

8. Developing a 'Lean' culture of continuous improvement: evaluation of 5 NHS trusts partnered with the Virginia Mason Institute

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A connected community working together to improve health and care quality across the UK

wbs

WARWICK BUSINESS SCHOOL
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For the Change Makers

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In pursuit of Transformation

*Analysis of the NHS-VMI
partnership*

NHS-VMI partnership: what's it all about?

An overview

NHS will be 'safest healthcare in the world', Hunt pledges

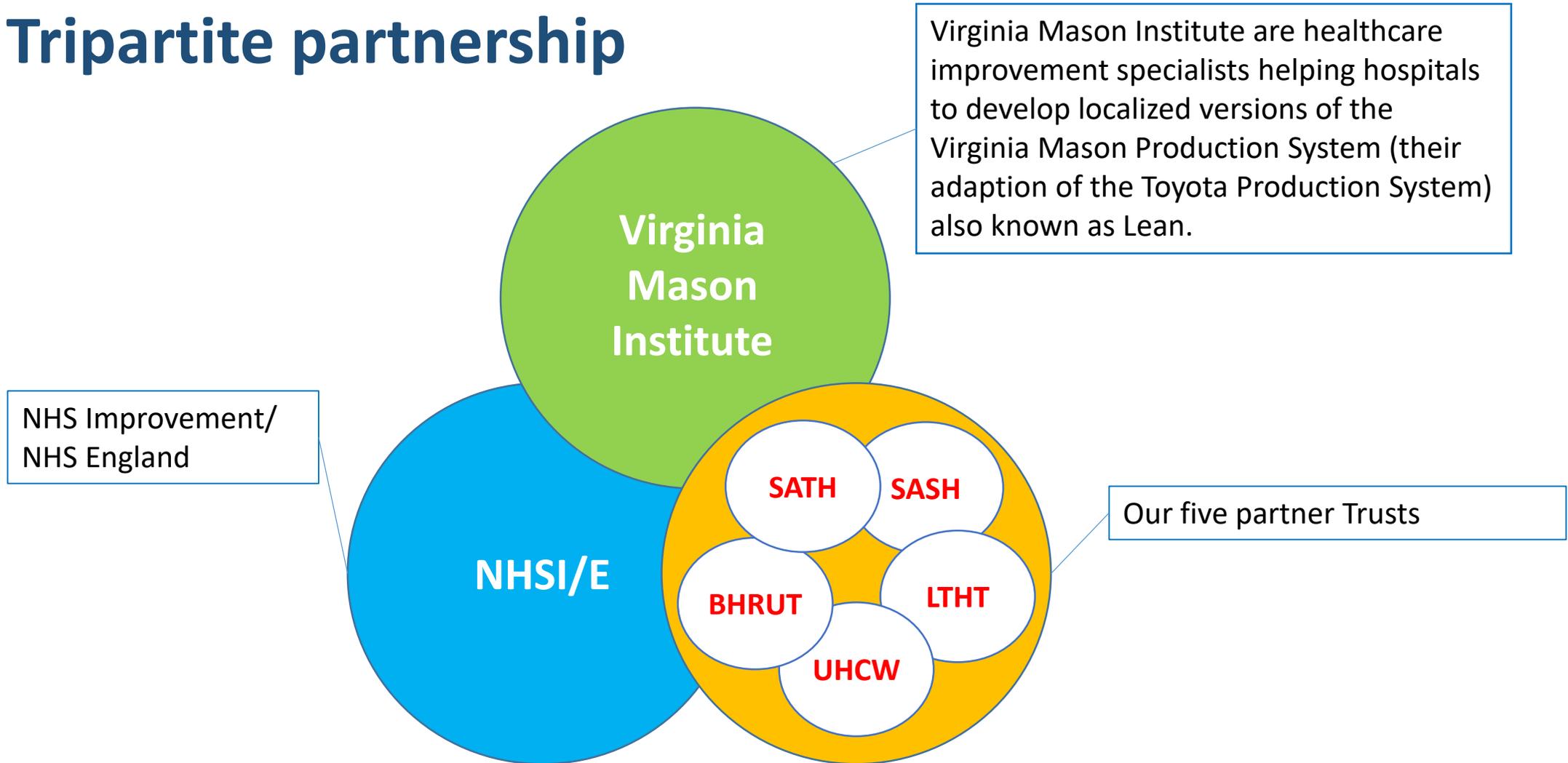
🕒 16 July 2015



- 5 year contract between NHS & VMI institute
- £12m investment
- Develop localized versions of the **Virginia Mason Production System** (Toyota production System / Lean)

