The Productive Ward - *Releasing time to care™* (box set)	
The Productive Ward - *Releasing Time to Care™.* **Module Boxed Set.** (2008) NHS Institute for Innovation and Improvement. Modules and toolkit. Version 3. ISBN: 978-1-906535-26-1	A boxed set of modular books and supporting information including: Executive Leader's Guide, Project Leader's Guide and Ward Leader's Guide. Module books include: *Knowing How we are Doing, Well Organised Ward, Patient Status at a Glance, Patient Observations, Admissions and Planned Discharge, Shift Handovers, Meals, Medicines, Patient Hygiene, Nursing Procedures, Ward Round. The toolkit involves guided activities: your vision, meetings, activity follow, video waste walk, interviews, photographs, video, timing processes, calculating related incidents, process mapping, cost/benefit analysis, module action planner, 5-why analysis, spaghetti diagrams, audit planning, visit pyramid, 5S game, time benefit quantification.* (Further detail provided below)
The Productive Ward - *Releasing Time to Care™.* **Executive Leader's Guide.** (2008) NHS Institute for Innovation and Improvement. Version 2. ISBN: 978-1-906535-22-3	A guide for Executive Leaders to help design successful outcomes, to outline likely opportunities and challenges and common questions. Sections of the guide include: *Context:* Why focus on direct care has financially beneficial outcome. *Module Structure:* Structure of pack, aim and structure of modules, module summaries, module's status. *Guidance for the Executive Sponsor:* Support, standards, timing, and capitalising on results, training and commitment from line managers, attitudes and approaches to ensure best results. *Getting Started:* Creating goals and strategies, forming recommended teams and roles with commitment and support at all levels, showcase wards, measuring The Productive Ward progress, communications. *Sustain:* Pre-planning awareness, ongoing support and involvement at all levels. *Spread:* Methods for all levels to ensure The Productive Ward is implemented on all wards. Includes a recommended reading list.
The Productive Ward - *Releasing Time to Care™.* **Project Leader's Guide.** (2008) NHS Institute for Innovation and Improvement. Version 2. ISBN: 978-1-906535-21-6	A guide for Project Leaders to help construct a workable Productive Ward implementation plan. Sections of the guide include: *Context:* Outline of PW and individual modules, role description and management suggestions, reading list. *Project Start Up:* Preparation and planning at all levels, goals and strategy advice, expected role requirement changes over time, project planning, showcase ward. *Sustain:* Methods to ensure sustainability. *Spread (moving from showcase wards):* Development of 'start small and expand rapidly' and start medium and expand in a linear fashion' shown in Executive's Guide, resources, communication, engagement, reflection and skill building for sustainable and successful 'spread'.
The Productive Ward - *Releasing Time to Care™.* **Ward Leader's Guide.** (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN: 978-1-906535-20-9.	A guide for Ward Leaders to help implement The Productive Ward. Sections of the guide include: *Productive Ward Modules:* Introduction to PW, aims, applicability to the Ward Leader, module summaries. *You:* Various aspects of role of the Ward Leader within The Productive Ward, planning and preparation, implementing, supporting, sustaining, likely barriers, advice and suggestions. *Ward Start-Up:* Outline of team set up in organisation, areas to monitor, alter, prepare and implement prior to starting, suggested implementation and communication methods. *Sustain:* Ward visits, 10 point check list, measurement, key dimensions of care, audits and staff support. *Keep Moving – Spread:* New staff orientation to PW standards, ongoing improvements, building PW into roles, sharing information.
