

Paper 7

<p>Recommendation</p> <p><input type="checkbox"/> DECISION</p> <p><input checked="" type="checkbox"/> NOTE</p>	<p>Trust Board</p> <p>is asked to note the sustained improvements from the first value stream helping respiratory patients to get home on average two days earlier, that both scheduled and unscheduled care groups have held launch days with ward managers to spread the learning and develop standard work across all wards.</p> <p>The KPO Team reports exceptional engagement from staff in the work and are increasing the training offered in an attempt to match this demand.</p> <p>Training for all junior doctors commences in August and additional lean training is planned due to a waiting list in excess of over 100 staff wishing to commence the Lean for Leader training.</p> <p>Overall the programme is on schedule to training 5000 staff in 5 years.</p> <p>The Guiding Team are aware of the challenge faced by the KPO Team to meet demand.</p>
<p>Reporting to:</p>	<p>Trust Board</p>
<p>Date</p>	<p>30 August 2018</p>
<p>Paper Title</p>	<p>Transforming Care Update – July 2018</p>
<p>Brief Description</p>	<p>Our TCPS work has saved over 3,770 miles a year of clinical staff walking, which equates to approximately 944 hours of time released back for patient care each year, alongside 57,000 safer patient journeys.</p> <p>We currently have eight Value Streams underway, releasing our people to identify and implement the changes necessary to improve care. These Value Streams are looking at the areas of highest risk facing the Trust, our learning from the first value streams teaches us that the performance improvement can be achieved and sustained with relentless application of the TCPS methodology.</p> <p>These improvements and many more implemented by our Lean Leaders, and staff using Every Day Lean Ideas are regularly shared and celebrated at Friday's Staff Kaizen Huddles. The challenge now is to maximise the learning and meet the demand from our staff to use the Transforming Care Production System (TCPS) methodology for all our improvement work.</p> <p>It appears that our organisation is taking huge strides towards genuine staff involvement at all levels across the Trust.</p>
<p>Sponsoring Director</p>	<p>Simon Wright - CEO</p>
<p>Author(s)</p>	<p>Cathy Smith – KPO Lead</p>
<p>Recommended / escalated by</p>	<p>Simon Wright - CEO</p>
<p>Previously</p>	<p>Regular update required by Trust Board</p>

considered by	
Link to strategic objectives	Safest and kindest
Link to Board Assurance Framework	Delivery of Transforming Care Methodology: Objective 29 29. Continue rolling out TCI lean methodology across the organisation
Outline of public/patient involvement	Patients are supporting this work through co-design at Rapid Process Improvement Weeks, supporting national sharing events, attending reports outs and undertaking sponsor/team member roles for particular value streams.
Equality Impact Assessment	<p><input checked="" type="radio"/> Stage 1 only (no negative impacts identified)</p> <p><input type="radio"/> Stage 2 recommended (negative impacts identified) * EIA must be attached for Board Approval</p> <p><input type="radio"/> negative impacts have been mitigated</p> <p><input type="radio"/> negative impacts balanced against overall positive impacts</p>
Freedom of Information Act (2000) status	<p><input type="radio"/> This document is for full publication</p> <p><input checked="" type="radio"/> This document includes FOIA exempt information</p> <p><input type="radio"/> This whole document is exempt under the FOIA</p>

Transforming Care Production System Outcomes

Helping patients get home sooner



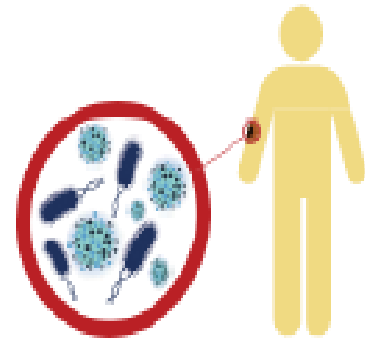
0% defect maintained at 60 days as Ward 21 and WMAS staff successfully collaborate to eliminate inappropriate transport requests



Kinder care Respiratory patients going home 2 days sooner. Staff meet to share and spread standard work across the Trust



PRH Theatres collaborate with Stores to reduce interruptions to theatre lists



Sepsis Champions lead roll out of sepsis boxes / trolleys to reduce the time to give the Sepsis bundle, learning from PRH AMU's work in our continued effort to reduce deaths from Sepsis

Recruitment Value Stream



The Recruitment Value Stream has delivered and sustained significant reductions in the length of time processes take to advertise and recruit into posts



Providing better information and recruitment experience to future staff, almost halving the time from vacancy to first day in the job

RPIW #7 Skill Alignment



The team now focus their attention on better alignment of registered nurses skills exploring new models of staffing and utilisation of skills



Ward 25 have been the genba for the first RPIW with a new therapy role commencing in September 2018 and release of time to care

Collaborating on our journey to be safest and kindest

Transforming Care Production System Outcomes

Leadership – Lean Leader releases £1.8million Waste Removed



Mistaking Proofing the Supplies Catalogue

Completed: 28/06/18

Issue: 10-Revised

Pathology Stores

Consumables Ordering Catalogue

This catalogue identifies all items that can be ordered via NHS Supply Chain (for GPs) OR Oracle iProc for SATH in product type order.

