

Paper 5

Recommendation	Trust Board
	<div><div><input type="checkbox"/> DECISION</div><div><input checked="" type="checkbox"/> NOTE</div></div> <div><div>is asked to note</div><div><div><div>➤</div><div>the Transforming Care Institute’s commitment to supporting the Sustainable Services Team to apply the Transforming Care Production System methodology in their future work.</div></div><div><div>➤</div><div>the support to use the 3P event in Spring 2019 needed to help model future function of SaTH services.</div></div><div><div>➤</div><div>continued engagement of our staff in the application of 5S across the Trust</div></div><div><div>➤</div><div>emergence of several improvements in patient experience following the application of the methodology</div></div><div><div>➤</div><div>new cohorts of lean for leaders bringing up to 200 leaders applying the methodology</div></div><div><div>➤</div><div>SaTH’s Guiding Team commitment to holding the National Sharing Event in June 2019</div></div></div></div>
Reporting to:	Trust Board
Date	25 October 2018
Paper Title	Transforming Care Update – October 2018
Brief Description	<div><div>This paper provides a monthly update of the progress of the Transforming Care Production System in partnership with Virginia Mason Institute.</div><div>The engagement of our staff has ensured that the milestones in terms of training and educating our staff remain on target. We now see evidence of staff using the methodology to address organisational challenges and there is an opportunity to really grasp the methodology to increase the speed at which we address the challenges that lie within our own sphere of influence.</div><div>Patient experience and safety remains the fundamental reason for the application of this methodology whilst we also recognise the opportunity for better utilisation of our resources.</div></div>
Sponsoring Director	Simon Wright - CEO
Author(s)	Cathy Smith – KPO Lead
Recommended / escalated by	Simon Wright - CEO
Previously considered by	Regular update required by Trust Board
Link to strategic	Safest and kindest

objectives	
Link to Board Assurance Framework	<p>Delivery of Transforming Care Methodology: Objective 29</p> <p>29. Continue rolling out TCI lean methodology across the organisation</p>
Outline of public/patient involvement	<p>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.</p>
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)</p> <p>* 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

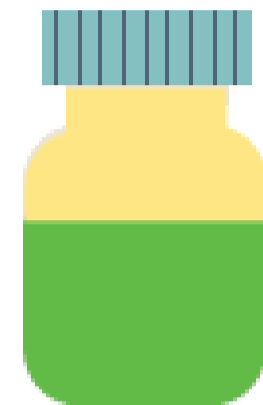
Improving safety and efficiency of medicine rounds



Patients benefit from Ward 32 applying 5S to reduce delays in providing their medicines



Ward 25 claim 365 hours a year back to direct care



Ward 25 staff inspired to 5S their drug trolley to reduce interruptions to their drug rounds



Staff reduce the potential for medicine administration errors

What our staff are telling us

Mandie Esp, Ward Manager for Ward 25 and RPIW Process Owner reported:



“Our first target was our handover time. This has been reduced by half, from 40 minutes to 20 minutes. This allows a safety huddle at the start of each shift to take place, and also frees up our healthcare’s time to prepare our patients that are ready for breakfast....”

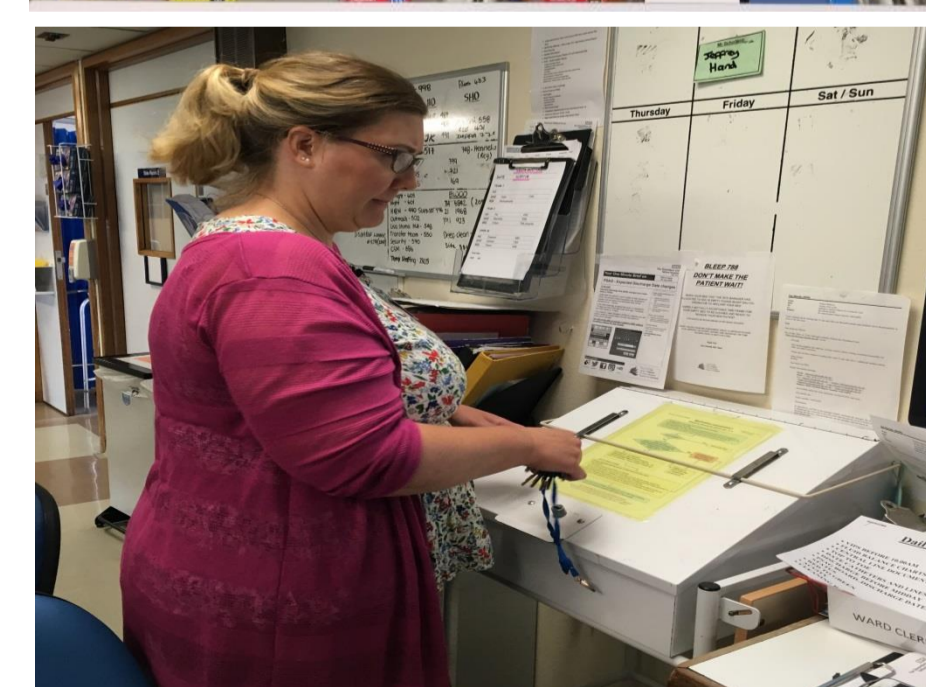
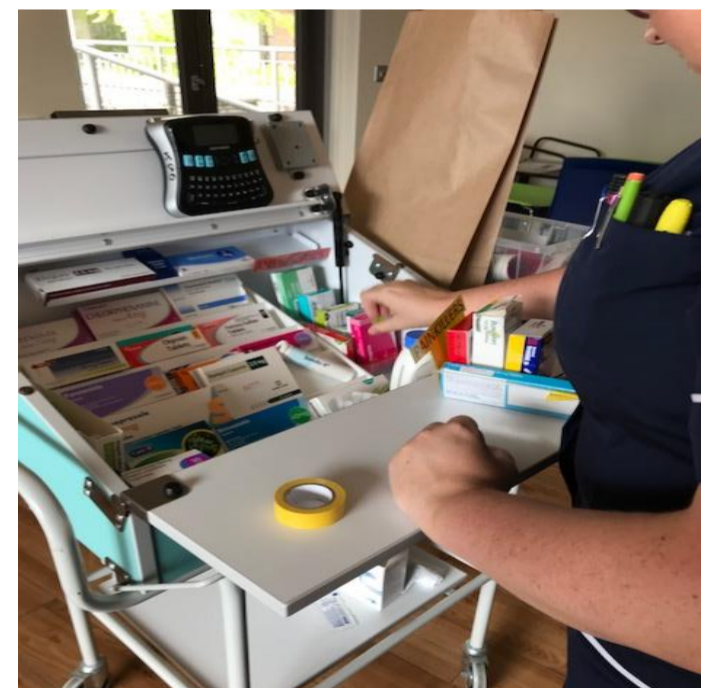


