Embarking on the productivity journey

Understand the strategic context: Why do we need to be productive?

Steps 1 and 2: Identify an opportunity and sources of best practice

Step 3, 4 and 5: Design and implement change; Share successes and lessons learnt – best done in a forum

Introducing the productivity dashboard

One concept – four different care settings

Kings Fund report: How cold will it be? Prospects for NHS funding 2011-2017

Gaps in funding cannot be filled by tax increases or cuts in benefits – productivity is the only realistic option.

NHS productivity gain required between 2011-2016 is 3.5-7% ~ £22-44 million to compensate for gaps in funding.

Five steps to improving productivity

Steps 1 and 2: Identify an opportunity and sources of best practice

Use the productivity dashboard to identify where strengths and weaknesses are

All metrics performance change

Benchmark against peers and identify sources of best practice

Organisation ranking

Peer comparison table

Time series quadrants

Use driver trees to identify levers for improving productivity

Driver trees

Conduct root cause analysis to identify underlying issues

Root cause analysis

Table: Possible root causes of problem

Potential actions to address underlying root cause

How will we know if it’s successful?

Devise project plan, assign resources, commit to action and change

Change implementation project plan: Delayed discharge

Share best practice with peers through productivity clubs, forums, case studies etc

What next?

1. Roll out tool to all trusts in London

2. NHS London to work with individual trusts on focused areas around productivity. Best practice outcomes be shared more widely.

3. Potential further development of the productivity tool

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