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**Literature search results**

<table>
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<th>Search completed for:</th>
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| Search required by:   | 14th March 2013  
| Search completed on:  | 11th March 2013  
| Search completed by:  | Richard Bridgen |

**Search details**

Evaluation of the Productive Ward

**Resources searched**

NHS Evidence; TRIP Database; Cochrane Library; AMED; BNI; EMBASE; Health Business Elite; HMIC; MEDLINE; Google Scholar; Google Advanced Search

**Database search terms:** productive* adj2 ward*, "releasing time to care"

**Evidence search string(s):** "productive ward" OR (productive* ward*) OR "releasing time to care"

**Google search string(s):** "productive ward" OR "releasing time to care"

**Summary**

There are several reports and quite a lot of research on this topic.

**Guidelines**

**Derbyshire Community Health Services**

Releasing Time to Care: Productive Ward Annual Report 2010

**Healthcare Improvement Scotland**

Releasing Time to Care Stocktake Report 2012
King's College London

Implementing and sustaining change in the contemporary NHS: lessons from the Productive Ward 2011

Lessons from the Productive Ward 2010

The Productive Ward: what do we know about uptake and impact on staff and patients? 2010

<table>
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<tr>
<th>Evidence-based reviews</th>
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<tr>
<td>NHS Evidence: QIPP</td>
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<td>The Productive Ward 2009</td>
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<th>Published research</th>
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<tr>
<td><strong>1. More time to care.</strong></td>
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<tr>
<td><strong>Author(s)</strong> Fortier, Julie</td>
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<tr>
<td><strong>Citation:</strong> Canadian Nurse, Aug 2012, vol. 108, no. 8, p. 22-27, 0008-4581 (August 2012)</td>
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<tr>
<td><strong>Publication Date:</strong> August 2012</td>
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<tr>
<td><strong>Abstract:</strong> Description of a nurse-focused health care program called Releasing Time to Care (RTC): The Productive Ward. Developed by the UK's NHS Institute for Innovation and Improvement, RTC's goal was to improve patient safety, reliability of care, staff well-being and efficiency of care and provides step-by-step instructions for planning and executing change. In 2010, 3 facilities in Manitoba were chosen as pilot sites for RCT. Various RTC projects, the increase in direct-care time for patients, and implementation challenges are described. [ORIGINAL] 0 references</td>
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<td><strong>Source:</strong> BNI</td>
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<td>Available in fulltext from Canadian Nurse at EBSCOhost</td>
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| **2. The 'Releasing Time to Care - the Productive Ward' programme: Participants' perspectives** |
| **Author(s)** Davis J., Adams J. |
| **Citation:** Journal of Nursing Management, April 2012, vol./is. 20/3(354-360), 0966-0429;1365-263X (April 2012) |
| **Publication Date:** April 2012 |
| **Abstract:** Aim The aim of this study was to explore the perceptions of nursing staff concerning the implementation of the 'Releasing Time to Care - the Productive Ward' programme in a specialist cardiothoracic hospital. Background The 'Releasing Time to Care - the Productive Ward' programme uses the 'lean' philosophy originally developed in the Japanese motor industry to improve the efficiency of hospital wards. Its aim is to increase the proportion of time that nurses are able to spend in direct patient care. Method This study used a descriptive qualitative method with a sample size of four nurses and two health-care support workers. Thematic analysis of the interview transcripts was undertaken using the procedure developed by Burnard. Results Thematic content analysis identified five major themes: starting to implement the programme, anxiety and defensiveness, the importance of leadership and communication, challenges, and learning and personal development. Conclusion Overall, the programme had a positive impact on both the wards studied. Challenges that were identified included the need to sustain momentum once the initial enthusiasm had waned. Implications for Nursing Management This study highlighted the importance of key transformational leadership skills at ward manager level, such as the ability to inspire nurses to approach old problems in new ways, in the implementation of the
3. Implementing large-scale quality improvement: Lessons from The Productive Ward: Releasing Time to Care

Author(s) Morrow E., Robert G., Maben J., Griffiths P.

