



Birmingham Children's Hospital Governance Support Unit (GSU) increase patient safety by improving their Serious Incident Report Investigation (SIRI) process

"I found it exciting being exposed to a different perspective on the way that we work. I now look back and cringe at how accepting we were of inefficient, wasteful and bad processes."

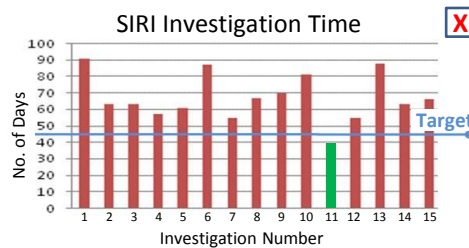
Bryan Healy,
Head of Risks,
Birmingham Children's Hospital.

The Background

The Governance Support Unit's (GSU) motivation to improve their systems and processes is extremely high. They chose to redesign, using Lean methodology, the *Serious Incident Report Investigation (SIRI)* process which directly impacts patient safety.

The *time taken to complete the SIRI process is critical* as the SIRI identifies and removes conditions which caused the serious incident. It directly effects:

- how long the patient and the family of the patient need to wait before receiving a full explanation and
- the length of time that future patients are exposed to the risk of the serious incident repeating



GSU wanted to achieve a 45 day target for completion of investigations. During the 12 months prior to the Lean activity, investigations took on average 74 days.

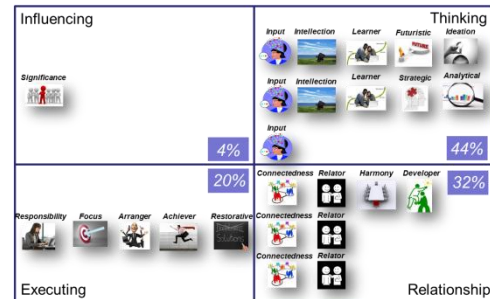
The Birmingham Children's Hospital (BCH) and LT Consulting's partnership started in October 2012.....

Engagement

Central to EQLean™ activity is the full engagement and development of each member of staff and their team behaviour.

LT Consulting used psychometrics and culture surveys to establish the current situation.

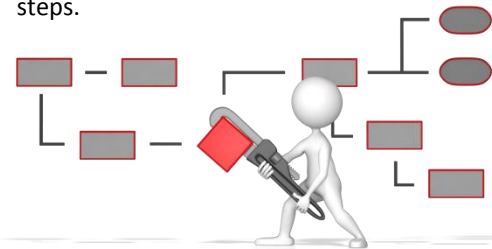
Table: SIRI Team Strengths



Using these tools, together with individual and team coaching, enabled each SIRI team member to develop their awareness of their own and others strengths and how these could be best utilised to maximise the improvement of the SIRI process.

SIRI Process Redesign

The SIRI team redesigned their process using Lean principles to guide them – identifying value added activities to the customer and eliminating or minimising wasteful process steps.



Steve enjoyed the freedom to rethink

Through the team effort and the redesign process a commitment to change to a new way of working was firmly established.

When asked what did he most enjoy about the SIRI redesign process, Steve James, Risk Assistant said

"I enjoyed coming up with new ideas on how to run the system and the freedom to rethink everything we take for granted."

SUMMARY

Focus

Serious Incident Report Investigation (SIRI) process.

Challenge

Improve the investigation process used by the Governance Support Unit to eliminate repeat serious incidents that cause unexpected and avoidable death or permanent harm.

Process

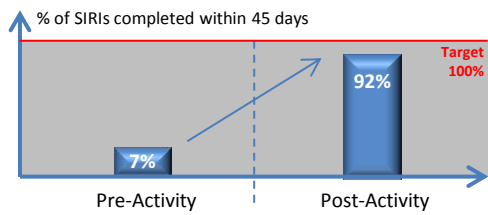
EQLean™.

Benefits

- 13 fold improvement in achievement against target time for SIRI completion (from 7% to 92%).
- Reduction in administrative costs by at least 65%.
- Developed best in class SIRI process – shortlisted for prestigious 2013 HSJ Efficiency Award.

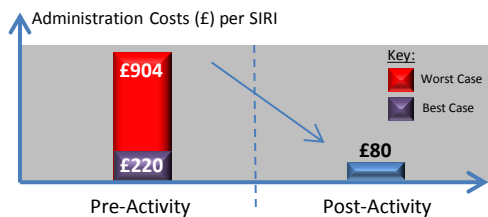
The Results

SIRI Process Completion Time



- Achievement of the target for SIRI completion increased by a factor of 13, from 7% to 92%.
- The target achieved for the last 10 consecutive SIRIs (~ $\frac{2}{3}$ of a year).
- Quality improved through releasing additional time for the investigation.

Administration Costs



- At least a 65% reduction in administration costs.

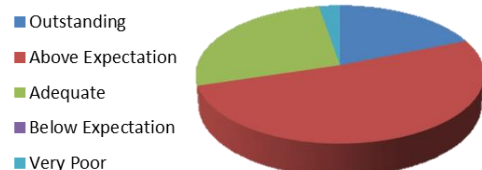
Process Simplification

	BEFORE	AFTER	REDUCTION
No. of Process Steps	63	43	32%
No. of Hand Offs	33	25	25%
No. of Issues	85	17	80%

- The revised process was simplified considerably and has created a much *stress reduced* environment to work within.
- The process is not just quicker but more joined up and this has been achieved through customer focus and elimination of wasteful activities.

Engagement & Staff Buy-in

SIRIs Satisfaction Score Responses



- Survey revealed 97% of staff that had experienced the new SIRI process gave a positive response.

Culture Change & Continuous Improvement

Reflecting on the first Lean work that the Governance Support Unit (GSU) had completed, David Scott, Associate Director of Governance said

"The outcomes are already demonstrable and it has helped change thinking within the team. It was quite an emotionally draining process and was challenging in the sense that it required changes to established processes and systems. It was also intensive in terms of the time commitment but ultimately worth it"

Having achieved step changes in performance with the SIRI process the Lean activity has not stopped there!

There is clear recognition that waste exists both within and outside of the GSU. Improvement activity has been applied to other areas of GSU such as the freedom of information request and general incident reporting processes.

BCH shortlisted for the prestigious 2013 HSI Efficiency Award

Further work has started in the root cause analysis area of the SIRI and the countermeasures already successfully applied to the SIRI process are being rolled out to similar Directorate Lead Reviews of incidents.

There are sure signs of a change in culture and mind-set, evidenced by the new Lean works being undertaken whilst sustaining and developing the SIRI improvements. The GSU are maturing their *Continuous Improvement* approach and are focused on the ambitious goal of becoming the number one Governance Unit within the NHS.

If you are interested in this case study, other examples of our work or EQLean™ please do contact us.

Greg Burgess

(Health, Safety & Security Manager)

"The aspect that had the greatest impact on me personally was learning how to ask if something adds value."

It is surprising, what we do that we initially feel is important, but are unable to explain its benefit in any constructive way."

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