

The Journey to #1 in the UK

Together We Achieve More...

...from Good to Outstanding

North Devon District Hospital (NDDH), Barnstaple, UK



Hospital Profile

NDDH is a district hospital based in the town of Barnstaple and the surrounding areas of Devon, Cornwall and Somerset. The hospital has 264 inpatient beds, 3250 staff, and completes around 600 joint replacements each year.

Enhanced Recovery was adopted by the Trust* in 2011, however, winter pressures in 2017-18 meant that elective operations ceased and with that many of the previous improvements were lost.

These closures, along with the increasingly aging population resulted in mounting waiting lists, to the extent that fitter patients began traveling further afield to seek treatment. These events began to generate financial pressure on the hospital and drew negative media attention.

To tackle this and minimise fines imposed on the trust for missing targets, the trust recognised the need to drive improved efficiency without compromising the quality of care. It was clear to hospital management that cohesive working along the pathways for elective hip and knee replacement was essential.

Problem Statement

In 2017/18 the trust had a median length of stay (LoS) of 4.2** days for total hip replacement (THR (40th nationally) and 3.9** days for total knee replacement (TKR) (34th nationally). Although this placed the trust in a reasonable position nationally, it was felt there was scope for improvement.

In order to take this next step and drive efficiency across the pathway whilst delivering optimal patient care and outcomes, it was recognised that the trust needed external support to motivate the teams and drive sustainable and impactful improvements.

Objectives

The trust aimed to further reduce length of stay through the adoption of latest clinical evidence and practices, and operational redesign.

"I feel Zimmer Biomet Connect Solutions have been instrumental to our success since revisiting our processes. It has been an exciting journey and Zimmer Biomet have been a key part of it. We are looking forward to continuing this relationship, and building on the success"

Joanne Lethaby, Ward Manager Elective Orthopaedics

How did Zimmer Biomet Support?

The hospital partnered with Zimmer Biomet to provide external leadership change management expertise to establish and lead a multidisciplinary team to deliver meaningful improvement across the pathway. Through the Rapid Recovery™ programme our Solution Specialists provided structure, guidance and motivation to the entire team aimed at creating outstanding results in patient care and pathway efficiency.

Our programme included:

- Detailed initial assessment of the entire pathway
- Visit to our Centre of Reference, to fully engage and inspire team members
- Creation of a multi-disciplinary team structure, including meeting cadence
- Fully supported Taskforce led implementation programme
- Dedicated pathway analytics service to identify, track and validate interventions



Process Optimisation



Clinical Enhancement



Patient Engagement



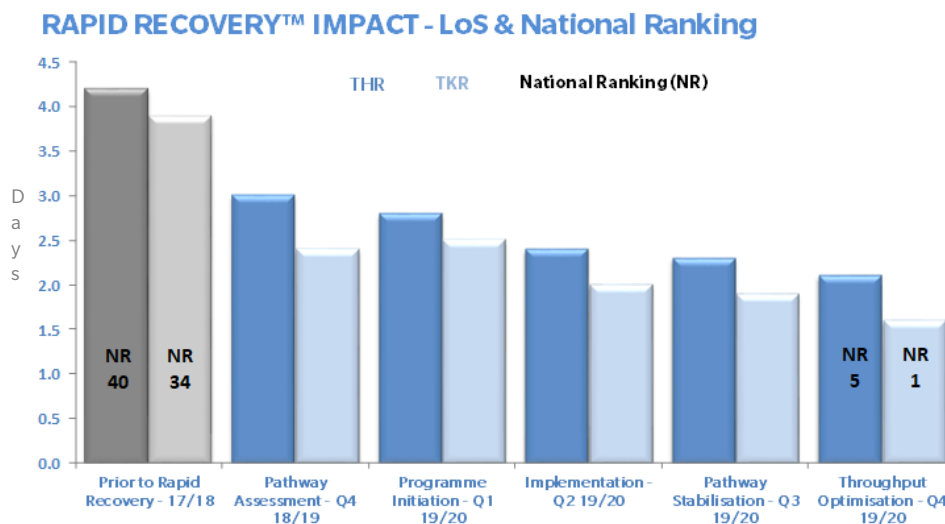
Data Collection & Evaluation

Results

The programme has delivered results well beyond that expected by the trust and the multidisciplinary team, and in a shorter space of time than initially anticipated.

This provides the trust with several significant benefits as follows:

- Financial efficiencies realised as a result of reduction of THR and TKR LoS to 2.1 and 1.6 days respectively, placing the trust 5th for THR and 1st for TKR nationally for LoS. (Model Hospital 2020; <https://improvement.nhs.uk/resources/model-hospital>)
- An operational capacity increase of 40%, which will be used to increase throughput and minimise patient waiting lists
- Development of an effective, collaborative team which provides built-in resilience for quality improvement through the Rapid-Recovery™ structure



"The external support has helped break through the barriers that traditionally prevent positive change and the Rapid Recovery Programme™ has far surpassed our expectations, and established us as an exemplary site"

Luke Brunton, Orthopaedic Consultant