Health Secretary Jeremy Hunt set out his "vision" for the future of the NHS

Tripartite partnership



Partnership goals

NHSI

“By the end of five years we expect each trust to have sufficient **capacity** in their organisation to build on this journey themselves without necessarily getting support externally. **They have a sustainable culture of continuous improvement. The journey – they can carry on themselves.**”

(NHSI respondent A)

NHS Trust CEO's

“To be the safest hospital in the world...”

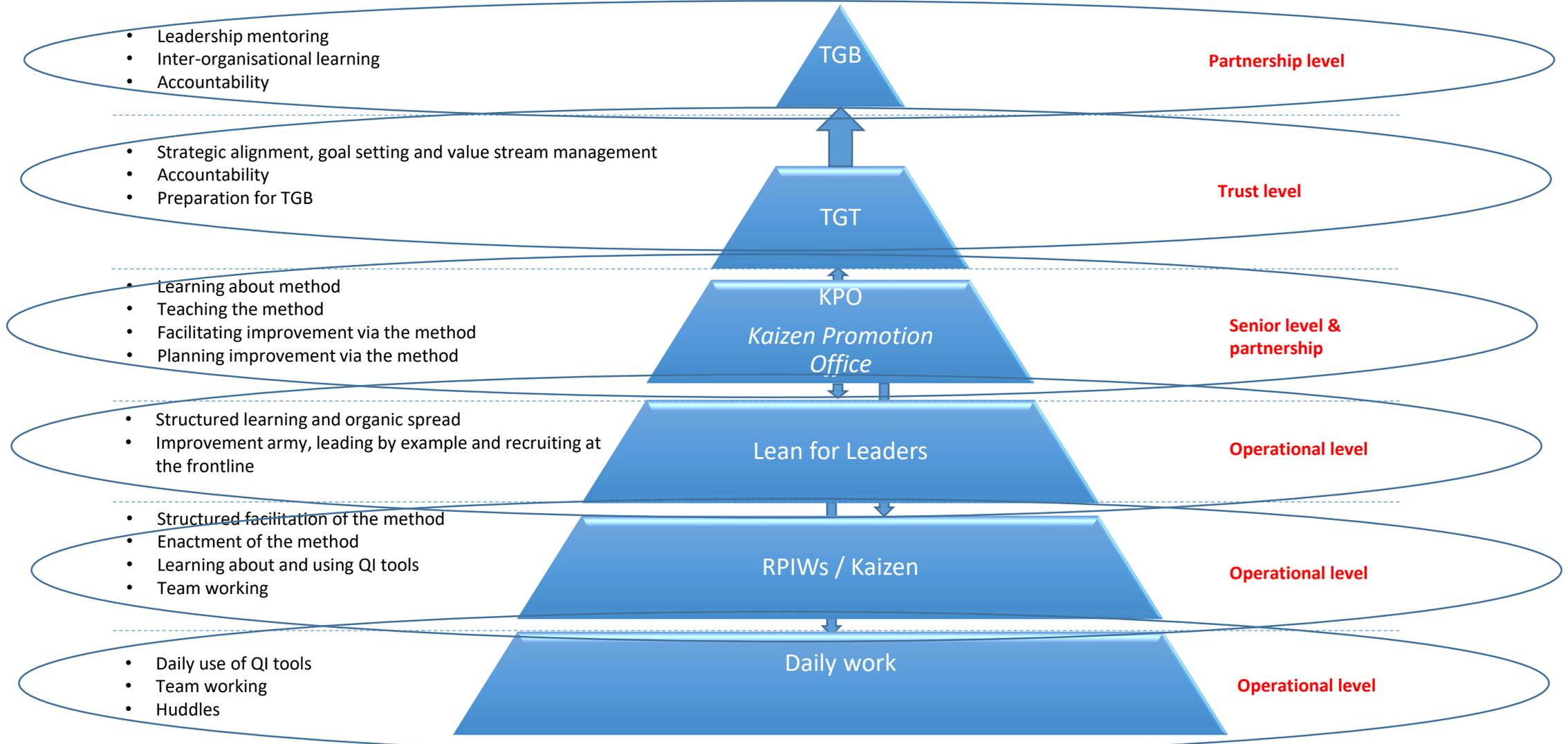
Improvements to

Quality of care

Staff morale

Financial position

The how of developing a management system



How are our 5 trusts doing?

Good news/bad new story...

3 out of 5 trusts have achieved widescale improvements that have improved their financial position, quality of care and staff morale.

- Largest ever financial surplus for LTHT;
