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Establishing a Management System: Creating that Special Sauce

Wendy Korthuis-Smith
Adam Sewell-Jones

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Speakers

Wendy Korthuis-Smith
Executive Director, VMI



As Executive Director of Virginia Mason Institute, Wendy provides leadership and vision for the strategic growth, operational excellence, and business development of the Institute. With robust experience in developing and implementing large-scale transformation and transition plans, Wendy came to Virginia Mason Institute from Deloitte Consulting Strategy and Operations, where she led state, national, and international consulting engagements. Wendy first worked at Virginia Mason early on in her career as a leadership development consultant, developing and delivering leading edge experiences for executive leaders. Wendy has completed the Advanced Virginia Mason Production System® Training, as well as Advanced Lean Training.



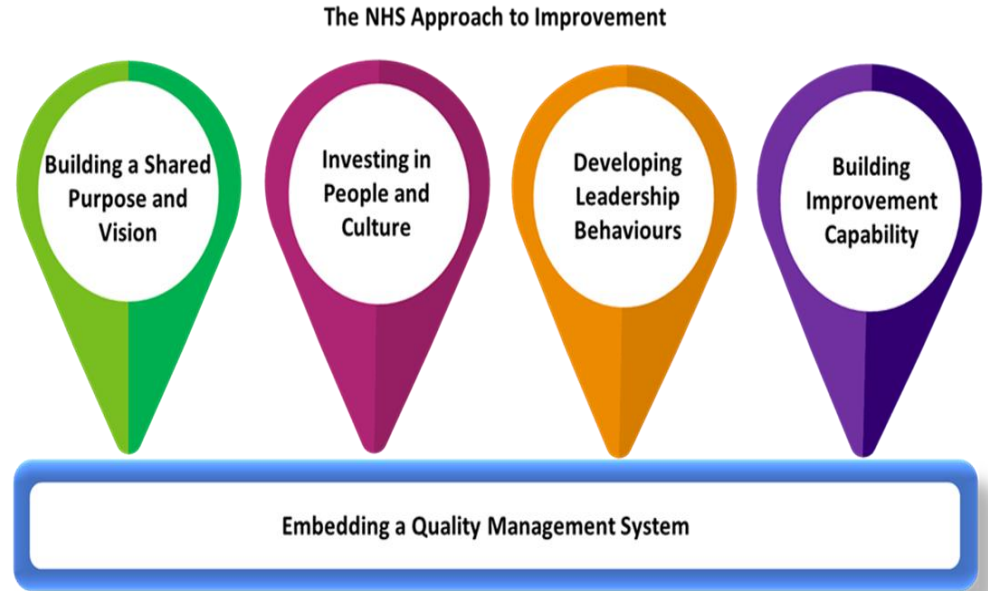
Adam Sewell-Jones
Chief Executive, ENHT



Adam is the Chief Executive of East and North Hertfordshire Hospitals NHS Trust. Adam started in the NHS in 1992 and is passionate about continuously improving services for patients. He has held a number of Executive roles before taking the national leadership role of Director of Improvement and then Regional Director for the Southwest of England. In these roles he led several national programs including the Virginia Mason NHS partnership, the Culture and Leadership programme and Aspiring CEO programme.

Building the Recipe for Over 20 years

- Over 20 years of application and independent validation
- 14 years of NHS partnership experience directly aligns to the NHS Impact Framework
- International experience working across 26 countries, governments and systems
- Real world application and adaption across our own system of 18,000 people, 11 hospitals and over 300 care sites - our “Live Learning Lab”
- Over 200 clients successfully deploying a QMS



