

kinetik solutions



Lean London Forum

26th March 2009

Royal College of Surgeons - Holborn



We have several broad aims

- **To create the environment where Lean Solutions in the NHS are shared, discussed and acted upon**
- **To engage in a debate about strengths and weakness of lean in the current NHS climate.**
- **To network and make new colleagues/friends.**



Agenda

- **1800 -1805** **Introductions to Speakers, Agenda and Ground Rules**
Ketan Varia
- **1805 - 1830** **The ‘Leaning’ of Bedford Hospital – the story so far**
Susan Whittaker
- **1830 - 1835** **Future Developments in Lean**
Rob Worth
- **1835 - 1900** **Transformation of Camberwell Sexual Health Centre**
Rachel Paxford-Jenkins
- **1900 - 1905** **Building Lean Expertise**
Daniel McDonald
- **1905 - 1925** **Use of Data in Lean Projects**
Andrew Castle
- **1925 - 2000** **Close & Time for Networking**



Ground Rules

- **Suspend assumptions**
- **Act as colleagues**
- **Spirit of enquiry**



What is Lean

- Focus on Value from a **Customer (Patient) point of view** on every step of process
- **Obsession on removing waste** within the ‘whole system’
- Bottom up approach in identifying value and waste – assumption that **much of waste and value is hidden**
- A true lean system would “flow” and need **little command and control**

Leads to sustainable change ingrained in the ‘DNA’ of an organisation



“Lean’s focus on delivering care is a refreshing antidote to benchmarks, targets and the traditional approach to performance management. The emphasis it puts on looking at the whole system is valuable.”

Nigel Edwards, Policy Director, NHS Confederation



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Bedford Hospital **NHS**
NHS Trust

The 'Leaning' of Bedford

– the story so far

Susan Whittaker

Service Improvement Projects Manager



The Challenge

1. Continuous growth + strategic policy + NHS behaviours = overburdened services
2. Legacy of Financial Turnaround





The Challenge

External Challenge

- Patient choice
- Commissioner choice

Internal Performance

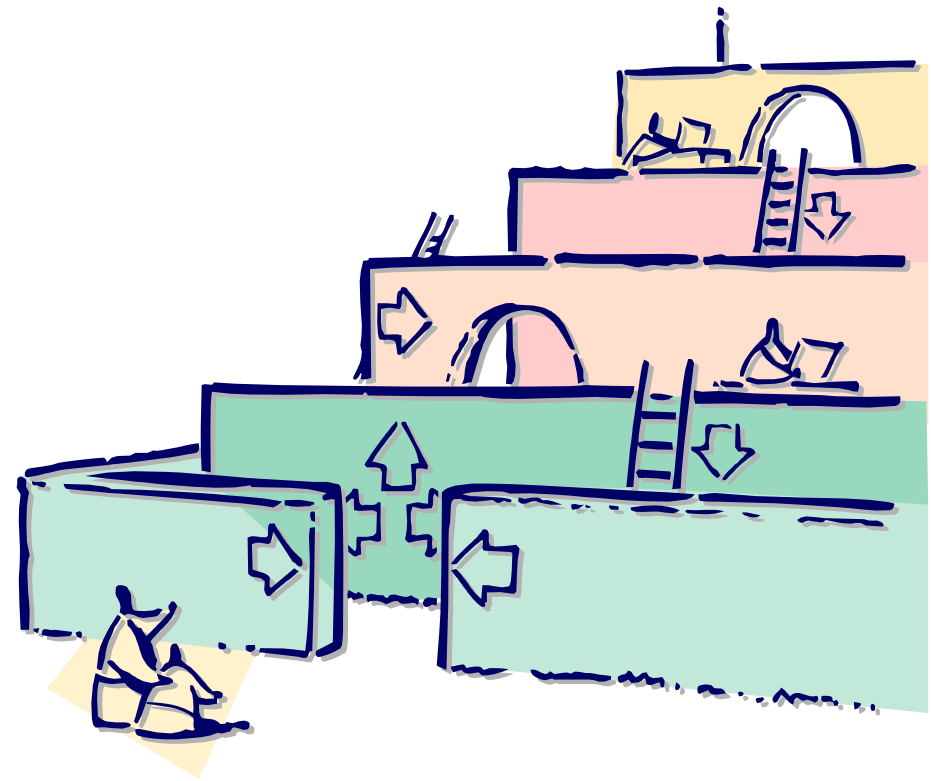
- Hospitals outcomes on some aspects of service
- Safety
- Staff morale
- Patient satisfaction





Fact finding audit

- We walked and mapped out some patient pathways
- We talked to the staff and patients involved
- We found many of our processes looked “broken” and wasteful





The way forward - Lean

Q: Can lean offer a better way of organising the way we work?

