

Medtronic

Integrated Health SolutionsSM

Case study: Managed Services partnership for best-in-class cardiac care

University Hospital of South Manchester



Overview

A leading north England hospital is providing care to 100 more patients each month using the same resources, whilst significantly reducing its waiting list. The corresponding increase in revenue is enabling it to add even more capacity through a self-financed fifth CathLab.

The challenge

The University Hospital of South Manchester NHS Foundation Trust (UHSM) is a major teaching hospital recognised as a centre of excellence in cardiology and cardiothoracic surgery. With 950 beds, it draws patients from the North West of England and beyond. However, growing demand and demanding waiting list targets meant the Trust needed to do more with the same budget to improve patient access to care with no additional funding.

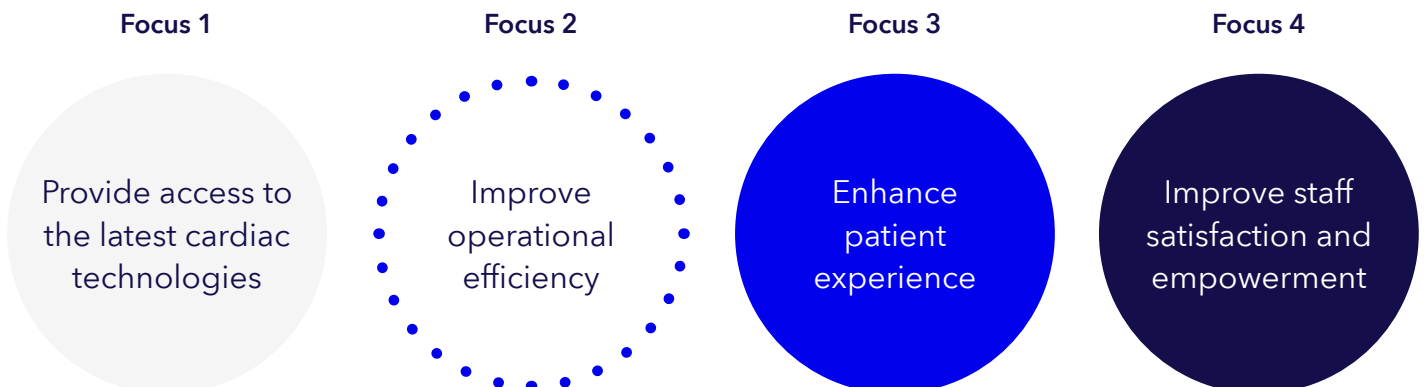
In that context, the Trust entered into a seven-year partnership with Integrated Health Solutions (IHS) in June 2013. This was the first ever long-term collaboration between the NHS and Medtronic newly created business entity IHS.

The objective was clear; be a long-term partner and support UHSM “beyond the devices” by:

- Providing state-of-the-art infrastructure and equipment and access to the latest technologies
- Bringing sustainable efficiency gains in the four CathLabs
- Enhancing patient outcomes and experience
- Improving staff satisfaction and empowerment

The solution

We created a tailored solution to address each of the Trust challenges.



Focus 1: Provide access to the latest cardiac technologies

To help the hospital offer its patients the very latest innovations that would improve outcomes.



2 CathLabs with
state-of-the-art equipment



We took over responsibility
for equipment maintenance

Focus 2: Improve operational efficiency

To enable the hospital to treat more patients using the same resources, they needed to optimise their operations and maximise their capacity.

- We took responsibility for full supply chain management – preserving clinicians' freedom of choice:
 - Deploying experienced CathLab managers on-site
 - Automating procurement and inventory through a smart software solution
 - Reorganising processes and workplace using Lean Six Sigma principles
 - Applying a quality framework to standardise and maintain best practices
- We optimised processes to carve out extra capacity:
 - Reducing delayed starts by implementing WHO surgical checklist to precipitate on time start
 - Reducing under-runs by using data to plan lists and list allocation with more flexibility
 - Reducing turnaround time between patients through a more equitable distribution of clinical work across the team (balancing capacity to meet demand)

Focus 3: Enhance patient experience

Because a hospital's operations can have a direct impact on the patient experience, we are tracking how patients are responding to changes in the CathLabs. This has included so far:

- Creating a patient questionnaire for satisfaction surveys in collaboration with the Trust's Patient Experience Team and in line with NHS requirements
- Implementing iPad functionality to capture real-time patient feedback
- Sharing feedback and data analysis with staff via a dedicated dashboard

Focus 4: Improve staff satisfaction and empowerment

To help staff feel empowered and to create a culture of continuous improvement, we offer training and live support via our Lean Academy - a training program enabling staff to deploy selected projects aimed at further increasing efficiency. Our courses have international accreditation from the Lean Enterprise Research Centre of Cardiff University.

