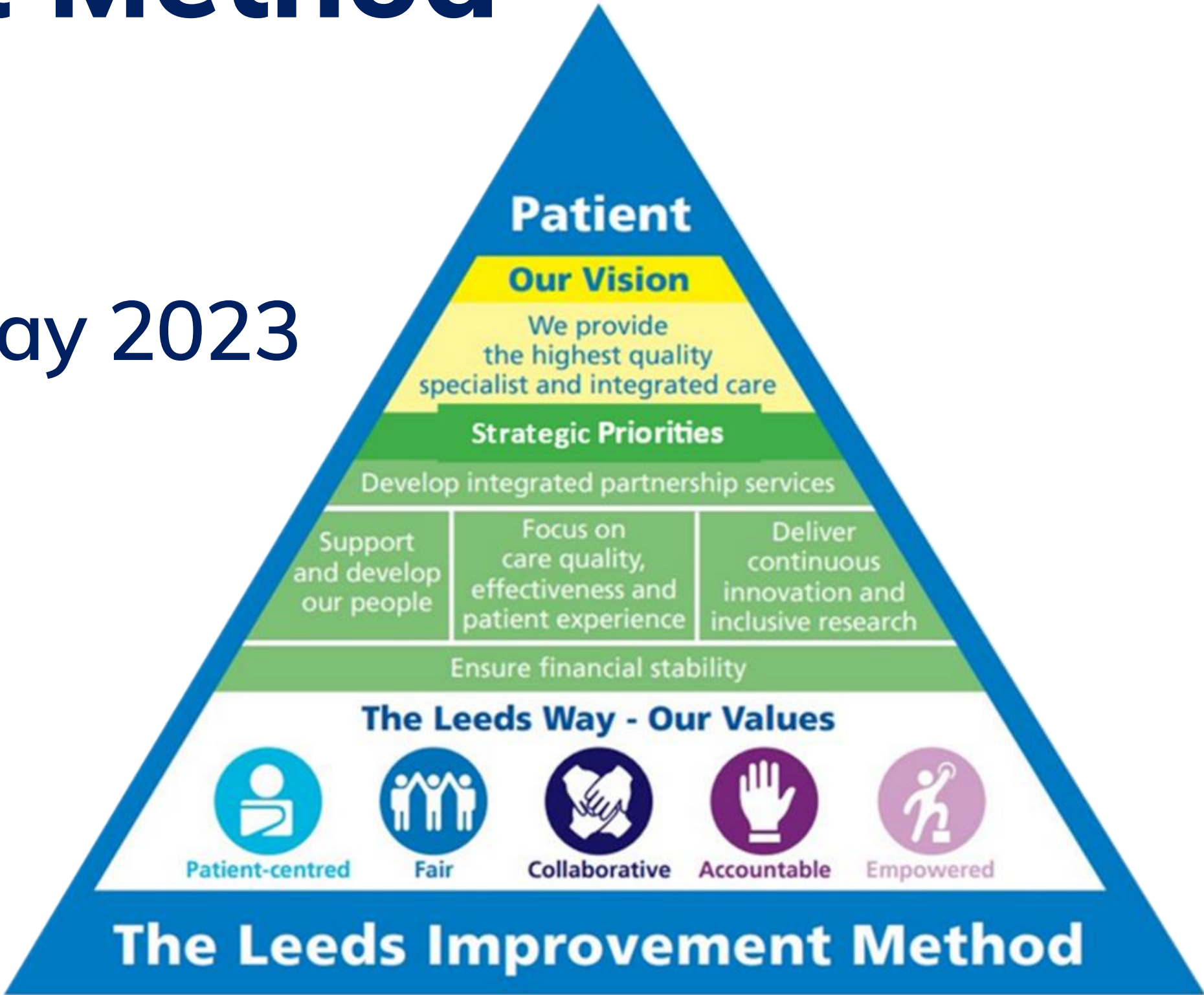


Leeds Improvement Method Update

LTHT Public Board, 25th May 2023

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KPO Team Operational Update

Changes

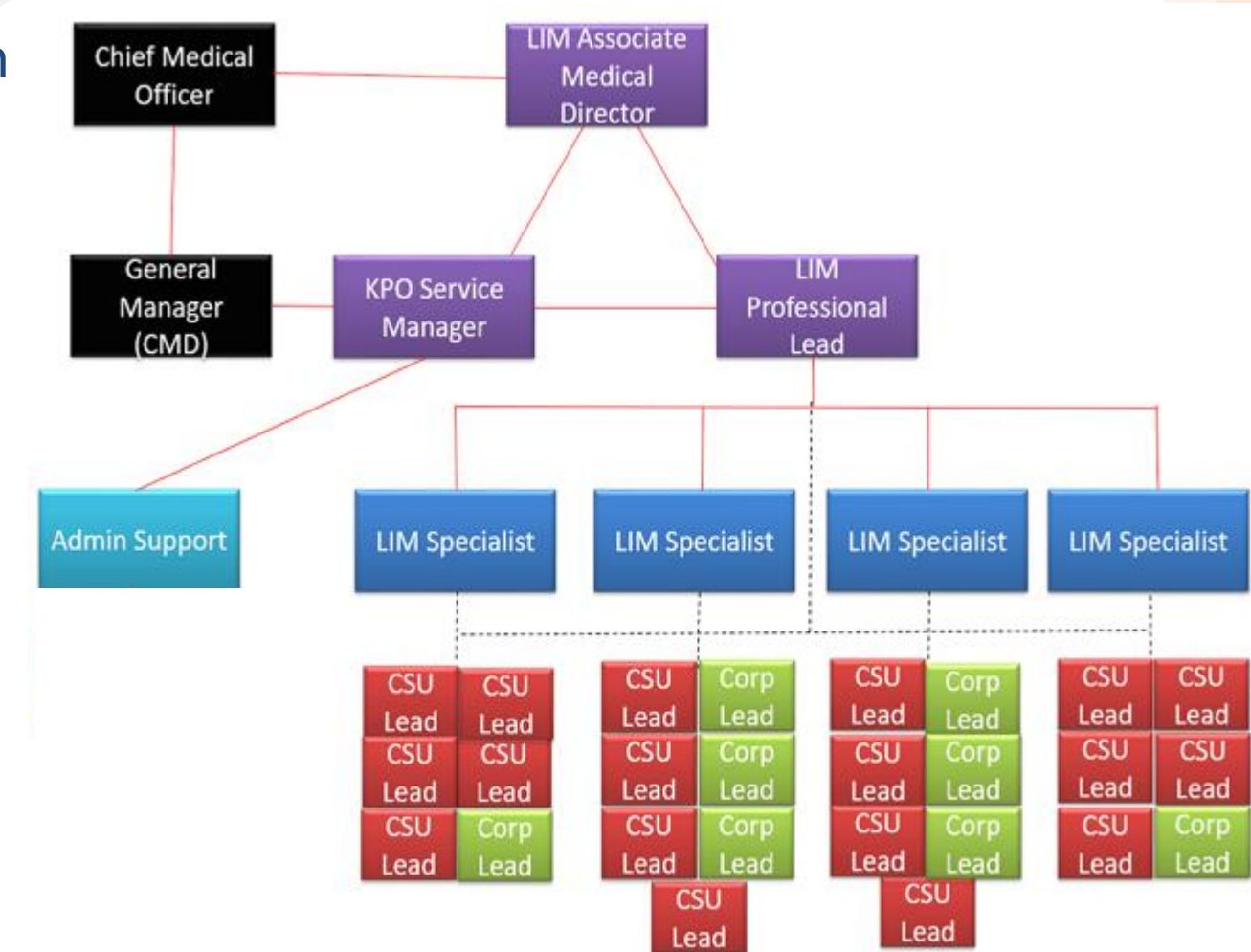
- Formal re-structure of the Kaizen Promotion Office (KPO) completed Aug 2022.
- KPO Specialists now support CSU improvement activities in a 'improvement partner' model similar to HR and Finance functions.
- Reinvestment from restructure allows recruitment of 19 LIM Facilitators embedded with each Clinical Service Units (11 in post to date).
- LIM facilitator's role (0.3 WTE) supported directly by KPO Specialist.
- New structure enables increased cross-functional relationships with Organisational Development (People Priorities) and Finance Programme Management (Waste Reduction).

