

Breast Clinic Efficiencies

Kauser Kazem

And the Breast Team

And Justine Mills, Senior Information analyst

Royal Bournemouth Hospital

Who is the team, and how does it work

Consultants

Middle grade doctors

Nurse practitioners

Specialist nurses

Secretaries

Clinic nurses/HCAs

MDT members

Time constraints

ALL referrals to be seen within 14 days

Treatment target – 62 days from referral,

Treatment target – 31 days from decisions

Targets keep changing

Cancer treatment times

Operating sessions

Stress factors

Personnel

Investigations

Complex pathways

Job plans for doctors

Patient expectations

2015

2 consultants

2 specialist nurses

2 middle grade doctors

Large number of referrals

Radiology cover

Time between OPA and subsequent OPA to discuss results of tests, which may have happened long after initial OPA. No one stop service.

Aim of Project

Reduce time between referral received by the team and OPA offered.

Could we reduce this to 3 working days, rather than just meet target of 14 days?

Why not? Explore reasons

If possible, what is needed?

Changes, and how

- Identify key processes
- Identify key changes
- Identify key personnel
- Cannot do everything yourself
- Delegate downwards, and more importantly, upwards!
- Get your idea discussed by all, at every level
- Meetings, meetings and meetings

2016

3 Consultants

3 Specialist nurses

Change in radiology cover

No other changes in number of people involved

Number of changes in HOW we work

Smarter , not just harder

Data and results, January to May 2015 compared to 2016 (with some limitations)

Referral Wait Start Year	Days between Referral Wait Start date and First Appointment Attended, per year				
	Metrics	0-3 Days	4-7 Days	8-14 Days	14+ day
2015	% of referrals seen	7.33%	0.66%	19.71%	72.31%
	Number of referrals seen	100	9	269	987
2016	% of referrals seen	18.84%	5.65%	51.29%	24.21%
	Number of referrals seen	270	81	735	347

More than doubled the number of patients seen in under 3 days

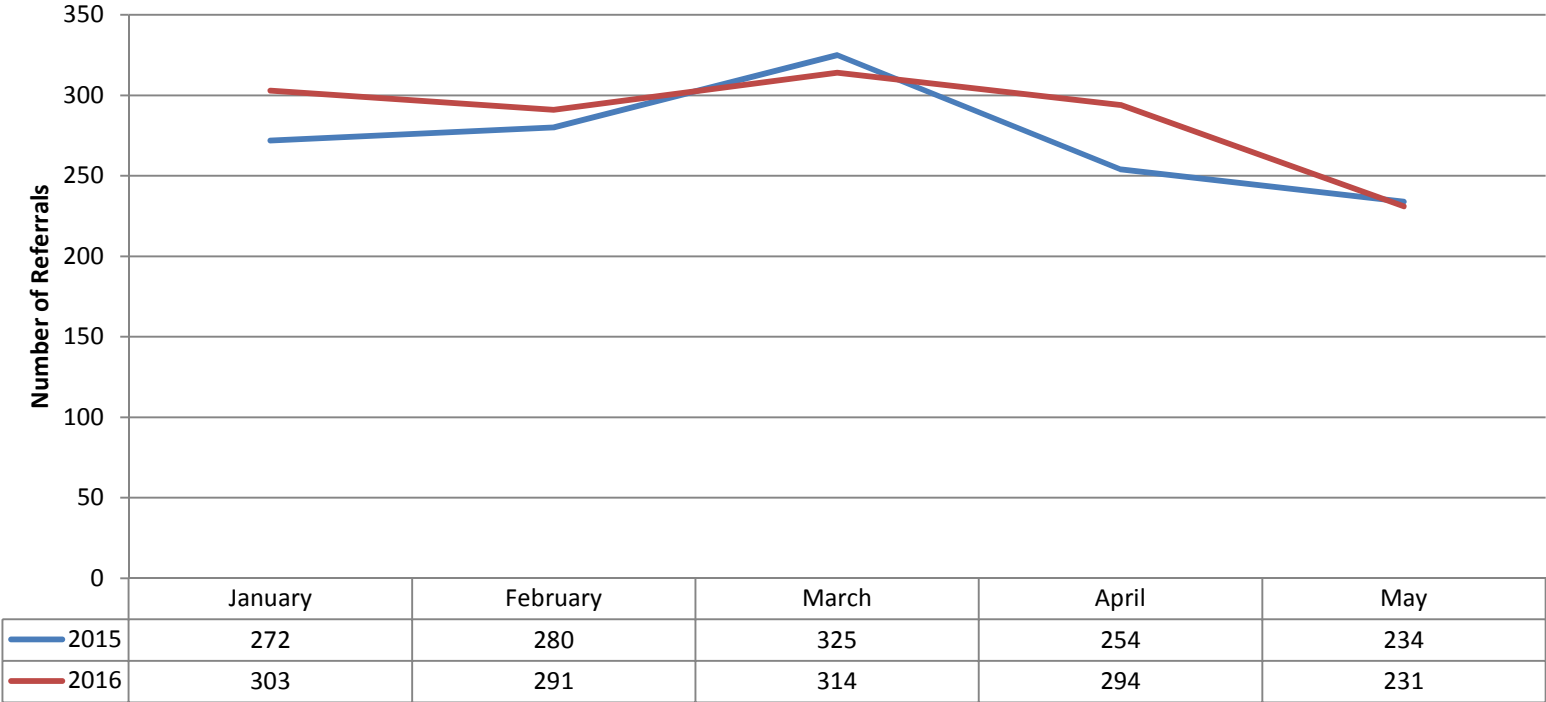
Percentage of patients seen between 0-3 days after referral