If you have any problems with logging in/connection or wish to register please email Mark Watkin on m.watkin@nhs.net with your full name, department or GP Practice, email address and contact phone number. If you wish to enquire about any of the items/orders or report any item that is missing please contact the stores direct on: **01743 261000 ext: 3293**

***** Please do not order over the order limit *****

News:
Revised Pathology Catalogue

Removed	Alternative
RSHPKBD029	RSHPKBD023
RSHPKCA003	RSHPKBD025
RSHPWJM007	RSHPWJM006
RSHPWJM019	RSHPWJM011
RSHPWJM015	RSHPWJM009
RSHPWJM001	RSHPKBD030

Vacurette Yellow/White 454205 Cap Serum Sep Clot (ITU ONLY) - 454205 - KFK383 - RSHPKBD021
Supplier code: KFK383 - **Order Limit: 8 ** ITU ONLY ****
Category: Laboratory & Pathology bottles and containers Stores Location: PL-E2-2
Order code: RSHPKBD021 Unit of issue: 1 x Pack Of 50 Items

Vacurette Blood Transfer Unit (Pink Container) RSHPKBD022
Supplier code: 458225 - **Order Limit: 0**
Category: Laboratory & Pathology bottles and containers Stores Location: PL-E1-4
Order code: RSHPKBD022 Unit of issue: 1 x Pack Of 100 Items

Vacurette 4ml Lithium Heparin with Gel - 454083 ** RSH RENAL ONLY ** - RSHPKBD023
Supplier code: 454083 - **Order Limit: 8 ** RENAL ONLY ****
Category: Laboratory & Pathology bottles and containers Stores Location: PL-E2-2
Order code: RSHPKBD023 Unit of issue: 1 x Pack Of 50 Items

Vacurette 2ml 3.2% Buffered Citrate Blue / White Screw Cap - 454321 - RSHPKBD024
Supplier code: 454321 - **Order Limit: 0**
Category: Laboratory & Pathology bottles and containers Stores Location: PL-E2-2
Order code: RSHPKBD024 Unit of issue: 1 x Single Item

Vacurette 8ml NH Trace Elements Sodium Heparin Dark Blue Cap / Black Ring - 456080 - RSHPKBD025
Supplier code: 456080 - **Order Limit: 10**
Category: Laboratory & Pathology bottles and containers Stores Location: PL-E2-2
Order code: RSHPKBD025 Unit of issue: 1 x Single Item

Vacurette 5ml EDTA K2 GEL white cap/yellow ring ridged - RSHPKBD026
Supplier code: 458211 - **Order Limit: 0**
Category: Laboratory & Pathology bottles and containers Stores Location: PL-E2-3
Order code: RSHPKBD026 Unit of issue: 1 x Single Item

Vacurette Black Cap 729070 2.75ml ESR Enclosed Plastic (PP) - 729070 ** RJA ONLY ** - RSHPKBD012
Supplier code: 729070 - **Order Limit: 8 ** RJA ONLY ****
Category: Laboratory & Pathology bottles and containers Stores Location:
Order code: RSHPKBD012 Unit of issue: 1 x Pack Of 50 Items

Engagement – TCPS adopted by Procurement Team Productivity Gains

62% reduction picking time – location changes (standard work)

66% reduction in value of stock held (just in time ordering)

65% Reduction of defective orders in the pathology catalogue

38% Reduction in time – stock replenishment – set up reduction applied

10% reduction picking errors – mistake proofing applied

13% reduction in pathology stock using kanbans

Lean Leader Paula Davies, Head of Procurement leads her team on a very successful lean journey, and is now seeing the results, achieving a waste reduction totalling over **£1.8million**.



