



The Willow Group QI Conference

26.06.19




What did we want to do?

Improve access and flow for Willow Group patients by better understanding the needs of patients and determining workforce and processes required to meet these needs.

Concerns

- High call volumes and long waits, high number of cancelled/abandoned
- Low staff morale, recruitment & retention
- High SDAS demand, too few appointments, lack of co-ordination and continuity of care, decreased patient satisfaction, financially unsustainable



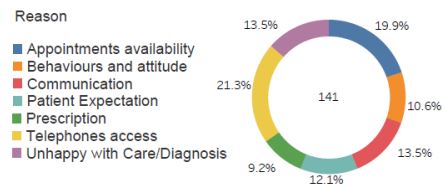
What were our targets?

- Improve patient flow
- Increase capacity for value adding task
- Reduce waiting times – telephone hub and appointments
- Improve patient satisfaction
- Improve staff morale, recruitment and retention
- Improve reputation



Themes from Complaints & Concerns

Willow Group : Complaints Received July - December 2018



Willow Group Telephone Hub

based on data extracted from system from Monday 4th to Friday 8th February

- 5,751 calls made by 2,780 unique caller IDs
- The max. queueing time was 49m31s and the max. talk time was 20m06s

All Calls by Day

Answered calls

- 47% (2,712) were answered from 2010 unique caller IDs
- Average queueing time was 13m15s and average talk time 2m40s

Avg. - All Calls by Hour

TRANSFORMATION

Willow Group Telephone Hub

care navigator analysis for Monday 4th Feb

Care Navigators

- % of time on calls:-
 - highest 60%, lowest 29%, avg. 44%

Monday CNs time analysis

profile of CNs on calls through Monday 4th Feb

TRANSFORMATION

What has changed....telephone hub


- Virgin mobile issue was corrected, there has been increased call volume, less people complaining of being cut off
- Website has been updated, to make it easier to fill in sick notes, taking an 8min task away from call navigator, they have noticed increase use of the website for this

TRANSFORMATION

- The Care Navigators have been rostered on to meet peak demands
- Room restructured, the team lead is now facing the team so is able to be involved more if support is needed, new staff are sat near the team lead so more support can be given
- A screen has been introduced so all people in the room and entering the room can easily see the demands from the phones
- Care navigators have clear tasks and a desk away from the call area to complete those tasks. Also work has been standardised so staff have clear guidance


TRANSFORMATION

- Some poor staff behaviours had been identified and also some poor practices about health and wellbeing for staff that worked longer days this has been addressed within team meetings
- Appraisals have shown a positive response to change from staff
- Have only had to recruit 1 extra staff member instead of 3.4
- Comments on social media are less negative




Caller options: Go live date 03/07/2019

- Addition of a bank holiday check to the start of the call flow
- Addition of a 5 option menu with the following options
 - Appointment Cancellation (1)
 - Calls to terminate in a voicemail box
 - Blood Tests (2)
 - Between 8:30am and 10:59am calls will terminate on a message stating the opening hours of the blood test results
 - Between 11:00am and 18:30pm calls will go into the queue to be answered by an agent
 - Appointment Booking (3)
 - Calls will go into the queue to be answered by an agent
 - Anything else (4)
 - Calls will go into the queue to be answered by an agent
- Menu options 2, 3, and 4 are to play a message if the average wait time of calls in the queue is above 10 minutes
- In queue announcements are to be changed from position in queue to average wait time
- Additional prompts are to be added to the In queue messaging to bring them up to a total of four, in addition to the system generated one for average wait time
- Wrap up codes are to be added to the system




