



# **The Productives: “Releasing Time” series**

Lynn Callard  
Helen Bevan  
Maggie Morgan-Cooke



# Agenda

- The Productives: “Releasing Time” series
- The productive leader: Releasing Time to Lead
- The Productive Ward: Releasing Time to Care
- A word about the new Productive programmes
- Questions and answers

# The Productives: “Releasing Time” series

- Powerful, common sense knowledge on how to improve key units of care
  - How to achieve great results for patients and staff using the latest evidence based approaches
  - Mobilising front line staff
  - The practical application of the most effective change methods such as Lean or Six Sigma *but framed in a different way*
- The Productive Ward
  - The Productive Mental Health Ward
  - The Productive Community Hospital
  - The Productive Leader
  - The Productive Operating Theatre
  - Productive Community Services

# What we are learning from “Releasing Time”

How much energy can be unleashed by encouraging front line teams to question how they work and providing simple tools and skills to do this

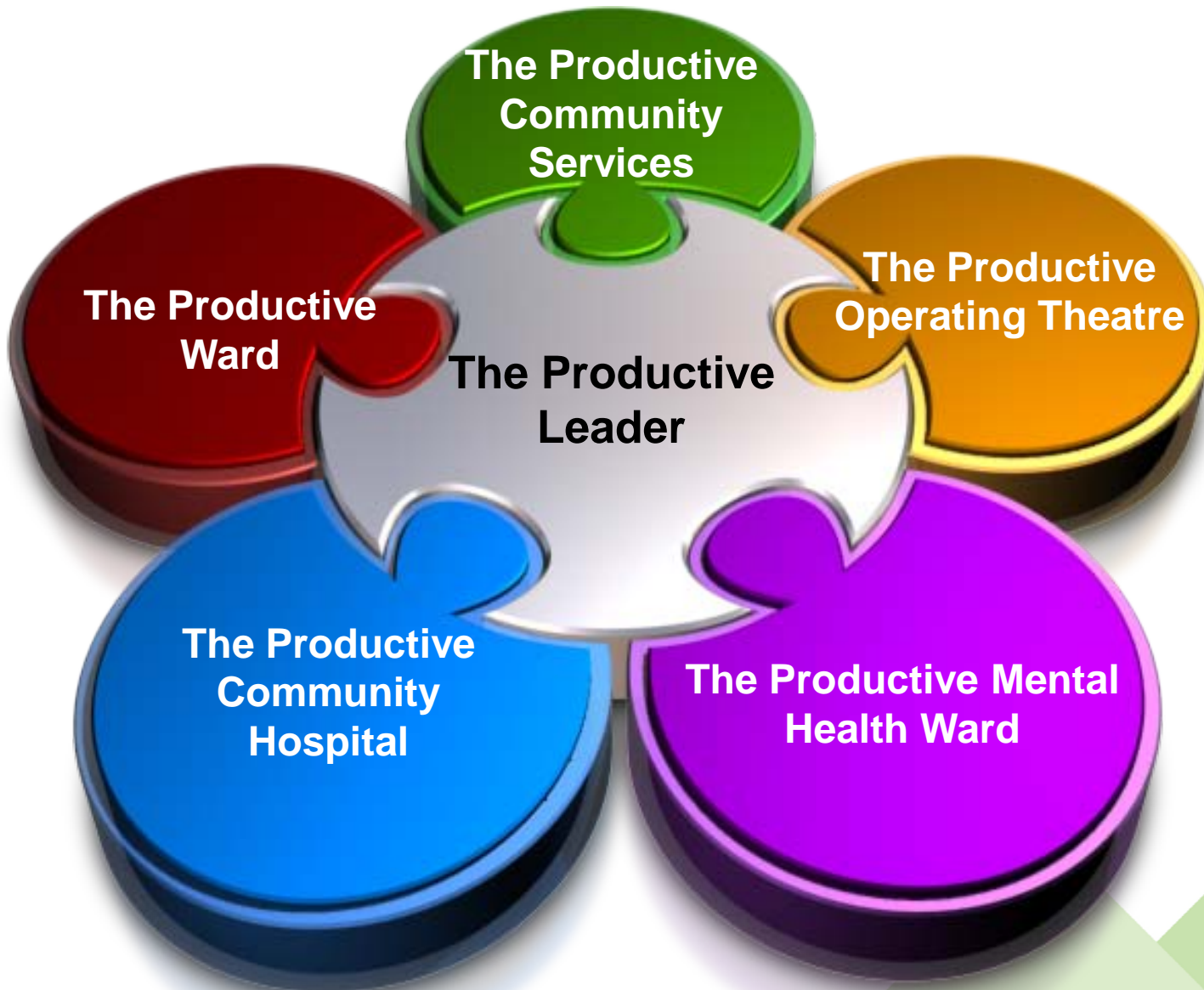
# The Productive Leader

*Releasing time to lead™*

## Background and context to The Productive Leader



# The Productive Series



# The Productive Leader offers opportunities to make time available:

- to be more visible within the organisation
- to lead the implementation of other projects – eg The Productive Ward
- for clinical time on the wards with their staff
- for talent development within their organisation
- to devoting time to their own personal development
- to achieve a sustainable work-life balance.

