



TRANSFORMING
CARE
INSTITUTE

The Shrewsbury and Telford Hospital



NHS Trust



Simon Wright joined The Shrewsbury and Telford Hospital NHS Trust (SaTH) as Chief Executive in September 2015. Here he explains how the Trust is benefitting from compacts, experiences of working with the Virginia Mason Institute and how SaTH has begun its journey of improvement

How has the Trust begun its journey of improvement?

We feel proud and privileged as a Trust to be part of this exciting partnership. Our larger scale change programme began earnest in January when we launched our first Value Streams. So far we have begun two Value Streams – one focusing on Respiratory Discharge and the other on supporting patients with Sepsis.

Our organisation is about to take huge strides forward in clinical leadership and genuine involvement at all levels of the Trust and it's an exciting time at the Trust.

What are your experiences of a compact?

The NHS Improvement/TRUST compact has changed the relationship between regulator and provider. It means the approach to performance



becomes an opportunity to improve and work together to raise standards.

The approach allows more candid debates on often difficult subjects and allows both sides to flag any approaches which are at odds with a philosophy designed to be constructive and helpful.

This maturing in relationships has been commented upon by other teams who have not been party to the compact discussions and led to the Sustainability and Transformation Plan (STP) in

Shropshire, Telford & Wrekin looking to draw down on this process to secure the psychological contract needed to bind this vehicle of collaboration together.

This 'mayflower' agreement established the rules for engagement and work to create one system with a single unified agenda and approach to solving some very tricky and long established challenges. Whilst this is only the beginning as a process it has proved very useful and frames the discussions with

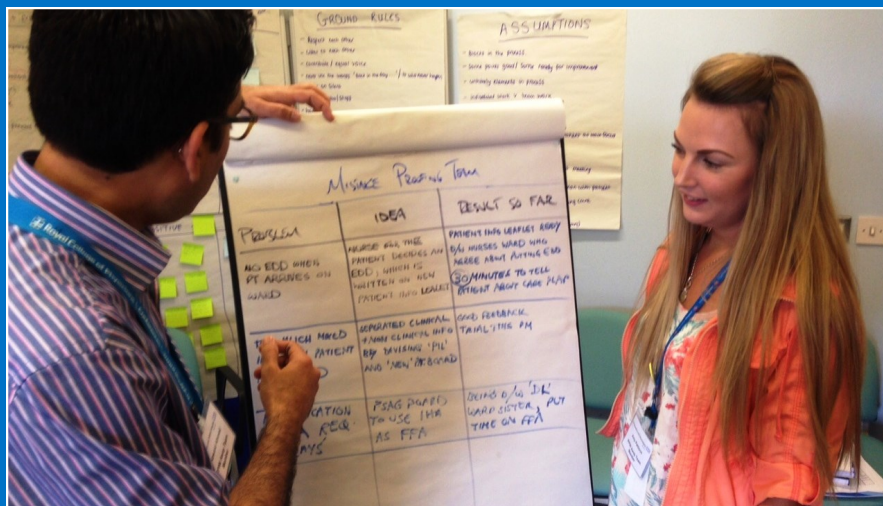
each STP Board having the opportunity to reflect on the agreed behaviours and outcomes agreed in the compact session. As a Trust we began workshops last year with our workforce to establish a generic leadership compact which recognises the relationships between team leaders and senior leaders and how they interact. For our organisation it is important this approach also references the Trust Values and ensures that the manner in which we will innovate, transform, manage, control and hold to account our people reflect this strong 'behavioural pact'.

How has the partnership been received at your Trust?

Placing our patients first and designing our services to be the safest and kindest in the NHS is our aim. It's an ambitious statement but I feel our staff can deliver on this challenge and our patients deserve this of us.