Outcomes

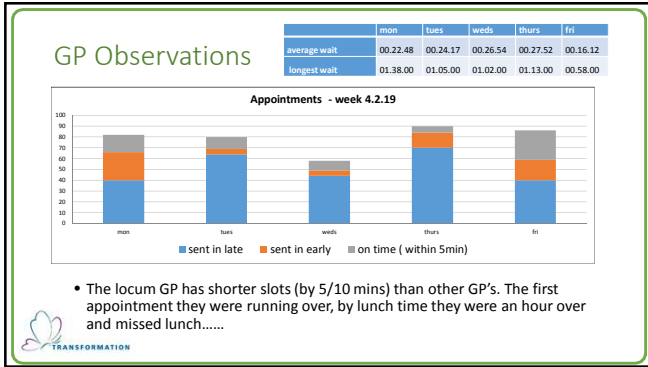
Quarter 4 1st Jan 2019 - 31st March 2019			Quarter 1 1st April 2019 - 30th June 2019		
Week Ending	How Many	Reason	Week Ending	How Many	Reason
4th January 2019	3	Phone cut off	5th April 2019	1	Phone cut off
11th January 2019	1	Waiting time on phone	12th April 2019	1	Phone cut off
18th January 2019	1	Waiting time on phone	19th April 2019	1	Phone cut off
25th January 2019	0	N/A	26th April 2019	0	N/A
1st February 2019	1	Phone cut off	3rd May 2019	0	N/A
8th February 2019	1	Waiting time on phone	10th May 2019	0	N/A
15th February 2019	0	N/A	17th May 2019	0	N/A
22nd February 2019	1	Phone cut off	24th May 2019	0	N/A
1st March 2019	2	Phone cut off	31st May 2019	1	Phone cut off
8th March 2019	2	Phone cut off	7th June 2019	2	Phone cut off
15th March 2019	1	Waiting time on Phone	14th June 2019	0	N/A
22nd March 2019	0	N/A	21st June 2019	0	N/A
Total concerns received regarding Phone: 13			Total concerns received regarding Phone: 6		
Total received regarding being cut off: 9			Total received regarding being cut off: 6		
Total received unhappy with waiting time: 4			Total received unhappy with waiting time: 0		



Barriers to improvements

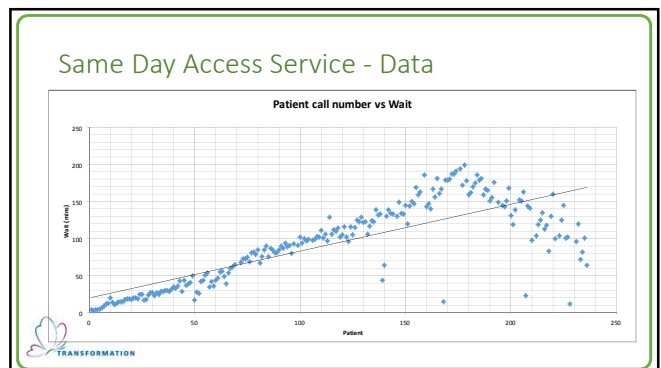
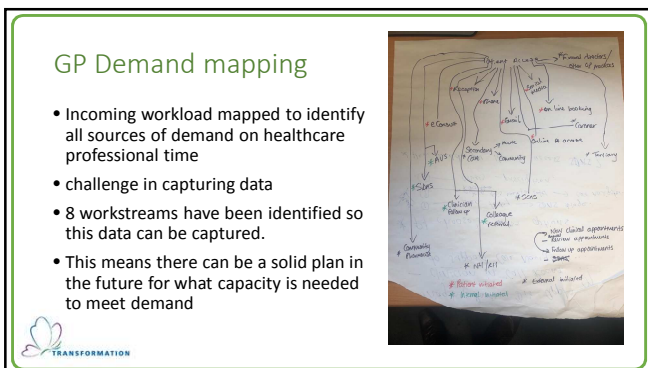
- Additional funding required to update phone system to offer a menu that will reduce demand on call navigators by directing patient to other options





What has changedGP appointments

- Pilot is happening so instead of patients having 15min appointment slots, and gp catching up on paper work later in the day, the slots have been increased to 30mins, allowing for paperwork to be achieved in that time and possibly incoming emails answered. There would be no reduction in appointments being offered
- The decision was made for GP's to collect patients from reception, allowing the welcome, introductions and observations to start happening while the patient and GP move towards the room.



What has changed.....SDAS

- ANPs have sat in the telephone hub to provide support and education
- Telephone appointments to be mapped to number of clinicians and patients to be given hour slot
- Change to appointment template to reduce admin burden-changed and review showed this added to time to audit team, so further change made



Further help wanted.....

- Willow staff have identified that a staff member has to spend 1.5hrs a day couriering paperwork between surgeries. The trust has a courier service but we have not been able to make connections to see if they could support the Willow group, further releasing time for staff



Thank you