Challenges

- Building effective operational processes to identify, align and deliver improvement activities with each CSU while maintaining team operating principles to 'do with' rather than to 'do for' colleagues.
- Size and skills mix within KPO team reduces capacity for project, event and training delivery.

Next Steps

- Use our 7 annual commitments to sharpen focus for improvement activities and establish robust governance around delivery.
- Review medium-term capacity and capability to ensure KPO resilience and ability to meet demand.



Partnerships

VMI

- Into year 2/4 of new contract.
- VMI provide education and training support via online courses and a coaching offer for KPO, executives, and CSU improvement leaders.
- **Strategic Goal Deployment workshop for executives in March '23 facilitated by VMI to agree a refined set of organisational priorities.**
- **Created 7 *annual commitments* with an associated A3 and executive sponsorship.**
- **Expectation that each CSU has a local A3 focused on each of the commitments.**

Leeds Healthcare System

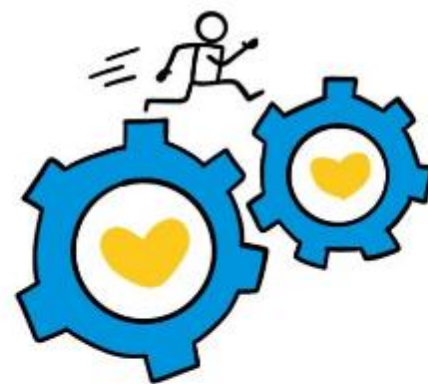
- Linked with Improvement Leaders across Leeds healthcare system to connect on shared opportunities and learning.
- LTHT KPO lead supports events and improvement activities around system flow.

National Partnerships

- Remain active with 4 VMI Partnership Trusts and Improvement Directors Network.
- Exploring opportunities for partnership working with VMI to support implementation of Continuous Quality Improvement in other NHS Trust.
- Appetite in system enhanced by launch of NHS Impact; LTHT seen as vanguard provider.
- Contribute to shared learning via connections with Warwick Business School, Q-community and linking with other NHS organisations.



Learning with the system



How to Foster a Culture of Continuous Improvement

Learning from NHS - Virginia Mason institute Partnership

Nicola Burgess

1.

BUILD CULTURAL READINESS as foundation for better QI outcomes



PRIOR "CULTURAL WORK" ENABLED QI

ORGANISATIONS THAT INVESTED IN CULTURAL READINESS BEFORE QI

GOT BETTER OUTCOMES from QI

2.

EMBED QI ROUTINES AND PRACTICES into everyday practice

BUILD QI CAPABILITY ACROSS the ORGANISATION

MAKE QI A PART OF EVERYONE'S WORK, EVERYDAY



LEARNING IN REAL SITUATIONS



3.

HAVE LEADERS SHOW THE WAY and light the path for others

LEADERS GO FIRST



MODEL THE IMPORTANCE OF QI

LEADERS AS PROBLEM FRAMERS, NOT PROBLEM SOLVERS

ENABLES PEOPLE TO LEAD IMPROVEMENT FROM THE POINT OF CARE

LEADERSHIP BEHAVIOUR IS A SYSTEM ISSUE

MOVE AWAY FROM "COMMAND AND CONTROL" TO QI AT EVERY LEVEL OF THE SYSTEM

4.