A: We examined what lean offered – based on our own experience and other people's – **Yes!!**





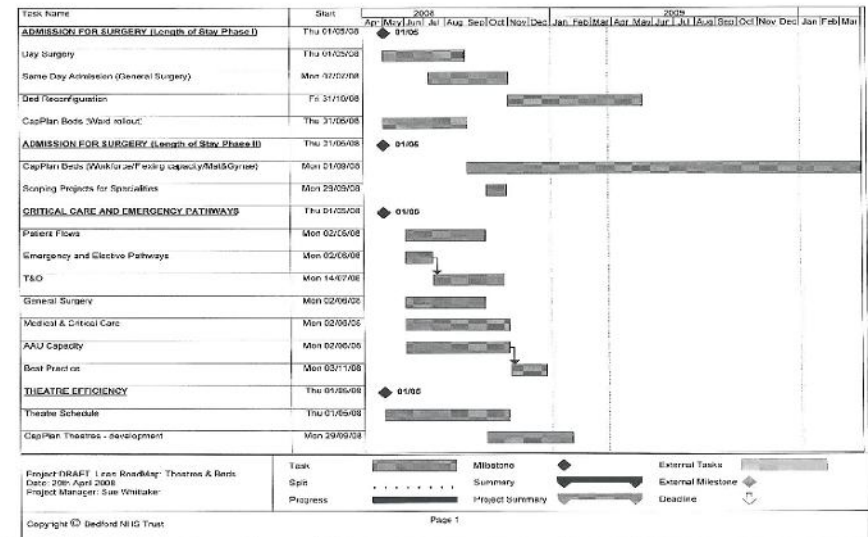
What happened next?

- Set our sights on what 'best' would look like
- Underpinned our vision with Transformational Strategy
- Appointed service improvement facilitators
- Trained 30 staff in lean principles – identified lean champions and projects
- 60+ staff came together and identified ' Blood boilers'
- Launched lean road map – 3 year journey was born!!!
- Launched a Communications strategy – news letter
- Branded programme as – ' every patient matters '
- Branded T-Shirts , folders badges and pens



What did it look and feel like?

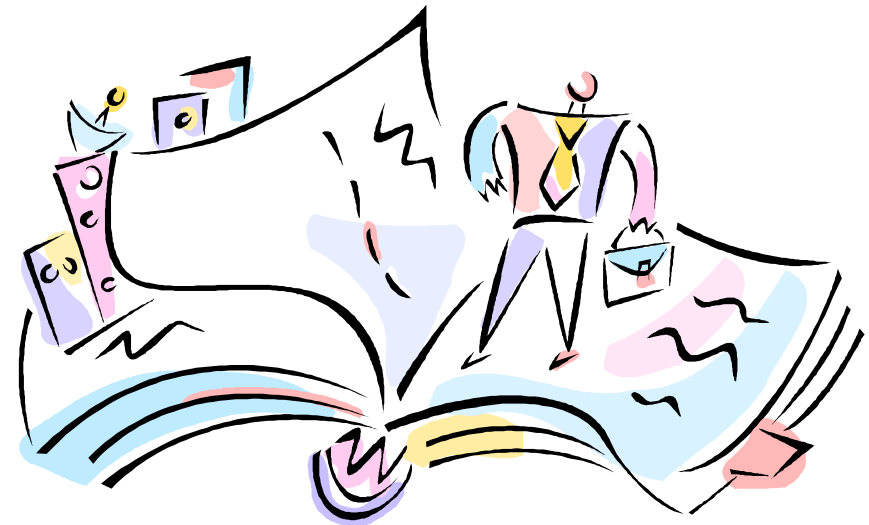
Team of lean champions; Roadmaps for beds and theatres, medicine and diagnostics, and core projects; over 40 projects; over 100 blood boilers; do we have the time; where do we start; do we have buy in





What happened; where are we now?

