

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</p> <ul style="list-style-type: none"> ➤ the value stream work to support challenged areas of the Trust including: <ul style="list-style-type: none"> • Discharge Pathway • Emergency Department • Ophthalmology • Patient Safety (reporting of incidents) • Radiology (colorectal CT) • Recruitment • Sepsis Pathway • Surgical Pathway (outpatients to theatre) ➤ the plan to support Sustainable Services Team through TCPS methodology and 3P ➤ the roll out of Sepsis boxes/trolleys across all inpatient wards ➤ The increase in patient safety incident reporting ➤ The first multi-agency RPIW focussed on improving relationships and the complex discharge pathway
<p>Reporting to:</p>	<p>Trust Board</p>
<p>Date</p>	<p>29 November 2018</p>
<p>Paper Title</p>	<p>Transforming Care Update – November 2018</p>
<p>Brief Description</p>	<p>This paper provides a monthly update of the progress of the Transforming Care Production System in partnership with Virginia Mason Institute.</p> <p>The engagement of our staff continues to ensure that we are on trajectory to meet the objective of training 4000 staff and ensuring 1000 staff regularly utilise TCPS by April 2019.</p> <p>We are extremely grateful that patients and our system partners who continue to commit a substantial amount of their time to supporting this work. Patient experience and safety remains the fundamental reason for the application of this methodology and we anticipate seeing increased application of TCPS to address concerns highlighted in external reports.</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>

Previously considered by	Regular update required by Trust Board
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	<ul style="list-style-type: none"> <input checked="" type="radio"/> Stage 1 only (no negative impacts identified) <input type="radio"/> Stage 2 recommended (negative impacts identified) <ul style="list-style-type: none"> * EIA must be attached for Board Approval <input type="radio"/> negative impacts have been mitigated <input type="radio"/> negative impacts balanced against overall positive impacts
Freedom of Information Act (2000) status	<ul style="list-style-type: none"> <input type="radio"/> This document is for full publication <input checked="" type="radio"/> This document includes FOIA exempt information <input type="radio"/> This whole document is exempt under the FOIA

Transforming Care Production System Outcomes

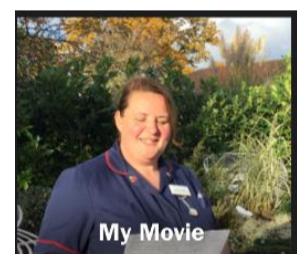
Complex Discharge RPIW Outcomes



- Reduction in the time to submit the completed FFA from 5 minutes to 1 minute



- Staff information folder enhanced to cover information pertaining to the three main pathways for discharge and successful implementation of production board on Ward 22 T&O to assist discharge



- Patient information videos created by our patients and staff. These videos will be made available on ipads at the bedside, in addition to home viewing via the web



- Implementation of PSAG (Patient Status at a Glance) icon which triggers a specialist discharge team referral enabling early identification of the additional support required by patients to support them leaving the hospital

The RPIW Away Team consisted of:

- SaTH Head of Capacity
- SaTH Clinical Programme Lead for SAFER
- SaTH Patient Journey Facilitator
- SaTH Ward Manager
- SPIC Nursing Provider
- Independent Care Home Assessor
- ICS Social Care Worker
- ICS Social Worker
- Carers Lead from Shropshire Council
- Services Manager for Telford and Wrekin Council
- Domiciliary Enablement Care Provider for Telford and Wrekin Council
- Senior Brokerage Officer for Telford and Wrekin Council

Health and Social Care Partners join our staff in complex discharge RPIW

Sarah Dillon (*Assistant Director for Adult Social Care – Telford and Wrekin Council*) and Tanya Miles (*Head of Adult Social Care – Shropshire Council*) were passionately committed to the role of RPIW Sponsors, supporting a multi-agency team to better understand how collectively we can support the 400+ patients a month that require support and assistance from our partners to return home or move to a facility for recovery.

Commissioned by Nigel Lee and Sara Biffen, our KPO Team facilitated SaTH's largest and most diverse multi-agency RPIW.

This event was so successful at increasing the understanding of the individual and collective contribution of health and social care providers that the group have requested to continue to meet and undertake further improvement work.

Multi-agency collaboration to be safest and kindest



Transforming Care Institute responds to leaders requests for additional TCPS knowledge

- SaTH's Lean Leaders request for additional teaching on how to use the Transforming Care Production System to measure the impact of change will be supported in workshops led by Melissa Lin, VMI Transformational Sensei at PRH, RSH and SBP.
- Following successful TCPS teaching to 90 junior doctors, Melissa Lin, VMI Sensei will now teach the junior doctors 5S and set up reduction during her week long visit in December 2018, supporting their QI work.
- In response to the Sustainability Teams request to use TCPS in their work Lean for Leaders and Advanced Lean Training has been provided, a VMI Coaching call is arranged for the Chief Executive and KPO Lead to explore potential benefit of 3P.
- KPO Team will support Women and Children's Care Group's request to increase the visibility of their continuous improvement work via an Accountability Wall

November's Achievement

Value Stream #2 Sepsis

All inpatient wards confirm the implementation of a sepsis box / trolley with standard work to support the rapid identification and treatment of patients with Sepsis