Referral Wait Start Month	Referral Wait Start Year	Days between Referral Wait Start date and First Appointment Attended, per month by year				
		Metrics	0-3 Days	4-7 Days	8-14 Days	14+ day
January	2015	% of referrals seen	12.13%	1.47%	24.63%	61.76%
		Number of referrals seen	33	4	67	168
	2016	% of referrals seen	11.88%	6.93%	66.34%	14.85%
		Number of referrals seen	36	21	201	45
February	2015	% of referrals seen	2.86%	0.36%	11.79%	85.00%
		Number of referrals seen	8	1	33	238
	2016	% of referrals seen	14.78%	7.22%	52.23%	25.77%
		Number of referrals seen	43	21	152	75
March	2015	% of referrals seen	5.23%	0.62%	18.46%	75.69%
		Number of referrals seen	17	2	60	246
	2016	% of referrals seen	8.28%	1.59%	40.45%	49.68%
		Number of referrals seen	26	5	127	156
April	2015	% of referrals seen	9.45%	0.79%	22.83%	66.93%
		Number of referrals seen	24	2	58	170
	2016	% of referrals seen	24.15%	5.78%	49.66%	20.41%
		Number of referrals seen	71	17	146	60
May	2015	% of referrals seen	7.69%	0.00%	21.79%	70.51%
		Number of referrals seen	18		51	165
	2016	% of referrals seen	40.69%	7.36%	47.19%	4.76%
		Number of referrals seen	94	17	109	11

Referral Wait Start Month-Year <input type="button" value="v"/>	Referral Count	Mean Wait (Days)	Max Wait (Days)	Min Wait (Days)	Median Wait (Days)
Jan-15	272	13	312	0	10
Feb-15	280	18	386	0	12
Mar-15	325	15	359	0	13
Apr-15	254	16	370	-10	12
May-15	234	15	363	0	11
Jan-16	303	7	30	0	6
Feb-16	291	7	111	0	7
Mar-16	314	9	50	0	8
Apr-16	294	6	35	0	6
May-16	231	5	22	-4	5
Grand Total	2798	11	386	-10	8

Number of referrals mainly unchanged

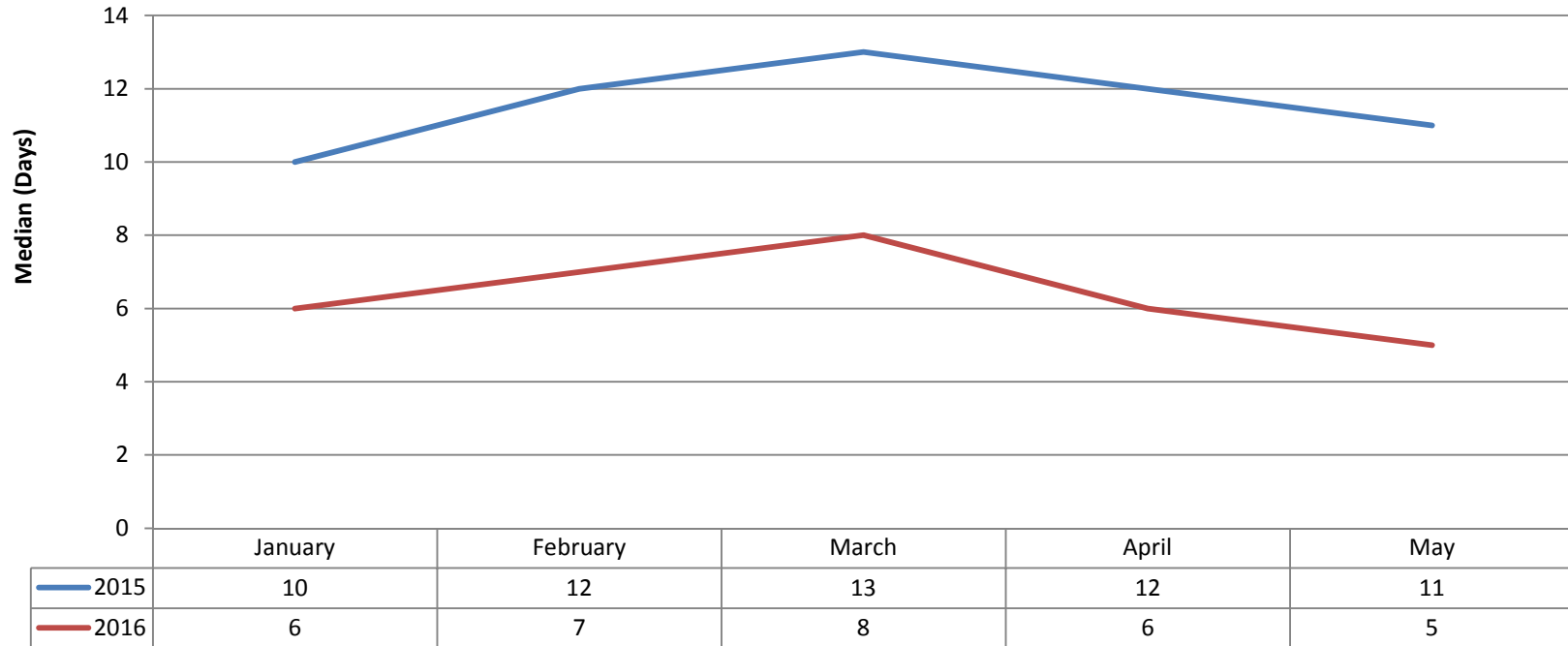
Count of Referrals - Specialty 103 - Breast