Her comments relating to the 5S Drug Trolley included... *“The impact of this improvement has been significant as patients are now receiving their drugs in a timely fashion”*



“Our third major improvement incorporated the use of a production board which shows our daily patient flow. This has resulted in the ward no longer needing to attend check, chase challenge. This means that the ward co-ordinator is now free to deliver direct patient care”

Collaborating on our journey to be safest and kindest



Transforming Care Production System Outcomes

TCPS Leadership Training demand increases

- 200 staff members have commenced their Lean Leadership journey
- Additional cohorts provided to meet demand
- 5S workshops fully booked
- December 2018 visit planned by VMI Sensei, Melissa Lin, to support the daily use of Lean management skills
- Plan to use 3P approach to help model the future function of SaTH Services (3P event in Spring 2019)

3P (Production Preparation Process) is an approach that enables health care teams to create revolutionary visions and spaces for health care — and then develop a path to implement and build dramatic improvements. It pushes a team to address their organisation's challenges and limitations and take a giant leap forward to a truly patient-centred and vastly more efficient future.

3P is a powerful form of reinvention, ending with a future state no one thought was possible. The process is intense, with every team member carefully chosen to maximise the outcome. Throughout the experience, team members are asked to create new ideas that will result in something that's really meaningful for patients.

3P workshops involves up to 30 individuals for a week long workshop. A small number of key stakeholders will be involved in planning meetings, and KPO and SST support will be required to collect data ahead of the workshop

Engagement – 5S goes Trust-wide

Ruth Stanley protects next step in patient's treatment plan applying 5S to treatment outcome forms

5S helps standardise pre-op experience for patients

Each cage of unnecessary stock = £2.5k of non-pay cost

Outpatient Housekeeper, Lynn Pugh solves issue of stock trolley in patient corridor with 5S