December's Focus

5S of Drug Trolleys

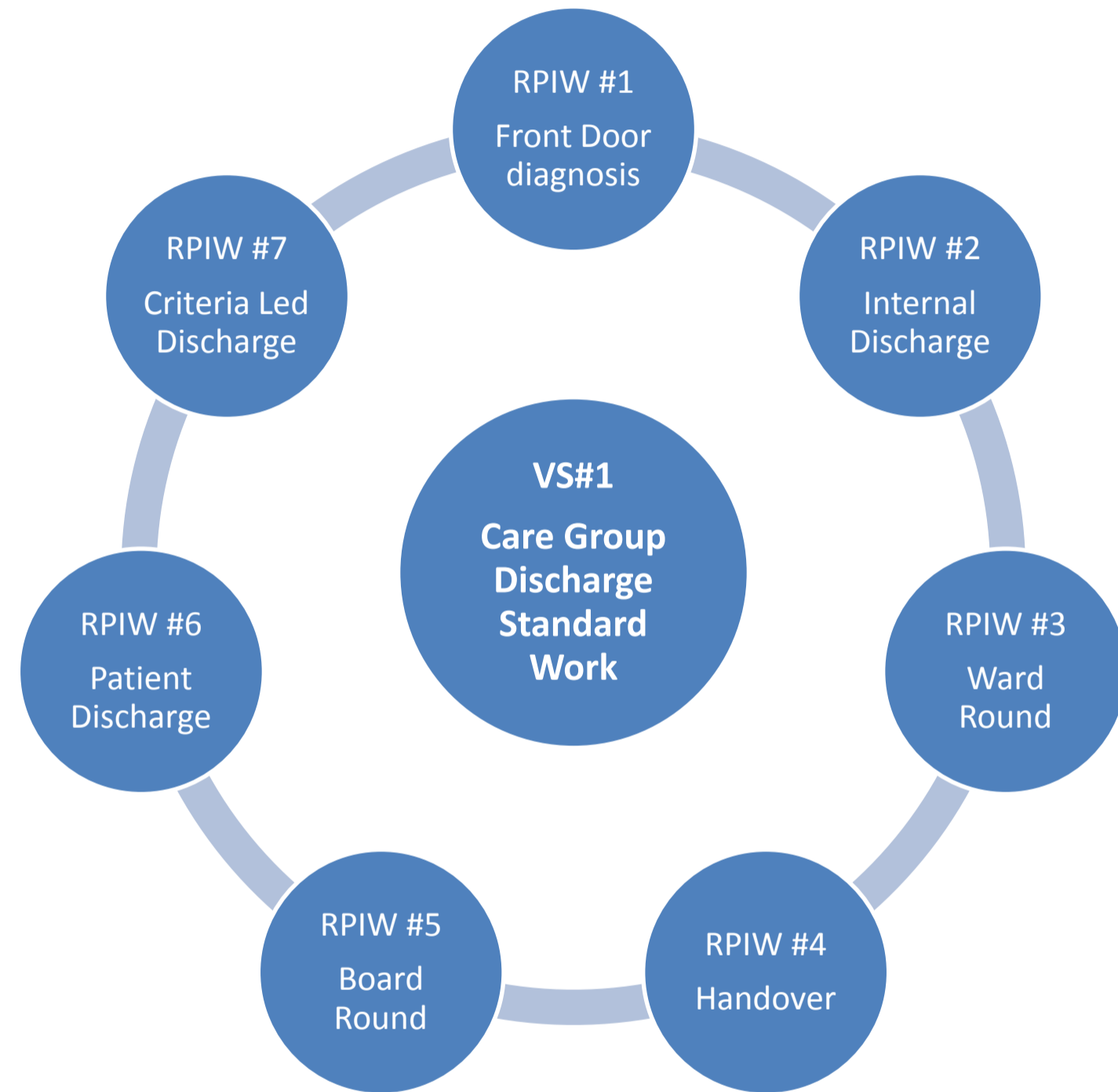
5 wards have current applied 5S to their drug trolleys to reduce the risk of administration errors and delays. Senior Nursing Leaders are supporting a Trust-wide 5S approach during December



