



Reduction of Waiting Times in Occupational Health

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Aim

To reduce waiting times for Occupational Health to 3 weeks by 31/12/2019.

To empower both the manager and staff member to own and manage the sickness absence with timely and appropriate support from OH.

Background

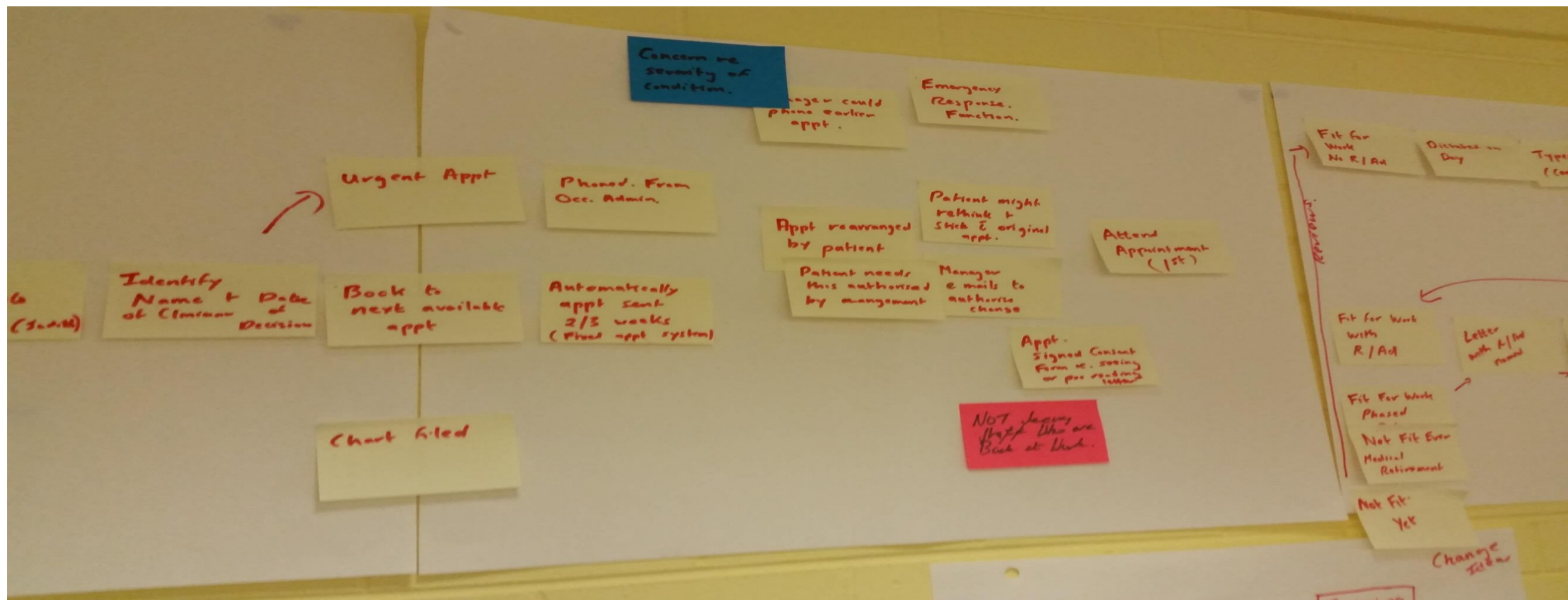
THE ISSUE: Waiting times for Management Referrals in Occupational Health ranged from 10 weeks - 5 weeks in 2018-19.