Median waiting time

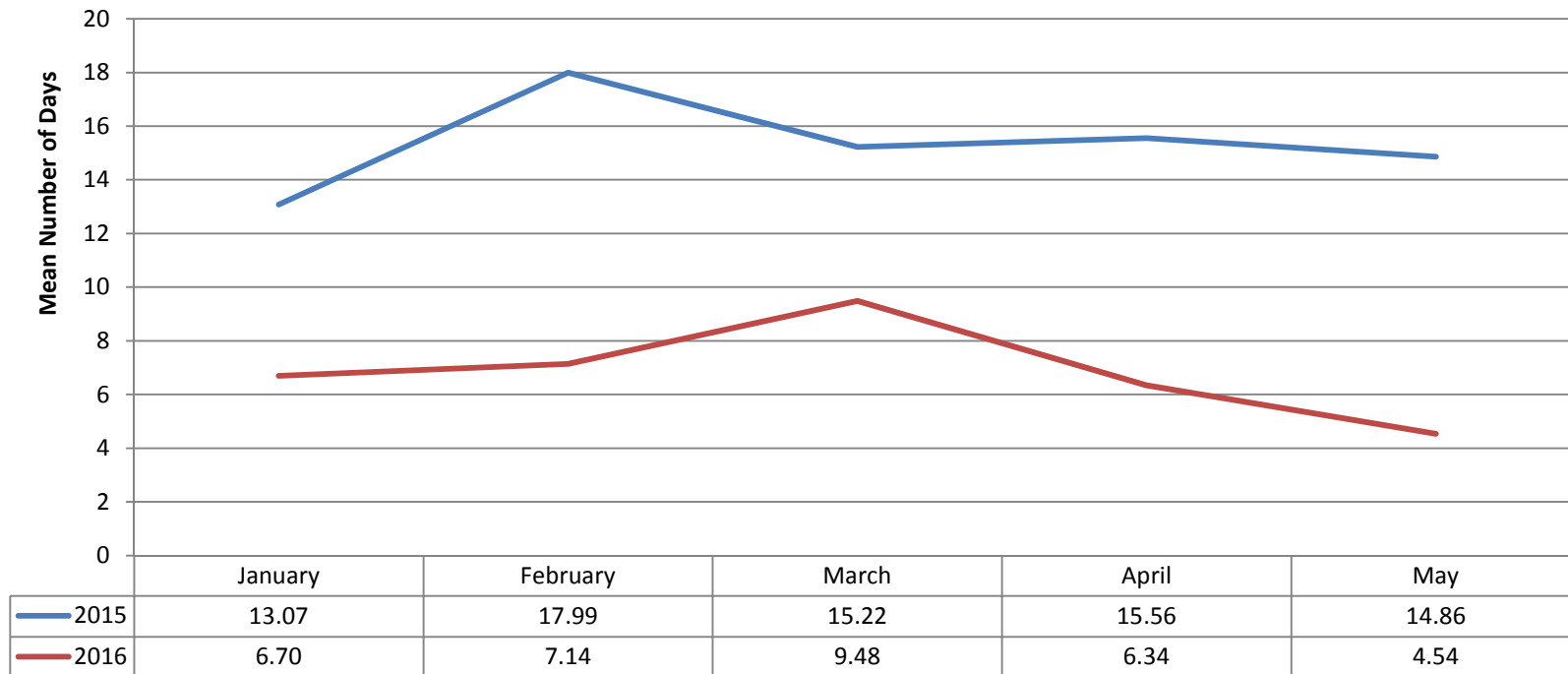
4 days quicker by January, 6 days quicker by May

Median Wait (days) between Referral and First Appointment - Specialty 103 - Breast



Mean waiting time

Mean Wait (days) between Referral and First Appointment , by Referral Wait Start Month, for Specialty
103 - Breast



Lessons learnt

IT CAN BE DONE!

Often frustrating

Speak the same language as the managers

Emphasize what is in it for 'them'

Recognise that other members of the team may have a better idea of how to get things done

Often , it is not **what** you know, but **who** you know

What happens next

Changes are embedded

Further room for improvement identified

Flexibility

Personal commitment

Transferable to other departments/care groups