



East and North
Hertfordshire
NHS Trust

Virginia Mason Institute: transforming healthcare

Adam Sewell-Jones

23rd June 2024

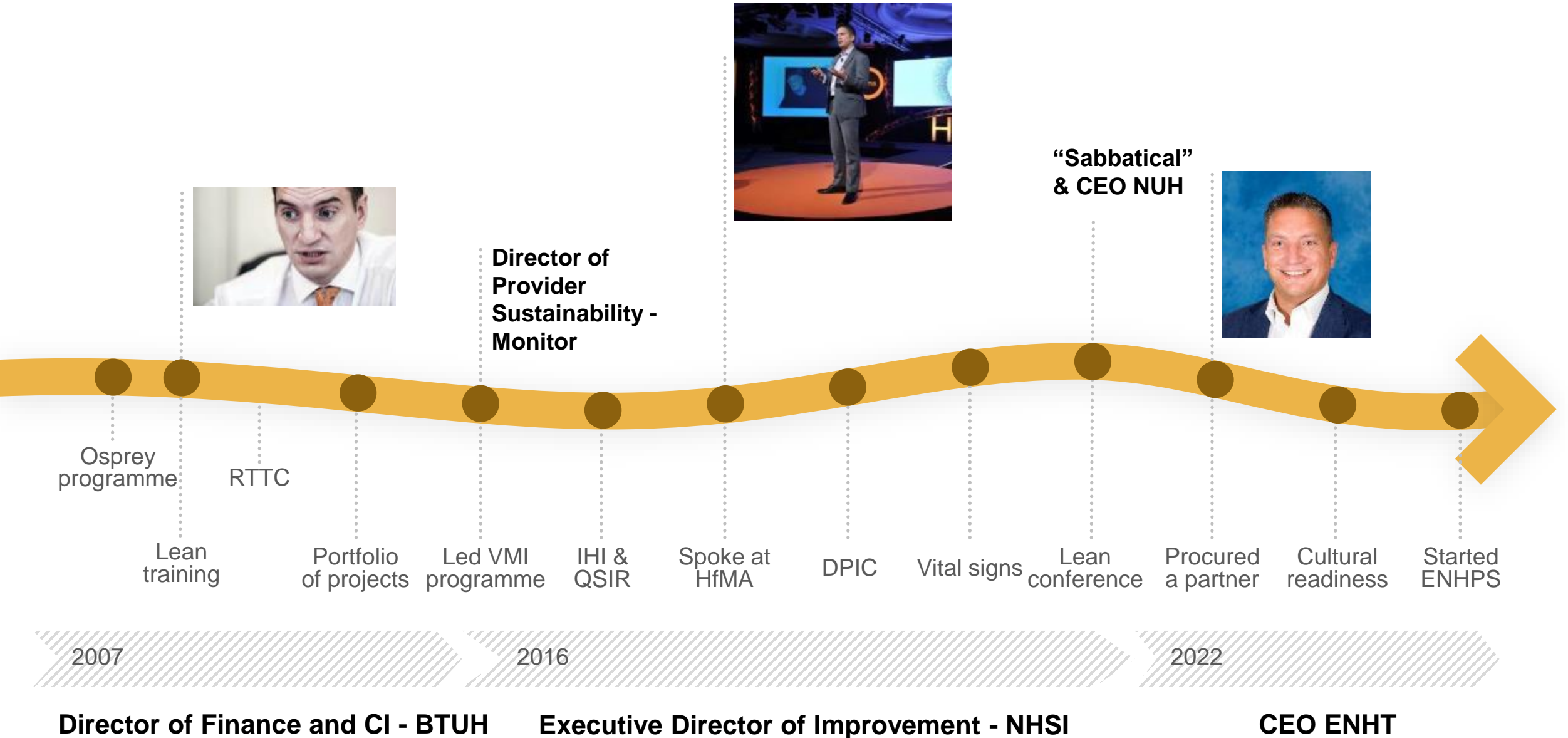


ProudToBeENHT

A tale of 4 timelines

- My personal one alongside continuous improvement in the NHS
- The Virginia Mason Story
- The NHS VMI Partnership
- The ENH Production System

My journey with continuous improvement



It's hard work!!!!

