

kinetik solutions



 **Lean Executives**

## Lean Midlands Forum

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21 June 2011



## **We have several broad aims**

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- **To create the environment where Lean Solutions in the NHS are shared, discussed and acted upon by practitioners in the Health service**
- **To engage in a debate about strengths and weakness of lean in the current NHS climate**
- **To network with colleagues and friends**



## Agenda

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- **1800 - 1805**    **Welcome/ Introductions and Aim**
- **1805 - 1830**    **Lean Transformation at Bedford Hospital - Susan Whittaker, Bedford Hospital**
- **1830 - 1845**    **How do drive change by understanding patient value? Ketan Varia, kinetik solutions**
- **1845 - 1900**    **Global Lean Knowledge: The Effects of Culture, Maria Gilgeous, kinetik solutions**
- **1915 - 1930**    **'Hot Seat' Questions and answers**
- **1930 - 2000**    **Networking Time**



# Facing the challenges of 2011 and beyond

**Susan Whittaker** M.B.A., B.Sc.(Hons)

In the beginning..



- **Financial turnaround**
- **Further efficiency savings**
- **Lean - service transformation**



# Then came lean ...



# Our journey...



- **Roadmap**
- **Successes**
  - Radiology
  - Divisional projects
  - Bright ideas
- **Lessons learned**
  - Resistance
  - Right teams and resources
  - Time available



# Results...



## RADIOLOGY

- **Break even within a year, income per month increased 15%**
- **Net gains from Lean are £1.2 million.**
  - Avoiding postponement of inpatient appointments £722,000
  - Creating an extra shift pattern, which impacts £320,000.