The Productive Ward - *Releasing Time to Care™.* **Knowing How we are Doing.** (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN: 978-1-906535-17-9.	Module book content: Introduction and rationale. Learning Objectives. Creating module baseline and tracking progress. Explains steps through six-phase process. *Prepare:* Module Roles and Responsibilities. Local Management Role. Gathering Ward Data. Turning ward data into process and outcome measures. *Assess:* five key questions to plan response to the data. Two key questions to ensure the data will lead to change. How to deal with unexpected occurrences. *Diagnose:* four examples of successful methods of displaying processes and outcome measures. *Plan:* Displaying the board. Making it easy to use. Identifying aims and goals using SMART. Ward meetings; good habits, reviewing, communication, preparing staff, are staff ready? Creating the 'Standard Operating

	Procedure'. *Treat:* Identifying what to test. Prepare for testing. During the test. *Evaluate:* Agreed changes – checklist. Assessing the impact of the display board and regular reviews. *Appendices: How can I make it stick?* Four points to consider incorporating monitoring and audits, leadership, continued improvement, maintaining standards. *Hints and tips – General:* suggestions looking at maintaining enthusiasm, communication, celebrating success, utilising support systems. *Hints and tips – Problem Solving:* Combating five possible problematic areas. *The Productive Ward Measures quick reference table:* Fold out chart. Patient Satisfaction: 5-6 questions to evaluate measures that have been changed – can be analysed quicker than longer more detailed form. *Ward measures self-assessment:* Short questionnaire for Ward Manager to assess changes and see if they are successful/identifiable etc. *Review Meeting Guidelines. Weekly Review Meeting Checklist:* Have learning objectives been met? 5 questions to help ascertain this. 10 (11!) point check list.
The Productive Ward - *Releasing Time to Care™.* **Well Organised Ward.** (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN: 978-1-906535-18-6.	Module book content: Introduction to the module and purpose of 5S (Sort, Set, Shine, Standardise, Sustain) looks at HOW areas can change, not WHAT to change. *Learning objectives:* How to apply the module, use of toolkit. *Prepare:* Inform ward staff, patients, other necessary internal hospital staff about plans; team is decided and in agreement to participate. *Assess:* Follow the 5S guide to assess the area chosen for intended changes. *Diagnose:* Examples of changes that have worked, suggested audits. *Plan:* Organising the ward using 'Sort, Set, Shine' from 5S model, use of spaghetti diagrams, visual aids, team working to logically reorganise ward. *Treat:* Test changes/difference via feedback, audits, meetings, 'after' videos and, outside senior leadership viewing and auditing. *Evaluate:* Review 'Treat' stages, investigate any further necessary changes, use inventory sheets, communicate findings. Use 'Standardise and Sustain' from 5S model. Standardise: definition, aim, process, examples. *Sustain:* aim and process, use of frequent auditing. *How can I make it stick?:* Have in constant process audits and monitoring, leadership in action, continued improvements. Use and revisit learning objectives. 10 point check list.
The Productive Ward - *Releasing Time to Care™.* **Patient Status at a Glance.** (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN: 978-1906535-19-3	Module book content: Introduction and rationale for PSAG. *What is Patient Status at a Glance?:* learning objectives, 3 second rule. *What tools will I need?:* Identifies tools and structure cycle. *Prepare:* identify team/staff/ward/policies/governance, information board. *Assess:* Key questions, using Activity Follow analysis, board use analysis. *Diagnose:* six examples of successful ideas. *Plan:* Board considerations, pilot, communication and team involvement. *Treat:* Audit with clear guidelines re: why, for what purposes, use of audit information and people to be involved in the process. *Evaluate:* Use of audit results, verbal communication, trial and error. *How can I make it stick?:* Monitor, audit, leadership in action, continued improvement. Use and revisit learning objectives. Close look at interruptions and surrounding issues. 10 (11!) point check list.
The Productive Ward - *Releasing Time to Care™.* **Patient Observations.** (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN: 978-1906535-12-4	Module book content: Introduction and rationale for POBS. *What is the Patient Observations module?:* learning objectives, baseline and progress tracking. *What tools will I need?:* Guide to necessary tools, six-phase process. Prepare: nine preparatory steps. *Assess:* nine assessment steps, reliability/alternative audits, using audits to help assessments, five key assessment questions. *Diagnose:* four examples of successful ideas to better organise observation rounds. *Plan:* five key questions, using the toolkit to create and implement the plan, creating a 'standard', equipment organisation. *Treat:* three checklist areas to ensure the plan is successful. *Evaluate:* two steps – collect information, analyse information. How can I make it stick? four consideration points, assessing learning objectives, 10 point checklist.