- Over 26 projects from the Road map are underway
- Major reviews for radiology and urgent care
- Reviews for specialties such as ENT, urology
- Core area projects underway e.g. HR, Medical Records
- Successful bid for Productive Ward enabling us to recruit a project nurse
- Buy in on a major scale





Successes

Progress - the results are beginning to flow

- ✓ LOS improved national position
- ✓ Upper decile performance in Day surgery rates
- ✓ Upper decile theatre utilisation rates
- ✓ DNA rates reduced significantly – upper quartile performance
- ✓ Patient experience at Bedford Hospital improving
- ✓ Staff engagement improving – still some scepticism
- ✓ Admission lounge - 75% electives on day of surgery
- ✓ Radiology – no delays for film X-ray



What's next?

- Consolidating and completing work started so far
- Managing expectations
- Mini Lean – everyone can make a difference
- Further Specialty reviews
- Setting up local networks
 - Creativity and Innovation in Lean





Bedford Hospital **NHS**
NHS Trust

Lessons learned...

- Timescales – appropriate/realistic, what are ‘quick wins’, managing expectations
- Resources – availability, commitment/over commitment, backfill
- Fun on the way, greater understanding and appreciation between staff
- A little like herding cats.....

<http://video.yahoo.com/watch/206844/535507>



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Transforming Sexual Health Services: the Kings experience

**Camberwell Sexual Health Centre
Kings College Hospital NHS Foundation Trust**

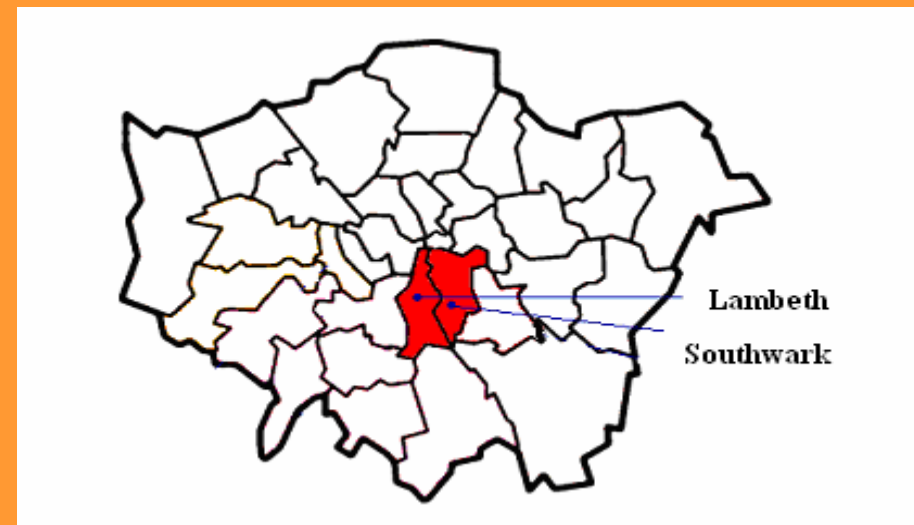
Rachel Paxford-Jenkins, Service Manager

Camberwell Sexual Health Centre



Drivers for change

- Public health need
- Dissatisfied service users



Dissatisfied service users

- Access problems
 - Inconvenient opening times
 - Poor visibility
- Unwelcoming & unattractive clinics
- Limited autonomy and choices
- Long waiting times

