



Western Sussex Hospitals NHS Foundation Trust

Our journey towards
becoming a 'LEAN'
organisation

Denise Farmer
Director of OD and
Leadership

Our trust at-a-glance

Finance

Annual budget **£391.5m**

Surplus **£0.3m**

Savings for 2014/15 **£18.3m**



Number of patients

Outpatient
appointments
555,000

A&E
attendances
135,000

Day case and
inpatients
128,000

We have met the A&E 4-hour national target
and exceeded all quality indicators

Our trust at-a-glance



198,000 inpatients
and day cases



5,221 babies
delivered



555,000 outpatient
appointments



820,789 medicines
dispensed



134,000 people
seen in A&E



389,388 x-rays
and scans

The third phase

Merger

2009

FT Status

2013

Patient First

2014

onwards

Western Sussex Hospitals **NHS**

NHS Trust

Foundation

Virginia Mason Medical Centre

- Integrated health care system
- 501(c)3 not-for-profit
- 336-bed hospital
- Nine locations
- 500 physicians
- 5,500 employees
- Graduate Medical Education
- Research Institute
- Foundation
- Virginia Mason Institute

Sense of Urgency: Healthcare challenges

- Poor quality health care = 3% defect rate and costs the U.S. billions of dollars
- Health care is unaffordable and unavailable to millions of people
- Health care workers are negatively impacted by unreliable systems
- VMMC financial loss for two successive years

VM's response to the challenge

- Decided to adopt Transformational Approach and used Boeing as Model
- Took whole Executive to Japan for 3 weeks to train in Toyota Lean Model
- Committed to use model to change and mould culture over time
- Invested in training for all key staff
- Have sustained momentum and drive for 13 years