This work is ongoing and includes:



Initiating a 12 month Lean Six Sigma
training and certification path



Deploying 30 projects on lab start
times, turnaround times, list planning,
and patient experience

The impact

Tracking what we do can be challenging. We introduced a data-driven standard scorecard to measure our impact on efficiency and productivity.

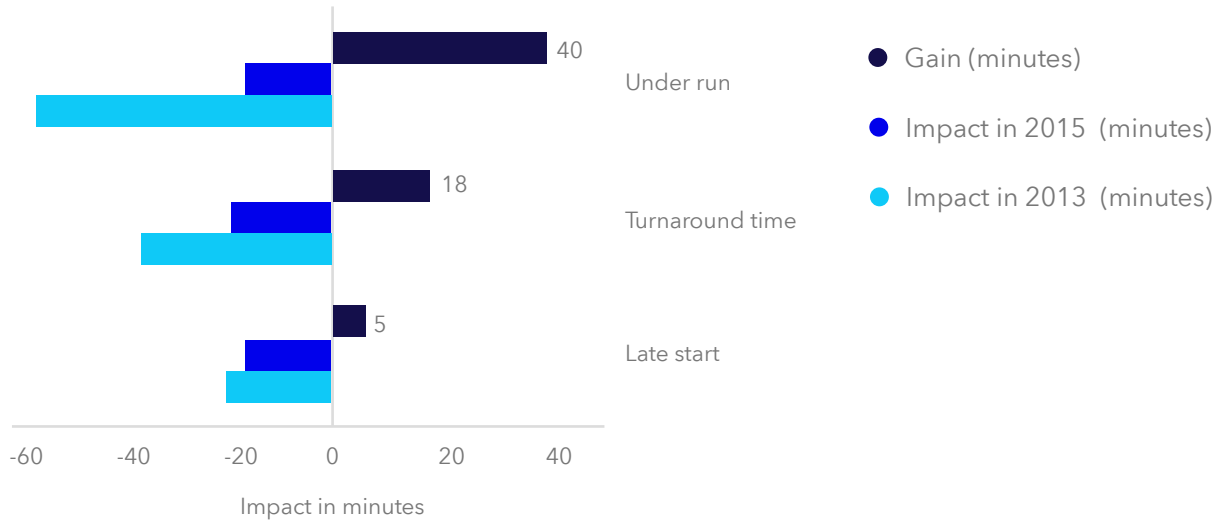
In just three years, the partnership has achieved:



Greater access to care:

On average, UHSM is now treating 100 extra patients per month

Time gains allow treatment of one extra case per lab per day



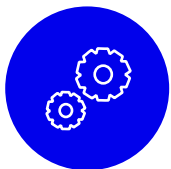
Increased revenues:

+25% activity since June 2013 corresponds to £1.4 million additional revenue per year for the Trust*



Ability to self-fund a fifth CathLab:

- Further increasing capacity, revenues and accelerating patient access with 1200 extra patients treated per year
- Planned to open in October 2016



Consistently high CathLab operations performance

with 98% of material availability and 98% of equipment uptime

The Trust is now also looking to expand the model into other areas including in Operating Theatres in order to enable new investment and deliver further financial and operational efficiencies to improve the service they are offering to their patients.

* Source: UHSM finance

What our happy patients say:

Patient satisfaction surveys are regularly conducted.



Within a couple of hours of my consultant confirming I needed a CathLab procedure I had been transferred to UHSM and I was in the lab having my angiography performed.



UHSM patient



My consultant told me he had been able to use the latest available technology to ensure I had the best recovery outcome possible.



UHSM patient

What our happy staff say:

Quarterly customer satisfaction surveys are performed for continuous feedback integration.

“The partnership is seamless with Medtronic staff totally part of the CathLab team. We are able to replace equipment and expand the department by building a fifth Lab.”

Lead cardiac radiographer UHSM

“Friendly approachable staff with good on-site presence. They make our lives easier.”

CathLab Manager

“We have a very good relationship with Medtronic. We work together as a team, and the availability of all stock and the uptime of equipment are extremely high.”

CathLab Nursing Manager

About Medtronic IHS

Integrated Health Solutions builds on Medtronic's unique combination of capital resources, process optimization expertise and therapy knowledge. In cooperation with medical institutions, IHS develops innovative services and solutions to improve efficiency, reduce costs, facilitate patients' access to different types of treatment, and improve outcomes.

Learn more about our solutions by visiting our [website](#), reaching out to your Medtronic contact or emailing us at: integratedhealthsolutions@medtronic.com

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