Transforming Care Production System – Value Streams

Value Stream #1 Care Group Discharge Standard Work

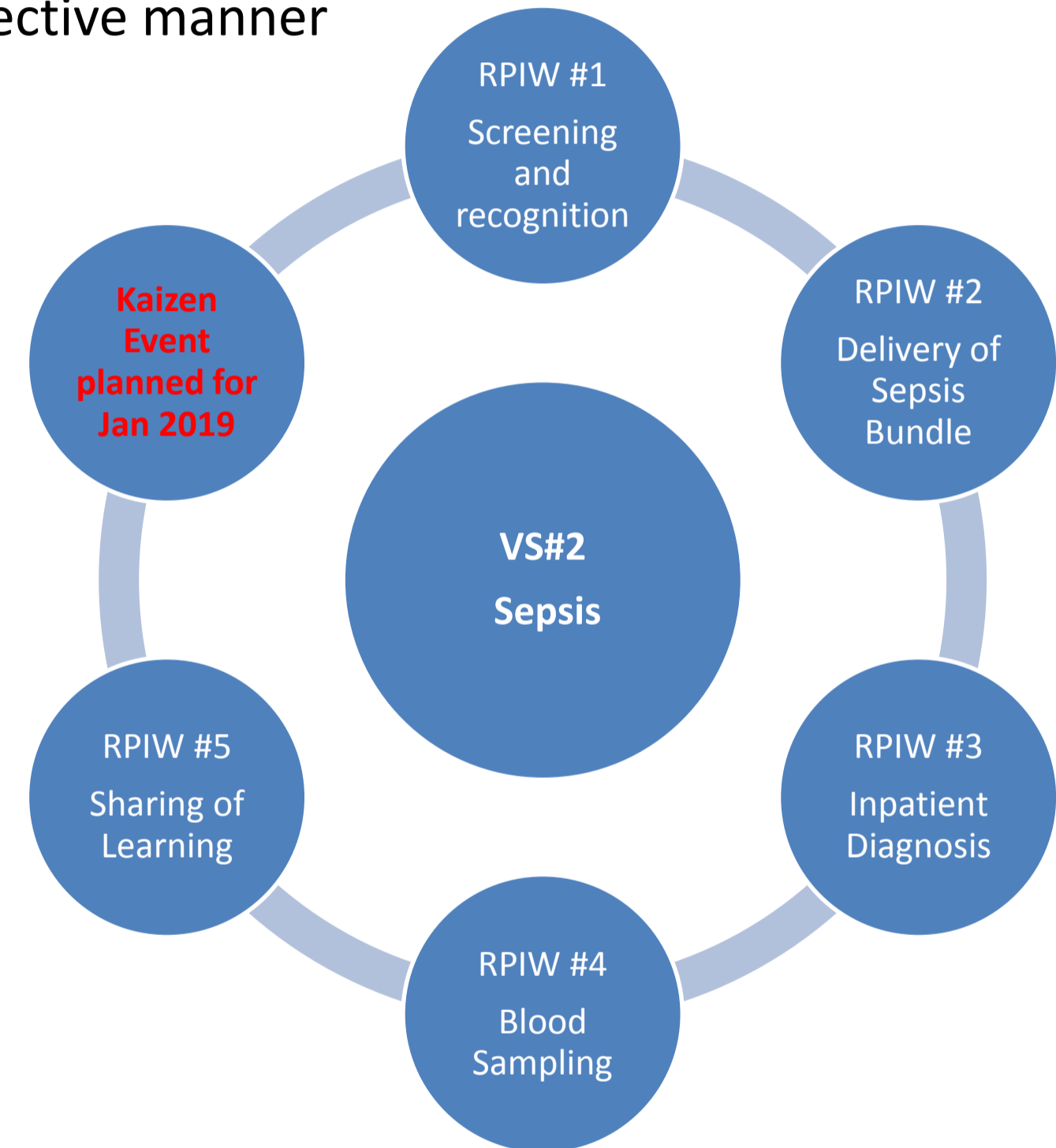
Respiratory Value Stream learning shared and spread by unscheduled and scheduled care groups



- **Alignment** of SAFER programme with the TCPS methodology continues to be **led by** the Unscheduled and Scheduled Care Leadership Teams
- **100%** of all USC areas now have production boards in situ; **PDSA continues** to maximise their use to support our patients pathways
- **100%** of all USC areas now have a safety huddle as part of their wards handover process