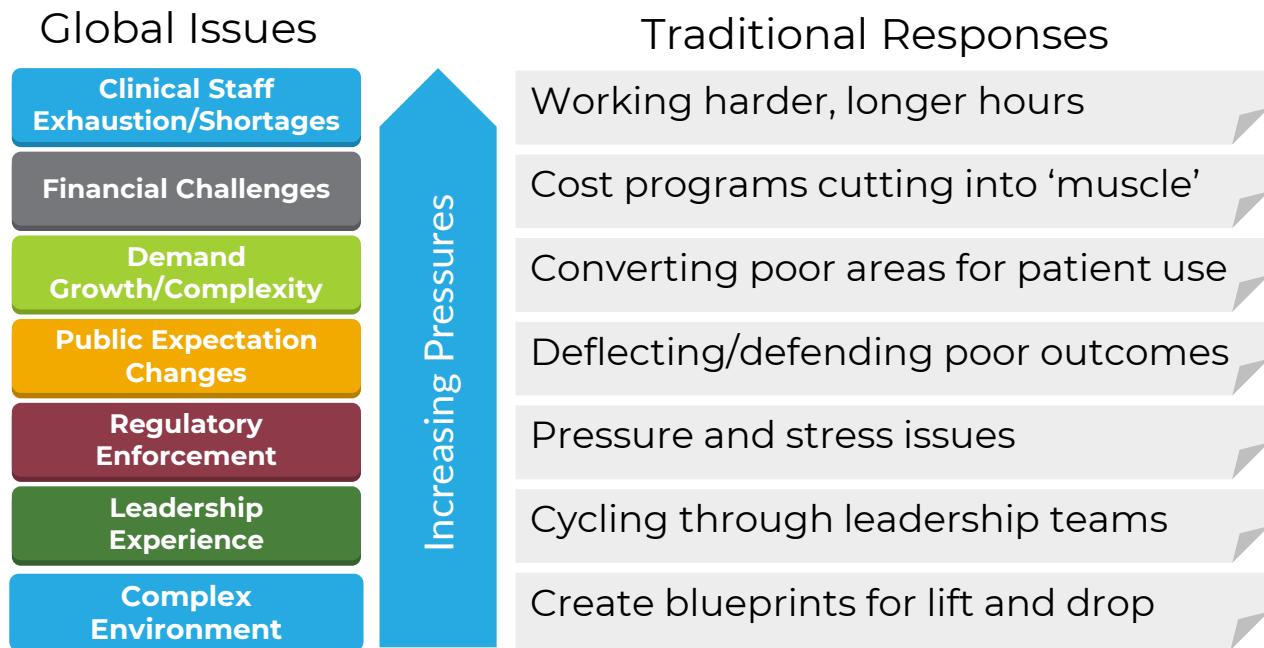
In Partnerships Worldwide

Transforming healthcare across the globe



Why A Management System?

Urgency for Change



“Most of what we call management consists of making it difficult for people to get their work done.”

- Peter Drucker -

What is a Management System?

