EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST

REPORT TO: **BOARD OF DIRECTORS – 22 MAY 2014**

SUBJECT: **PATIENT ADMINISTRATION REVIEW UPDATE**

REPORT FROM: **DIRECTOR OF STRATEGIC DEVELOPMENT & CAPITAL PLANNING**

PURPOSE: **Information**

CONTEXT / REVIEW HISTORY / STAKEHOLDER ENGAGEMENT

Against the backdrop of the Trust's financial targets, the Director of Strategic Development and Capital Planning was tasked (via the Back Office Review Group), with reviewing and delivering efficiency improvements in back office functions.

The review of patient administration in relation to booking and reception services was identified as a key opportunity to improve experience and provide better access for our patients, whilst delivering efficiency, by ensuring consistency in our approach and the appropriate use of systems to support service delivery.

SUMMARY:

A programme of work has been developed to oversee the following three inter-related projects:

1. Back Office Review – Patient Administration Review (Booking and Reception Services)
2. 18 Week Pathway Reporting – PAS System Upgrade
3. PAS Procurement – New System Purchase

The overall aim of the programme is to deliver a better experience alongside improved access for our patients, whilst ensuring value for money and improving pathway management information and patient record keeping.

The review is being undertaken internally with the involvement of staff and patients and is currently in the diagnostic (information gathering) stage.

A presentation will be provided at the Board of Directors meeting by the Director of SD&CP and the Project Leads for each of the projects listed above.

IMPACT ON TRUST'S STRATEGIC OBJECTIVES:

This programme of work particularly aligns to the Trust's strategic objectives:

1- Deliver excellence in the quality of care and experience of every person, every time they access our services.
3 - Place the Trust at the leading edge of healthcare in the UK, shaping its future and reputation by promoting a culture of innovation, undertaking novel improvements projects and rapidly implementing best practice from across the world.
5 – Continue to upgrade and develop the Trust's infrastructure in support of a sustained future for the Trust.
6 – Deliver efficient in service provision that generates funding to sustain future investment in the Trust."

FINANCIAL IMPLICATIONS: Yes – potential savings delivered through efficiency improvements yet to be determined.

LEGAL IMPLICATIONS / IMPACT ON THE PUBLIC SECTOR EQUALITY DUTY:

To be determined as the project progresses.

PROFESSIONAL ADVICE TAKEN ON ANY NOVEL OR CONTENTIOUS ISSUES

None

BOARD ACTION REQUIRED:

To note the report

CONSEQUENCES OF NOT TAKING ACTION:

Loss of opportunity for service improvement and associated efficiency savings.
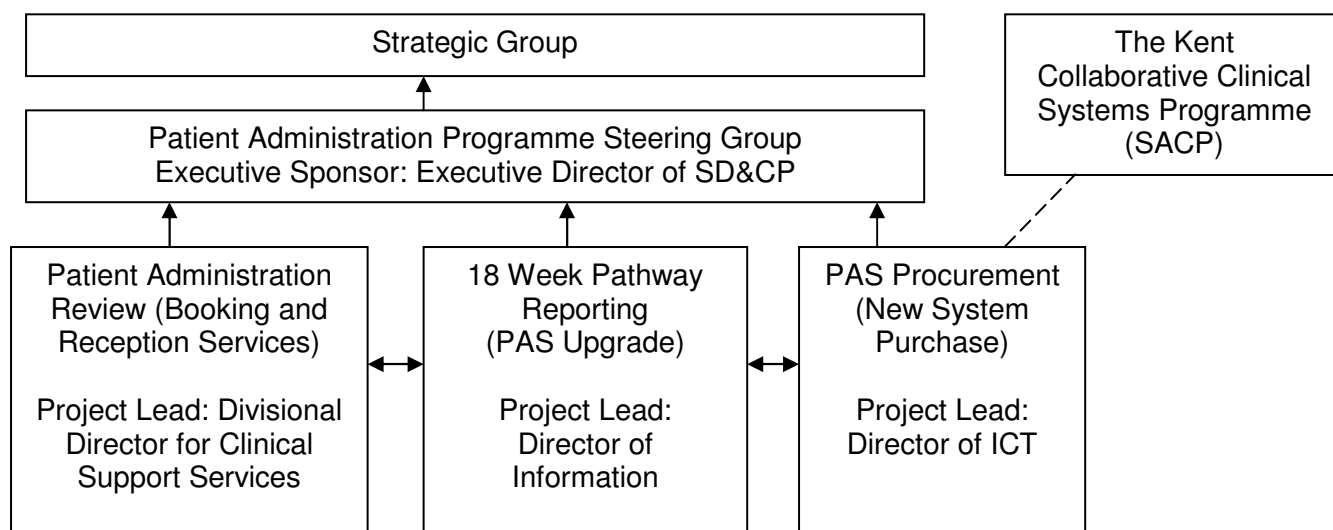
Patient Administration Review Programme Update

1. Background

1.1 In July 2013 staff were informed that a review of all Patient Administration services would take place with the aim of delivering better experience and access for our patients. Drop in sessions for staff took place in July 2013 hosted by Liz Shutler, Director of Strategic Development and Capital Planning and Marion Clayton, Divisional Director of Clinical Support Services, the Trust lead for Patient Administration.