# The impact of ineffective personal productivity



# Lean is not just for clinical processes

## Flow

How a patient moves through system for a hip replacement

## Flow

How a diary request moves through system until actioned

## Eliminate Waste

Waiting – Patients waiting to see a series of clinicians

## Eliminate Waste

Waiting – Leaders waiting to start a meeting

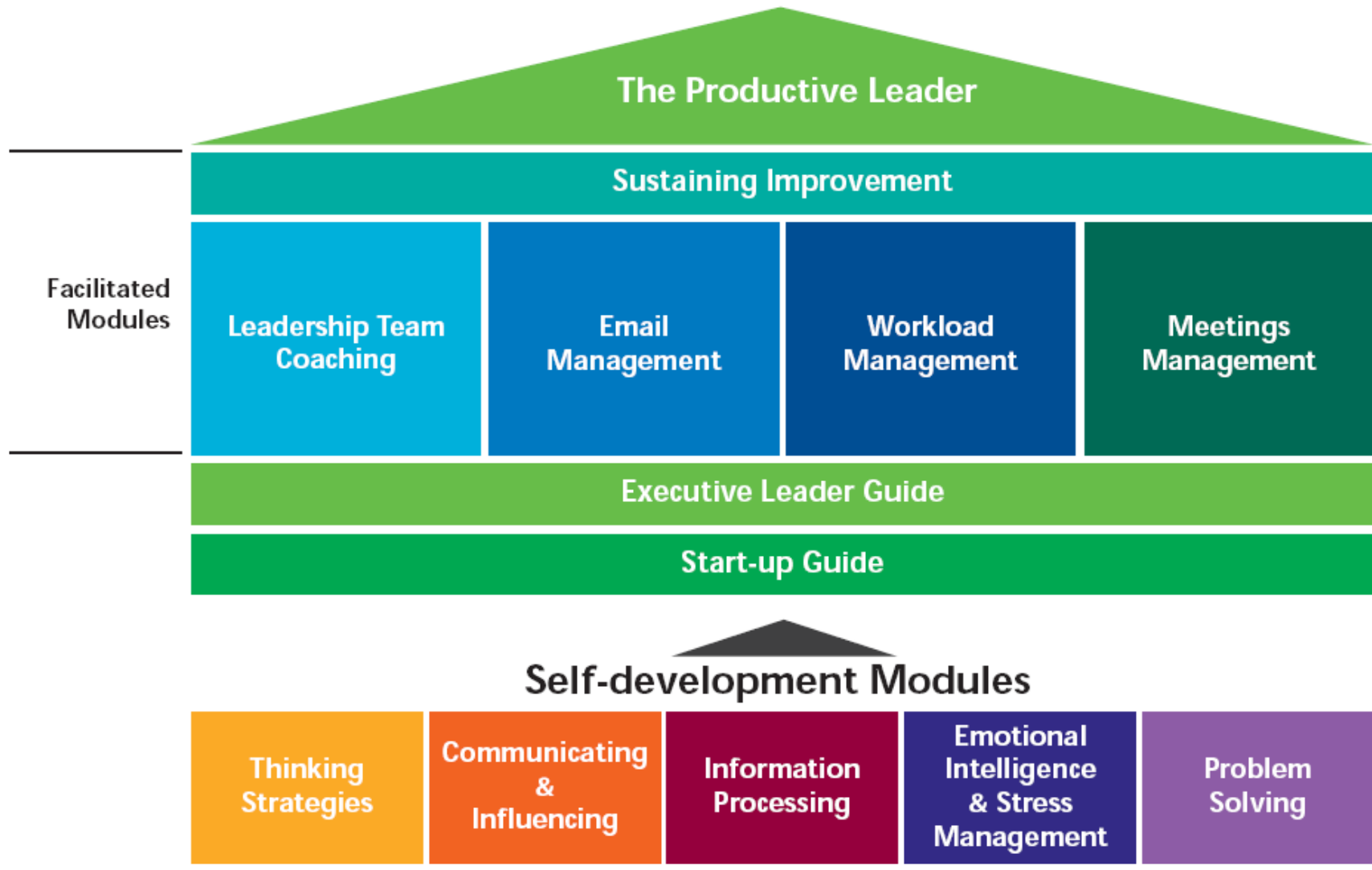
## Standardisation

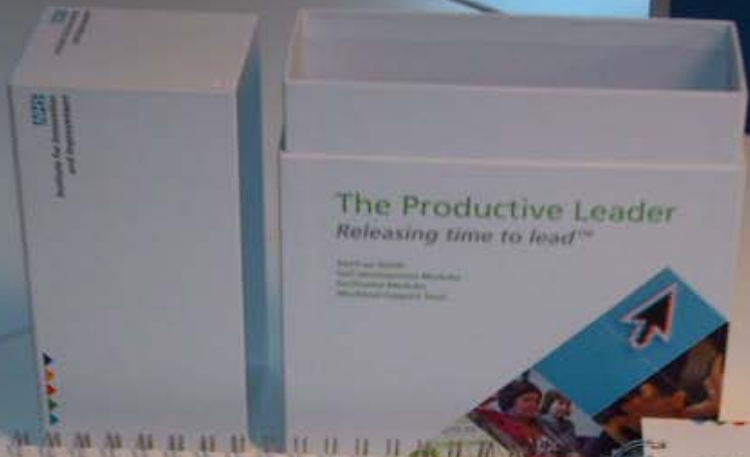
Clinical protocols re procedures

## Standardisation

Email protocol, office procedures

# The Productive Leader modules





# What is unique about The Productive Leader?

- Encompasses all aspects of personal productivity.
- Starts at the top within organisations.
- Advocates a team approach, recognising the hidden value of administrative support staff.
- Allows time for reflection and discussion to ensure that the changes made are relevant for individual organisations.

