

Cover page	
Meeting	Public Trust Board Meeting
Paper Title	Transforming Care Production System Update for Trust Board Meeting
Date of meeting	May 2019
Date paper was written	May 2019
Responsible Director	Simon Wright, Trust Chief Executive
Author	Louise Brennan, Senior KPO Specialist (Acting KPO Lead)
Executive Summary	
<p>This paper describes how the Transforming Care Production System (TCPS) continues to support the implementation of the organisational strategy, improving the experience of patients, their families and our staff.</p> <p>This month's update for the Trust Board will provide assurance on:</p> <ul style="list-style-type: none"> • Kaizen Promotion Office (KPO) 2018/19 training plan • The effectiveness of TCPS in SaTH <p>Kaizen Promotion Office (KPO) 2018/19 Training Plan</p> <p>As we approach the final sessions for the current Lean for Leaders cohort, it is an ideal time to reflect and use the TCPS methodology to revise (Plan Do Study Act, PDSA) the training offered by the KPO Team.</p> <p>This will include:</p> <ul style="list-style-type: none"> • PDSA of the current training provided and an update of the content by the KPO Team. • Integration of ThinkOn principles within Lean for Leaders and improvement events. <p>It is important that the training the KPO Team provides is in line with organisational needs and will support the delivery of the organisational strategy and objectives. The KPO Team propose that this will be achieved by:</p> <ul style="list-style-type: none"> • Training SaTH Leaders in Lean for Leaders. • Creating bitesize training/ refresher topics to support value stream work. • Developing kaizen events training so that Lean for Leaders have knowledge and skills to run improvement events. • Collaborating with Undergraduate training, Foundation trusts training, Peoples Academy and the Princes Trust. <p>The Effectiveness of TCPS in SaTH</p> <p>SaTH's partnership with the Virginia Mason Institute is approaching its fifth and final year. During the last 4 years the KPO Team have supported the embedding of the TCPS as the one improvement methodology for SaTH.</p> <p>Over 80 leaders at SaTH have completed Lean for Leaders and this is creating a ground swell of people who are using TCPS and daily management tools to improve their work.</p>	

This was evident during a recent visit by NHS Provider Chief Executive, Chris Hopson who visited the Princess Royal Hospital and spent time on the genba visiting Lean for Leaders. The Chief Executive of the organisation which represents hundreds of NHS Trusts praised Shropshire’s acute hospitals for their leadership, progress and ‘desire to learn and improve’.

SaTH staff will also have the opportunity to share how they have made improvements using TCPS at the next Trust Board Development Session on Thursday 30 May 2019 where over 30 members of staff have been invited to ‘report out’ their improvement work to the Trust Board.

Previously considered by	TGB Board (NHSI/NHS England/5 of the VMI partnership Trusts)
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The Board is asked to:


<input type="checkbox"/> Approve	<input type="checkbox"/> Receive	<input checked="" type="checkbox"/> Note	<input type="checkbox"/> Take Assurance
To formally receive and discuss a report and approve its recommendations or a particular course of action	To discuss, in depth, noting the implications for the Board or Trust without formally approving it	For the intelligence of the Board without in-depth discussion required	To assure the Board that effective systems of control are in place

Link to CQC domain:

<input type="checkbox"/> Safe	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Caring	<input type="checkbox"/> Responsive	<input type="checkbox"/> Well-led
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Link to strategic objective(s)	<p><i>Select the strategic objective which this paper supports</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare <input checked="" type="checkbox"/> SAFEST AND KINDEST Our patients and staff will tell us they feel safe and received kind care <input checked="" type="checkbox"/> HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities <input checked="" type="checkbox"/> LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions <input checked="" type="checkbox"/> OUR PEOPLE Creating a great place to work
Link to Board Assurance Framework risk(s)	<p><i>Are any Board Assurance Framework risks relevant to the paper?(see list at end of paper)</i></p>

Equality Impact Assessment	<ul style="list-style-type: none"> <input checked="" type="radio"/> Stage 1 only (no negative impact identified) <input type="radio"/> Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval)
Freedom of Information Act (2000) status	<ul style="list-style-type: none"> <input checked="" type="radio"/> This document is for full publication <input type="radio"/> This document includes FOIA exempt information <input type="radio"/> This whole document is exempt under the FOIA
Financial assessment	<p><i>Is there a financial impact associated with the paper?</i></p>
Appendices	<p><i>Appendix 1: SaTH TGB Report</i></p>



Report Out
Proforma for SaTH -

Main Paper

Situation

Kaizen Promotion Office (KPO) 2018/19 Training Plan

Lean for Leaders training gives SaTH Leaders the knowledge and skills to use continuous improvement to understand the current state of the processes they work with and identify opportunities for improvement. The teaching also includes daily management tools such as production board, huddles and how to use the daily data to drive improvements.

The KPO Team have used the PDSA cycle to develop and continuously update the Lean for Leaders content to make it more relatable to the organisation, and incorporate up to date principles to support change.

At 4 years into SaTH's transformational journey there is a cohort of Lean for Leaders in the organisation who are using TCPS to make improvements in their work environments, and are empowering their teams also to make improvements. To increase the pace of improvement across the organisation the KPO Team will be expanding the Lean for Leaders training to include information and training on how to run kaizen events. This will also include the development of standard work for kaizen events.

The KPO Team continue to support the Trust Quality Improvement Plans (QIP), and as the organisation continues to improve, there is a 'pull' for the KPO Team to provide bespoke training on topics within the TCPS methodology to support the actions within the QIP.

The effectiveness of TCPS in SaTH

It is often asked 'what is the impact of the TCPS work and how effective is the methodology?' Over 80 staff have now completed Lean for Leaders and use the tools in their daily work, with a further 40 staff set to graduate in July 2019.