- **Outstanding** CQC rating for SASH;
- Prestigious HSJ Patient Safety Award for UHCW

2 out of 5 trusts have achieved improvements BUT are in **special measures.**

Progress: the technical side – who's the best?

- **Size of KPO – essential for training & implementation**

Trust A & D – best resourced KPO (around 700 employees per one KPO member compared to approx. 1700 staff members per KPO for Trust B, C & E)

- **Number of staff trained in L4L**

Trust A & D have more than twice the number of L4Ls trained

- **Number of Value streams and RPIWs completed**

Trust D has the most value streams underway (8) and the most RPIWs (37) completed.

Trust A & D have made the most progress with Technical aspects of lean implementation

- Trust A has been rated **'Outstanding'**
(CQC report Feb 2019)

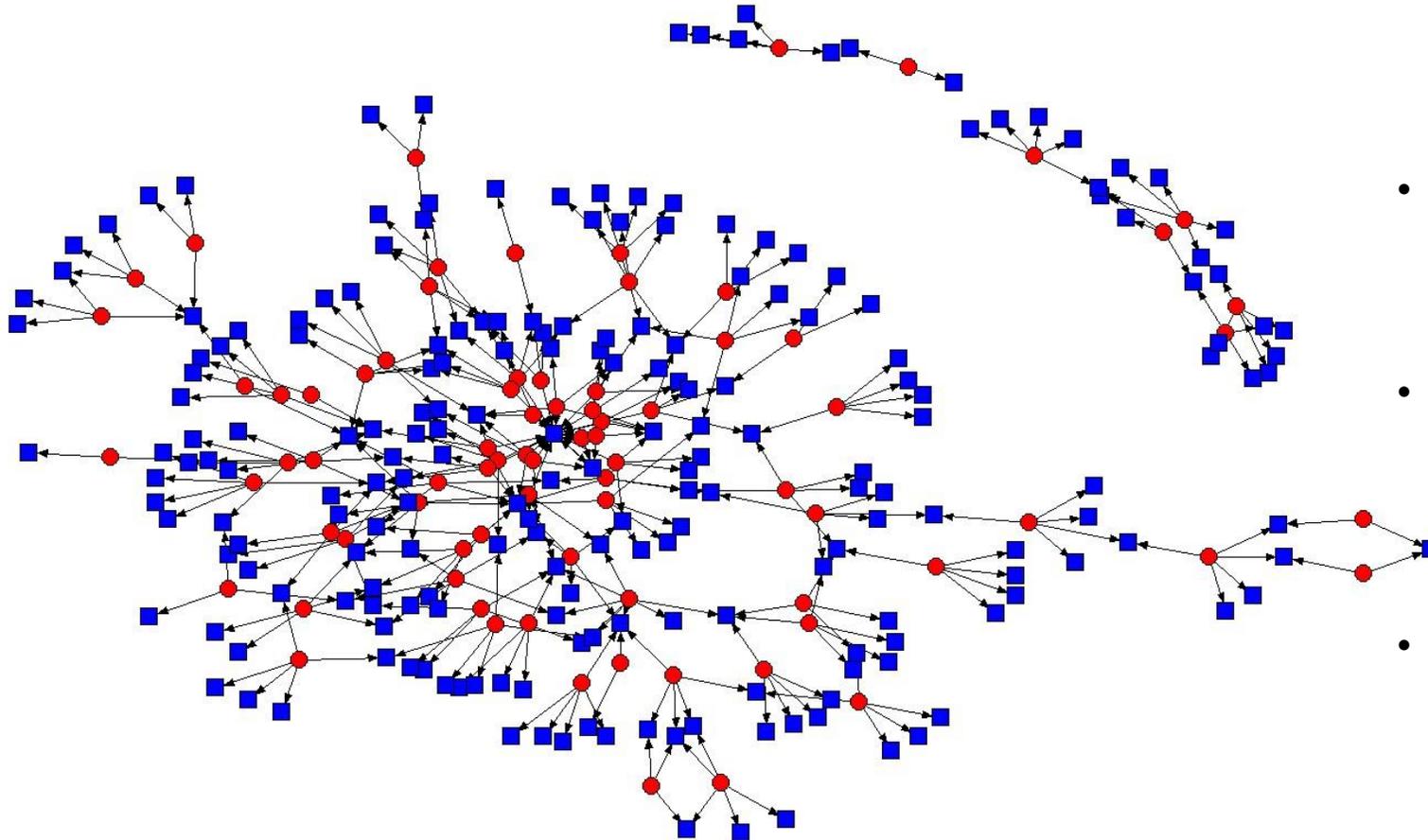
- Trust D have entered **special measures**
for Quality (Nov 2018)