Citation: International Journal of Health Care Quality Assurance, April 2012, vol./is. 25/4(237-253), 0952-6862 (April 2012)

Publication Date: April 2012

Abstract: Purpose: This paper aims to focus on facilitating large-scale quality improvement in health care, and specifically understanding more about the known challenges associated with implementation of lean innovations: receptivity, the complexity of adoption processes, evidence of the innovation, and embedding change. Lessons are drawn from the implementation of The Productive Ward: Releasing Time to Care programme in English hospitals. Design/methodology/approach: The study upon which the paper draws was a mixed-method evaluation that aimed to capture the perceptions of three main stakeholder groups: national-level policymakers (15 semi-structured interviews); senior hospital managers (a national web-based survey of 150 staff); and healthcare practitioners (case studies within five hospitals involving 58 members of staff). The views of these stakeholder groups were analysed using a diffusion of innovations theoretical framework to examine aspects of the innovation, the organisation, the wider context and linkages. Findings: Although The Productive Ward was widely supported, stakeholders at different levels identified varying facilitators and challenges to implementation. Key issues for all stakeholders were staff time to work on the programme and showing evidence of the impact on staff, patients and ward environments. Research limitations/implications: To support implementation, policymakers should focus on expressing what can be gained locally using success stories and guidance from "early adopters". Service managers, clinical educators and professional bodies can help to spread good practice and encourage professional leadership and support. Further research could help to secure support for the programme by generating evidence about the innovation, and specifically its clinical effectiveness and broader links to public expectations and experiences of healthcare. Originality/value: This paper draws lessons from the implementation of The Productive Ward programme in England, which can inform the implementation of other large-scale programmes of quality improvement in health care. Emerald Group Publishing Limited.

Source: EMBASE

4. How the Productive Ward scheme gives staff more time to care.

Author(s) Lennard, Chris

Citation: Mental Health Practice, 01 February 2012, vol./is. 15/5(30-33), 14658720

Publication Date: 01 February 2012

Abstract: The Productive Ward initiative allows nursing staff to bring about changes in the workplace, streamline systems of work and release time to care for clients. As an evidence-based approach that focuses on the welfare of staff and service users, it also allows nursing teams to measure and improve tasks and efficiency. This article describes how one acute ward implemented the initiative and some of the improvements that were made as a result.

Source: CINAHL

Available in fulltext from Mental Health Practice at EBSCOhost

5. Improving healthcare quality at scale and pace.

Author(s)

Citation: Management Services, 01 December 2011, vol./is. 55/4(16-19), 03076768
**Publication Date:** 01 December 2011

**Abstract:** The article discusses the study "Releasing Time to Care Learning and Impact Review," conducted by the British National Health Services Institute for Innovation and Improvement that aims to inform efforts to maintain momentum of The Productive Ward, to support NHS staff going to forward, and to empower ward teams to identify areas for improvement. The study consisted of phase one comprising of three elements and phase two comprising an in-depth study interviews. The study explored the factors in relation to spread of the Productive Ward improvements at scale and at pace.

**Source:** Health Business Elite

Available in fulltext from Management Services at EBSCOhost

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6. How to turn innovations into everyday practice.

**Author(s)** Kemp, P., Merchant, S., Todd, B.

**Citation:** Mental Health Practice, Oct 2011, vol. 15, no. 2, p. 20-24, 1465-8720 (October 2011)

**Publication Date:** October 2011

**Abstract:** Research into a practice development project in London, involving the introduction of the Star Wards initiative and the Productive Ward programme on acute inpatient mental health wards. The impact on the amount of time spent by staff on interaction with service users and on the time spent in therapeutic activities was examined.

[ORIGINAL] 18 references

**Source:** BNI

Available in fulltext from Mental Health Practice at EBSCOhost

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7. Releasing time to care and improving patient safety

**Author(s)** Hiscock M., Kaur S., Nicholas M.

**Citation:** American Journal of Respiratory and Critical Care Medicine, May 2011, vol./is. 183/1 MeetingAbstracts, 1073-449X (01 May 2011)