THE IMPACT :

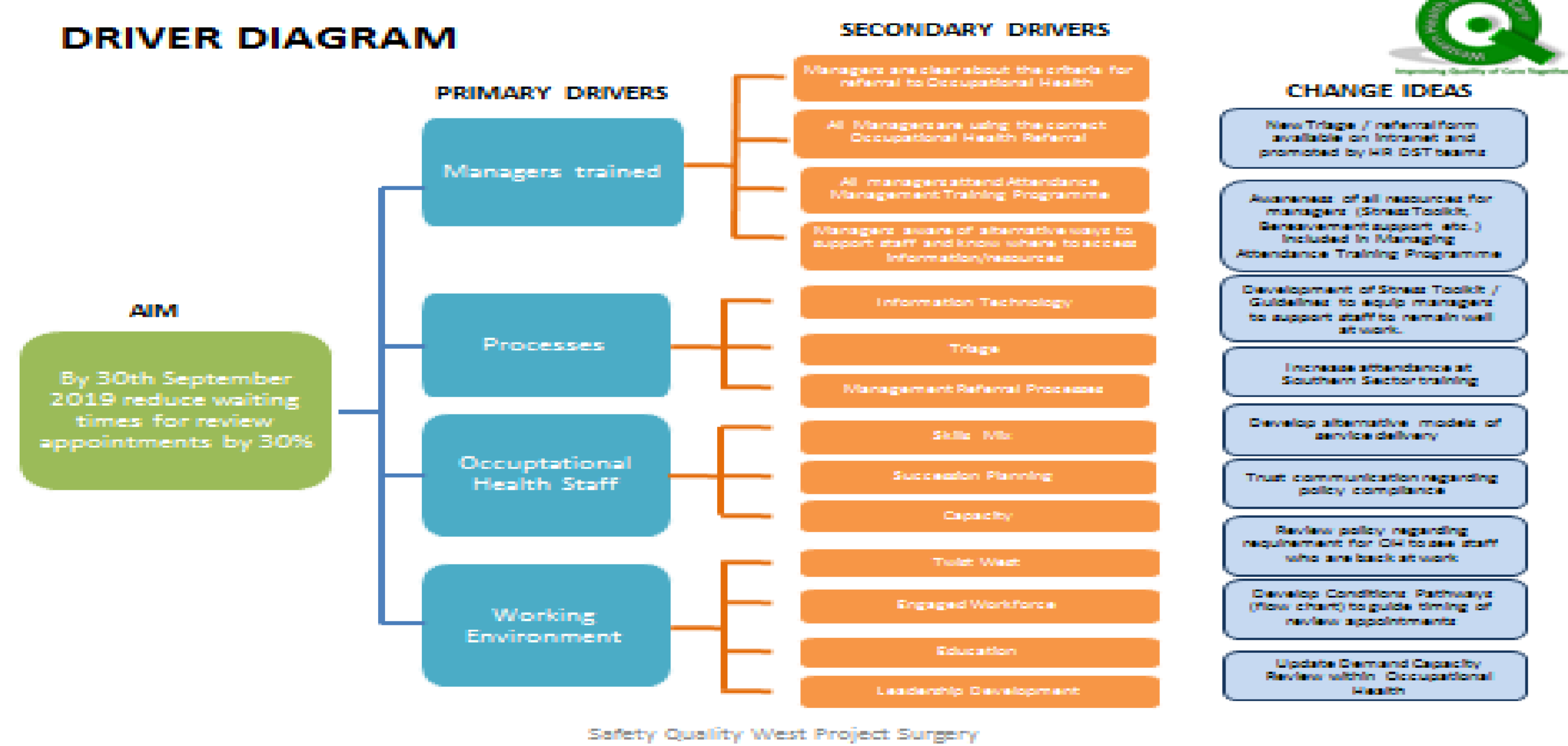
- No immediate OH support for staff members or manager.
- No timely return to work.
- Lack of ownership of absence by staff member and manager.
- High sickness absence rates Trustwide – circa 7%.
- Significant costs – financial and cultural.

Method

Methods used included process mapping, use of pilot initiatives and PDSA cycles.



