

<b>Reporting to:</b>	<b>Trust Board Meeting - 28.01.16</b>
<b>Title</b>	Transformation Programme (VMI) Update
<b>Sponsoring Director</b>	Mr Simon Wright - SaTH CEO
<b>Author(s)</b>	Cathy Smith - Trust VMI/KPO Lead
<b>Previously considered by</b>	N/A
<b>Executive Summary</b>	<p>This paper provides the Trust Board with the first update of 2016, a key year in our 5 year partnership transformation programme with Virginia Mason Institute (VMI). Together we aim to make SATH the safest hospital in the NHS by creating the culture and providing the tools to enable sustainable continuous improvement across our organisation and beyond.</p> <p>SaTH is one of five NHS Trusts on this accelerated transformation programme with VMI, made possible, with the substantial funding from NHS England, considerable support provided by the Trust Development Authority (TDA) and NHSI. This new partnership approach to business and performance is described in the agreement (compact) established by all partners.</p> <p>Value Stream #1: Discharge Pathway for the Respiratory Patient:</p> <p>This pathway has been chosen for our first value stream as we can see great opportunity to improve the patient experience for those admitted with respiratory disease to our service. 30% of all our emergency admissions to the Trust have a respiratory disease, and the majority of these patients are treated within Ward 27 at RSH and Ward 9 at PRH. Debbie Kadum (chief operating officer) is supporting this work as Executive Sponsor to the value stream Sponsor Team. The value stream Sponsor Team consists of experts from a multi-disciplinary background. They include:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Alison Trumper (Team Leader)</li> <li><input type="checkbox"/> Sarah Kirk</li> <li><input type="checkbox"/> Nonny Stockdale</li> <li><input type="checkbox"/> Dr Saskia Jones-Perrott</li> <li><input type="checkbox"/> Hazel Davies</li> <li><input type="checkbox"/> Victoria Jefferson</li> <li><input type="checkbox"/> Dr Koottalai Srinivasan</li> <li><input type="checkbox"/> Jill Dale</li> </ul> <p>The value stream work is supported by the Kaizen Promotion Office Team who ensure that the Virginia Mason Production System methodology is followed, which will maximise our opportunity for success. Direct observation has been completed over several hours on both sites, and four planning meetings have enabled us to create a picture of the current process (value stream). This provides the focus and discipline needed to run the sponsor development day on 25th January 2016 when a wider group of experts will identify areas for greater observation, including the Plan, Do, Study, Act cycle (PDSA), that will lead us very rapidly to initiating</p>