The Virginia Mason Production System

Adopted Toyota System and applied them to Healthcare



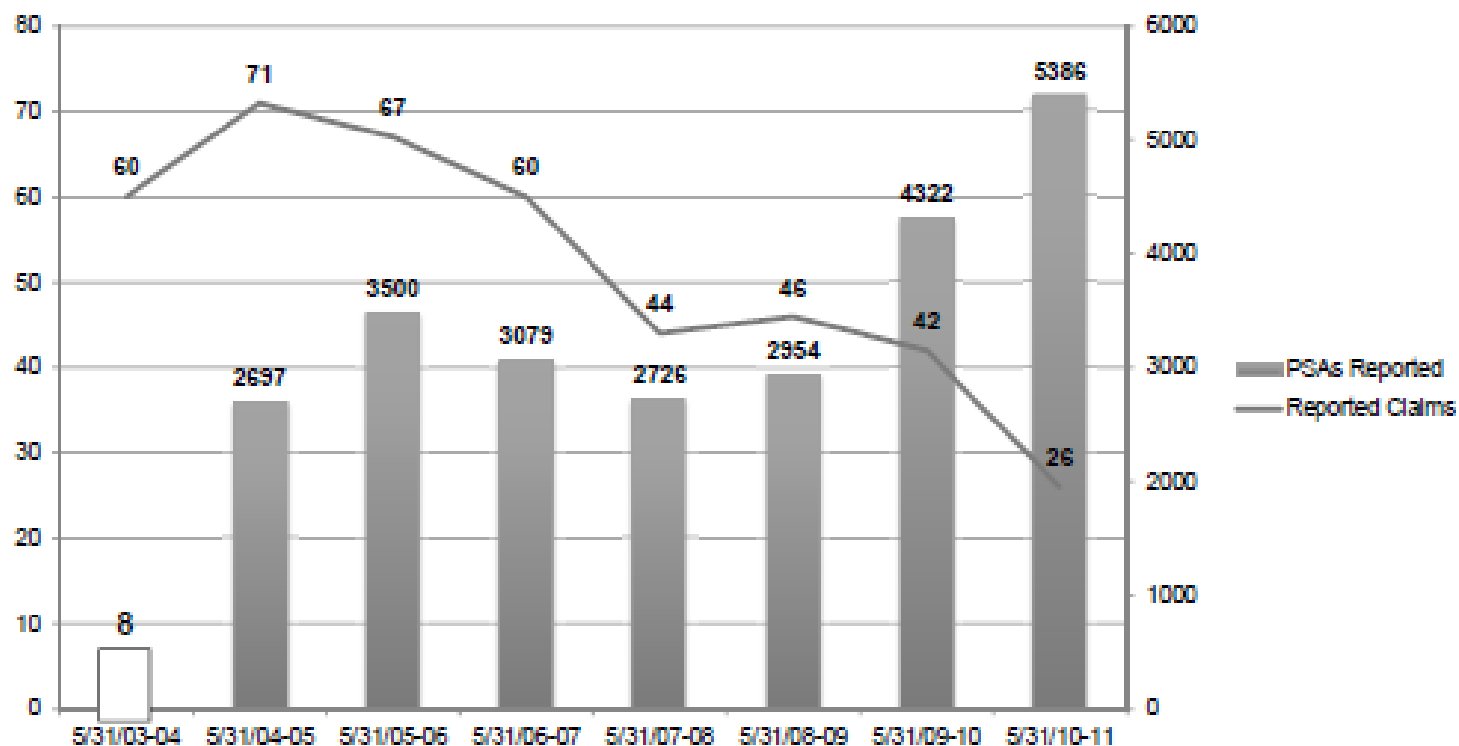
The Virginia Mason Production System

1. The patient is ***always*** first
2. Focus on the highest quality and safety