## OVERSEAS PATIENTS

- **£120k income recouped each year**

## CANCER TEAM

- **IT solution to avoid duplication = 1.5WTE; time has been reinvested**

## UROLOGY

- **Patient experience – reduction of appointments from 5 – 1 stop service**

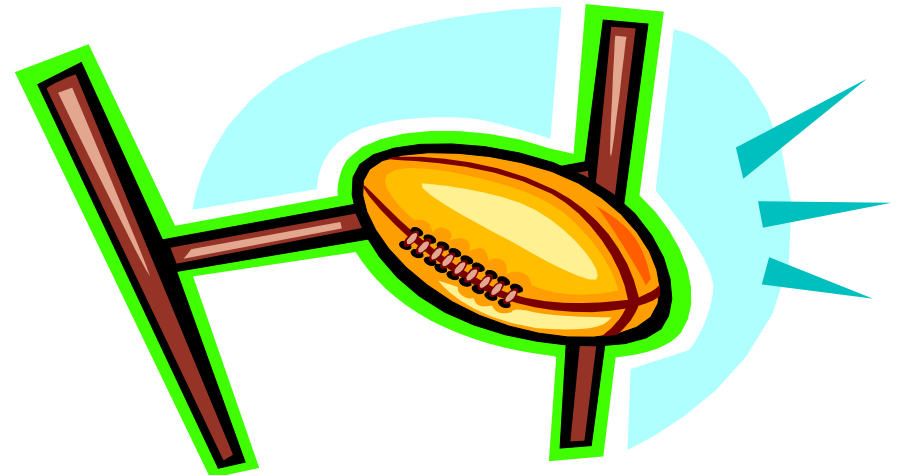


# Where are we now..

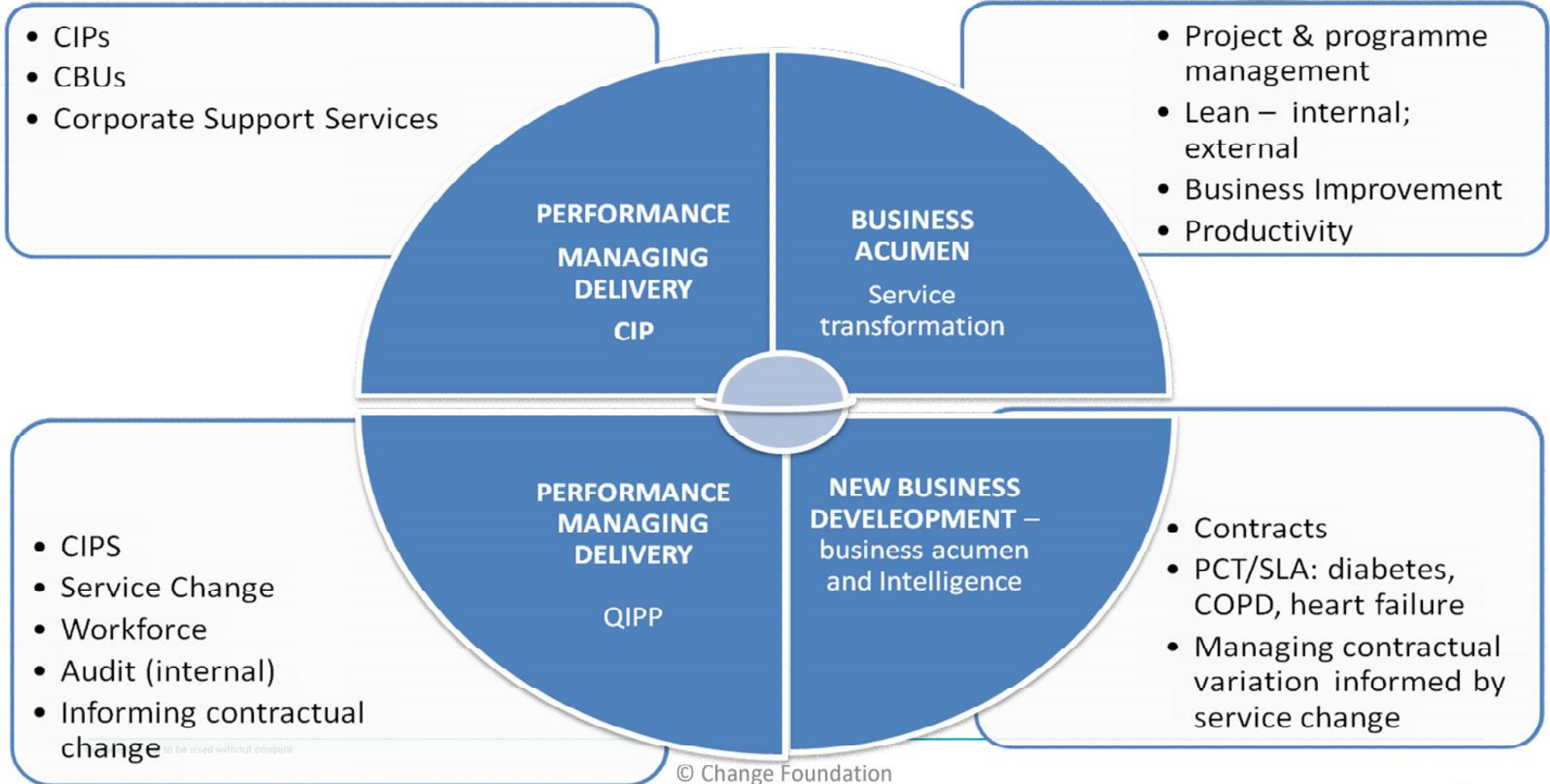


- Original lean champions moved on
- Organisational restructuring
- QIPP
- CIPs
- Efficiency savings
- Service(s) transformation
- Commissioning

And .....



# Progress...



## Our response....



- **Team**
- **Vision and focus**
- **Developmental model for growing lean champions**
- **New skills development**
- **Rapid Improvement Events**
- **PMO – aligning strategic projects QIPP, CIP, HIA, CQUIN, service transformation**
- **Forging new alliances – pan-organisation**

however.....

# Looking ahead....



- **Future – unclear**
- **New pressures**
  - Commissioning
  - Managed dialogue
  - Pace of change
  - Managing risk; and
  - Still delivering performance and quality
  - on the day job

# A winning formula



# Effective teams = RESULTS!



# Change Foundation

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# **Lean Principles and Processes - Understanding 'Value' to drive change**

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## What does Value mean?

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### Value

#### What this means

- The customer normally defines value
- What does the process 'change' that someone is willing to pay for

#### What this means in the NHS

- Anything that *transforms* patient care and experience, otherwise it is waste:
  - meets expectations all the 'value' elements of a journey
  - would recommend the experience to a friend/relative
- Customer is normally the patient/GP, but may be other stakeholders (who is the customer?)