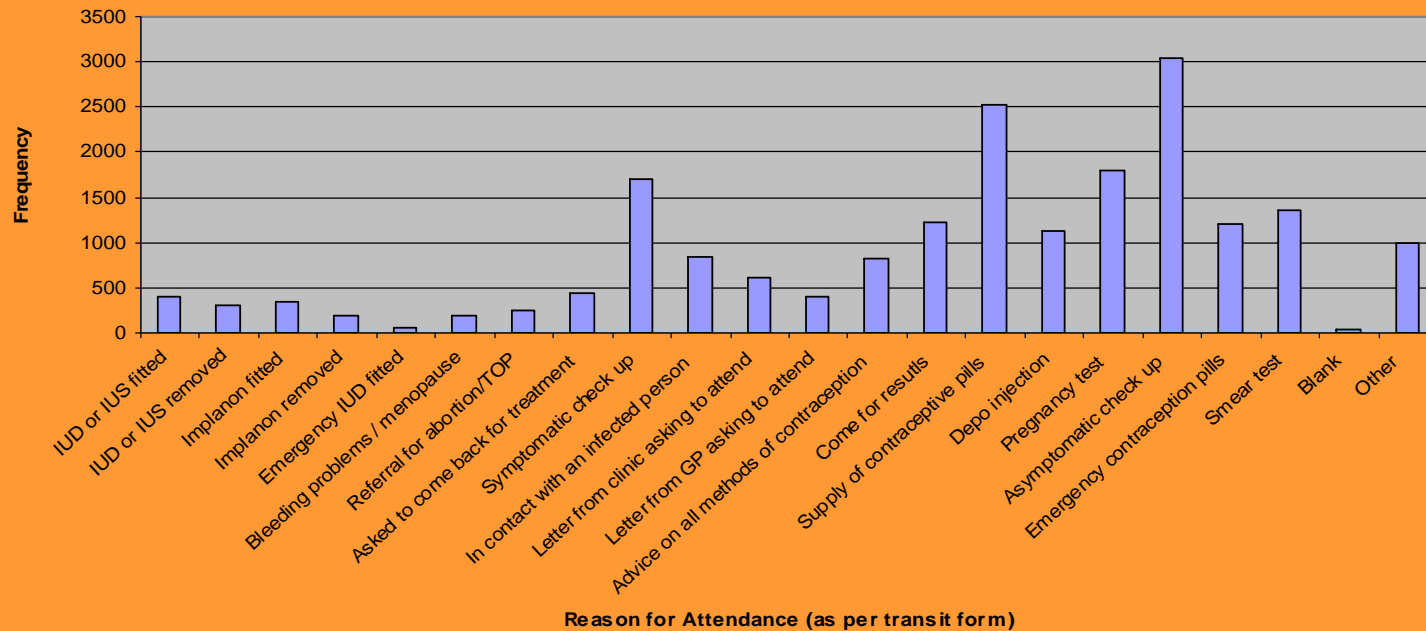


Local system-wide review

Process mapping

Demand & capacity analysis

RFA for ALL clinics (data to november)



Activity by RFA

Transit time capture

Objectives of re-design

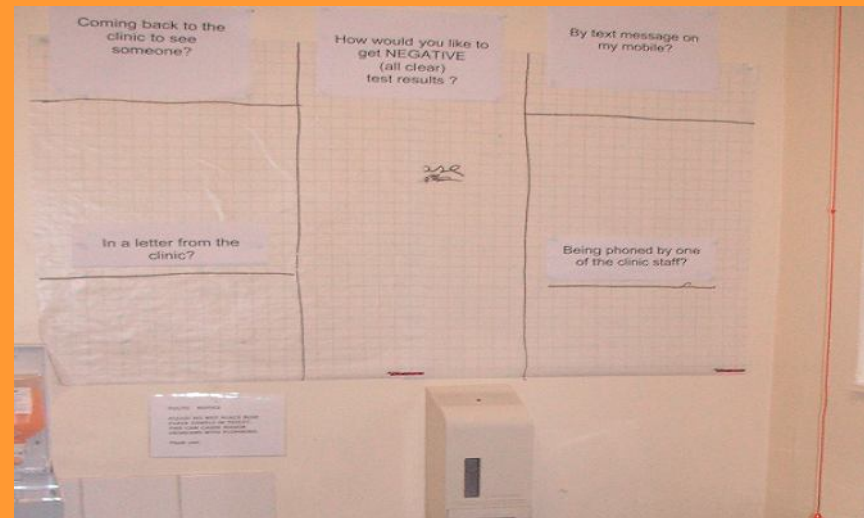
- Improve user experience & access
- Increase uptake of services
- Provide holistic one-stop shop
- Provide cost-effective service

Innovations

- High level of user & staff involvement
- Challenging traditional notions
- Location & environment
- New touch-screen technology
- Self-management
- New staff roles

User & staff involvement

- Mystery shoppers
- Focus groups
- Design input incl. visits
- Graffiti boards in WCs
- Workshops for staff



Challenging traditional norms

Highly visible



Not discrete

- Users as active participants
- Normalise, NO stigma

Location

- High street
- High visibility

Now...