RELATIONSHIPS aren't a priority, THEY'RE A PREREQUISITE

SYSTEMATIC QI METHODS WORK BEST where...

SOCIAL CONNECTEDNESS

TECHNICAL CAPABILITY



BUILD IMPROVEMENT EFFORTS

TRUSTING RELATIONSHIPS

SHARED VALUES

5.

HOLD EACH OTHER TO ACCOUNT FOR BEHAVIOURS, not just outcomes



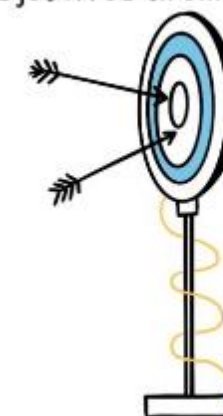
EMBED SPACE FOR REFLECTION and LEARNING IN FORMAL MEETING ROUTINES

Set out and role model the behaviours expected for QI

6.

THE RULE OF THE GOLDEN THREAD: not all improvement matters in the same way

When our improvement priorities and objectives are...



The GOLDEN THREAD

...closely aligned to the highest organisational priorities and objectives

MAKES IT EASIER TO DEMONSTRATE QI OUTCOMES IN WAYS THAT MATTER

LIM Education & Training

Three of the five components that underpin systematic continuous improvement cited by the recent NHS delivery & [continuous improvement review](#) relate to education and training which remains core business for the KPO team.

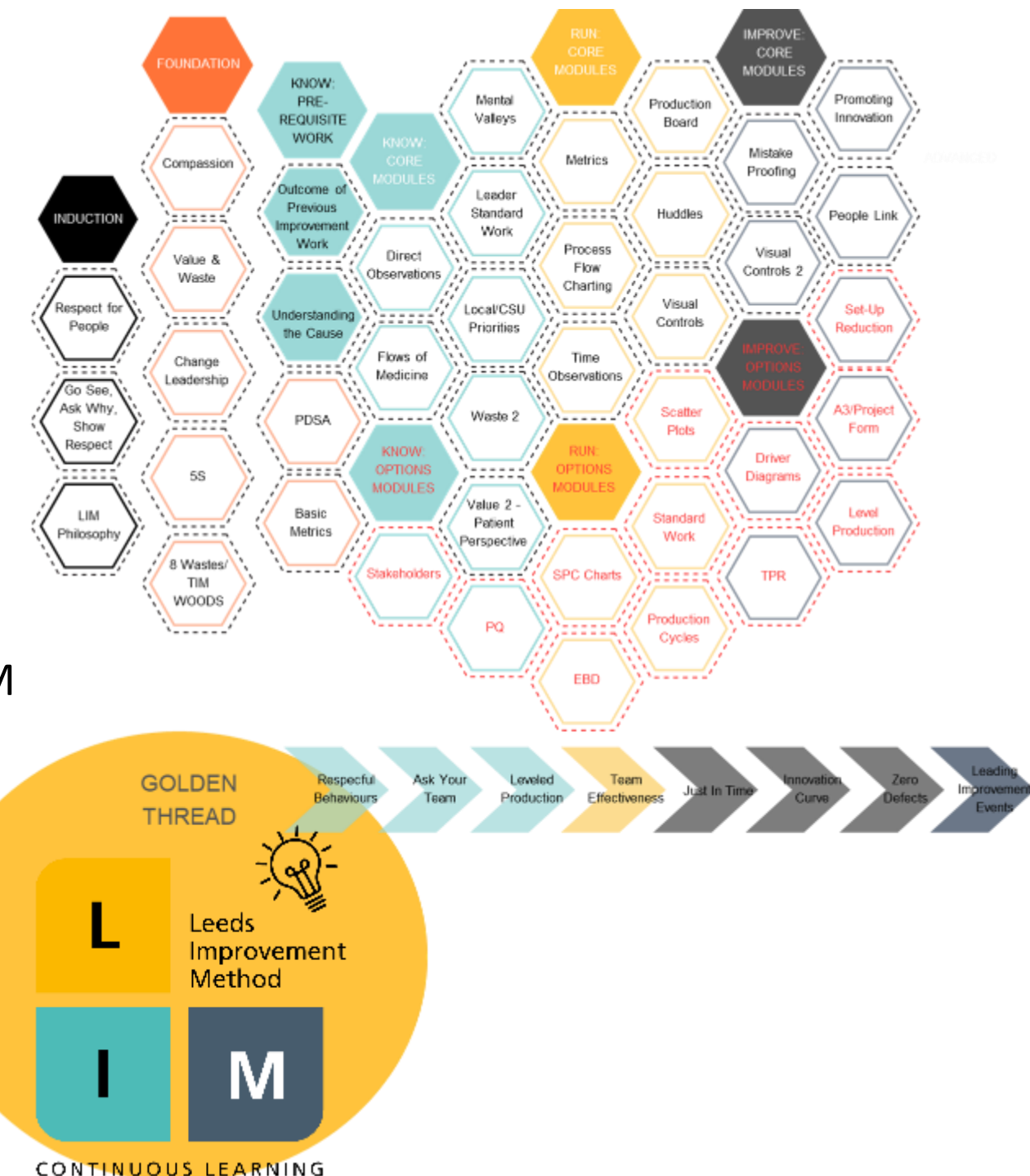
The last year has seen a fundamental shift in the LIM learning offer to adopt a learner-centric model with a focus on practical application of the LIM concepts to consolidate learning and drive impact.