## Recap – What is Lean?

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- 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**



## Current methods of patient experience analysis are poor and reveal little

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***“We need a tool that provides rapid, simple feedback from patients to staff in order to improve their performance. The current method is not helpful to those of us who wish to improve the patient experience”***

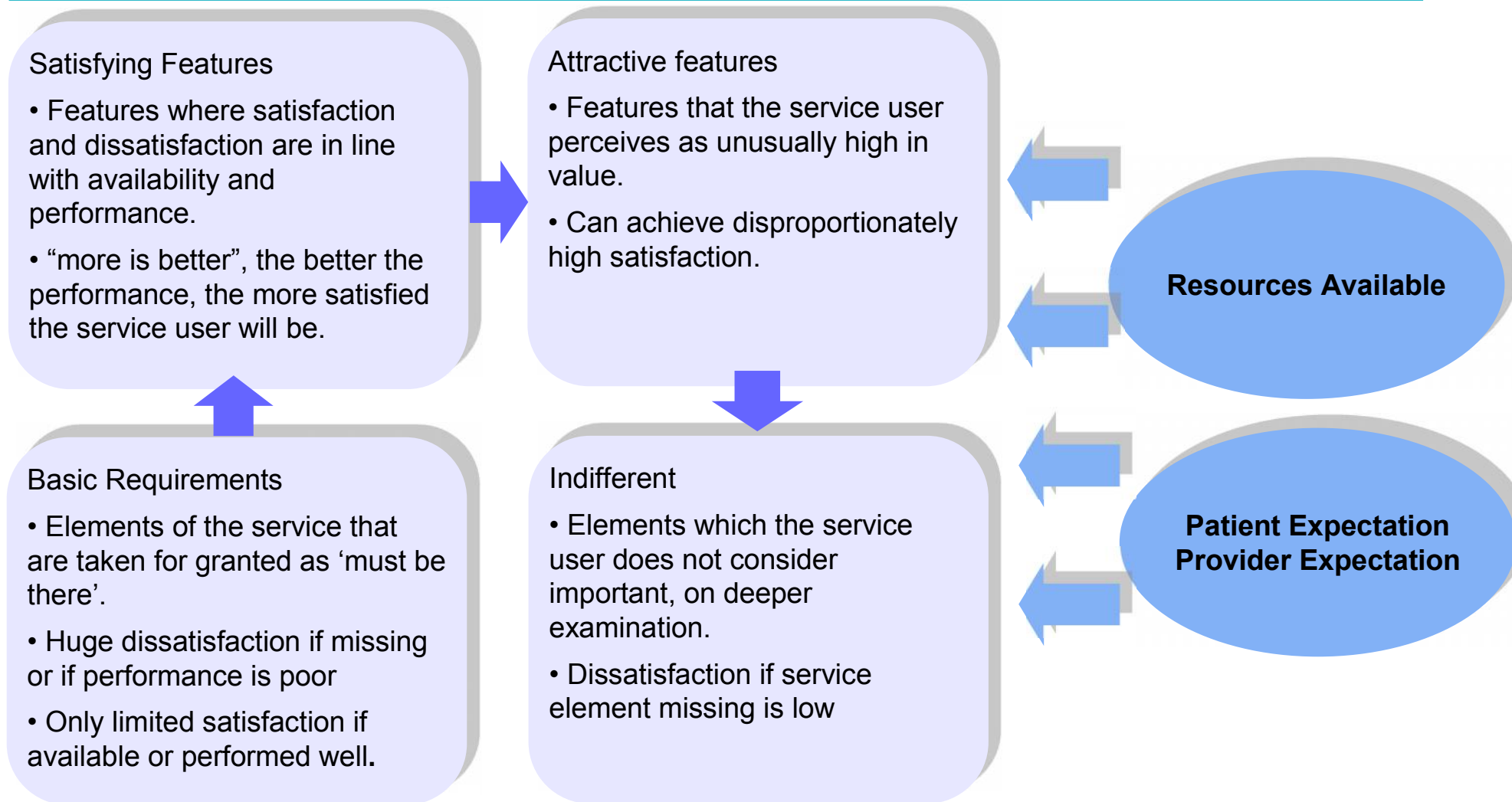
*Dr John Coakley – feature writer HSJ journal July 2008*