Transforming Care Production System – Value Streams

Value Stream #1 Care Group Discharge Standard Work

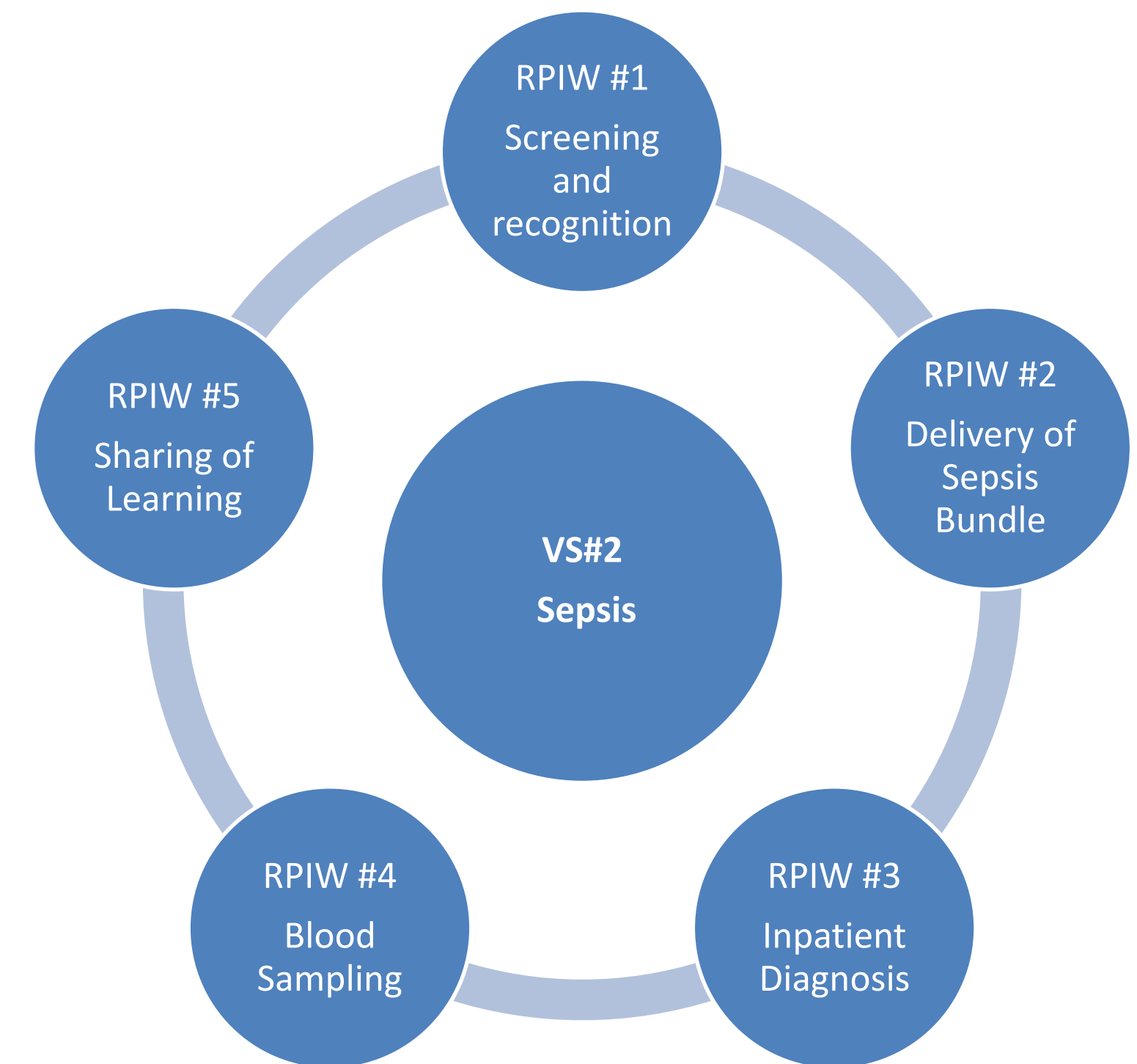
Respiratory Value Stream learning shared and spread by unscheduled and scheduled care groups



- Colleagues buddy to share learning and develop standard work
- Respiratory patients home 2 days sooner

Value Stream #2 Sepsis

SaTH Teams working collaboratively to ensure that when a patient arrives with signs and symptoms of Sepsis, that they receive all elements of the Sepsis bundle in a timely and effective manner



- Sepsis Champions
- E-learning launched
- Pathway developed
- Creation of the Sepsis trolley

