



SASH+ update

Trust Board
August 2017



External visits



On 8 June 2017 SASH hosted a visit by Dr Kathy McLean – medical director for NHSI and Professor Sir Mike Richards – chief inspector of hospitals for Care Quality Commission.

During their visit Kathy and Mike :-

- visited the genbas (the place where the work is done) that have been impacted by our SASH+ work so far
- Met with the Trust Guiding Team
- Met those that have completed or are currently undertaking the Lean for Leaders programme

Dr McLean wrote about her experience in the recent national newsletter and the following quotes give a flavour of their thoughts and feedback:-

"I was truly impressed by the way that the VMI quality improvement approach had been embraced at different levels within the trust. I very much hope that this will help the trust to move from 'Good' to 'Outstanding'."

Professor Sir Mike Richards Chief Inspector of Hospitals, Care Quality Commission

"Too often at national level we can be guilty of obsessing about big transformational change. Actually, real transformation is achieved through the empowerment of front line staff to make a myriad of small incremental improvements."

More broadly, what really hit home was the way in which an improvement culture is clearly taking hold at the trust. Through the Lean for Leaders programme, now run independently by the Kaizen Promotion Office (KPO), staff across the organisation are acquiring a shared language and tools with which to identify and then solve a range of day to day issues. We heard staff consistently talk fluently in the language of improvement.

Our management of diarrhoea case study



In order to support the wider spread and learning from all five of the “VMI” trusts NHSI commissioned NHS Elect to develop a case study, info graphic and video of one of current value stream within each trust. We chose to focus on management of diarrhoea.

A range of visual resources have now been developed and these have been made available on the NHSI website and we are sharing across SASH.

It was great to involve staff who have been involved in the work to develop a great range of resources

The case study is available here:-



Adobe Acrobat Document

The infographic is available here:-



Adobe Acrobat Document

The video is available here:- https://www.youtube.com/watch?v=H0nG_KObuC8



Our executive sensei



Over the past 20 months the trust has been supported by both executive and transformation sensei from the Virginia Mason Institute

Our executive sensei is part of our Trust Guiding Team which meets on a monthly basis via tele conferences and quarterly on site visits. Their role is to challenge, advise, coach, support and help support the development of the team on their lean journey.

Our original executive sensei Diane Miller has recently retired and we now have a newly appointed executive sensei Cathie Furman.



Diane Miller
Vice President, Virginia Mason
Executive Director, Virginia Mason Institute



Cathie Furman
RN, Executive Sensei, Virginia
Mason Institute



Our transformation sensei



Our transformation sensei is Rhonda Stewart who has been part of the Virginia Mason lean journey since the beginning. Her role is to:-

- Certify the KPO team
- Co teach and launch lean for leaders and advanced lean training programmes
- Coach, support and advise the KPO team
- Provide on site quarterly sensei visits to support Lean for leaders candidates who have either graduated or who are part way through their learning

Rhonda has supported SASH+ for the duration of the programme so far and her reflections are captured in a video which was shared as part of the most recent national newsletter

Add link to video



'Our Commitments'



- 'Our Commitments' are our way of ensuring we enact our Values in a positive, proactive and supportive way, understanding each of us as both individuals and collectively
- 'Our Commitments' have been developed through direct input with a wide range of staff
- As part of SASH+, we started discussions with staff regarding the introduction of a 'Compact' at the end of 2016, which we entitled 'Our Agreement'
- To ensure wider staff input, we held three working groups with staff across all AfC bands and professional groups on 25th April, which included representatives of the JNCC and LNC
- The outcome was that the majority of staff agreed the introduction of a 'Compact' would be beneficial, but that the wording and content needed refining
- As such a further staff group met to discuss the wording, content and layout on 4th July and 'Our Agreement' evolved into 'Our Commitments'
- This work has been supported by Mary Jane Kornacki and Jack Silversin, both internationally renowned for their work on developing Compacts



'Our Commitments'



Our Commitments

Preamble

As an organisation, SASH+ is the way we do things to deliver our continued improvements. We have a set of Values that underpin everything we do. Our Commitments are our way of ensuring we enact our Values in a positive, proactive and supportive way, understanding each of us as both individuals and collectively:

We will put patients and staff at the heart of everything

I will be an ambassador for SASH

We will recognise responsibility and respect and accept decisions made by others

I will engage in getting it right

We will commit to standard work and acknowledge the negative impact when not followed

I will be open to change

We will agree standards and stick to them

I will provide open, transparent and timely information

We will ensure the development of staff by providing resources, feedback, and empowering staff to create change by having a voice

We will involve staff in financial decisions and make reasons for decisions clear

We will implement best practices and new ideas front line staff identify to improve patient outcomes

We will give time to staff to design change and resources to support implementation

We will be sensitive to work life balance



SASH+ programme summary



Celebration	Challenge
<ul style="list-style-type: none">• 17 staff attended the 2nd national learning conference in Leeds where we showcased our management of diarrhoea value stream• 2 substantive and 2 bank appointments have been made to the KPO team. All staff join the team over the coming months• Planning for our open day on 12 September is underway and 16 external staff have signed up• 30 staff have graduated from cohorts 1 and 2 of lean for leaders with 100% attendance and 100% homework having been completed• Planning for our next RPIW #11 focussing on sampling as part of the management of diarrhoea value stream is underway• 52 members of staff have completed the first 3 cohorts of lean for leaders (cohorts 3 and 4)• 60 members of staff are signed up to commence lean for leaders in September (cohorts 7 and 8)• The national learning conference launched a video demonstrating the link between effective leadership and the VMI work. It was included as part of the national newsletter and can be viewed here Add link to national leadership video	<ul style="list-style-type: none">• The cardiology value stream is still not on track but plans are in place to implement an intra take ward round on 18 September. This should impact positively on the referral and angio RPIW metrics• The KPO team capacity is currently challenged due to long term sickness• Our August RPIW was cancelled due to KPO capacity• The advanced lean training planned for September has been deferred to February 2018