	<p>change within the pathway.</p> <p>Following on from Cathy Smith and Nick Holding's success at completing their advanced lean training (ALT) programme with the Virginia Mason Institute in Autumn 2015, Louise Brennan flies to Seattle on 25th January 2016 to commence her training and become our third KPO specialist.</p> <p>A great example of this type of improvement work has been the work to review the process for obtaining medication for patients to take home on day of discharge. Direct observation, analysis using methodology from the Virginia Mason Production System has led to the identification of the opportunity to reduce the process time for obtaining medication by 3 hours. The opportunities to embed this change and roll it out will now be considered by department leaders. We will be delighted to share a short presentation of this work at Trust Board (28.01.16).</p> <p>The Trust Board is asked:</p> <ol style="list-style-type: none"> <li>1. To acknowledge the continued commitment and ambition of the partnership programme with VMI to make SaTH the safest hospital in the NHS.</li> <li>2. To acknowledge the foundations in terms of our Kaizen Promotion Office, and the value team sponsor groups (clinical leaders taking this work forward) for the two value streams (respiratory discharge and pathway for patients with signs of sepsis).</li> <li>3. To note an open invitation to make contact with the KPO team and explore opportunities to take a closer look at this work.</li> </ol>
<p><b>Strategic Priorities</b></p> <ol style="list-style-type: none"> <li>1. Quality and Safety</li> <li>2. People</li> <li>3. Innovation</li> <li>4. Community and Partnership</li> <li>5. Financial Strength: Sustainable Future</li> </ol>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Reduce harm, deliver best clinical outcomes and improve patient experience.</li> <li><input type="checkbox"/> Address the existing capacity shortfall and process issues to consistently deliver national healthcare standards</li> <li><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</li> <li><input type="checkbox"/> To undertake a review of all current services at specialty level to inform future service and business decisions</li> <li><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</li> <li><input checked="" type="checkbox"/> Through our People Strategy develop, support and engage with our workforce to make our organisation a great place to work</li> <li><input type="checkbox"/> Support service transformation and increased productivity through technology and continuous improvement strategies</li> <li><input type="checkbox"/> Develop the principle of 'agency' in our community to support a prevention agenda and improve the health and well-being of the population</li> <li><input checked="" type="checkbox"/> Embed a customer focussed approach and improve relationships through our stakeholder engagement strategies</li> <li><input type="checkbox"/> Develop a transition plan that ensures financial sustainability and addresses liquidity issues pending the outcome of the Future Fit Programme</li> </ul>
<p><b>Board Assurance Framework (BAF) Risks</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> If we do not deliver <b>safe care</b> then patients may suffer avoidable harm and poor clinical outcomes and experience</li> <li><input type="checkbox"/> If we do not implement our <b>falls prevention</b> strategy then patients may suffer serious injury</li> <li><input checked="" type="checkbox"/> If the local health and social care economy does not reduce the <b>Fit To Transfer (FTT)</b> waiting list from its current unacceptable levels then patients may suffer serious harm</li> <li><input type="checkbox"/> Risk to <b>sustainability</b> of clinical services due to potential shortages of key</li> </ul>

	<p>clinical staff</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> If we do not achieve safe and efficient <b>patient flow</b> and improve our processes and capacity and demand planning then we will fail the national quality and performance standards</li> <li><input checked="" type="checkbox"/> If we do not get good levels of <b>staff engagement</b> to get a culture of continuous improvement then staff morale and patient outcomes may not improve</li> <li><input checked="" type="checkbox"/> If we do not have a clear <b>clinical service vision</b> then we may not deliver the best services to patients</li> <li><input checked="" type="checkbox"/> If we are unable to resolve our (historic) shortfall in <b>liquidity</b> and the structural imbalance in the Trust's <b>Income &amp; Expenditure</b> position then we will not be able to fulfil our financial duties and address the modernisation of our ageing estate and equipment</li> </ul>
<p><b>Care Quality Commission (CQC) Domains</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Safe</li> <li><input checked="" type="checkbox"/> Effective</li> <li><input checked="" type="checkbox"/> Caring</li> <li><input checked="" type="checkbox"/> Responsive</li> <li><input checked="" type="checkbox"/> Well led</li> </ul>
<p> <input type="checkbox"/> <b>Receive</b>    <input type="checkbox"/> <b>Review</b>  <input type="checkbox"/> <b>Note</b>      <input type="checkbox"/> <b>Approve</b> </p>	<p><b>Recommendation</b></p> <p>The Trust Board is asked:</p> <ol style="list-style-type: none"> <li>1. To acknowledge the continued commitment and ambition of the partnership programme with VMI to make SaTH the safest hospital in the NHS.</li>   <li>2. To acknowledge the foundations in terms of our Kaizen Promotion Office, and the value team sponsor groups (clinical leaders taking this work forward) for the two value streams (respiratory discharge and pathway for patients with signs of sepsis).</li>   <li>3. To note an open invitation to make contact with the KPO team and explore opportunities to take a closer look at this work.</li> </ol>

## Transformation Programme (VMI) Update Trust Board Meeting (28.01.16)

### 1.0 Introduction

This paper provides the Trust Board with the first update of 2016, a key year in our 5 year partnership transformation programme with Virginia Mason Institute (VMI). Together we aim to make SATH the safest hospital in the NHS by creating the culture and providing the tools to enable sustainable continuous improvement across our organisation and beyond.