Then...



Environment

- Radical new lay-out
- Dynamic
- Modern
- Welcoming

Now...



Then...



Environment

Bright non-NHS colours



Environment

- Consultation pods
- Unisex WCs



New technology

- Register
- Identify & select reasons for attendance



New technology

- Triage
- Queue management
- Electronic information points

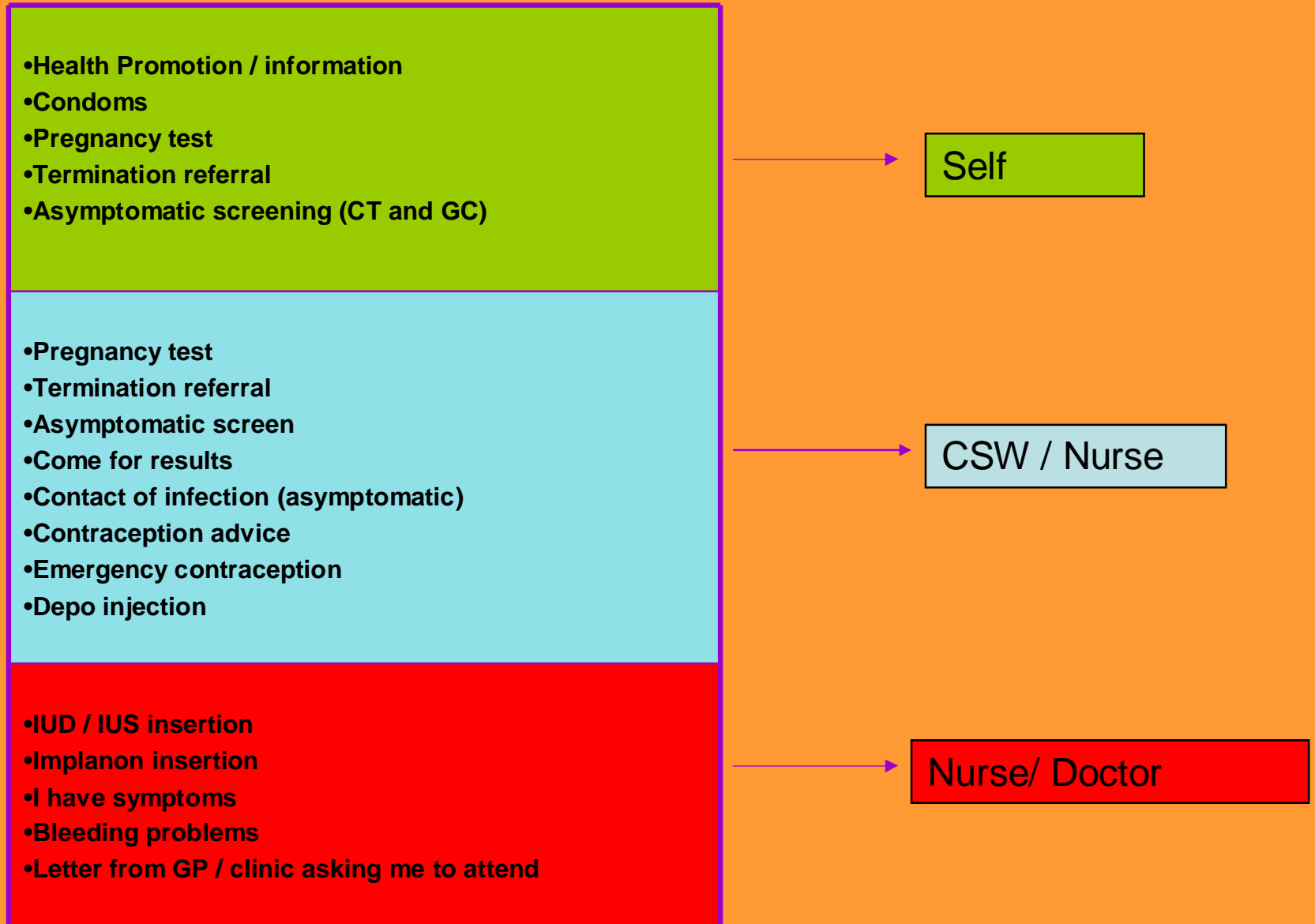


Self-management

- Pregnancy tests
 - STI testing kits
 - Condoms
-
- More choice
 - More autonomy
 - More control