**Publication Date:** May 2011

**Abstract:** Rationale Productive ward-releasing time to care (PWRTC) is a program run in England and developed by the National Health Service Institute of Innovation and Improvement (NHS III 2007), and is aimed at improving processes in the clinical area to help nurses and the multidisciplinary team (MDT) spend more time on patient care thereby improving quality, safety and efficiency. The system is supplied with a toolkit comprising eleven modules (Table1). The current study was designed to assess PWRTC in a tertiary cardiothoracic centre. Method The compulsory foundation modules were completed prior to choosing the process modules. Each encourages an MDT approach to explore the current status of ward work and identifies areas for improvement. Thus, in Knowing How We Are Doing infection rates, staff sickness and falls were recorded in the form of safety crosses and displayed in the areas. The Well Organised Ward focused on the environment and how it can be reorganised to increase patient safety. Patient Status at a Glance concentrated on the reduction of unnecessary interruptions to nursing staff. This is achieved by having a clear patient status board with up to date information on location and the status of patients. Results (24 months October 2008 - September2010) Quality, safety and efficiency were identified in five key areas: * Overstocking-was reviewed throughout the clinical areas: saving 132k. * Medicines- reduction of drugs in cupboards and trolleys. Nurses report fewer near miss events. * Observations- Auditing the accuracy of patient observations highlighted an improvement in identifying patients at risk: one ward increased their referrals to the outreach team by 12% in one year. * Staffing- Turnover of nursing staff reduced. Sickness absence decreased in one division from 3.75%-2.5%. * Direct care time-the length of time nurses spend giving direct patient care increased by a mean of 42%-60.1%. This contributed in the reduction of Clostridium Difficile rates, patient falls and wound infections.. Conclusion PWRTC increased the proportion of time spent providing direct care to patients, leading to improved experience for staff and patients. Areas were PWRTC is applied are...
more organised; saving time, effort and money. The key to the success of PWRTC is the sustainability of the changes made. Staff seeing improvements working for them in their day to day roles has contributed to this and ensure that it continues. (Table presented).

Source: EMBASE
Available in fulltext from American Journal of Respiratory and Critical Care Medicine at Highwire Press

8. The Productive Ward: encouraging teambuilding and innovation.
Author(s) Armitage, Claire, Hingham, Pauline
Citation: Nursing Management - UK, 01 April 2011, vol./is. 18/1(28-31), 13545760
Publication Date: 01 April 2011
Abstract: The aim of the NHS Institute for Innovation and Improvement's Productive Ward series is to remove wasteful activities from ward processes and reinvest the time saved in making care more interactive, stimulating, reliable and safe. This article describes how the introduction of Productive Ward on one unit in a mental health trust has delivered improvements in general ward organisation and a range of ward processes, and has motivated and empowered team members to make changes and innovate. The article also describes leadership and teamworking lessons that the ward matron and project facilitator have learnt.
Source: Health Business Elite
Available in fulltext from Nursing Management - UK at EBSCOhost
Available in fulltext from Nursing Management - UK at EBSCOhost

Author(s)
Citation: Nursing Management - UK, 01 February 2011, vol./is. 17/9(5), 13545760
Publication Date: 01 February 2011
Abstract: The Productive Ward is one of the most effective and successful programmes in NHS England, according to the National Nursing Research Unit, at King's College London.
Source: Health Business Elite
Available in fulltext from Nursing Management - UK at EBSCOhost
Available in fulltext from Nursing Management - UK at EBSCOhost

10. Staff and patient involvement in benchmarking to improve care.
Author(s) Haines, Sue, Warren, Tracey
Citation: Nursing Management (UK), 2011, vol./is. 18/2(22-25), 1354-5760
Publication Date: 2011
Abstract: This article outlines work undertaken to relaunch Essence of Care benchmarking at Nottingham University Hospitals NHS Trust (NUH), a 1,665-bed teaching hospital based on two sites. The eight high impact actions for nurses and midwives (NHS Institute 2009) have been aligned with Essence of Care to develop comprehensive tools for quality improvement at local level. This has resulted in increased patient feedback and enhanced staff ownership and involvement in quality-improvement processes and raising standards of care. As a national pilot site for the Productive Ward programme (NHS Institute 2007), NUH has developed links between the two initiatives, reviewing ward processes, increasing direct patient feedback and providing a wealth of data relating to quality of care and patient-safety issues. [Abstract]
Source: HMIC
11. The adoption, local implementation and assimilation into routine nursing practice of a national quality improvement programme: the Productive Ward in England

Author(s) Robert, Glenn, Morrow, Elizabeth, Maben, Jill, Griffiths, Peter, Callard, Lynn

