

Optimising Capacity and Productivity in Outpatients

PRISM IMPROVEMENT

FOUREYES INSIGHT

The Shrewsbury and Telford Hospital NHS Trust



**The Shrewsbury and
Telford Hospital**
NHS Trust

Key target: To improve utilisation of slots and estate, increasing weekly attendances by 173

Key result: 3% increase in booked utilisation, a 6% increase in attendances and 309 additional weekly attendances across all specialties.

Four Eyes Insight (FEI) and Prism Improvement collaborated on an 18-week Outpatient Improvement Programme with The Shrewsbury and Telford Hospital NHS Trust (SaTH).

SaTH struggled to reduce wait times for first outpatient appointments, resulting in a bottleneck for patient treatment, with many patients exceeding the 65-week wait target, posing a substantial risk to patients. Despite the urgency to reduce backlogs, available capacity is often not maximised and information to understand the gap between capacity and demand is limited.

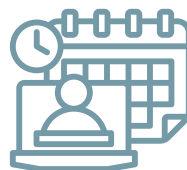
The programme objectives included:

- 1 **Improved utilisation of slots and estate:**
Working in collaboration with SaTH to develop and embed a suite of new tools and oversight structures to facilitate teams and maximise capacity.
- 2 **Demand and Capacity Modelling:**
To build a detailed analysis of slot and estate capacity, highlighting any gap between capacity and demand and identifying areas for optimisation.

Highlights



Booked Utilisation:
Increased by 3% across all specialties.



Attendances:
Weekly average **increased by 309 patients (6%)** in all specialties.



Demand & Capacity Models:
Demonstrating the current position and impact of various scenarios.

Workstreams & Key Outcomes

1

Improved utilisation of slots

Specialist support helped the PAC booking team manage under-utilised slots, adopt efficient practices, and embrace digital systems.

Regular touchpoints between specialty leads and the booking team helped identify under-utilised clinics, address booking barriers, and improve visibility. A structured team rota, standardised slot conversion process, simplified booking rules, and a broadcast messaging system improved workflows, reduced wasted capacity, and allowed faster patient access. These changes led to improved efficiency and responsiveness.

Efficiency improved from 79% to 82%, with 9,333 SMS dispatched through broadcast messaging, and discovery of opportunities to further booked utilisation.

IMPACT

Focused specialties:

Average **increase in weekly attendance of 222 patients (7%)** against a target of 127 (4%) across focus specialties over a 10-week period.

All Other specialties

Average **increase in weekly attendance of 87 patients (4%)** against a target of 46 (2.5%) across all other specialties in scope over the same period.

2

Improved visibility of estates

This workstream significantly improved accountability and transparency in clinic room usage. New, standardised protocols for managing clinic cancellations, room bookings, and template changes were developed and successfully implemented.

A central, integrated clinic allocation tool was introduced to enhance estate visibility and enable a backwards and forward look at room usage. To further support this, daily monitoring of actual room usage was monitored to identify spaces that had been booked but remained idle.

IMPACT

A weekly 642/room allocation meeting was introduced, bringing together all specialties to:

Review historic room utilisation and short notice cancellation data.

Verify the accuracy of planned clinics for the upcoming 4–6 weeks.

Highlight available room capacity that could be reallocated to specialties requiring additional space.

Demand & Capacity Modelling

Produced a series of models that demonstrate any gap between capacity and demand at speciality level based on:

- 1 Demand: Referrals/N:FU ratio and waiting lists
- 2 Capacity: Funded capacity (at various utilisation rates) and actual activity rates through 2025

In collaboration with the Trust, we scenario modelled the impact of:

- ✓ Improving utilisation by 5%
- ✓ Booking 100% of capacity
- ✓ Booking 95% of available capacity
- ✓ Increasing PIFU pathway usage by 5%



Demonstrated the volume of clinics required to meet demand based on each scenario



Demonstrated the gap between capacity and demand at speciality level based on funded capacity and actual activity (additional capacity)

Sustainability Framework

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



Patient Access Board

Brought all clinics into one central forum so that there is a clear point of escalation and challenge going forward for all specialities and all clinic codes - not just those booked by the central team.



Clean Data

Worked with the Trust Speciality and BI teams to cleanse outpatient data and add a flag into internal reports to identify true bookable capacity for all future reporting.



The key difference from other firms I have worked with was their approach; they quickly became a trusted part of our team, working seamlessly alongside our staff. They effectively utilised data to identify opportunities, inform decisions, and implement improvements that delivered meaningful change. Their ability to combine insight with action made a real difference. The processes that were put in place are sensible, and our teams have embedded them into business-as-usual with ease. This has left us with confidence that we can sustain the improvements in the long term.

James Wright

Deputy Chief Operating Officer
The Shrewsbury & Telford Hospital NHS Trust



About us

Four Eyes Insight and Prism Improvement work collaboratively to provide robust clinical data analytics and hands-on consultancy across the elective care and urgent and emergency care pathways.

We have worked with many NHS organisations on Outpatient Improvement Programmes that reap tangible benefits to both patients and the Trust:



Patient benefits

- ✓ Increased trust and satisfaction with the provider due to reduced waiting times
- ✓ Improved access to care
- ✓ Faster Diagnosis and Treatment
- ✓ Reduced patient harm associated with long waiting times



Trust benefits

- ✓ Income generation and cost out/cost avoidance
- ✓ Clean data improving the visibility of capacity and job planned activity
- ✓ Reduced WLI costs
- ✓ Increased attendances