



The Leeds Teaching Hospitals



NHS Trust

Michael Shaw

Director of Service Improvement

**Better,
Simpler,
Cheaper**



10 October 2011



The Challenge

- Patient experience
- Infrastructure - process, systems, policy
- History of underachieving
- Answer is more money, more staff
- Spend S\$400m **LESS** by 2014



The Response

Managing for **Success**

Portfolio of Programmes

Care Pathways

Clinical Support

Patient Admin

Corporate Modernisation

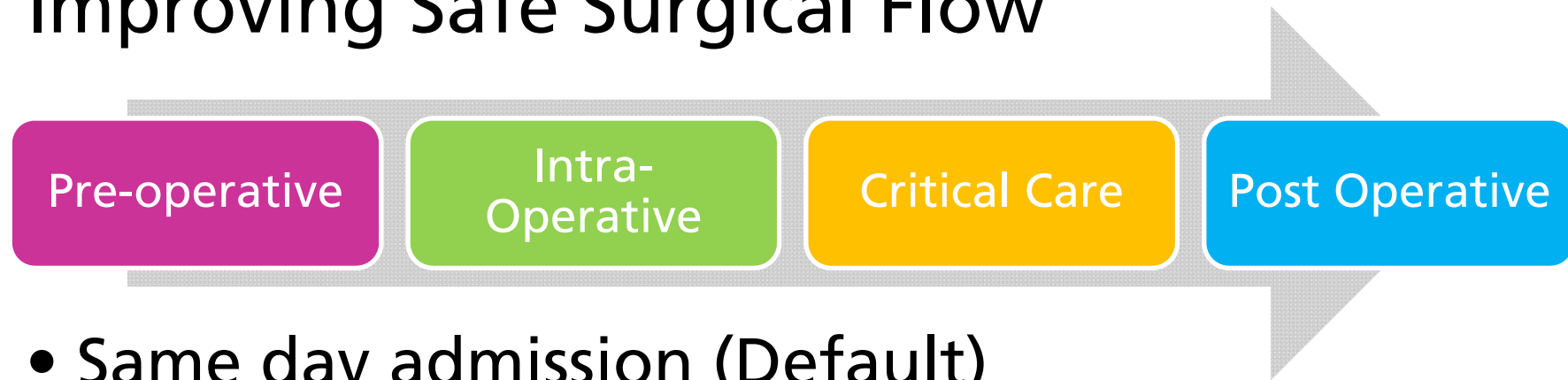
Estates Rationalisation

Workforce

Organisational Development

Care Pathways

Improving Safe Surgical Flow



- Same day admission (Default)
- 85% bed occupancy in Surgery
- *Reduce Length of Stay (Reduced bed base)*
- 90% theatre utilisation with 8% turnaround
- 49 week theatre template (42)
- *Less theatres required*

Organisational Development

Culture & Capability

- Key principles
- Leadership Fundamentals
- Champions “Gateway”
- Cultural change long-term goal
- Quality v cost

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LEADERS IN LEEDS



Respect people

Go and see

Ask why

Support teamwork

Solve problems

Take responsibility

Make decisions

Deliver results

Managing
for **Success**

What have we achieved

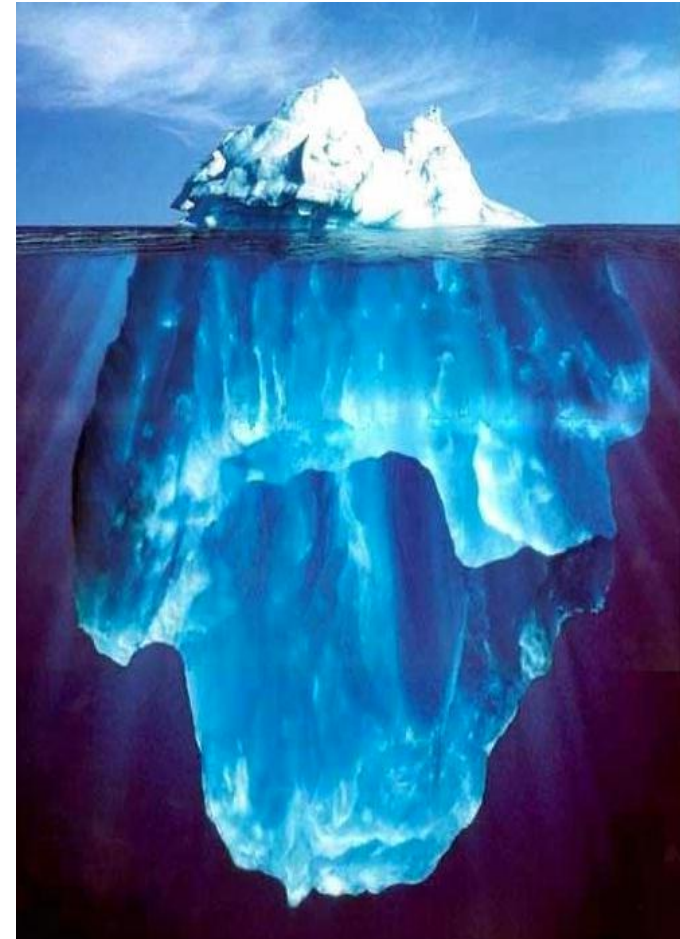
- Reduced bed base
- Reduction in Operating theatre capacity
- 14 'Live' projects
- 500 Senior Managers gone through 'MfS Champions' gateway
- Further S\$160m of quality improvements identified



Lessons Learnt

Engagement

- Our biggest failing!
- Massive & active engagement of stakeholders
- All staff need to understand the reason for change
- Something better worth striving for



Lessons Learnt

An external partner

- A new approach
- Challenge
- Speed
- Experience of elsewhere
- Learning experience for both



Lessons Learnt

Governance

- Artificial framework
- Executive Sponsorship
- 'Light touch' reporting
- Visual Management
- Transparency



The Future

An evolution for sustainable change

Care Pathways

Clinical Support

Patient Admin

Corporate Modernisation

Know how you are doing

Leadership



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