

Organising Departmental Service Improvement using the Project Management Tool Trello

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Introduction

Given the tight scheduling requirements of NHS Audiology departments, lean project management strategies offer a way to deliver service development goals without impacting clinic delivery.

St Thomas' Hearing Implant Centre has been trialling a resource called Trello since October 2021 to improve the efficiency of introducing service development ideas.

Trello has supported our existing service improvement meetings by allowing us to visualise task completion, track project progress easily and increase staff engagement in service development.

Method

A member of the trust's transformation team provided information and training on Trello and facilitated the first few sessions. Our process now schedules fortnightly 20 minute virtual huddles within the adult implant team.

Within huddles:

- Team members suggest service Improvement ideas, which are recorded as tickets.
- Tickets are graded and allocated into categories depending on their complexity. These categories are: new ideas, quick wins, plan-do-study-act, escalations/risks and sustaining the work.
- At the end of each huddle there is an opportunity to record any celebrations since the last meeting.

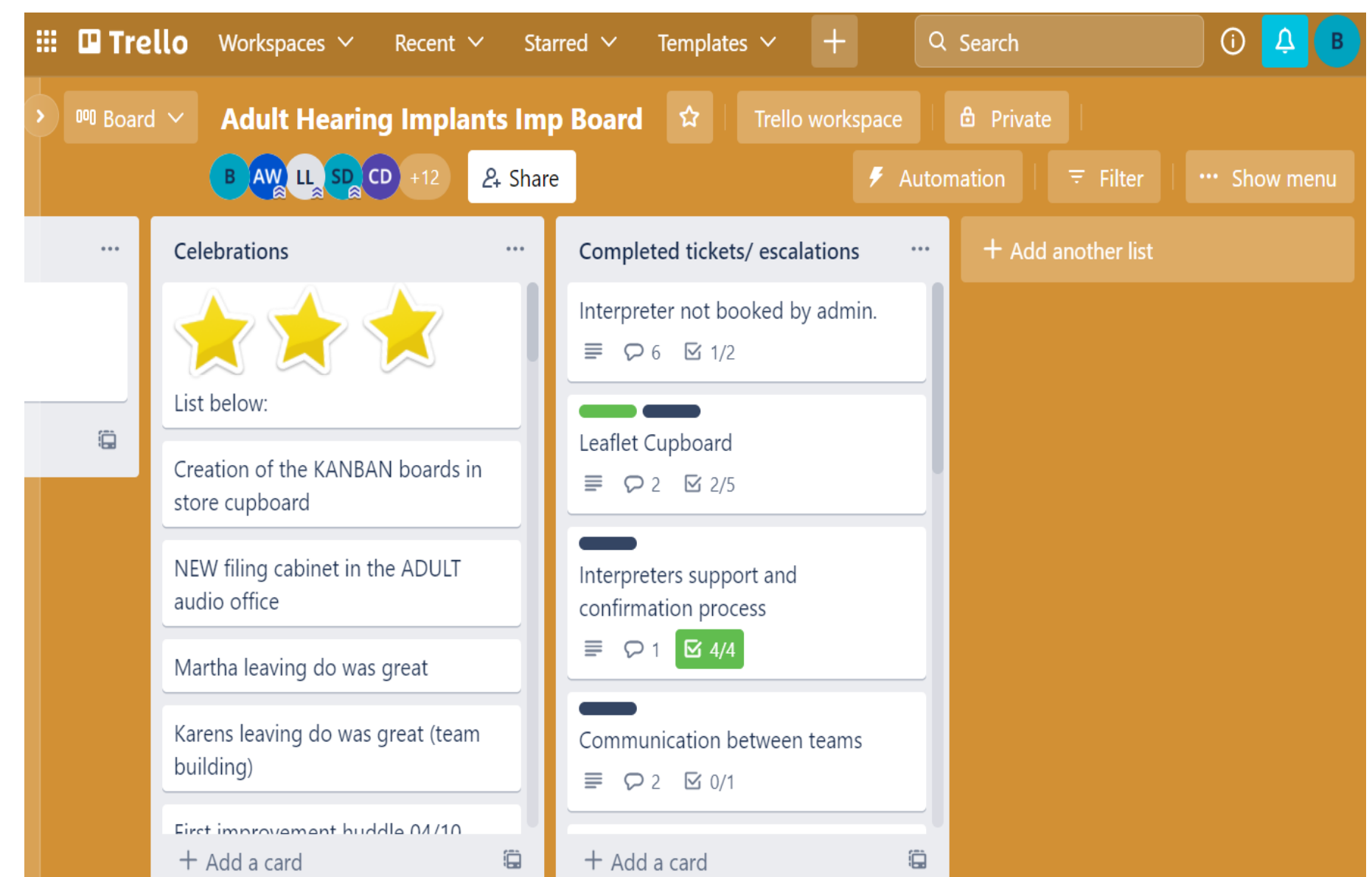
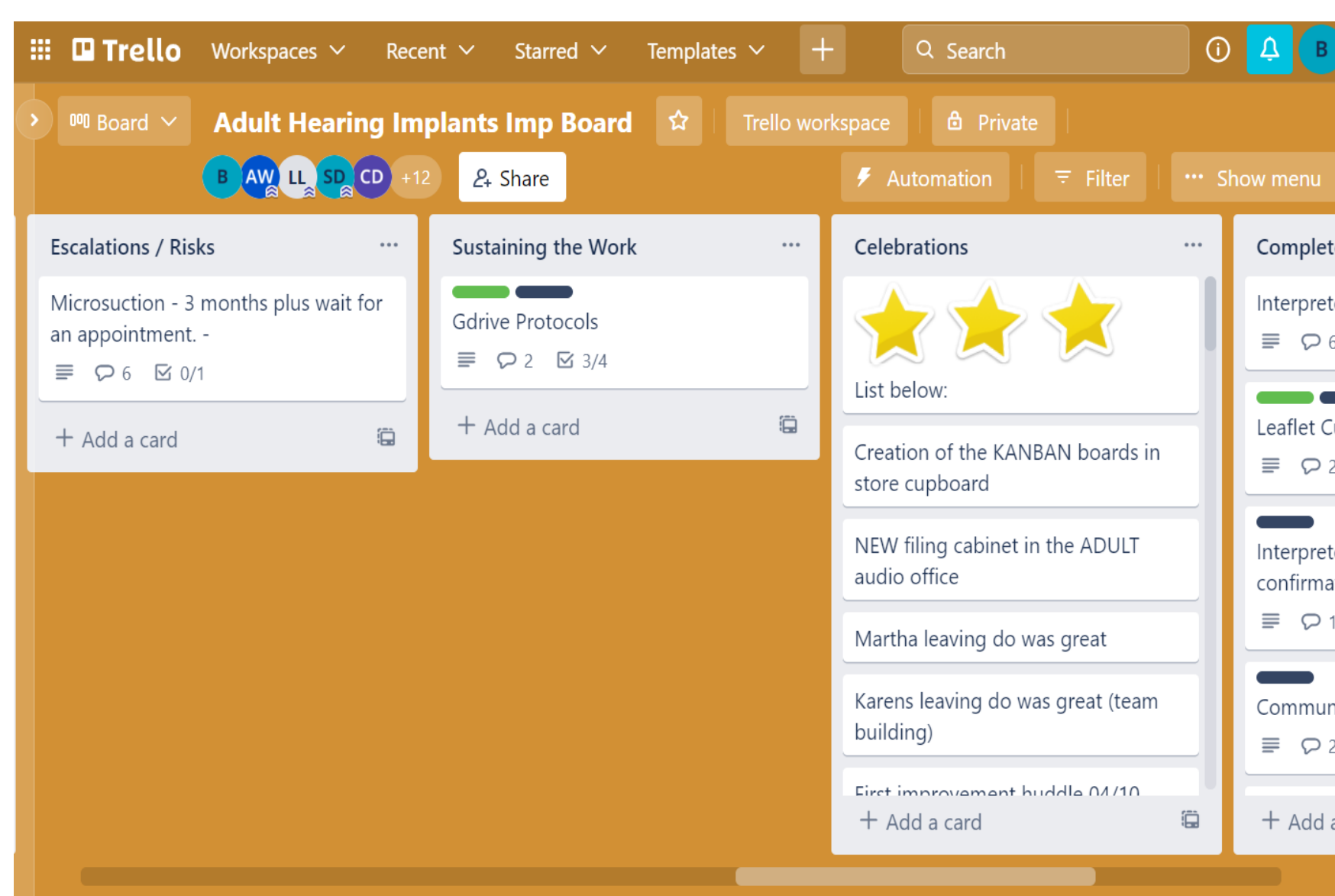
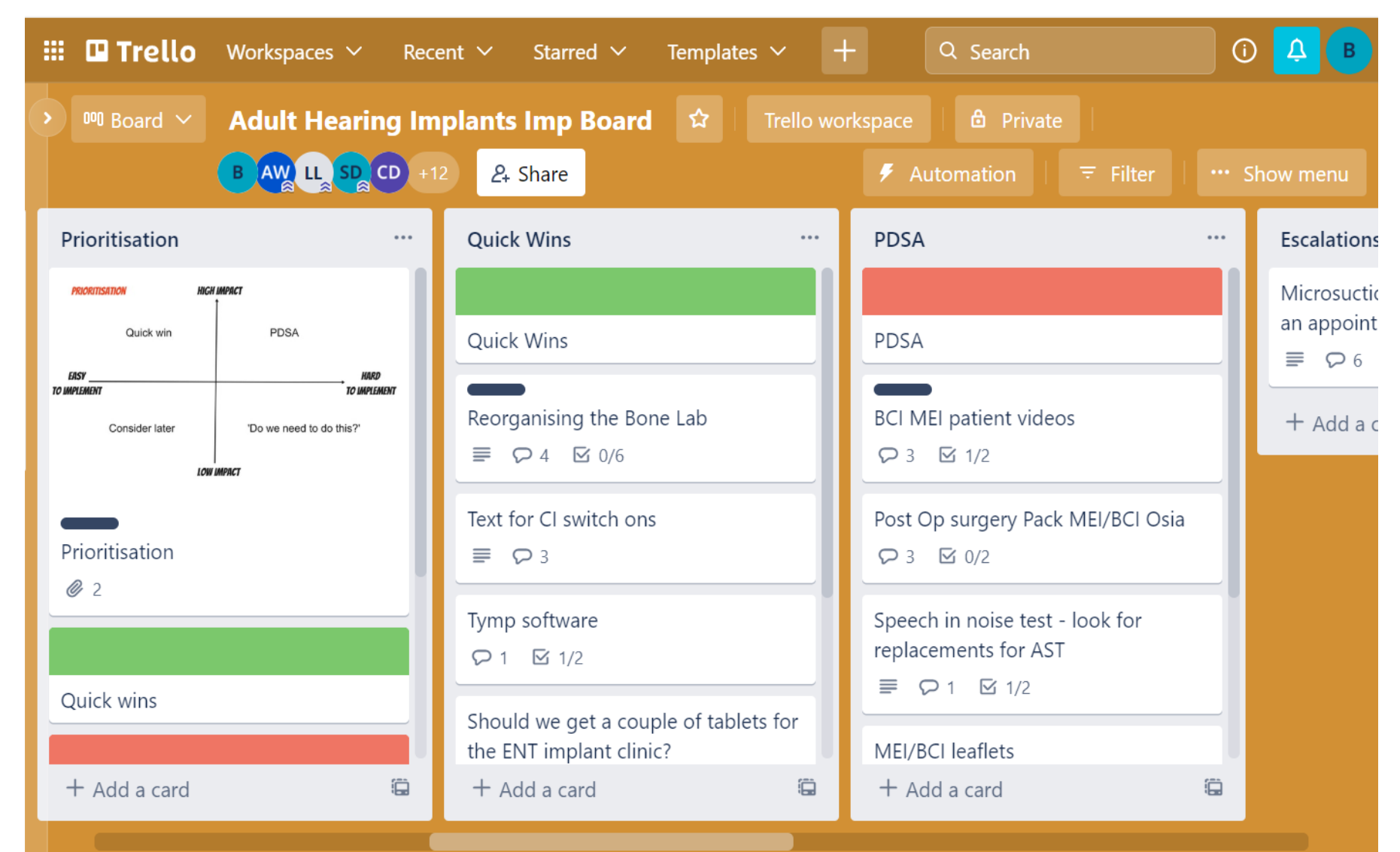
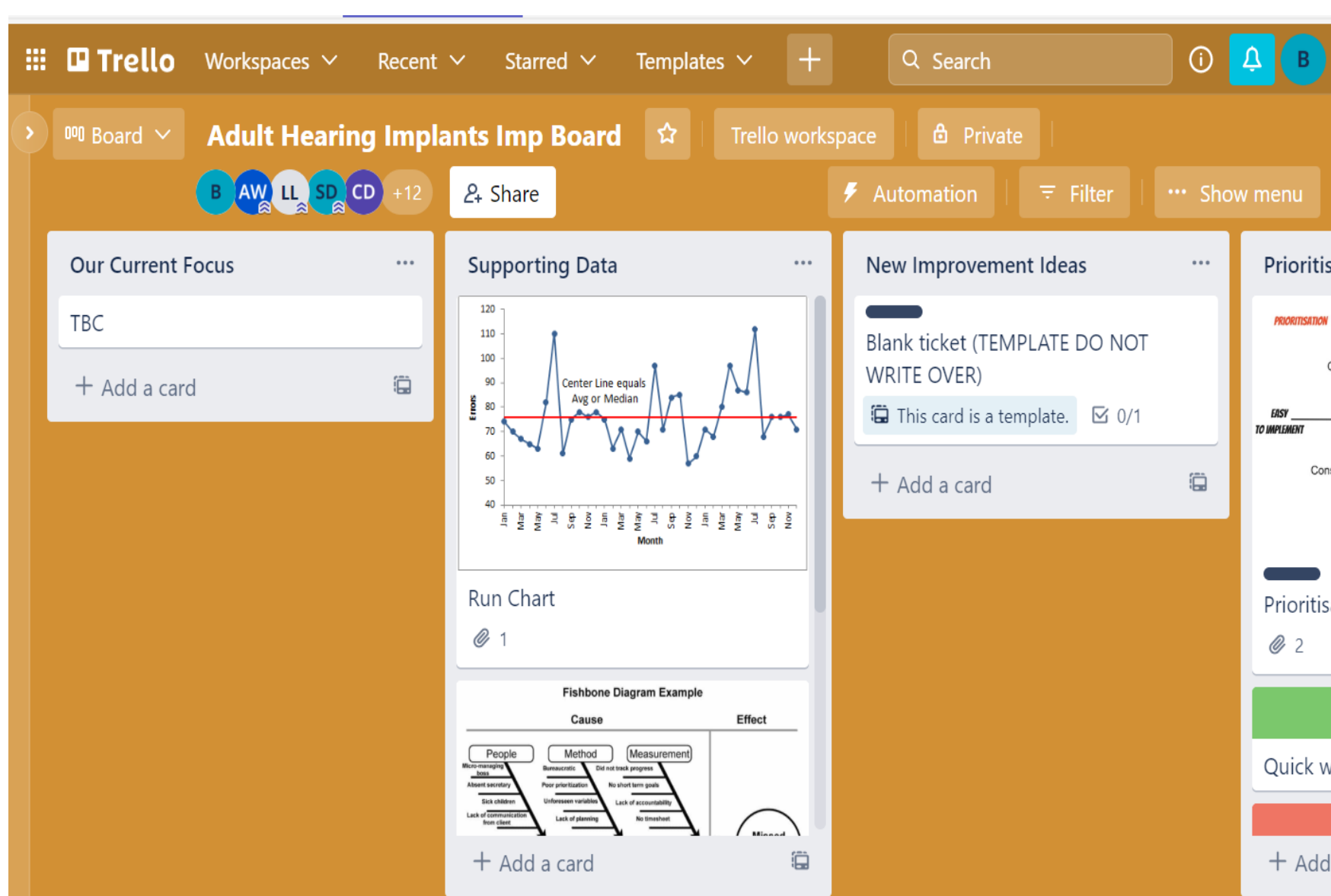


Figure 1: Trello board screenshots

Results

By using Trello for the past 8 months, we've been able to complete the following percentage of actions in each category; sustaining the work: 75%, escalaton/risks: 33%, PDSA: 40% and quick wins: 18.75%. Overall, 17 tasks were completed.

Conclusion

Our Team has found Trello particularly useful for small improvement ideas 'quick wins' which would not otherwise be discussed or implemented.

Identified positives include:

- Short time per meeting
- Clear visualisation of progress
- Improved staff engagement and morale

Areas for improvement include the integration of use with our existing service improvement meetings for longer or more complex projects

- References**
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 2. Kaur, A., 2018. App Review: Trello. *Journal of Hospital Librarianship*, 18(1), pp.95-101.
 3. Nichols, B., Underwood, J., & Hollings, J. (2020). The rapidly changing NHS: Communication in the age of coronavirus. <https://bucks.repository.gulidhe.ac.uk/id/eprint/18106/1/CHCR-Pandemic-Research-W-Paper-Final-11Aug20.pdf>