3. Engage all employees
4. Strive for the highest satisfaction
5. Maintain a successful economic enterprise

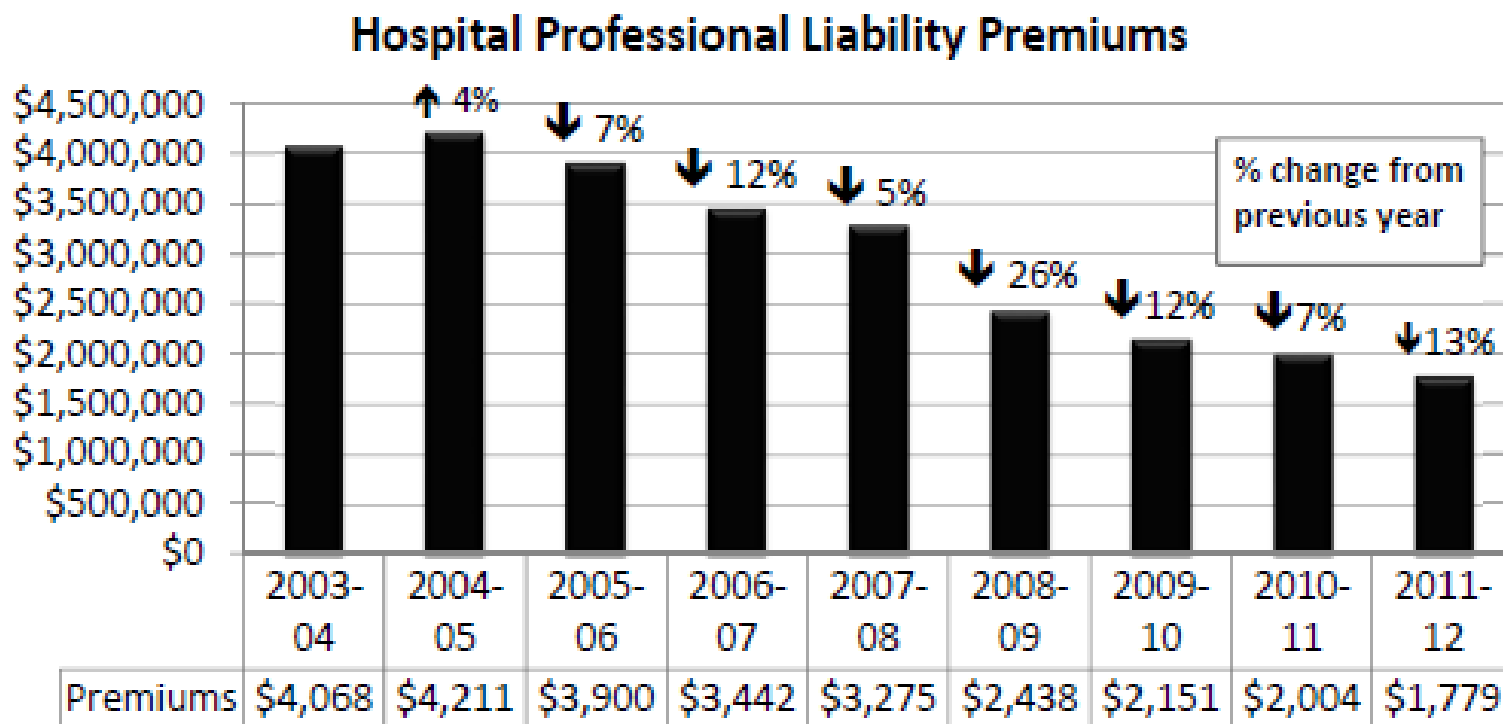
We adopted the Toyota Production System key philosophies and applied them to healthcare