New ways of increasing capacity



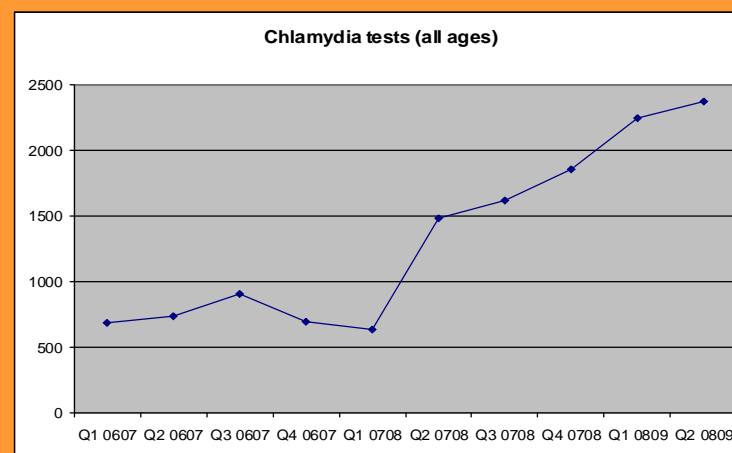
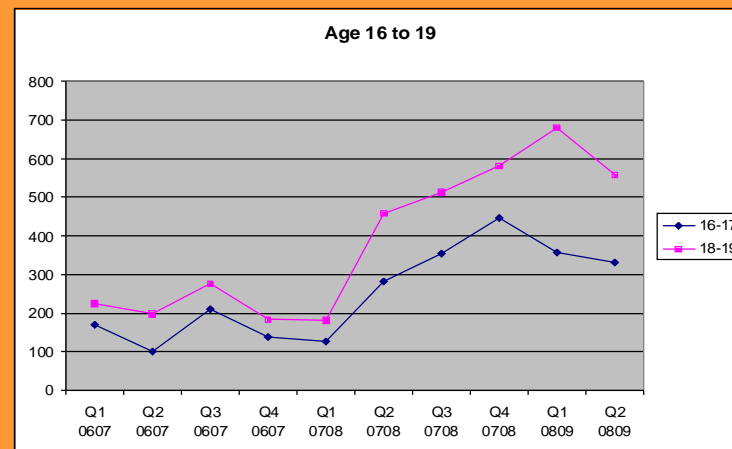
New staff role – Client Support Worker



- Meet, greet and welcome users
- Assist with touch-screen registration
- Facilitate self-management
- One-to-one clinical work

Outcomes

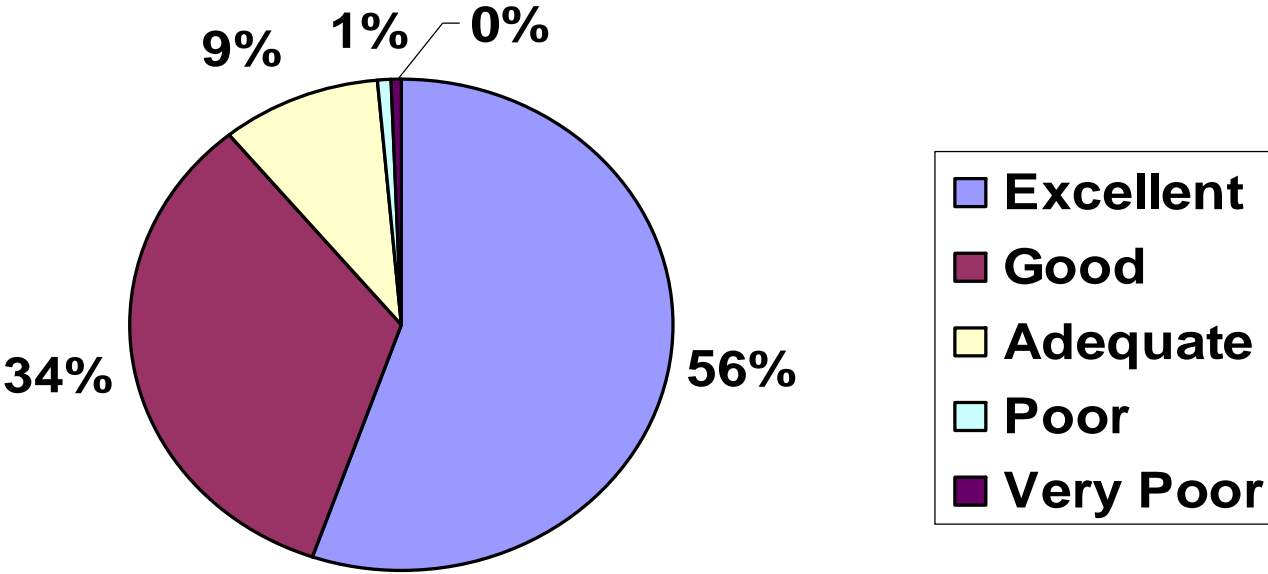
- More attendances
- More young people
- More men
- More testing incl HIV
- More LARC