In 2010, 72% of NHS trusts and foundation trusts mentioned 'lean' in their annual report.

But lean done properly is like taking your organisation to the gym.

Many of these trusts just bought the trainers!

Alan Martyn, Director of Lean Transformation, NHS Improvement

Virginia Mason's journey

Executives to Japan



Healthgrades Distinguished Hospital Award



Virginia Mason INSTITUTE



Leapfrog Top Hospital of the Decade



Respect for People Training

Daily Kaizen introduced



Virginia Mason merged with Franciscan Health to become VMFH

First Advanced VMPS Cohort



VMFH declares VMPS as Management System

2002 2004 2006 2008 2010 2012 2014 2016 2018 2020 2022

Mrs. McClinton



Kaizen Fellowship Program



KPO Established



Super-flow RPIWs

Model Line Standards Formed



Patients as Partners with our improvements

Experience Based Design training

Can You Tell Us About Your Experience with Heart Surgery?	Concerns
How did you feel when you learned you needed heart surgery?	Concerns
How did you feel about the information you received prior to surgery?	Concerns
How did you feel about the information you received during your hospital stay?	Concerns
How did you feel about leaving the hospital?	Concerns
How do you feel about your recovery at home?	Concerns

Partnered with Amazon on SuperVax to address COVID 19



Healthgrades America's 50 Best Hospitals Award

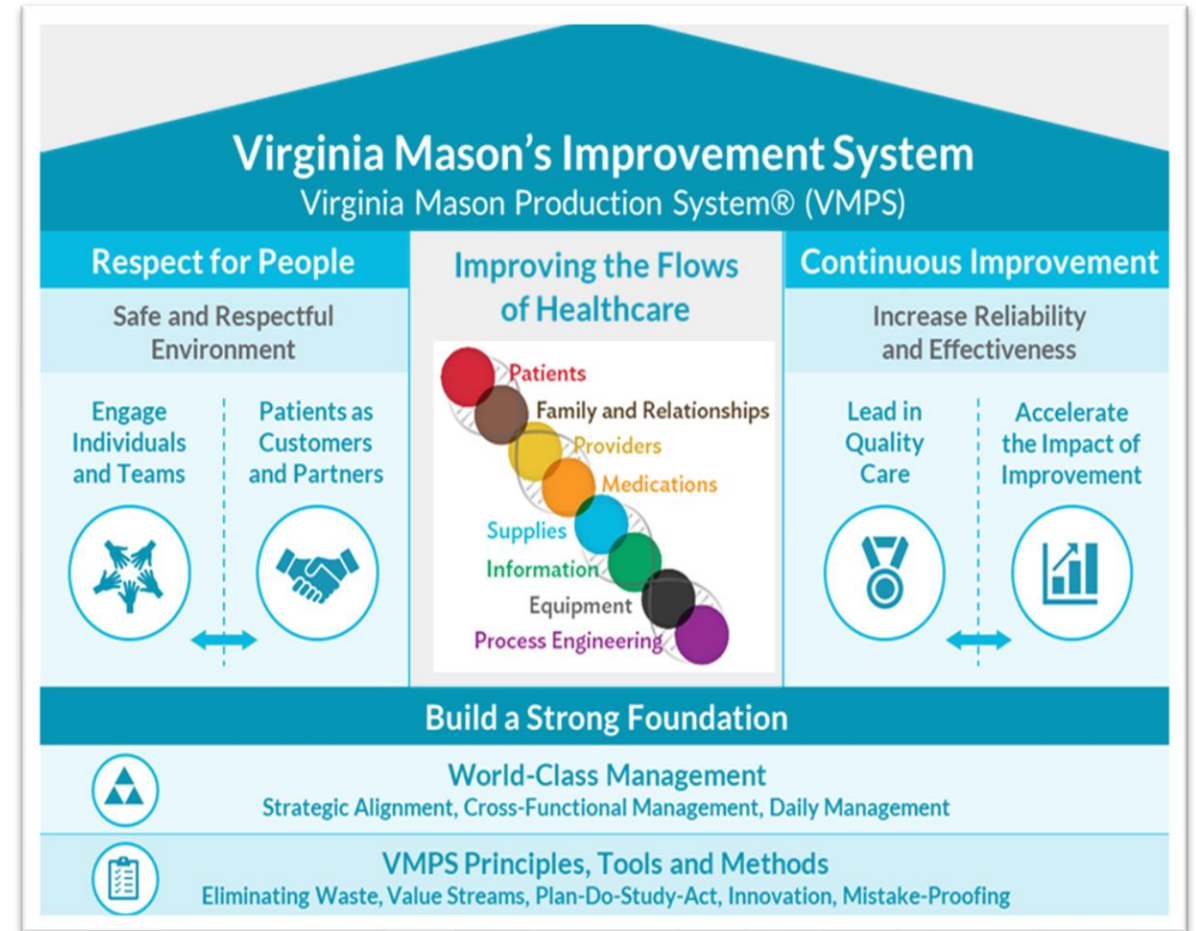


Exploring scaling VMPS across CommonSpirit

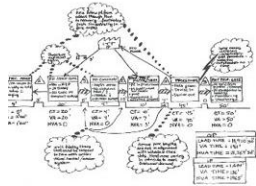


The VMPS House

- Tools and methods eliminate waste and mistake proof services
- New operational management approaches remove the superhero style of action