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

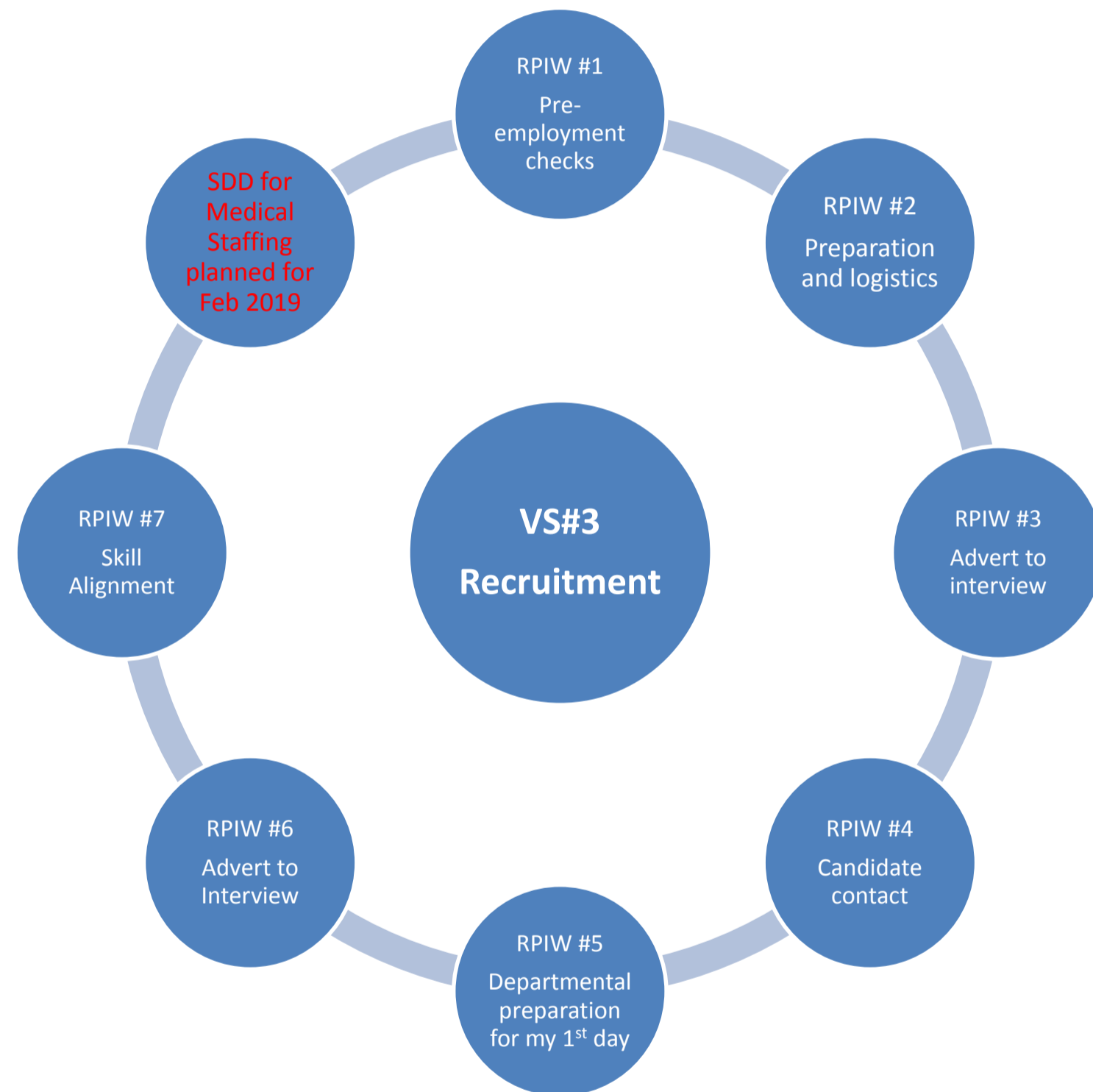


- Sepsis Champions, Matron Emma Salvoni and Sister Louise Ingrouille-Grove support all wards to implement sepsis boxes/trolleys
- Kaizen event will provide protected time to consider improving our process for reviewing antibiotic prescriptions 48 hours after a sepsis diagnosis

Transforming Care Production System – Value Streams

Value Stream #3 Recruitment

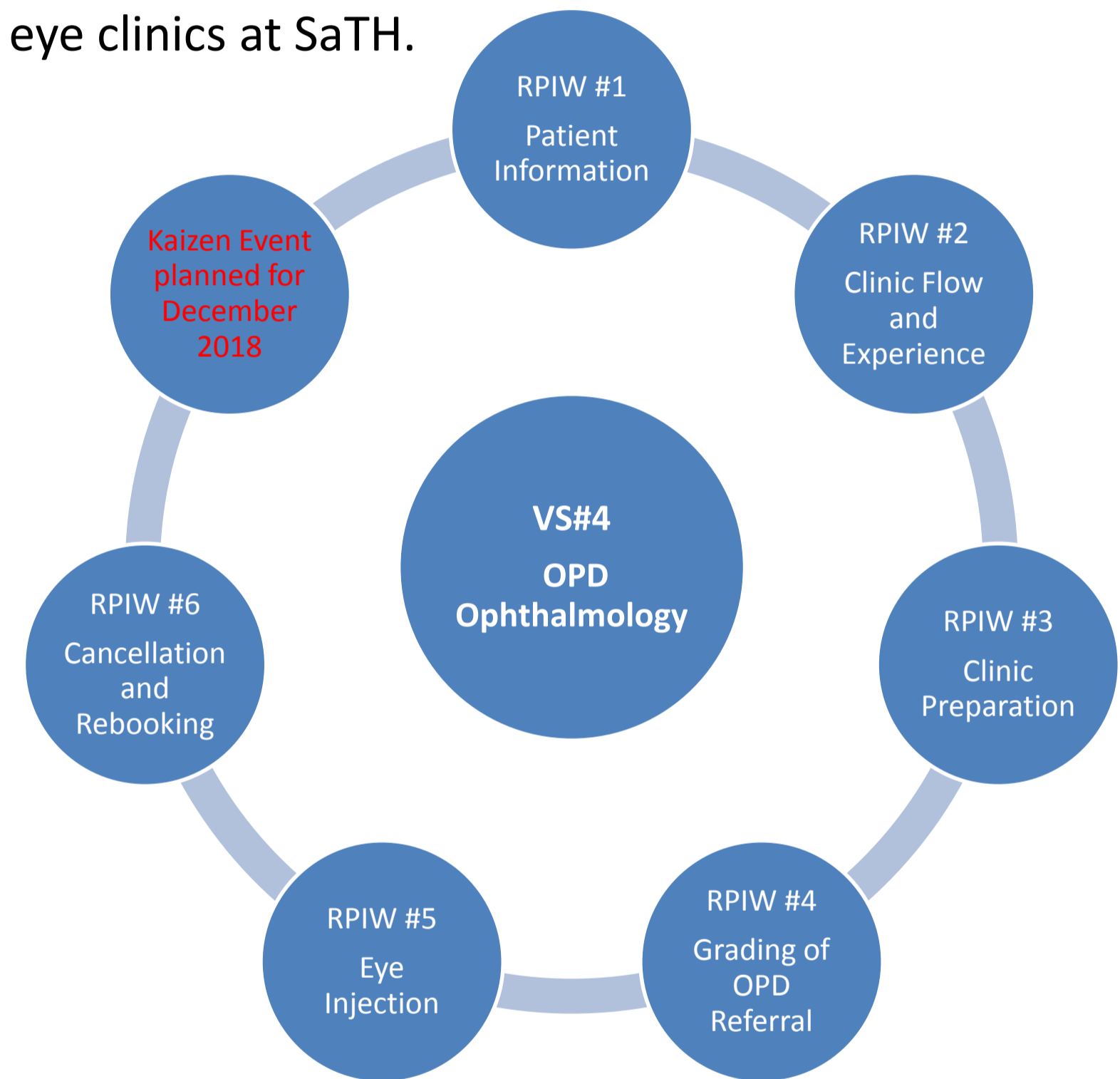
SaTH Teams working collaboratively to improve the recruitment process for the ward area that has a vacancy, and for the candidate who wishes to come and work at SaTH.



