



South West Strategic Clinical Network



South West Strategic Clinical Network (SW SCN)

## Mental Health and Emergency Care

### Value Stream Mapping Event

Taunton Racecourse

Monday 15<sup>th</sup> June 10.00 am to 3.30 pm

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## A Few Opening Words

Justine Faulkner

Manager, Strategic Clinical Network, Mental Health and  
Dementia



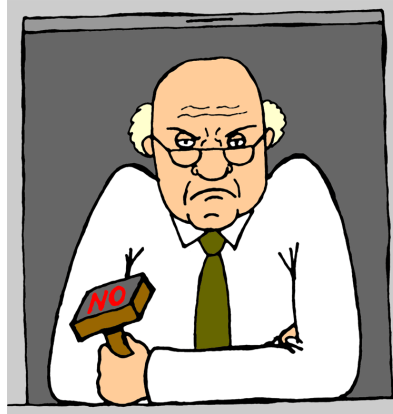
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## Administration

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- Welcome
- Security and safety
- Introductions
- Purpose
- Agenda
- Code
- Expectations
- Roles



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## Security and safety

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## Introductions

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## Code for today

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- Listen generously and give in the same way.
- We haven't got until lunchtime to get up to speed.
- Be in the room; and if you can't resist an excursion, come back in thoughtfully.
- Today is a group of system peers working together.
- Watch the body language.
- No big 'big make wrongs'.



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# Introduction and scene-setting

Keith Pople



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## Purpose

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- To develop a 'target' Value Stream Map (VSM) of mental health in emergency care.



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## Objectives

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- To have reviewed what we have done so far in understanding the 'As Is'.
- To have reviewed and revised some important ideas like 'value'.
- To have discussed what some terms in current common use – like 'crisis house' and 'street triage' – mean.
- To have developed a simple 'target' VSM.



## Outcome

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- A target VSM that commissioners across the SW can use to inform their local commissioning priorities and plans.



## Agenda before lunch (9.00 am to 12.45 pm)

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- 10.00 Coffee available
- 10.15 Welcome – Justine Faulkner.
- 10.20 Introduction and scene-setting (including Lean) – Keith Pople
- 10.40 Describing value from three perspectives.
  - 11.00 Break
- 11.15 Describing some current ideas in value, function and from terms.
- 12.00 Review of the 'As Is' map.
  - 12.30 Lunch



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## Agenda after lunch (1.15 pm to 3.30 pm)

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- 12.45 Lunch
- 13.15 Designing a 'target' VSM
  - 14.45 Tea
- 15.00 Action planning for next steps.
- 15.25 Farewell – Justine Faulkner
- 15.30 Close



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## A process for performance improvement

### Lean Systems Thinking

#### Understanding the Gains from Lean

Kate Silvester BSc MBA FRCOphth  
Osprey Coach NHS

2<sup>nd</sup> Lean Healthcare Forum  
8th June 2008  
Motorcycle Museum

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## Lean Systems Thinking

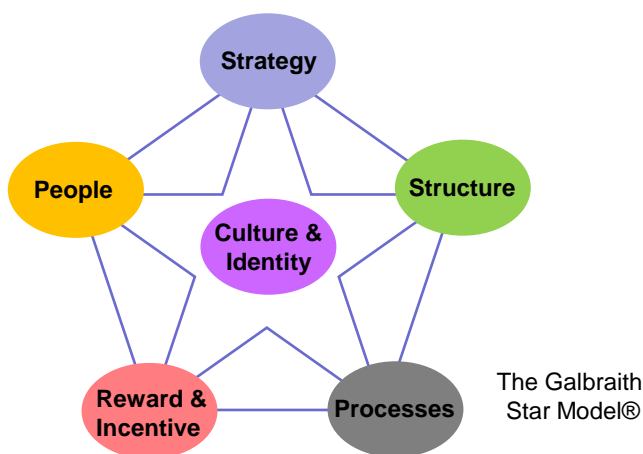
- A working definition of Lean
  - The philosophy and practice of continuously identifying and eliminating WASTE in the delivery of understood customer VALUE, by everyone in the organisation and the system.
- Systems thinking?
  - Everything is connected.
- Where can Lean System Thinking be applied?
  - In all organisations and all business processes at all times.



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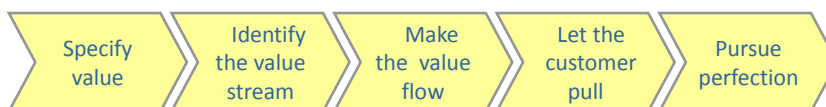
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## What does a whole system approach mean?



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## Five Lean principles



Source: Adapted from Lean Thinking, Womack &amp; Jones (1996); WMG Analysis

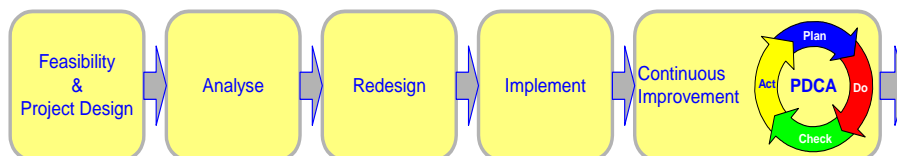
- Principle No1. Specify what creates **value** from Joe's perspective.
- Principle No2. Identify all steps across the whole value stream and remove **waste**.
- Principle No3. Design the new **value stream** so that those actions that create value, flow.
- Principle No4. Customer demand should **pull** work through the system – only when it is needed.
- Principle No5. Strive for **perfection** by continually removing layers of waste.



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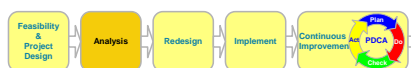
## The Lean approach – systematic and scalable



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## Analysis



### 7 service wastes

- Movement
- Waiting
- Interruptions
- Searching
- Inspection
- Failure demand - mistake and rework
- Setup



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## Group Work 1

### Describing value in this pathway



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## Describing value

- Let's describe value from three perspectives:
  - The citizen / patient / service user / carer / family.
  - The clinician.
  - The commissioner.



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## Coffee @11 am

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## Group Work 2

Describing some current ideas in business-like terms



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## Some ideas

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- What do these terms actually mean? What value do they create? What function do they perform? What implications does that have for form?
  - Crisis House?
  - Street Triage?
  - Step up / step down?
  - Home Treatment?
  - Liaison Psychiatry?
  - Anything else?



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## Group Work 3

### Review of the 'As Is' map



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## Frugal lunch

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## Group Work 4

### Designing a 'target' VSM



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# Tea

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## Group Work 5

### Action planning



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## Action planning

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- Is there anything we need to do to make the most of our work today, that you could commit to supporting:
  - In the next 30 days – before the summer break.
  - In the 60 days after that i.e. by the start of the autumn term.
  - In the 9 months after that i.e. by this time next year.



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## Closing remarks

**Justine Faulkner**

Manager, Strategic Clinical Network, Mental Health and  
Dementia



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