100+ areas apply 5S methodology

13% reduction in pathology stock using kanbans



Transforming Care Production System – Value Streams

Value Stream #1 Care Group Discharge Standard Work

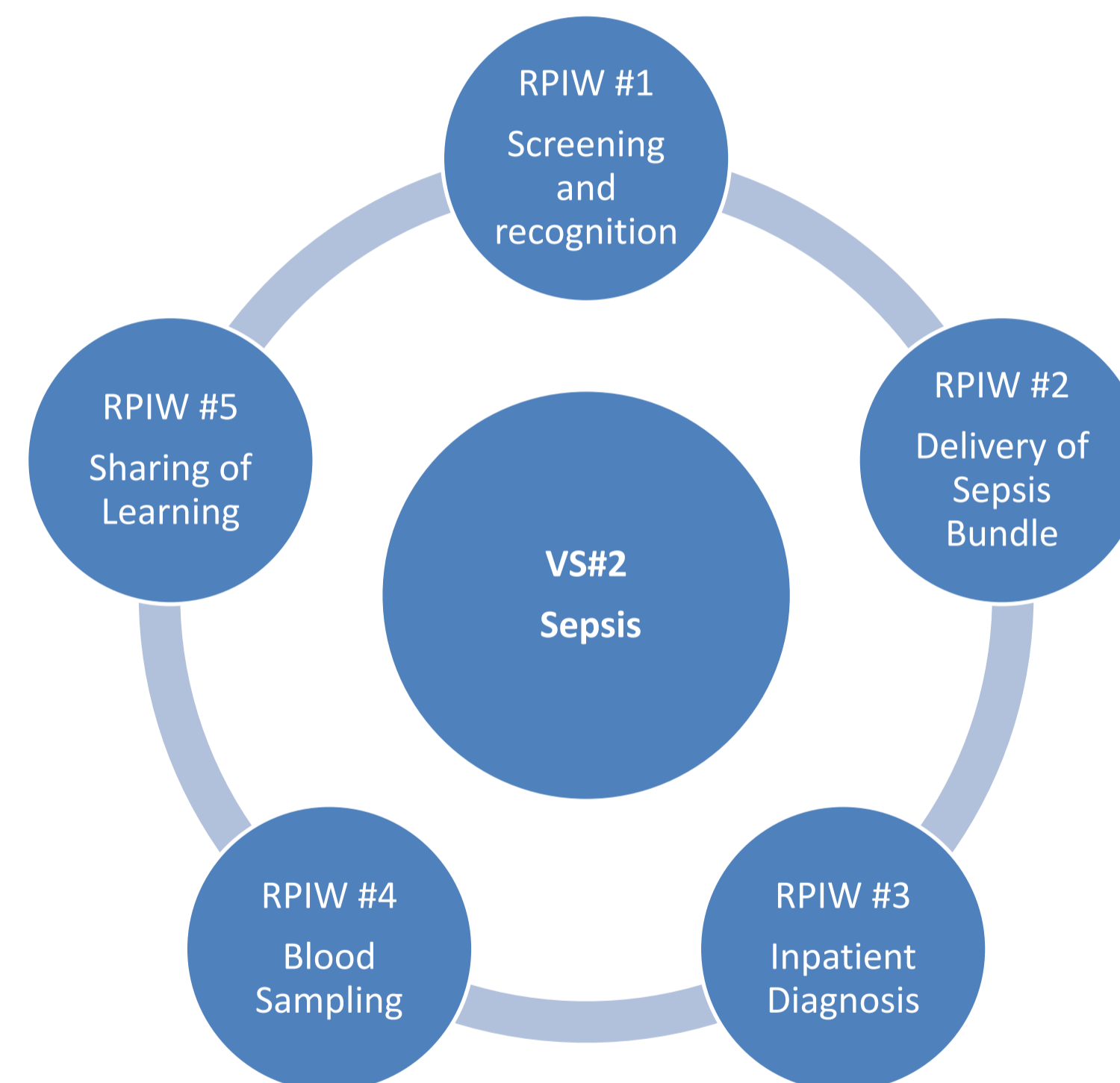
Respiratory Value Stream learning shared and spread by unscheduled and scheduled care groups



- ☐ 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

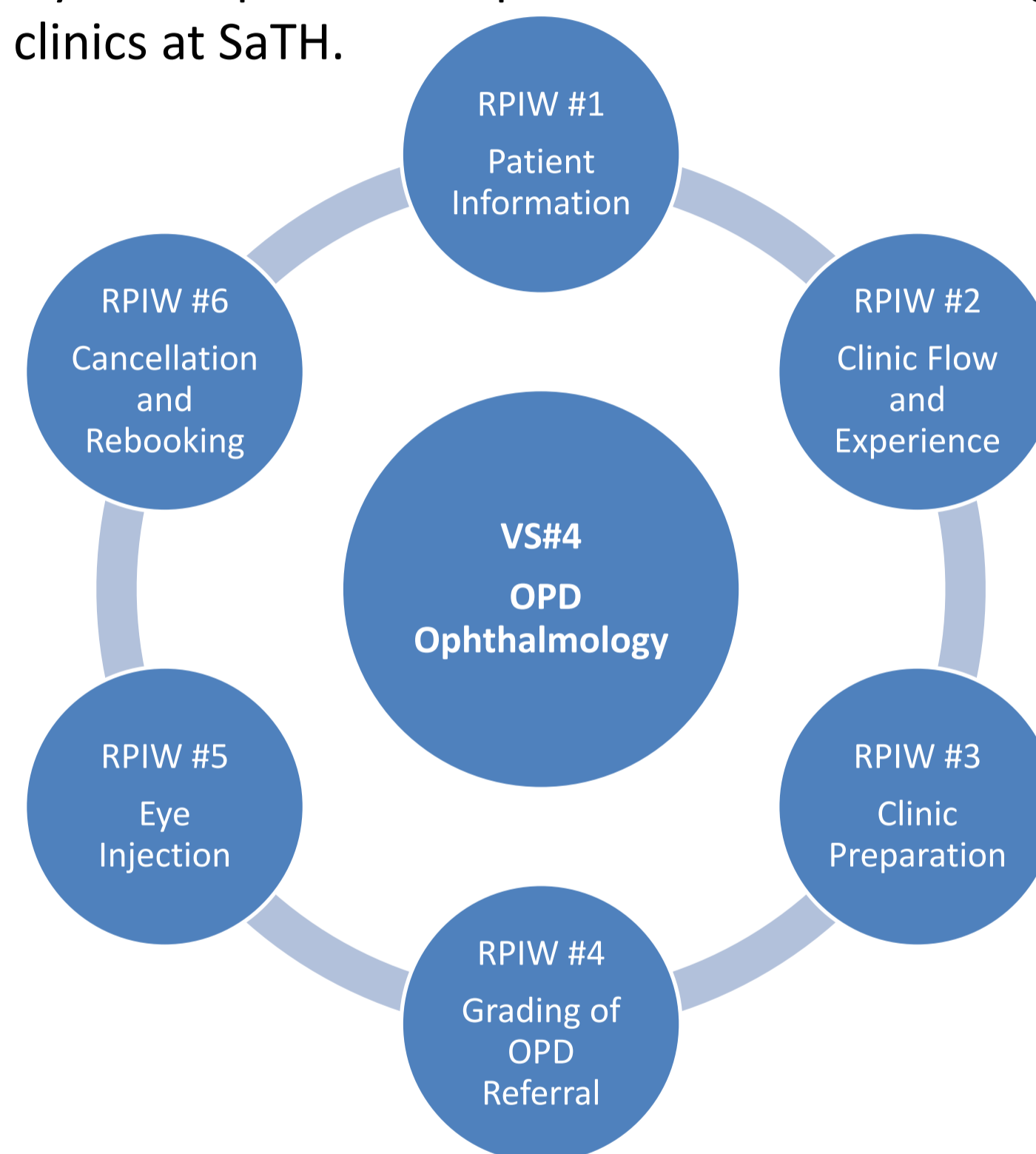
SaTH Teams working collaboratively to improve the recruitment process for the ward area that has a vacancy, and for the candidate who wishes to come and work at SaTH.