- Ward 25, skill alignment RPIW **gives back time** to care with improving nursing handover process (WHAM). This approach is being considered for roll out across the Trust.
- **The success and learning** from the non-medical recruitment value stream work will now be applied to medical recruitment processes. **Launch date: Tuesday 5 February 2018**

Value Stream #4 OPD Ophthalmology

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

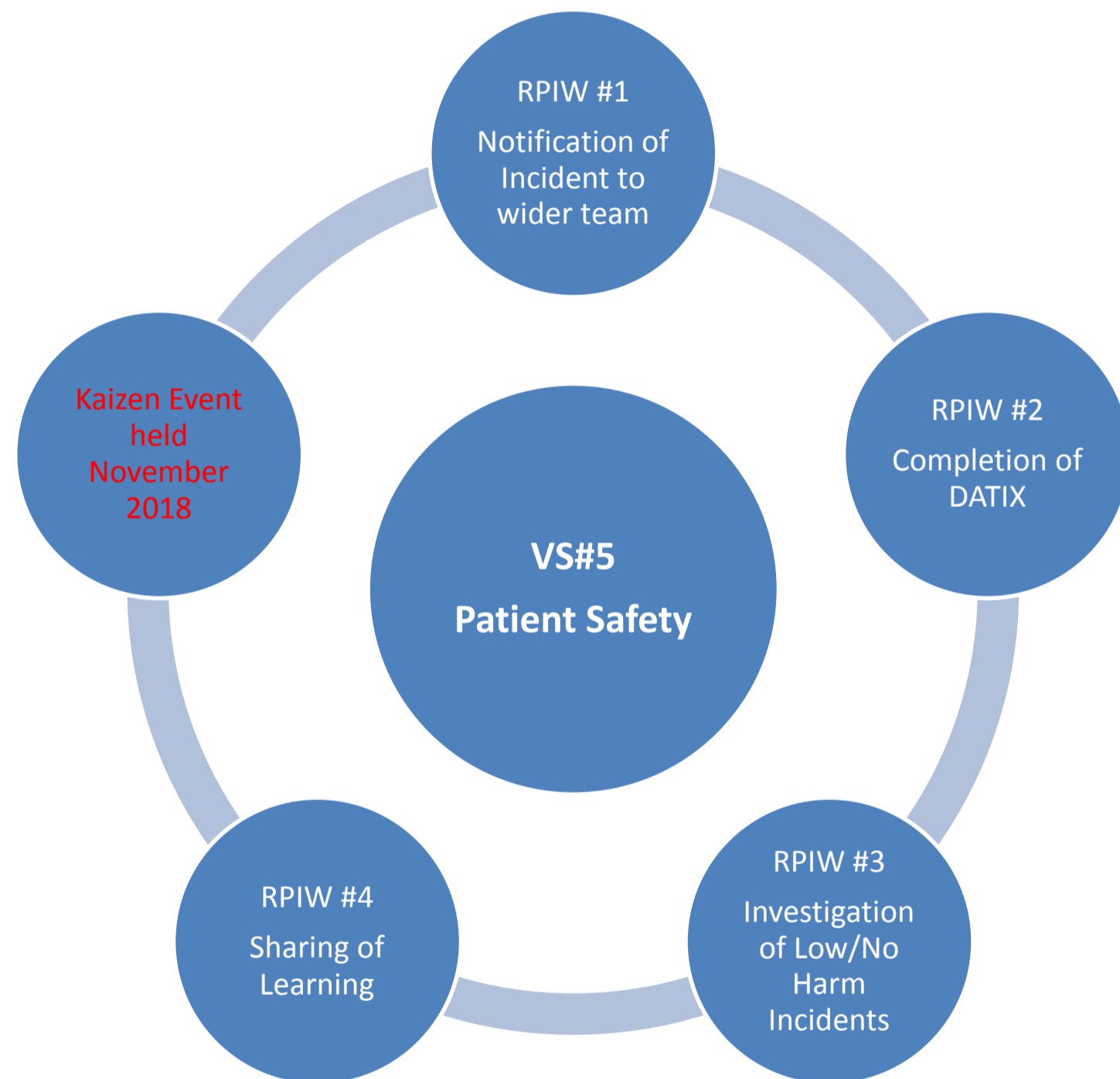


- The Kaizen Event will **support the share and spread** of sustained improvements from the PRH eye clinic to RSH eye clinic. This is an important piece of work following the opening of the new eye clinic at RSH; it will enable all staff to share our learning from this value stream.
- The work continues to support one of our challenged specialties.