The Productive Ward - *Releasing Time to Care™.* **Admissions and Planned Discharges.** (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN: 978-1-906535-13-1	Module book content: Introduction and rationale for APD. *What is the Admissions and Planned Discharge module?:* learning objectives, baseline and tracking. *Prepare (Admissions):* preparatory steps for gathering appropriate information about admissions. *Assess (Admissions):* assessment steps of information gathered – serves to give foundation in diagnosis stage of areas in need of change. *Prepare (Discharge):* ten preparatory steps, very similar to admission steps, gathering relevant data. Assess (Discharge) – assessment/review steps. *Diagnose:* five examples of successful ideas which improved APD process – intention is to help with 'Plan' stage. *Plan:* Design changes/improvements based on areas highlighted by previous steps, involvement of all necessary stakeholders to agree changes, planning how to implement – use of 'standard operating procedure'. *Treat:* How to test and assess various ideas and outcomes prior to implementation as new structure. *Evaluate:* Builds on 'Treat' phase but focuses on bigger picture using three steps looking at data collection, analysis and communication. *How can I make it stick?:* five consideration points, assessing learning objectives, 10 point checklist.
The Productive Ward - *Releasing Time to Care™.* **Shift Handovers.** (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN: 978-1-906535-14-8	Module book content: Introduction and rationale. *What is the Shift Handover module?:* learning objectives. *What tools will I need?:* List of necessary tools, creating and tracking baseline and progress. *Prepare:* preparatory steps using toolkit approach, identify all relevant information pertaining to handovers. *Assess:* Uses: processing located information; accident and errors, patient experience; staff experience and five key questions to enable assessment of current handover state. *Diagnose:* ten examples of successful ideas to help with 'Plan' stage. *Plan:* Team approach, plan new design, how it will be implemented, use of 'standard operating procedure' so handover is consistent. *Treat:* Identify what is being tested, preparing and assessing testing. Evaluate: four steps of information collection, analysis, development and communicating success. *How can I make it stick?:* three consideration points, assessing learning objectives, 10 point checklist.
The Productive Ward - *Releasing Time to Care™.* **Meals.** (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN: 978-1-906535-15-5.	Module book content: Introduction and rationale. *What is the Meals module?:* Further introduction, learning objectives. *What tools will I need?:* List of necessary tools to work through six phase process. *Prepare:* preparatory steps to collate information on current situation, staff and patient input, best practice. *Assess:* the information gathered, accident and errors, patient and staff experiences. Assess as closed and open team (ward and non-ward). Diagnose: examples of successful ideas in altering meal times to help with planning your own improvements. *Plan:* Using previously gathered information to create a Standard operating procedure', example from test site. *Treat:* Identify points to test, preparing and undertaking test. *Evaluate:* 3 steps collecting, analysing and locating further areas for improvement in meal time routine. *How can I make it stick?:* three consideration points, assessing learning objectives, 10 point checklist.
The Productive Ward - *Releasing Time to Care™.* **Medicines.** (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN: 978-1-906535-16-2.	Module book content: Introduction and rationale. *What is the Medicine Round module?:* learning objectives. *What tools will I need?:* List of necessary tools to work through six phase process. *Prepare:* preparatory steps forming the process and collating relevant information. *Assess:* the information gathered to this point with a focus on the process, accident and errors, staff experience, patient experience, policy. 5 key questions. *Diagnose:* six examples of successful ideas from wards who have improved their medicine rounds. *Plan:* five 'thought starter' questions, creating a new design and a 'standard operating procedure'. *Treat:* Identify what needs to be tested, preparing and undertaking test, keep all staff up to date, included and informed with regular assessment. *Evaluate:* collecting, analysing and locating further areas for improving medicine rounds. *How can I make it stick?:* three consideration points, auditing highly recommended, assess if learning objectives have been met, 10 point checklist.