### 2.0 Background

SaTH is one of five NHS Trusts on this accelerated transformation programme with VMI, made possible, with the substantial funding from NHS England, considerable support provided by the Trust Development Authority (TDA) and NHSI. This new partnership approach to business and performance is described in the agreement (compact) established by all partners.

### 3.0 Approach

Our journey of learning with colleagues from the Virginia Mason Hospital and Institute, Seattle, is now well underway, building on the inspirational visit, the Guiding Team were privileged to undertake back in the Autumn, and Cathy Smith and Nick Holding's advanced leaning training with the Institute, we are now in a position to share this learning more widely within the Trust.

The approach is a steady, vigorously planned embedding of the Virginia Mason production method tools into our own culture and infrastructure.

#### Value Stream #1 and 2#

##### Value Stream #1: Discharge Pathway for the Respiratory Patient

This pathway has been chosen for our first value stream as we can see great opportunity to improve the patient experience for those admitted with respiratory disease to our service. 30% of all our emergency admissions to the Trust have a respiratory disease, and the majority of these patients are treated within Ward 27 at RSH and Ward 9 at PRH. Debbie Kadum (chief operating officer) is supporting this work as Executive Sponsor to the value stream Sponsor Team. The value stream Sponsor Team consists of experts from a multi-disciplinary background. They include:

- Alison Trumper (Team Leader)
- Sarah Kirk
- Nonny Stockdale
- Dr Saskia Jones-Perrott
- Hazel Davies

- Victoria Jefferson
- Dr Koottalai Srinivasan
- Jill Dale

The value stream work is supported by the Kaizen Promotion Office Team who ensure that the Virginia Mason Production System methodology is followed, which will maximise our opportunity for success. Direct observation has been completed over several hours on both sites, and four planning meetings have enabled us to create a picture of the current process (value stream). This provides the focus and discipline needed to run the sponsor development day on 25<sup>th</sup> January 2016 when a wider group of experts will identify areas for greater observation, including the Plan, Do, Study, Act cycle (PDSA), that will lead us very rapidly to initiating change within the pathway.

Once these changes are implemented, the sustainability and success of these will be followed up with a 30, 60, 90 and 100 day report, complimented with support and challenge from the Executive Sponsor and oversight from the Trust Guiding Team.

### **3.1 Education and Training**

Following on from Cathy Smith and Nick Holding's success at completing their advanced lean training (ALT) programme with the Virginia Mason Institute in Autumn 2015, Louise Brennan flies to Seattle on 25<sup>th</sup> January 2016 to commence her training and become our third KPO specialist.

It is our intention to increase the skills within the Trust by looking for every opportunity to offer further ALT training places to our staff. A proposal is being submitted to the TDA for support to secure a fourth training place with VMI.

The Virginia mason Institute offer an opportunity to witness first-hand the culture of engagement, innovation, continuous improvement and lifelong learning, focussed on improving patient safety, patient experience and staff experience within the health care setting.

To accelerate the embedding of the VMI approach and the success of our first leadership orientation workshop in November 2015, we have now three further 1.5 day events at which our staff will learn and use skills in transforming care

To ensure the learning rapidly translates to improvements in patient care, the next cohort of colleagues will bring back outcomes and their experience of the process in the follow up session (day two) in order to share their successes and spread the learning.

### **3.2 Engagement and Pace**

#### **3.2.1 Guiding Board meetings**

The National Guiding Board Meetings provide an environment for candid discussion around how best to accelerate our learning from VMI within the 5 selected Trusts

and the wider NHS community. One of the outputs of this group will be an organised event early this year at which Gary Kaplan, CEO of Virginia Mason Hospital, will attend to share some of his experience.

### 3.2.2 Guiding team meeting

SaTH's Guiding Team Meetings are well established, supported by Kirsten Mecklenburg-Turner from Virginia Mason who continues to challenge and support in her role of coach to the Guiding Team. The success of the Guiding Team Meeting is now enhanced with the inclusion of Victoria Maher, Workforce Director, and Neil Nesbitt, Finance Director.

