

# **Janet Garcia**

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# **WSS Modernisation Project**

- **Background**
- **Policy context and timelines**
- **Activity**
- **Achievements**
- **Challenges**
- **Lessons**

# Background

- **Independent Review – Moving Forward (2006)**
- **SEHD Response**
- **Action Plan for Modernisation**

# SEHD

- **Project Board – June 2007**
- **Project Manager – October 2007**
- **£16m - SSR Nov 2007**

# Policy Context

- **Delivering for Health ( 2006)**
- **Better Health Better Care (2007)**
- **The Healthcare Quality Strategy for NHSScotland (2010)**

# WSS Project Overview

- **Year 1** – Action Plan Development; business case submission
- **Year 2** – Implementation: Action Plan and local modernisation plans. Mid term review
- **Year 3** – Implementation; evaluation; outcomes achieved; returns on investment; transition to Health Boards

# **WSS Project Project Management**

- **Baseline information**
- **Stakeholders**
- **Communication Strategy**
- **Risk register**
- **Timelines - Action Plan; OBCs; activity**

# **WSS Project Year 1**

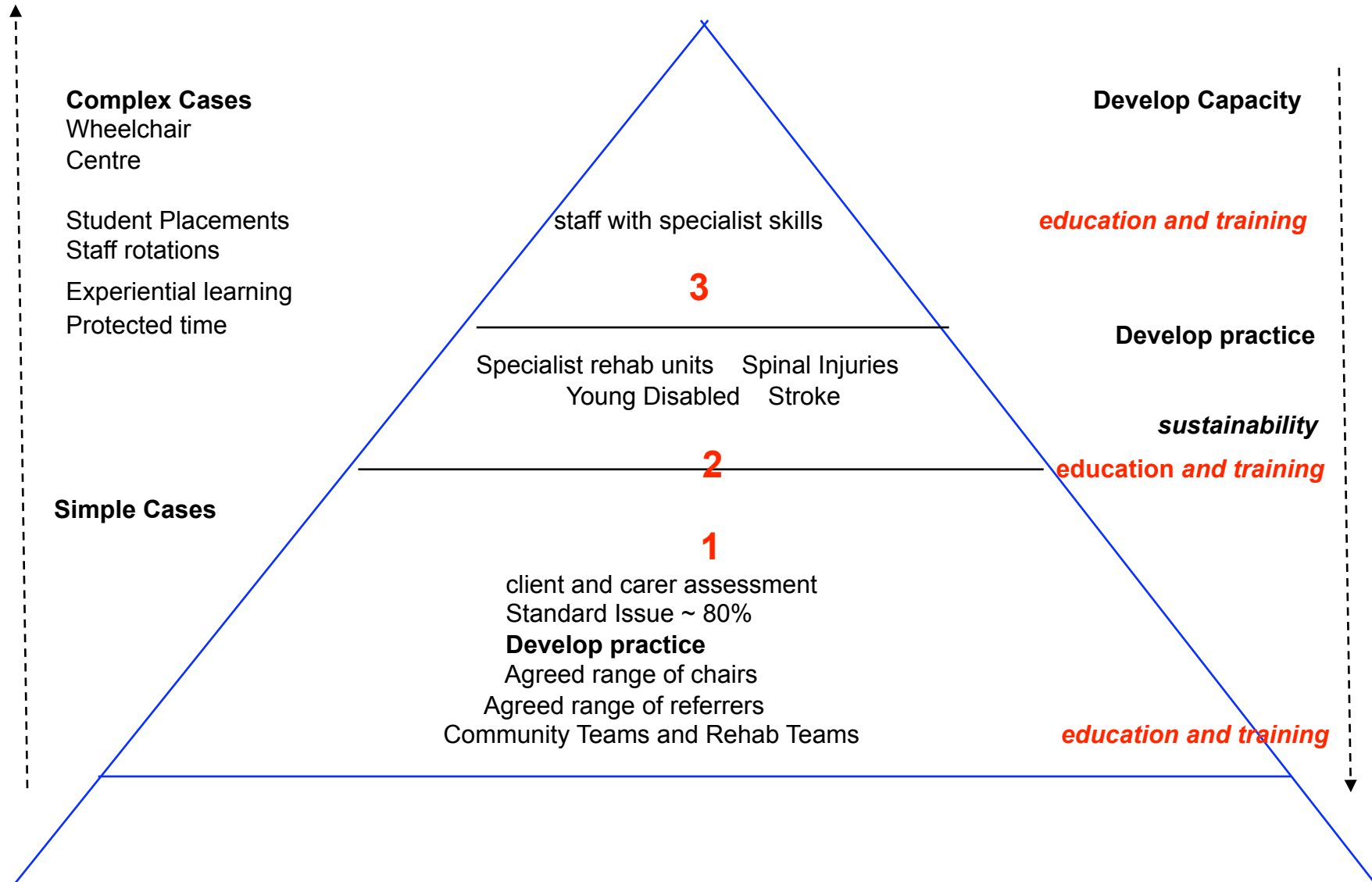
- **Action Plan Development – 08-09**
- **Published - March 2009**
- **Business case submissions – Oct 2008**
- **Modernisation process – 08-09**