Transforming Care Production System – Value Streams

Value Stream #3 Recruitment

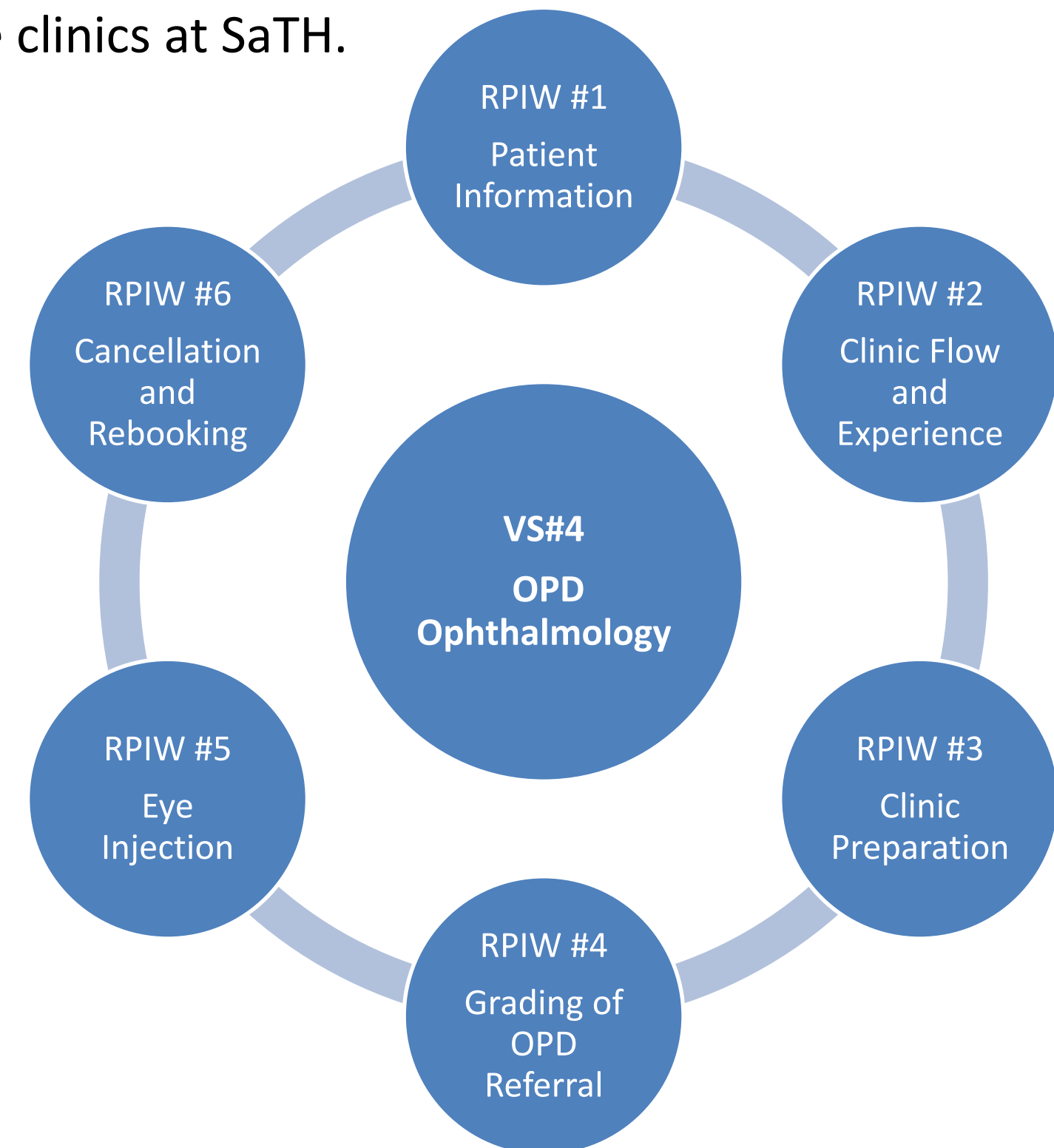
SaTH Teams working collaboratively to improve the recruitment process for the ward area that has a vacancy, and for the candidate who wishes to come and work at SaTH.



- **Improved approval process:** 82% reduction (63 days) in length of time from approval to vacancy advertised
- **Faster Recruitment:** 56 less days from a vacancy identified to applicants first day
- **Quicker Offer:** 2 ½ days from interview to written offer (64% improvement)

Value Stream #4 OPD Ophthalmology

SaTH Teams working collaboratively to improve the quality of our patients' experience when attending our eye clinics at SaTH.

