

Change ideas

Team Service Planning Change Package

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Created in partnership with the Scottish Access Collaborative.

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Team Service Planning Change Ideas

Team Service Planning is a multidisciplinary approach to defining, developing and delivering clinical capacity within a planned care service that can contribute towards reducing waiting times. It was developed by NHS Lanarkshire's Breast Service as part of the [Scottish Access Collaborative](#).

This list of change ideas is part of a Quality Improvement change package to help NHS boards use quality improvement to locally implement Team Service Planning. The change package is available at [ihub.scot](#) which includes additional resources such as a measurement plan and data collection template.

Change ideas

[Change ideas](#) are specific practical changes project teams can make to implement Team Service Planning. Change ideas are grouped by the drivers of the Team Service Planning driver diagram.

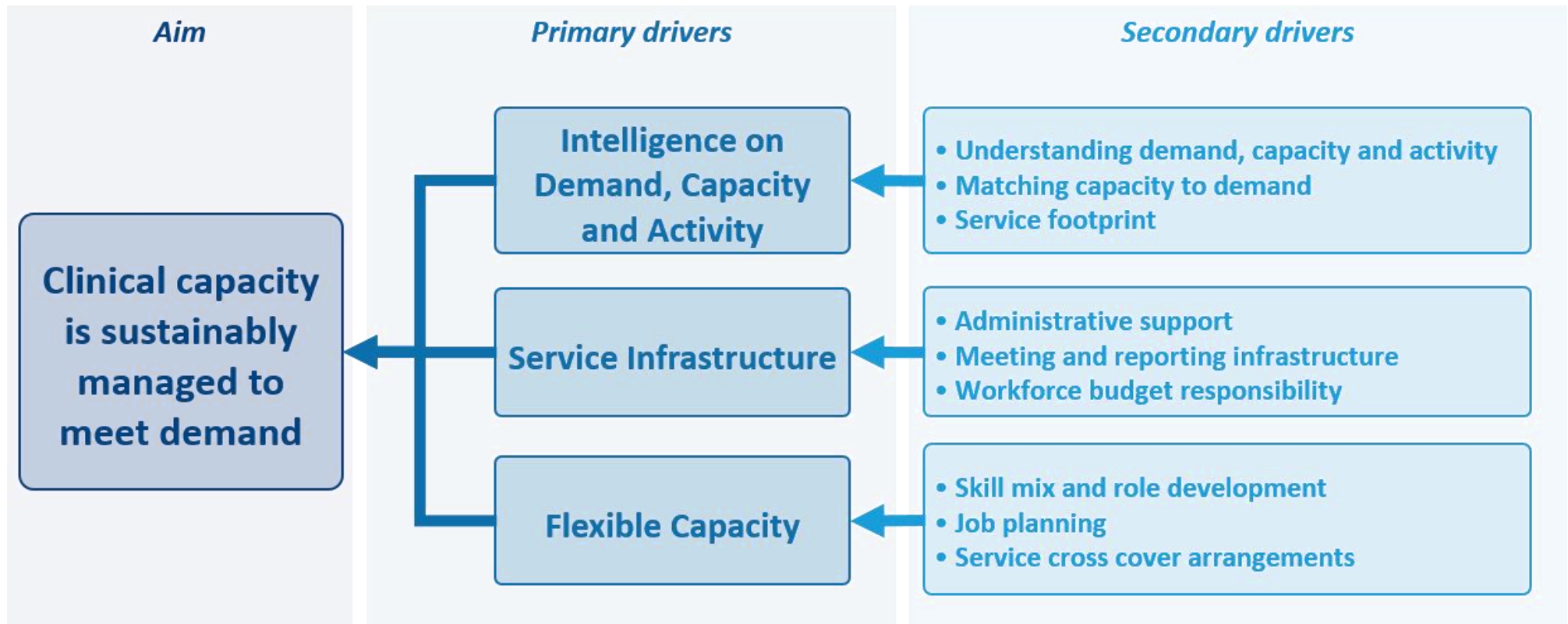
A range of changes ideas will be needed implemented to ensure there are changes to all primary drivers. Care should be taken not to implement several change ideas from the same primary driver at the same time or the project team will not be able to determine what changes are leading to improvement.

This is not an exhaustive list of change ideas. Project teams can also generate their own change ideas that will help drive change in the secondary drivers. The [Scottish Access Collaborative's Team Service Planning toolkit](#) contains more information that may also help you generate or refine your own change ideas.

If your project team have created new change ideas that have contributed towards the successful implementation of Team Service Planning, then please let us know by emailing us at his.accessqi@nhs.scot and we will include your change ideas in this change package to help other teams benefit from your learning.