- Approaches and philosophy create safe and respectful environments
- Scientific evidenced practise removes the 'burden of work' and increases safety
- Application approaches increase reliability and effectiveness
- Patients, families and community voice is heard throughout all the work



Developing leadership behaviours



System Thinker

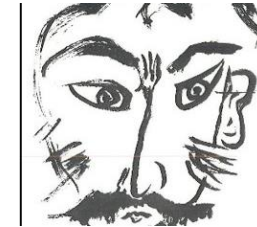


Coach

Problem Framing



“Go and See”



Learner

GENBA	
GENBA	Follow-up
LM	Review Issues Board for items in ORANGE status
Mid-Day	These items are:
PM	-Have Issues
Complete Rounding Form	-Have Updates/Changes
Quality Check- (Did they fill out EBT)	-Require Assistance
Appraise	
HR:	Transparent Management Questions
	-What is working well for you?
	-Are there any barriers I can remove?
	-What is not working well for you?
	-Is there anyone I should recognise for good work?
	-How are your EUs coming?
	-May I help you with your EUs?

Standard Work

The NHS VMI Partnership

Selection
The TDA selected 5 trusts to join the partnership and VMI selected as partner

2015

Compact
Between the trusts and TDA (then NHSI) setting out the "gives and gets"

2016

Partnership ended
3 trusts continue to work with VMI and the other 2 are still using the tools

2021

Training and coaching
Training improvement teams and coach leaders in the management system

2015

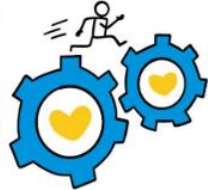
Evaluation
Warwick Business School commissioned to evaluate the partnership

2018

Evaluation published
Lessons learnt shared for future improvement work

2022

Lessons from the VMI partnership



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

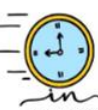
2. EMBED QI ROUTINES AND PRACTICES into everyday practice