Effectiveness of Patient Safety Programme

Total Number of Claims and PSAs Reported



Reduction of Hospital Professional Liability Premiums



Engage all employees

- Employees trained in VMPS
- Involve employees in improving *their own* work with ELI
- RPIW/Kaizen

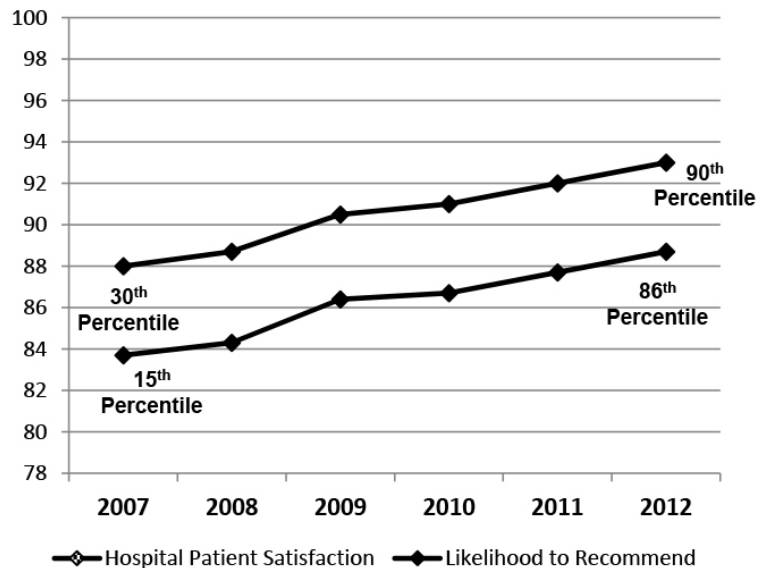


Virginia Mason Medical Center 2008 Idea Template

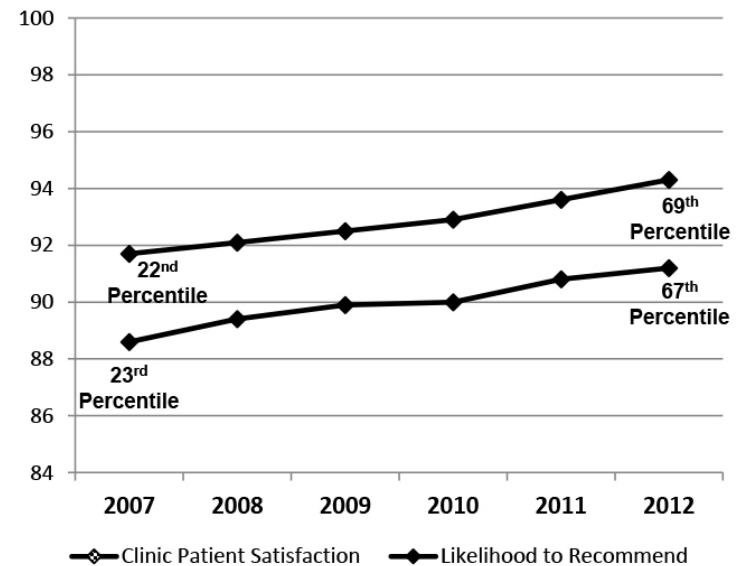
Idea Title:	Date:																
Problem or Opportunity:	Goal:																
How you intend to solve the problem and results you get:	Circle types of waste reduced for patients and/or your team:																
<p>Ticket for solving this:</p>																	
<p>Contact Information:</p> <table border="1"> <tr> <td>Your Name:</td> <td>Email:</td> <td>Department:</td> <td>Employee #:</td> </tr> <tr> <td>Title/Position:</td> <td>Email:</td> <td>Department:</td> <td>Employee #:</td> </tr> <tr> <td>Telephone:</td> <td>Email:</td> <td>Department:</td> <td>Employee #:</td> </tr> <tr> <td>Supervisor:</td> <td>Email:</td> <td>Department:</td> <td>Employee #:</td> </tr> </table>		Your Name:	Email:	Department:	Employee #:	Title/Position:	Email:	Department:	Employee #:	Telephone:	Email:	Department:	Employee #:	Supervisor:	Email:	Department:	Employee #:
Your Name:	Email:	Department:	Employee #:														
Title/Position:	Email:	Department:	Employee #:														
Telephone:	Email:	Department:	Employee #:														
Supervisor:	Email:	Department:	Employee #:														
<p>Have you looked for and implemented ideas?</p> <p>Dependent feedback reviewing & recognizing idea?</p> <p>Remember to report the idea as a Patient Safety Alert if applicable</p>																	