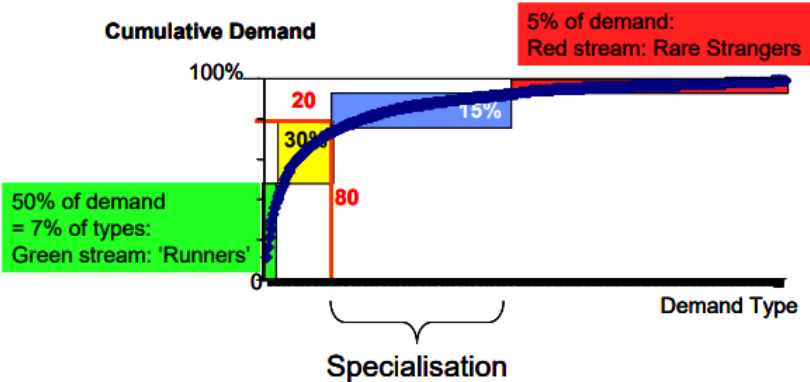
Driver diagram

The change ideas listed in this document are based on the driver diagram below. [More information on driver diagrams](#) can be found on the QI zone. The Team Service Planning measurement plan can be found in the [Team Service Planning change package](#) and can be used to help understand if changes are leading to sustainable improvement.



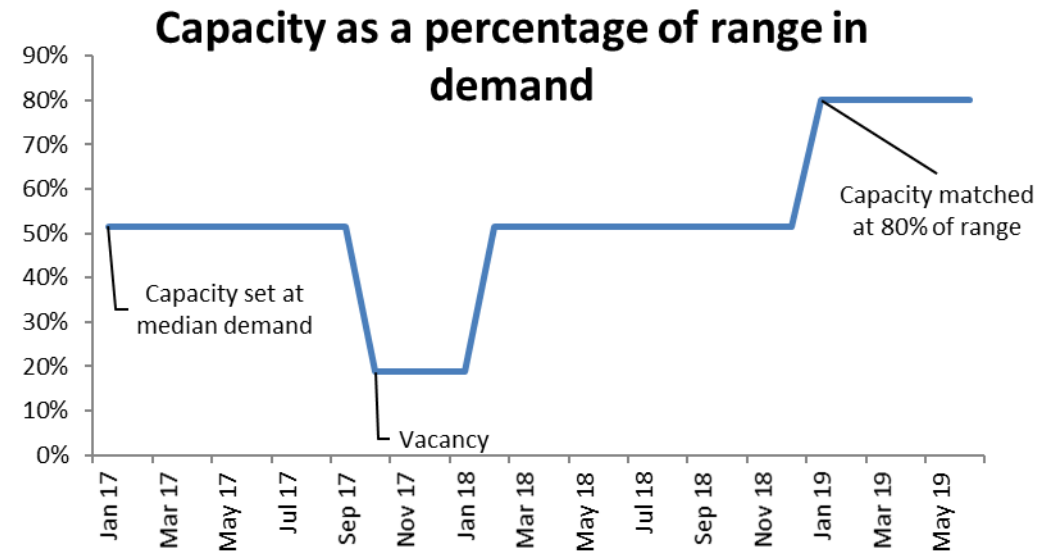
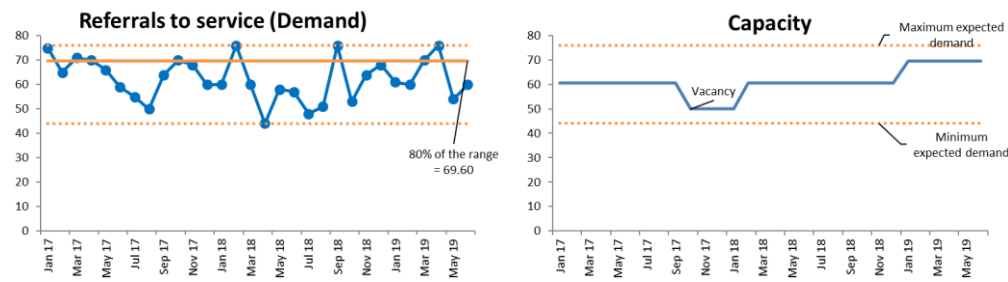
Change ideas

The following pages provide a list of change ideas for Team Service Planning.

Primary Drivers	Secondary Drivers	Change ideas
<p>Intelligence on Demand and Capacity</p>	<p>Understanding demand, capacity and activity</p>	<p>Ensure that staff and service are configured appropriately. By directing the skill mix at the core demand, and optimising time directed at core activities, a service will be in a much better position to match capacity against demand.</p> <ul style="list-style-type: none"> Use a Pareto chart to understand core demand: the presentations that make up the majority of the service’s work. By ensuring that all staff in the service have the skills to be able to see these presentations, the service can flexibly meet the majority of its demand and deploy an amount of inflexible specialist capacity to meet non-core demand. The NES QI Zone has more information on Pareto Charts and a handy template https://bit.ly/3kUss44. <ul style="list-style-type: none"> The Pareto chart below is copied from p24 of “Why do we get Queues and Waiting Lists?” by K Silvester and R Steyn, which can be downloaded from http://www.steyn.org.uk/?page_id=37. The document illustrates how a service can identify its core demand and arrange its skills mix around this.  <ul style="list-style-type: none"> While job planning can define a level of “contracted” capacity, the realities of working in a busy service may mean that this is not always reflected in reality. Using a capacity calculator can help to understand time available for the main work activity, e.g. seeing patients or managing a service. It is an excel spreadsheet that calculates this from the time spent on

