

Reporting to:	Trust Board, 3 December 2015
Title	VMI Progress Update
Sponsoring Director	Mr Simon Wright - SaTH CEO
Author(s)	Cathy Smith - Trust VMI/KPO Lead
Previously considered by	N/A
Executive Summary	<p>This paper provides the Trust Board with an update of the five year transformation programme that aims to make SATH the safest hospital in the NHS. We aim to create the culture and provide the tools to enable sustainable continuous improvement across our organisation and beyond.</p> <p>SaTH has begun the implementation phase of our five year partnership with the Virginia Mason Institute (VMI). This accelerated transformation programme has been made possible, for five NHS Trusts, by the substantial funding from NHS England. The considerable support provided by the Trust Development Authority (TDA) and NHSI is demonstrated in a new agreement (compact) that describes a partnership approach to business and performance.</p> <p>There is considerable enthusiasm and appetite amongst the majority of the Trust's clinical and non-clinical staff to progress this transformational programme for the benefit of patients and their families. The Guiding team for this transformational work has been established and are taking responsibility for ensuring milestones and objectives are realised. Recruitment to establish the Kaizen Promotion Office (KPO) is well underway, and led by Cathy Smith, VMI/KPO Leader. The KPO Team will support the first rapid improvement event in January 2016.</p> <p>The first two value streams have been selected, and leaders identified; these are firstly the discharge process for respiratory patients and as the second value stream, 'Sepsis'. Both value streams offer significant opportunity for Trust wide learning.</p> <p>The Trust Board is asked to acknowledge the commitment and ambition of the partnership programme with VMI that aims to make SaTH the safest hospital in the NHS.</p>
Strategic Priorities	
1. Quality and Safety	<input checked="" type="checkbox"/> Reduce harm, deliver best clinical outcomes and improve patient experience. <input type="checkbox"/> Address the existing capacity shortfall and process issues to consistently deliver national healthcare standards <input type="checkbox"/> Develop a clinical strategy that ensures the safety and short term sustainability of our clinical services pending the outcome of the Future Fit Programme <input type="checkbox"/> To undertake a review of all current services at specialty level to inform future service and business decisions <input type="checkbox"/> Develop a sustainable long term clinical services strategy for the Trust to deliver our vision of future healthcare services through our Future Fit Programme
2. People	<input checked="" type="checkbox"/> Through our People Strategy develop, support and engage with our workforce to make our organisation a great place to work
3. Innovation	<input type="checkbox"/> Support service transformation and increased productivity through technology and continuous improvement strategies
4. Community and	<input type="checkbox"/> Develop the principle of 'agency' in our community to support a prevention

Partnership 5 Financial Strength: Sustainable Future	agenda and improve the health and well-being of the population <input checked="" type="checkbox"/> Embed a customer focussed approach and improve relationships through our stakeholder engagement strategies <input type="checkbox"/> Develop a transition plan that ensures financial sustainability and addresses liquidity issues pending the outcome of the Future Fit Programme
Board Assurance Framework (BAF) Risks	<input checked="" type="checkbox"/> If we do not deliver safe care then patients may suffer avoidable harm and poor clinical outcomes and experience <input type="checkbox"/> If we do not implement our falls prevention strategy then patients may suffer serious injury <input checked="" type="checkbox"/> If the local health and social care economy does not reduce the Fit To Transfer (FTT) waiting list from its current unacceptable levels then patients may suffer serious harm <input type="checkbox"/> Risk to sustainability of clinical services due to potential shortages of key clinical staff <input checked="" type="checkbox"/> If we do not achieve safe and efficient patient flow and improve our processes and capacity and demand planning then we will fail the national quality and performance standards <input checked="" type="checkbox"/> If we do not get good levels of staff engagement to get a culture of continuous improvement then staff morale and patient outcomes may not improve <input checked="" type="checkbox"/> If we do not have a clear clinical service vision then we may not deliver the best services to patients <input checked="" type="checkbox"/> If we are unable to resolve our (historic) shortfall in liquidity and the structural imbalance in the Trust's Income & Expenditure position then we will not be able to fulfil our financial duties and address the modernisation of our ageing estate and equipment
Care Quality Commission (CQC) Domains	<input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Effective <input checked="" type="checkbox"/> Caring <input checked="" type="checkbox"/> Responsive <input checked="" type="checkbox"/> Well led
<input type="checkbox"/> Receive <input type="checkbox"/> Review <input type="checkbox"/> Note <input type="checkbox"/> Approve	Recommendation The Trust Board is asked to acknowledge the commitment and ambition of the partnership programme with VMI that aims to make SaTH the safest hospital in the NHS.

**Transformation Programme (VMI) Update
Trust Board Meeting (03.12.15)**

1.0 Introduction

This paper provides the Trust Board with an update of the five year transformation programme that aims to make SATH the safest hospital in the NHS. We aim to create the culture and provide the tools to enable sustainable continuous improvement across our organisation and beyond.

2.0 Background

SaTH has begun the implementation phase of our five year partnership with the Virginia Mason Institute (VMI). This accelerated transformation programme has been made possible, for five NHS Trusts, by the substantial funding from NHS England. The considerable support provided by the Trust Development Authority (TDA) and NHSI is demonstrated in a new agreement (compact) that describes a partnership approach to business and performance.