1.2 At these staff sessions concerns were raised regarding the length of time some individuals had been in post (following the Trust wide Admin & Clerical review) and their ability to successfully engage and inform the process. In addition questions were raised in relation to the planned upgrade to bring 18 week compliance functionality to the current Patient Administration System (PAS) and the procurement of a new PAS system.

1.3 Given this, in November 2013 the Back Office Review Group (BORG) took the decision to hold off commencing the project until the new year (2014). This delay enabled staff who had taken up new posts time to reflect on their new roles and the impact they have on patient administration systems and processes. It also allowed time to better understand the potential impact of any changes to roles and responsibilities driven by the upgrade of the current PAS computer system and the purchase of a new PAS system.

1.4 As a result Patient Administration functions, initially in relation to booking and reception services, were identified for review which commenced in January 2014. It is believed a review of these services represents a high value opportunity for service improvement and increased efficiency, but by nature are service critical and complex areas that will require careful management.

1.5 In addition there are planned changes to the Trust's PAS system. First, a planned move from the current counting and reporting methodology to one based on an 18-week compliant PAS, (one where patients are tracked with pathway identifiers as opposed to the current position of linking together different episodes). Secondly, the procurement of a new PAS system for use within EKHUFT, which is being undertaken in partnership with the Maidstone and Tunbridge Wells NHS Trust and managed under the Southern Acute Cluster Programme (SACP).

2. Programme Approach and Governance

2.1 A programme of work has therefore been developed with the overall aim of delivering better experience and access for our patients, whilst ensuring value for money, and improving patient pathway management information and patient record keeping.

2.2 A Patient Administration Programme Steering Group has been formed and is chaired by the Director of SD&CP to oversee the programme of work of the following three inter-related projects:

1. Back Office Review – Patient Administration Review (Booking and Reception Services)
2. 18 Week Pathway Reporting – PAS System Upgrade
3. PAS Procurement – New System Purchase

This Patient Administration Programme Steering Group reports to the Trust's Strategic Group as detailed below:

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│                  Strategic Group                     │     │    The Kent       │
└─────────────────────────────────────────────────────┘     │  Collaborative    │
┌─────────────────────────────────────────────────────┐     │ Clinical Systems  │
│   Patient Administration Programme Steering Group    │     │    Programme      │
│  Executive Sponsor: Executive Director of SD&CP      │     │     (SACP)        │
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Patient Administration Review (Booking and Reception Services) Project Lead: Divisional Director for Clinical Support Services	18 Week Pathway Reporting (PAS Upgrade) Project Lead: Director of Information	PAS Procurement (New System Purchase) Project Lead: Director of ICT

A regular progress report will also be provided to the Back Office Review Group and the IM&T Board.

2.3   A full risk register has been compiled and regularly reviewed in each of the project groups with an overall programme risk register maintained and discussed as part of the monthly steering group agenda.

3.   Aims and Objectives

3.1   The Steering Group have identified the following aims and objectives for the programme of work:

- To oversee the planning and implementation of the programme of work of the three projects groups identified above.

- To ensure engagement and regular communication with internal and external stakeholders throughout the programme of work.

- To collectively agree and make recommendations to the Strategic Group on options for new service models, systems and processes in relation to patient administration services.

- To ensure that the planned changes to the PAS system informs and supports the new service models.

- To ensure appropriate management of risks.

- To ensure the achievement of identified and agreed cost improvement plans (CIPS).

- To review the success of the programme and ensure the implementation of additional measures where required.

- To ensure alignment of the programme with the Trust's strategic objectives and in particular to the outpatient clinical strategy and the Trust's wider IM&T strategy.

4   Timescales

4.1   The initial programme will run to January 2015 when the planned switch on of the 18 week reporting functionality of the current PAS system will take place and any new ways of working identified and agreed for booking and reception services will be implemented.

4.2   The PAS Procurement (new system purchase) project group will work collaboratively with the other project groups during this phase of the programme to ensure that the new system supports any new ways of working adopted by the Trust.

4.3   It should be noted that the contract award and implementation of the new PAS system will be managed under a separate programme of work. Namely the Southern Acute Cluster Programme (SACP) in partnership with the Maidstone and Tunbridge Wells NHS Trust via The Kent Collaborative Clinical Systems Programme Board. The planned implementation of the new PAS system within EKHUFT is scheduled for April 2016.