

Developing Leaders at University Hospitals Coventry and Warwickshire NHS Trust

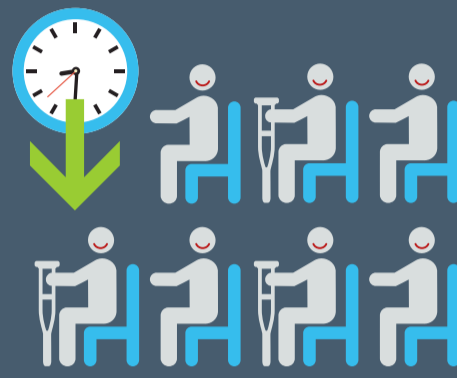
University Hospitals Coventry and Warwickshire NHS Trust have been working with the Virginia Mason Institute and NHS Improvement to apply the principles of lean across the organisation.

MAKING IMPROVEMENTS

A huge number of improvement projects have been undertaken across the Trust. These have a wide range of aims, such as:



Increasing the efficiency of drug administration in Critical Care



Reducing the setup time in the Outpatient Department



Ensuring as many staff as possible have resuscitation training

BENEFITTING PATIENTS

These projects have generated a large number of positive outcomes, including:



The time it takes to administer drugs in Critical Care has reduced significantly, **meaning more time can be spent caring for patients**

17.5 mins
↓
3.5 mins

Setup time for the Outpatient Department has reduced from 17.5 minutes to 3.5 minutes, **meaning more clinics start on time and patients have to wait less**

125% ↑

The uptake of resuscitation training has increased by up to 125% in some areas, **making it safer for patients**

LEARNING TO APPLY KEY TOOLS

Through the course, leaders have learned to apply a wide range of effective tools, including:

Production Board

A physical display, usually in the form of a white board or pin board, showing actual performance compared with planned performance. When the output does not match the expected activity, the problem is recorded and the reason identified.

5S Workplace Organisation

Reorganising key elements of a work area to ensure they are utilised as efficiently as possible, applying the 5S principles: sort, set in order, shine, standardise and sustain.



ENHANCING LEADERSHIP AT EVERY LEVEL

150+

have taken part in Lean for Leaders and Advanced Lean Training

1,466

have had at least one element of training in the methodology

Band 2+

Leaders have ranged from band 2 to Chief Officer level

"A couple of years ago I went through the programme. I worked with the team on the ward and we made a lot of changes and I saw how empowered the staff were."

Lisa Warden, KPO Specialist

"All the doctors that have been involved and learned about the things that we're doing have realised that the ideas are simple, and they're really motivated to change things."

Clare Ingram, Consultant Anaesthetist