Health Care Management Case Study

Evidence-based decision making

Blackpool Teaching Hospitals NHS Foundation Trust

Library and Knowledge Service

Emerald

Project aims and background – Management Librarian

Over an eight-month period, Blackpool Teaching Hospitals NHS Foundation Trust Management Librarian received 65 requests from Senior Managers, in addition to the 200+ requests received through the Clinical Librarian Service. It was important to have access to evidence-based research to support strategy and changes. Managers gave the Management Librarian full access to their departments and high level meetings in order to maximise the role of the Library Professionals. Before implementation of any initiative, an Evidence Summary was conducted using Emerald Health Care Management titles as a supporting resource. Measurable impacts of initiatives include: an increase in patient safety, anticipated reduced management costs and savings on bank staff.
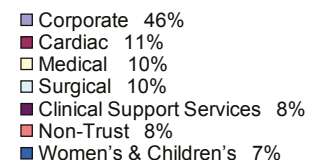
How Emerald's research was used

Examples of some of the searches requested, a summary of the evidence provided by Emerald articles and the changes implemented following this evidence search.

Initiative: Can closing wards improve healthcare?

Evidence summary: The closing of wards can allow staff to be redirected to areas of most need, resulting in higher quality care, which in turn leads to shorter length of stay and thus lower costs.

Changes implemented: Two wards, which had been opened during the winter flu crisis and then remained open later into the year, were closed, resulting in identified savings on bank staff being brought in to cope with these additional wards.

Emerald articles referenced for evidence for this query:

"The impact of hospital discharge on inappropriate hospital stay", Panis, Lambert J.G.G., Verheggen, Frank W.S.M., Pop, Peter and Prins, Martin H., *International Journal of Health Care Quality Assurance,* Vol. 17 No. 4, 2004, pp. 189-193

"Quality improvements in hospital flow may lead to a reduction in mortality", Gilligan, Stephen and Walters, Melanie, *Clinical Governance: An International Journal,* Vol. 13 No. 1, 2008, pp. 26-34

Initiative: In what ways can patient experiences be used to improve safety?

Evidence summary: Using patients' own stories, told in their own words, allows nursing and medical staff to relate more closely to the patients they are treating and results in fewer errors and higher quality care.

Changes implemented: Patients' or relatives' stories are recorded on video and played back to staff at regular meetings, as well as being made available on the Trust intranet.

Impact: Patient safety has increased and the Trust won the Patient Safety Award for communication in March 2010

Emerald articles referenced for evidence for this query:

Pickles, J, (2008), "Experience-based design: a practical method of working with patients to redesign services", *Clinical Governance,* Vol. 13 No. 1, p. 51

Hyde P. (2008), "Working with stories: diverse tales of organizational life", *Qualitative Research in Organizations and Management: An International Journal*, Vol. 3 No. 2, pp. 147-158

Initiative: How can we best restructure hospital departments to provide optimum care, reflecting care pathways?

Evidence summary: Using the framework of a care pathway or organising activities by patient and information flow (value streams), change can occur without the need to "manage" it directly.

Implementation: The Trust strategic development team used the evidence provided to review different hospital structures that concentrated on the flow of patients through the service. The Trust is now implementing a major restructure focusing on "scheduled care" and "unscheduled care".

Impact: Not yet known but savings of around 5 per cent per annum of management costs are expected as well as savings due to reduced length of stay and readmission rates.

Emerald articles referenced for evidence for this query:

"Integrated care pathways: pathways to change in health care?", Claire Whittle and Alistair Hewison, *Journal of Health Organization and Management,* Vol. 21 No. 3, 2007, pp. 297-306

"Enabling effective change in healthcare delivery systems. Did Gerry Robinson teach us anything new?", Denis R. Towill, *Leadership in Health Services,* Vol. 22 No. 2, 2009, pp. 176-188

"The suitability of care pathways for integrating processes and information systems in healthcare", Thomas Crocker, Owen Johnson and Stephen King, *Transforming Government: People, Process and Policy,* Vol. 3 No. 3, 2009, pp. 289-301

Diversity of search requests

The Service promotes the use of information to inform decision making by delivering specialist information services at the point of need. Requests for searches came from across the divisions:

- Corporate 46%
- Cardiac 11%
- Medical 10%
- Surgical 10%
- Clinical Support Services 8%
- Non-Trust 8%
- Women's & Children's 7%

Cross-department information

Requests for information came from staff in both clinical and non-clinical roles for example:

- Chief Executive Officer
- Executive Director of Operations
- Executive Director of Nursing and Quality
- Executive Director of HR & OD
- Directorate Manager – Cardiology
- Clinical Skills Manager
- Consultant Paediatrician and Clinical IT Lead
- Deputy Director of HR & OD
- Associate Director of Operations – Clinical Support Services
- Assistant Directorate Manager – Surgery
- Associate Director of Corporate Affairs
- Productive Ward Project Manager
- Associate Director of Strategic Development

"Blackpool Teaching Hospitals NHS Foundation Trust encourages a culture of evidence-based practice. The library plays a central role in working with management teams to support the strategic decision-making process. Emerald has been a valuable resource in providing evidence-based research to support our initiatives."

Debra Thornton, Knowledge and Library Services Manager, Blackpool Teaching Hospitals NHS Foundation Trust

Contact information

For more details on Emerald's Healthcare and Health Care Management publications or to receive free copies of any of the Emerald articles referenced above please contact: **T** 01274 777700 **E** subscriptions@emeraldinsight.com