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.

The KPO Team reports exceptional engagement from staff in the work and are increasing the training offered in an attempt to match this demand.

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.

Overall the programme is on schedule to training 5000 staff in 5 years.

The Guiding Team are aware of the challenge faced by the KPO Team to meet demand.

Reporting to: Trust Board

Date 30 August 2018

Paper Title Transforming Care Update – July 2018

Brief Description 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.

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.

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.

It appears that our organisation is taking huge strides towards genuine staff involvement at all levels across the Trust.

Sponsoring Director Simon Wright - CEO

Author(s) Cathy Smith – KPO Lead

Recommended / escalated by Simon Wright - CEO

Previously Regular update required by Trust Board
<table>
<thead>
<tr>
<th>considered by</th>
<th>Safest and kindest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Link to strategic objectives</td>
<td>Delivery of Transforming Care Methodology: Objective 29</td>
</tr>
<tr>
<td></td>
<td>29. Continue rolling out TCI lean methodology across the organisation</td>
</tr>
<tr>
<td>Link to Board Assurance Framework</td>
<td></td>
</tr>
<tr>
<td>Outline of public/patient involvement</td>
<td>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.</td>
</tr>
<tr>
<td>Equality Impact Assessment</td>
<td>☑️ Stage 1 only (no negative impacts identified)</td>
</tr>
<tr>
<td></td>
<td>☑️ Stage 2 recommended (negative impacts identified)</td>
</tr>
<tr>
<td></td>
<td>☑️ EIA must be attached for Board Approval</td>
</tr>
<tr>
<td></td>
<td>☑️ negative impacts have been mitigated</td>
</tr>
<tr>
<td></td>
<td>☑️ negative impacts balanced against overall positive impacts</td>
</tr>
<tr>
<td>Freedom of Information Act (2000) status</td>
<td>☑️ This document is for full publication</td>
</tr>
<tr>
<td></td>
<td>☑️ This document includes FOIA exempt information</td>
</tr>
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<td></td>
<td>☑️ This whole document is exempt under the FOIA</td>
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</tbody>
</table>
Helping patients get home sooner

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.

Author: Cathy Smith, KPO Lead
July 2018
Leadership – Lean Leader releases £1.8million

Waste Removed

Defects
Overproduction
Time
Non-Utilized Talent
Transportation
Inventory
Motion
Extra-Processing

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.

Mistaking Proofing the Supplies Catalogue
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

Author: Cathy Smith, KPO Lead
July 2018
**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
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

<table>
<thead>
<tr>
<th>Aligning Organisational Objectives</th>
<th>Infrastructure &amp; Resource</th>
<th>Wider Leadership Programme Integration</th>
<th>Embedding one improvement methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust Strategy</td>
<td>• 8 Advanced Lean Trainees have completed Session #1. They will use their learning to make improvements and teach others</td>
<td>• 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.</td>
<td>• 5S strategies for improving the safety and efficiency of our environments, are embedding in over 80 areas across the Trust.</td>
</tr>
<tr>
<td>Transforming Care Institute</td>
<td>• KPO Apprentice has been appointed and will support the growing demand for KPO support</td>
<td>• An annual individualised improvement goal will be added to the appraisal documentation</td>
<td>• The energy and commitment of our staff undertaking this work is impressive.</td>
</tr>
<tr>
<td>Values</td>
<td>• 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</td>
<td>• All new Consultant posts will identify a PA for improvement and a requirement to demonstrate use of TCPS</td>
<td>• Many share their improvement work at the Staff Kaizen Huddle on a Friday. Those attending often remark on the sense of pride with which staff present their work.</td>
</tr>
</tbody>
</table>

### 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

### 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