Citation: Journal of Clinical Nursing, 2011, vol./is. 20/, 13652702

Publication Date: 2011

Abstract: The aim and objective of the study was to explore why innovations in service and delivery are adopted and how they are then successfully implemented and eventually assimilated into routine nursing practice. The 'Productive Ward' is a national quality improvement programme that aims to engage nursing staff in the implementation of change at ward level. The design was a mixed methods (analysis of routine data, online survey, interviews) to apply an evidence-based diffusion of innovations framework. The method was (1) Broad and narrow indicators of the timing of 'decisions to adopt' the Productive Ward were applied. (2) An online survey explored the perceptions of 150 respondents involved with local implementation. (3) Fifty-eight interviews in five organisational case studies to explore the process of assimilation in each context. The results were, since the launch of the programme in May 2008 staff in approximately 85% of NHS acute hospitals had either downloaded productive Ward materials or formally purchased a support package (as of March 2009). On a narrower measure, 40% (140) of all NHS hospitals had adopted the programme (i.e. purchased a support package) with large variation between geographical regions. Four key interactions in the diffusion of innovations framework appeared central to the rapid adoption of the programme. Despite widespread perception of significant benefits, frontline nursing staff report that more needs to be carried out to ensure that impact can be demonstrated in quantifiable terms and include patient perspectives. The conclusions were, the programme has been rapidly adopted by NHS hospitals in England. A variety of implementation approaches are being employed, which are likely to have implications for the successful assimilation of the programme into routine nursing practice. The relevance to clinical practice was, this paper summarises the perceived benefits of the Productive Ward programme and highlights important lessons for nurse leaders who are designing (or adapting) and then implementing quality improvement programmes locally, particularly in terms of how to frame such initiatives - and provide support to - ward-level staff. [Journal abstract]

Source: HMIC

Available in fulltext from Journal of Clinical Nursing at the ULHT Library and Knowledge Services' eJournal collection

12. [Rapid impact assessment of the productive ward: releasing time to care]

Author(s)

Citation: , 2011

Publication Date: 2011

Abstract: The Productive Ward programme from the NHS Institute for Innovation and Improvement (NHS Institute) aims to enable ward teams to seek improvement through more staff information, skills and time resulting in improved ways of working and better patient care. The five chapters of the report are preceded by an executive summary including the purpose of the assessment, methodology, key findings, and conclusions and recommendations. The introduction in chapter one covers aims and objectives, sampling strategy, the analysis perspective, the Return on Investment calculation and the economic appraisal elements. The second chapter gives a summary of the results from the impact assessment. The Productive Ward's quality, productivity and efficiency benefits are explored together with the direct financial benefits. The resource impact is also examined and assessment of how change might have occurred without intervention. Risks and assumptions are reviewed in chapter three. The six topics here are re-admissions, excess bed days, absence of staff, stock, staff satisfaction, the experience of the patient and harm...
evens, and a risk assessment. The conclusions in the fourth chapter see the implementation of the Productive Ward as yielding improved patient care accompanied by increased productivity, efficiency and financial rewards. With more financial constraints in the future, the cost of patient treatment must reduce. Although this could be achieved by indiscriminate staff cutbacks, an alternative method is to increase productivity by considering three key questions, also shown in diagrammatic form. There are nine appendices. Cites seven references in chapter five.

Source: HMIC


Author(s)

Citation: , 2011, 1758-6208

Publication Date: 2011

Abstract: Health care is rich in evidence-based innovations, yet even when such innovations are implemented successfully in one organisation, their systematic spread and sustainability is unpredictable. Given the quality and cost challenge currently facing the NHS, it is critical that improvement programmes are implemented quickly, on a large-scale and assimilated and sustained in routine practice. The NNRU reviewed the theory on the spread of innovations and applied this evidence to their ongoing research into the implementation and assimilation of the Productive Ward. Here we present the findings and consider the implications for policy and practice.

Source: HMIC


Author(s) Robert, Glenn

Citation: Nursing Times, 2011, vol./is. 107/7(18-19), 0954-7762

Publication Date: 2011

Abstract: The progress of the Productive Ward programme has been variable. This article outlines a study that investigated the experience of implementing the programme in different hospitals and the lessons that can be learnt. [Abstract]

Source: HMIC

Available in print at Lincoln County Hospital Professional Library
Available in print at Grantham Hospital Staff Library
Available in print at Pilgrim Hospital Staff Library
Available in fulltext from Nursing Times at the ULHT Library and Knowledge Services’ eJournal collection
Available in print at Louth County Hospital Medical Library

