Transforming Care Production System
Procurement’s Lean Methodology Journey
Transforming Care Institute
Louise Brennan Senior Kaizen Promotion Office Specialist

Paula Davies Head of Procurement and Commercial Contracting
PARTNER WITH VIRGINIA MASON
A not-for-profit medical group in Seattle, Washington providing primary and hospital care

336 bed hospital, 445 doctors, multiple primary and secondary care clinics

A leader in setting patient care quality standards in the US

From unsafe (Institute of Medicine, 2001) to very safe (the USA's “Hospital of the Decade”)
Cultural Transformation

• Successful Bid to NHSI (then TDA)eili
• Formation of KPO team
• Launch of Organisational Strategy
• Underpinned by SaTH Values
• Launch of Transforming Care Institute
• Launch of Leadership Academy
• Values in Practice Agreements (Compact work) including Leaders/Medical/STP
The Journey so far

The Shrewsbury & Telford Hospital

Surrey & Sussex Healthcare

Barking Havering and Redbridge University Hospitals

University Hospitals Coventry & Warwickshire

The Leeds Teaching Hospital

......
Embedding a Production System

- Huddles
- 5S
- Standard Work
- Genba Walks
- Report Outs
- Kaizen Events
Process not people
Observe and Document
Plan Do Study Act
Value Streams
The Story so far....

Reduction in waste to make patient journey’s safer and kinder

Reduction in walking for our staff creating additional time for patient care

Staff educated in Transforming Care Production System

Staff using the Transforming Care Production System tools

Lean for Leaders deploying the Transforming Care Production System to improve patient safety and transform our organisational culture
Courses available

1.5 Day Transforming Care Production System methodology training.

5S

Lean for Leaders

Advanced Lean Training
Lean for Leaders
Shropshire Healthcare
Procurement Service
My Lean for Leaders Experience

• Initial thoughts
• Making it real
• Why didn’t we do this sooner?
Using The TCPS Tools

Identifying Waste
Procurement Efficiencies

£1.8m in year savings 17/18

SATH
Model Hospital

- The model hospital data is the analysis tool to identify our improvement opportunities.
- TCPS principles to implement improvements.
- Involvement on the national working group.
- Level accredited in February 2017.
Improvements Made

• Introduction of kanbans
• 66% reduction in value of stock held
• Elimination of waste
• Standard work
Procurement and Model Hospital

- Position on the national work stream
- Rising the procurement league table

Do you know where your Procurement team sit in the NHS Procurement League table?
Productivity Gains

- 66% reduction in value of stock held
- 62% reduction picking time – location changes - standard work
- 38% Reduction in time – stock replenishment – set up reduction
- 42% Increase in # of products held
- 65% Reduction defect orders pathology catalogue
- 10% reduction picking errors – mistake proofing
- 13% reduction in pathology stock - kanban
- 10% reduction picking errors – mistake proofing
Productivity Gains

Mistake Proofing
Summary

- Model Hospital data aids us to set priorities, TCPS to review process and implement improvements
- Model Hospital data analysis to ensure value for money
- Elimination of waste
- TCPS to ensure standard work.

Questions and Answers