- ☐ **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.

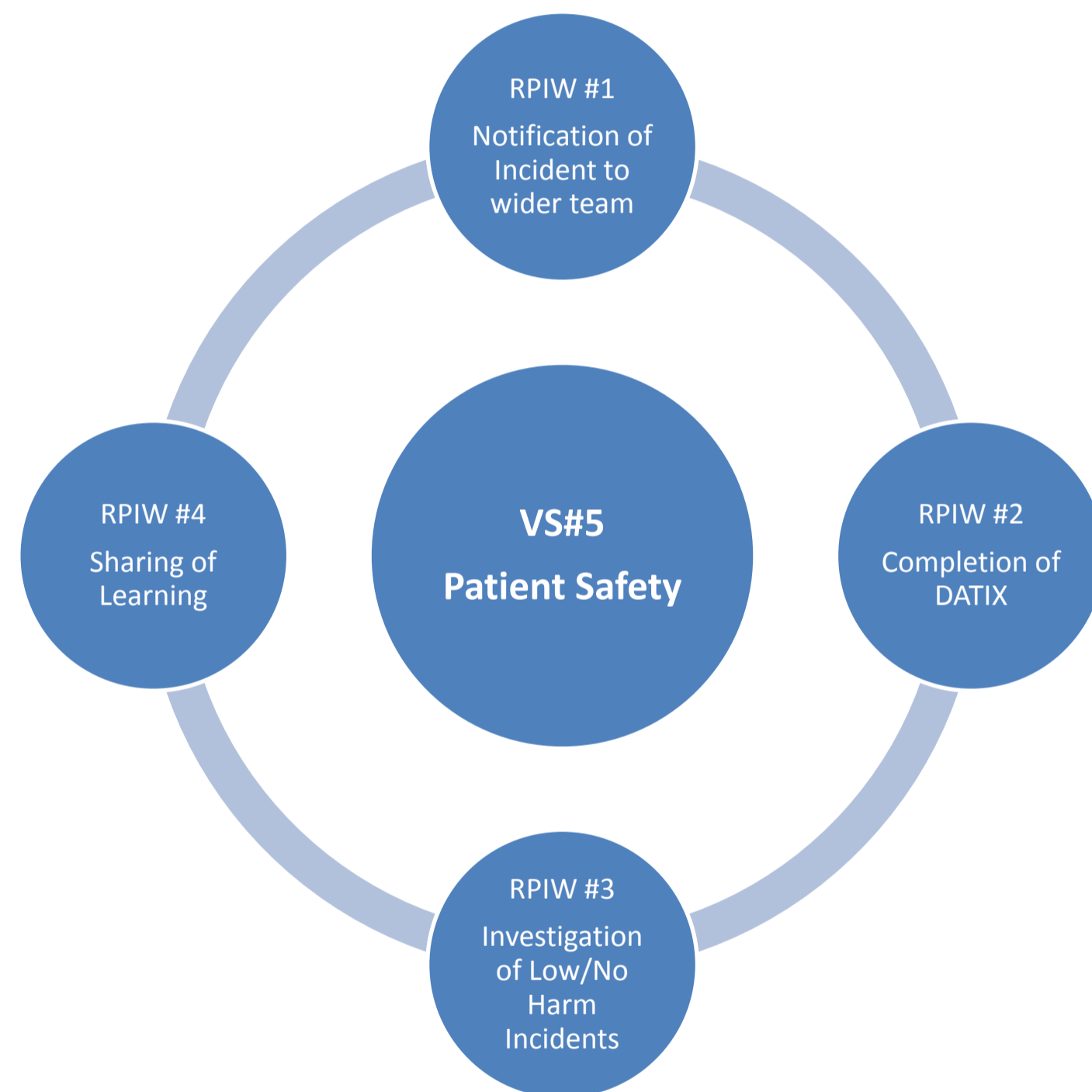


- ☐ **Less confusion:** Multiple versions of appointment letter removed
- ☐ **Protecting patient time with clinician:** 0% interruptions
- ☐ **Less delays:** 47% reduction in the number of times letters to patient are delayed