Transforming Care Production System – Value Streams

Value Stream #5 Patient Safety

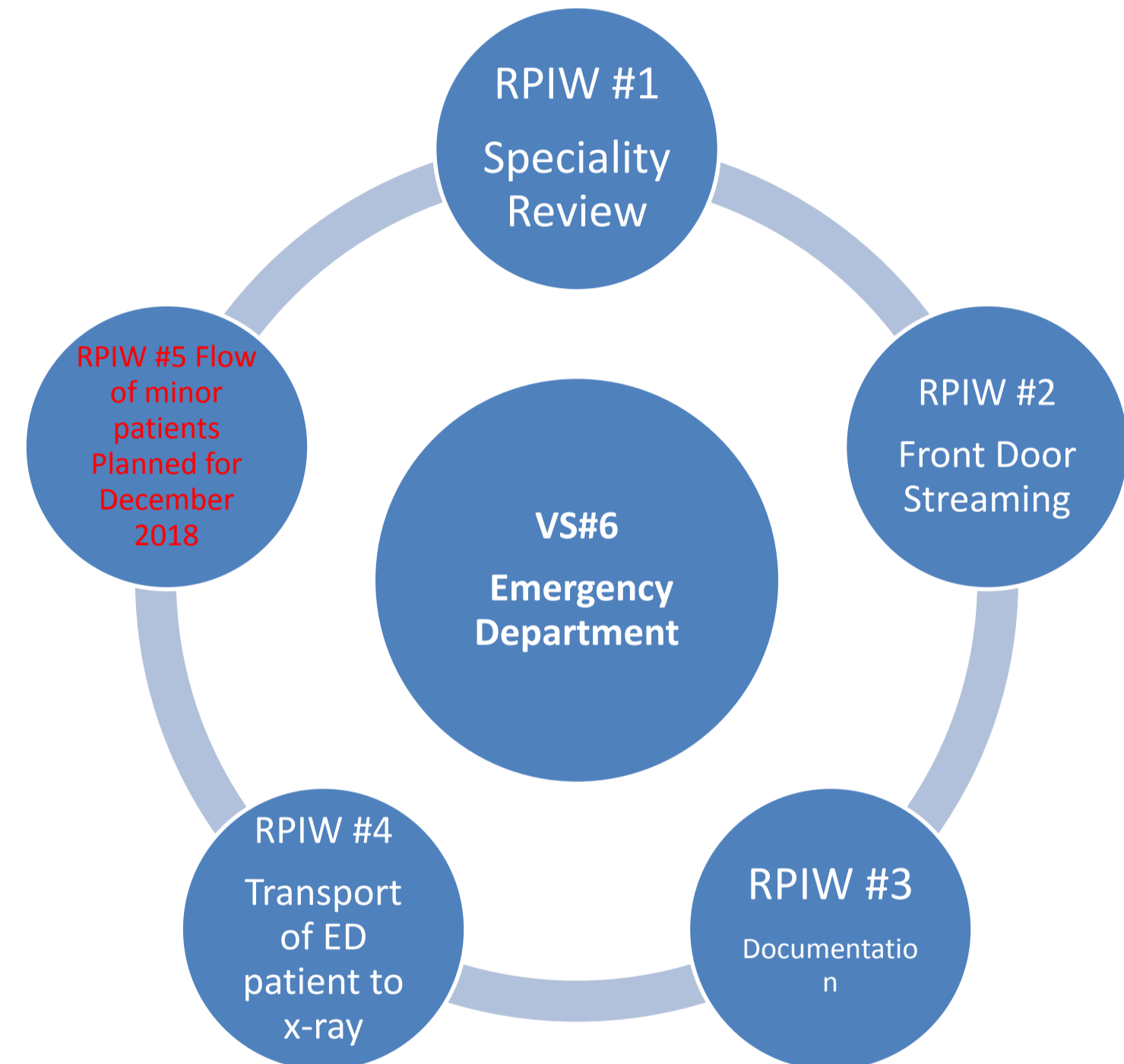
SaTH Teams working collaboratively to improve the processes for our staff and patients when actual or potential harm events happen.