**Research commissioned by the NHS Institute (2008) showed there was no other programme as comprehensive as**

**The Productive Leader**



# What is The Productive Leader trying to achieve?

<b>It is about</b>	<b>It is not about</b>
Common sense practices and understanding current barriers to adopting them	Running a training course
Identifying issues and adapting the session accordingly	Telling participants what to do
Agreeing new ways of working which can be refined and adopted over time	Being prescriptive
Achieving significant and sustainable changes that free up time	Making changes which cannot be sustained

# The Productive Leader

*Releasing time to lead™*

## Measuring performance and success



# Evaluating success

The Productive Leader offers you the opportunity to:

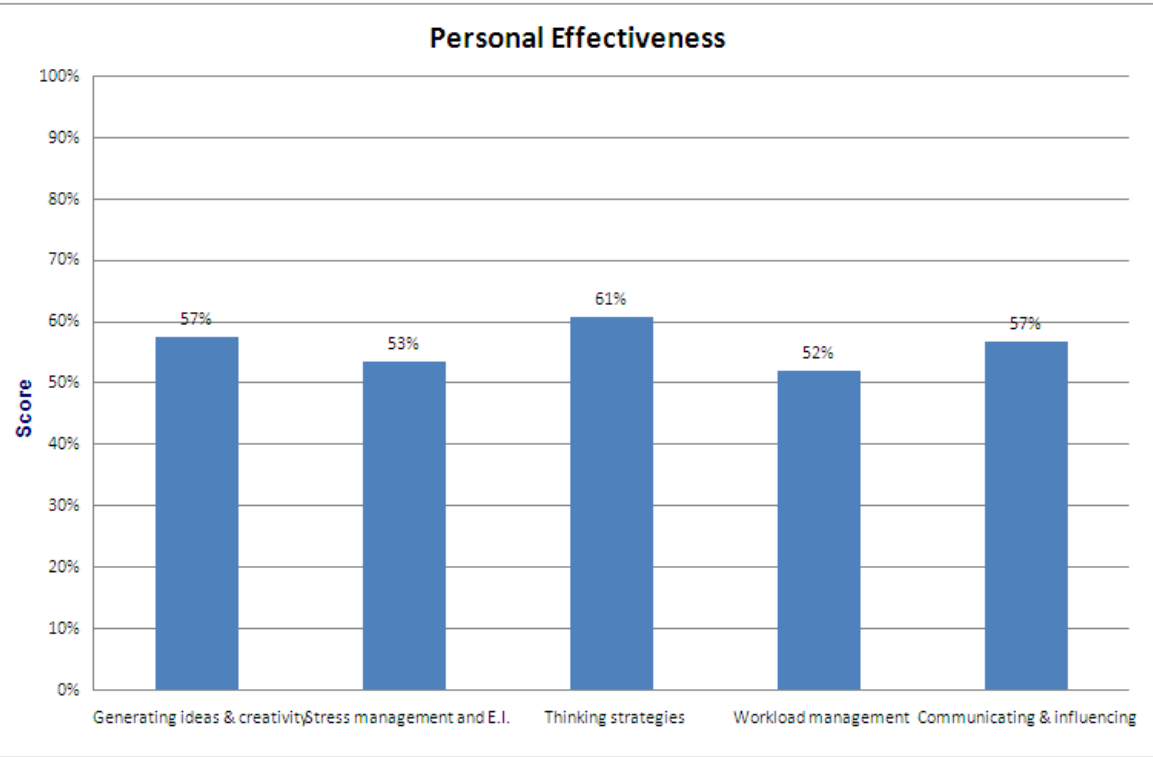
1. Measure current performance in the target areas against best practice guidelines by using the Personal Effectiveness Questionnaire.
2. Collect a basic set of baseline data before the start of the programme and at the end to measure improvement in personal leadership performance and productivity.



