

Managing a Lean Transformation

Portsmouth Hospitals NHS Trust

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PHT Facts

● The Numbers

- £370 million turnover
- 500,000 population
- 51k Elective, 64k Non-elective, 450k OP, 127k ED
- 7,000 staff
- 1300 beds
- Largest MDHU in the UK

● The Rating

- In the top 11% of the country
- 'Good' for both quality of care & finance (HCC)

● The Future

- Single site 'state of the art' hospital
- FT status
- Electronic Document Management
- Best in Peer
- Enterprise Wide Lean Transformation

Portsmouth Hospitals NHS Trust Vision

- we aim to be the **first choice provider** of health care services [with] embed **world class** business and clinical management practice.

[Vision & Strategy, Integrated Business Plan 2007]

Our Lean Journey...so far

- ◆ Identified the problem
- ◆ Investigated 'Lean' methodology
- ◆ Gained Trust Board & senior staff support
- ◆ Selected small team of 'forward thinkers'
- ◆ Developed Lean knowledge
- ◆ Piloted Lean through 3 RIE's
- ◆ Piloted 5S as part of RIE's
- ◆ Selected expert partner to guide our development

Lean Transformation Management

-the Cardiology experiment

- Exec sponsorship
- Expert lean facilitation
- Clear leadership
- Representative team
- Agreed VS focus
- Accurate meaningful data
- 'Live' experiments
- A3 Plan
- Weekly team meetings
- 30/60/90 day reviews with team
- Problem solving
- Reporting progress
- Realising benefits
- Celebrating success

