

CASE STUDY – NORTHERN LINCOLNSHIRE AND GOOLE NHS FOUNDATION TRUST

RTT Validation and Training to Maximise Data Quality

In February 2017, Northern Lincolnshire and Goole NHS Foundation Trust commenced a programme of work to optimise their PTL data quality. This was achieved through validation of key waiting lists and data quality lists - rectifying existing data quality issues, and implementation of a comprehensive training plan; ensuring the Trust would be able to maintain an accurate PTL. Due to limited internal resources, the Trust sought support from Source Group to assist in the management and delivery of the validation project, as well as structuring and delivering an RTT training program.

Phase 1

Phase 1 entailed a package of over 35,000 defined priority cohorts including: outpatient follow up patients, Active to Inactive and patients who were on the Incomplete PTL.

A team of 2 Supervisors and 22 Validators commenced the project in order to meet the Trust's required deadline. All Source Group Validators and Supervisors deployed on the project are highly experienced and have completed CPD accredited RTT training and assessment, as well as having previous experience and a working knowledge of the Trust PAS (e-CAMIS).

As space for additional validators was limited at the Trust, the majority of the team worked from Source Group's remote validation HQ, functioning seamlessly with the on-site team. The remote validation headquarters is a secure facility, with 24/7 CCTC monitoring, physical and logical access controls, with data transferred through secure NHS approved methods.

Shaf Ali, CEO of Source Group said "It was a pleasure working with the staff at North Lincs. Everyone was extremely receptive and responsive, allowing for seamless deployment of the IT infrastructure and rapid project mobilisation. It's great to have buy in from all key stakeholders from the get-go"

The Trust used Source Group's waiting list and validation management application, Clear PTL, throughout the project, allowing priority patient cohorts to be easily identified and facilitating 'real-time' monitoring of validations, as well as providing detailed reports. This ensured the Trust and NHS North East Lincolnshire CCG (the commissioning organisation) had complete, continuous visibility of the project, ensuring efficient collaboration.

Phase 1 Key Findings and Outcomes

Throughout the validation project a number of potential issues were identified that were negatively impacting data quality. Process issues, system issues and knowledge gaps were highlighted to the trust as areas that required improvement, and rectification recommendations were made, including:

- Bespoke RTT training for clinicians
- Development of key SOPs
- Implementation of an audit plan and Data Quality Strategy

Goals

- To provide RTT validation and RTT training services
- Cleanse data across identified cohorts
- Ascertain process issues, system issues and knowledge gaps to resolve ongoing data quality issues
- Develop bespoke training programmes focused on the trusts key issues
- Ensure sustained data quality improvement

Approach

- Team of 22 Validators and 2 Supervisors working simultaneously onsite and offsite at Source Group's secure remote HQ
- Bespoke training programme to rectify data quality and process issues highlighted as a result the validation work

Results

- Project extension to Phase 2 and subsequently Phase 3

About Northern Lincolnshire and Goole NHS Foundation Trust

Northern Lincolnshire and Goole NHS Foundation Trust provides acute hospital services and community services to a population of more than 350,000 people across North and North East Lincolnshire and East Riding of Yorkshire.

Every year they see more than 135,000 people in their emergency departments, carry out around 30,000 operations, treat 120,000 inpatients and book 400,000 outpatient appointments.

Their annual budget is circa £300 million, they have 850 beds across their three hospitals and employ around 6,500 members of staff.

Phase 2

Following successful completion of Phase 1 validation, Source Group undertook a further validation project of over 25,000 pathways, based upon the findings of an NHSI Data Quality Report where a number of cohorts were recommended for validation. These cohorts included: patients on the elective inpatient waiting list, patients on an active RTT pathway, patients on the planned inpatient waiting list and patients on the Outpatient Follow Up PTL with an unknown or overdue due date.

Phase 2 Key Findings/Outcomes

- Further issues regarding RTT management and subsequent validation were identified and specific RTT knowledge gaps were ascertained
- Processes within Outpatients were highlighted as a problem area in ensuring outcomes from clinics were actioned correctly on the PAS.
- Clinicians highlighted their own lack of knowledge and understanding in completion of outpatient outcome forms

Phase 3

Following two highly successful validation projects, the Trust had the confidence in Source Group to partner with us on an extensive clinical harm validation programme, validating a cohort of over 10,000 pathways to ascertain whether any clinical harm had occurred. The cohort consisted of:

- Patients with no intervention for 6 months or more
- Patients on an active RTT pathway that is over 40 weeks
- Patients on a Cancer pathway breaching 104 days
- Patients who have had a missed referral

Phase 3 Key Findings/Outcomes

- The cohort was segregated into 3 categories, those who required clinical harm review, those who did not, and closed pathways
- Recommendations were made to the trust regarding SOPs and processes to ensure further incidences of clinical harm were minimised

Training

Source Group provided PMO/RTT training days, including sessions for selected staff in Gastroenterology, T&O and Ophthalmology. Karen Rowland, Source Group's Head of QA and RTT assisted with focused sessions within Endoscopy, based on findings from the validation exercise. Process mapping and focused training within the Endoscopy units also took place over two days, spanning two sites. Bespoke clinician training was also provided.

Karen Rowland, COO and Head of QA and RTT at Source Group said: **“Key issues were identified as part of the training including a lack of coordinated processes for managing RTT pathways in some areas, a lack of understanding of RTT within departments and how the RTT rules should be applied. Bespoke training presentations and materials were developed as part of the training sessions and we recommended that the Trust use this material to continue a training programme that includes administrative staff, clinicians, and managers to help address these issues.”**

About Clear PTL

Clear PTL® provides rapid waiting list diagnostics, enabling Trusts to improve



performance against RTT, cancer and other targets by identifying data quality or process issues.

Clear PTL functionality allows the capture and recording of validation outcomes and the dissemination and collation of all workloads. It has built in Performance Management functionality allowing the Supervisor and the Trust to have a clear, real time view of each validator's progress against target and trajectories, both as individuals and as a team.

Training feedback

“Feel the course is worthwhile – making me feel things are sinking in!!”

“Really good session with lots of interaction with the attendees. Helpful and friendly trainer who has a depth subject knowledge.”

“Even as a DQ worker, I found this training very useful and I've learned loads.”

“Very well presented, put forward in a way that was accessible. Really enjoyed going through the scenario based examples.”

“Enjoyed this training session, felt more confident as the day progressed.”

About Source Group

Source Group provides specialist waiting list management, software and recruitment solutions that lead to sustained, tangible change. Having worked in, and with, the NHS for years, we know the value of having specialists who work as trusted partners, not just transactional suppliers. So we focus on creating flexible, sustainable and pragmatic solutions in collaboration with our clients to build lasting internal knowledge, resource and capability.

We offer:

- over 30 years' depth and breadth of knowledge in 18 weeks RTT
- over 50 years' NHS experience
- a focus on partnership and cooperation – we work in collaboration with North East Commissioning Support Unit (NECS)
- experience of working with more than 100 Trusts

Please contact us at:

T: 020 3727 4180

E: contact@source-group.uk

W: www.source-group.uk

SOURCE GROUP
People • Technology • Results