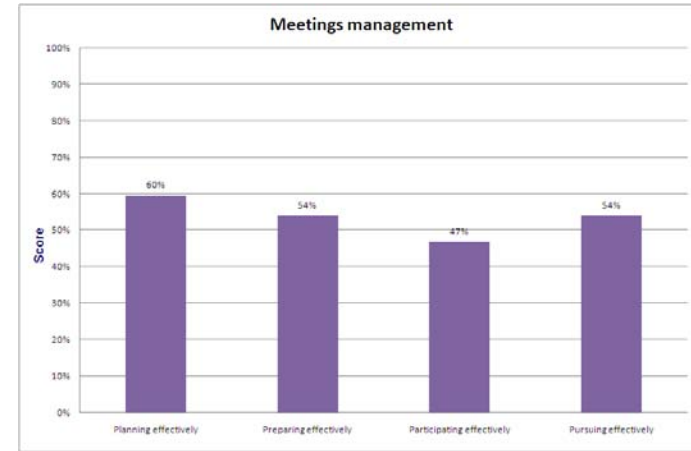
# PEQ team profiles for the leaders and PAs

## Leaders - Team Results

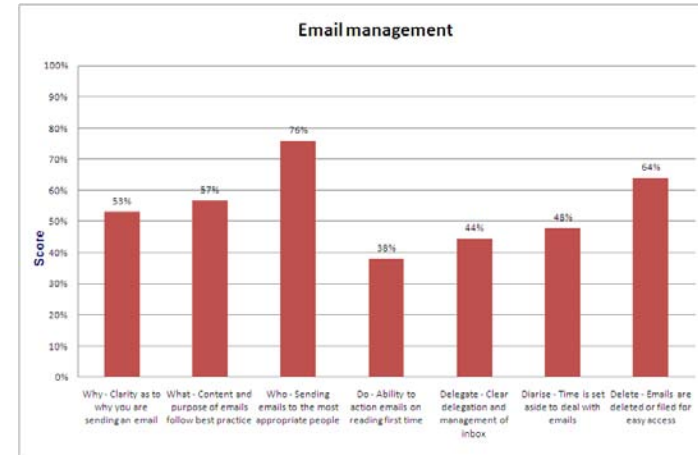
Personal Effectiveness



Meetings management



Email management



# Baseline data tool

## PA Baseline data collection sheet

◀ Previous

📄 Submit

Day 1  
(Date)

Day 2  
(Date)

Day 3  
(Date)

Day 4  
(Date)

Day 5  
(Date)

### Question

#### Email

- 1 What is the total number of emails you received each day?
- 2 How many emails did you receive which you feel you were inappropriately copied into?
- 3 How many emails have you received with attachments?
- 4 What is the total number of emails you sent each day?
- 5 How many emails did you send that had a clear subject line, and clear stated action required with timescales?
- 6 How many emails have you sent with attachments?

	Day 1 (Date)	Day 2 (Date)	Day 3 (Date)	Day 4 (Date)	Day 5 (Date)
1					
2					
3					
4					
5					
6					

#### Meetings

- 1 How many minutes, papers or agendas did you send out each day?

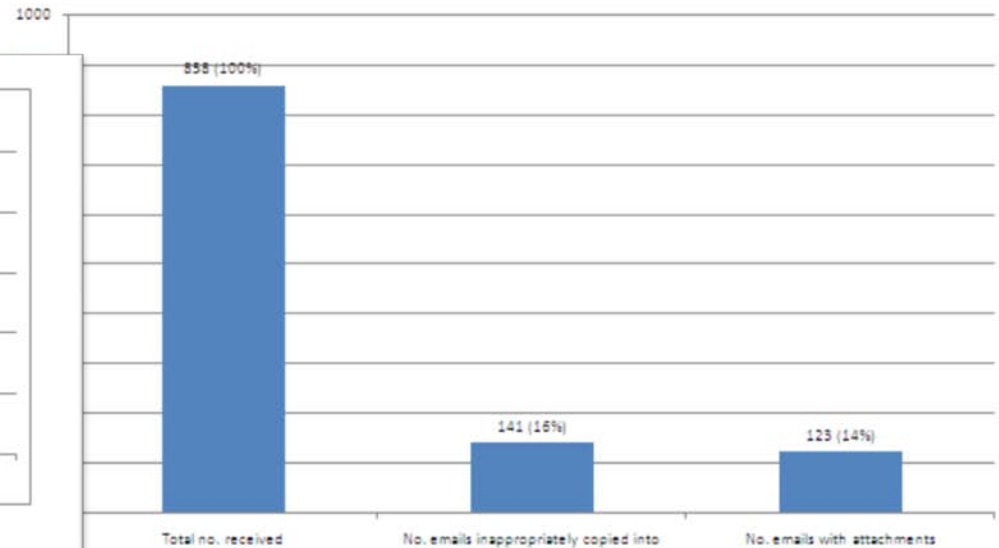
	Day 1 (Date)	Day 2 (Date)	Day 3 (Date)	Day 4 (Date)	Day 5 (Date)
1					