Current Offer:

- Corporate Induction (20 mins).
- Consultant development days for all new consultants feature session on the LIM.
- Intro. to Value & Waste (60-90mins) & Foundation session (1-day) redeveloped in 2021.
 - 539 participants (Sept.21-Apr.23), 99% 'likely' or 'very likely' to recommend to a colleague.
 - Primary delivery via MS Teams online.
- Revised intermediate course (formerly Lean for Leaders):
 - 3-days/3-months, capacity 25 new participants/month.
 - Focus to enable participants to apply concepts to complete a local improvement project.
 - Launched Aug.22, 118 participants completed or in progress (Aug.22-Apr.23).
 - Feedback 93% likely / v. likely to recommend > PDSA approach to address trends.
- Bespoke or adapted LIM training sessions requested by local teams delivered by KPO Specialists (& LIM Facilitators where appropriate).

In development:

- Strong focus on creating 'on-demand' content to increase access to LIM concepts & examples:
 - Learning bursts on core LIM concepts.
 - Building a resource 'library' to connect concepts with examples of implementation in the Trust.
- Creating brand identity to maximise opportunities in the wider system.
- Developing metrics to determine the *impact* of E&T delivery for participants.



LIM Project / Value Stream Delivery



Current Offer:

- KPO operational structure means that improvement specialists are able to support local priorities within each CSU as well as cross-functional projects spanning several CSU across care pathways.
- Looking forward, all these priority project areas will align to one or more of our 7 annual commitments.
- The KPO adopt a flexible support model to accommodate the current variation in the capacity and capability of CSU leaders to independently apply LIM concepts. For some a 'light touch' indirect coaching approach is sufficient, other require more in depth direct support to meet their needs. Examples of projects currently supported by KPO follow.

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In development:

- KPO are developing internal processes to make support requests as easy as possible for all colleagues. This is a collaborative effort alongside leaders in the research and innovation team, finance, and organisational development. Our ambition is to have single point of access for improvement ideas that are then channelled to the more appropriate support team to be explored and developed.