VMMC Patient Satisfaction Results

Hospital Patient Satisfaction and Likelihood to Recommend

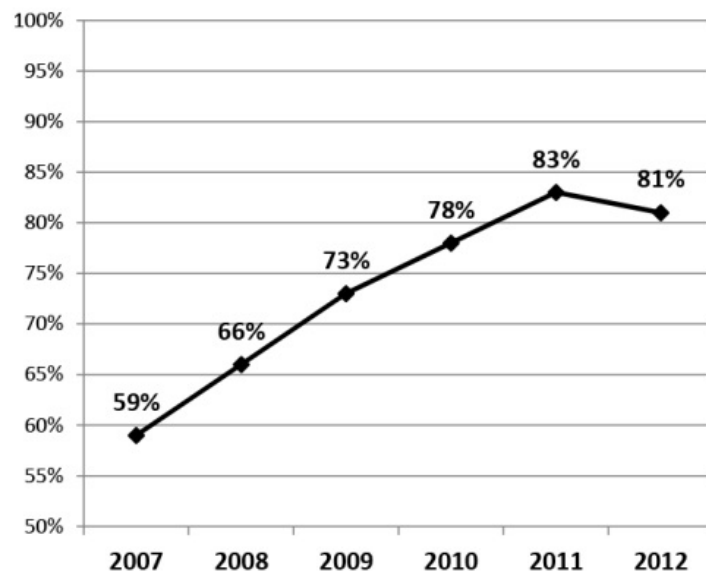


Clinic Patient Satisfaction and Likelihood to Recommend

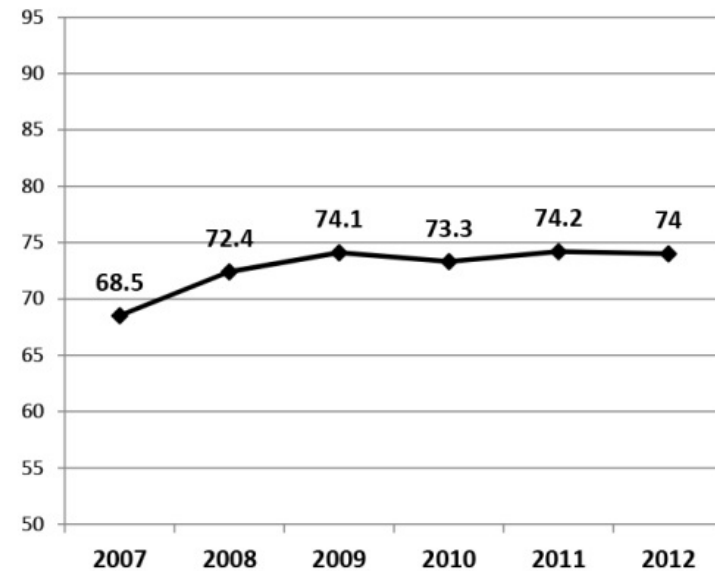


VMMC Staff Partnership Results

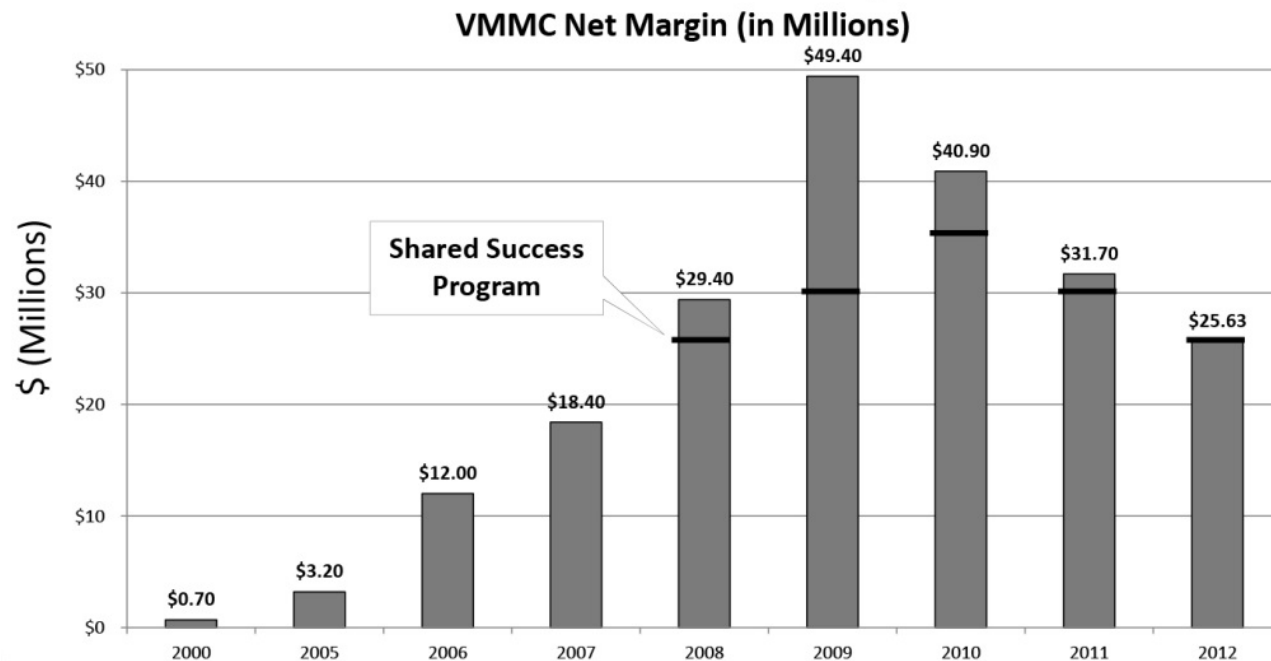