Quality Management System

Strategic
Alignment

Daily & Cross
Functional Work

Risk
Identification

Priorities

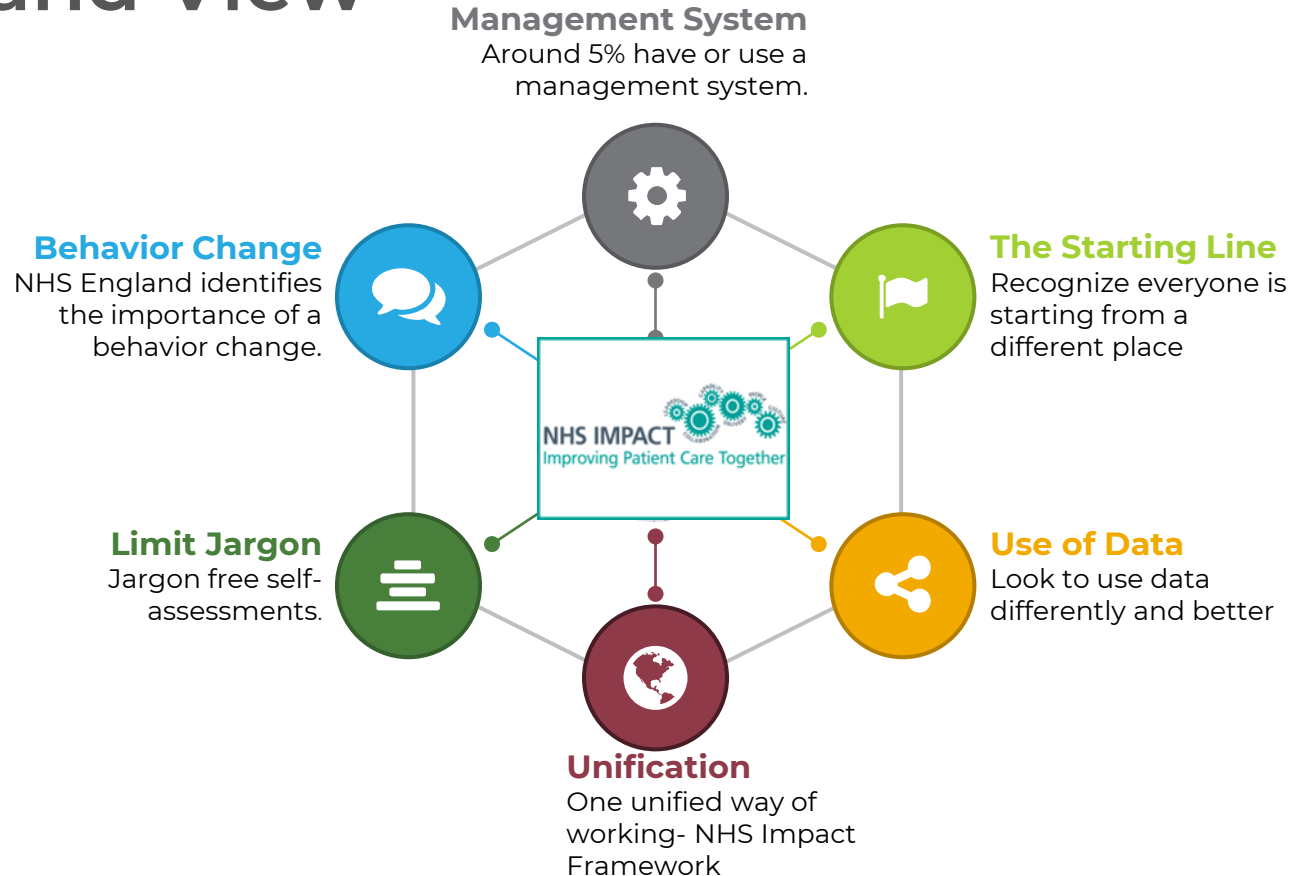
Quality
Improvement

Organizations and systems that are doing this well have:

- ✓ Developed an explicit QMS that **aligns with the strategy, vision and purpose** of the organisation at board level and throughout all workforce structures and functions
- ✓ Embedded **visible continuous improvement routines** in daily and cross-functional work so that everyone's daily activity links back to the organisation's strategy, vision and purpose to improve care quality and outcomes
- ✓ Put systems in place as part of the QMS to identify and **monitor early warning signs** and quality risks
- ✓ The ability to **respond to system and national priorities more easily** as the QMS provides a consistent and coherent quality-focused framework
- ✓ Set up the QMS as a system that **enables ongoing improvement** of quality, experience, and outcomes

