

NHS LONDON Alignment toolkit

Examples of service developments/initiatives/projects

Title	Localising the Map of Medicine: redesigning patient pathways in support of the Royal Free Hampstead NHS Trust's 18 week wait target
Lead library	Royal Free Hospital Medical Library http://www.ucl.ac.uk/medicalschooll/facilities/rfhmedlib/
Summary of the service	<p>The Royal Free Hampstead NHS Trust is an early adopter of the Map of Medicine, which is being used to help facilitate service redesign in order to achieve 18 week wait targets. The Royal Free Hospital Medical Library provides the 'Evidence Team' to support the project.</p> <p>The Map of Medicine is being used as a tool to facilitate this process, with the aim to localise pathways to represent a 'Royal Free best practice pathway', which will then be used across primary and secondary care settings".</p>
Partner organisations	Stakeholders differ depending on the pathway. Barnet PCT representatives, for example, are involved with the DVT pathway.
Key Audiences	NHS staff in both primary and secondary care, as well as commissioners.
Description	<p>The Royal Free Hospital Medical Library was approached by the 18 Week Lead to explore ways in which staff could support the localisation process. Following discussion, we were named the 'Evidence Team', and incorporated into the project planning documentation as a stakeholder in the process: "The evidence team based in the Royal Free library will play a key role in the clinical governance process and will help to edit, maintain and develop the localised maps."</p> <p>Evidence Team roles currently include:</p> <ul style="list-style-type: none">• collecting relevant information on local and national guidelines before editing pathways• carrying out literature searching to support pathway development and ensuring proposed changes are evidence-based• acting as Map Editor, making local changes to the maps using map editor software• attending workshops and facilitating making live changes to the pathways• developing and maintaining a record of pathways developed, reviewers, approvers and sign-off of these pathways
Service	To date, the Royal Free Hospital Medical Library has contributed towards the project from existing staffing resource. This has required reprioritisation of activities. Awareness of the project has been high within the Information Support Services Team in the library, who would naturally be expected to provide the first line of support for related activities (e.g. clinical guideline development). A project lead within the RFHML was identified (Sara Clarke) though the skills are being shared among colleagues in the team.
Customer involvement	Care is taken to include as wide a range of stakeholders as possible. The 18 Week Lead guides the involvement of library staff in the process.
Benefits of the service for the customer	<p>By December 2008 95% of out-patients and 90% of patients requiring an admission are expected to complete their treatment within 18 weeks. The Royal Free Hampstead NHS Trust achieved the December 2008 target 8 months early.</p> <p>According to Andrew Way, the Trust's chief executive: "This level of performance has been built on successfully redesigning patient pathways, removing in-built delays and inefficiencies, providing clinically effective and timely care for patients and ensuring more efficient use of resources. Most patients referred to the Royal Free now wait less than three weeks for a first out-patient appointment and 99% get the tests they need within six weeks – and these waits will become even shorter. This is fantastic news for patients and their GPs."</p>

Benefits for the library/libraries	<p>Being involved in such an important project provides significant benefits to the library:</p> <ul style="list-style-type: none"> • The status of the library is increased • Librarians are able to showcase their skills and knowledge, and how they can help clinicians with key service projects • Promotion of library services within the Trust to people who may not have used them before • Attendance at meetings allows librarians to get to know new Trust staff, including the identification of champions for the service • An opportunity to develop new skills • Having some input into the promotion and dissemination of the Map of Medicine helps to ensure librarians are seen as key figures in the national rollout of the product. 		
Evaluation	<p>Department of Health statistics issued on 29 May show that the Trust exceeded tough government milestones not only on out-patients but also with patients requiring an admission, with 90% completing their treatment within 18 weeks from the date they were referred. This puts the Royal Free top of the class in London and in the top 10% of Trusts in England for out-patient referral to treatment waiting times and in the upper third of Trusts in England for patients requiring an admission.</p>		
Feedback?	<p>The 18 Week Lead has indicated in an email to the Director of Clinical Service Improvement that “the librarian staff are being very helpful as both researchers and editors of the map”. One immediate indicator of the positive impact of the work of library staff has been the recommendation of a one-off non-recurrent funding contribution.</p>		
Marketing What worked?	<p>Marketing and dissemination of the redesigned pathways is a key issue for the project. Librarians will be able to become further involved with this by embedding promotion of the Map of Medicine into their outreach work. A key benefit of being involved as an early adopter is that of building up a good relationship with the Map of Medicine, who can then provide support with promotional activities.</p>		
Collaborative working	<p>This joint effort has engendered confidence within relevant Trust departments in the commitment of the Evidence Team towards clinical service improvement. Patience and flexibility are required in setting up a new service, especially where this depends on collaborative working across a range of different departments, with different dependencies.</p>		
Funding streams	<p>Under discussion</p>		
Lessons learned	<p>Ongoing effective communication is essential for instilling confidence among collaborating departments in ongoing commitment. Ownership by a named project lead is important in ensuring successful delivery.</p>		
Sustainability; next steps?	<p>Ensuring sufficient staffing capacity is in place with the right skills is the major challenge. Developing the skills base within the team to increase robustness will require ongoing effort.</p>		
Further information?	<p>-</p>		
Start date	January 2008	End date	-
		<i>As appropriate:</i>	
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Related resources/ links	http://www.18weeks.nhs.uk/		
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