BUILD QI CAPABILITY ACROSS THE ORGANISATION



LEARNING IN REAL SITUATIONS

MAKE QI A PART OF EVERYONE'S WORK, EVERYDAY



REAL TIME

3. HAVE LEADERS SHOW THE WAY and light the path for others



LEADERS GO FIRST



LEADERS AS PROBLEM FRAMERS, NOT PROBLEM SOLVERS

MODEL THE IMPORTANCE OF QI

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



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

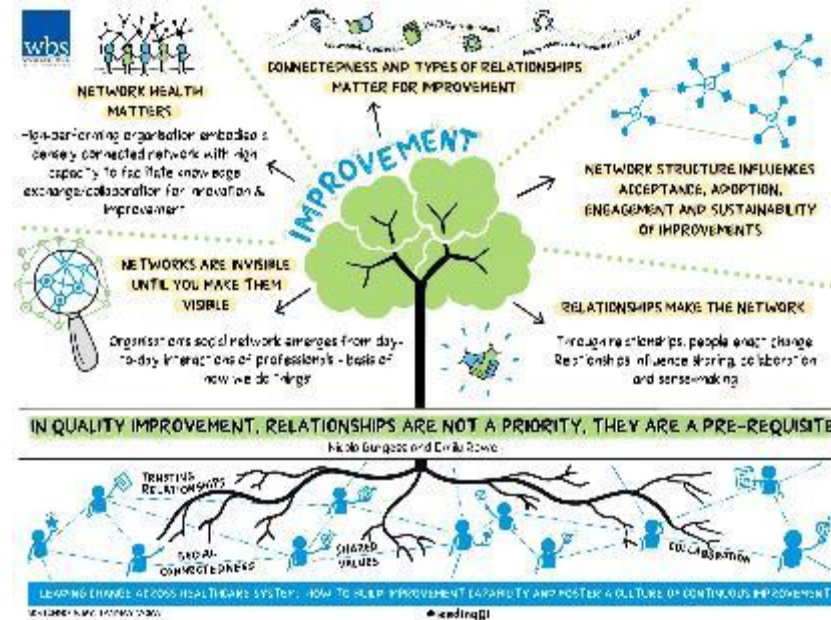
...closely aligned to the highest organisational priorities and objectives

MAKES IT EASIER TO DEMONSTRATE QI OUTCOMES IN WAYS THAT MATTER



LEADING CHANGE ACROSS HEALTHCARE SYSTEM: HOW TO BUILD IMPROVEMENT CAPABILITY AND FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT

Lessons from the VMI partnership



The ENH Production System (ENHPS)

