Development and Quality Improvement from the ground up
Pathology Department
NHS Forth Valley
TOP DOWN MANAGEMENT vs BOTTOM UP MANAGEMENT

Sets clear goals and expectations
- Weak or dictatorial leader

Motivates everyone by giving them a voice
- Too many voices can slow progress

INVESTORS IN PEOPLE Gold Until 2021

NHS Forth Valley
Bottom Up Management

“Progressing from small or subordinate units to larger or more important units, as in an organisation or process.”

- Improved flexibility
- Emphasizes patient focus
- Promotes Teamwork
- Project is team driven
- High level of team motivation
- Employees feel valued
- Managers provide support for staff to perform at their best
- Combined with top down management - allows organisation to thrive.
- Staff suggestion process used locally to trial ideas
FVRH Pathology Background
Working Practices

• Overnight processing
  - non specialist reporting
  - no rapid cycle

• Large batch working
Working Practice – impact on staff and patients

• Musculoskeletal issues
  – Over 2018 the sickness absence rate for the department was 9.5% which was higher than 2017 (4.4%)
  – 17.3% of sickness was attributed to musculoskeletal problems

• Staff morale
Drivers for change

• TATs
  – In-house targets which were not being met

• Demoralised staff
  – Large batch working, musculoskeletal issues, staff sickness levels.

• New way of working needed - LEAN
What is LEAN?

• Devised by car manufacturer Toyota
• Improves quality, efficiency and lowers costs while using no more resources.
• Identifies wasteful processes
• Requires buy-in by management and staff – change not always easy to implement.
Workflow Improvements

• 2 batches of processing overnight
• 2 batches of embedding - various times
Workflow Improvements

• Microtomy – smaller batch working

• Continuous staining

• Continuous correlating
Workflow Improvements

- Same day processing with extended working pattern
Data Analysis - Load Book
## Data Analysis - Load Book

### Weekly Workload

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<thead>
<tr>
<th>Date</th>
<th>Cases</th>
<th>Blocks</th>
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<td>141</td>
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<tr>
<td>Tues</td>
<td>48</td>
<td>147</td>
</tr>
<tr>
<td>Wed</td>
<td>68</td>
<td>150</td>
</tr>
<tr>
<td>Thur</td>
<td>61</td>
<td>143</td>
</tr>
<tr>
<td>Fri</td>
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<td>Average</td>
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### Number of Blocks cut per Day

- Cases
- Blocks

### Backlog

<table>
<thead>
<tr>
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<th>Blocks</th>
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<td>122</td>
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<tr>
<td>Average</td>
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</table>
Data analysis-workflow

Block Activity

Same day processing

- Blocks cut
- Block Backlog

NHS
Forth Valley
Data Analysis-Staffing

Pathology Sickness Absence Rate April-September 2019

- April: 6.9%
- May: 1.1%
- June: 2.5%
- July: 4.6%
- August: 3.4%
- September: 8.3%
Evaluation

Advantages

• Improved workflow
• Reduced turnaround time for patients
• Improved productivity
• Reduced risk of musculoskeletal injury
• Increased staff rotation
• Structured work pattern
• Increased morale

Disadvantages

• Requires extended working pattern
• Requires minimum staff number present
Continuous Quality Improvement

• Implement across other services areas;
  – ICC
  – Cytology
  – Andrology
  – Mortuary

• Develop performance management:
  – Productivity against deployable hours
  – Target setting

• Improved staff development:
  – Use improved efficiency for further development of staff
Questions?