The Productive Ward - *Releasing Time to Care™.* **Patient Hygiene.** (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN: 978-1-906535-09-4.	Module book content: Introduction and rationale. *What is the Patient Hygiene module?* Learning objectives, creating and tracking baseline progress, six phase process. *Prepare:* preparatory steps gather information to give a clear picture of the current patient hygiene routines. *Assess:* Gathering and understanding information using toolkit. Identify which area/s of PH you want to work on. *Diagnose – Featuring ideas that have worked!:* ten working examples. *Plan:* creating new design, agreeing changes, plan and implementing new process, creating a 'standard operating procedure'. *Treat:* Identifying appropriate tests, planning the tests. *Evaluate:* Collating appropriate information, communicating success in measurable ways to ensure sustainability. *How can I make it stick?:* five consideration points, assessing learning objective, 10 point checklist
The Productive Ward - *Releasing Time to Care™.* **Nursing Procedures.** (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN:978-1-906535-10-0.	Module book content: Introduction and rationale. *What is the Nursing Procedures module?:* learning objectives, creating a baseline and progress tracking. *What tools will I need?:* necessary tools and the six phase process. *Prepare:* preparatory steps. Step 3 contains 6 stages of identifying 'target procedure'. Entire process gathers data to allow for accurate assessment. *Assess:* Analyse feedback from patients and staff. Identify error rate from incident report forms. Policy explanation. Data analysis and five key questions to help create a clear picture of current situation. *Diagnose:* nine successfully implemented ideas. *Plan:* Creating a new NP design; three steps compiling; creating a plan, implanting plan, agreeing changes. Next step is to create a 'standard' for all staff to follow. *Treat:* Test stage; prepare staff/ward/environment for test, necessary undertakings to occur during test phase. *Evaluate:* two steps; gathering updated data and staff communication and evaluating the data. *How can I make it stick?:* three consideration points. *Spread (to other nursing procedures):* How to replicate outcome without repeating unnecessary stages; 'wide, narrow, wide'. Assess if met learning objectives, three consideration points, 10 point checklist.
The Productive Ward - *Releasing Time to Care™.* **Ward Round.** (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN: 978-1-906535-11-7.	Module book content: Introduction and rationale. *What is the Ward Round module?:* module baseline, tracking progress, guide to tools needed from toolkit and six phase process. *Prepare:* preparatory steps to gather suitable data for analysis of; communication, team organisation, locating areas for data collection. *Assess:* Introduction to section, steps of reviewing data, includes input of all ward staff and relevant stake holders. *Diagnose:* three successful ideas to help with team decision making. *Plan:* three steps to create new 'design' for ward round process, agreeing the changes (consulting various members of the MDT), planning the implementation processes. Next step = create a 'standard operating procedure'. *Treat:* Testing the small preliminary changes; considering types of tests, preparing for testing, plan what needs to occur during testing. *Evaluate:* Build on results from 'treat' stage. Three steps; collecting information, analysing it, communicating successes. *How can I make it stick:* suggestions for ensuring sustainability. Assess if learning objectives met, four consideration points, 10 (13!) point checklist.

The Productive Ward - *Releasing Time to Care™.* Toolkit. (2008) NHS Institute for Innovation and Improvement. Version 3. ISBN: 978-1-906535-08-7	Module book content: Introduction and explanation of toolkit as reference manual. *Your vision:* definition, purpose, process, using it for change. *Meetings:* Rationale and purpose, 12 tips, 4 P's – Plan, Prepare, Participate, Pursue. Agenda design. Role of chairperson. *Activity follow:* Rationale and purpose, activity follow sheet, 7 preparatory steps, conducting the AF, calculating % of direct care, analysing and interpreting the AF, 'totalising' results to find overall % of direct care. *Video waste walk:* Rationale and purpose, 11 point process in undertaking VWW, 7 types of waste, example of WWsheet, close links to 'video' tool. Interviews: Rationale and purpose, top tips, use of 'open' questions. *Photographs:* Rationale and purpose, top tips, consent. *Video:* Rationale and purpose, top tips, watching video back, advanced tips. *Timing processes:* Rationale and purpose, process. *Calculating related incidents:* Rationale and purpose, method. *Process mapping:* Rationale and purpose, technique, 8 step example, summary. *Cost/benefit analysis:* Rationale and purpose, process. *Module action planner:* Rationale and purpose, using cost/benefit analysis results to design module planner sheet, 9 top tips, detailed MAP and how to fill in the MAP sheet. 5-why analysis: Rationale and purpose, 5-why characteristics, Statement of problem. Spaghetti diagrams: Rationale and purpose, gathering information, example. Audit planning: Rationale, examples, reviewing. *Visit pyramid:* Rationale, examples, guidance, 10 Ward Master. *5S game*: Preparation, playing the game. Time benefit quantification: Rationale and example