- **An increase** in incident reporting across the Trust
- Incident reporting in W&C **up by 20%**
- SaTH now in **top 25%** of all NHS Trusts (reporting to NPSA: *Source: NHSI Insight*)

Value Stream #6 Emergency Department

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

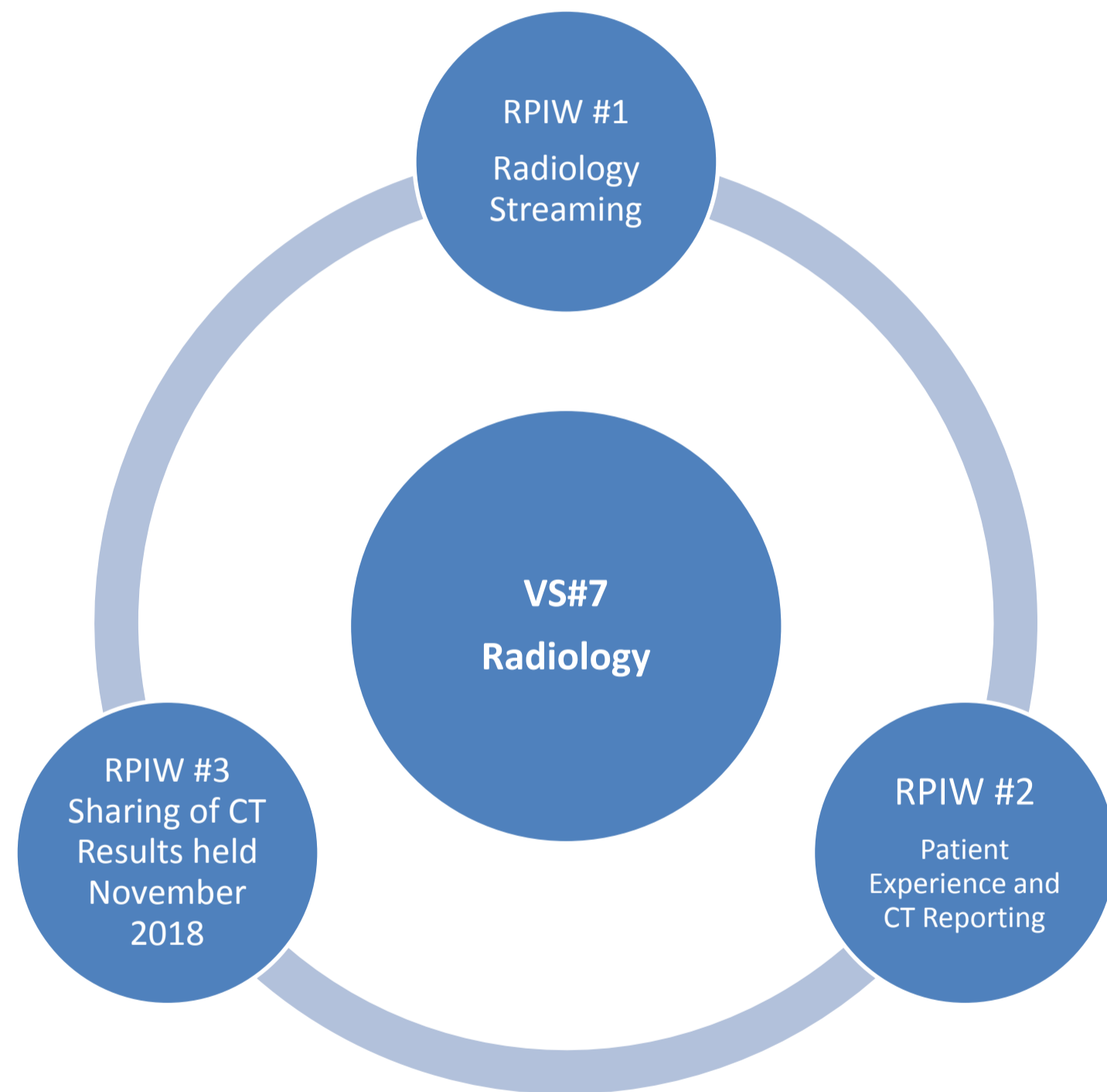


- **NHSI Improvement Lead and Dr Ed Rysdale (ED Consultant) join** Value Stream Sponsor Team
- 90-day Process Owner review of RPIW #2 (Streaming of patients in ED) confirms **pit stop concept has been greatly received by all staff and is regularly in use** however when activity becomes excessive and flow is compromised due to the unavailability of beds, the corridor has to be used. The concept has been shared and rolled out to RSH

