

Meeting of
Lanarkshire NHS Board
27th August 2008

Lanarkshire NHS Board
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**SUBJECT: LANARKSHIRE NHS BOARD
STRATEGIC ADOPTION OF LEAN**

1. PURPOSE

This paper sets out a proposal for Lanarkshire NHS Board to become an early adopter of a strategic approach to Lean in partnership with the Scottish Government Improvement Support Team.

Lean is the application of improvement tools and techniques to help to improve the care we provide to patients and supports the development of a culture of continuous improvement.

To date Lanarkshire NHS Board has adopted Lean methodology in a limited project and programme specific capacity.

The Scottish Government Improvement Support Team has approached NHS Boards to invite expressions of interest to become early adopters for a strategic approach to Lean for the NHS in Scotland.

2. DISCUSSION

Benefits of a Strategic Approach to Lean

The adoption of a strategic approach to Lean would reinforce the link between improvement, change and strategy. Internally there is a need to continually improve the quality, safety and efficiency of our services. This approach will be crucial to the transformation of services and the delivery of future HEAT targets including the delivery of CRES/efficiency programmes. Externally, we have recognised the need to be more responsive and flexible at being able to adapt to the changes this particularly applies in respect of regular policy changes. Using Lean to understand our processes, the work flow and how to reduce waste is key to developing this responsiveness and flexibility.

A key feature of LEAN is ensuring that changes are developed and implemented in conjunction with all staff involved in the day to day running of services. This involves team training and development that equip them with the fundamental tools to enable effective change management.

The opportunity of early adopter status is viewed as highly advantageous as:

- Early adopter status would have a high strategic fit with the approach to organisational wide continuous improvement and Lean methodology current being developed in Lanarkshire

- Early adopter status, through a partnership with the Improvement and Support Team, would enable an acceleration of the pace of strategic implementation of Lean in Lanarkshire enabling earlier benefit realisation
- Early adopter status would enable a process improvement to touch the majority of Lanarkshire NHS Board's employees over the course of a few years and so deliver major culture change

Improvement Support Team Early Adopter Status

The Improvement Support Team has identified funding for the next three years, on a matched resourced basis, to support NHS Boards who wish to strategically deploy lean to deliver sustainable improvements against key Government priorities.

The Improvement Support Team hosted a event took place on 26 August 2008 at which interested NHS Boards were invited to explore in more detail the rationale and requirements of participating in this work.

These requirements included:

- Full commitment of the Board, senior managerial and clinical leadership
- Full staff-side and partnership participation and support
- Knowledge transfer and development of staff to build capacity and capability for continuous improvement, reducing reliance on external expertise
- Strategic deployment of Lean to support improvement priorities to deliver HEAT targets
- Participation in a learning network of NHS Boards

Organisational Readiness

Currently Lanarkshire NHS Board has adopted Lean methodology in a number of targeted and specific operational areas to improve quality and performance, for example theatres redesign in orthopaedics and general surgery, the Organised Ward initiative, primary care contracting and processes through our Referral Management Service. Lean methodology is also being implemented as part of Patient Safety. Appendix 1, illustrates key changes identified and implemented as part of the first Kaizen event within theatres in Lanarkshire. This is a typical example of the range of changes expected by using this approach.

These initiatives have had demonstrated Executive, clinical leadership and senior managerial commitment and have been welcomed enthusiastically by clinicians who are participating fully as are staff side and partnership. This has been exemplified in clinical, senior managerial and a wide range of other staff commitment to participate in extensive training and two completed Kaizen (improvement for **all**) events with six further ones planned.

The current Lean initiatives within Lanarkshire have been undertaken in partnership with external consultancy support and this is providing a steep and effective learning opportunity for our staff. A clear objective for these initiatives have been to support adoption, spread, skills and knowledge transfer agenda to develop in-house capacity and capability to deliver Lean continuous quality improvement over time.

Lanarkshire NHS Board is an active participant in inter-Board learning as demonstrated through the collaborative programmes, Patient Safety, Organised Ward and Improvement Leaders Forum.

Resources

Rosemary Lyness, Director of Acute Services has been identified as an Executive Lead for Lean implementation.

Lanarkshire NHS Board has an established change management capacity with Change and Innovation Department and Practice Development Department has developed a team of Practice Scholars to support the organised ward initiative.

A significant number of our staff had already had access to Lean/Clinical Systems Improvement training from a variety of sources including those staff currently involved in the project specific areas listed above with external consultancy partners as part of the pre-work leading to Rapid Improvement Events, staff who have attend Improvement and Support Team training and staff who have accessed training provided by our Change and Innovation and Organisational Development departments.

The revised Modernisation Board structure provides an infrastructure to facilitate the strategic implementation of Lean.

3. RECOMMENDATIONS

Lanarkshire NHS Board is requested to agree a commitment to progress with the strategic adoption of Lean including a bid for early adopter status to the Improvement Support Team.

If further information is required please contact:

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**ROSEMARY LYNESS
DIRECTOR OF ACUTE SERVICES**

KAIZEN OBJECTIVES

1. **Reduce changeover time to 30 minutes**
 - Eliminate non-essential tasks from critical changeover time
 - Reduce time required to perform essential tasks
 - Define roles and responsibilities
 - Improve environment – 5S
 - Reduce prosthesis complexity – 5 to 1
 - Visual management

2. **Improve 1st case start time to 09:15**
 - Reduce patient batching
 - Eliminate duplication of tasks
 - Improve patient flow – single admission area
 - Improve patient information flow
 - Visual management

3. **Increase average number of procedures per list to 4**
 - Performance management
 - Improved planning and scheduling
 - Increased use of 'standby' patients
 - Visual workplace management

4. **Improve patient experience**
 - Staggered arrival times
 - Reduced duplication
 - Reduced waiting times
 - Reduced on the day cancellation
 - Eliminate extended LoS in recovery

5. **Improve staff satisfaction**
 - Reduce list overruns
 - Greater clarity on roles and responsibilities
 - Reduce duplication of tasks
 - Improve patient flow – single admission area
 - Improve patient information flow
 - Improve communication with wards
 - Improved environment
 - Reduced prosthesis complexity