Transformation of Services

needs

Transformation of Leadership

The Blueprint for Transformation

W.E
Deming

The Blueprint for Transformation
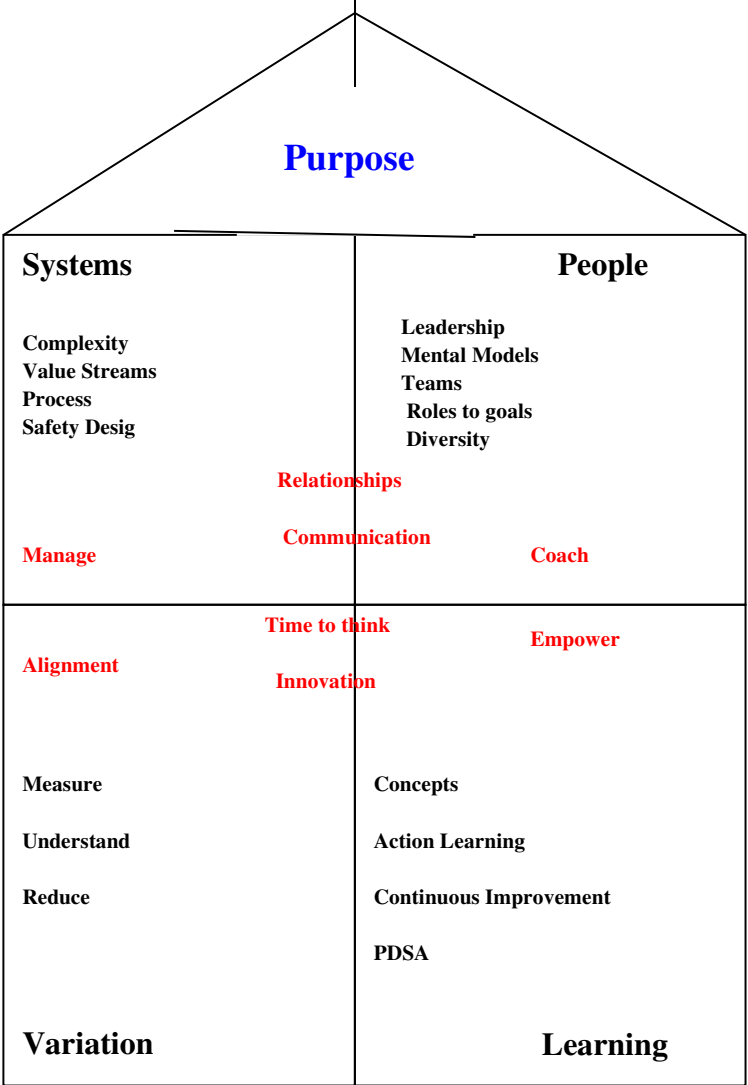
Leadership v Management ?

– the Case for Both!

Manage the System And ……… **Lead the People**

'**94%** of problems are system (process) problems

6% of problems are to do with the individual'

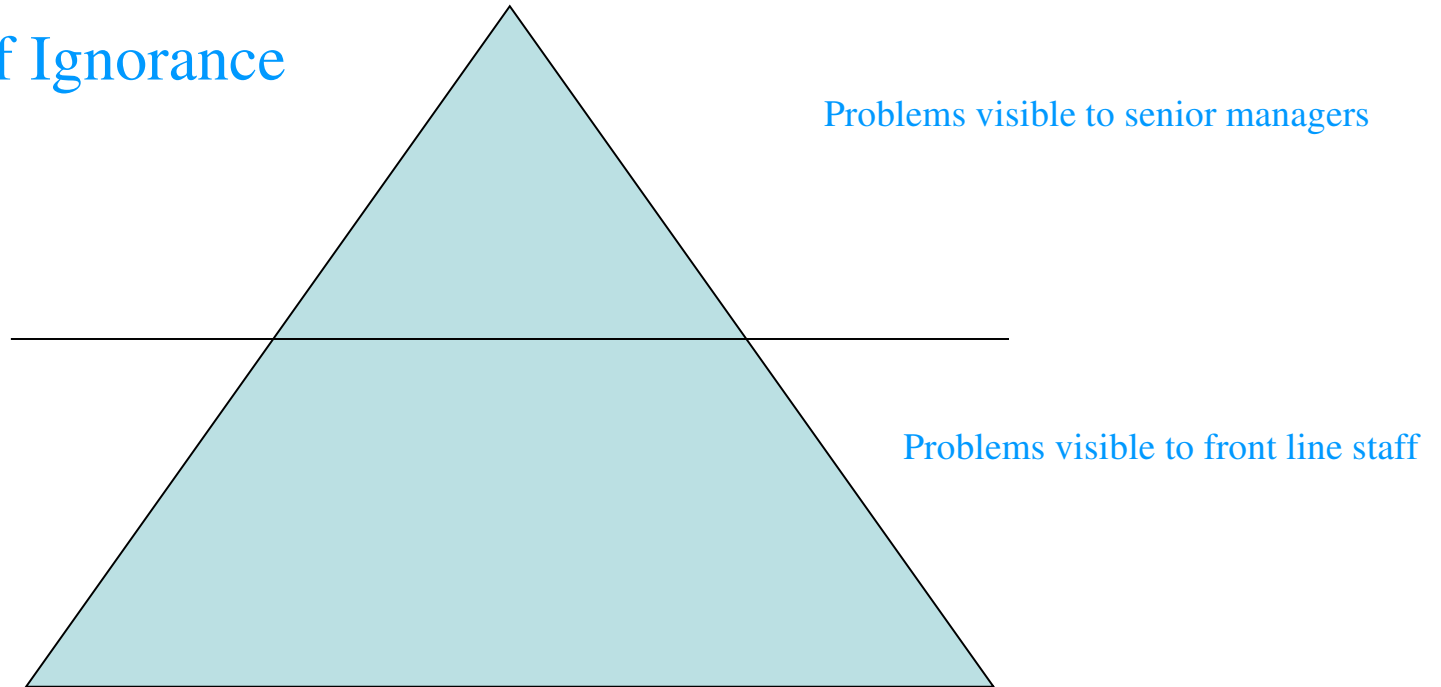# The Blueprint for Transformation

'True North'

Purpose

Systems	People
Complexity **Value Streams** **Process** **Safety Desig**	**Leadership** **Mental Models** **Teams** **Roles to goals** **Diversity**

Relationships

Communication

Manage   **Coach**

Time to think   **Empower**

Alignment

Innovation

Measure	Concepts
Understand	Action Learning
Reduce	Continuous Improvement
	PDSA
Variation	**Learning**