Introduce some tools

Vision and values, strategic alignment, A3 thinking

01

Selected VMI as partner

Ran a full procurement process with lots of stakeholders

02

Start with senior leaders

Established Guiding Team and visited Seattle

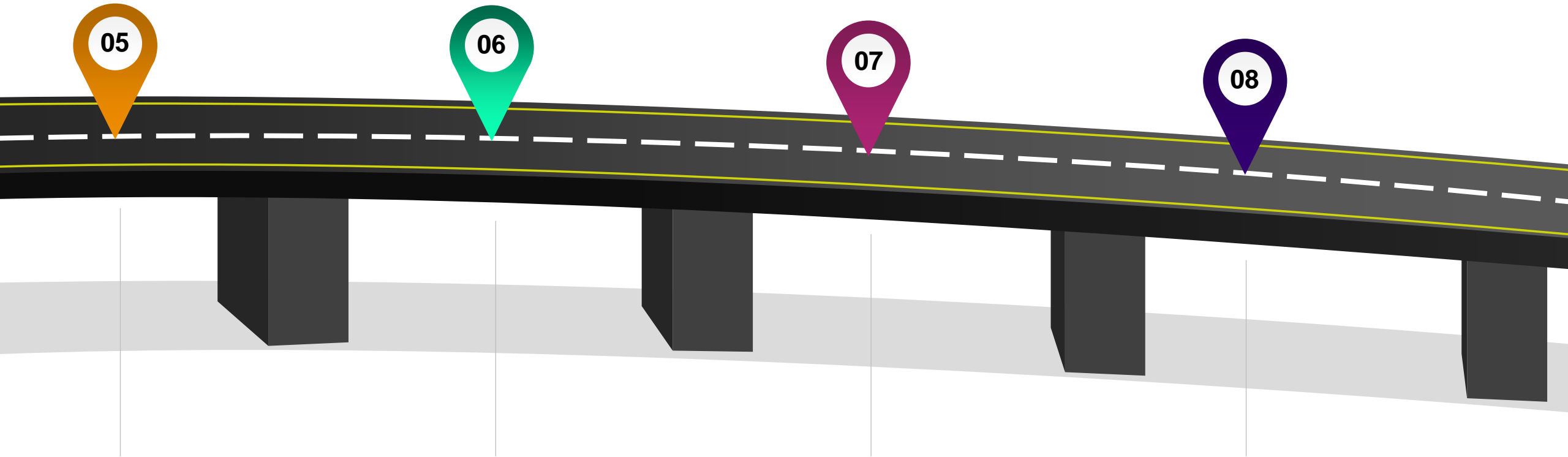
03

04

Were we ready?

Assessment of whether the organisation was ready and “up for this”

The ENH Production System (ENHPS)



VMI cultural readiness

Extensive review of current state of ENHT

Trained KPO

Build expert team in the new method

Ran first event

Rapid Process Improvement Workshop (RPIW) in Recruitment

Launch training

Intro to ENHPS and ENHPS for Leaders

Readiness assessment: Executive summary

- **A well-implemented QMS, understood as a single, shared improvement system, will bring focus and alignment to strategic goals,** expanding the Balanced Scorecard with aligned metrics will provide a solid framework to support this important work.
- **Leadership changes are visible and positively received.** There is significant scepticism from staff who are looking for clear and obvious signals and actions to demonstrate the changes.

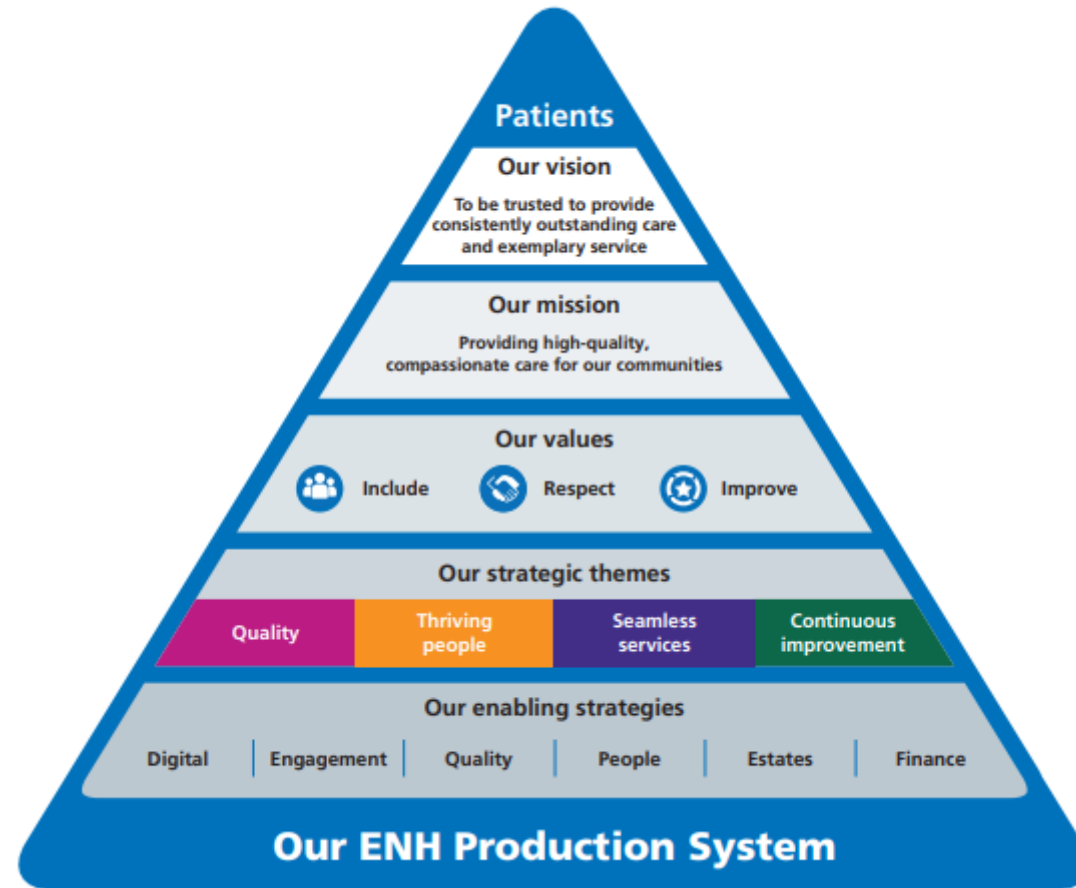
Readiness assessment: Executive summary (continued)