Same intervention, similar progress, very different outcomes.

How can we explain this?

What can Social Network Analysis tell us about the social side of lean implementation

Trust A – an ‘outstanding’ trust



Circle Nodes denote L4Ls, Square Nodes denote collaborators

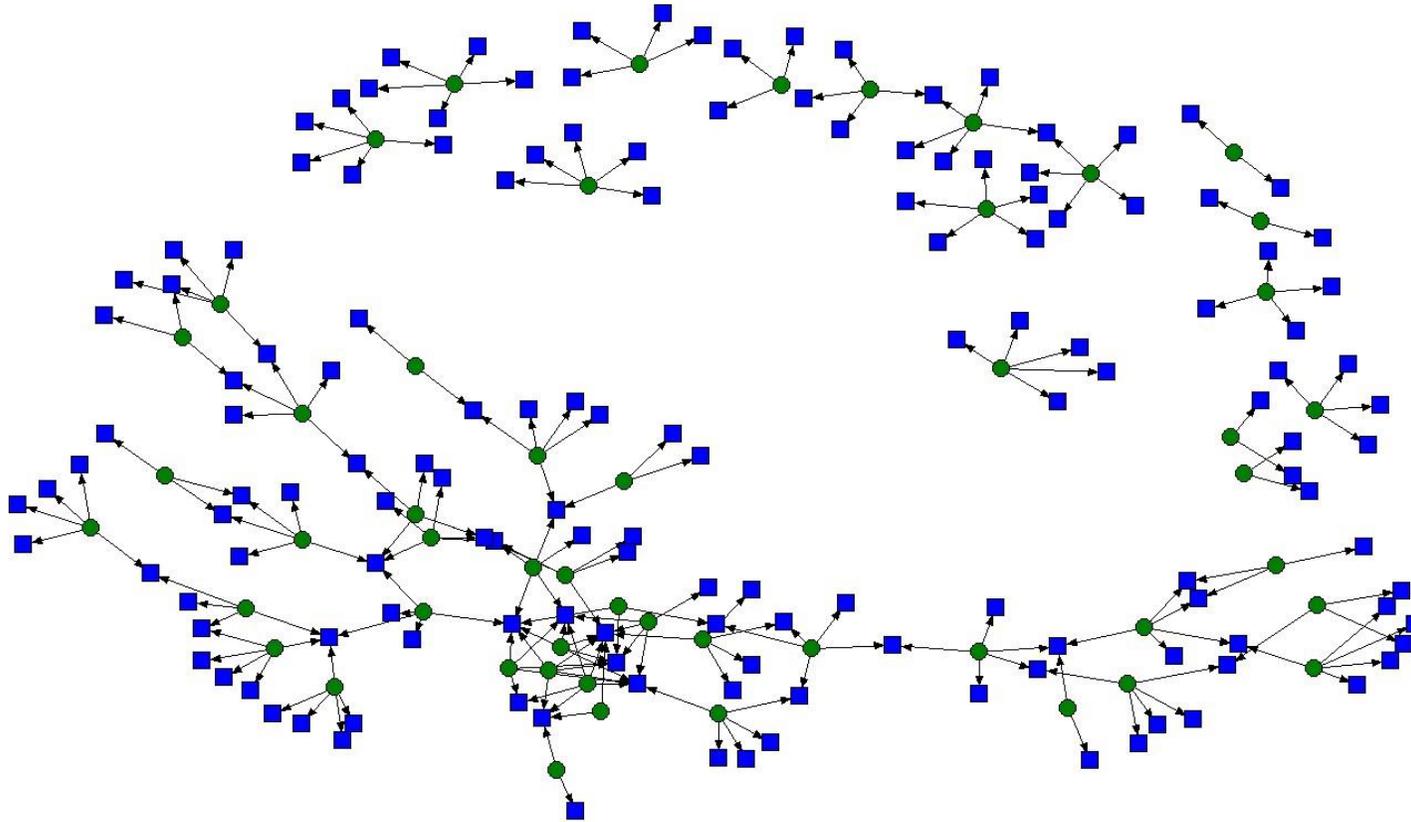
- Distributed Network – High Degree of Connectivity.
- High degree of interaction - everyone is talking to each other.
- Dense clusters and groupings also indicate high degree of collaboration.
- High degree of connectivity associated with high capacity to facilitate knowledge exchange and learning.