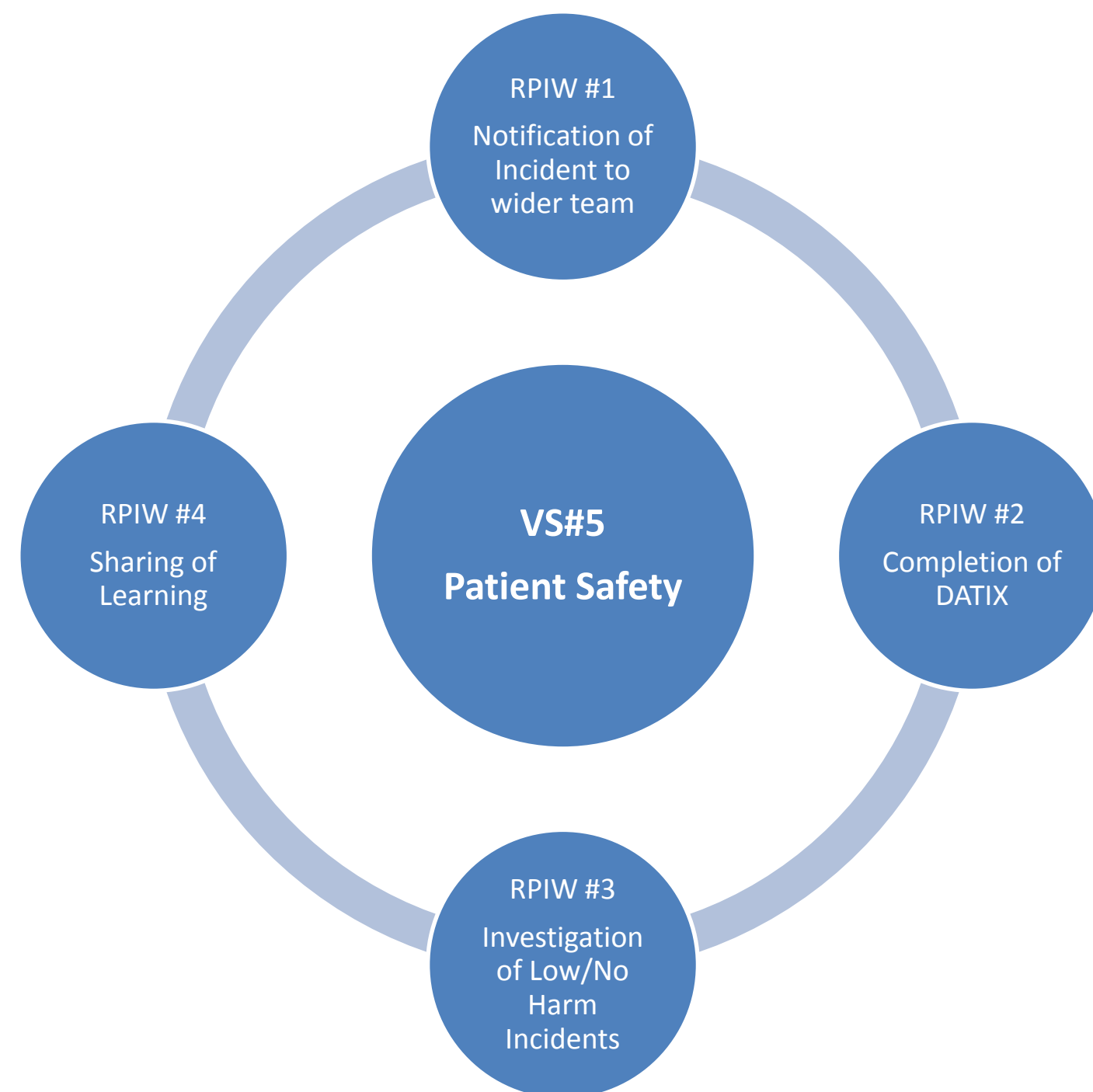


- **Less confusion:** Multiple versions of appointment letter removed
- **Protecting patient time with clinician:** 0% interruptions
- **Less delays:** 47% reduction in the number of times letters to patient are delayed