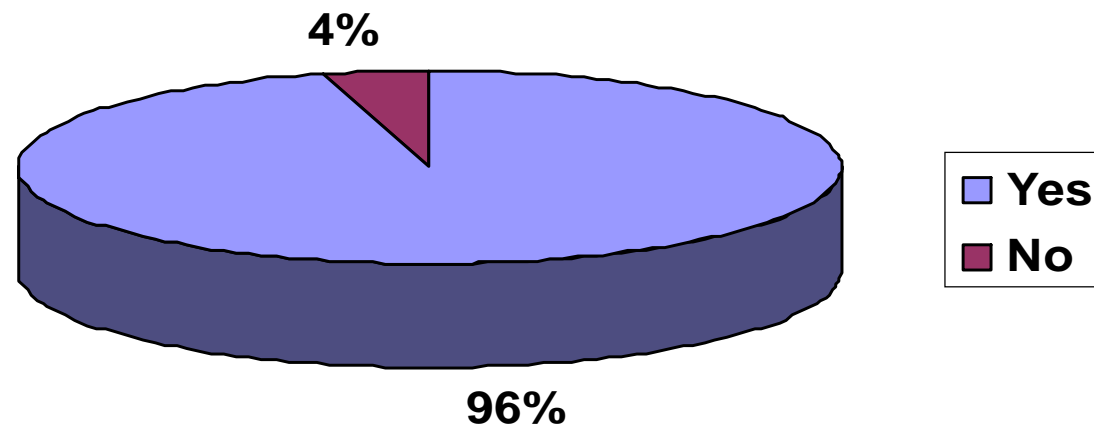
Users' views

	YES (%)	NO (%)
Easy to use	97.5	2.5
Confidential	81.1	18.9
Time consuming	27.9	72.1
Prefer to reception	80.1	19.9

How was the standard of service?



Would you recommend it to a friend?



What do users like about the new service?

'I personally think it's very nice and looks very comfortable. It's spacious and doesn't seem like a clinic. It looks very cool'

'They are friendly and I felt comfortable to say what my problem was. I think there should be more centres like this one'

'I like the way you can sign in using the touch screen, which is quicker, easier & more private'

*'I think this place looks really good, noticeable as well. I got to hear about this place because of a sex education lesson at my school. I told my friend about it and he said we should come. I'll be coming here more often!'
(16 year old male client)*

'I find a self service option highly desirable & would like to thank all the staff for championing a fresh & novel idea through'

Roll out potential...

“We all thoroughly enjoyed the morning and returned inspired by what you and your team have achieved.

The location is ideal and I’ll be exploring the use of high street premises in our locality. The building was bright and cheerful, with fabulous resources available

**General Manager Sexual & Reproductive Health
Services, Barking,
Havering & Redbridge Hospitals**

What next?

- Merged with GU & HIV service in January 2009
- New challenges, new issues
- Same again!
 - Review processes & systems
 - User involvement & feedback
 - Develop technology



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Building Lean Expertise

- **Vision & Building Blocks**
- **Foundation - Good Resource Management**
- **Springboard – Lean Leadership**
- **Sustainability – Develop Employee Capability**





THANKS!

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Lean Executives

**Managing the talent pipeline for
Lean Enterprise and Service
Transformation**

**Assisting with Lean Transformations
in the health sector and beyond**