The Purpose

The Role of Leadership and Learning

The Iceberg of Ignorance

Problems visible to senior managers

Problems visible to front line staff
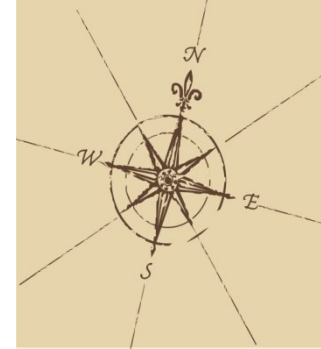
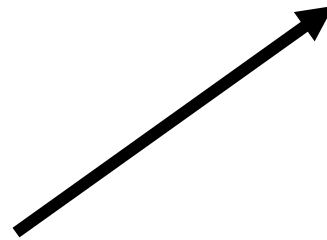# The Role of Leadership and Learning
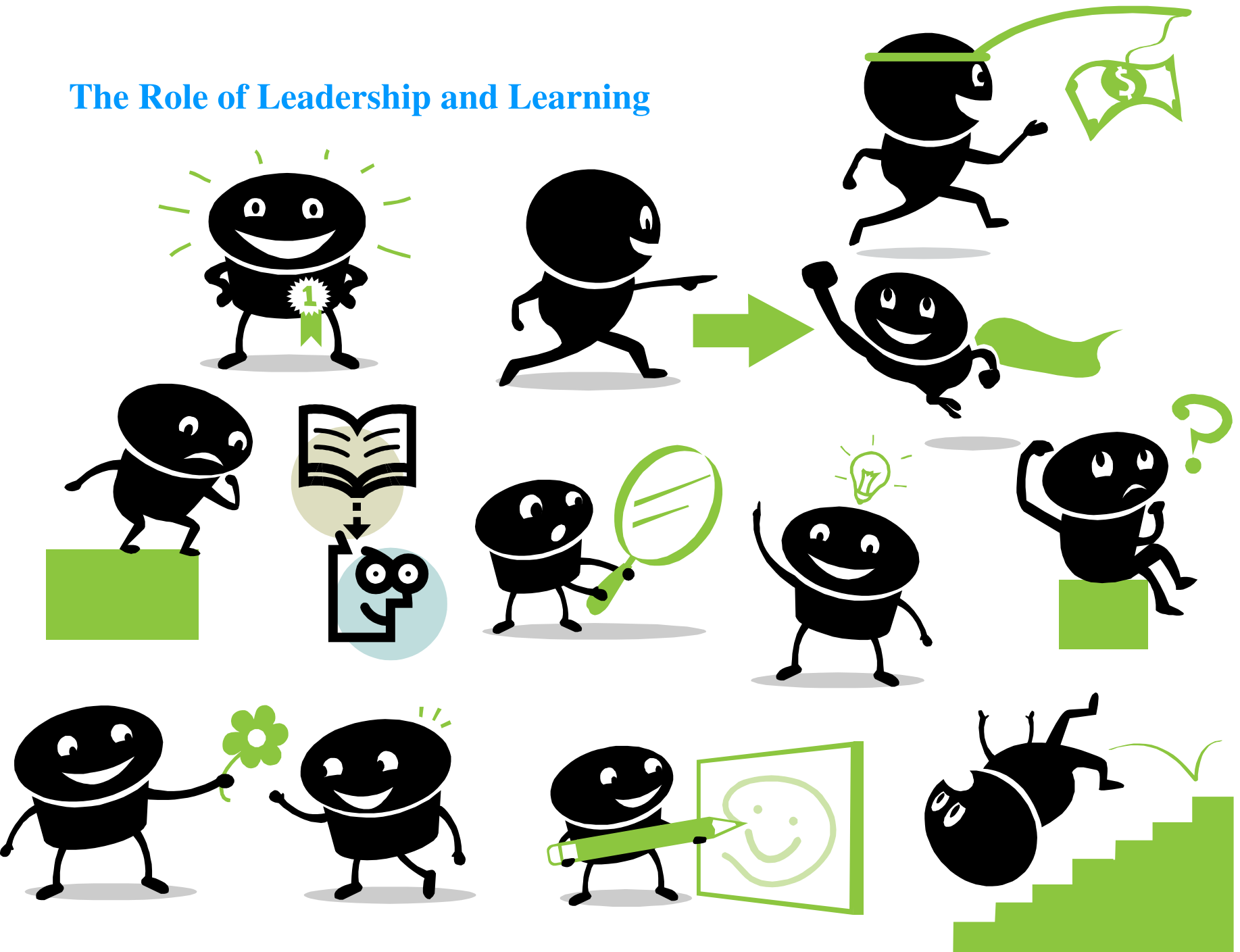
Servant Leaders!!
'How do I help you remove the barriers to excellent patient care?'

Understanding and Managing the System

*'A collection of elements (and people) interacting
and working on the system and processes
 to achieve a common aim – improving services
for the customer*

*The sum of the whole being greater
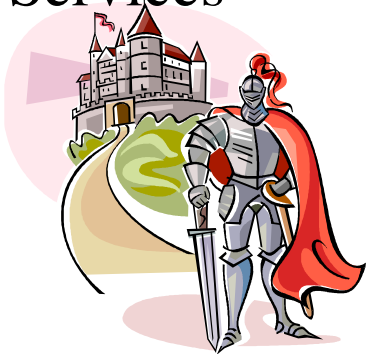than the sum of the parts'*

Different Tribes!!!!