Primary Drivers	Secondary Drivers	Change ideas
		<p>activities other than the main work activity, thus providing opportunities to reallocate work and achieve “contracted” capacity. The NES QI Zone has a simple capacity calculator available for use https://bit.ly/2Zr06pO.</p>
	<p>Matching capacity to demand</p>	<p>Match the amount to the need – unless you can measure your demand and your capacity you have no way as a service of getting the balance right.</p> <ul style="list-style-type: none"> • Track demand over time and consider seasonal effects at the annual (e.g. summer vs winter months) and weekday level. Services that can estimate their expected demand within a range can flex their capacity in anticipation of periods of high demand. • As a rule of thumb, aim for a level of capacity that would be able to provide enough appointments to meet 80% of the range in expected demand (80% of the range = minimum expected demand + 0.8*(maximum expected demand – minimum expected demand)). Adjust this range for seasonality. • Seek to understand and reduce sources of variation in demand, both seasonal and non-seasonal. By reducing variation, a better estimate of expected demand can be reached. If using the 80% rule of thumb above, reducing variation will move the 80% of the range in demand closer to average demand, which means using less capacity for the same result.

Primary Drivers	Secondary Drivers	Change ideas
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The above charts show how capacity can be measured against demand. A simple range can give a reasonable estimate of the required capacity (*Referrals to service (Demand)* chart) although this estimate can be refined and improved by introducing seasonality and more sophisticated statistics such as confidence intervals.

When capacity is expressed as a percentage of the range in demand, negative percentages indicate that there is not enough capacity to meet even the minimum expected demand. Percentages above 100% indicate that capacity exceeds the maximum anticipated demand – if there is a waiting list then this surplus capacity can be allocated to removing some of this backlog.

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	Service footprint	<p>Reduce the number of components – a key change that will result in more streamlined processes, this can be achieved by redesign and standardisation.</p> <p>Plan how many of what type of session you need to deliver as a service to meet projected demand. Think clinics (all kinds including phone and virtual), theatre or procedure lists.</p> <ul style="list-style-type: none"> • Think about who could staff each session • Just like clinical time, admin time scales with the volume of demand, so include this within your service footprint • Plan for delivering these over 50 weeks of the year • Plan to run it for 50 weeks per year • Consider seasonal variation • Plan for regular cover and backfill for both planned and unplanned leave <p>Build in prospective cover</p>
Service Infrastructure	Administrative support	<p>Use a coordinator – coordinators will work to support services to manage operational workings of teams, manage risks and expedite issues with a solution focused approach.</p> <ul style="list-style-type: none"> • Manage the rota, monitor all types of leave and track delivery of agreed activity • Don't underestimate importance of co-ordinator - give responsibility / autonomy • Plan ahead 6-12 weeks • Co-ordinates leave • Arranges all cross cover

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	Meeting and Reporting infrastructure	<p>Give people access to information – Giving people access to information relevant to their role enables them to suggest changes, make better decisions and take action.</p> <p>Use reminders – regular meetings and reports will act as a reminder for all staff of services agreements and actions. Reminders will reduce the likelihood of mistakes being made.</p> <ul style="list-style-type: none"> • Establish monthly meetings • Establish regular reporting to allow staff to keep eye on capacity / demand data
	Workforce budget responsibility	<p>Reduce controls in the system – controls are put in place to ensure that processes do not stray from the intended purpose. In many cases controls are required, however, these same controls can cause issues and stifle improvement.</p> <ul style="list-style-type: none"> • Giving the workforce budget to the service lead can enable greater ownership of the service and support decision making
Flexible capacity	Skill mix and role development	<p>Conduct training – ensuring that all staff have received basic training as well as opportunities to develop their skills further will allow more sustainable service planning.</p> <ul style="list-style-type: none"> • Understand who can do what. Think skills first and professional groups second with an awareness of good job design and staff retention <p>Implement cross-training – cross-training allows staff to do multiple jobs, this approach allows flexibility within a service. This will allow you to:</p> <ul style="list-style-type: none"> • succession plan, and • enable colleagues work interchangeably if one needs to be absent from work at short notice <p>Extend specialists time – are there specialist within your service who are not currently using their specialist skills and knowledge to full effect? If freeing up specialist’s time could help in tackling constraints within your service, looks for ways to remove assignments and roles.</p>

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	Job planning	<p>Consider people in the same system – staff can often end up working toward different goals/purposes all trying to improve their own way of working. This will cause variation across the system. Steps should be taken to ensure that staff are working towards the same optimal purpose.</p> <ul style="list-style-type: none"> • Using annualised sessions, split between a combination of fixed and flexible, creates a more responsive service that can adapt as required • Job planning principles can be applied to all members of staff and tools currently used by medical staff e.g. Zircadian can also be used for nursing, midwifery and AHP staff <p>Agree standard tariffs (time allocation) within the team for common activities</p>
	Service cross cover arrangements	<p>Develop contingency plans – contingency planning is a great way to reduce variation caused by everyday life scenarios.</p> <p>Where can colleague work interchangeably if one needs to be absent from work in short notice?</p>

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