A bespoke programme of intensive support was developed by the National TPOT team in collaboration with the UHW Perioperative Directorate to build knowledge capability and capacity within the theatre complex and Directorate. Bottom up and top down approaches enabled MDT staff across departments to connect and work with each other in a safe environment using QI tools and techniques to diagnose, measure, plan, implement and sustain process and system improvements. These approaches were supported by TPOT led in house coaching sessions, workshops, toolkits and events.

**Aims & Objectives**

The aim of this first TPOT focus site programme was to improve perioperative patients’ experiences and outcomes by pursuing three main objectives:

- Improve safety, quality and reliability of patient care
- Promote effective multifunctional teamwork and improve staff satisfaction
- Add value and improve perioperative efficiency

**TPOT Connectivity Wheel**

15% Improvement in theatre session start times

- 0 – 96% in verbal handover of patients under GA by Intraoperative Nurses to recovery room staff
- ≥ 85% MDT huddles for Trauma & Orthopaedic theatre lists
- Appointment of a UHW TPOT/QI Facilitator
- Restoration and refurbishment of tea room and on call rooms
- Development and implementation of personal mobile phone use policy in theatre
- Accelerated transitioning to QI mind-sets within the UHW culture

**Introduction and Background**

**Methodology**

Improvement methodology to include the Model for Improvement (IHI) and Lean underpinned all QI work streams and related projects. PDSA cycles were used to test changes and implement improvements.

<table>
<thead>
<tr>
<th>Work streams</th>
<th>Baseline measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce delay in theatre start times</td>
<td>Anaesthetist time times in each Theatre Theatre first patient to every theatre ACCU for theatre</td>
</tr>
<tr>
<td>Improved Communication in Theatre Theatre huddle</td>
<td>Number of huddles per day MDT diayability representation true</td>
</tr>
<tr>
<td>Personal mobile phone usage</td>
<td>Staff attitudes to mobile personal phone usage in theatre</td>
</tr>
<tr>
<td>Reduce unnecessary telephone interruptions</td>
<td>Number of incoming and out going calls per day in theatre</td>
</tr>
<tr>
<td>Staff well being staff culture</td>
<td>Number of calls per day in catering to house staff</td>
</tr>
<tr>
<td>Tea Rooms On call rooms</td>
<td>Staff satisfaction with coffee area was developed using co design approach and PDSA cycle (Appendix 3)</td>
</tr>
<tr>
<td>Equipment</td>
<td>Risk and assessment</td>
</tr>
<tr>
<td>Hardened in memory</td>
<td>Completed perioperative documentation accompanying patients on admission to the recovery room</td>
</tr>
<tr>
<td>Patient Experience</td>
<td>NICE patient experience</td>
</tr>
</tbody>
</table>

**Sustainability Planning**

- NHS Institute (2010) sustainability model guided a review of QI projects
- NCPS & NCPA coaching and mentoring support for UHW QI facilitator
- Framework for Improving Quality (HSE, 2016) used to guide sustainability and succession planning

**What Worked Well**

- UHW Executive & Clinical Leadership
- Bottom up approach (Value sets)
- UHW and TPOT partnership
- Engagement with QI methodology
- In house TPOT sponsored events
- National TPOT Team on site coaching & project support

**Recommendations**

- Identifying QI project with TPOT team support to ensure consistency in overseeing/managing/growing all aspects of TPOT programme to maintain with the multidisciplinary team.
- A minimum of 3 sites activity protected national TPOT training coaching time per week per team.
- Coherence access for all staff to HOE windows accounts.
- Inclusion of TPOT in national training curriculum and setting the roles to up skill staff in QI Lean.
- National QI Team site visits are scheduled to advance aggregated experimentation.
- Theatre management systems should enable the collection and management of data to support performance measurement.
- Protected time allocation for data collection, analysis and feedback.
- Continuous feedback loop with TPOT champions and other stakeholders.
- TPOT programme/call is a welding agenda item at MDT meetings.
- Intersectional and shared quality and performance data to measure staff perceptions of support and organisation.
- Customer experience survey and aligned to meet UHW/NCPA and NCPA targets.
- TPOT focus on site setting to consider the case system and outcome measures aligned to UHW/NCPS targets and key performance indicators.