Corporate Services
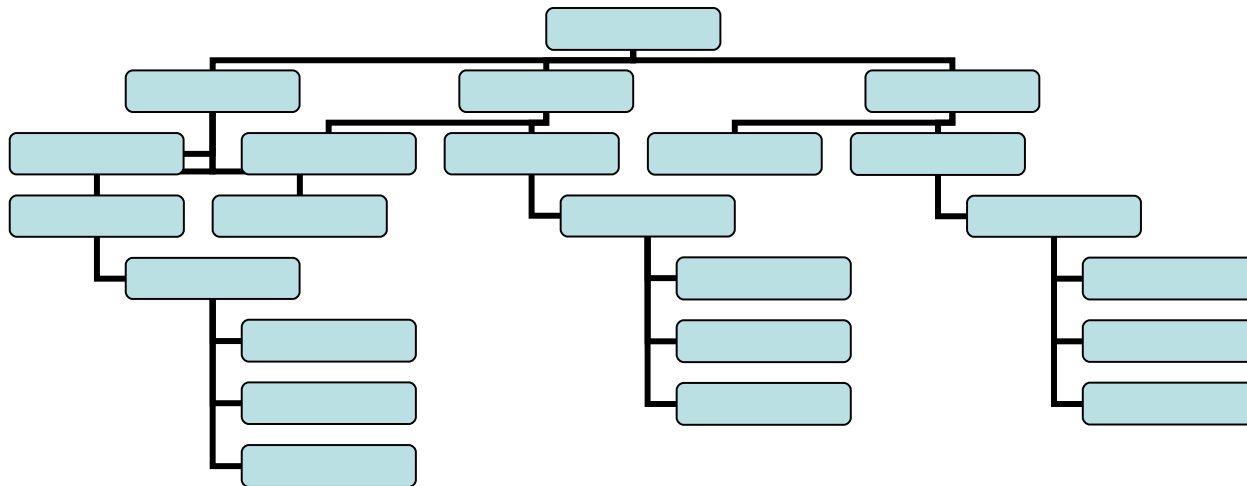
Children's Services

Clinical Governance

Social Care

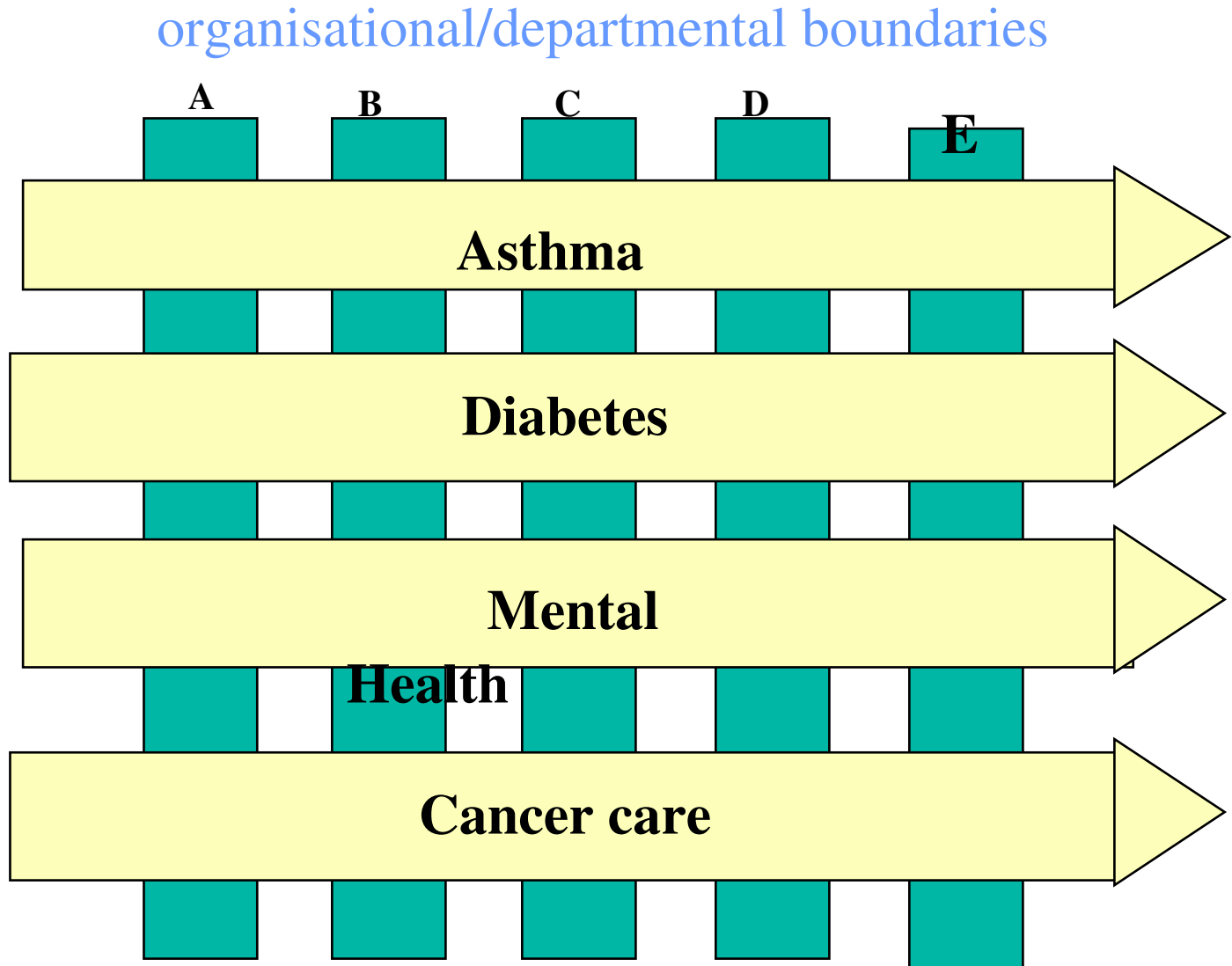Secondary Care

Acute Hospitals

Add to that….the Hierarchy!

An Industrial Model in a Knowledge Worker/ Relationship Age

known as the *'tree of blame'*

All this Driving Variation; Waste and Potential for Error!!

- 30 - 70% of work doesn't add value for patient

- up to 50% of process steps involve a "handoff", leading to error, duplication or delay

- no one is accountable for the service user "end to end" experience

- job roles tend to be narrow and fragmented

- Who listens to the voice of service users and carers

organisational/departmental boundaries

A   B   C   D   E

Asthma

Diabetes

Mental Health

Cancer care
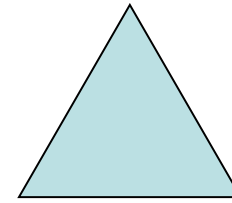
Each bus holds 73 passengers

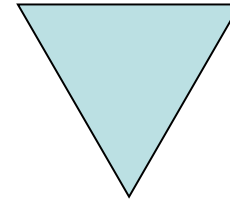# What management model do you have in your mind?
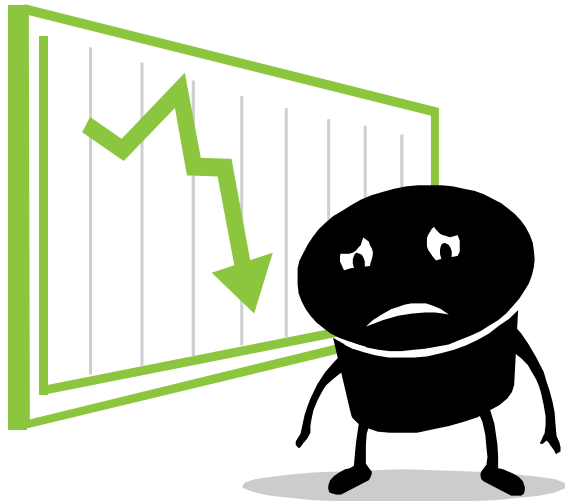
❖That of Command and
   Control

