the best available care while saving time, effort and costs. Failing to achieve hospital-wide patient flow puts patients at risk for suboptimal care and potential harm, as well as increasing hospital staff burden. Poor patient flow is apparent when the supply of in-patient beds cannot match the demand. As a result, patients experience lower quality of care and worse health outcomes.

Project objectives

To align the Cambridge University Hospitals NHS FT (CUH NHSFT) cross functional teams on key focus areas for service improvement to ensure collective understanding and commitment to potential solution implementation.

In addition, to determine the potential impact of these targeted improvements on overall service delivery and patient care. Utilise the findings to build a robust business case advocating for change that are crucial for implementing the identified solutions.

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Benefits realised

For patients:

- Quicker access to care without delays, with access to outpatient services that optimises treatment and clinical care. Patients have reduced waiting times and rescheduled appointments.

For the NHS:

- Improve patient flow to reduce length of stay from current 12 days and increase to 100% of admitted patients seen by a Haematology Consultant within 14 hours of decision to admit and facilitate greater consultant input into ward activity.
- Maintain current outpatient performance vs NHSE Faster Diagnosis Standards incl 62-day referral to treatment standard 85% target and 31-day decision to treat to treatment standard 96% target, while releasing consultant time for patient consultations.
- Capacity creation and/or resource improvements to improve Myeloma service.
- Provide rationale and analytical data to develop confidence that any implemented solution delivers the agreed outcomes and KPI performance, supporting a case for change.

For Johnson & Johnson:

- Johnson & Johnson produce medicines within this therapy area. Identifying ways to improve the current service may lead to increased patient numbers flowing through the system, which may lead to increased appropriate use of Johnson & Johnson medicines in line with local guidelines.
- Greater understanding of the needs of Cambridge University Hospitals NHS FT in Myeloma pathway, which may be shared with other health economies, to aid service redesign, and build capabilities and improve patient care.
- A successful project will be example of a successful collaboration with the NHS, enhancing J&J IM's reputation. The project can be used as a case study to be utilised with other NHS organisations, to develop and scale solutions to similar/different NHS challenges.

Resource Allocation:

This project was a shared contribution of time and resource between Cambridge University Hospitals NHS FT (CUH NHSFT) and Johnson and Johnson.

Johnson & Johnson provided £12,665 for project delivery, workshops-based learnings and mappings and a full project evaluation with a third-party provider.

In addition, 76 hours of Johnson & Johnson colleagues time was provided to support the project through all stages of delivery from planning to evaluation.

Cambridge University Hospitals NHS FT (CUH NHSFT) provided 206 hours of time to the project.

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Contact Details

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