



Your whole strategy in one vision

Taking on the system

The Whole System Analysis approach to organisational improvement establishes and aligns all the strategic objectives across the most complex healthcare systems. And as the Atos Healthcare and NHS Tayside partnership demonstrates, that is the platform for further developing, implementing and sustaining a culture of continuous improvement that can deliver higher quality care across the patient population of an entire Health Board.

The challenge

The NHS Tayside Health Board operates in a highly complex environment delivering healthcare to a widely dispersed population. While multiple high-level stakeholders working in different areas of patient care, administrative functions and policy and strategy, naturally had conflicting objectives, they realised that a consolidated view was needed to manage and prioritise change across the entire health system. Only then could scarce financial and people resources be focused where they were most needed, based on a coherent strategy agreed by all the stakeholders.

Our recommendation

In consultation with the Health Board stakeholders, it was decided to conduct a strategic review of the entire NHS Tayside health system using the Lean Whole System Analysis (WSA) approach. The objectives of the review were to:

- » Assess the performance of the whole health system with respect to local and national targets whilst also taking account of key local initiatives
- » Identify areas of existing and potential constraints within the system
- » To consult with all top-level stakeholders and recommend areas of priority and ways in which Lean projects should be used to address the constraints
- » To consolidate the findings into a way forward that could be agreed by all stakeholders
- » Assess the management information requirements to support better patient flow in line with whole system improvement goals.

Whole System Analysis

Lean WSA is based on a rigorous approach to gathering data and information across an entire health system and all its sub-systems. The data and information is then equally rigorously analysed to identify major constraints to delivering value to healthcare customers. The analysis provides the platform for designing a programme of work to unblock major bottlenecks and create a smooth flowing value stream from the source of supply for any given service or function, to customers.

WSA thus differs from the traditional approach of targeting specific processes, functions, organisations or pathways. It goes for the bigger picture, and in doing so:

- » Recognises the complexity, interactions and implications of different stakeholders and value streams
- » Provides a shared view of the health system and the interdependencies between different stakeholders' objectives, challenges and constraints
- » Is the basis for identifying waste and inefficiencies across the system
- » Delivers the alignment and prioritising of improvement initiatives across the whole system in a co-ordinated manner
- » Is quantitative and robust, reducing subjectivity in complex environments.

WSA is therefore a particularly appropriate reviewing methodology in health environments where there are different funding and reporting structures, patchy quality of information, high volumes of data to be gathered and analysed from numerous sources, and where decision-making, if not strategically agreed, can result in disconnected initiatives – all of which exists in the context of financial and performance pressures.

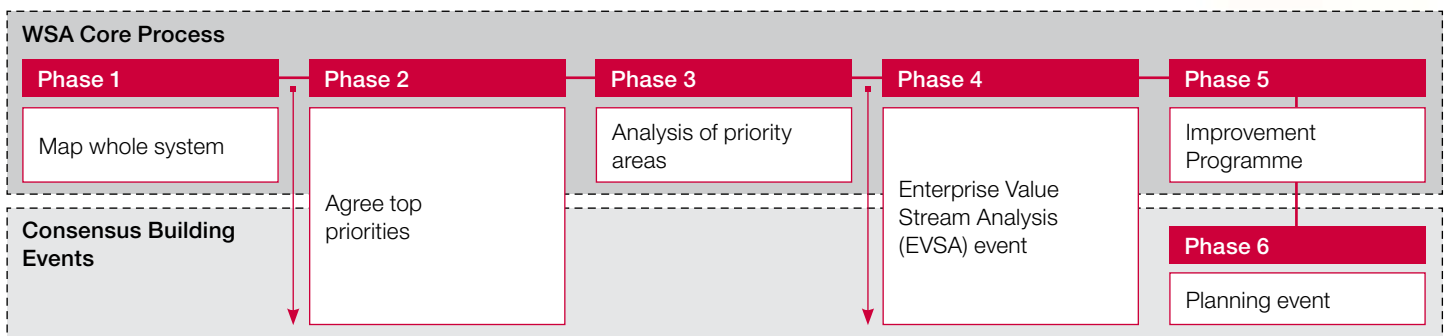
Our solution

The Lean WSA process comprises two main components that run in parallel:

1. A Core Process that is designed to gather data about the whole system and convert it into a prioritised improvement programme
2. Consensus Building Events where senior stakeholders are apprised of progress and encouraged to contribute and buy-in to the direction of the Core Process.



Figure 1: WSA Core Process and Consensus Building Events



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Carrie Marr, Associate Director of Change and Innovation, NHS Tayside

The whole process has six key phases and, as can be seen in Figure 1, the two components feed into one another at various points.

Phase 1

Mapping the whole enterprise – understand the system, the sub-systems, performance measures and areas of stress or imbalance.

Phase 2

Agree the top priorities across management – validate the map and agree the top-level improvements, outcomes and targets.

Phase 3

Analysing priority system areas – identify and quantify constraints, understand impact of planned and existing initiatives, and understand key dependencies.

Phase 4

Facilitating the Enterprise Value Stream Analysis (EVSA) event – engage the wider management team in validating analysis and initial scoping of improvement projects for priority areas.

Phase 5

Detailing improvement projects – engage with sub-teams to identify relevant measures, targets, plans, resource needs and sponsorship.

Phase 6

Facilitating the Policy Deployment and Planning Event – produce a set of strategic goals, measures and targets linked to agreed projects to take forward, each with accountabilities, delivery responsibilities, resources and a milestone plan for implementation.

The benefits

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The Lean WSA process has delivered a way forward that gives ownership of improvements to the people in NHS Tayside who manage the front line of the healthcare services. There is now a single vision, shared by all, for the future of the Health Board and its patient population – and all activity across the system can be viewed as a single programme of work geared towards achieving it.

This has enabled us to develop a shared vision for improvement which will benefit patients and which will support a single improvement programme of work.”

Carrie Marr, Associate Director of Change and Innovation, NHS Tayside

Why Atos Healthcare?

Atos Healthcare is proud to lead improvements in the way care is delivered, giving control to patients and helping them choose how to manage their health. By combining our expertise in consulting, technology and healthcare, we drive innovation through one integrated, world class offering that helps the NHS deliver choice for patients.

Next steps

If you would like more information about Atos Healthcare’s Lean solutions and experience, please call 020 7830 4931 or visit atoshealthcare.com

By prioritising objectives and the constraints to achieving them, Lean Whole System Analysis provides the knowledge and motivation to develop a powerful programme of action to tackle those areas that urgently need improving. Improve the areas that are holding back your whole organisation and demonstrate to everyone that wider change is possible and achievable.



About Atos Healthcare

Atos Healthcare, a division of Atos Origin, combines the Company's expertise in consulting, technology and healthcare to improve the way care is delivered. Services range from lean service transformation, commissioning, hosting and software development, through to disability assessments, occupational health and front line primary care. Atos Healthcare has a team of more than 3000, of whom around two-thirds are qualified medical professionals.