**“Patient experience - Quality of care includes quality of *caring*. This means how personal care is – the compassion, dignity and respect with which patients are treated. It can only be improved by **analysing and understanding patient satisfaction with their own experiences”****

*Lord Darzi- NHS Next Stage Review June 2008*



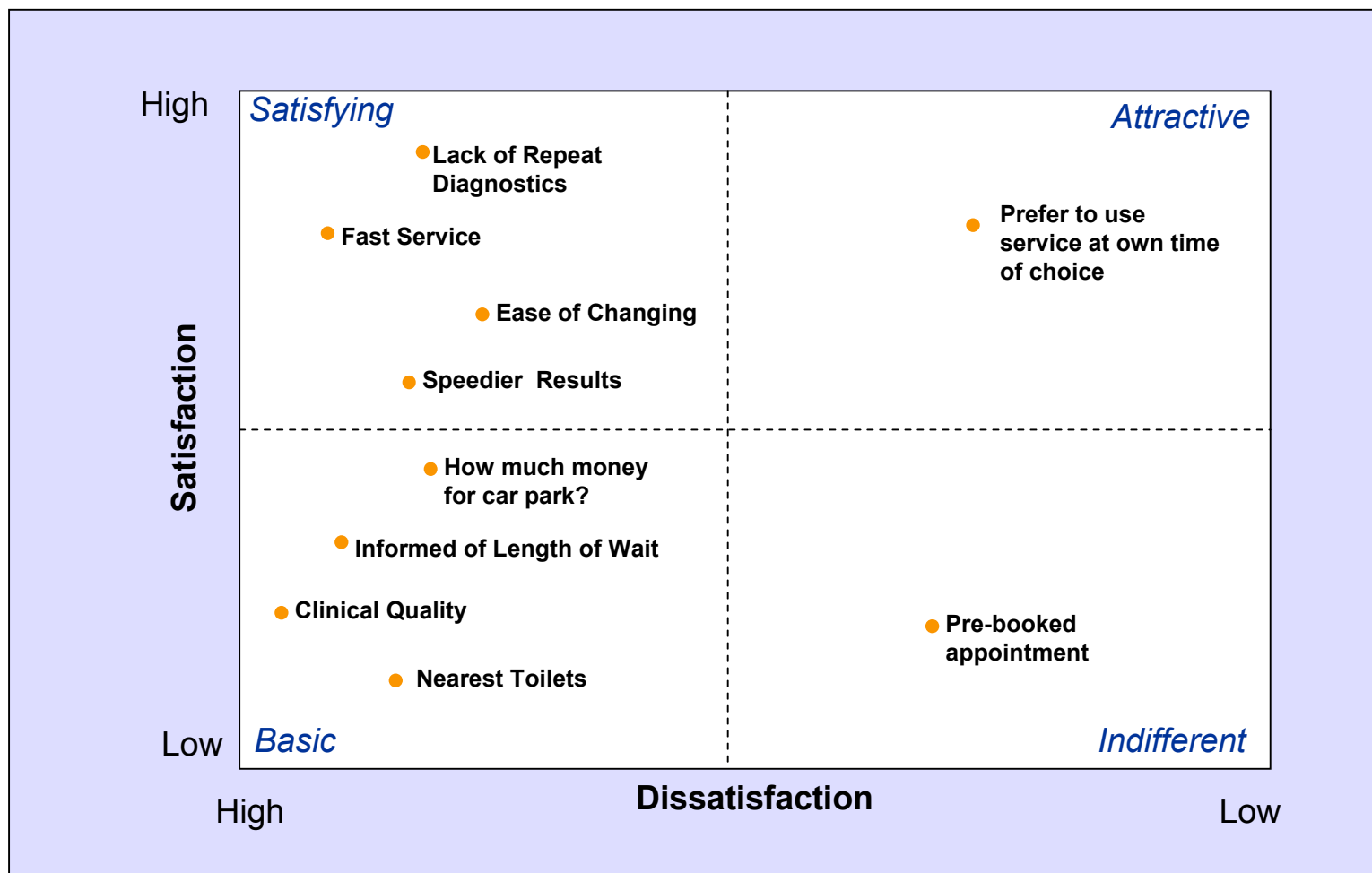
# Patient/Stakeholder value is based around four attributes and managing expectations