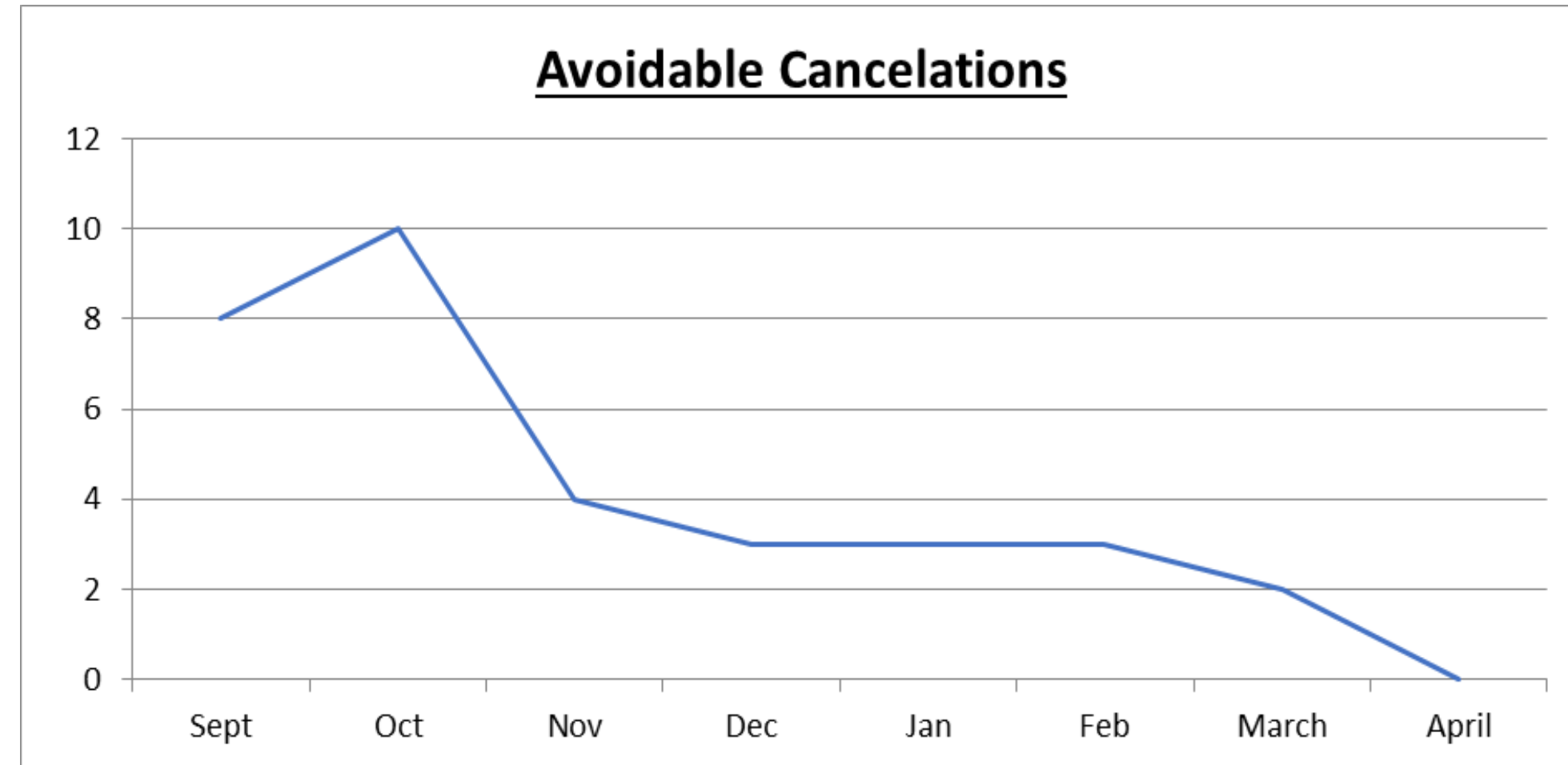
LIM Projects: Improving Recruitment Processes in Estates and Facilities

- Cross site project integrating historically separate teams and processes.
- Shared leadership between CSU and KPO.
- Aim to reduced time from shortlisting to appointment and improve provider and applicant experience:
 - Baseline: 98 days lead time, experience measures < 20% positive
- Transition to 'business as usual' with sustained improvement:
 - 42 days lead time, applicant satisfaction 100% and staff satisfaction 67%
- Learning shared via Report Out.

