

# A Large Hospital

## Theatre and Ward Flow Efficiency

Large scale transformation to improve operation and financial performance, whilst delivering quality care

### The challenge

A globally renowned Hospital which is one of the UK's largest teaching hospitals was faced with a number of clinical, operational and financial difficulties.

PwC supported a transformation to improve its short term financial and operational performance, with a particular focus on delivering quality. Working alongside PwC teams from Business Recovery and Strategy, Consulting focused on the Theatres Turnaround Programme and the Ward Flow Efficiency Programme.

### Our approach

PwC worked across surgical and medical pathways. In theatres, they worked collaboratively to deliver interventions across the surgical pathway, and across the rest of the hospital, they supported the organisation across bed management, acute surgical and medical wards, speciality wards and discharge co-ordination to address operational difficulties. Interventions included:

- **Operational rhythm:** Daily operational meetings/board rounds to review performance, ensure proactive patient planning, drive action and ensure a problem solving mind set helped to drive the introduction of standard ways of working
- **Planning & Capacity Management:** On the wards, better planning and visibility of capacity and discharges were put in place. In theatres visual scheduling boards were developed to help plan for the next 3 weeks of day surgery, maximise theatre utilisation and increase accountability amongst clinicians, service managers and admission clerks.

*"It's the start of a brand new dawn here. It's perfect"* – Consultant, Surgeon

### THEATRE CAPACITY

**28%** reduction in costs

### THEATRE UTILISATION

**25%** of leaders' time now spent on activities that drive performance

### PATIENT CARE

**50%** reduction in on-the-day surgery cancellations

### DISCHARGES

**40%** increase in planned discharge accuracy