

Cover page	
Meeting	Trust Board Meeting
Paper Title	Transforming Care Production System Update
Date of meeting	Thursday 3 October 2019
Date paper was written	Wednesday 11 September 2019
Responsible Director	Bev Tabernacle – Interim Deputy Chief Executive
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#### Executive Summary

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.

This month's update, as requested by Trust Board is to provide assurance on:

#### **Kaizen Promotion Office (KPO) Activity**

Over the last month the KPO Team have been supporting over 15 genba walks with Trust Executives. The genba walk helps to support colleagues with their improvement work. It is also an opportunity to celebrate staff and their achievements.

TCPS work continues, for example, in August 2019 the KPO Team supported three process mapping exercises, a kaizen event, a Rapid Process Improvement Week (RPIW) and delivery of x3 Lean for Leaders training sessions.

#### **Trust Value Streams Update and progress**

The Trust Guiding Team have made the decision to transition some of the value streams so the focus and support can be increased for the remaining four value streams:

- Value Stream #2 Sepsis
- Value Stream #5 Patient Safety
- Value Stream #6 Emergency Department
- Value Stream #8 Surgical Pathway

Previously considered by

#### The Board (Committee) 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"> <li><input checked="" type="checkbox"/> PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare</li> <li><input checked="" type="checkbox"/> SAFEST AND KINDEST Our patients and staff will tell us they feel safe and received kind care</li> <li><input checked="" type="checkbox"/> HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities</li> <li><input checked="" type="checkbox"/> LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions</li> <li><input checked="" type="checkbox"/> OUR PEOPLE Creating a great place to work</li> </ul>
Link to Board Assurance Framework risk(s)	

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

**Main Paper****Situation****Kaizen Promotion Office (KPO) Activity**

Table 1: KPO Activity for August/September 2019

<b>Activity</b>	<b>Description</b>	<b>Occurrence/ Total Amount of Time</b>
Genba Walk/ Executive Genba Round	Genba walk conducted by 5 executive members supported by the KPO team.	3-4 per week (15 hours)
Trust Induction	Introduction to Transforming Care at SaTH at cooperate trust induction program	Twice a month (1 hour)
Process Mapping Exercise	Medical equipment process mapping session support by KPO team to address a CQC action	Once (2 hours)
Process Mapping Exercise	Head and neck cancer pathway mapping session support by the KPO team	Once (3.5hours)
Process Mapping Exercise	ED staff skills mapping session supported by KPO team	Once (3 hours)
Improvement Steering Group Meetings (ISG)	KPO support and attendance at Unscheduled Care ISG Scheduled Care ISG Well Led ISG	Fortnightly (6 hours)
Value Stream Sponsor Team Meetings (VSST)	KPO support at VSST for trust value streams - Emergency Department - Surgical Pathway - Sepsis	Monthly (3 hours)
Women and Children's Transforming Care Clinical Fellow Interviews	KPO Support as part of the interview panel	Once (1.5 hours)
Surgical Pathway Value Stream RPIW #4 prep	4 x planning meeting in preparation for RPIW	Monthly (4 hours)
Lean for Leaders Training	Session 2 Cohorts 1, 2 and 3	Three times in the Month (21 hours)
5S training	Transforming Care Production System 5S methodology training	Monthly (15 hours)
Transforming Care Production System Methodology training	1 day introduction training	Monthly (7.5 hours)
Junior Doctor Training	Transforming Care methodology introduction training for FY1 and FY2 doctors	Twice a Year (5 hours)
Staff Kaizen Huddle	Weekly report out	Weekly (1.5 hours)

Mental Health Huddle	Mental Health themed weekly report out	Once (1 hour)
Rapid Process Improvement Week (RPIW)	RPIW#4 for the Surgical Pathway value stream	Monthly (40 hours)
Kaizen Event	Kaizen event to explore the recognition, treatment and documentation for patients with sepsis.	Monthly (15 hours)
VMI Transformational Sensei visit	KPO team support the quarterly sensei visit	Quarterly (40 hours)
SaTH Transforming Care Guiding Team Meeting	Monthly meeting to review transforming care at SaTH	Monthly (3 hours)
KPO Leads Meeting	National monthly meeting of the partnership trusts	Monthly (5 hours)
ThinkOn Master Coaching	Development of KPO team members as ThinkOn Master Coaches	Monthly (15hrs)
Supporting and Hosting Visits	Hugh McCaughey, National Director of Improvement	Once (6 hours)

The table above details the additional activity the KPO Team has supported during August and September 2019, in addition to the KPO Team standard work.

Training of Lean for Leaders continues and we now have a rolling plan for further cohorts into 2020.

The KPO Team continue to support the Trust's 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 process mapping exercises and kaizen events will address some of the actions from the ISG plans.

The KPO Team have also supported a mental health huddle on Friday 30 August 2019 and a visit by Hugh McCaughey, National Director of NHS Improvement, at the Princess Royal Hospital, Telford on Friday 13 September 2019.

### **Trust Value Streams Update and Progress**

The SaTH Guiding Team is keen to align the organisational priorities and goals to the current value streams. The current 7 value streams were reviewed at the August 2019 TCPS Guiding Team meeting, and there is a plan to transition VS#3 Non-Medical Recruitment, VS#4 OPD Ophthalmology and VS#7 Radiology value streams back to the appropriate support groups. The four continuing value streams for the next 12 months are VS#2 Sepsis, VS#5 Patient Safety, VS#6 Emergency Department and VS#8 Surgical Pathway.

