



# Theatre Improvement Programme

Supporting Cardiff and Vale  
University Health Board

# Recovery and Productivity

Cardiff and Vale University Health Board (CAV) is one of the largest healthcare organisations in the UK, covering a wide range of specialities and services. The Health Board provides services to the local population in Cardiff and the Vale of Glamorgan in addition to the wider population across South, West and Mid Wales.

Having completed several projects across the patient pathway, Four Eyes Insight has built up a trusted relationship with CAV and recently undertook a 24-week Theatre Improvement programme with the health board that included:

- ✓ A four-week diagnostic to identify core issues
- ✓ 16 weeks of implementation support
- ✓ Four weeks of change integration

CAV saw a significant number of benefits from the programme - most notably, an increase in the number of patients seen in preoperative assessment, along with improved theatre list utilisation.

Following the effects of the pandemic, the volume of patients waiting for surgery and the length of wait for routine treatments increased significantly. CAV was looking for assistance in creating a culture of momentum and productivity throughout its theatre complex to increase throughput and utilisation. Building confidence was necessary throughout the perioperative route to realise the desired goals and maximise the service's potential.

## About the Health Board



**472,400+**

patients treated by the Health Board per year



**14,500+**

staff employed by the Health Board



**10**

Hospitals

**14**

Health Centres



# The Four Eyes Insight Approach

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The 24-week programme included many activities and was structured in three core phases:

## Phase One: Insight and Discovery

A four-week diagnostic was implemented to enable the Four Eyes Insight team to familiarise themselves with local structures and challenges.

The diagnostic approach undertaken was one of close collaboration with all key stakeholders within the Health Board. This combined a series of observations, data analysis and engagements to truly understand all opportunities, operational, clinical and workforce related within the Health Board to achieve higher levels of efficiency and throughput in both Theatres and Pre-operative Assessment.

## Phase Two: Rapid Implementation

During phase two, the programme focused on building firm foundations through governance and process changes that enabled the organisation to increase activity and productivity.

Phase two was split into three workstreams:

### 1. Theatre Utilisation

During this workstream, best practice processes and rigorous performance management structures, underpinned by clinical performance and opportunity data to drive planning performance were implemented. This was paired with targeted actions to reduce key drivers of late starts and avoidable downtime to enable fully booked lists to run smoothly and reduce the risk of unwarranted overruns/underruns

### 2. High Volume Low Complexity (HVLC) listing

This workstream saw the FEI team support clinical leads and champions to adopt or adapt the clinical pathways for HVLC. Through hosting clinical engagement workshops and providing subject matter expert advice through pathway planning steps, CAV were able to pilot the process and complete lessons learnt to support the rollout.

### 3. Pre-Operative Assessment Clinics (POAC)

Working in partnership with CAV, the FEI team redefined the criteria for walk-in appointments and amended clinic templates. Enabling an increase in throughput, supported by the new guidance and procedure documentation developed in tandem with both POAC and speciality leads increased buy-in for the process changes.

## Phase 3 (Embedment and Sustainability)

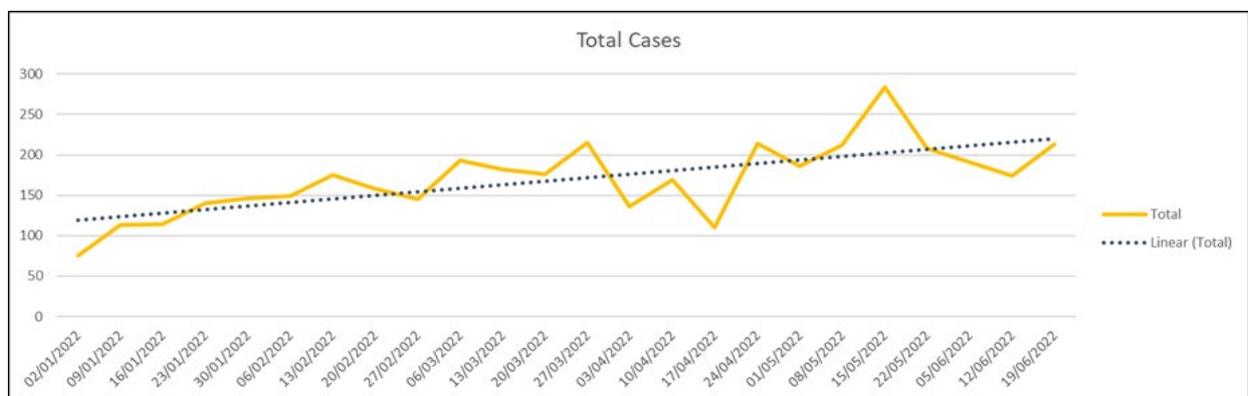
This four-week embedment phase was where the FEI team stepped out of delivery and into an advisory role. Handing over ownership of the new processes to sustain delivery and enable the CAV team to continue to see improvements post-project.

