

## Coombe Wing, Kingston Hospital

- *Focus on patient satisfaction*
- *Improved understanding of departmental procedures*
- *Motivation of staff through multi-disciplinary process improvement activities*
- *Improved negotiating position with clients*

### The Organisation

Coombe Wing is a private 22 bed ward within the Kingston National Health Service Hospital. It caters for the needs of private patients. Coombe Wing was opened in 1994.

Coombe Wing is one of the first UK hospital departments to achieve the new process-based ISO9001:2000 standard.

### The Issues

- Coombe Wing's clients are major UK private health insurers and self-financing patients. The wing generates substantial revenue for the NHS hospital.

### The benefits of working towards ISO9001:2000

- Multi-disciplinary teams were used to review departmental processes. This had a very positive effect on staff in terms of helping them understand each others' roles & priorities.
- Work to achieve registration to the ISO9001:2000 standard integrated well with the routine processes of the department. It is seen as contributing to the way the Wing operates rather than creating an additional function.
- Re-examination of core processes, their effectiveness and their outcomes has helped staff identify key performance measures. This in turn has led to a series of projects aimed at delivering continuous improvement.
- Improved credibility in terms of a very positive public relations message. Achievement of the standard publicly demonstrates the Wing's determination to deliver excellent levels of customer service.

## BSI Case Study on the Benefits of ISO 9001:2000 Registration

- Improved negotiating position with the private health insurers. By having the standard, Coombe Wing can demonstrate the premium quality of the service they offer.
- Increased focus on continual improvement and ways to increase customer satisfaction.

### **BSI's Role**

BSI provided helpful and knowledgeable staff throughout the whole process from provision of documentation, training and clarification while preparing for assessment.

The assessment highlighted opportunities for improvement which turned into significant process improvement opportunities which would have a direct impact on improving patient care whilst reducing cost.

### **About the Quality Management System**

Although the customers/ patients that the Coombe Wing looks after have very different needs and have to be cared for in often very different ways, ISO 9001:2000 forms the structure around which these individual needs can be planned for and accommodated, in an effective and efficient manner.

### **Future Objectives and Targets**

Discussion is underway with BSI to extend the principles of ISO9001:2000 to other stakeholders within the context of BSI's new Stakeholder Audit. This audit is based on ISO9004 and helps the organisation monitor the interests of all its stakeholders including Central Government, the hospital trust authorities, customers (private health insurers), consumers (patients), the local population and its own staff.