



OLDHAM URGENT CARE ALLIANCE

Introduction of new data solution enables hospital social work team to manage and report on its performance

Electronic data solution developed and implemented to manage caseload and performance of Hospital Social Work Team at Royal Oldham Hospital and to measure performance against a series of Key Performance Indicators.

THE CHALLENGE

The social work team at the Royal Oldham Hospital were using a manual, paper-based approach for monitoring activity and throughput to the team. The development of an integrated discharge team (IDT) with single line leadership introduced a number of key performance indicators (KPIs) that the social work team needed to meet. The paper-based solution to data collection was not suitable for capturing data and recording progress against a number of KPIs including:

- ➡ Number of cases
- ➡ Allocation of cases within 24 hours
- ➡ Completion and closure of cases within 72 hours
- ➡ Reduced number of bed days lost to delays



The IDT Lead asked V4 Services, as part of their role within the Oldham Urgent Care Alliance (OUCA) Project Management Office, to develop an electronic data solution to record data and monitor performance against the IDT's KPIs.



“The manual process in place to monitor performance was very labour-intensive and was not responsive enough to provide accurate information that reflected the work being done by the team. The complexity of the work done by the IDT required a very interactive performance tool which V4 Services built and managed effectively.

V4 Services were extremely approachable and responsive to our needs. Their handover of the performance tool management to our team has enabled us to embed this approach for the future.”

Jo McLeod, Integrated Discharge Co-Ordinator, Oldham Urgent Care Alliance





About V4 Services Limited

We have worked in partnership with over 120 UK public sector organisations including: councils, NHS, social enterprises and trading bodies providing hands-on delivery support to set up new business structures, improve the efficiency of in-house services, encourage a commercial approach and generate savings and service improvements.

THE SOLUTION

V4 Services developed business intelligence, insight and management reporting for the OUCA hospital social work team, including weekly and monthly dashboards and reports, and developed solutions for new and existing datasets.

Our approach consisted of four phases:

- Phase 1 Analyse**
- ➔ Review the current data collection process to set out what was collected and how.
 - ➔ Establish the baseline position.

- Phase 2 Build**
- ➔ Map the process onto an electronic solution, looking at how the data needed to be entered, any links that needed to be established between fields and how the data would be used to monitor performance against the agreed KPIs.

- Phase 3 Test, feedback, refine**
- ➔ Initial testing. Once the solution had been built, it was tested for one month, and changes were made following feedback from staff.
 - ➔ After the first three full months of data collection, we met with the team to review the data and discuss any challenges. Further amendments and changes were made to better meet the needs of the social work team, and to reflect the reality of some of the more complex cases handled by the team.

Phase 4 Transfer knowledge

- ➔ Once the final system had been agreed, a User Guide was developed providing instructions on how to use the tool and how to input data and information.
- ➔ The hospital team spent time updating their documents to ensure that they correlated with the fields within the new electronic structure, and support was provided in finalising these documents.
- ➔ System handover to the team. Once the final process for data collection had been agreed, V4 Services carried out the monthly data analysis process for the first six months of the system being used. We then supported a three-month transitional handover process to enable the team to carry out their own monthly analysis and develop further user guides and information to support this process.
- ➔ V4 Services provided some initial maintenance and troubleshooting support as well as developing tools and processes to analyse the data – including an interactive dashboard.

THE BENEFITS

- ➔ Over a 12 month period, the Hospital Social Work Team at the Royal Oldham Hospital have transformed their data collection process from a manual, labour-intensive, paper-based system, to an electronic, integrated solution which enables performance to be measured against a series of KPIs.



- ➔ The business intelligence and reporting system has enabled the team to better understand current system pressures, complex cases and overall performance.
- ➔ The hospital's back office team can now use the new system confidently, and carry out regular analysis of the data, using the guides developed and provided by V4 Services.
- ➔ The project lead for the integrated discharge team now has an interactive, user-friendly performance dashboard which can be used to draw down key statistics and support evidence that the team are meeting the KPIs.
- ➔ The data collected has successfully informed the decision to extend the funding of nine essential social work posts within the IDT.
- ➔ A full and comprehensive dataset sits behind this dashboard which enables any further, more complex analysis to be carried out if required.