15. Implementing the productive ward management programme.

Author(s) Smith, Judith, Rudd, Caroline

Citation: Nursing Standard, 2010, vol./is. 31/31(45-48), 0029-6570

Publication Date: 2010

Abstract: This article describes how the introduction of the productive ward programme has empowered one ward team to work collaboratively to introduce sustainable change. This has benefited patients and staff at University Hospital Coventry and Warwickshire NHS Trust. [Summary]

Source: HMIC

Author(s)

Citation: , 2010

Publication Date: 2010

Source: HMIC

17. Implementing and evaluating the Productive Ward initiative in a mental health trust.

Author(s) Mumvuri, Mary

Citation: Nursing Times, 2010, vol./is. 106/41(15-18), 0954-7762

Publication Date: 2010

Abstract: The aim of this article is to reflect and share the experience of implementing Productive Mental Health Wards (PMHWs) at South London and Maudsley NHS Foundation Trust. It highlights the processes involved and the outcomes. It also discusses the challenges encountered, the strategies employed to overcome them and subsequent changes to practice. [Abstract]

Source: HMIC

18. [The productive ward: releasing time to care: learning and impact review: final report]

Author(s) Beasley, Dame, Christine, Bevan, Helen

Citation: , 2010

Publication Date: 2010

Abstract: The ‘Productive ward: releasing time to care’ programme began in 2005 as a way of allowing ward teams to highlight areas for improvement. The programme’s review, which took place during February to June 2009 used the ‘Diffusion of innovation’ framework to highlight the impact of ‘Productive wards’ and how this could be maintained and disseminated more widely. The review took into account the views of national stakeholders and also examined the adoption and implementation of the programme by Strategic Health Authorities (SHA). A web-based survey was used to gain the NHS staff views of the ‘Productive ward’ programme and the report provides statistical data concerning responses in key areas. Five cases describing how NHS acute trusts have implemented the ‘Productive ward’ programme are also included in the review report. The report concludes with a number of recommendations and ‘top tips’ for guaranteeing success when undertaking the ‘Productive ward’ programme. Cites numerous references.

Source: HMIC

19. Pointers for greater efficiency.
20. Productive ward measures see hospital’s mortality rates plummet.

**Author(s)** Dean E

**Citation:** Nursing Standard, 16 December 2009, vol./is. 24/15-17(8-8), 00296570

**Publication Date:** 16 December 2009

**Abstract:** Safety measures introduced by nurses may have saved the lives of up to 146 patients at an NHS trust.

**Source:** CINAHL

Available in print at Lincoln County Hospital Professional Library

Available in fulltext from Nursing Standard at EBSCOhost

Available in print at Pilgrim Hospital Staff Library

Available in print at Grantham Hospital Staff Library

21. Rolling out productive ward foundation modules across a hospital trust

**Author(s)** Foster, Sam

**Citation:** Nursing Times, 2009, vol./is. 105/, 0954-7762

**Publication Date:** 2009

**Abstract:** The Shrewsbury and Telford Hospitals NHS Trust has spent the last 12 months rolling out the Productive Ward foundation modules across the whole organisation. This has resulted in measurable increases in time spent on direct care, and reduced infection rates and ward non-pay (non-staffing) expenditure. This article discusses the initiative and looks at how problems with the hospital supply chain was being addressed. Cites three references. [Journal abstract]

**Source:** HMIC

Available in print at Lincoln County Hospital Professional Library

Available in print at Grantham Hospital Staff Library

Available in print at Pilgrim Hospital Staff Library

Available in fulltext from Nursing Times at the ULHT Library and Knowledge Services’ eJournal collection


**Author(s)** Anderson, Pat

**Citation:** Health Care Risk Report, 2009, vol./is. 16/1(18-19), 1356-0611

**Publication Date:** 2009
Abstract: The Productive Ward initiative, launched in January last year, has been enthusiastically embraced by NHS trusts. Nurses have been able to spend more time on direct patient care, with fewer interruptions, on wards where it has been introduced. There is anecdotal evidence that more time spent with patients, plus greater staff engagement in running of wards, is leading to safety improvements. Those involved with Productive Ward say that it is here to stay. [Introduction]