Staff Partnership Response Rates



Staff Partnership Score



Maintain a successful enterprise

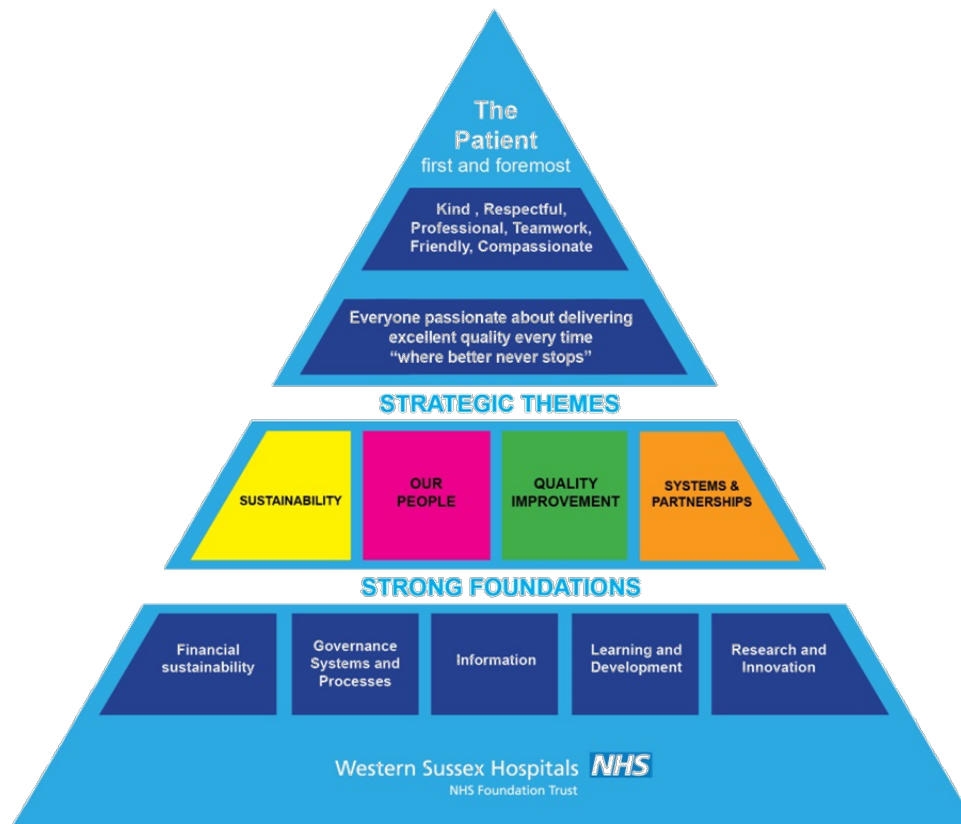


Leadership Requirements Needed to Sustain VPMS

- Set priorities that align with the Vision
- Use VMPS tools and methods
- Lead change
- Require Accountability
- Implement standard work for leaders