Vision 1920
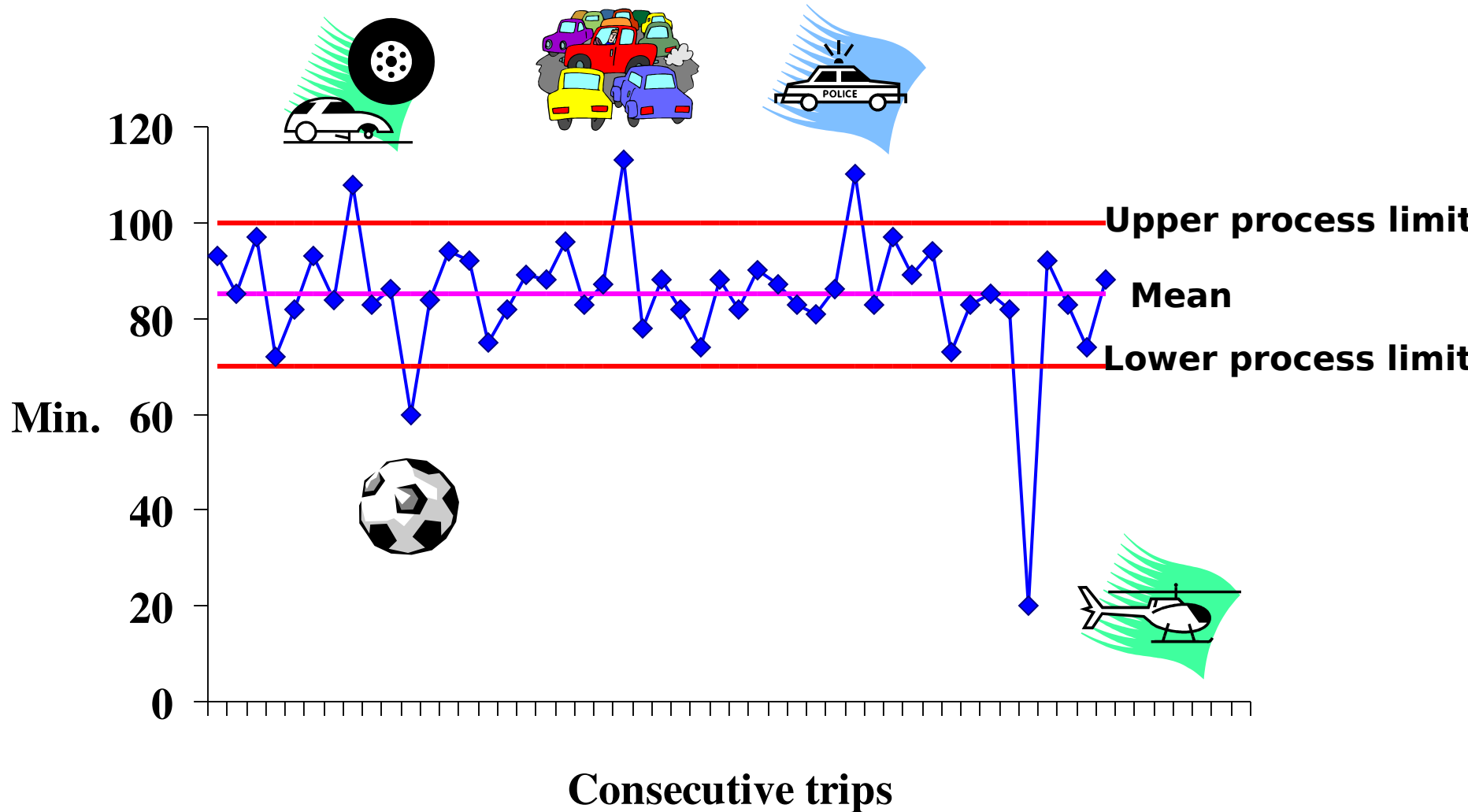
❖Or that of Coordinate and
   Cultivate

Vision 2000

Coordination focuses on activities that need to be done
Cultivation focuses on the people doing these activities

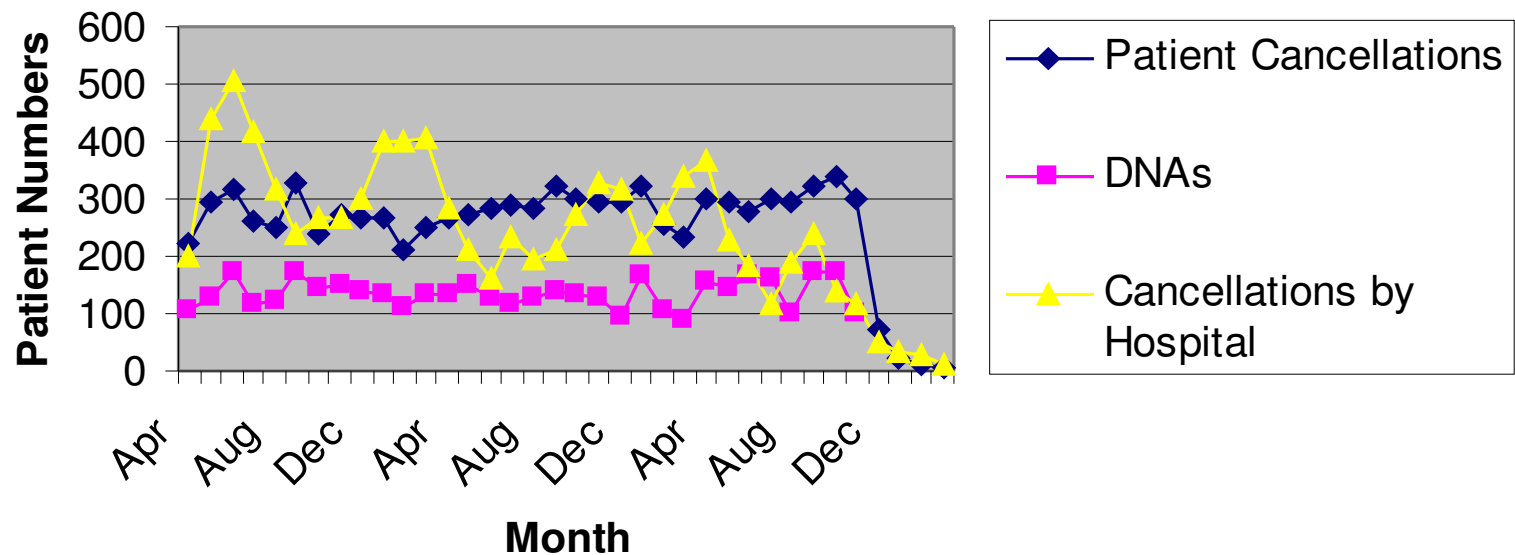# Understanding Variation and its Impact on Service Delivery

Angie's trips to Leicester

What is this meant to show/prove?