Source: HMIC

23. How productive wards can improve patient care.
Author(s) Blakemore, Sophie
Citation: Nursing Management, 2009, vol./is. 16/5(14-18), 1354-5760
Publication Date: 2009
Abstract: In this article, the progress made by the Productive Ward programme since its introduction just over a year ago is reviewed and a guide to its implementation and three case studies outlining what it has achieved are offered. 1 ref. [Summary]
Source: HMIC
Available in fulltext from Nursing Management - UK at EBSCOhost

24. Productive ward scheme gets results.
Author(s)
Citation: Nursing Standard, 30 January 2008, vol./is. 22/21(9-9), 00296570
Publication Date: 30 January 2008
Source: CINAHL
Available in print at Lincoln County Hospital Professional Library
Available in fulltext from Nursing Standard at EBSCOhost
Available in print at Pilgrim Hospital Staff Library
Available in print at Grantham Hospital Staff Library

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From 1st 50 results…

'The productive ward round': a critical analysis of organisational change
P Grant - The International Journal of Clinical Leadership, 2008 - ingentaconnect.com
Abstract: The 'Productive Ward' project is based on an initiative from the USA, 'Transforming Care at the Bedside', which aims to use 'lean' methodology, borrowed from the Toyota corporation, to maximise the efficiency and productivity of patient care in a very pragmatic ...
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Building capacity and capability in patient safety, innovation and service improvement: an English case study
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The adoption, local implementation and assimilation into routine nursing practice of a national quality improvement programme: the Productive Ward in England

G Robert, E Morrow, J Maben... - Journal of Clinical ..., 2011 - Wiley Online Library

Background. The ‘Productive Ward’ is a national quality improvement programme that aims to engage nursing staff in the implementation of change at ward level. Design. Mixed methods (analysis of routine data, online survey, interviews) to apply an evidence-based diffusion...

Cited by 3 Related articles All 4 versions Cite

The ‘Releasing Time to Care–the Productive Ward’ programme: participants’ perspectives

J DAVIS, J ADAMS - Journal of Nursing Management, 2012 - Wiley Online Library

Aim The aim of this study was to explore the perceptions of nursing staff concerning the implementation of the ‘Releasing Time to Care–the Productive Ward’ programme in a specialist cardiothoracic hospital. Background The ‘Releasing Time to Care–the ...

Cited by 2 Related articles All 2 versions Cite

Implementation of releasing time to care–the productive ward

G WILSON - Journal of nursing management, 2009 - Wiley Online Library

Background This paper describes the implementation of the NHS Institute for Innovation and Improvement Productive Ward–releasing time to care programme. It will discuss the benefits and key successes and provides advice for those wishing to implement the programme. In ...

Cited by 21 Related articles All 8 versions Cite

Productive Ward initiative promotes better communication between mental health teams and ensures timely discharge for patients

C Lennard - Journal of psychiatric and mental health nursing, 2012 - Wiley Online Library

Abstract The Productive Ward is an initiative whereby nursing staff are empowered to bring about changes in the workplace to streamline systems and release time to care for patients. It is an evidence-based approach, which brings about improved clinical and safety ...

Cite

Evidence Supporting Excellence

KS Hill - Journal of Nursing Administration, 2012 - journals.lww.com

... One Hospital's Use of Releasing Time to Care: The Productive Ward. ... Releasing time to care: The Productive Ward (RT2C) program is a bottom-up, leadership-enabled initiative where engineering science meets nursing art. ... All 2 versions Cite

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Productive Ward + Star Wards reduces length of stay by 20%
starwards.org.uk/...wards.../263-productive-ward--starwards-reduces...
8 Mar 2012 - Productive Ward + Star Wards reduces length of stay by 20%! ... a gardening group and a ward-based internet café, and the running of regular movie nights.

Releasing Time to Care - Productive Ward - DCHS Home
www.dchs.nhs.uk/.../...
File Format: PDF/Adobe Acrobat - Quick View

The benefits the 'Productive Ward' - Health Service Journal
www.hsj.co.uk/resource...productive-ward.../5033102.article
18 Aug 2011 - Releasing Time to Care: The Productive Ward was developed by the NHS
Institute for Innovation and Improvement as a way of applying the principles of lean ...

A systematic literature review of Releasing Time to Care: the Productive Ward
File Format: PDF/Adobe Acrobat - Quick View
25 Apr 2012 - O Releasing Time to Care: The Productive Ward programme Direct care
time was developed by the NHS Institute for Innovation and patient Safety. Improvement ...