

1. Background to Project

Patients admitted for rehabilitation present with a complex variety of impairments, and prediction of therapy demand is challenging. This brings difficulties in planning to ensure provision of appropriate number and skill mix of staff to meet demand for occupational therapy (OT) and physiotherapy (PT).

National guidelines for specialist neuro-rehabilitation services focus on patient complexity and duration of rehabilitation¹. Commissioning guidelines highlight the importance of robust systems to enable local, regional and national interpretation and comparison².

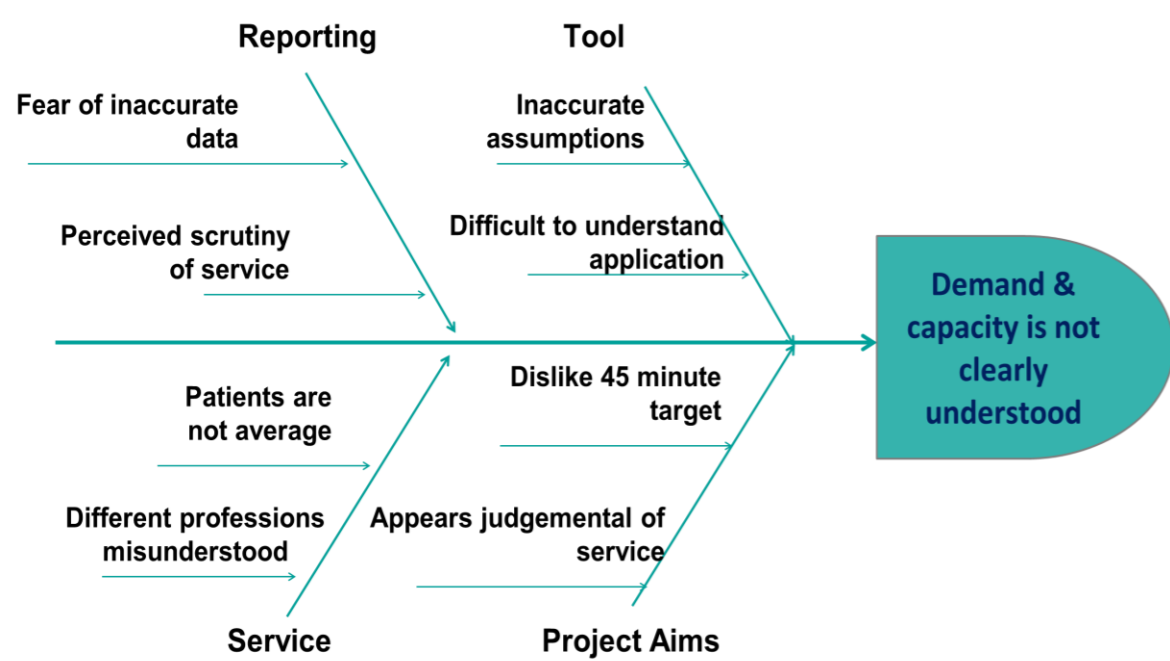
2. Problem Statement

Therapy demand and capacity is not understood. There is no clear data and lack of evidence means therapy availability can not be evidenced. Staff don't know how much time they can spend with patients.