Activities summary from the monthly measures : Mar'02-

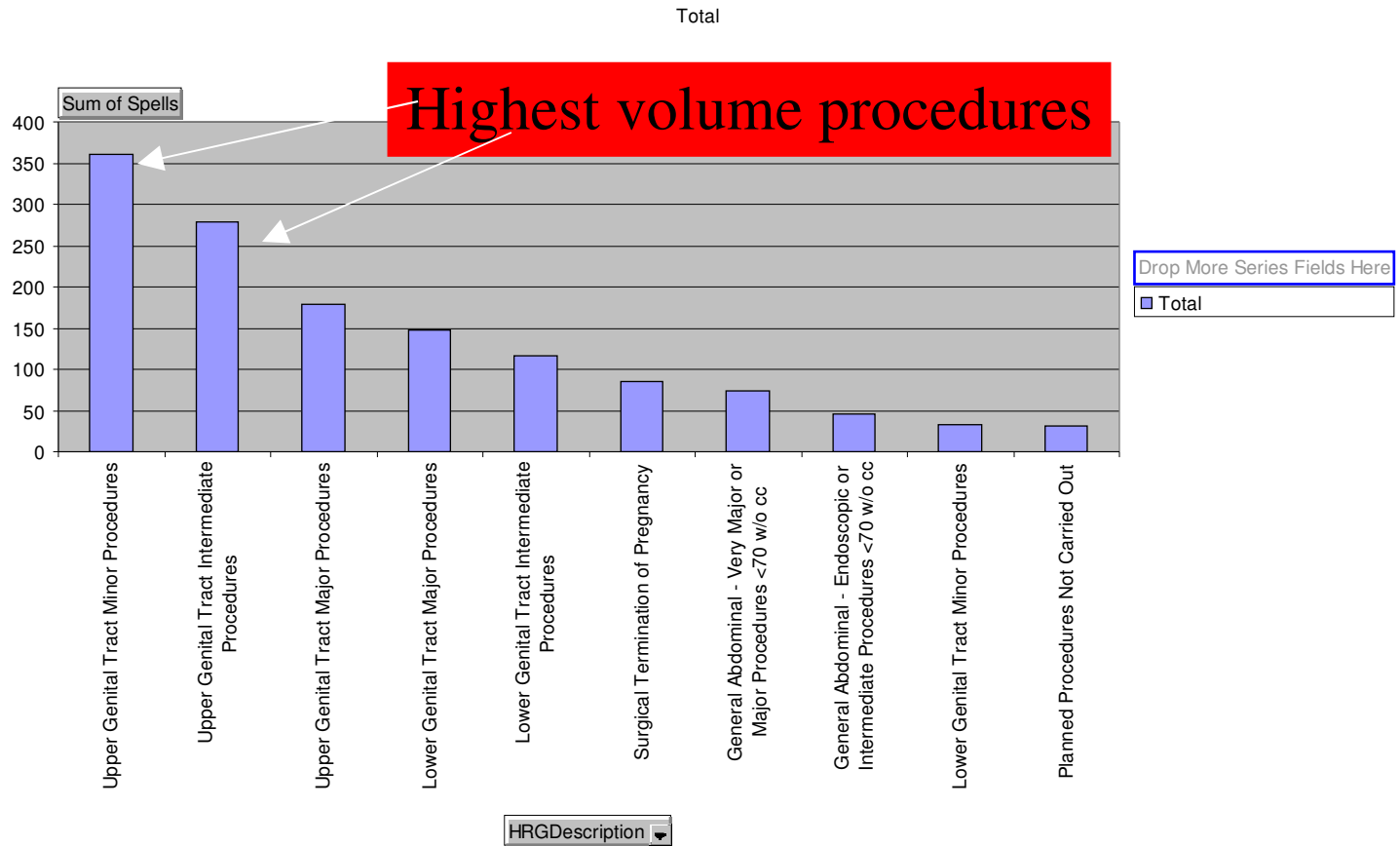| Pilot sites	Patients within the scope of the project treated this month		Patients in scope of the project treated this month under an agreed Care Pathway		Time* from referral to first definitive treatment (days)		Maximum wait* for 1st specialist appointment		Average wait* for 1st specialist appointment		Booked appointments through new clinics		Booked admissions through new clinics		Number of Patient Discovery Interviews		Team self-assessment
	Mar 02	change from last month	Mar 02	change from last month	Mar 02	change from last month	Mar 02	change from last month	Mar 02	change from last month	Mar 02	change from last month	Mar 02	change from last month	Mar 02	change from last month	Mar 02
	-	0	-	0	184	-17	-	-140	45	-2	278	54	14	4	-	0	-
	8	-1	8	8	741	434	175	-7	123	-4	0	0	0	0	0	-1	2
	-	0	-	0	-	-8	-	-70	-	-30	-	0	-	0	-	0	-
	97	22	17	11	-	-16	84	0	57	-4	17	2	7	7	0	0	4
	37	-19	12	6	41	-65	84	0	82	22	0	0	0	0	0	0	-
	-	-38	-	0	-	-669	-	-182	-	-123	-	0	-	-48	-	0	-
	15	0	15	0	294	-34	245	14	84	0	0	0	0	-87	0	0	3
	366	24	291	3	395	48	55	10	39	-8	0	-379	0	0	0	0	4
	-	-46	0	-46	282	-52	235	64	119	0	1217	46	0	0	0	0	4
	15	2	3	3	-	0	97	-8	23	1	699	238	6	0	-	0	3
	29	-4	9	3	369	53	228	-49	186	37	0	0	0	0	8	8	2
	18	10	14	9	200	-40	32	1	30	2	0	0	39	2	0	0	-
	175	-77	38	-88	172	-1	137	11	45	5	0	0	18	3	0	0	-
	25	8	25	8	1	-1	98	-14	77	14	123	-3	62	-6	14	4	3
	-	0	-	0	-	0	-	-618	-	-106	-	0	-	0	-	0	-
	30	12	15	5	318	0	89	-155	209	43	0	0	0	0	0	0	3
	11	-3	0	0	400	90	214	-47	210	13	0	0	0	0	0	0	-
	-	0	-	0	-	-416	-	-297	-	-91	-	0	0	-29	9	-9	4
	12	2	12	2	210	113	306	-250	114	43	0	0	0	0	0	0	-
	-	-4	-	-4	204	57	222	-445	192	99	0	0	0	0	0	0	-
	3	0	3	0	226	-61	322	-195	195	104	0	0	0	0	0	0	-