Transforming Care Production System – Value Streams

Value Stream #5 Patient Safety

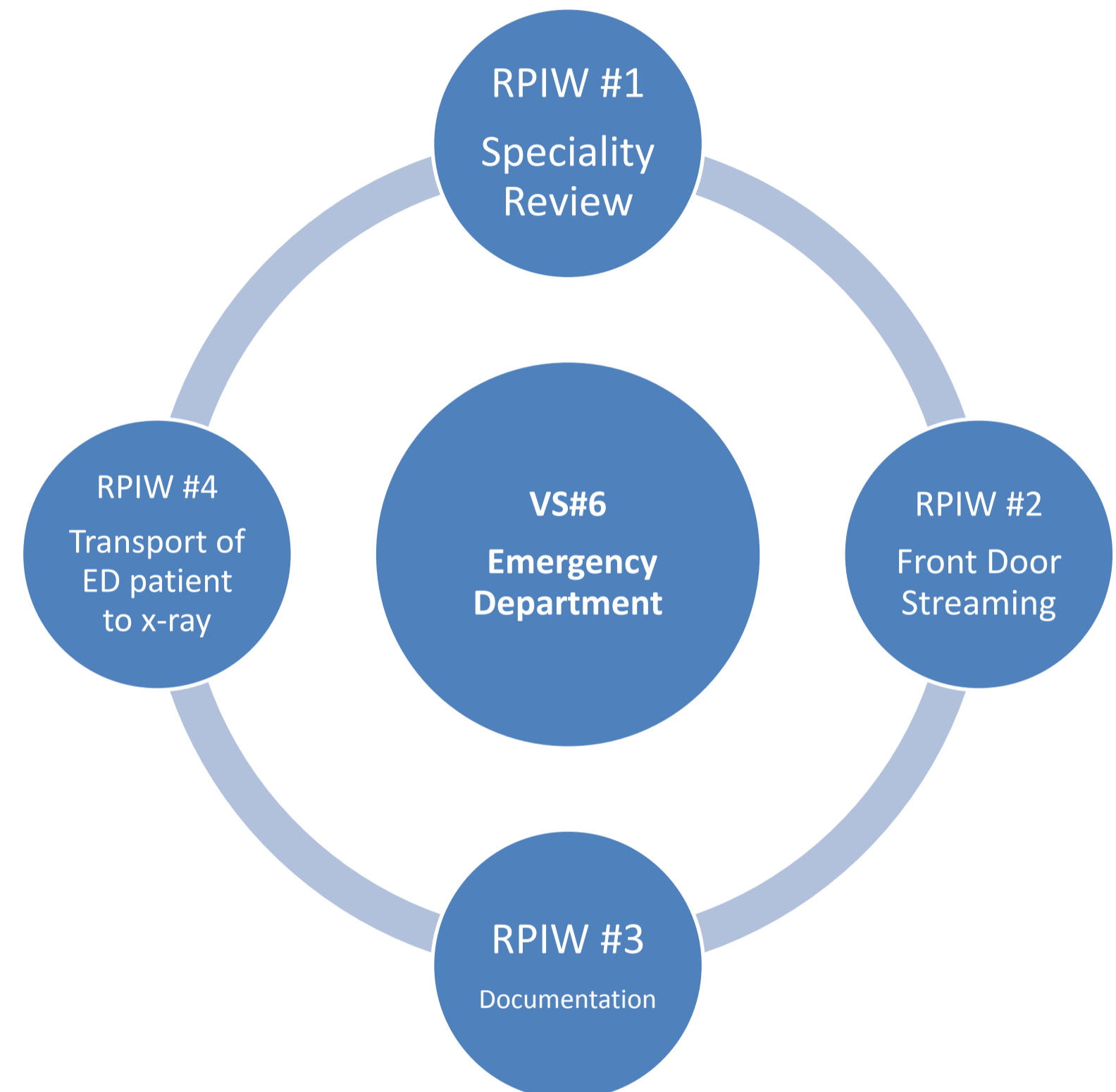
SaTH Teams working collaboratively to improve the processes for our staff and patients when actual or potential harm events happen.