CQC report (**Trust A**) mentions '**SASH+**' many times with reference to:

“an exceptional culture of data-driven continuous improvement and transformation at the Trust, supported by a comprehensive meeting structure and detailed performance reporting processes.” (p.3).

- Annual staff survey places the organisation in the top 20% for the past 3 years (with some scores in the top four nationally)
- Not bad for a trust who was “the worst performing trust on every single metric in 2010” (CEO, SASH)

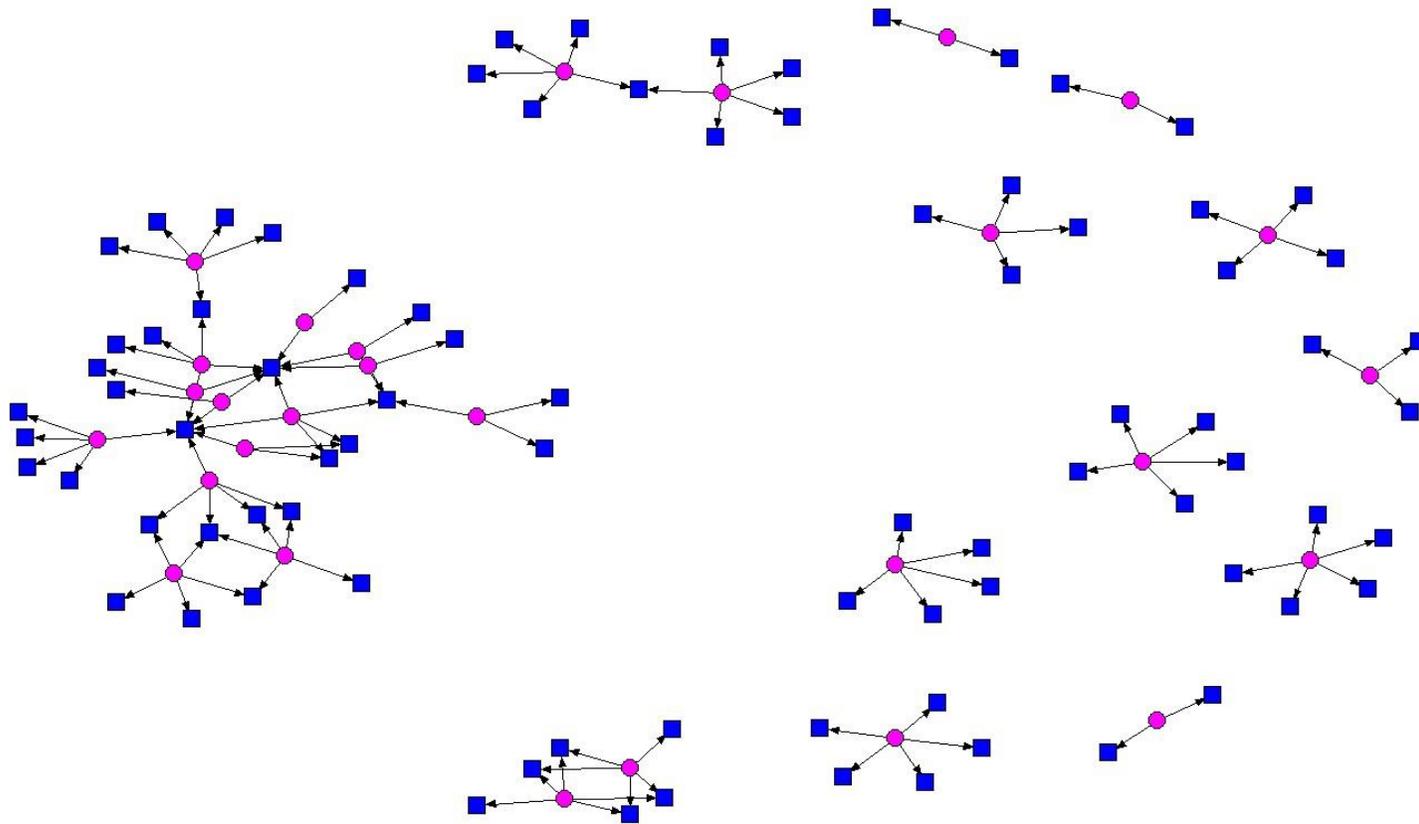
Trust D – special measures trust



Circle Nodes denote L4Ls, Square Nodes denote collaborators

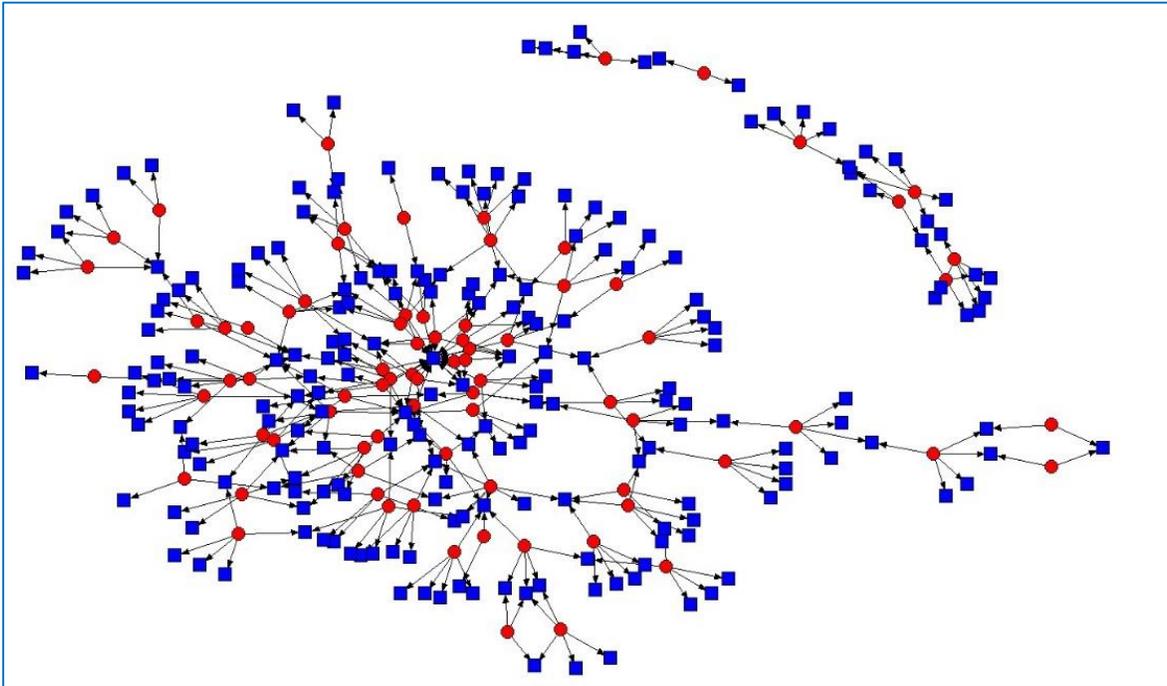
- Two-thirds of the Core Network is decentralised and has Chain-like characteristics
- One small dense cluster, so some L4Ls are talking to each other and share collaborators.
- Third of the network disconnected with several 14 isolated components.
- Low to moderate connectivity indicates a low to moderate degree of interaction, engagement and knowledge sharing