Use data for Improvement

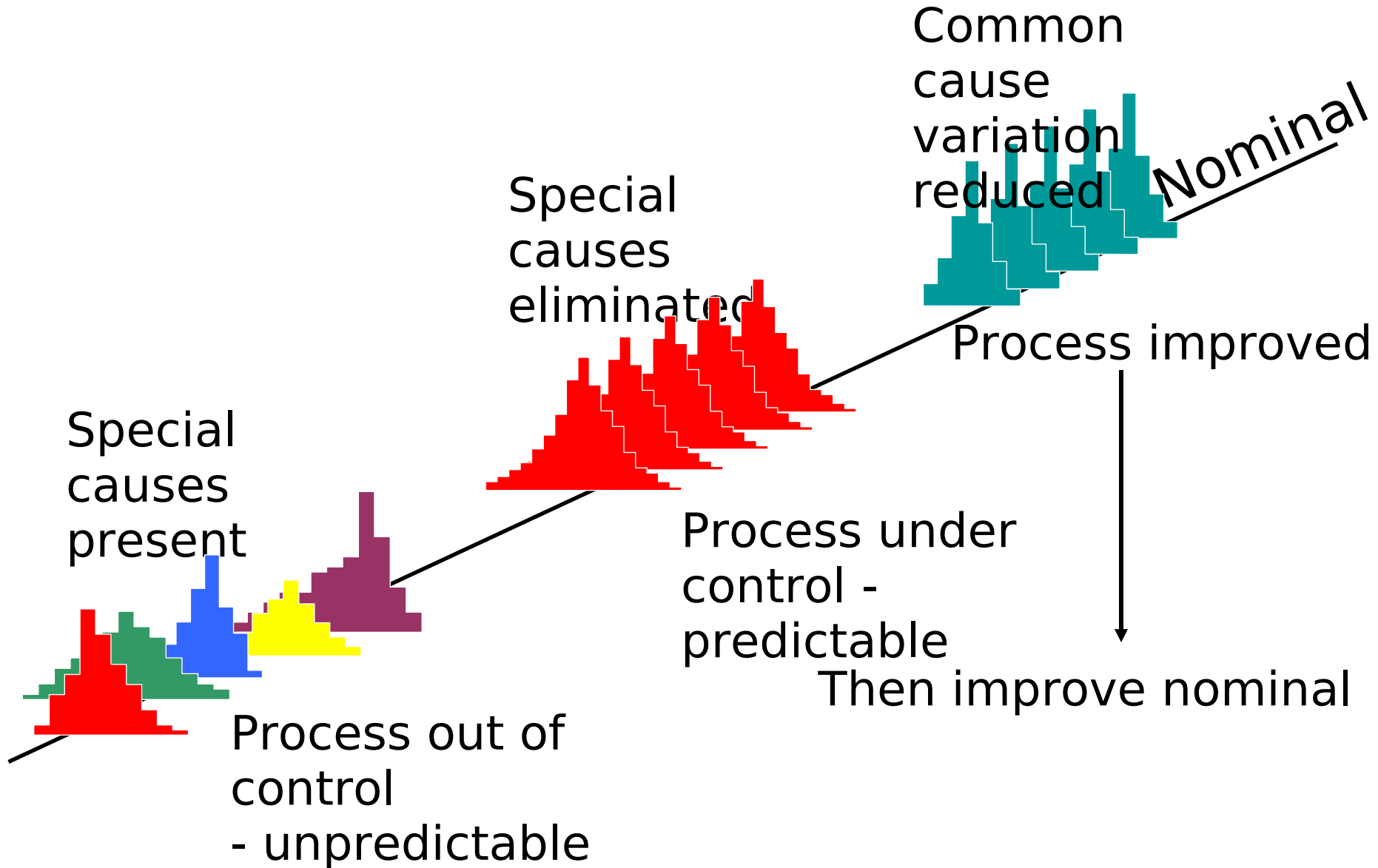**Gynaecology Outpatient Appt Analysis including Ward Attenders Apr 2006 - Nov 2008**

Completed Spells April 2008-Sept 2008

Drop Page Fields Here

Total

Highest volume procedures

Sum of Spells

Drop More Series Fields Here

□ Total

HRGDescription

Chart categories (left to right):
- Upper Genital Tract Minor Procedures
- Upper Genital Tract Intermediate Procedures
- Upper Genital Tract Major Procedures
- Lower Genital Tract Major Procedures
- Lower Genital Tract Intermediate Procedures
- Surgical Termination of Pregnancy
- General Abdominal - Very Major or Major Procedures <70 w/o cc
- General Abdominal - Endoscopic or Intermediate Procedures <70 w/o cc
- Lower Genital Tract Minor Procedures
- Planned Procedures Not Carried Out