# Elements of the patient experience should be categorized around a matrix of satisfaction/dissatisfaction

## Example – Diagnostic Service





# Managing expectations need to be aligned around all elements of service

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## Mismatch in Expectations is a critical element of measurement

### *Example – Diagnostic Area*

#### Patient/Stakeholder Expectations

##### Basic

- Need to know in advance how much money to put in car park
- How long will I wait?
- Where are the nearest toilets?
- Professional service

##### Satisfying

- Easy to change in cubicle
- Quicker the journey the better
- Speedier the results the better
- Adapted X-Ray for certain patients\*

##### Attractive

- Prefer appointment date/time of their choice

#### Trust Expectation

##### Basic

- People arrive dressed appropriately
- Professional clinical service

##### Satisfying

- Quicker the journey the better
- Speedier the results the better
- Little re-work for diagnostic test (right first time)

##### Attractive

- Absence of DNA



## The 'value' part of Lean needs more exploration in an NHS service environment

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- **Current methods of the 'value' a service provides needs exploration in four dimensions**
- **Exploring 'value' mismatches from stakeholders is what the start point of sustainable service improvement**
- **Value can be delivered before doing detail process mapping/Value stream mapping**



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# Global Lean Knowledge: The Effects of Culture

**Dr Maria Gilgeous**





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## Scene setting...

- **I've been a Lean Consultant for 13 years**

In that time I have seen shifts in lean knowledge and application from the automotive sector to almost every industry sector

- **This is no surprise to me – I have been extolling the virtues of lean since 1995**

However I would like to share with you an interesting observation I made whilst training lean throughout the Global Operations Excellence practices within my company at the time.



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## International differences

- I went to train the Operational Excellence Teams in 7 different countries  
Each team know what 'Lean' meant, however they had limited knowledge of Lean tools and techniques
- The biggest difference was between the US and Sweden  
The US team were totally enthused by the Lean tools and techniques.  
They even organised a Lean Walk through a gun factory to try out some of them!  
However in Sweden they were totally bemused...  
"This is just Business Process Re-engineering"!



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## Across Industry Sectors

- Since the conception of Lean Manufacturing it has been ripe for adaptation into a variety of industries
  - FMCG, Food & Aircraft in the '90's
  - Government, Construction and the Financial Sector in the 'noughties'.
- Each industry I have experienced have felt that they were different or 'unique'
  - However , once inside the companies, I found that processes could be defined and therefore lean could be applied at least at some point within those processes



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## Within Industry Sectors

- **Even within industries, there are often elements of that industry that the directors or the team try to ringfence...**

*“There in no way that you can apply Lean to what the investment bankers do – it’s an art”!*

- **I’m sure you’ve heard similar within your industry?**

Anywhere a process can be defined then lean can be applied

**BUT – Remember:**



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## The Black Box

- **Lean specialists are not here to make anyone feel uncomfortable**
- **Many lean improvements can still be made whilst respecting the 'Black Box'**
- **Who knows – once improvements to other parts of the process become apparent then perhaps we may be allowed to peek into that 'Black Box'...**

Thank you – any questions?



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## What's Next?

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- **Today's presentation and feedback survey sent out by email within 48 hours**
- **The Next Lean Midland Forum will be held in 13 December 2011.**
  - We will send out reminders to all participants from today
  - We have a Lean London Forum on 21 September 2011 [www.leanlondon.org.uk](http://www.leanlondon.org.uk)
  - If you'd like to take up one our presentation slots, please do let us know. We are keen to hear from Community Trust and GP Groups
- **Find us on LinkedIn and Twitter - LeanNHS**





## **Big Thanks To Our Presenters**

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***Susan Whittaker***

***Maria Gilgeous***







## Final Thanks to Our Sponsors

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

**Lean Executives**

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