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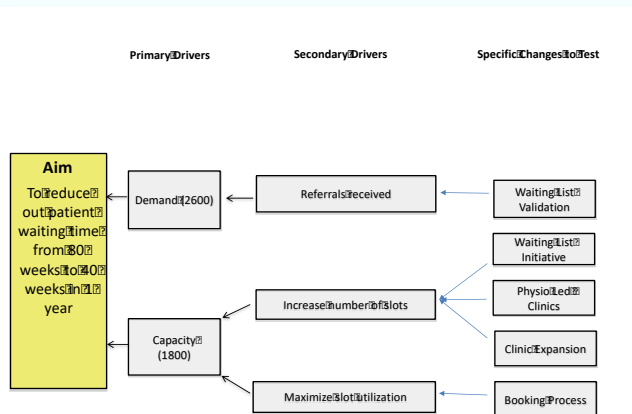
The Local Problem

In paediatric orthopaedics annual outpatient demand (2600 patients) > outpatient capacity (1800 patients)
Average outpatient waiting time from referral to being seen was 80 weeks in September 2017

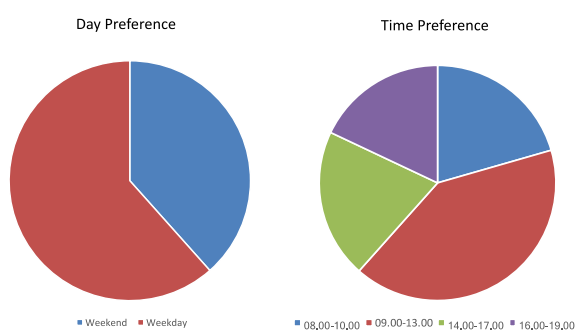
Aim

iQUE40 - an initiative to reduce the outpatient queue in paediatric orthopaedics to **40 weeks** in 1 year

Change Ideas & Driver Diagram



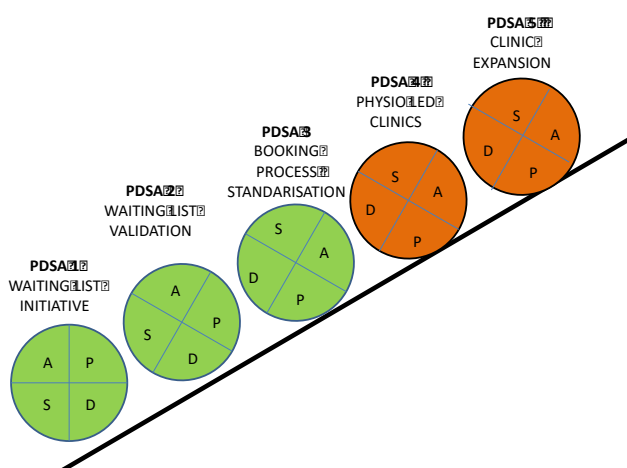
Patient Survey 1 Preferred Clinic Time (N=36)



Patient Survey 2 What our parents said



Progress of the Project - PDSA Cycle



PDSA 1 - Waiting List Initiative

266 new patients were seen in waiting list initiatives run from 1.12.17 to 31.3.18

PDSA 2 - Waiting List Validation

Number Validated	Number of Responses	Number Requiring Appointment	Patients that wish to be removed
647	453	619	28
100%	70%	96%	4%

PDSA 3 - Booking Process Standardisation

The booking process was standardised to ensure chronological selection of patients

PDSA 4 - Physio Led Clinics

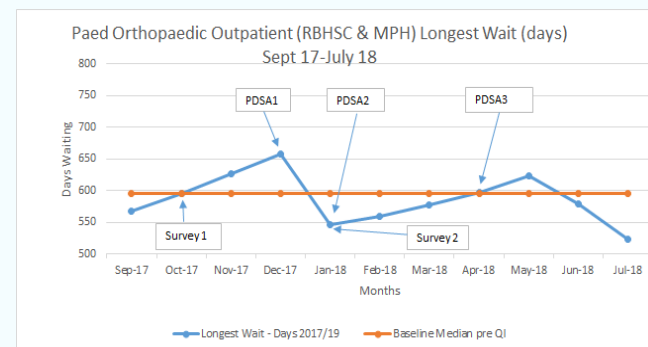
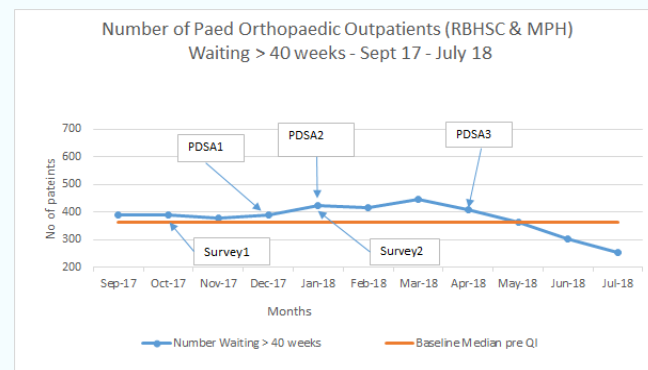
We redesigned orthopaedic outpatient clinic to introduce Physio Led Clinics. Two new appointees (Band 8A physiotherapists) were recruited and commenced post in August 2018



PDSA 5 - Clinic Expansion

There is the aspiration to increase clinic capacity by Consultant expansion – which would allow the delivery of 2 extra paediatric orthopaedic clinics per week (one general and one soft tissue knee clinic)

Measures and Charts



Results and Learning Points

- Weekday and morning appointments suited were preferred by parents
- There was dissatisfaction with the length of waiting time
- Waiting list validation and waiting list initiatives had no effect on the number of patients waiting more than 40 weeks
- Waiting list information was transferred between hospital sites (RBHSC and MPH) and hospital IT systems (PAS and BOIS) for booking purposes. The longest waiters were not always selected chronologically
- Run charts of both the number waiting more than 40 weeks and the longest waiter fell below baseline when this process was standardised
- The team skill mix was key – this project required the mix of Finance, HR, Information Services, Physiotherapy, Service Management and Clinical Staff



What next for the project?

- PDSA 4 and 5 to complete
- **iQUE26** – an initiative to reduce the outpatient queue in paediatric orthopaedics to 26 weeks