

UNIT: Morriston**DATE: November 2018 Leads Gordon Staple / Jonathan Gates / Gareth Co**

	AGREED ACTION
1	STRATEGIC DIRECTION
1.1	Review the TORs of the Theatre Efficiency Board
1.2	Establish a cross-site forum to agree and implement theatre strategy and operational service change
1.3	Establish a weekly cross site forum to discuss and agree theatre allocation, staffing and utilisation
1.4	Consistently enforce the 6:4:2 rules across each Unit w/e 3rd Dec 2018
2	NURSING / ODP WORKFORCE ISSUES
2.1	Review responsibility of Band 7 specialty management leads within theatre. Develop a structure that is fit for purpose, responsive, accountable and appropriate.
2.2	Review workforce requirements based on AFPP guidance / current operating schedule /vacancies / supervisory status of new staff and those awaiting start dates.
2.3	Recruit into all vacancies at Morriston Delivery Unit and develop robust induction and specialty training packages
2.4	MDU Theatres response to the Staff Survey 2018

2.5	Service Improvement for Sickness Absence Management in Theatres - address issues resulting in sickness related to stress in the workplace
3 PERFORMANCE MONITORING	
3.1	Agree new KPI criteria for theatre performance measures
3.2	Establish local Theatre Schedule User Improvement Group involving CD's and surgical services group
3.3	Six/Four /Two Rule - local enforcement
3.4	Establish and embed robust governance structure in Morrision Theatres that disseminates appropriate information to site and HB at all times.
4 QUALITY & SAFETY	
4.1	HIW WHO Checklist actions
4.2	HIW Lack of awareness of theatre staff of NatSSIPs & LoCSSIPs & how these are being implemented within theatres.
4.3	HIW Standards for the storage of local anesthetic medications
4.4	CD Audit

4.5	MSK Never Event Action Plan
4.6	Security issues within main theatres and phase IV
5 FINANCE/PROCUREMENT	
5.1	To facilitate the procurement of clinical supplies utilised within Theatres that are subject to a standardised approach wherever possible, are fit for purpose and offer value for money, through a compliant route of supply. To progress CIP initiatives in accordance with the Theatre/Procurement Work-plan.
6 INITIATIVES	
6.1	Staff a dedicated post-anesthetic care unit which will allow major surgery to continue without increasing the number of ITU beds
6.2	Develop the pre-operative anaesthetic service as a team based and planned activity with clear guidelines and operating policies.
6.3	Develop clear values specific for theatre the MDU is undertaking a wide all encompassing "pulse survey" within theatres in Morriston
6.4	Development of stock management system





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THEATRE IMPROVEMENT PLAN

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PERFORMANCE IMPROVEMENT
TORs reviewed to ensure Board continues to be "fit for purpose"
Cross site forum established with TORs and senior Unit representation
Weekly cross site forum established (with Skype access) with appropriate Unit representation
6:4:2 rules enforced consistently across each Unit resulting in increased utilisation and a reduction in cancellations
Increase utilisation and efficiency of theatres whilst improving safety and reducing costs
Reduce cancellations, increase activity and negate the need to outsource. As per 1.3 move towards improved cross site engagement and allocation of staffing resources to clinical and HB priorities
Reduce cancellations, increase activity and negate the need to outsource
Engage with ACAS training process to address the instances of bullying reported in the Staff Survey 2018

Reduced sickness levels resulting in more staff available to support activity

Establish baseline for improvement with agreement from Surgical Services colleagues and Clinical Directors

Identify KPI improvement areas to focus on - establish baseline and improvement trajectories

Reduce impact of cancellations on day of surgery through urgent backfill - reduce day of cancellations by 25% - 50% initially

Provide assurance to the Theatre Efficiency board

Audit to review compliance to standard

A status position of LoCSSIPs within Morriston theatres to be undertaken and presented to Theatre Board & Morriston Quality & Safety Group & a prioritised programme of development to be developed to address any gaps by no later than the 31/03/2019