- ☐ **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

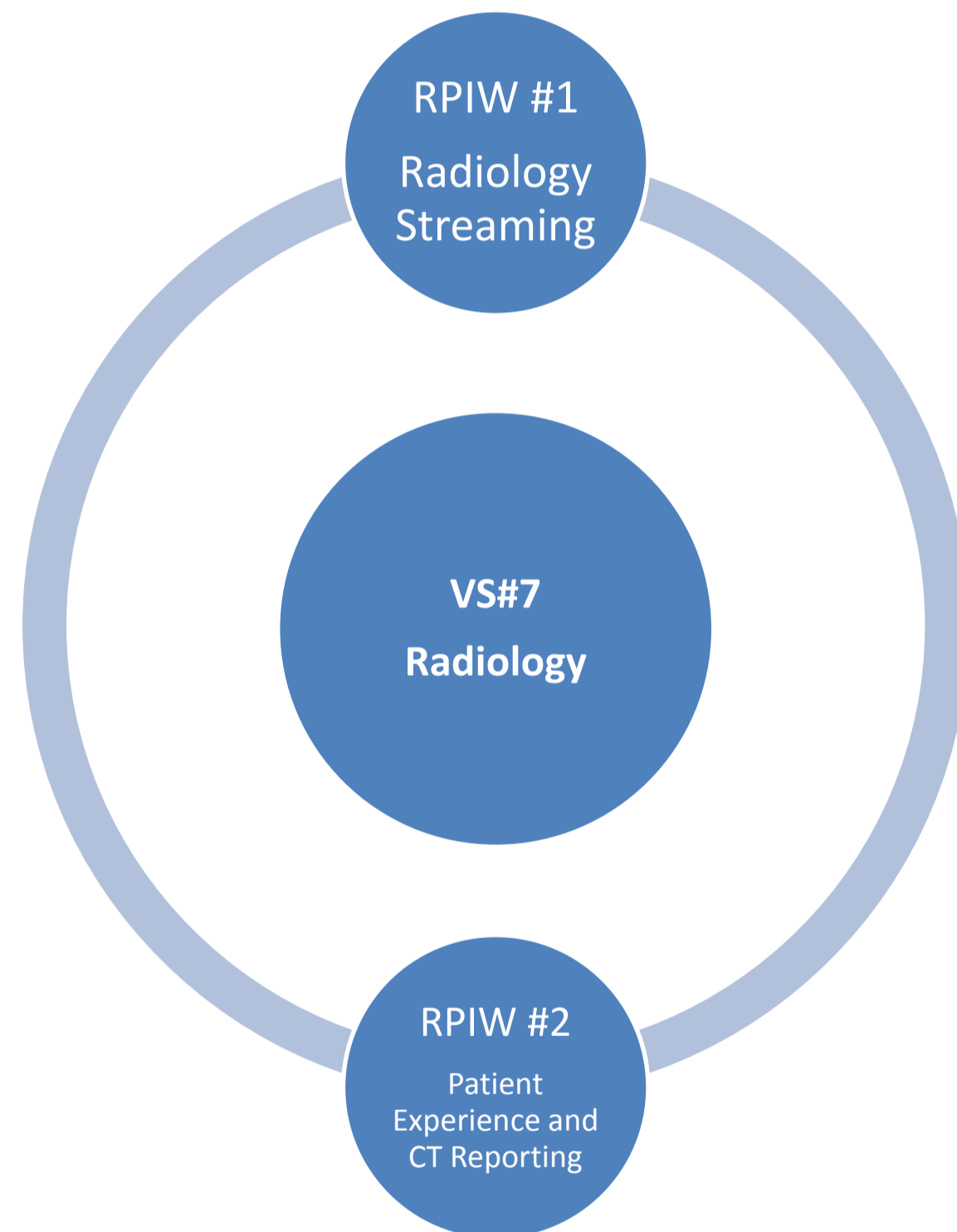


- ☐ **Reduction** in time waiting for specialty review
- ☐ **Collaboration** with NHSI and WMAS
- ☐ Patient arriving by ambulance enter a **new** rapid assessment process
- ☐ **Better** staff experience reported

Transforming Care Production System – Value Streams

Value Stream #7 Radiology

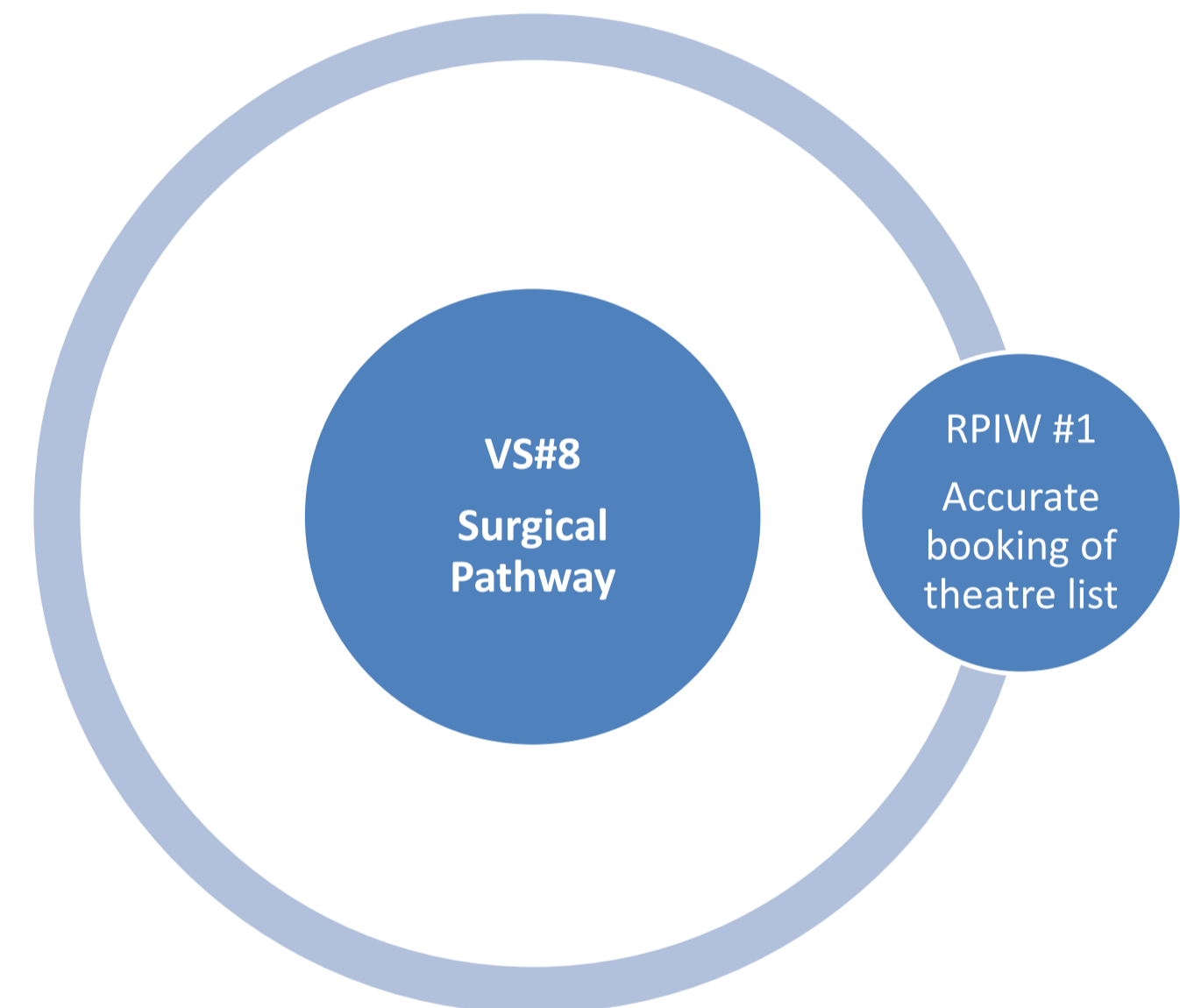
SaTH Teams working collaboratively to improve the processes when a patient requires a CT scan as part of their colorectal care plan