Process Improvement

Common cause variation reduced

Nominal

Special causes eliminated

Special causes present

Process improved

Process under control - predictable

Then improve nominal

Process out of control - unpredictable

Dashboard Information

Convert non value adding time to value adding time to improve productivity

Number of nurses per Trust = 800

Length of a shift = 480 minutes

Typically, 50 % of time is value adding = 240 mins per shift

50 % of time is non value adding = 240 min per shift

(searching for things, unnecessary movement, chasing results, redoing things)
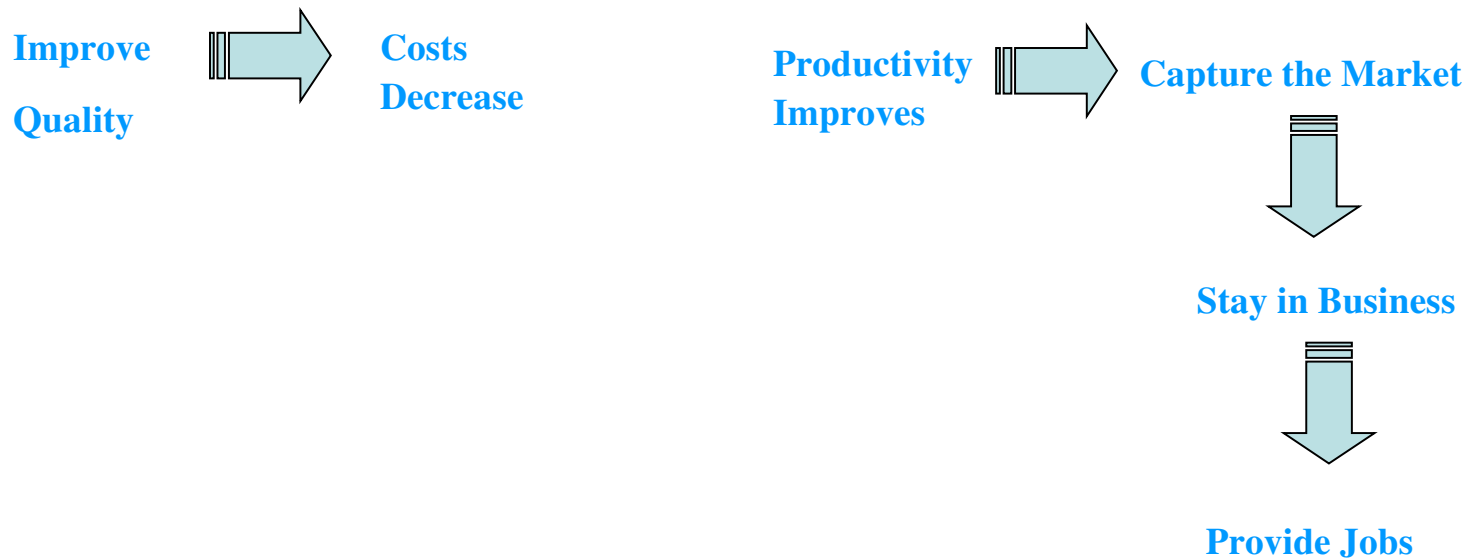
Now, if we can convert 10% of non value adding time to value adding time = 24mins extra value adding time

This is the equivalent to 38 extra nurses

(23 mins *800 nurses = 18400 extra value adding minutes)

Deming's Chain Reaction

In 1950 Dr W E Deming used the diagram below to describe to his students the benefits of building quality into the system

Improve Quality → **Costs Decrease**

Productivity Improves → **Capture the Market**

↓

Stay in Business

↓

Provide Jobs

The organisation that seeks to decrease costs, improve quality – without first building quality into the systems- is gambling long term survival for – at best – short term gains.

Creating the Environment for Transformation
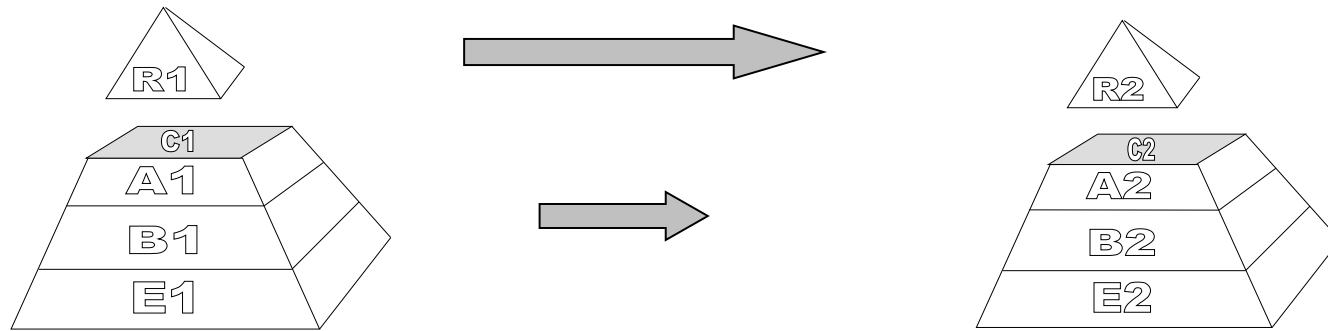
Results Pyramid- Roger Connors: Tom Smith

Lean is based on 5 key principles:

Value - Understand what the 'service user' perceives as value**.**

Value Stream – How 'value' is created and delivered to the service user.

Flow- Smooth the journey, remove all barriers and interruptions to deliver 'value'.

Pull – Linked to the value stream processes and is triggered on demand from the service user.

Perfection – Continuous improvement

Lean goals include

Doing work on time

Empowered staff

Identify problems (defects and backlog) before it's too late

Improved flow

Learn by doing

Eliminate waste

Right first time, every time

Match resources to meet demand
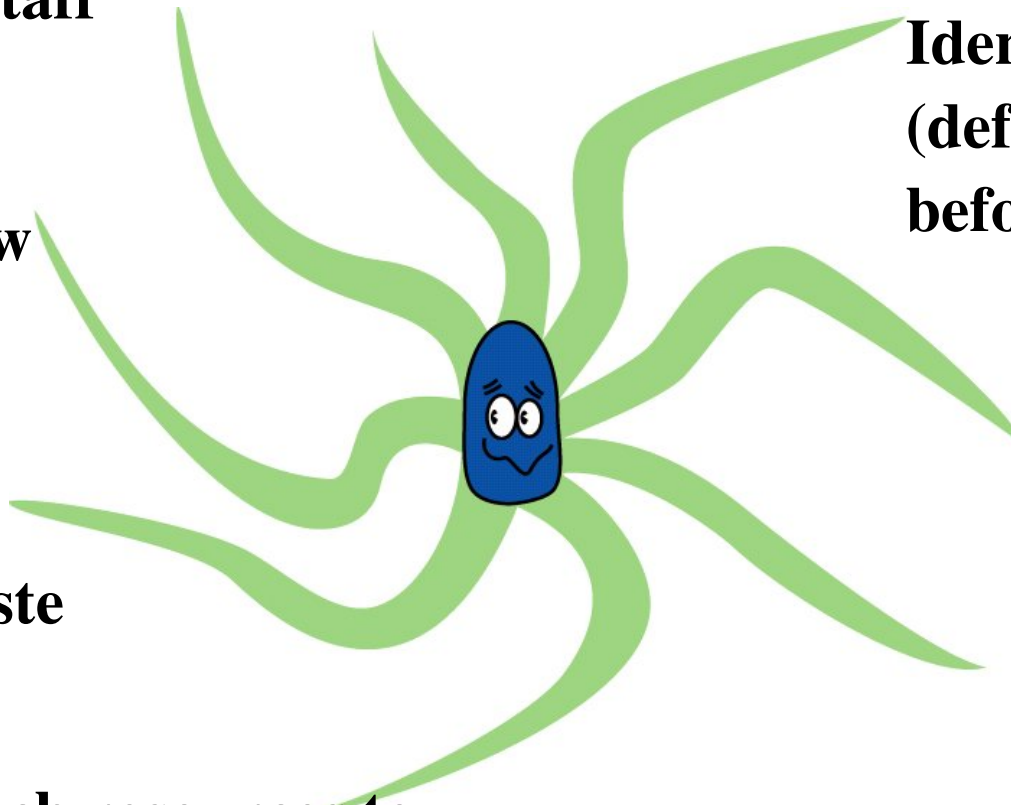
Paris
In the
the spring

To Err is Human – Design for Safety

Preoccupation with failure – all potential problems or errors identified/analysed

Reluctance to Simplify Interpretations- nothing taken for granted. Checks happen in multiple ways.