Process Change



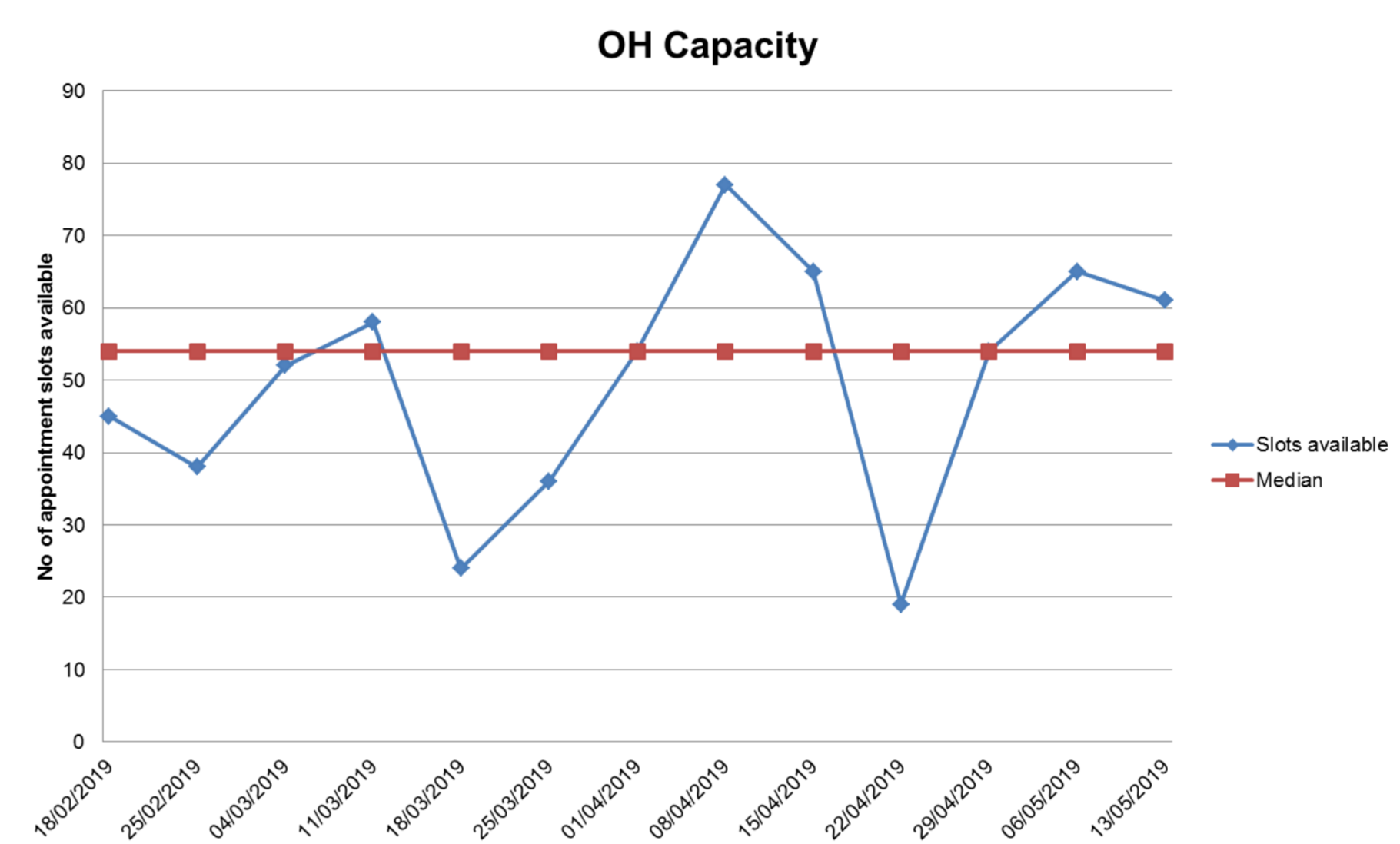