- Modern leadership approaches where leaders, physicians, advanced clinicians, and anyone acting in a leadership role, takes **responsibility to reduce the perceived power difference and create a feeling of psychological safety are key to your success.** These approaches will inspire team members feel more trusting, open, curious, speak up to mistakes, and help to innovate and solve problems together. The learned helplessness that cascades throughout ENHT which originates from previous top-down leadership styles will disappear as this transformation evolves.

Readiness assessment: Executive summary (continued)

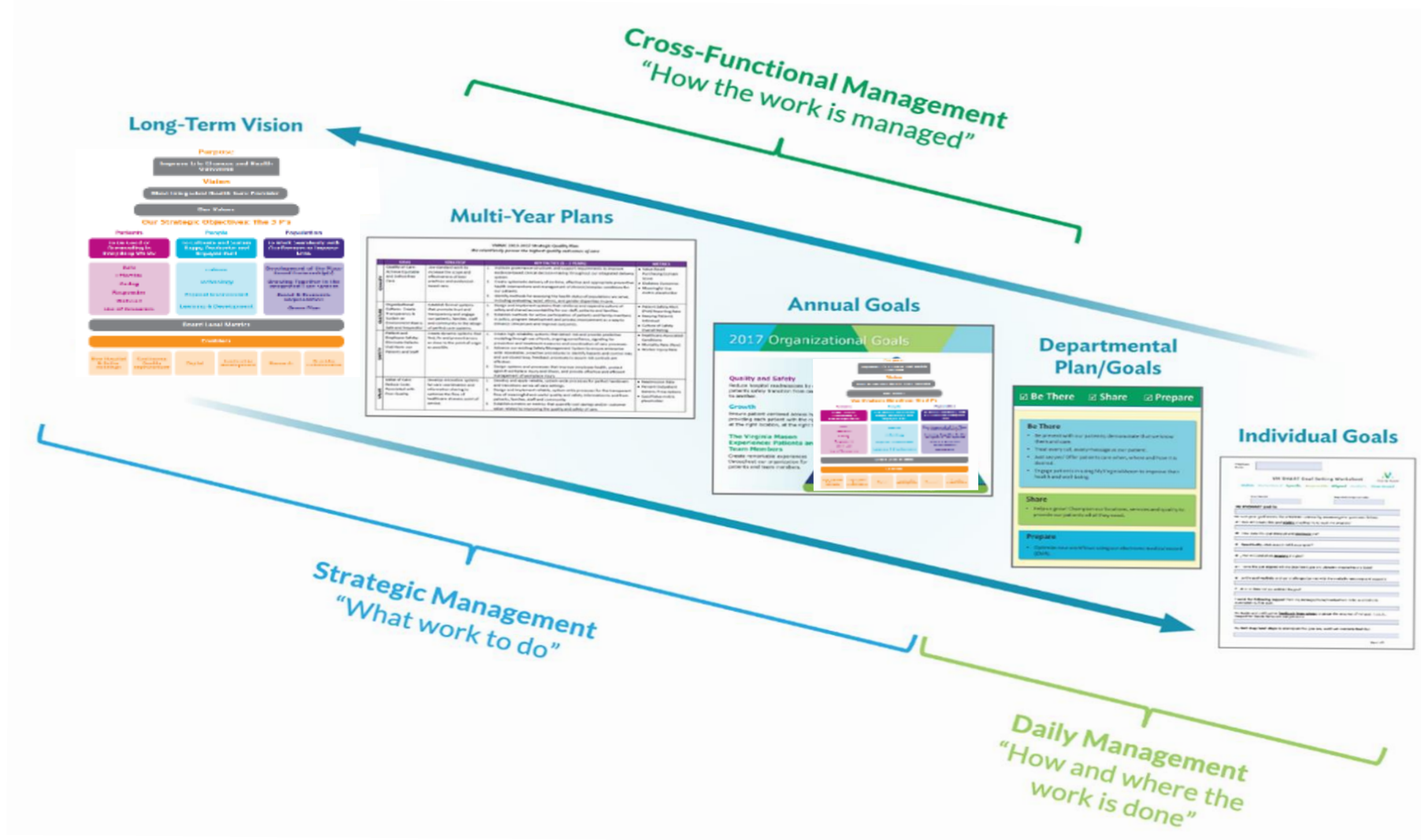
- It is **essential for the success of this transformation to engage all areas of ENHT** and build the capability for an empowered and learning continuous improvement culture across the organisation, resulting in measurable and sustainable success.
- **Shortest time to first improvement (both large and small-scale) will encourage teams** and provide the motivation to embrace the new QMS. This path to higher quality, increased safety, and enhanced staff and patient engagement also leads to cost savings.

