Abstract

**Aim:** This poster depicts the attempt to apply Quality Improvement (Lean Thinking Model) tools and techniques whilst employing the HSE Change Model to improve one aspect of the Urology Day case patient journey in Theatre. This poster demonstrates that this particular change is more about Influence, relationship building and bargaining power underpinning the actual change.

**Background:** The Organisation had set up a working group in November 2011 with the overall aim of driving efficiencies in Day Services. This change was part of that overall improvement. The need to look to streamline the current process came from evidence from organisational Key Performance Indicators (KPI's) these were at 17% of a 31% target for all Consultants to Start Theatre on Time. In addition a 6 month audit of Urology consultants who had Day Cases showed further need for this change whereby 10% of all Urology patients over a six month period were experiencing delays to their theatre start time. Two of the most prevalent delays were 1) Theatre not starting on time, 2) Urology day case patients not being prioritised as first on the theatre list as had been thought to be common practice by the organisation (this was highlighted by my audit but was being addressed by a Theatre working group). This change would require cultural and behavioural changes from the Consultants and a requirement for their current power to be challenged.

**Method:** In addition to the HSE Model (2008) lean thinking principals (tools and techniques) have been used to ascertain were the changes was required. The steps highlighted in this poster are those of most relevance for this change as it is at present. In the Initiation Phase and in particular the stakeholder aspect to this change was felt important to highlight visually, whilst the implementation phase the relationship building and communication was felt particular poignant to this change. The change is at pre-implementation (pre pilot phase).

**Implications for the organisation:** Whilst the change and audit results highlighted that not only were theatres not starting on time but that day case patients were commonly not being prioritised as first on the theatre lists as was felt to be common practice. As a leader of this type of change that requires behavioural and cultural change the poster needed to depict organisational learning and how the organisation supports change and learning.