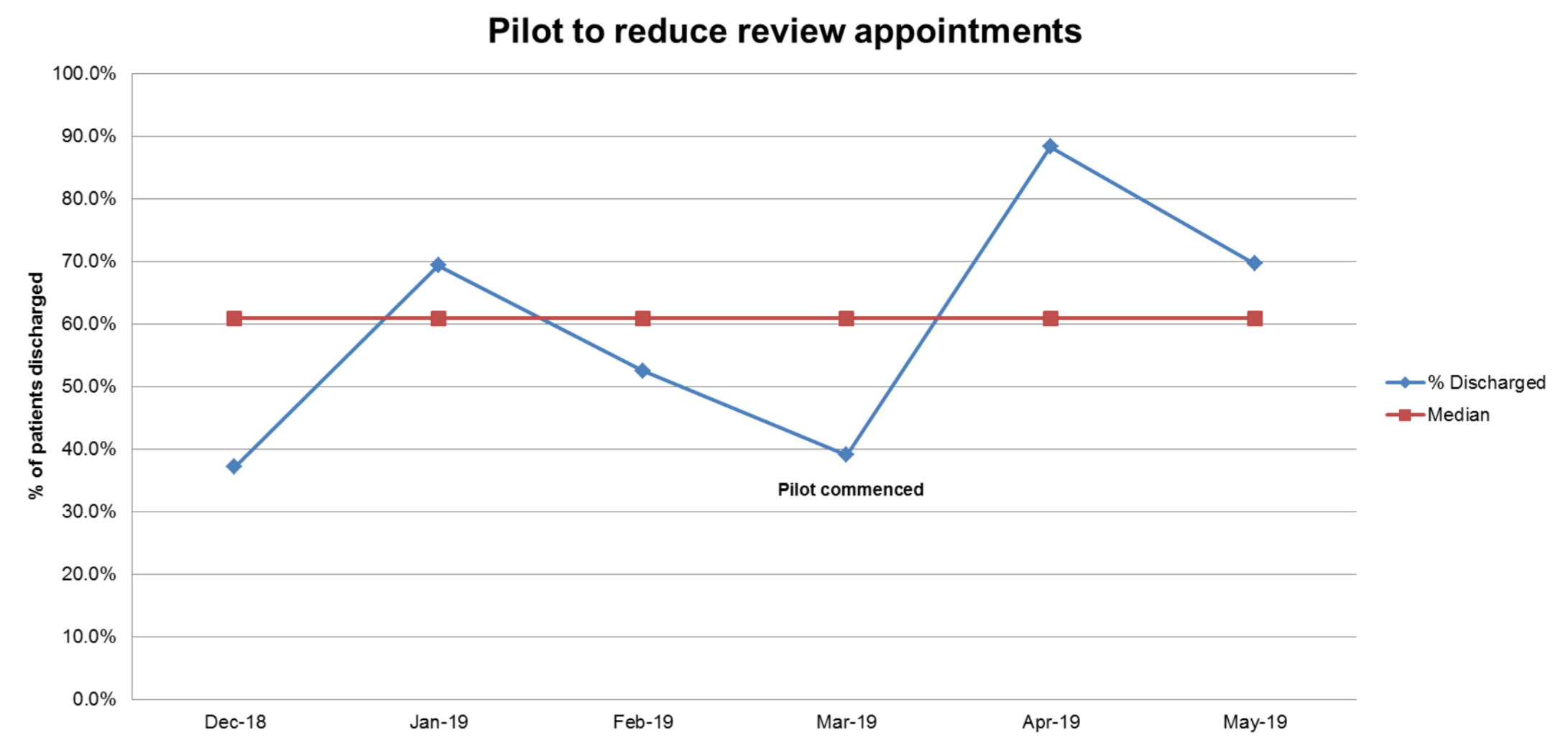
Conclusions