Audit to review compliance to standard

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Completion of recommendations and monitoring arrangements
Reduction in IR1 completed with reference to members of the public access a non secured theatre suite
Monitor Morriston theatres procurement savings achieved 2018/19
Establishment of a PACU
Establishment of a centralised pre assessment service at Morriston Hospital that ensures that all appropriate elective patients have a valid pre assessment in order to reduce cancellations and inefficiencies
Completion of follow up pulse survey
I2S funding secured from WG to procure stock management systems for theatres

TIMESCALE	FUTURE ACTIONS/ IMPROVEMENTS	
	30 DAYS	60 DAYS
Dec-18		
Dec-18		
Jan-19		
Dec-18		
Apr-19		
Nov-18		
Jan-19		
Mar-19		

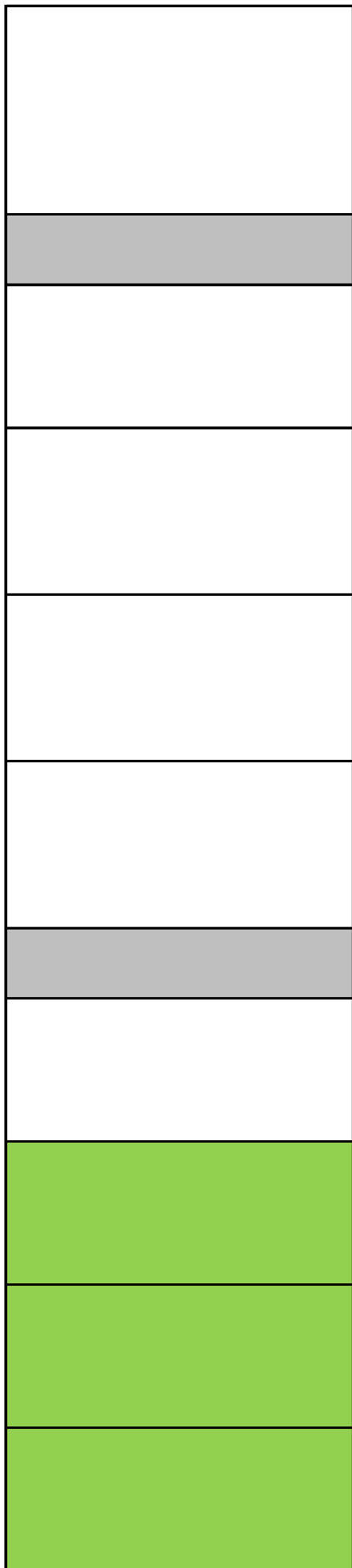
Mar-19		
Jan-19		
Jan-19		
Dec-18		
Nov-18		
Jan-19		
Mar-19		
Jan-19		
Mar-19		

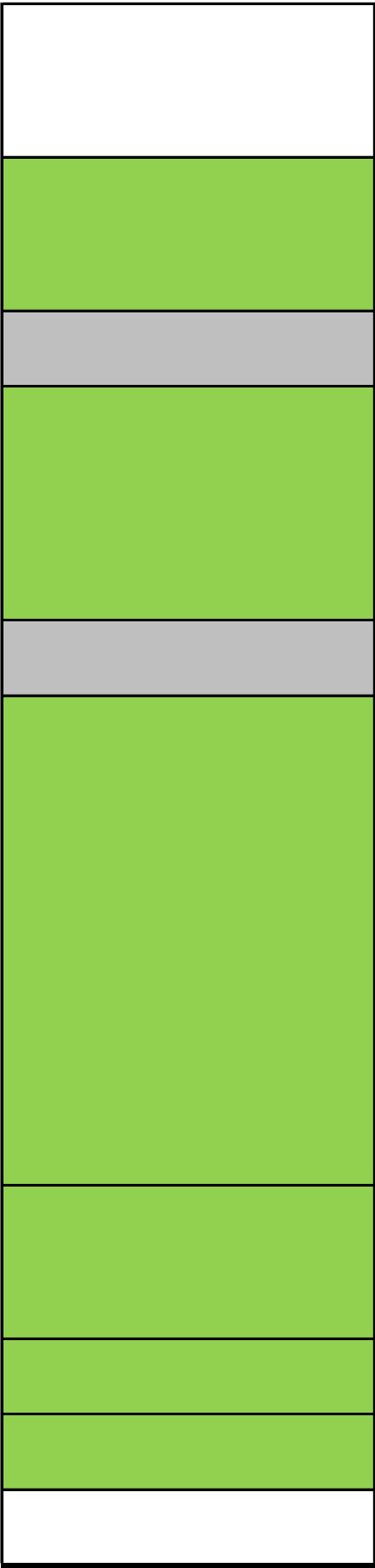
Mar-19		
Mar-19		
Mar-19		
Mar-20		
Mar-19		
Mar-19		
Mar-21		