A revised agenda will be trialled at the next Transforming Care Partnership Board Meeting (previously known as the SaTH Guiding Team Meeting) which will incorporate all quality improvement initiatives across SaTH.

## Background

### Sepsis Kaizen Event

Sepsis is a devastating, deadly condition. Sepsis now claims more lives than lung cancer – the second biggest killer after cardiovascular disease. Once sepsis is identified, time is of the essence. The Sepsis Six Bundle as a whole has been shown to reduce the relative risk of death by 46.6% when delivered to patients with severe sepsis within one hour.

Evidence has shown that for each hours delay in administering antibiotics in septic shock, mortality increases by 2% to 5%. It is paramount that that healthcare professionals in the Emergency Department work as a team to be vigilant in recognition of sepsis, to deliver timely treatment and completion of documentation as these will save lives and improve our patient outcomes.

The purpose of the kaizen event was to improve the recognition, treatment and documentation for patients presenting with Sepsis to ED. The boundaries are, **From:** When a patient with suspected sepsis arrives in ED, **To:** When the patient has received the complete Sepsis Bundle and the treatment is documented. The improvements will be tested and monitored through remeasures at 30, 60 and 90 days.

### Surgical Pathway Value Stream RPIW #4

The scope of the RPIW was to explore the pre-operative assessment for patients on the 2-week cancer pathway. Currently the 2-week cancer pathway has a number of patients requiring elective surgery with short timelines, for example, vascular. These patients are not being referred to pre-op assessment as early as they could be. It is important to improve this to facilitate pre optimisation of patients prior to surgery. This is often not possible due to the late referral of patients.

### Mental Health Huddle

On Friday 30 August 2019, the KPO Team supported an extended staff kaizen huddle to facilitate a discussion around mental health.

The session was well attended at RSH and PRH, with staff, patient representatives and support organisations able to explore what mental health means to them, what are the barriers to caring for patients with mental health problems and what training and support is available for staff and families.

## Assessment

### Trust Value Streams Update and progress

The Trust's Value Stream Sponsor Teams continue to meet monthly and develop the kaizen plan for future improvement work. The Sponsor Teams incorporate the related ISG actions to ensure TCPS is being used to address the CQC concerns.

There are two Kaizen Events and one RPIW planned for October 2019. The KPO Team will be presenting the value stream work at the upcoming SaTH Leadership conference on 11 October 2019.

### Patient Experience Strategy

The KPO Team have been supporting the Patient Experience Lead, Ruth Smith to develop the SaTH Patient Experience Strategy. This has involved attending and co-facilitating focus groups to explore what strategy means to patients and what is important to them when they come into our hospital. The next steps are to support two Development Days in October 2019.

### External Visit

Hugh McCaughey, National Director of NHS Improvement visited the Trust on Friday 13 September

2019. The KPO Team hosted the visit at PRH, and the day consisted of 4 genba walks, and a meet and greet session with staff and patient representatives who have been involved in TCPS improvement work, and attendance at the weekly Staff Kaizen Huddle.

*Agenda for Hugh McCaughey's visit held on 13 September 2019:*

<b>Time</b>	<b>Item</b>	<b>Location</b>
9am – 9.10am	Welcome and Introduction ➤ KPO Team and Executive Team	Room C, Education Centre, PRH
9.15pm – 9.45pm	Genba Walk to Postnatal Ward Annette Barton	Postnatal Ward
10am – 10.30am	Discussion ➤ Paula Clarke and Executive Team	Room C, Education Centre, PRH
10.45am – 11.05am	Genba Walk to Ward 9 (Respiratory) Nawaid Ahmad and Koottalai Srinivasan	Ward 9
11.10am – 11.30am	Genba Walk to Ward 6 (Cardiology) Janet Kay, Sarah Kirk and Donna Moxon	Ward 6
11.35am – 11.55am	Genba Walk to Pharmacy Department Vicki Jefferson	Pharmacy Department
12pm – 12.30pm	Meet and Greet Lunch ➤ KPO Team Members ➤ Julie Southcombe (Patient Representative) ➤ Paula Davies (ALT / L4L/ThinkOn) ➤ Tony Fox (ALT/VSST) ➤ Steve McKew (Cancer Pathways VS) ➤ Angela Windsor (Sepsis Specialist Nurse) ➤ Julia Palmer (L4L/Complaints/ThinkOn) ➤ David Chan (L4L)	Room B, Education Centre, PRH
12.30pm – 1pm	Staff Kaizen Huddle ➤ Angela Windsor (Post Sepsis Kaizen Event and World Sepsis Day – supported by Edwin Borman) ➤ Julia Palmer (Medical Examiner Role and improvements to death certificate process – supported by Edwin Borman) ➤ Shahd Ahmed (Update from Medical Handover Kaizen Event post 90-days)	Room C, Education Centre, PRH
1.15pm – 2pm	Q&A and Close ➤ KPO Team Members ➤ Tony Fox (ALT/VSST)	Room C, Education Centre, PRH

**Recommendation**

SaTH Trust Board are asked to note:

- VMI Transformational Sensei Melissa Lin undertook her quarterly visit to SaTH on 16-20 September 2019, and spent time with the Trust Executives and Non-Executive Teams. Melissa will return to SaTH for her next quarterly visit on 16-20 December 2019; please contact the KPO Team if you would like to meet with her.
- Planning is underway for the next Surgical Pathway RPIW which will focus on radiology attendance in theatres at RSH; all staff are invited to attend the RPIW Report out on Friday 8 November 2019 from 12.30pm until 1pm in SECC at RSH and Education Centre at PRH.