Value Management Programme
A Team Approach to Continuous Improvement

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Transforming Tayside NHS

NHS Tayside

Background

NHS Tayside faces continuing pressures to meet growing demand for increasingly complex care needs in an affordable way.

VM was viewed as a potential way to have a systematic approach to effectively improving service quality and affordability at the point of care that would enable all staff to contribute to overall organisational aims.

Initial meetings with managers & clinicians highlighted
- Perceived loss of empowerment at operational level,
- Staff keen to change things but not sure how to begin,
- Difficulty making sense of monthly data / information to inform what needed to change or how best to manage costs,
- iMatter's *feeling involved in decisions relating to the organisation* scored lowest overall.

Aim

Working with 5 test teams we wanted to understand whether we had the right infrastructure, culture, and leadership to support this methodology. And whether it complements existing QI approaches used within NHST.

Main Changes to Practice

- Provision of weekly quality, capacity, and finance data (Box Score)
- Workplace reorganisation (6S) – improving working environment
- Engagement of the whole team in weekly huddles to review the data and agree any actions required
- Opportunities for all staff to share daily/weekly experience (mood marbles, comments boxes) and ideas for improvement
- Managers commit to listening & making actual improvements

Example of Box Score

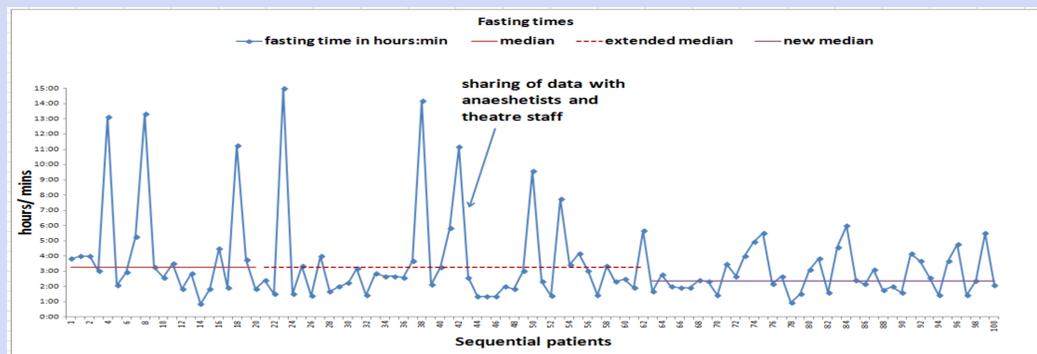|		06/08/2018	13/08/2018	20/08/2018	27/08/2018	03/09/2018	10/09/2018	17/09/2018	24/09/2018	01/10/2018	08/10/2018	15/10/2018	22/10/2018	29/10/2018
	Weeks since project began	1	2	3	4	5	6	7	8	9	10	11	12	13
Outcome/ Safety Measures	% NEWS scores correctly calculated	80.00%	60.00%	20.00%	60.00%	80.00%	60.00%	80.00%	80.00%	80.00%	40.00%	60.00%	80.00%	60.00%
	% NEWS scores correctly escalated	80.00%	60.00%	20.00%	60.00%	80.00%	60.00%	80.00%	80.00%	80.00%	60.00%	60.00%	100.00%	80.00%
	Average weekly % compliance with completion of fluid charts	91.00%	95.00%	92.00%	90.00%	60.00%	83.00%	91.00%	73.00%	89.00%	70.00%	93.00%	84.00%	62.00%
	Shift handover duration in mins (target 30mins)	39	45	40	32	25	22	38	42	39	37	32	30	29
Staff Capacity	Sickness/ absence %	7.13%	3.27%	6.33%	3.90%	6.33%	6.07%	4.07%	7.89%	4.90%	4.90%	5.70%	4.90%	4.13%
	Total time out%	25.20%	21.70%	22.30%	20.80%	28.90%	25.60%	21.90%	23.80%	26.70%	21.20%	19.60%	24.50%	29.70%
Costs	Staffing Establishment	£17,785	£18,407	£17,913	£18,005	£17,620	£17,753	£17,603	£17,169	£17,431	£17,136	£17,019	£17,030	£16,987
	Bank nursing	£745	£0	£568	£0	£598	£654	£0	£879	£545	£140	£574	£0	£0
	Drugs	£402	£345	£456	£398	£496	£405	£379	£412	£398	£1,987	£375	£344	£536
	Other non pay costs	£905	£867	£674	£537	£354	£379	£2,243	£402	£362	£501	£858	£298	£266
	Total COSTS	£19,837	£19,619	£19,611	£18,940	£19,068	£19,191	£20,225	£18,862	£18,736	£19,764	£18,825	£17,672	£17,789
	Costs per patient seen	£279	£258	£321	£291	£545	£331	£652	£472	£323	£324	£254	£353	£240
	Total # pts seen (no of discharges)	71	76	61	65	35	58	31	40	58	61	74	50	74

Methodology

- A one day introductory workshop, open to all
- Five prototype teams selected to implement VM
- Intensive support over three months
- Awareness sessions, process mapping, baseline data sharing to identify ideas for improvement
- Staff experience baseline via anonymous questionnaire
- Teams identified improvement measures for box scores
- Offer of coaching in the workplace course
- Ideas for improvement are assessed for potential impact vs effort required, and tested through the PDSA cycle .

Results

Initial findings suggest
- Staff welcome being involved and listened to
- Small gains in effectiveness and time by improving stock management
- Positive impact on patient /carer / staff experience through 6S
- Improved fasting times in one of the ward areas (see graph below)

Fasting times — fasting time in hours:min — median — extended median — new median — sharing of data with anaeshetists and theatre staff — hours/ mins — Sequential patients

Feedback

> I like the fact that everyone had the chance to suggest areas for improvement.

> I like the meeting every week to review the board, I feel involved.

> Value Management has been a huge driving force in allowing us to make changes & improvements

> Coaching skills training was very helpful

What's next?

What next for new cohorts	Hold VM Event	Support teams to complete preparation packs	Confirm cohort & agree plan
And for existing ones	Monitor benefits	Develop buddy scheme to support new teams	Communicate achievements & experience

Conclusions

Potential benefits are:
- A better, safer environment;
- Improved patient care;
- Improved staff experience leading to lower sickness absence levels and a reduction in supplementary staffing costs.

With collaboration our infrastructure can support this methodology

VM would support a culture based around quality, experience, empowerment, and ownership.

There has been a willingness from staff at all levels to engage with Value Management –" it makes sense".

Biggest challenge has been release of staff time to engage in the process.

Thank you to NHS Tayside's Survive & Thrive Service for their poster template