# Our **Impact** on Cardiff & Vale University Health Board

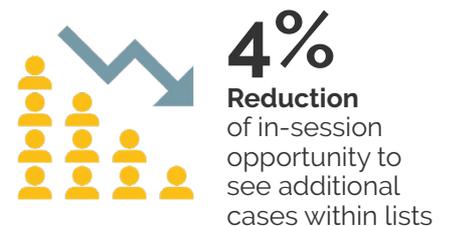
Ensuring all benefits are tracked, measured and sustained is at the core of our business ethos.

Throughout the project, we worked shoulder-to-shoulder with clinicians and operational teams to create buy in for the project goals. This approach ensured that programme outputs became part of the organisational culture and longevity of changes made assured.

The graph below demonstrates the improvement in cases seen per week across the project:



**Increase** in the number of POAC attendances



“The Four Eyes Insight team are very knowledgeable. They engage with all members of the clinical and non-clinical theatre team and dug deep to understand the organisation’s nuances, strengths, and weaknesses, before coming up with a sustainable plan.

They supported us really well with the implementation of key theatre efficiency principles and what struck me was the volume of work they did in the background and how positive they are.”

**Paul Bracegirdle, Theatres Deputy General Manager**

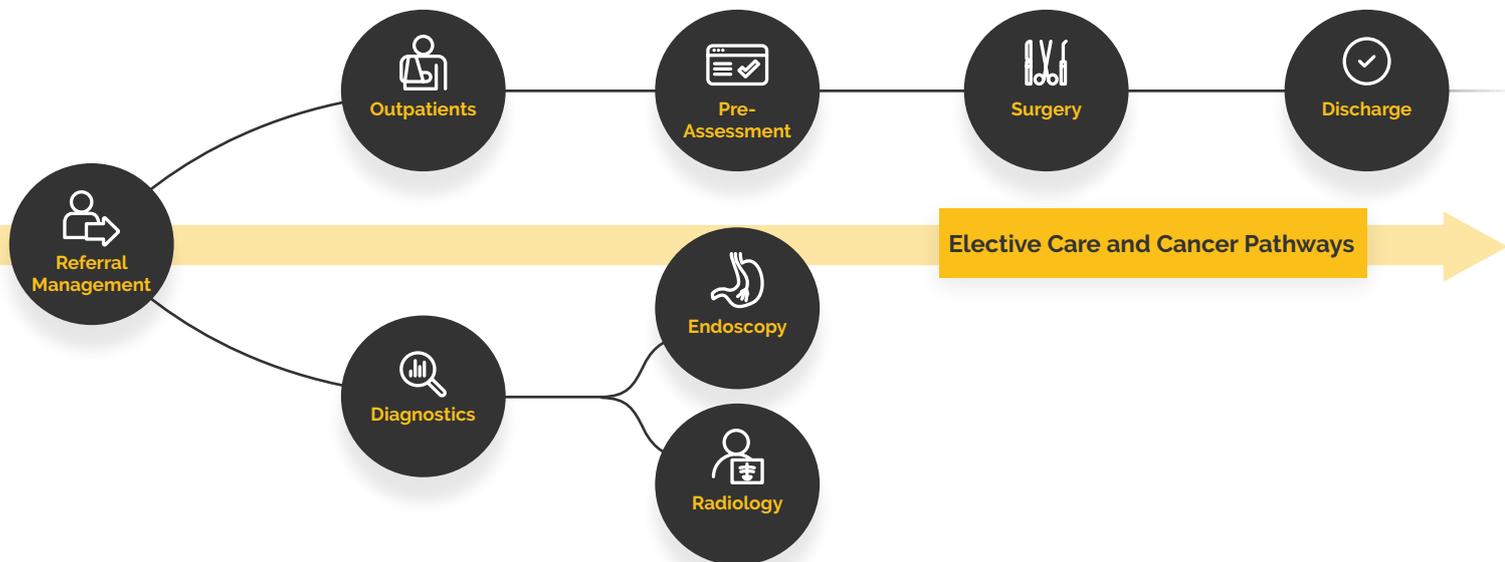
# About Four Eyes Insight

Our mission is to find clinical efficiencies

Four Eyes Insight uses the combined power of our people, data and technology to get to the root cause of elective care pathway inefficiencies. We implement interventions that enable the NHS to effectively use data to understand where improvements could be made for both immediate and long-lasting change.

## Care Pathway Optimisation

With demand exceeding capacity, the challenge of delivering more elective activity is about much more than clinical and administrative capacity available - elective care pathways need to be optimised at pace. Four Eyes Insight is committed to supporting the NHS to embed a sustained culture of continuous improvement to tackle this current challenge.



## Subject Matter Experts

The Four Eyes Insight team is unique, combining clinical and operational expertise to deliver data-driven improvements into the NHS. Our 40-strong consultancy team have extensive experience of the challenges faced by the NHS, and proven expertise in delivering effective solutions to solve them.

For more information on how Four Eyes Insight can support your cancer operational standards or elective recovery contact us:



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