3.0 Approach

Our approach is to learn from colleagues at the Virginia Mason hospital, Seattle who have achieved a culture of continuous improvement over a 13 year period demonstrating impressive clinical, experiential and financial outcomes. We will learn the Virginia Mason Production Method and reflect on our previous approach to improvement initiatives that often lacked long term support and/or sufficient engagement.

With this reflection in mind the implementation plan builds steadily over the five years. Two value streams will commence each year allowing focus and support to remain on the issues identified to be in urgent need of improvement. The continuous Plan Do Study Act (PDSA) cycles will be implemented by the staff responsible for the area/ work and supported by the specially trained transformation team (Kaizen Promotion Office, (KPO)) until they produce the desired results. In order to change the culture the new processes must become standard practice and be maintained by self-discipline.

3.1 Education and Training

Cathy Smith and Nick Holding have completed the advanced learn training programme with VMI obtaining certification in Seattle in early November 2015. We have a further funded place commencing in January 2016.

All guiding team members and David Evans (Accountable Officer for T&W CCG) have been inspired by their visit to the Virginia Mason hospital and the Institute in Seattle. We witnessed first hand a culture of engagement, innovation, continuous

improvement and life long learning all aimed at putting the patient first, and thereby improving safety, quality and experience within health services.

On 11th November 2015 we held our first Leadership orientation workshop, here at SaTH, led by Rhonda Stewart from VMI and attended by 25 colleagues from across the Trust. Members of the KPO will support those who attended to spread and use their learning. Many more staff will have the opportunity to attend similar workshops as our aim now is to repeat the workshops every 3 months.

3.2 Engagement and Pace

3.2.1 Guiding Board meetings

This is an overarching Chief Executive and TDA meeting, guiding the overall programme which Simon Wright is fully committed to supporting and is taking a leading role.

3.2.2 Guiding team meeting

With the established Guiding Board team, the meetings are supported by Kirsten Mecklenburg Turner from Virginia Mason who will act as coach to the guiding team for the next five years.

3.2.3 Values

The SaTH guiding team is committed to ensuring that the approach to the transformation work fits the climate in Shropshire and we achieve lasting change that is acceptable to our patients, staff and partner organisations, without losing the many elements and standard work of the VMI production system that makes it so successful.

3.2.4 Leadership behaviours

A fundamental element of the way we work in SaTH is reflected in our values:

- Proud to Care
- Make it happen
- We value respect
- Together we achieve

These values are now embedded in the way we see our organisation. Further work will aim to publish expected leadership behaviours that become equally embedded in our work therefore the KPO team will be working very closely with the workforce directorate to align both approaches.

3.2.5 Improvement work reflecting the principles of VMI

It is important that the improvement work already commenced within the Trust continues but increasingly reflects the principles and standard work of the VMI programme. Our staff members undertaking improvement work not directly related to the VMI programme will be invited to share their success and barriers at 'Stand

Up' reports due to commence in the new year supported by the KPO and guiding team.

3.3 Infrastructure

The Guiding team members have been identified as:

- Simon Wright
- Brian Newman
- Sarah Bloomfield
- Edwin Borman
- Tony Fox
- Debbie Kadum
- Adrian Osborne
- Cathy Smith (KPO Leader)
- Kirsten Mecklenburg Turner (Director, Transformation VMI)

Recruitment to establish the KPO team is well under way, and will provide:

- The expert knowledge to support the rapid improvement events for the value stream work.
- The expert knowledge to teach techniques at the leadership and orientation training
- Teach techniques and support departmental continuous improvements
- Support 1000 staff members to personally improve the care/experience of their patients in the first 12 months of the programme
- The KPO leader will deliver the lean for leaders programme for 20 selected leaders in 2016.

3.4 Communication and Media

The communication approach for regional and national updates is being co-ordinated by the TDA. Adrian Osborne, Director of Communication is part of the TDA group and is ensuring that our progress is shared appropriately.

Internally communication and the profile of this accelerated transformation programme is being managed through a variety of methods including:

- Staff focus groups
- Training sessions e.g. Orientation and leadership
- Executive Messages of the Week
- Weekly KPO update
- Local media coverage
- Stand up report outs (weekly and monthly)
- Regular agenda item on the Guiding Board agenda

3.5 Policy and Learning

Tony Fox, Guiding Team Member, will have within his transformation programme work a responsibility for helping to identify and resolve issues where current policy creates barriers to transformation. He will support the Medical Director and other members of the Guiding

Team to cascade the Virginia Mason approach to staff members, in particular medical colleagues.

Part of the extensive programme of work over the next few years will be to align our transformation work with Trust strategies to create the new state of continuous improvement.

4.0 Conclusion

There is considerable enthusiasm and appetite amongst the majority of the Trust's clinical and non-clinical staff to progress this transformational programme for the benefit of patients and their families. The Guiding team for this transformational work has been established and are taking responsibility for ensuring milestones and objectives are realised. The KPO will be established by the New Year (2016) and will support the first rapid improvement event in January. The first two value streams have been selected, and leaders identified; these are firstly the discharge process for respiratory patients and as the second value stream, 'Sepsis'. Both value streams offer significant opportunity for Trust wide learning.

5.0 Recommendation

The Trust Board is asked to acknowledge the commitment and ambition of the partnership programme with VMI that aims to make SaTH the safest hospital in the NHS.

Author: Cathy Smith – Trust VMI/KPO Leader

Date: November 2015