Trust E – Special measures trust, little progress with technical and social side



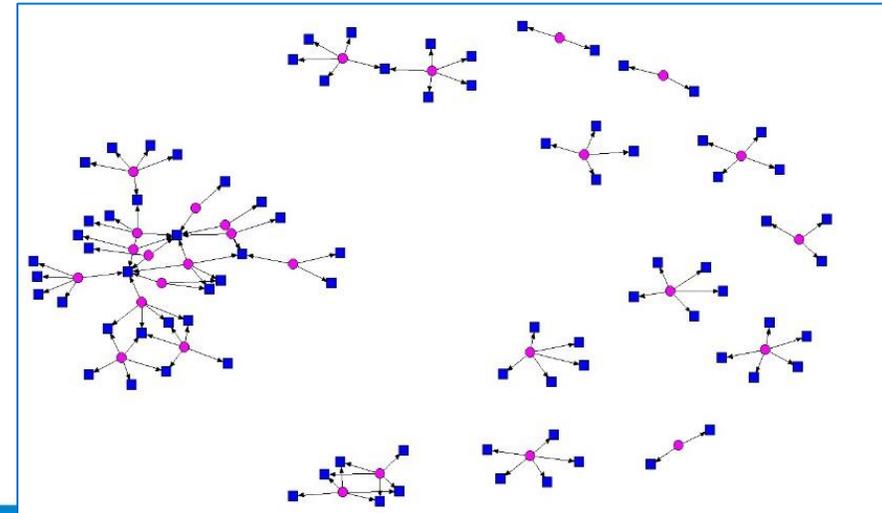
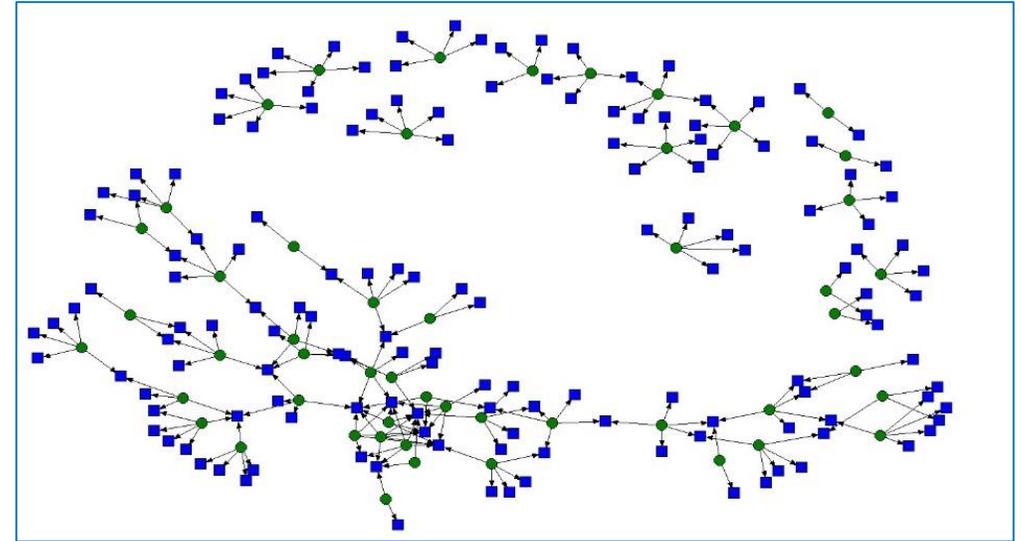
Relationships matter!