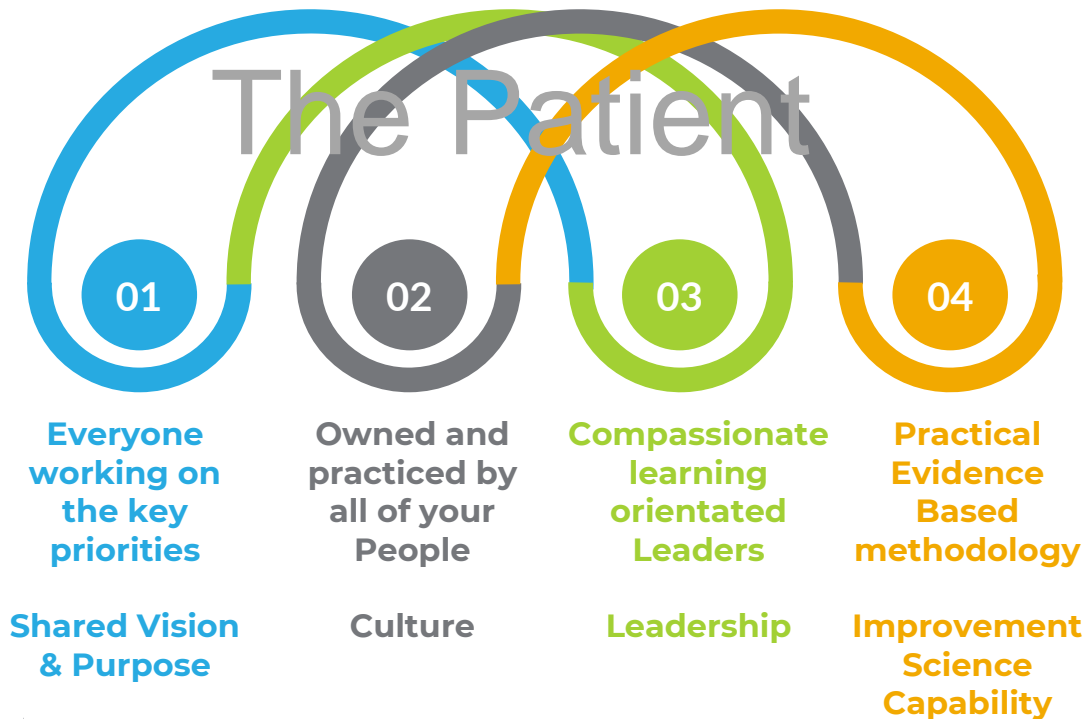


NHS England View



So, What is The Special Sauce?

Embedding a Quality Management System that includes:



Where to Start?

Building a Shared Purpose & Vision

Inclusivity & Transparency

Create a vision and shared purpose in an inclusive and transparent way ensuring meaningful input from all people.

Emphasize Lived Experience

Involve communities and people with lived experience as partners in the design of the vision and shared purpose.

Strategic Priorities

Align improvement work to the vision and shared purpose through strategic priorities.