# Baseline data - team analysis

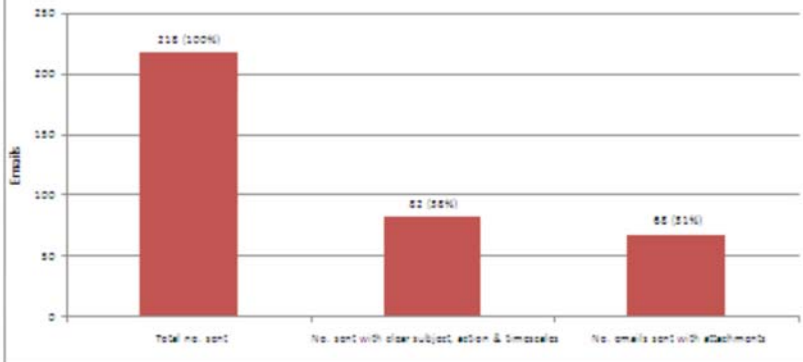
## Leader baseline data charts - emails

Email management					
Question	Total	Percentage	Daily team average	Weekly team average	Standard Deviation
Total no. received	858		85.80	429.00	100.41
No. emails inappropriately copied into	141	16%	14.10	70.50	41.72
No. emails with attachments	123	14%	12.30	61.50	9.19
Total no. sent	218		21.80	109.00	76.37
No. sent with clear subject, action & timescales	82	38%	8.20	41.00	0.00
No. emails sent with attachments	68	31%	6.80	34.00	0.00

### Baseline Data - emails received (Leader Team)



### Baseline Data - emails sent (Leader Team)



# The Productive Leader

*Releasing time to lead™*

## Benefits of The Productive Leader



# Recorded improvements in meetings

<b>Baseline measurement (Oct 07 – Jan 08)</b>	<b>Improvement recorded (Feb 08)</b>
Only 25% meetings start on time - most start on average 20 minutes late	70% meetings start on time – potential saving of 2 hours/wk
10% meetings have clear, action focused agenda	60% meetings have clear, action focused agenda
0% meetings used action focused agendas	60% meetings using action focused agendas
61% meetings had agendas circulated 48 hours in advance	90% meetings have agendas circulated 48 hours in advance
6% leaders allow planning time prior to Executive Team meetings	65% leaders allow planning time prior to Executive Team meetings

# Recorded improvements in email management

<b>Baseline measurement (Oct 07 – Jan 08)</b>	<b>Improvement recorded (Feb 08)</b>
10% emails have clear subject line	70% have clear subject line
5% leaders trained to use email	100% trained
PA's spend on average 11.25 hours/wk managing leaders emails	Clarifying roles with leader can save up to 6 hours/wk
35% of leaders use folders to manage their inboxes	70% of leaders use folders to manage their inboxes
34% of emails have clear actions with timescales	60% of emails have clear actions with timescales