Transforming Care Production System – Value Streams

Value Stream #7 Radiology

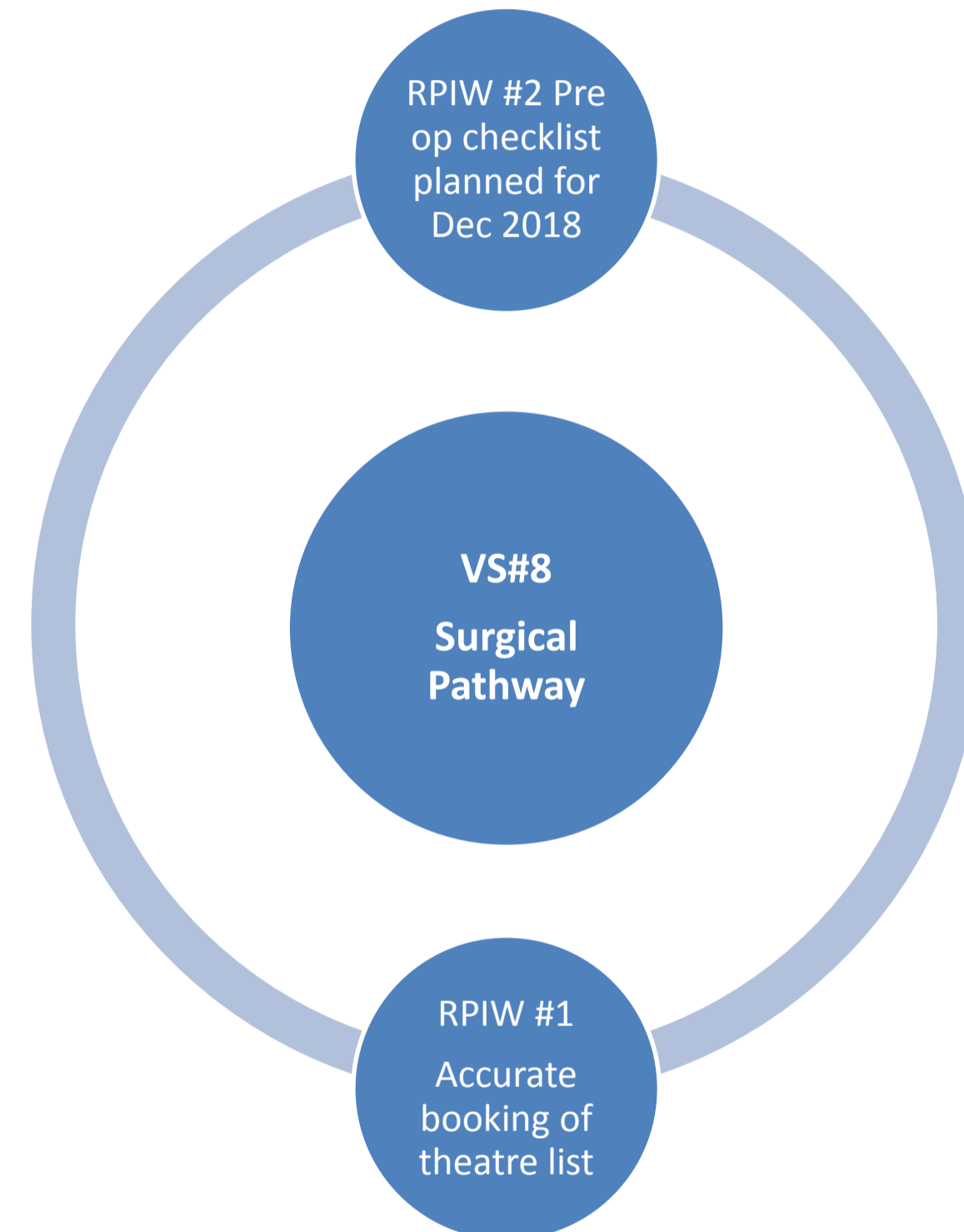
SaTH Teams working collaboratively to improve the processes when a patient requires a CT scan as part of their colorectal care plan



- RPIW #3 is **co-designing with patient representative** Clare Wheatley the process for providing patients with their CT scan result
- Several successful incremental changes will see the time patients are **waiting for their results substantially reduced**

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



- **Katy Moynihan (Theatre Matron), Karen Gordon (DSU Sister) and Teresa Carrington (DSU Ward Manager) will lead** the implementation of improvements from the RPIW planned in December to remove delays and defects from our pre-operative check process

TCPS Status and Challenges: November 2018

Aligning Organisational Objectives

Infrastructure & Resource

Embedding one improvement methodology

Trust Strategy



Transforming Care Institute



Values



- Senior support is required to support a standard approach to the embedding of PeopleLink boards across all departments
- PeopleLink boards are the visual aid that helps leaders join the dots between our Trust Strategy, Departmental objectives and individual contributions to safer and kinder care
- Secondments into the KPO Team and greater application of TCPS by those trained in lean leadership and advanced lean is needed to create additional resource

- Our Lean Leaders are now a competent and passionate group of leaders with the knowledge to accelerate improvement. They have the skills to empower their teams to enhance patient experience and job satisfaction. Their contribution has never been more important and the KPO Team, and Guiding Team will strive to facilitate their voice and involvement
- Lean Leaders are supported with extra training from the KPO Team and VMI Sensei
- Lean Leaders and CEO discussions will be facilitated in 4 forums as the next step in recognising this group as a significant Trust resource

Gary Kaplan, VMI CEO provides support to Guiding Teams

Trust Board members are asked to note that:

- Event held in London with SaTH and the 4 other partnership Trusts to provide focus, coaching and challenge to the 5 Trusts Guiding Teams
- This has highlighted the need for increased discipline in the use of the TCPS methodology
 - Adaptive leadership
 - Long term commitment
- Gary Kaplan provided a forum for the CEOs to explore the successes and challenges they face in their lean journey, and identify their next steps to further develop a culture of continuous improvement

- KPO Team are on course to deliver TCPS training to the objective of training 4000 staff by April 2019.
- Also on trajectory is the work to engage 1000 staff with the TCPS skills to coach others
- VS#3 (Recruitment) Sponsor Development Day to launch the work to improve the process for Medical Staff recruitment is planned for early 2019
- Guiding Team Members all reaffirm their commitment to the Transforming Care Production System in the November GTM Meeting.
- The KPO Team would be delighted to provide Non Executive Directors with additional details and visits to see first hand our staff improving our patients experience