Transforming Care Production System – Value Streams

Value Stream #5 Patient Safety

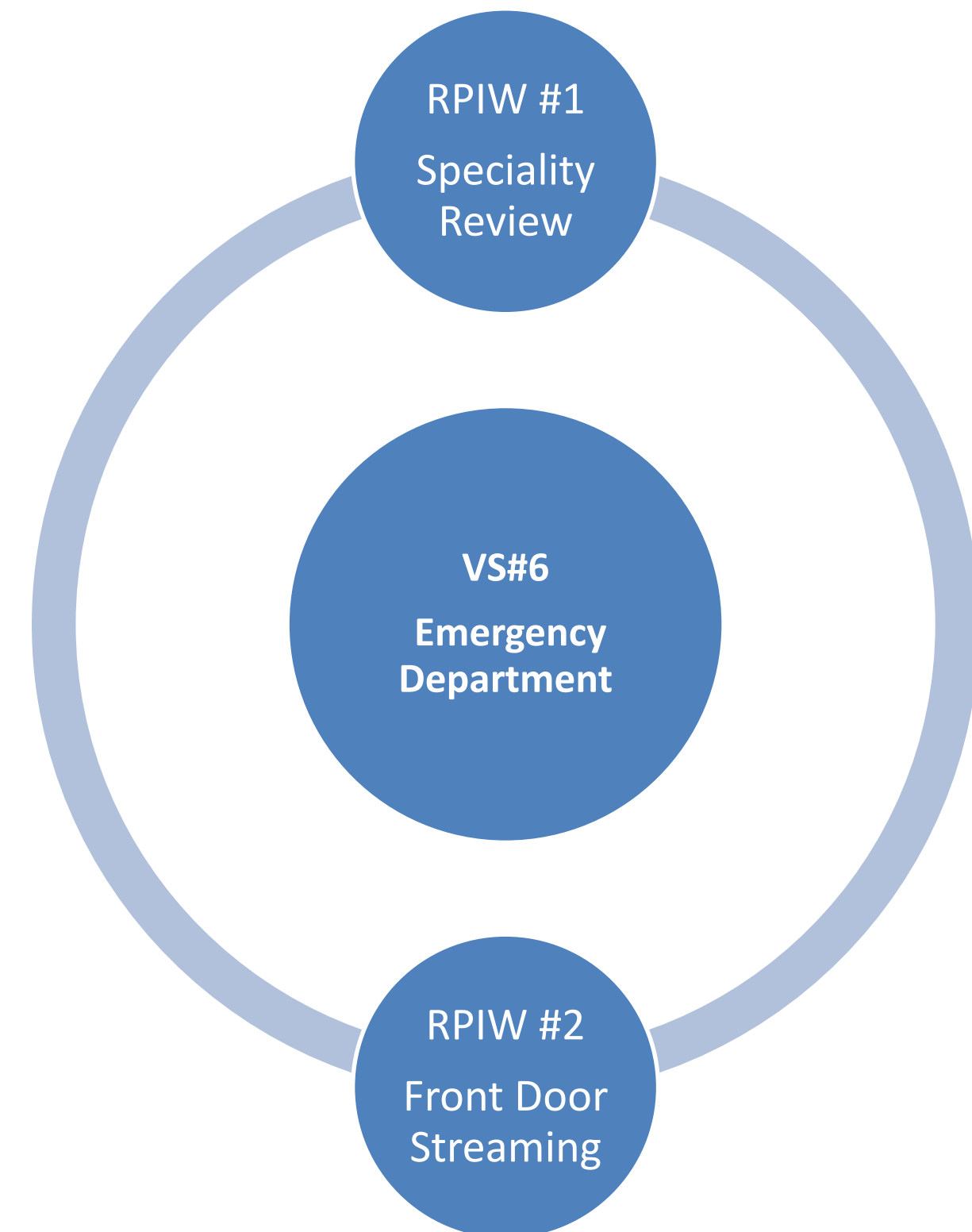
SaTH Teams working collaboratively to improve the processes for our staff and patients when actual or potential harm events happen.



- **Quicker identification of incidents:** 73% reduction in time taken to report incident
- **Faster review:** Over 100 days removed from process (85% improvement)
- **More timely feedback to patients:** It did take 191 days, now its 52 days

Value Stream #6 Emergency Department

SaTH Teams working collaboratively to improve the patient experience when they attend the Emergency Department