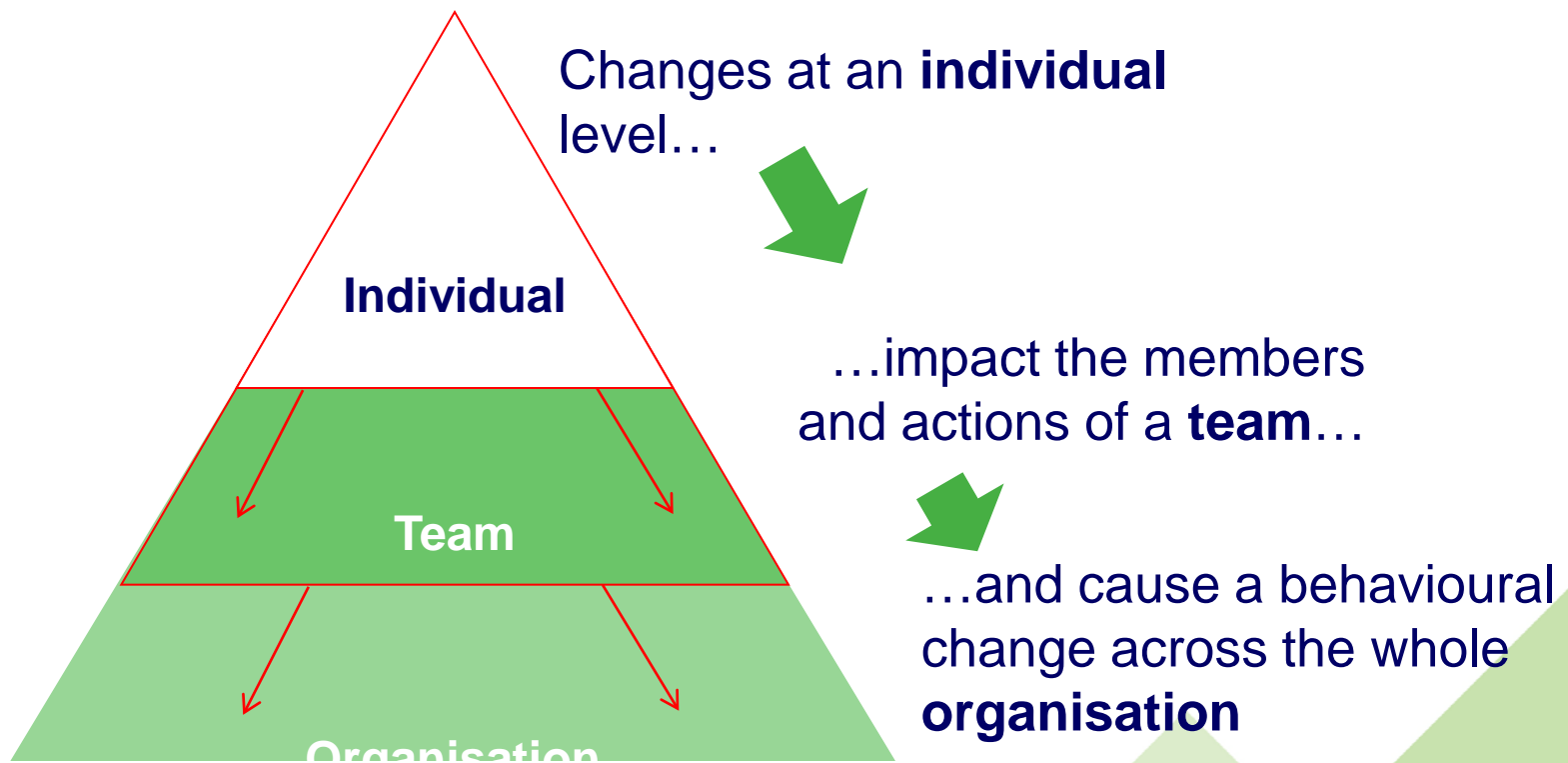
# The Productive Leader

*Releasing time to lead™*

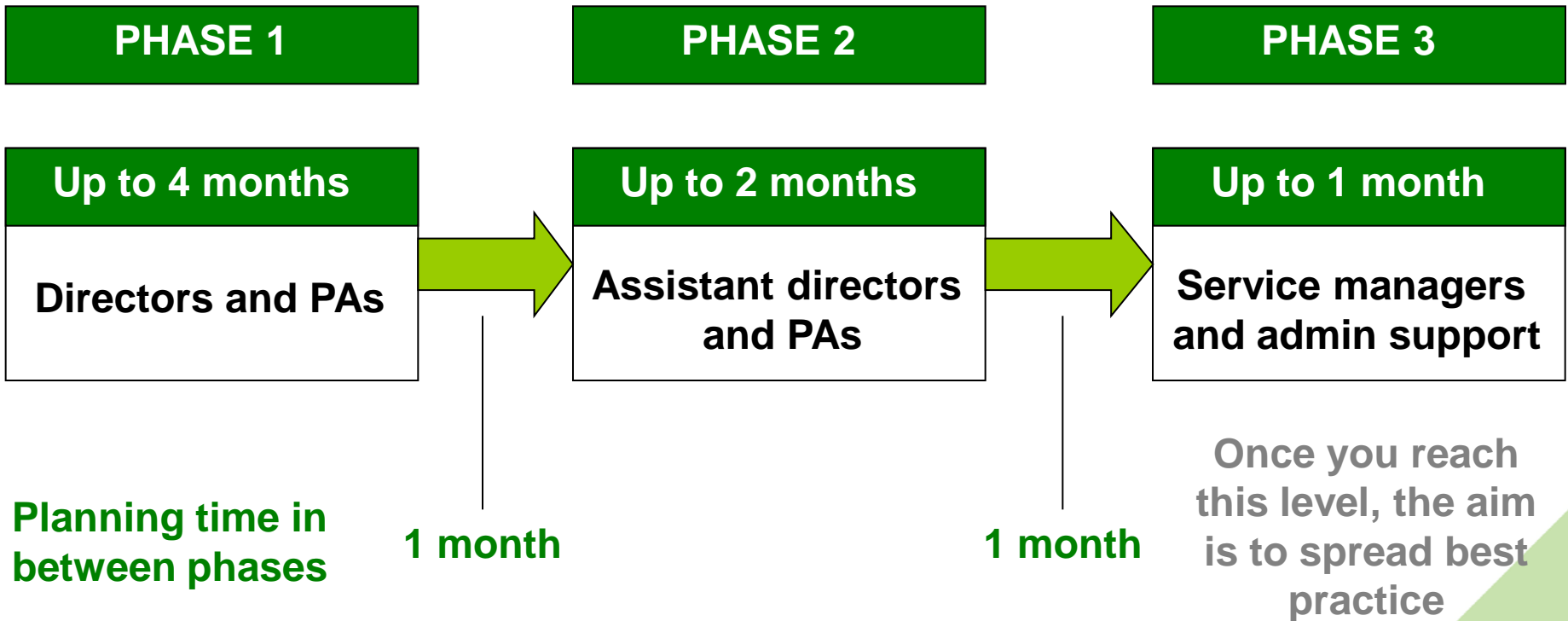
## Model of programme delivery



# For maximum gains, the approach needs to be multiple level



# Timeline for implementation



# Critical factors for success with any Productive

- Leadership at Executive level
- Aligned with strategic direction
- Governance of the programme
- Continuous improvement
- Capability and knowledge
- Right people in place



