

ISO 9001 Case Study

Heatherwood and Wexham Park Hospitals (HWPH) NHS Foundation Trust

Heatherwood and Wexham Park Hospitals (HWPH) is a NHS Foundation Trust (the 'Trust'). The Trust is structured into the following six profit centres:

- Surgery
- Medicine
- Women and Children
- Support Services (e.g. Pathology, Diagnostics etc.)
- Private Patients (Paragon Suite)
- Income Generation (e.g. leases, catering etc.)

The Infrastructure Directorate provides a service to the Trust at its two main sites, Heatherwood Hospital (an acute site offering a wide range of services) and Wexham Park Hospital (a large district general hospital that offers Accident & Emergency and critical care facilities). A restricted set of services is also provided to the Trust's additional sites at King Edward VII Hospital (Windsor), St Marks Hospital (Maidenhead), Upton Hospital (Slough) and Fitzwilliam House (Bracknell).

The Infrastructure Directorate consists of the following Departments that were combined to service the Trust by delivering a functionally effective, safe, attractive, clean, responsive and efficient environment:

- **Estates Operations and Maintenance** – responsible for operations, capital backlog programme and maintenance of buildings, engineering and medical equipment
- **Estates Capital Projects** – responsible for capital building projects and monitoring of energy usage
- **Telecommunications** – responsible for telephones, GP short codes, private circuits, exchange lines, bleeps, radio pagers, fax lines, fax machines and recovery of private usage
- **Health and Safety** – responsible for implementing health and safety policies and procedures, including fire precautions and minimal handling, advising the Trust management team on compliance with legislation, conducting health and safety audits, investigating incidents/accidents, providing staff training, liaising with regulatory authorities on behalf of the Trust
- **Security** – a fully outsourced function, responsible for the personal safety of patients, staff and visitors, the protection of property and car parks against theft, damage and fraud, CCTV monitoring and implementation of security measures such as access controls (door readers) and car park payment to ensure the smooth and uninterrupted delivery of hospital business
- **Patient Support Services** – responsible for housekeeping, portering, catering, ward food services, transport and medical illustrations
- **Sterile Services** – responsible for the disinfection and sterilisation of instrument trays and other medical equipment
- **Information Management and Technology** – responsible for management information systems development and maintenance, provision of computer equipment and computer support and maintenance

At the beginning of 2007, the Infrastructure Directorate decided to seek registration to ISO 9001:2000 for its Heatherwood and Wexham Park sites. Initially, Sterile Services and Housekeeping were selected and achieved registration in August and September 2007 respectively. Blackmores were awarded the contract to support the remaining departments (with the exception of Information Management and Technology) to achieve registration by the end of the financial year, April 2008.

Work started in August 2007 with interviews of all departmental heads and functional managers to determine what procedures and documents existed. These were compared against the requirements of the ISO 9001:2000 standard to determine if any gaps existed. Missing documentation was created and circulated for review and approval. A briefing document was created and provided to all staff. Internal audits were carried out in all departments.

In preparation for the restructuring, the Directorate established Service Level Agreements with each of the profit centres. These define customer requirements and help establish measurable performance targets. Regular reviews also provide a means of determining client satisfaction.

Under the leadership of the Infrastructure Directorate, an annual Business Plan was established that embodied clearly defined objectives. A Balanced Scorecard was used to record target performance levels that would help improve performance levels and measure actual performance. These are reviewed at monthly management group meetings attended by all Heads of Department and at regular one-to-one meetings between individual Heads of Department and the Infrastructure Director.

In March 2008, the BSI carried out a successful audit and recommended that the Infrastructure Directorate be awarded ISO 9001:2000 registration. In their experience, this is the first time a complete NHS Trust Directorate has achieved registration.

The success of this initiative has been down to:

- Strong leadership, committed to the quality system
- A supportive team willing to make improvements
- Clearly defined objectives with measurable performance targets that are regularly reviewed
- Comprehensive communications to ensure all staff are kept informed
- Properly structured and organised documentation
- Consultants with the skill and experience of achieving registration for their customers

Following registration Blackmores has been engaged to provide follow up activities including internal audit and improvement services. Working closely with the infrastructure team and departmental heads, opportunities for improvement in internal customer service and patient support have been identified. The relevant department heads are actively pursuing these initiatives.

The process of registration and improvement in management systems have seen marked improvements in the quality of service offered by the directorate. This has helped the Trust achieve an excellent quality of service award for the second year running.

The system is being further refined and enhanced to include Information Management and Technology groups as well as expanding to include environmental management systems compliant with ISO 14001.