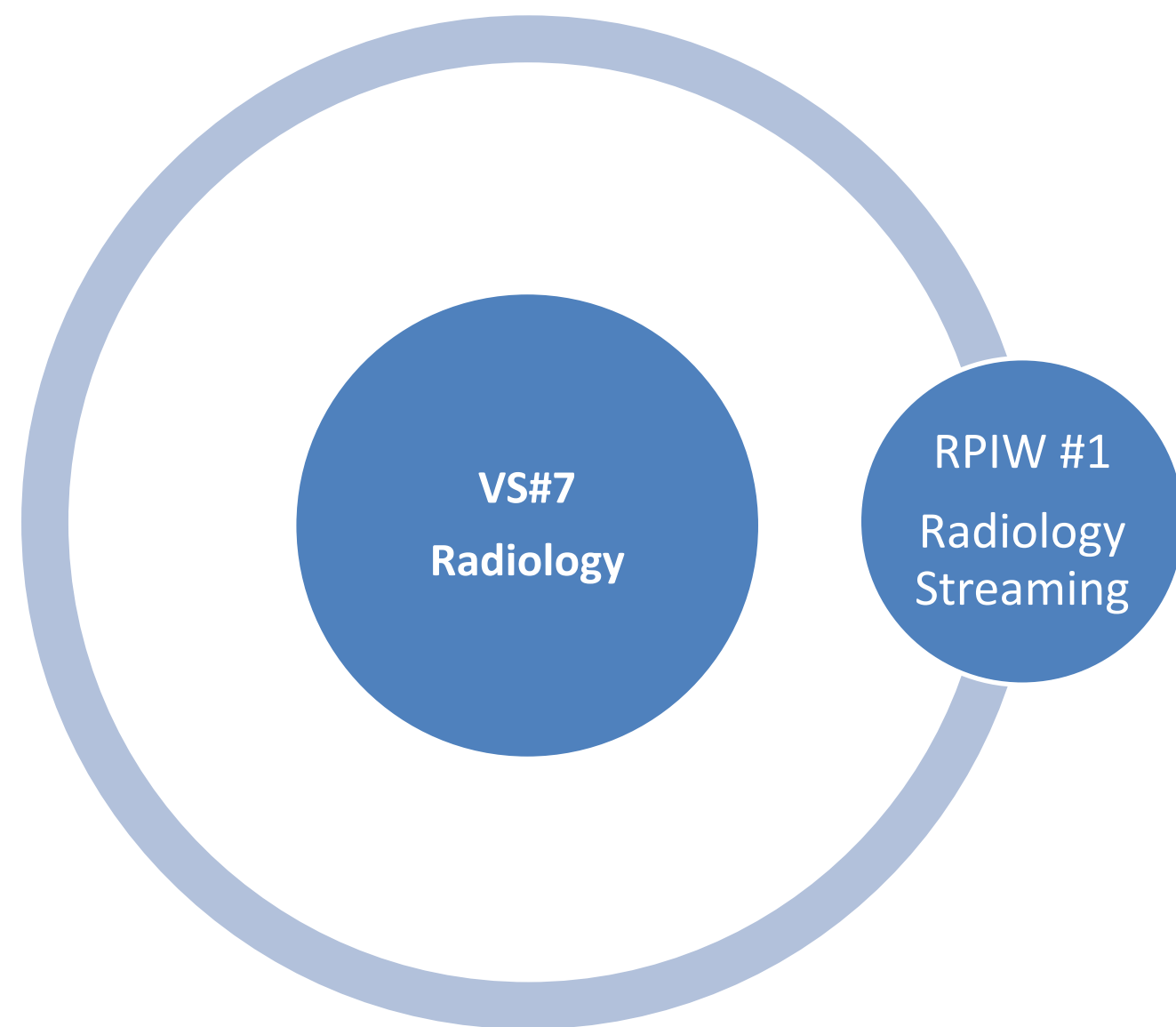


- **Reduction** in time waiting for specialty review
- **Collaboration** with NHSI and WMAS
- Patient arriving by ambulance enter a **new** rapid assessment process
- **Better** staff experience reported

