



Name of project: Redesign of the Community Dietetic Service clinic structure

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Kent Community Health
NHS Foundation Trust

What was our aim?

To increase the wellbeing of the dietitians, by enabling them to complete clinic administration within their working day, through redesigning the clinic structure.

Why is it important to service users and carers?

Following the implementation of Rio across the Community Dietetic Team, feedback from clinical colleagues indicated increased levels of stress as a result of the new system. The main causes of this stress were identified as:

- The existing structure meant that it was difficult to complete the post clinic patient documentation in a timely and safe manner.
- The existing structure allowed any combination of new/follow up appointments to be booked into the clinic system, meaning clinics could be unbalanced with high levels of post clinic patient documentation in clinics with higher numbers of new appointments.

In addition to this, by allowing any combination of new/follow up appointments to be booked into a clinic, it was impossible for service leads to monitor and manage the demand and capacity of the service due to lack of transparency within Rio. As a result, they were unable to respond flexibly to the needs of the service.

Ideas and tests of change

A staff engagement workshop took place to fully understand the concerns of colleagues, as well as the challenges and barriers they were facing. Once the clinic structure had been identified as a problem, an options analysis was carried out with colleagues evaluating each change idea. It was decided that a "See Do See Do" approach would be developed. This approach provided adequate time at the end of each individual patient appointment to complete the necessary paperwork in the most contemporaneous way, when recall of the session was at its optimum. In order to do this the following steps were taken:

- Time and motion study: this quantified the amount of time required to complete the relevant documentation for an initial and a follow up appointment.
- Identifying ratio of initial to follow up appointments: rudimentary data was used to decide the balance of initial to follow up clinic appointments.
- Rebuild of the clinics: Clinical Nutrition and Dietetics Business Lead and the Rio team carried out a rebuild of the clinics structure within the Rio system.
- Staff template redesign: the working patterns of colleagues were reviewed and adjusted to accommodate the change in the structure
- Ongoing staff communication: an iterative approach to staff engagement was used to keep colleagues informed of the changes and to make sure their views were considered as changes were made to their working structures and timetables.

The tools we used

As highlighted above, in order to make sure that any changes made addressed the concerns of colleagues and to ensure the sustainability of the project, staff were engaged at all stages of the process. A range of tools were used in staff engagement sessions including brainstorming and options analysis.

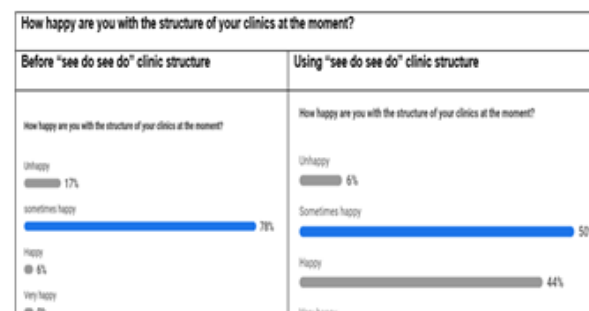
To make sure team members were able to express their views in an open and safe way, Slido was used. This enabled colleagues to express opinions in an anonymous way, ensuring their true feelings and concerns could be expressed.

Data analysis was used to objectively study not only the situation as it was originally, but also to monitor change both anticipated and unforeseen. Data was taken from a range of sources including Rio and a time and motion study.

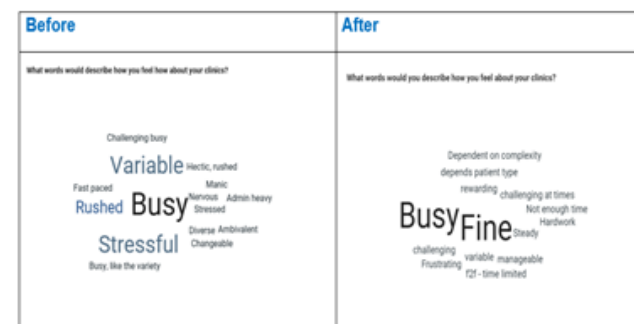
Results/How did we do/Anticipated outcome

The Slido survey was repeated six months later, pre and post changes to the clinic structure. They focussed on staff perceptions of the current clinic structure and their ability to complete the documentation within the allocated time. From the results below, it was perceived that the changes had made positive improvement in these areas.

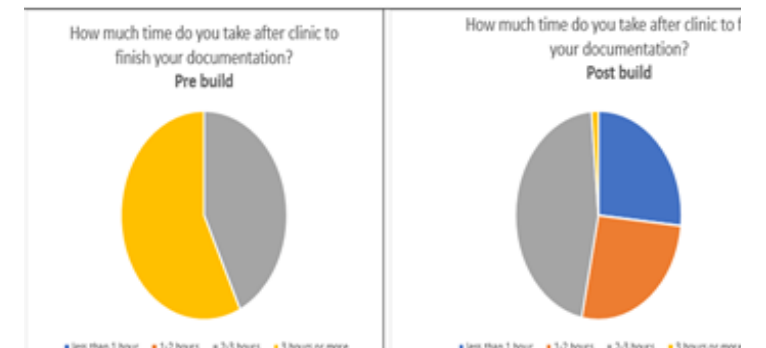
How happy are you with the structure of your clinic? documentation?



What words describe how you feel about your clinics?



How much time do you take after clinic to complete your documentation?



What we learned and what's next

The redesign of the clinics to become a "see do see do" approach was successful with staff reporting an improvement to the time taken to complete patient consultations and subsequent documentation. Evidence was seen that this change reduced staff anxiety. This will continue to be monitored as this clinic structure becomes business as usual.

In addition to the stated aim, the restructure of the clinic has allowed accurate data to be collected regarding the capacity of the service enabling future work on capacity/demand analysis.