Striving for Excellence
Solving Problems and Delivering Innovation
Lesley Doherty
Chief Executive, Bolton NHS FT
What has this conference given you?

• Time
  – to reflect?
  – to reassess?
• New ideas?
• Share thoughts?
• Listen and learn?
• Re-energised?
• Put you at a crossroads
Lean Problem Solving

• Continuous improvement
  – Challenge – forming a long term vision, meeting challenges with courage and creativity to realise our ambitions
  – Kaizen – improve our business operations continuously, drive to innovate and evolve
  – Genchi Genbutsu – go to the sources to find facts to make the correct decision
• All underpinned on a respect for people
What next in Bolton?

• Ongoing Culture shift
• 6000 daily problem solvers, all talking the same language
• Working collaboratively with suppliers and partners
• Continued Redesign
• Proving the Faith!
### Mammography Service

<table>
<thead>
<tr>
<th>Measure</th>
<th>Before</th>
<th>After</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnaround Time - % Next Day</td>
<td>50%</td>
<td>98%</td>
<td>48%</td>
</tr>
<tr>
<td>Turnaround Time Max Wait</td>
<td>4 days</td>
<td>3 days</td>
<td>25%</td>
</tr>
<tr>
<td>Taxi/Travel Expenses pa</td>
<td>-£12,000</td>
<td></td>
<td>10%</td>
</tr>
</tbody>
</table>

Introduced digital mammography to satellite service, redesigned work to achieve better flow/use of resources

### Community Midwives

<table>
<thead>
<tr>
<th>Measure</th>
<th>Before</th>
<th>After</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midwife Led Needs Asst Completed before 1st hosp. appt</td>
<td>90%</td>
<td>96%</td>
<td>6%</td>
</tr>
<tr>
<td># pathways</td>
<td>4</td>
<td>1</td>
<td>300% red’n</td>
</tr>
<tr>
<td>% duplicate ass’ts</td>
<td>10%</td>
<td>3%</td>
<td>7% reduction</td>
</tr>
</tbody>
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Freed up clinic capacity to help trust to grow to 6,600 births per year for Making it Better
Delivering care at more than 20 sites
Supply Chain Innovation

- Bolton Manufacturing
  Business of disposable continence products – lean manufacturer
- Discussions commenced on how can we work together for product and process innovation for mutual benefit using lean (BICS)
- English organisation, supplier of blood and platelets – also using lean
- Based in Manchester
- How can we work together to reduce blood usage and wastage and attract new donors using lean?
Partnership Working

Bereavement

• BICS work launched in 2007
• Between 2004-2009 – 274 patients not able to donate due to Coroner process delays
• Joint working and training with Coroner and Police
• Jan 11 – March 12 – 84 donors from these areas alone

Red Flags – Spine Pathway (MSCC*)

• 163 variables for diagnosis – called Red Flags
• Simplified through design/consensus into 8 with acronym RED FLAG
• Easy & Simple
• >100k memory cards issued nationally

*Metastatic Spine Cord Compression
Redesign for Care Integration

Musculoskeletal Pathway (Launches May 2012!)

<table>
<thead>
<tr>
<th>Issue</th>
<th>Improvement</th>
<th>Result of Trials</th>
<th>Expected Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two entry points</td>
<td>Triage into correct appt</td>
<td>RE: 91% to correct appt</td>
<td>Demand Red’n 1750 slots/yr; -waiting time benefit</td>
</tr>
<tr>
<td>Duplication</td>
<td>Demand and Capacity matched</td>
<td>RE confirmed numbers</td>
<td>75 hours/week less needed</td>
</tr>
<tr>
<td>Patients not driving care</td>
<td>Shared Decision Making</td>
<td>Trialling May 2012</td>
<td>PROMS improve</td>
</tr>
</tbody>
</table>

Laboratory Medicine

<table>
<thead>
<tr>
<th>Measure</th>
<th>Before (July 2011)</th>
<th>After (Aug 2012)</th>
<th>%Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs for GPs too high</td>
<td>GP block contract too high</td>
<td>-£900,000 On target to deliver</td>
<td>-20%</td>
</tr>
<tr>
<td>Community Near Patient Testing</td>
<td>415</td>
<td>930</td>
<td>50%</td>
</tr>
<tr>
<td>BNP* Tests</td>
<td>431 echos</td>
<td>Reduced to 300 &amp; waiting times red’n</td>
<td>30% reduction</td>
</tr>
</tbody>
</table>

“My GP phoned the day after seeing me for the blood test to say my heart’s fine. What a relief, thank you so much”

*Brain natriuretic peptide (BNP) NICE recommended
Patients’ voice drive innovation

Patient Experience Based Design using Lean