- Limiting review appointments and increasing the number of patients discharged has reduced waiting times by an average of 7 working days.
- Piloting different ways of working has reduced waiting times by an average of 3 weeks.

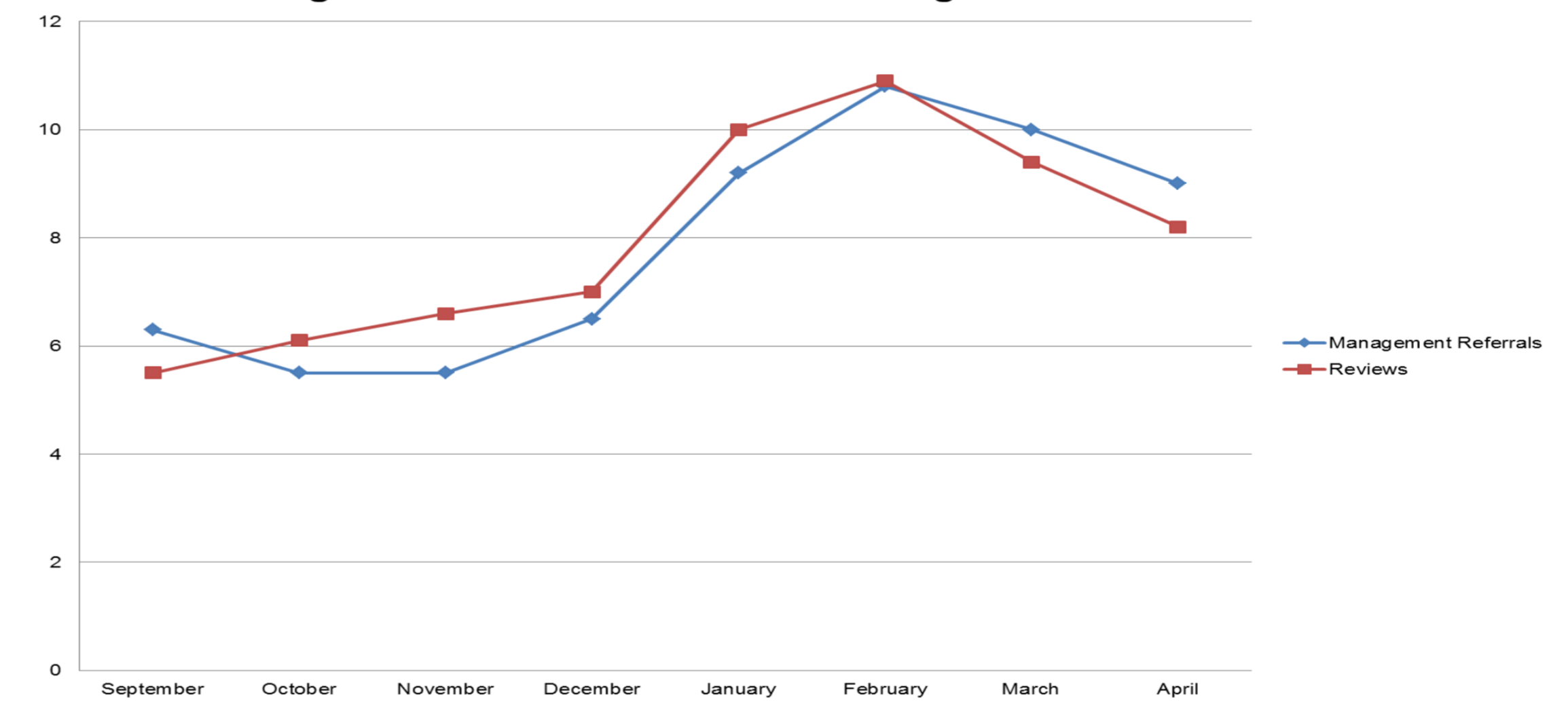
Next steps

- Roll out successful pilots to entire service.
- Introduce a new pilot focused on physiotherapy service.
- Educate managers on new processes e.g. the benefits of limiting review appointments.
- Digitalization of Occupational Health Service.
- Review skills mix and opportunities for alternative roles e.g. OH Technician.