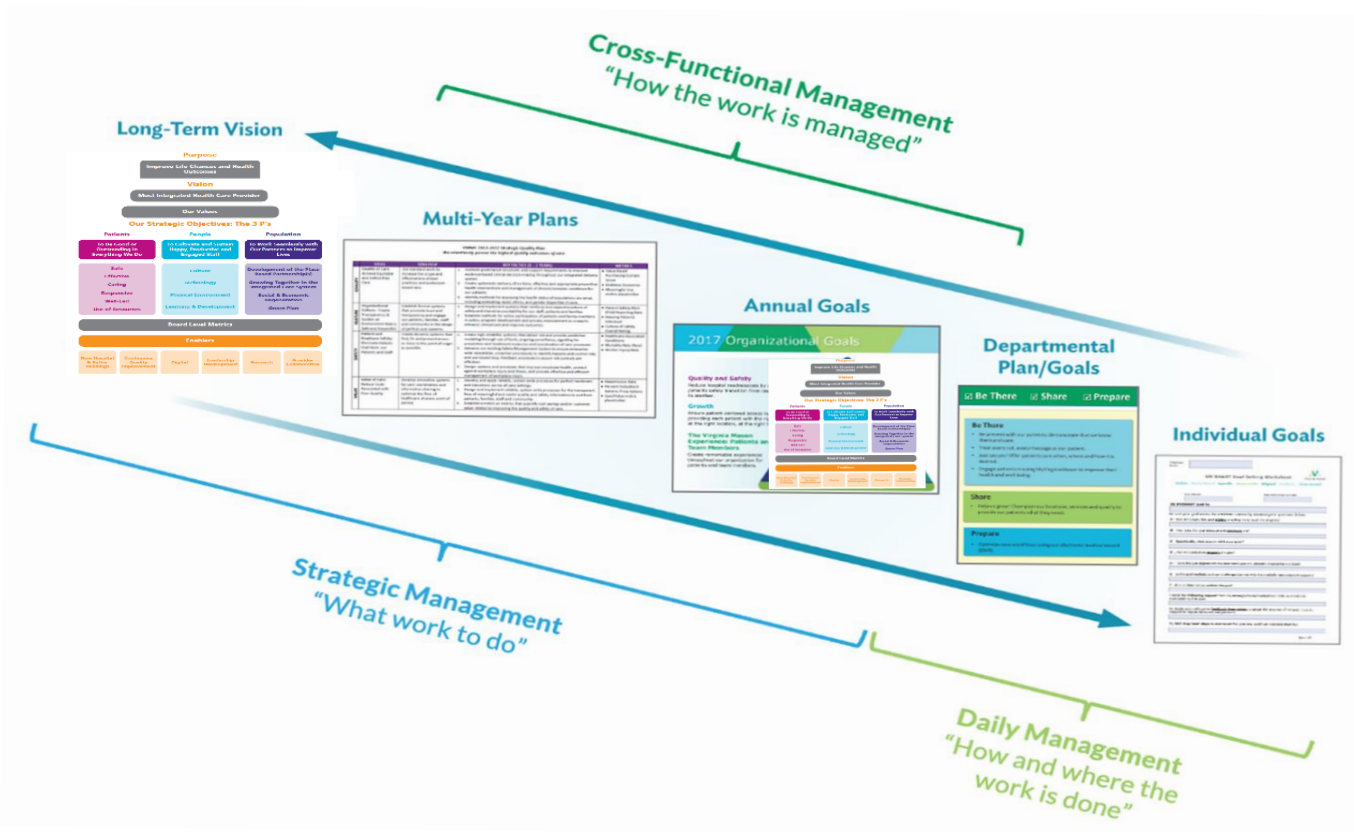
Core Values

Find ways to ensure the vision and shared purpose are lived everyday by its people and are underpinned by core values.

Purpose-Driven Context

Set a powerful purpose-driven context for their improvement work so that people are more likely to engage, based on commitment to the purpose, rather than compliance with a process.

Creating the Golden Thread



Fostering a safe climate for everyone to speak up





How to Foster a Culture of Continuous Improvement

Learning from NHS - Virginia Mason institute Partnership

Nicola Burgess

1.

BUILD CULTURAL READINESS as foundation for better QI outcomes



ORGANISATIONS THAT INVESTED IN CULTURAL READINESS BEFORE QI

GOT BETTER OUTCOMES FROM QI

2.

EMBED QI ROUTINES AND PRACTICES into everyday practice

BUILD QI CAPABILITY ACROSS the ORGANISATION



MAKE QI A PART OF EVERYONE'S WORK, EVERYDAY

LEARNING IN REAL SITUATIONS

REAL TIME

3.

HAVE LEADERS SHOW THE WAY and light the path for others

LEADERS GO FIRST



MODEL THE IMPORTANCE OF QI

LEADERS AS PROBLEM FRAMERS, NOT PROBLEM SOLVERS

ENABLES PEOPLE TO LEAD IMPROVEMENT FROM THE POINT OF CARE

LEADERSHIP BEHAVIOUR IS A SYSTEM ISSUE

MOVE AWAY FROM "COMMAND AND CONTROL" TO QI AT EVERY LEVEL OF THE SYSTEM

4.

RELATIONSHIPS aren't a priority, THEY'RE A PREREQUISITE

SYSTEMATIC QI METHODS WORK BEST where...



TRUSTING RELATIONSHIPS

SHARED VALUES

5.

HOLD EACH OTHER TO ACCOUNT FOR BEHAVIOURS, not just outcomes



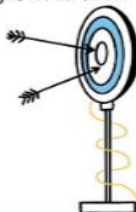
EMBED SPACE FOR REFLECTION and LEARNING IN FORMAL MEETING ROUTINES

Set out and role model the behaviours expected for QI

6.

THE RULE OF THE GOLDEN THREAD: not all improvement matters in the same way

When our improvement priorities and objectives are...