The basis for everything we do



Where to start

Creating the Golden Thread



Vision and priorities

Mission

Strategic Themes

Together, by 2030, we will....

Strategic Priorities to 2030

Vision to 2030

Providing high-quality, compassionate care for our communities

Quality of Care:

Consistently deliver quality standards, targeting health inequalities and involving patients in their care.

- Deliver high quality, safe and compassionate care through enabling services and teams to consistently achieve care and quality standards;
- Routinely and proactively listen to and involve patients and communities to co-produce and improve services;
- Enable the delivery of consistent clinical practice, utilising evidence-based pathways and allowing patients to be active and engaged partners in their own care;
- Improve proactive and preventative care through population health approaches and reducing inequalities in access and outcomes for our local communities.

Thriving People:

Support our people to thrive by recruiting and retaining the best, and creating an environment of learning, autonomy, and accountability.

- Utilise an inclusive workforce where we embrace and celebrate differences, with our workforce mirroring the communities we serve;
- Develop a modern workforce model, ensuring that staff have the skills, knowledge and capability to deliver, with the freedom and autonomy to act;
- Support our people to reach their full potential, regularly growing our own workforce, and becoming a local employer of choice;
- Enable people to work and thrive together in a caring, rewarding and healthy environment.

Seamless Services:

Deliver seamless care for patients through effective collaboration and co-ordination of services within the Trust and with our partners.

- Actively develop partnerships to drive change and ensure services meet the changing health and care needs of our communities;
- Embed co-ordinated pathways through effective collaborative working between teams, and with other providers;
- Routinely and affordably invest in our infrastructure to support care and innovation, ensuring the best possible environment in which to care for our patients;
- Embrace and embed digital technology as an integral way in which we deliver and unlock clinical care and supporting services.

Continuous Improvement:

Continuously improve services by adopting best practice, maximising efficiency and productivity, and exploiting transformation opportunities.

- Maximise our use of new technology to anticipate and improve how patients, communities and partners can equitably access and receive care and services;
- Embrace innovation and quality improvement tools and adopt good practice to drive clinical, quality and financial improvements and sustainable delivery;
- Create an environment that adapts to and embraces transformation and maximises research and development opportunities to improve the care we provide;
- Enable our services to deliver in line with high performing local district general hospitals, with some areas of specialist care provision.