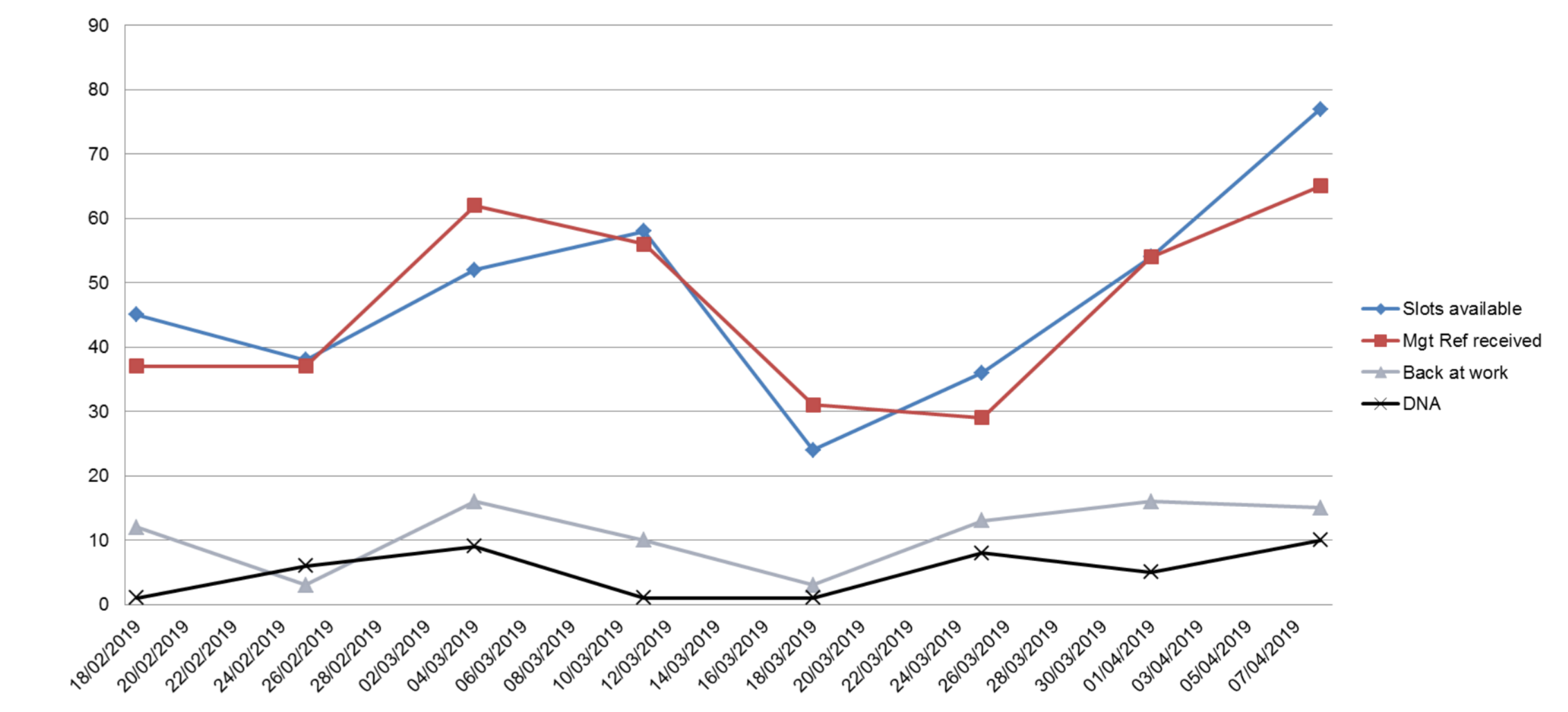
Results



Management Referral and Review waiting times in weeks 2018/19



Run Rates



Key Reference Materials

Institute For Healthcare Improvement www.ihl.org

Chartered Institute of Personnel and Development www.cipd.co.uk

Key Learning Points

- Many small changes makes a difference over a period of time.
- Patient care must be at the forefront of all change initiatives.
- PDSA helped to demonstrate the value of 'trial and error'.
- Broadening the focus was essential to find out what works.
- Involvement of all staff in generating change ideas is crucial.