Outstanding Trust: high degree of connectivity, lots of lean implementation



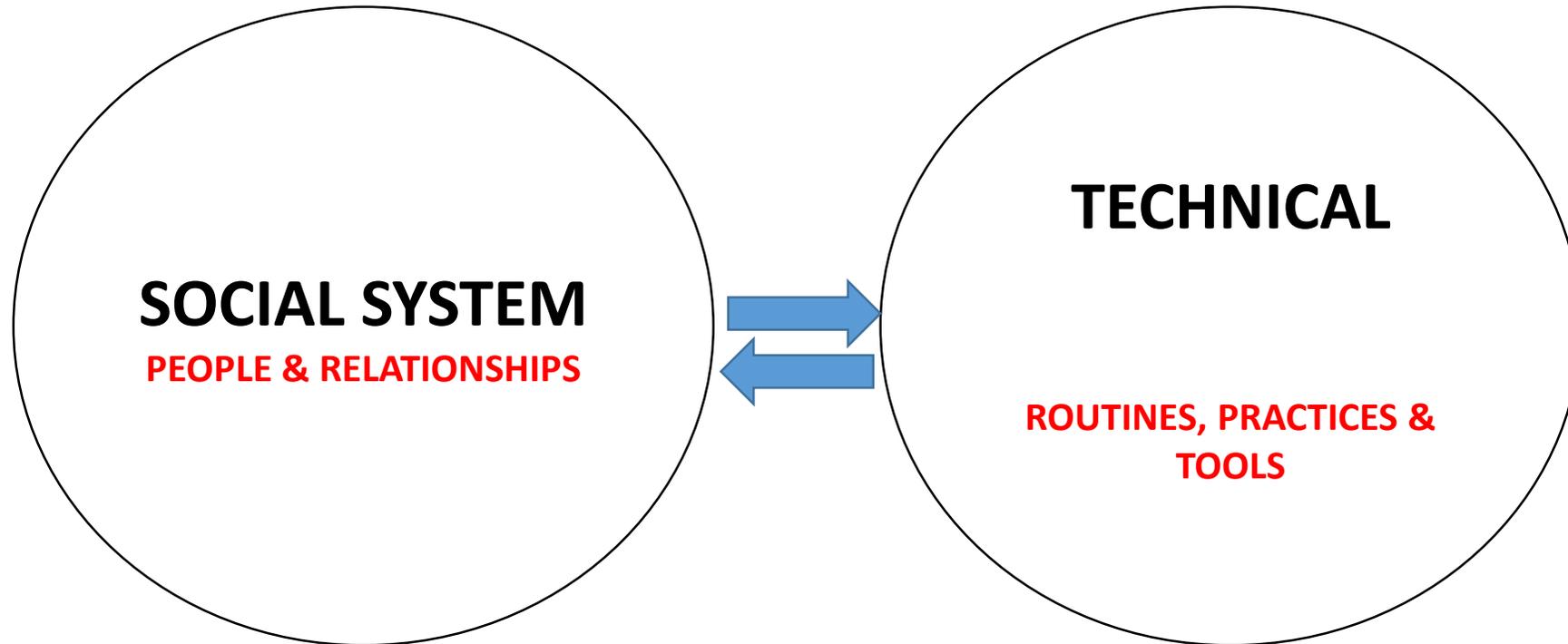
Special Measures Trust, low level of lean implementation, low to moderate connectivity

Special Measures Trust, lots of lean implementation, low to moderate connectivity



Lean is socio-technical

Just like the study of physiology and anatomy, you can't understand one without the other...



Developing a culture of continuous improvement capability means we must pay attention to the social *and* technical aspects of change

Nothing quite drives improvement like making time to talk!

“we think that we come to work every day and we pass people in the corridor and we know each other and all this. Well, we don’t. We work in our own microcosms, right, and what this [NHS-VMI partnership] has done – it’s got the consultants and the doctors talking and getting on first name terms with the physiotherapists and the porters and the pathologists and people that they wouldn’t come into contact with...extraordinary in how then people start to develop the way in which they work together to continuously improve”

(CEO Trust A)