Transforming Care Production System – Value Streams

Value Stream #7 Radiology

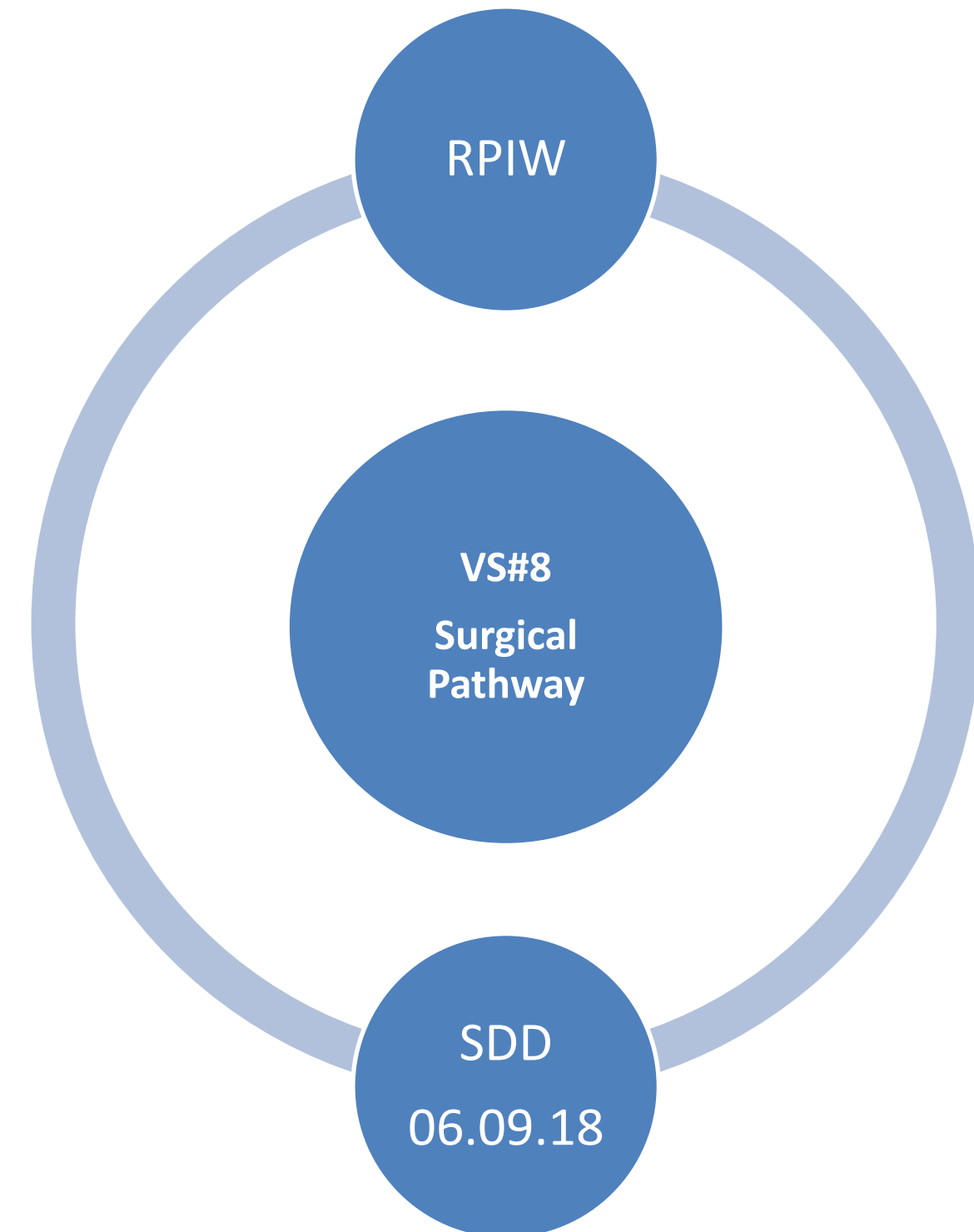
SaTH Teams working collaboratively to improve the processes when a patient requires a CT scan as part of their colorectal care plan



- **Significant** reduction in time taken to vet CT requests
- **Significant** reduction in incomplete CT request cards received in OPD
- **5S strategy** for safer and more organised environments applied with success

Value Stream #8 Surgical Pathway

SaTH Teams working collaboratively to improve the processes when a patient requires surgery as part of their MSK and/or urological care plan



- **Significantly improved** staff experience of using / working in theatre stores
- **Reduction** in the interruptions to theatre cases to obtain supplies
- **Collaboration** with Stores Team to improve stock management

TCPS Status and Challenges: July 2018

Aligning Organisational Objectives

Trust Strategy



Transforming Care Institute



Values



Infrastructure & Resource

- 8 Advanced Lean Trainees have completed Session #1. They will use their learning to make improvements and teach others
- KPO Apprentice has been appointed and will support the growing demand for KPO support
- Ways to increase capacity of the KPO will be agreed at September 2018 Guiding Team Meeting. The demand for support with improvement work is now greater than capacity

The Cultural Journey

- The Culture Assessment Tool (CAT) report assessments highlights the increased engagement of staff involved in improvement through our TCPS work.
- It also highlights the negative impact of the lack or delay in opportunity to be involved in the TCPS.
- Therefore ways to accelerate opportunities for all staff to be involved are being developed

Wider Leadership Programme Integration

- Over 100 staff members are wishing to undertake the Lean for Leaders programme. New dates with larger cohorts will enable acceleration of this training programme.
- An annual individualised improvement goal will be added to the appraisal documentation
- All new Consultant posts will identify a PA for improvement and a requirement to demonstrate use of TCPS

Trust Board members are asked to note that:

- Over 2987 staff educated in TCPS
- Over 835 staff regularly using TCPS to make improvements
- 8th Value Stream (Surgical Pathway) will be launched in September 2018 ahead of schedule
- The methodology is being used to support development of new ward staffing models
- All 90 FY1 and FY2's will receive TCPS methodology training to support their Quality Improvements (QI) projects – an acceleration of the work to respond to staff requests