**Sensitivity to operations** – all observe ops, have continuous communication

Commitment to resilience - the ability/agility to respond to the unexpected.

Deference to expertise – decisions are made away from formal authority toward expertise and experience

Karl Weick's five key organisational operating principles required to create an organisational infrastructure for reliability.
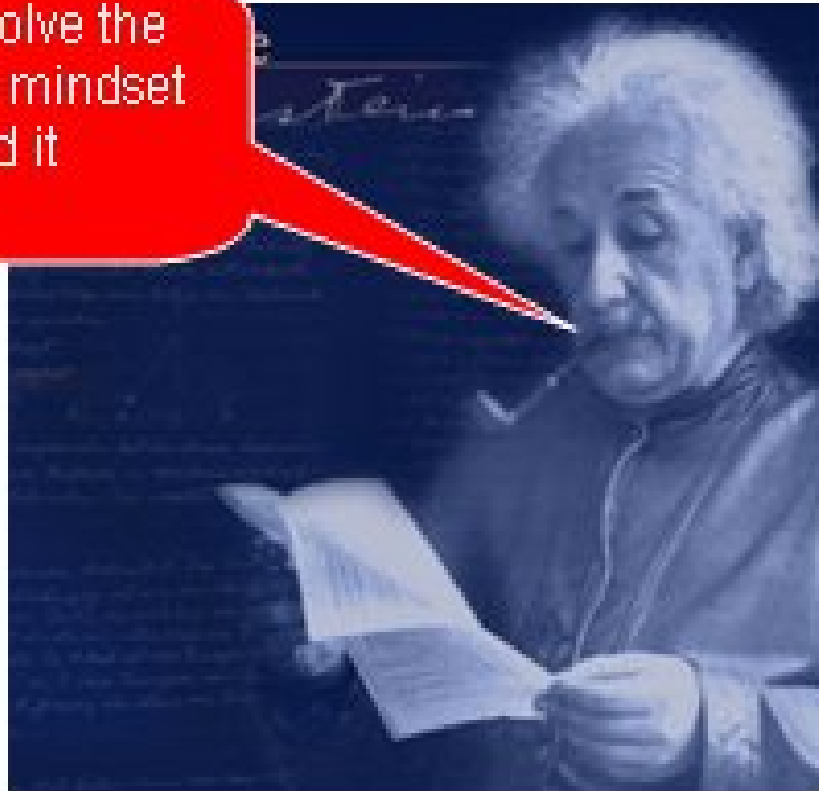
Creating the Environment for Transformation

Leaders need to be: and

✓ Consistent Communicate; communicate; communicate!!

✓ Give Clarity

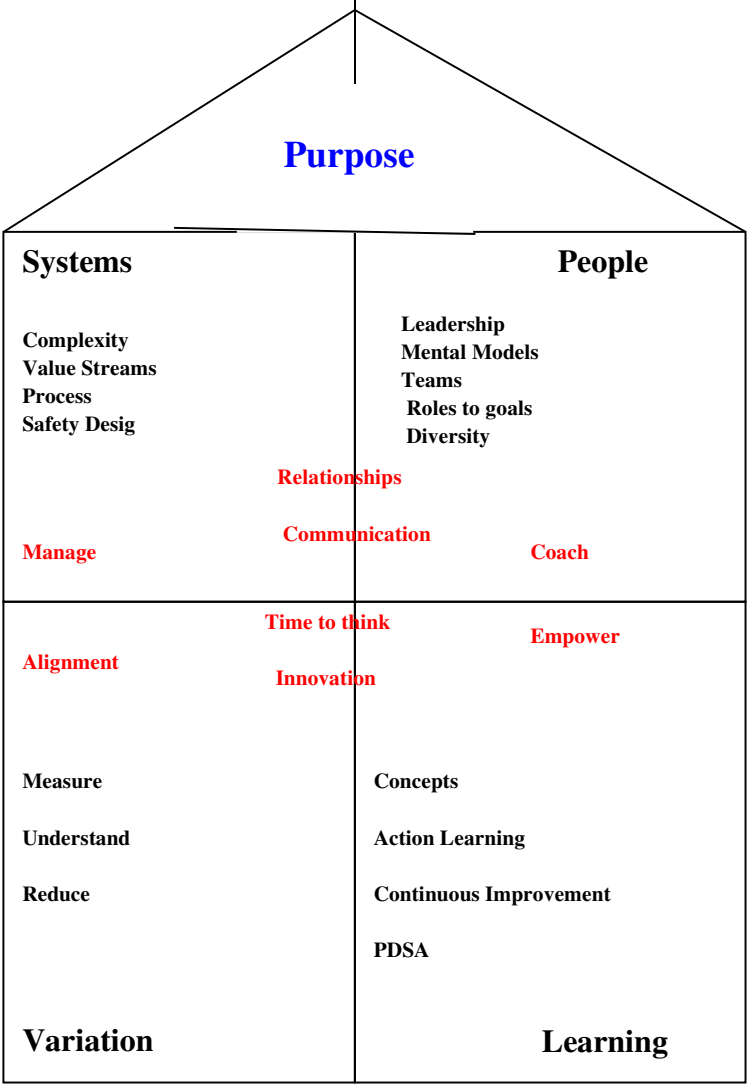✓ Show Empathy Manage relationships

✓ Give Support

✓ Be Authentic Manage Transition

✓ Coach

✓ Be Persistent

Revisit the Blueprint for Transformation

'True North'

Purpose

Systems	People

Systems

Complexity
Value Streams
Process
Safety Desig

People

Leadership
Mental Models
Teams
 Roles to goals
 Diversity

Relationships

Communication

Manage *Coach*

Time to think *Empower*

Alignment

Innovation

Measure	Concepts
Understand	Action Learning
Reduce	Continuous Improvement
	PDSA

Variation **Learning**

Action Planning and Next Steps…….

For Me…….

For my team……

For my organisation……