Source: NHS London Review May 2009



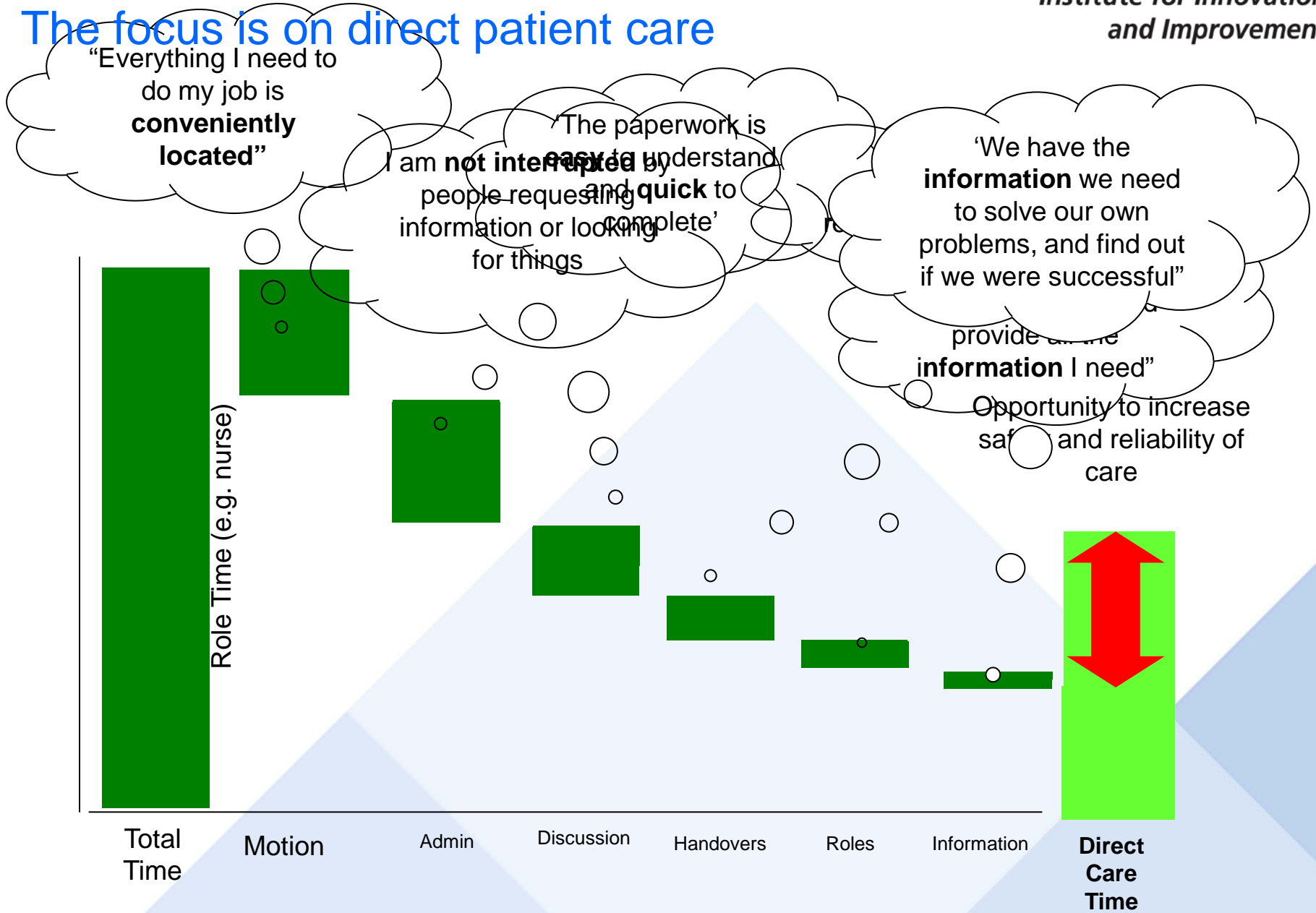
# The Productive Ward



## These modules create *The Productive Ward*



# The focus is on direct patient care



# Building on a strong foundation: The Productive Ward - the evidence

## Research study from NHS London

*Releasing Time to Care* has been a significant catalyst for change

It has resulted in measurable, positive impacts.

- 13 percentage points increase in median Direct Care Time
- 7 percentage points increase in median Patient Satisfaction Scores
- 23 percentage points increase in median Patient Observations

Source: NHS London 2009

### Productive Wards hailed for transforming care

*Scheme helps nurses spend an extra 500,000 hours  
with patients in one year, research shows*



*This equates to having an extra 255 full-time nurses....while an equivalent level of service improvement without the programme would cost an estimated £7.5 million a year*

# The Productive Ward: the evidence

## Research study from National Nursing Research Unit

The Productive Ward programme has huge perceived value and it is easy to identify local evidence of impact

Has been framed and communicated in ways that connect with staff's need and will for change

Thrives where local communication and leadership are strong

Huge potential for on-going spread

Type of impact reported by respondents	% responses ranked "high"
Teamworking	86.3
Staff experience	82.2
Efficiency	80.4
Patient experience	76
Safety	75.2
Clinical effectiveness	62.4

## ‘Putting frontline staff in control’

The project can and should be seen as a way of empowering frontline staff to become critical practitioners – to ask difficult questions about practice and to try to ‘think outside the box’. It is an opportunity for influencing practice at ground level and for making real changes for the better, so we can be truly proud of the care we give to women and their families.