Recently Chris Hopson, Chief Executive of NHS Providers visited wards and departments including Maternity, Postnatal, Estates, Cardiology and Respiratory Departments at PRH.

Chris Hopson spent time during his visit on the genba with Lean for Leaders:

- Dave Chan, Head of Estates, PRH
- Annette Barton, Ward Manager (Postnatal)
- Donna Moxon, Operational Manager for Cardiology, Neurology and Respiratory
- Sarah Kirk, Matron (Unscheduled Care – Medicine)
- Janet Kay, Ward Manager (Cardiology)
- Jill Whitaker, Matron (W&C – Consultant Inpatient Services)

He was able to see first hand, the passion and enthusiasm of the next generation of leaders for continuous improvement and improvement methodology.

At 4 years into the VMI Partnership, there are many sustained improvements through using TCPS. The Trust Guiding Team are keen to tell that story and share the positive impact the work has for our staff and patients; the KPO Team have therefore arranged for over 30 members of staff to 'report out' their improvement work at the next Trust Board Development Session on Thursday 30 May 2019.

Background

Kaizen Promotion Office (KPO) 2018/19 Training Plan

- PDSA of the current training provided and the content by the KPO team.

5S training

Current training is over 2 days. Candidates are provided with 5S methodology training then supported by the KPO Team to apply the 5S principles within the area they work. The KPO Team have identified an opportunity to provide post 5S training information to enable the candidates to share and spread the concepts of 5S with their colleagues.

Lean for Leaders

Current training is over 7 sessions. The candidates receive a full day of training followed by the embedding and implementation of the course content through practical application. The training will now include information and standard work for kaizen events. This will then form an element of revalidation for Lean for Leaders.

Kaizen Event Training

The KPO are developing kaizen Event training for previous cohort Lean for Leaders. These sessions will commence in June 2019.

Production Board/ PeopleLink Training Sessions

To support the roll out of the Standard Work Value Stream the KPO Team have been providing Production board/ PeopleLink training sessions. These 1 hour session have been received well and proved to be a refresher for staff who have already completed Lean for Leaders.

Other Training

The KPO Team continue to support training for Undergraduates doctors, Foundation Doctors, the People's Academy, Young People's Academy and the Prince's Trust. The training includes an overview of the partnership work, an explanation of TCPS and an introduction to some of the methodology tools such as 5S and mistake proofing.

- Integration of ThinkOn principles within Lean for Leaders and improvement events.

Two members of the KPO Team have now received ThinkOn Master Coach training and the KPO Lead is a member of the ThinkOn Guiding Team. The principles of ThinkOn compliments the TCPS methodology and will be incorporated into Lean for Leaders training and used during improvement events. The KPO Team are regularly using the principles during huddles and look forward to supporting the organisation in having more purposeful conversations.

The effectiveness of TCPS in SaTH

The recent visit from Chris Hopson, NHS Providers Chief Executive highlighted the importance of going to the genba to 'go see and show respect'. The Lean for Leaders were proud to show Mr Hopson around their genbas and highlight the improvements their team had been involved with.

In Maternity, Mr Hopson met Jill Whitaker, Matron for Consultant Inpatient Services; Jill shared their improvements, including information boards which are used to share key data in an efficient manner during daily team 'huddles'. Mr Hopson was very impressed with the thoughtfulness, desire to learn and improve and it was evident that there is a strong commitment to providing an outstanding service for local women.

Mr Hopson also praised the Postnatal Ward, which was awarded SaTH's first Diamond Exemplar Award, for continually improving the quality of the service they provide with a strong emphasis on ensuring patient safety.

He also visited the Cardiac Ambulatory Unit (CAU) at PRH. The CAU team were able to demonstrate how the unit had increased patient flow, improve discharge rates and provide care better tailored to patient needs.

In Estates, Mr Hopson was shown how SaTH is using TCPS to improve efficacy and reduce waste.

There is a wealth of improvement work at SaTH and Lean for Leaders training has given staff the tools to identify waste and defects in their processes and empowered them to make changes. The Trust Board Development session in May 2019 will get to hear from the staff about the work they have been doing.

Assessment

When introducing change it is important to remember, 'what is the problem you are trying to fix and how will you know you have been successful?'

The proposed changes to training have been as a result of feedback from previous Lean for Leader cohorts and as a request from the organisation to support the improvements required at SaTH.

Metrics will be created to monitor the progress of change.

45 new Lean for Leaders will commence their Lean for Leaders Training in July 2019.

The KPO Team continues to support the 7 current values streams, which are led by Executive Leads:

VS#2 (Sepsis) Executive Sponsor: Edwin Borman

VS#3 (Medical Recruitment) Executive Sponsor: Victoria Rankin

VS#4 (OPD Ophthalmology) Executive Sponsor: Tony Fox

VS#5 (Patient Safety) Executive Sponsor: Deirdre Fowler

VS#6 (Emergency Department) Executive Sponsor: Sara Biffen

VS#7 (Radiology) Executive Sponsor: Julia Clarke

VS#8 (Surgical Pathway) Executive Sponsor: Nigel Lee

[See Appendix 1: SaTH TGB report for current status].

The KPO Team, with the support of the Trust Guiding Team will continue to explore ways to share and celebrate the TCPS work and sharing at the Trust Board Development in May 2019 will aid the recognition of the improvement work to date.

Recommendation

The Trust Board are asked to note:

The KPO Team are continuing to develop and improve its TCPS training to meet the organisational needs.

The KPO Team are supporting SaTH staff to share their improvement journey at the next Trust Board Development session on Thursday 30 May 2019.