- ☐ **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: October 2018

Aligning Organisational Objectives

Trust Strategy



Transforming Care Institute



Values



Infrastructure & Resource

- Tony Fox, Vascular Consultant will shortly be using his Advanced Lean Training to lead an RPIW workshop with colleagues from Radiology
- KPO Apprentice has been appointed and will support the growing demand for KPO support
- Ways to increase capacity of the KPO have been agreed at the Guiding Team Meeting, with agreement that there will be secondment opportunities for staff wishing to forward their careers with the Transforming Care Methodology

The Cultural Journey

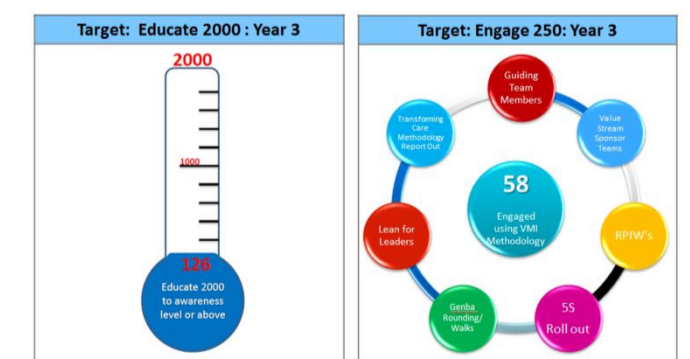
- The Culture Assessment Tool (CAT) report assessments highlights the increased engagement of the staff who are able to be directly involved in improvement through our TCPS work.
- Ways to accelerate opportunities for more staff to be involved needs to be considered as a matter of urgency

Wider Leadership Programme Integration

- Over 70 staff members will commence the Lean for Leaders programme at the end of October /early November 2018.
- An annual individualised improvement goal is to be added to the appraisal documentation
- All new Consultant posts will identify a PA for improvement and a requirement to demonstrate use of TCPS
- Newly appointed ED Consultant, Ed Rysdale is already involved in value stream work and plans to further his knowledge with ALT training

Trust Board members are asked to note that:

- KPO Team have delivered TCPS training to over 3190 staff
- Over 880 staff now have the skills to coach others to make improvements
- 8th Value Stream (Surgical Pathway) has now been launched and the first RPIW will take place w/c 22 October 2018
- All 90 FY1 and FY2's have receive TCPS methodology training to support their Quality Improvements (QI) projects – an acceleration of the work to respond to staff requests



SUSTAINABLE SERVICE PROGRAMME AND TRANSFORMING CARE PRODUCTION SYSTEM (TCPS) INTEGRATION

PURPOSE

The purpose of this paper is to provide an overview of the approach to ensure TCPS is integrated to the strategic plans for the Sustainable Services Programme (SSP).

This paper describes:

1. Approach
2. Case to use VMI partnership programme monies to support a 3P scoping event in early 2019.

RATIONALE

TCPS is the chosen improvement methodology implemented in SaTH since 2016. We know via the Cultural Assessment Tool (CAT) that staff involved actively in using the methodology feel more positive and engaged with improvement and change. It is important to recognise and maximise the potential benefits of the value streams:

VS#1 Care Group Standard Work for Discharge

VS#2 Sepsis

VS#3 Recruitment

VS#4 Outpatients (Ophthalmology)

VS#5 Patient Safety

VS#6 Emergency Department

VS#7 Radiology

VS#8 Surgical Pathway

Our VMI partnership, both with Virginia Mason Hospital in Seattle and our four partnership Trusts:

1. University Hospitals Coventry and Warwickshire NHS Trust
2. Barking, Havering and Redbridge University Hospitals NHS Trust
3. Surrey and Sussex Healthcare NHS Trust
4. Leeds Teaching Hospitals NHS Trust

Offer an additional source of learning and support during the largest investment and change in SaTH's history.

Table below identifies the potential areas for early integration.