# The 'Productive Ward' comes to maternity services

MIDWIVES

THE OFFICIAL MAGAZINE OF THE RCM  
DECEMBER 2008 / JANUARY 2009



# The Productive Operating Theatre

Team performance  
and leadership



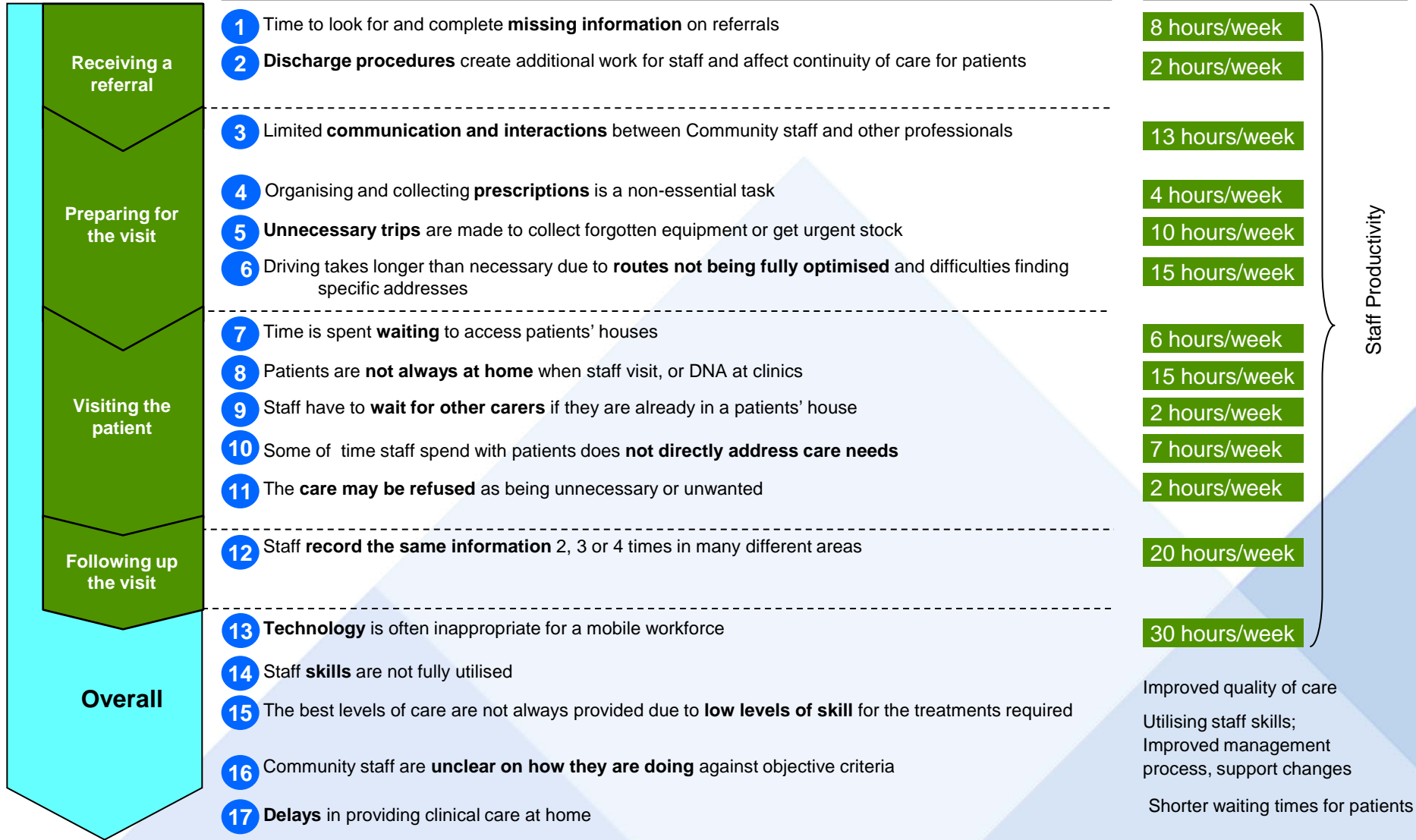
Safety and  
reliability of care

Value and  
efficiency

**Benefit estimates (per annum) if ALL the new working practices were adopted in EVERY theatre**

Benefit category	Per theatre	Per Hospital system (mean size)
Reduced cancellations	£ 9,000	£ 149,000
Improved utilisation & reduced over-runs	£ 120,000	£1.9 million
Avoiding cost of defects	£ 30,000	£495,000
Materials management	£6,000 +£11,000 one-off	£100,000 +£180,000 one-off
<b>Total</b>	<b>£165,000 +£1,000 one-off</b>	<b>£2.72 million +£180,000 one-off</b>

# Improvement opportunities within Releasing Time to Care: Productive Community Services



## Productive Community Services Patient Status at a Glance..

*... helped us to reduce interruptions to staff by 50% allowing us to do an extra 27 visits to patients each week* **Says Occupational Therapist**



Keycode to  
colours, symbols  
and colours  
clearly posted  
next to the board

Daily meetings are  
held where next steps  
are agreed and  
recorded for Amber or  
Red patients