SaTH's Guiding Team members:

- Simon Wright
- Brian Newman
- Sarah Bloomfield
- Edwin Borman
- Debbie Kadum
- Adrian Osborne
- Cathy Smith (KPO Leader)
- Kirsten Mecklenburg Turner (Director, Transformation VMI)
- Neil Nesbitt
- Victoria Maher
- Peter Blythin

### 3.2.3 The Way we Work

The Guiding Team remains committed to ensuring that our approach to transforming care within the Trust compliments the climate within Shropshire. The work to review the 'way we work' within the Trust has been a great opportunity to align the VMI approach, ensuring that continuous improvement becomes a standard part of the work we do.

### 3.2.4 Leadership behaviours

The values (listed below) adopted by all SaTH employees is a great building block to further develop the leadership behaviours within the Trust, ensuring that the approach supports continuous improvement. These expected enhanced leadership behaviours will become explicit in documentation (Compact) for senior leadership and clinicians working within our Trust during this year, support by compact development experts Amicus.

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

### 3.2.5 Improvement work reflecting the principles of VMI

A great example of this type of improvement work has been the work to review the process for obtaining medication for patients to take home on day of discharge. Direct observation, analysis using methodology from the Virginia Mason Production System has led to the identification of the opportunity to reduce the process time for obtaining medication by 3 hours. The opportunities to embed this change and roll it out will now be considered by department leaders. We will be delighted to share a short presentation of this work at Trust Board (28.01.16).

### **3.3 Infrastructure**

We are delighted that the Kaizen Promotion Office team has been established and are supported by Laura Kavanagh, HR Business Partner, and Tricia Penney, Corporate Finance Manager:

- Cathy Smith – KPO Leader
- Nick Holding – KPO Specialist
- Louise Brennan – KPO Specialist
- Carla Webster – KPO Facilitator
- Richard Stephens – KPO Facilitator
- Rachel Hanmer – PA to KPO Team
- Tony Fox – KPO Medical Advisor

The KPO team 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 100 staff members to personally improve the care/experience of their patients in the first 12 months of the programme
- Educate 1000 staff members in the transforming care methodology (VMI)
- The KPO leader will deliver the lean for leaders programme for selected leaders during 2016/17.

### **3.4 Communication and Media**

Adrian Osborne, Director of Communication continues to lead SaTH's approach to internal and external communication of this accelerated transformation programme.

Methods include:

- National media Plan
- Local media Plan
- Monthly updates to the Trust Board
- Weekly KPO newsletter

### **3.5 Policy and Learning**

Victoria Maher and Tony Fox, Guiding Team Members, have a responsibility for helping to identify and resolve issues where current policy recreates barriers to transforming care.

This work will become increasingly important as the extensive programme of work over the next few years align our transforming care work with Trust strategies, creating an enhanced state of continuous improvement.

#### **4.0 Conclusion**

It is wonderful to see considerable enthusiasm and appetite from our staff for progressing this transforming care programme into reality for the benefit of patients and their families. The Guiding Team continues to take responsibility for ensuring milestones and objectives are realised, the first of which was ensuring that the KPO team was established early in the New Year (2016), and that our first Sponsor Development Day, leading to improvement work is scheduled in January (25<sup>th</sup>) 2016.

Work has now begun on the second value stream, the pathway for the septic patient and with leaders of this work identified and a update will be provided to the board next week..

#### **5.0 Recommendation**

The Trust Board is asked:

1. To acknowledge the continued commitment and ambition of the partnership programme with VMI to make SaTH the safest hospital in the NHS.
2. To acknowledge the foundations in terms of our Kaizen Promotion Office, and the value team sponsor groups (clinical leaders taking this work forward) for the two value streams (respiratory discharge and pathway for patients with signs of sepsis).
3. To note an open invitation to make contact with the KPO team and explore opportunities to take a closer look at this work.

**Author:** Cathy Smith – Kaizen Promotion Office Lead (SaTH)  
Transforming Care in partnership with the Virginia Mason Institute

**Date:** January 2016