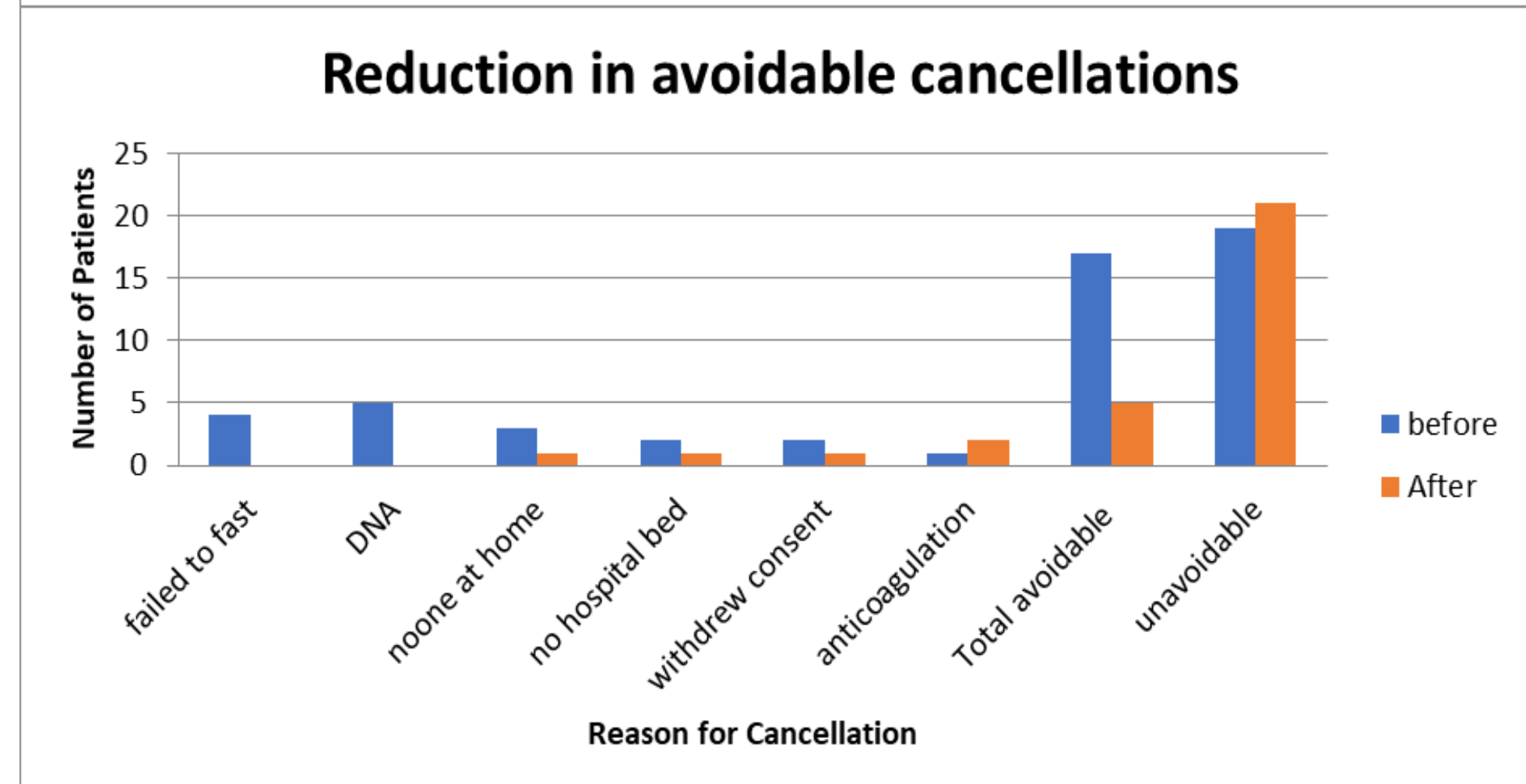
#	Metric (units of measurement)	Baseline	Target	June 22	July 22 (TEST)	Aug 22 (PILOT)	Sept 22	Oct 22	Nov 22	% Change
1	Lead Time Time measured in days, hours, minutes or seconds as appropriate to the process being studied Length of time it takes to process a potential employee from shortlisting to appointment* (Advert/Application to be in Future state)	98 days	60 days (30 day Long Term)	111 days	44 days	49 days	59 days	66 days	42 days	
2	Quality (defects) (%) Defects measured as a percent of total products/services produced. Did not subscribe to the DBS update service	57%	0%	79%	78%	85%	16%	10%	22%	
3	Quality (defects) (%) Defects measured as a percent of total products/services produced. Did not bring correct ID	25%	0%	27%	28%	26%	12%	11%	27%	
4	Employee satisfaction Measured as % improvement on EBD scores How do you feel about the effectiveness of the recruitment process as a whole?% positive response	20%	100%					0%	100%	
5	Staff satisfaction Measured as % improvement on EBD scores How do you feel about the effectiveness of the teamwork in E&F Recruitment? % positive response	0%	100%					0%	67%	
6	5S measure Measured by levels of achievement grid All positions and allocations spreadsheet	1	3	2	2	2	2	3	3	