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90 + DAYS















PROGRESS/COMMENTS	LEAD
	Malcolm Thomas
	Gareth Cottrell
	Gareth Cottrell
	Gareth Cottrell
OCP process delayed by collective grievance, will be heard 12th Dec 2018. Established TOMS specialty manger meeting introduced to support transition from previous structure. Workforce performance management KPI's are now responsibility of the band 7 specialty managers. They will require non clinical time to be able to support these. OCP outlined 50% non clinical.	Jonathan Gates Ceri Matthews Kathryn Lewis
Weekly Theatre Utilisation conference call in place (Singleton/Morrison) with limited scope to move staff around currently due to vacancies and sickness in both units. Agreed Theatre specific recruitment day based at Morrison for all sites in Jan 19. To complete detailed baseline activity assessment, establishment to date, vacancy and age profile of workforce.	Jonathan Gates
November 2018 Awaiting start dates x3 Recovery / Anaesthetics x1 / Scrub x2 <ul style="list-style-type: none"> • Current advert band 5 MSK x4; band 6 MSK x2; • Current advert band 5 Cardiac x4 (with SSG) • Recruited 21 new registrants since April 2018 • Recruited 9 health care support workers since April 2018 	Jonathan Gates
Results of the Staff Survey shared with the Theatre management team who will engage with forthcoming training events being organised by the HB and supported by ACAS	Jonathan Gates

Increase the number of well being champions. Develop a debrief tool for dealing with critical incidents in theatres.	Jonathan Gates
Agreed utilisation reporting structure and content. Informatics support required to develop dashboard, opportunity to fund from vacancy external support to reduce timescale for completion. Approval in principle from MDU senior team	Gordon Staple
Agree when group established 3 month retrospective use by specialty of theatre allocation identifying utilisation, late start and early finish calculations. List compilation will form a part of this review.	Phil Coles
To be implemented 3/12/18.	Gordon Staple
Weekly Theatre Utilisation meeting. Report to MDU Business and Performance weekly. Established TOMS specialty manger meeting introduced to support transition from previous structure. Anesthetics and Theatres governance and business meeting linked to CSS Board.	JG/JQ/GS
Awaiting report from HIW. Verbal report identified key actions related to WHO checklist.	JG/GS
Discussed at Clinical Cabinet agreed process for MDT development of LoCSSIP group.	JG/GS
	JG/GS
Revised policy for the storage and reconciliation of Controlled Drugs in Morriston Theatres.	JG/GS

Multiple actions and recommendations related to 3 INC's from MSK theatres. Surgical Specialties and MSK Clinical Director supporting Theatres with completion.	JG/GS
Multiple IR 1 form completed including, members of the public access Theatres, missing equipment and the removal of stock and medication.	JG/GS
All procurement actions and savings opportunities shared via CSS board and FRG for CSS	JG/GS/RC
To be progressed as part of the WG led project to allocate £15million of recurring new funding for critical care	Gordon Staple
Staff consultation proposal to be considered at next Partnership forum	Shirley Kivi
Awaiting outcome of grievance process	Jonathan Gates
Awaing funding decision from WG	Gareth Cottrell

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 Theatre Utilisation Meeting.msg	
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