Florence Conference 2009

Towards Value Stream Management: My Journey...

Rhiannon Jones
Acute Services Manager & Chief Nurse
Aneurin Bevan Health Board
A & E 4 hour Transit Time Standard

At least 95% of patients attending Emergency Departments must be seen, treated, admitted or discharged in under 4 hours.

Additionally, no patients should spend more than 8 hours in an Emergency Department.

(Welsh Assembly Government)
What’s the problem?

Seeing the process

What’s our current condition?
The Royal Gwent Hospital

4 big problems:

1. Non compliance with 4 hour (& 8 hour) A & E Transit Time Target

2. Competing access targets (elective waiting times)

3. £3 million predicted Divisional year end overspend and non-achievement of 3% CIP

4. Length of Stay (LoS) in Medicine – average 9 days against a target of 5
Light bulb moments & thinking differently

Science not anecdote!
Where’s the evidence?
# A Scientific Process for Problem Solving

<table>
<thead>
<tr>
<th>Title:</th>
<th>Version:</th>
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<tbody>
<tr>
<td>What is the problem?</td>
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<td>Proposed countermeasures:</td>
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<td>Current condition:</td>
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<td>Plan:</td>
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<td>Target condition:</td>
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<td>Follow Up:</td>
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<td>Root Cause Analysis:</td>
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<td>Responsible:</td>
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<td>Agreed by:</td>
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No wonder we couldn’t achieve the target!
Seeing demand & flow rates

A ‘new’ approach…
1. No plans for patients (therefore status checks impossible).
2. Departmental working hours are not synchronised
3. Capacity (staff) are not calculated to meet demand
4. The frequency of interventions are not designed to meet demand
Demand: What are your takt times?

**Demand to Access**

**Demand to Get Out**

- **Home**
- **GP**
- **Other**
- **A&E**
- **MAU/Obs Ward**
- **Med Wards**
- **Community Hospital**
- **Acute Hospital**
- **Nursing/Res Home**
- **Mortuary**

**Flow Diagram:***
- Red lines indicate Demand for A&E.
- Blue lines indicate Demand for MAU.
- Green lines indicate Demand for discharge.

**Numbers:**
- 227
- 7
- 47
- 3
- 12
- 1
- 175
- 52
- 7
- 5
- 57
- 36
- 36
- 6
- 2

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Where can we take out the triangles? (muda)
The 84 Day Plan

2 key facets:

• Ops Management:
  - A plan for every patient (A&E, MAU & Wards)
  - Visual Hospital Board (patient status at a glance)
  - R & R’s

• Accountability
  - Agreement to act & holding to account
  - No ambiguity
  - Focus on the value stream
Op’s Management in Action...
Visual Hospital Board
Getting there...
We did it...

<table>
<thead>
<tr>
<th>Week</th>
<th>26 Feb to 03 Mar 08</th>
<th>04 Mar to 10 Mar 08</th>
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<tbody>
<tr>
<td><strong>SOUTH EAST WALES</strong></td>
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<tr>
<td>Royal Gwent Hospital</td>
<td>93.08%</td>
<td>96.46%</td>
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<tr>
<td>Nevill Hall Hospital</td>
<td>96.92%</td>
<td>96.48%</td>
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<tr>
<td>Gwent Healthcare NHS Trust total</td>
<td>94.46%</td>
<td>96.47%</td>
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<tr>
<td>University Hospital of Wales</td>
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<tr>
<td>Cardiff and Vale NHS Trust total</td>
<td>89.96%</td>
<td>93.26%</td>
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<td>Prince Charles Hospital</td>
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<tr>
<td>North Glamorgan NHS Trust total</td>
<td>83.58%</td>
<td>86.85%</td>
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<tr>
<td>Royal Glamorgan Hospital</td>
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<td></td>
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<tr>
<td>Pontypridd and Rhondda NHS Trust total</td>
<td>93.89%</td>
<td>96.62%</td>
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<tr>
<td><strong>SOUTH EAST WALES TOTAL</strong></td>
<td>91.21%</td>
<td>93.88%</td>
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