Theme	Rationale
1. Outline Business Case (OBC)	To state the intention to use the Transforming Care Production System (TCPS)
2. ED Value Stream Work (VS#6)	Use learning from ED RPIWs and overarching metrics to guide strategic improvements with service provision post SSP Use TCPS and 3P approach to model future options
3. Planned Care	Use TCPS and consider 3P approach to scope and model future provision

4. Workforce	Consider how best to maximise learning and potential improvements from the Recruitment Value Stream (VS#3), particular opportunity is the skill alignment work planned for 2019
5. Stroke services	Use kaizen work to support answering questions around poor performance and planning future pathways
6. Patient and Public Involvement	Use the tried and tested RPIW methodology to enhance patient and public engagement through the re-design and testing of future pathways including those to community
7. Training	Support Sustainable Services Team to enhance their knowledge and skills in TCPS via Lean for Leaders, ALT and RPIW Team Lead roles
8. 3P	Plan a 3P event to help determine the most efficient and effective site layout for the preferred option in early 2019

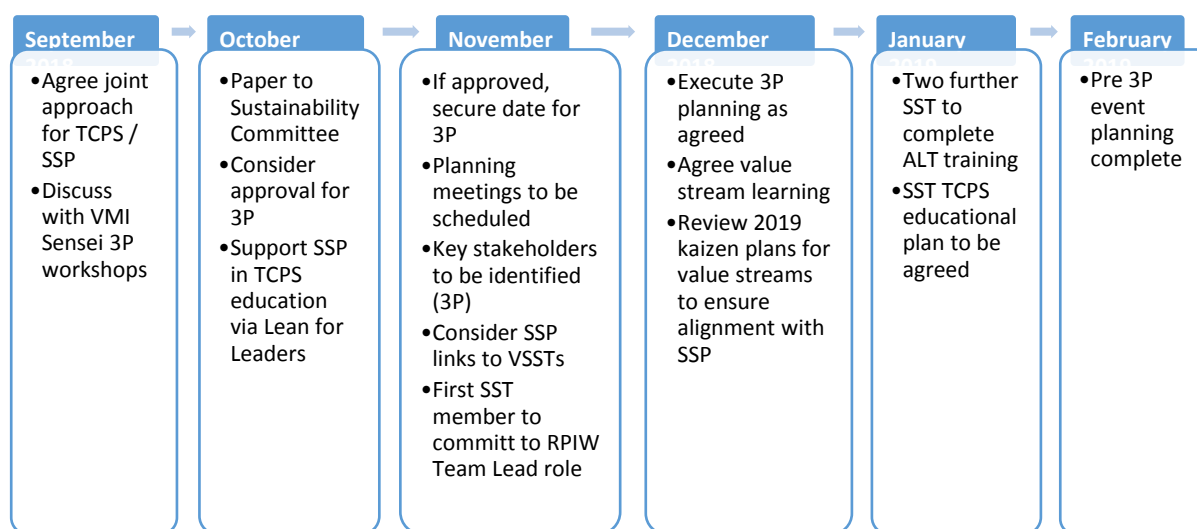


FIGURE 1: TCPS AND SSP INTEGRATION MILESTONES

CASE FOR 3P WORKSHOP

A 3P (Production Preparation Process) workshop is an approach that enables health care teams to create revolutionary visions and spaces for health care — and then develop a path to implement and build dramatic improvements. It pushes a team to address their organisation's challenges and limitations and take a giant leap forward to a truly patient-centred and vastly more efficient future.

It's a powerful form of reinvention, ending with a future state no one thought was possible. The process is intense, with every team member carefully chosen to maximise the outcome. Throughout the experience, team members are asked to create new ideas that will result in something that's really meaningful for patients.

The 3P workshop would involve up to 30 individuals for a week long workshop. A small number of key stakeholders will be involved in planning meetings, and KPO and SST support will be required to collect data ahead of the workshop.

Both the KPO Team and SSP Team would recommend commissioning a 3P event from VMI to enhance engagement, option appraisal, avoid costly planning mistakes, and enhance the capability to use a 3P approach within SaTH.

This is a significant investment, both financially and in time, therefore an early decision would be most helpful.

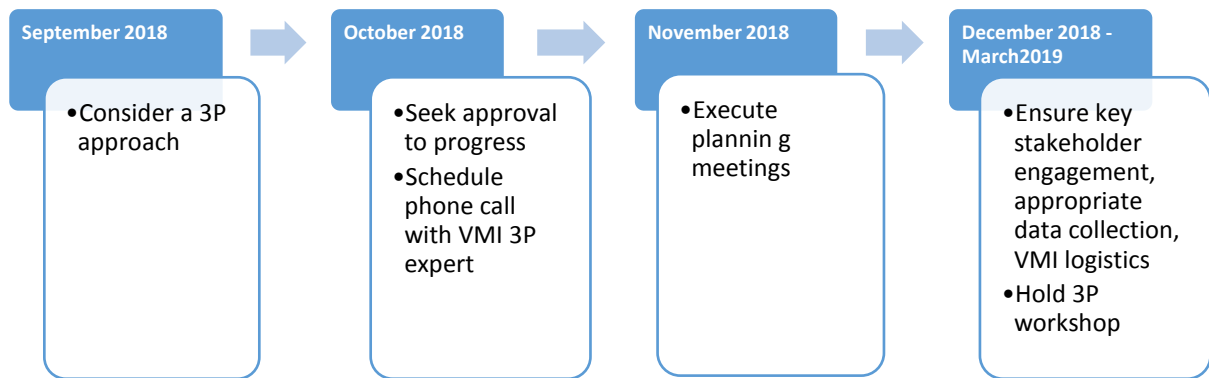


FIGURE 2: 3P MILESTONES

RECOMMENDATIONS

The Sustainability Committee is asked to:

1. Note KPO Team and Sustainable Services Team commit to supporting the SSP process with a joint approach
2. To discuss and approve the VMI partnership programme monies to be used for a 3P event
3. Note the work underway to enhance the TCPS knowledge and RPIW experience within the SST
4. Note the intention to align kaizen activity with the development of new clinical pathways required by SSP