The GOLDEN THREAD

...closely aligned to the highest organisational priorities and objectives

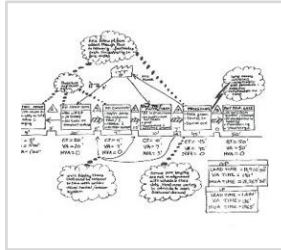
MAKES IT EASIER TO DEMONSTRATE QI OUTCOMES IN WAYS THAT MATTER



Developing Leadership Behaviours



New Leadership Approach



System Thinker

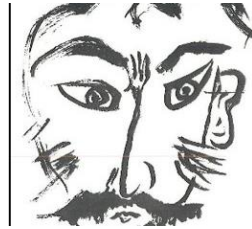


Coach

Problem Framer



“Go and See”



Learner



GENBA	Follow-Up
Start	Review Issues Board for items in ORANGE status
Mid-Day	These items are:
PM	- New Issues
Complete Rounding Form	- Have Updates/Changes
Quality Checks (did they fill out DMR)	- Require Assistance
Appointee	
DEB:	Transparent Management Questions
	- What is working well for you?
	- Are there any barriers I can remove?
	- What is not working well for you?
	- Is there anyone I should recognize for good work?
	- How are your B's coming?
	- Many thanks you with your B's?

Standard Work

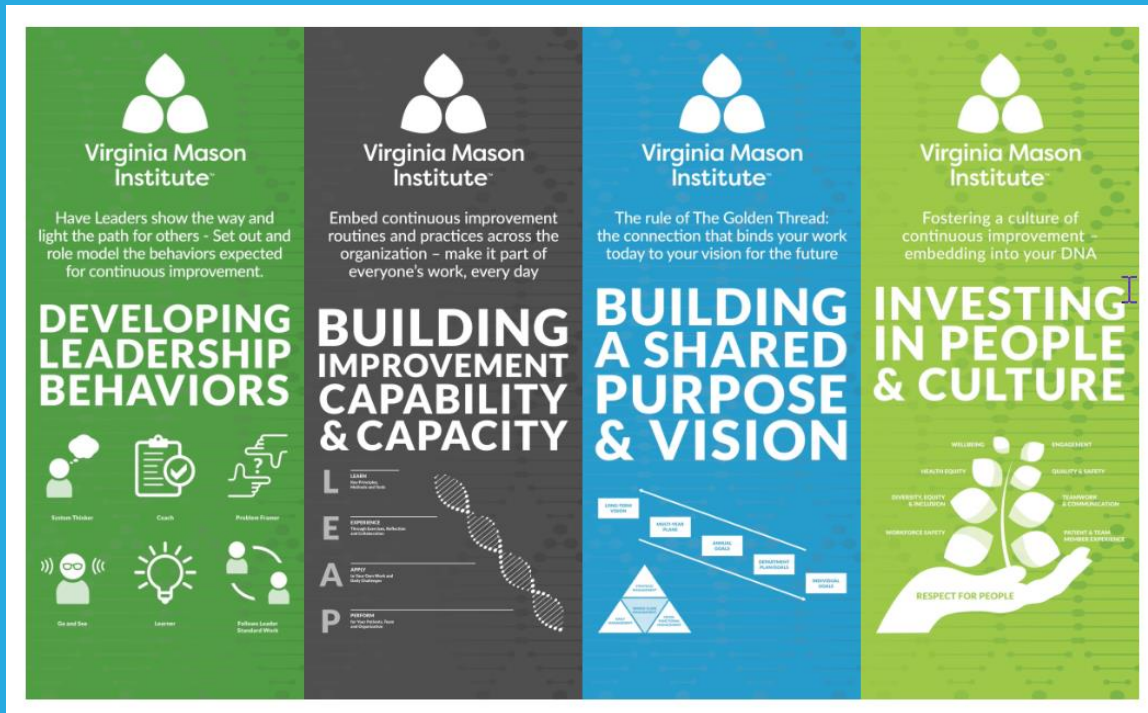
Building Improvement Capability & Capacity

- Tools and methods eliminate waste and mistake proof services
- New operational management approaches remove the superhero style of action
- Approaches and philosophy create safe and respectful environments
- Scientific evidenced practise removes the 'burden of work' and increases safety
- Application approaches increase reliability and effectiveness
- Patients, families and community voice is heard throughout all the work



At Its Heart, It's About How We All Work Together

Your Management System



Your Management System

Your Management System

Thank you.

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