# Action Plan Year 1

- Tiered model of service
- Focus on quality assurance and quality improvement
- Governance

# Tiered Model of Service



# Targeted Investment Year 1

- Equipment - fleet renewal
- Eligibility criteria – power wchs
- Building capacity in centres
- Satellite/local clinics – building capacity locally

# Action Plan Implementation

- Implementation through changes in local delivery
- National coordination needed for some
- Interrelated actions - 26 Completed in full; 26 in progress as July 2010

# Year 2 Implementation

- Quarterly monitoring reports
- Setting up the national work streams
- Celebrate achievements
- Gateway Review – Nov 2009

## WHEELCHAIR AND SEATING SERVICE BALANCED SCORECARD

**Wheelchair Centre**  
**Reporting Period**


### Access to clinics

Number of appointments attended (all types)  
 Number of appointments DNA/CNA  
 Percentage appointments as Home Visits  
 Percentage appointments in own HB


### Repairs and Maintenance - Response Times

Urgent repairs\* – *KPI 75% completed within 1 day*  
 Number urgent repairs completed  
 Percentage urgent repairs completed in 1 day  
 Routine repairs\*\* – *KPI 90% completed within 5 days*  
 Number routine repairs  
 Percentage routine repairs completed in 5 days  
 Pre-Programmed Maintenance (at end of quarter)  
 Percentage Powered Wheelchairs PPM compliant  
 Percentage Manual Wheelchairs PPM compliant  
 Number PPM checks completed


### Equipment and Fleet Renewal

Number of manual wheelchairs issued in quarter  
 Percentage of manual issues as new (not refurbished)  
 Number of powered wheelchair issued in quarter  
 Percentage of powered issues as new (not refurbished)  
 Number of wheelchairs recorded on issue  
 Percentage chairs on issue over 5 years old  
 Percentage chairs in stock over 5 years old


### Referral / Assessment / Provision

Referral to provision for paper based issues  
 Number completed  
 Percentage completed within 2 weeks  
 Referral to first assessment (all services, not paper-based)  
 Number completed  
 Percentage completed within 4 weeks  
 Referral to provision (all services, not paper-based)  
 Number completed  
 Percentage completed within 18 weeks


\* Urgent repair = chair not usable    \*\* Routine repair = chair usable

# **Year 2**

## **National Workstreams**

- **Clinical standards**
- **Eligibility review**
- **Education and development**
- **IM&T**

# **WSS Project Celebrate Success**

- **Sharing the Learning – June 2009**
- **National USS – Jan – Feb 2010**
- **Conference – April 2010**



# **WSS Project Gateway Review**

- **Ownership**
- **Change management**
- **Stakeholder engagement and management**
- **Risk management**
- **Project Plan**
- **Extend timelines**

# **Year 3 Implementation**

- **Continued monitoring of progress**
- **Response to Gateway**
- **Project Exit**
- **Standards June 2011**
- **Embed changes – Quality Strategy**

# **WSS Project**

## **Achievements**

- **Quality improvement & governance**
- **User/carer involvement**
- **Targeted investment**
- **Improved user satisfaction**

# WSS Project Year 3

## Challenges

- **Maintaining impetus**
- **Continuing change and quality improvement**
- **Funding + savings - impact on outcomes?**

# **WSS Project**

## **Challenges**

- **Timelines**
- **Funding and under spend**
- **History**
- **Service Readiness**
- **Capacity**
- **Communication and expectations**

# **WSS Project Key Lessons**

- Timelines
- Funding and spend
- Business management - efficiency, productivity, staffing and skill mix
- Clinical governance and evidence based practice
- Joint working and partnerships
- Outcomes focus

# **WSS Modernisation Project**

**[http://www.scotland.gov.uk/Topics/Health/  
health/wheelchair](http://www.scotland.gov.uk/Topics/Health/health/wheelchair)**