To be trusted to provide consistently outstanding care and exemplary service

Our values:



Include



Respect



Improve

Our Trust mission

Providing high-quality, compassionate care for our communities

Our guiding themes

Quality

Consistently deliver quality standards, targeting health inequalities and involving patients in their care.

Thriving people

Support our people to thrive by recruiting and retaining the best, and creating an environment of learning, autonomy, and accountability.

Seamless services

Deliver seamless care for patients through effective collaboration and co-ordination of services within the Trust and with our partners.

Continuous improvement

Continuously improve services by adopting good practice, maximising efficiency and productivity, and exploiting transformation opportunities.

Objectives 2023-24

Embed fundamentals of care/pathway to excellence programme within all inpatient areas across the Trust

Improve overall Trust regulatory compliance and deliver Maternity Improvement plan to meet requirements of CQC, Ockendon review and NHS Resolutions

Improve our overall recruitment and retention rates to ensure that temporary workforce make up no more than 8% of the pay bill

Ensure all staff have a quality Grow Together conversation and are fully compliant with statutory and mandatory training

Transform end-to-end urgent care pathways supported by a new urgent and emergency care model to deliver the A&E four-hour standard of at least 76% and improve median ambulance handover times to under 30 minutes by March 2024

Deliver Care Closer to Home pilots at individual GP Surgery and East and North Hertfordshire level targeting better meeting the needs of the highest intensity users of health services

Implement a Quality Management System supported by an expert strategic partner with first quality and financial improvements delivered by March 2024

Increase elective activity through productivity and investment, supported by a more digitally-enabled central booking service

Vision to 2030

To be trusted to provide consistently outstanding care and exemplary service

Our Trust mission

Our guiding themes

Strategic goals 2024-25

Vision to 2030

Providing high-quality, compassionate care for our communities

Quality

Consistently deliver quality standards, targeting health inequalities and involving patients in their care.

Eliminate avoidable waits through innovation to consistently deliver the best patient outcomes and experience.

Strive for zero harm by using our production system (ENH PS), actively learning from incidents, research, innovation and evidence.

Thriving people

Support our people to thrive by recruiting and retaining the best, and creating an environment of learning, autonomy, and accountability.

Maximise the potential of individuals and teams by providing the tools and skills to deliver a high-quality service.

Build and recognise leadership capability at all levels to create an inclusive culture and environment that enables everyone to thrive.

Seamless services

Deliver seamless care for patients through effective collaboration and co-ordination of services within the Trust and with our partners.

Use insight from our patients and communities, working in partnership to better understand their experience and improve our services.

Work as one with all our partners to build and grow equitable, high quality, compassionate services.

Continuous improvement

Continuously improve services by adopting good practice, maximising efficiency and productivity, and exploiting transformation opportunities.

Transform patient flows and standardise processes to reduce waste, create a patient record and real time data leveraged by technology.

Achieve best use of resources and opportunities for investment by continuously focusing on identifying and eliminating waste and maximising productivity.

To be trusted to provide consistently outstanding care and exemplary service

Our values



Include

We value the diversity and experience of our community, colleagues and partners, creating relationships and climates that provide an opportunity to share, collaborate and grow together



Respect

We create a safe environment where we are curious of the lived experience of others, seek out best practice and are open to listening and hearing new ideas and change



Improve

We are committed to consistently delivering excellent services and continuously looking to improve through a creative workforce that feels empowered to act in service of our shared purpose

- Spring 2022 – ‘Refresh Our Values Project’ – engagement of around 500 individuals and teams across the organisation identifying behaviours that matter and the values that drive them
- Final draft shared on the leadership forum and final version produced in summer 2022
- Teams began building of their own ‘team charter’ – this is a recognised technique in team building in which teams agree the behaviors that they will all hold themselves, and each other, accountable for
- Led by the OD and Business Partnering team all areas will have develop their team charter by the end of the financial year
- Board team charter was developed in November with final version to be shared
- Phase 2 of team charter focuses on holding to account and giving feedback
- To date 48 of team value charters have been completed and a further 29 are at the final stage - examples demonstrated on the following page