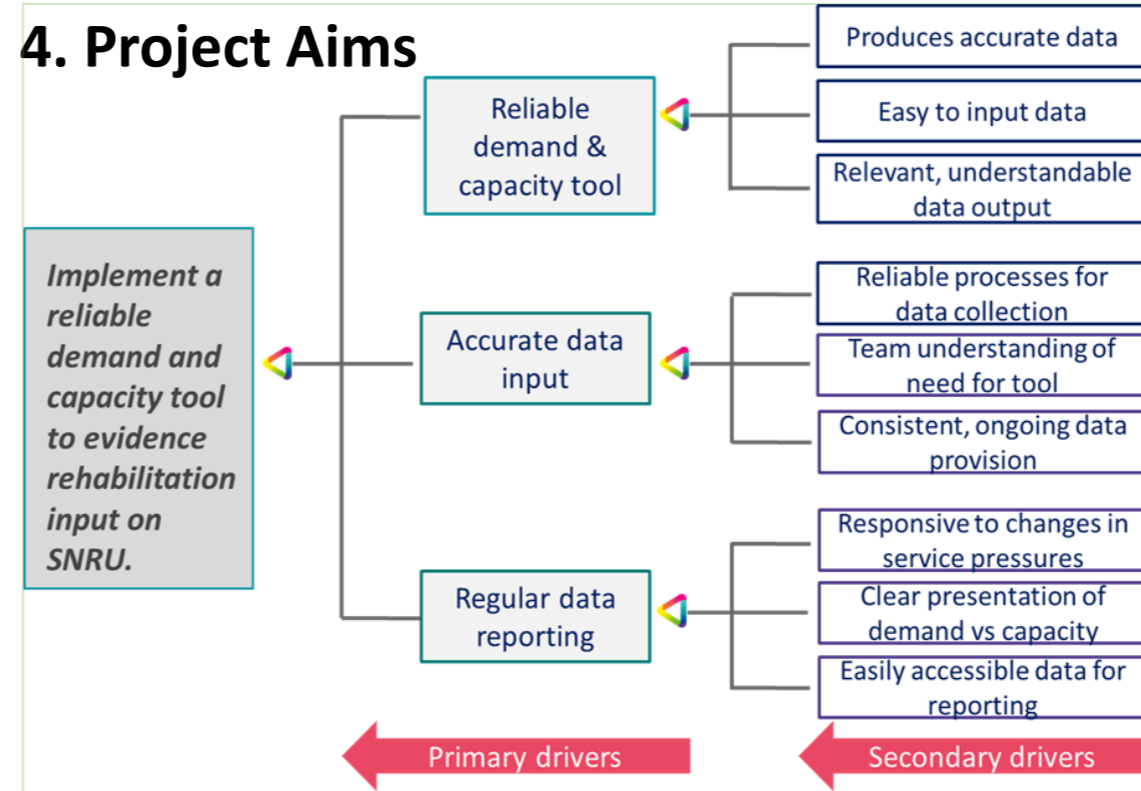
Questions we are unable to answer:

- What is the demand this week?
- Can we deliver this?
- Are there changes we can make?

3. Diagnostics



4. Project Aims



Implementation of the tool required:

1. Team engagement and agreement regarding aims of the tool and how it would be used (box 5).
2. Development of the tool to ensure accuracy and usability (box 6).

5. Engaging the team in use of the tool.

Aim: To engage the team to agree aims and use of the demand and capacity tool.

Measures:

- Confidence rating scale for tool use and validity
- Number of agreed tool components
- Number of team actively involved in tool use

6. Establishing a reliable demand and capacity tool

Aim:

To develop tool to encompass 8 reliable agreed components.

Measures:

- Number of reliable & accessible components

7. Implementation of change ideas through PDSA cycles

Team engagement and tool development progressed through a series of PDSA cycles involving tool testing, team engagement workshops and trial implementation of the tool.

Tool implementation	Plan	Do	Study	Act
Tool development - multiple PDSA cycles	Use of team discussions to adjust tool	Trial tool with stage by stage adjustments	Test tool accuracy against therapy activity	Re-test tool according to adjustments.
Test tool in clinical environment.	Set up tool for accurate data input. Ensure input data is available.	Trial data input by project lead. Note queries in entering data and time taken.	Data input time = 20 minutes. Changes to format to ease data entry.	Add in non-clinical demand. Change data input for group therapy.
Trial tool with team.	Engagement workshop to discuss tool use. Identify key people involved.	Two week trial of implementation. Feedback on pros and cons of tool.	Data input time = 20-30 minutes. No concerns re data input.	Adjust formatting to assist data entry. Discuss process for team use
Team use of tool.	Implement process identified in workshop	1 month trial, check accuracy, time taken & ease of use	One month trial stopped due to Covid-19. On resuming the project – ensure accuracy of inputs and output to begin data reporting	

8. Outcomes

Measure	Baseline	Completion
Confidence rating	1.5/10 (n=2)	7/10 (n=4)
Agreed components	0	8
No. team involved	2/9	6/9
No. reliable, accessible components	2/8	5/8

9. What next?

Trial of the tool was stopped due to Covid-19. Finalisation of the 3 tool components will ensure the tool is fit for implementation within the team.

Once the tool is re-established, further work is needed to implement data reporting to provide ongoing evidence and data reporting of demand & capacity of occupational therapy and physiotherapy provision for inpatient neurorehabilitation.

10. Learning

The initial project brief was to implement a demand & capacity tool, on further evaluation there was a need to ensure the tool was fit for purpose and to engage the team in its use.

- Ensure that any proposed tool is fit for purpose before implementation
- Ensure an understanding of the project aims across all stakeholders
- Getting your team on board is the most important road to success.