LIM Projects: Reducing Bronchoscopy Cancellations

- Locally lead project using LIM concepts to determine avoidable cancellations & test interventions.
 - Baseline: 119 (19%) avoidable cancellations
 - Target: 0%
 - April data: 0% (No avoidable cancellations)
- Patient feedback:
 - “Happy to be able to talk to someone and ask questions”.
 - “Fully explanatory and extremely helpful”
 - “Made me feel at ease.”



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LIM Project: Reducing Cancellations in Pediatric Cardiac Surgery

- Approach: LIM Rapid Process Improvement Workshop (RPIW) facilitated by KPO.
- Dual aim from tri-team Sponsor:
 1. Reduce cancellations and
 2. increase collaboration between provider teams.
- Shared vision and understanding of competing priorities for different teams critical to positive outcome.

#	Metric (units of measurement)	Baseline	Target	Event Final	30 days 28/04/23	% Change
1	Lead Time From: Case confirmed to proceed To: Patient in anaesthetic room	01:59	01:15	01:03	00:59	50
2	Quality (defects)(%) Cancellations on day 2/7	2/7 = 29%	0%	0%	0%	100*
3	Quality (defects)(%) Number of late starts (arrive at theatre for 8am)	4/5 = 80%	0%	0%	0%	100
4	Quality (defects)(%) Reason for late start is recorded incorrectly	3/5 = 60%	0%	60%	0%	100*
5	Patient Satisfaction Staff agree communication on the day is excellent	66%	100%	66%	Deferred	
6	Staff Satisfaction I feel I am valued when involved in this process (% positive response)	21%	100%	21%	Deferred	

- Approaching 60day re-measures, PDSA of interventions tested continues.
- *Values for quality metrics 2. & 4. positively influenced by improved bed availability on the Paediatric Intensive Care Unit.



LIM Project: Improving the Rapid Assessment Unit (RAU) at the LGL emergency department

- Approach: KPO Specialists work with CSU to understand current state and identify key improvement opportunities (waste) using integration of system data and direct observation.
- CSU tri-team committed to prioritise and sponsor improvement activity.
- Rapid Process Improvement Workshop (RPIW) facilitated by KPO planned.
- Dual aim from tri-team Sponsors:
 1. Reduce time patients are in the emergency department
 2. Improve patient & staff experience of the RAU.