Patient First

Patient First Programme

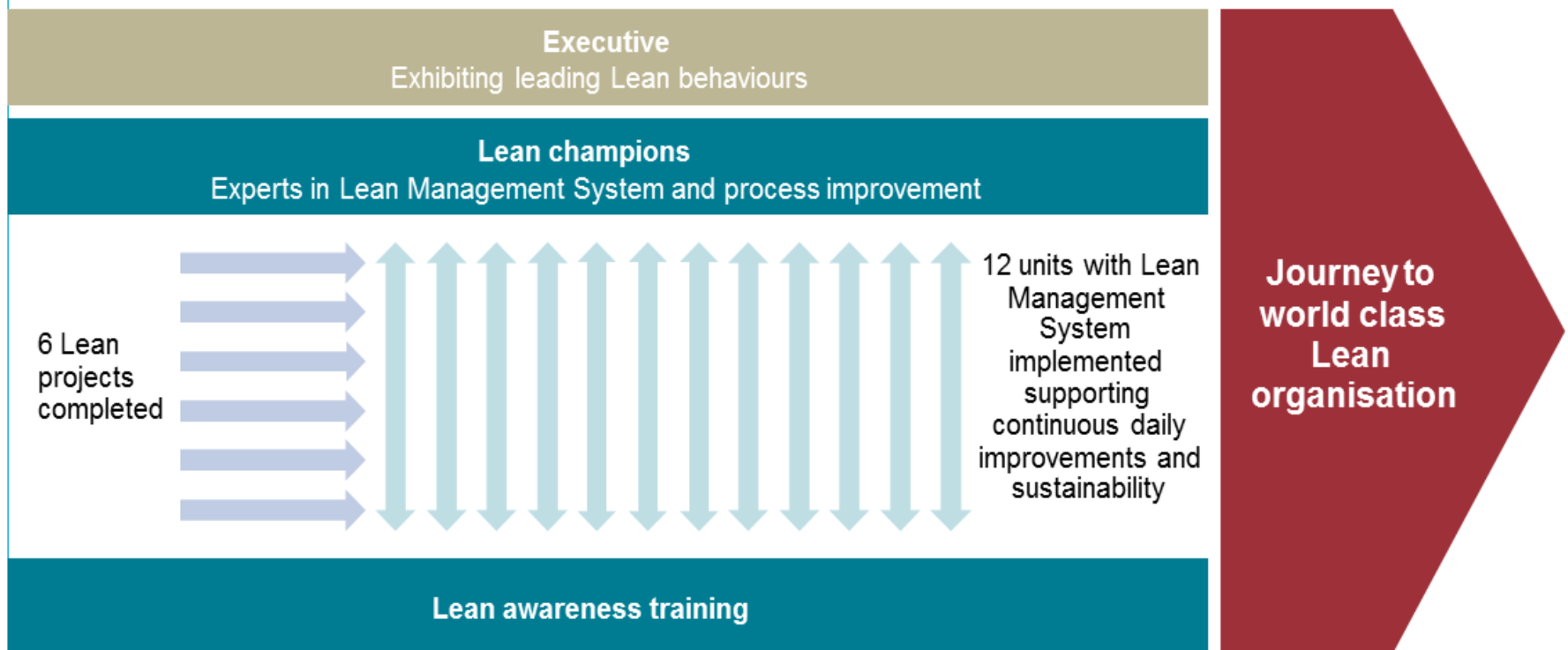


What would it take?

***...making it what we 'are' not
what we 'do'***

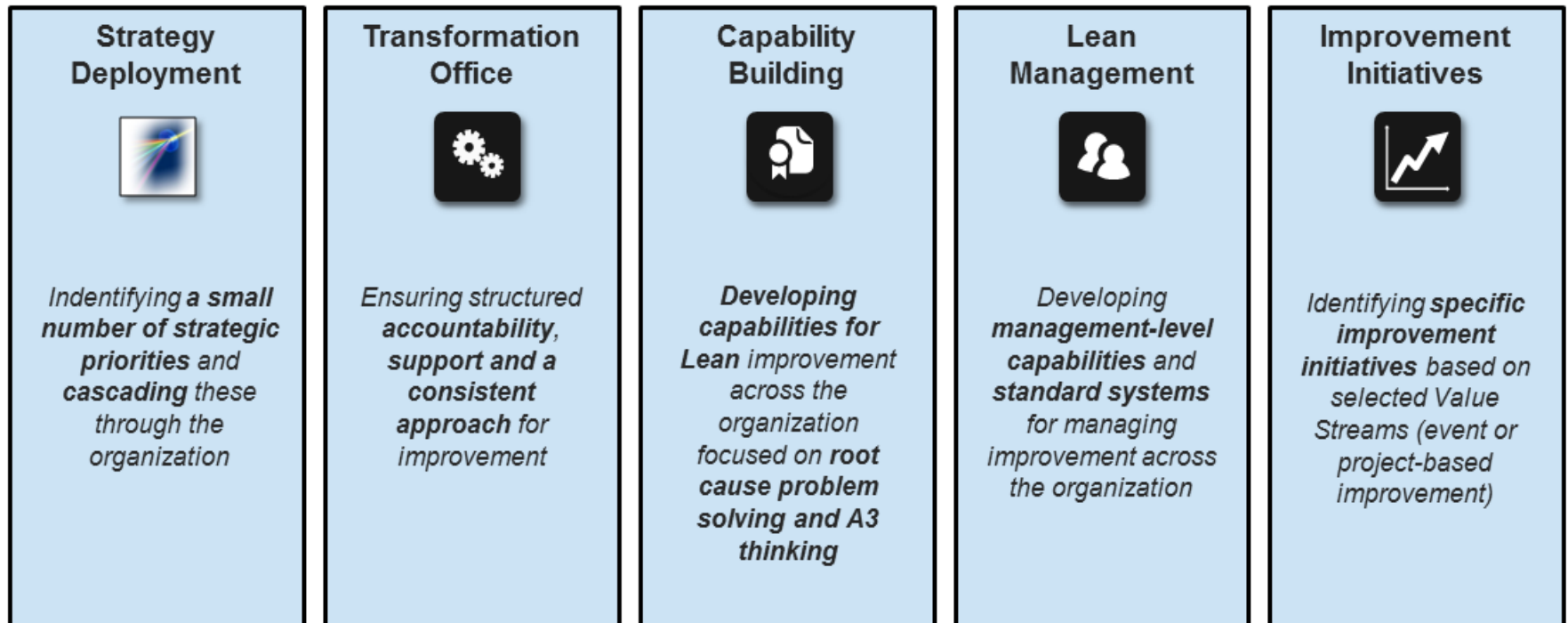
1. Programme overview

- KPMG will coach and support a core team of Lean experts to deliver a combination of training, new management systems and improvement projects.