At a local level I am delighted by the energy and engagement of our staff involved in the first Value Streams. We've seen



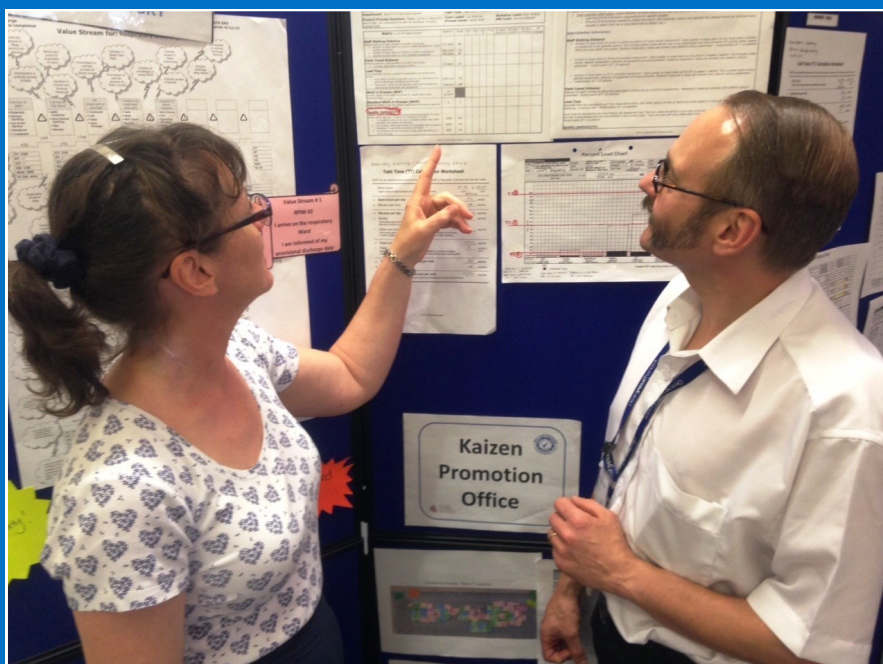
some real positives for our respiratory patients and those presenting with signs and symptoms of Sepsis.

Our Virginia Mason Sensei has told us that our first two RPIWs have seen extraordinary results. We might not always see such good results but it's pleasing that we've started so well and the challenge for each of the Value Streams is to maintain performance over the 90-days. As a Trust we're also seeing some real improvements in key areas that support the journey we're on. For

example, we're the third most improved Trust in the country in the latest survey of Adult Inpatients carried out by the Care Quality Commissions (CQC).



This is just the start of our journey of improvement but I'm delighted with how it's begun and look forward to more staff getting involved as we continue our journey to providing the safest and kindest care in the NHS.



How are you taking ownership of the work you are doing at SaTH?

In a relatively short space of time we have come a long way, and in September 2016 we reached another milestone with the launch of our Transforming Care Institute (TCI).

We knew, when we started our partnership with Virginia Mason, that we would want to take over the ownership of the work we are doing—to make it SaTH's way of doing things. With that in mind, we set ourselves a target of sharing with 1,000 of our people the work and having 100 people directly involved in it. To date, we have exposed more than 1,000 people to the work and have nearly 300 colleagues directly involved. We set ourselves ambitious targets, but we have exceeded them.

As we make these changes—and these include the significant changes to our organisational design through our Sustainable Services programme, which compliments the work we are doing with Virginia Mason—and as the boundaries

between that work start to blur, it is important we have our own identity; that we begin to move

away from referencing Virginia Mason and say 'this is SaTH's way of doing things'.

We wanted to make sure all the changes we are making are captured under one umbrella that represents our organisation

and that is how the TCI was born.

The Institute itself is based in the Copthorne Building at the Royal Shrewsbury Hospital. All of our innovation and change work will now be housed in the TCI, and it

was great to see so many colleagues and partners taking the chance yesterday to have a tour of the building, which includes classroom space and a lecture theatre.

But the power of what we are doing is not the facility and it

does not rest on people like me; it is in the frontline staff who are doing this work and



The lecture theatre at the TCI



The Resource Room at the TCI



Sally Hodson checks out the Resource Room



Zoe Day and Clare Walsgrove take a tour

making it happen.

The thing that strikes me most about the work of Virginia Mason is the passion of its staff to deliver change. It is everywhere within the organisation. That level of real excitement is something that is so special to myself and other members of the Board and it is something that we are definitely seeing here.