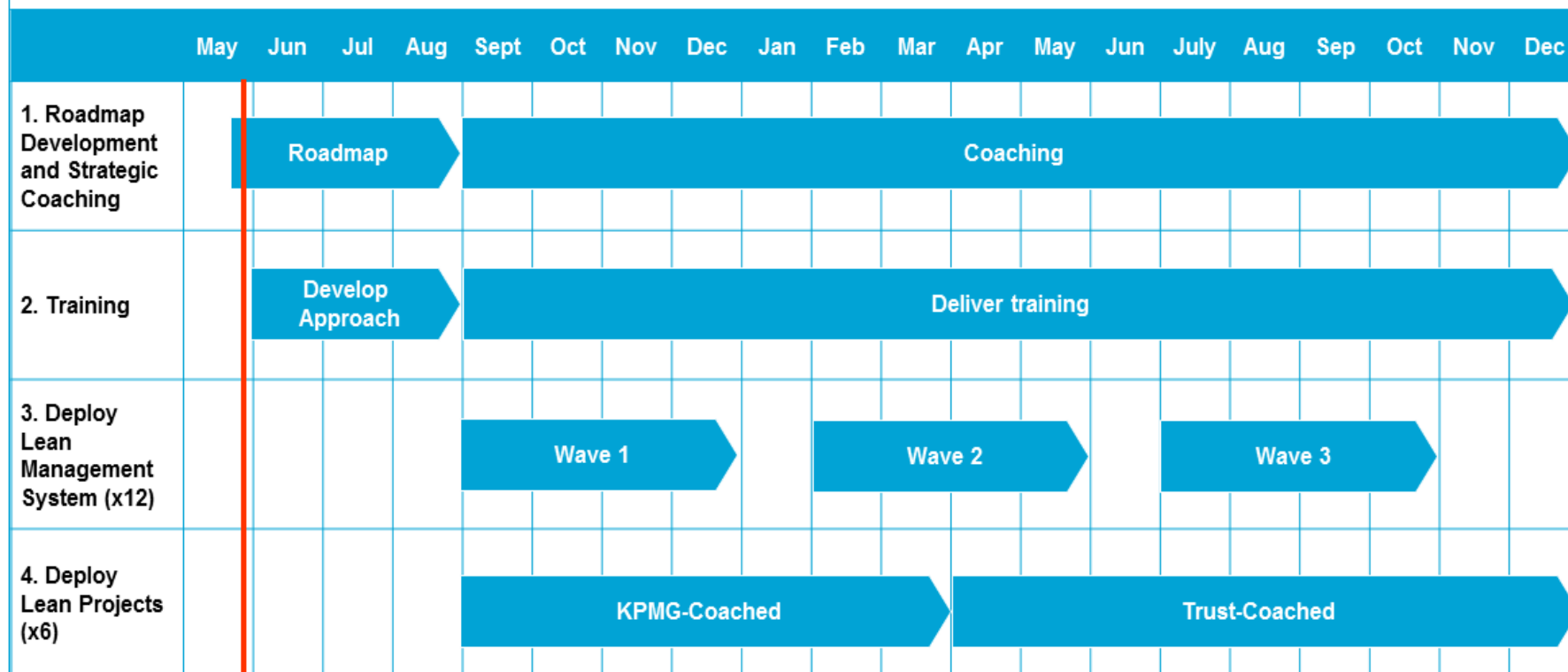
1. Programme overview

- KPMG will be working with the Trust until December 2016. They will focus on developing the five components of successful, sustainable continuous improvement:



1. Programme overview

- The draft programme plan is summarised below, with month-by-month milestones noted on the following pages.
- This plan will be revised regularly – the next major iteration will be an output from the Roadmap Development workshops in July and August



Staff engagement: Monthly polls: Measuring impact

Do you feel you are able to improve services at the trust?

