

Reflections on Leadership: Our Experiences at Chelsea & Westminster

Lesley Watts
Chief Executive Officer
HFMA CEO Forum February 2019

*proud
to care*



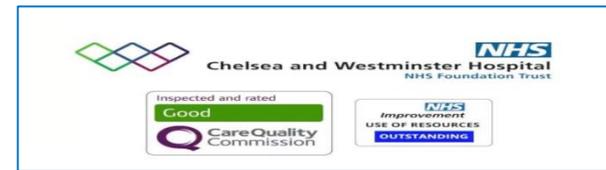
Outline

I want to reflect on our approach and offer a few of our programmes as case studies

- Establishing the culture & Living Our Values
- How we used the aspiration to be a Learning & Improving organisation to drive quality and performance
- Empowering our staff: Deep Dive programme
- Developing our staff: Leadership Programmes
- Working within the STP



Context – our Trust at a glance



>1 million people in catchment area



**6,000 staff,
300+ volunteers**



**1,000 doctors
2,400 nurses,
midwives & health
care assistants**



**660 allied health
professionals**



**17,000
members**



30 governors

**280,000 A&E
attendances**



**760,000 outpatient
attendances**



**137,000 inpatient
admissions**



By volume in
top 5 busiest
urgent care
systems in
NHS

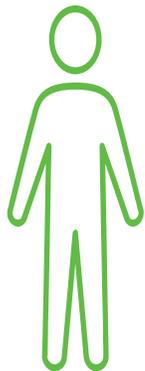
**11,600 babies
delivered**



By delivery
in top 5
Maternity
systems in
NHS



“Culture eats strategy for breakfast...”



“Unless the culture IS the strategy”



Our Values

*proud
to care*

P: Putting patients first

I want to improve how we care for patients

R: Responsive to, and supportive of, patients and staff

I know how to do it and where to get help

O: Open, welcoming and honest

We all speak with pride about our service

U: Unfailingly kind, treating everyone with respect, compassion and dignity

We put patient experience at the heart of our changes

D: Determined to develop our skills and continuously improve the quality of care

I learn how I can improve the care I give

- Lessons from NHS (and industry) mergers is that #1 reason for failure is culture
- Developed and launched new Trust Values as unifying and underpinning behaviours for our patients and each other
- Give & Get: Developing an organisational culture which enables:
 - our workforce to focus on **Quality, innovation and productivity** and:
 - the Trust to develop their capabilities to deliver



A Learning & Improving Organisation: Our Journey

Drivers for Change:

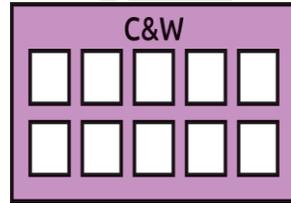
Increasing Quality expectations

Ability to attract and retain high calibre workforce

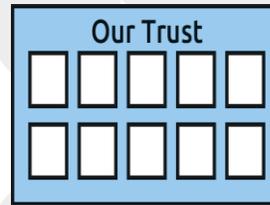
Doubts over sustainability of smaller Trusts

Demographic pressures and increased demand

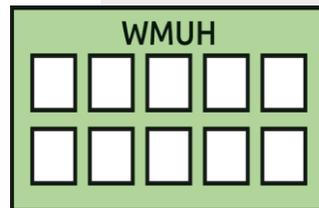
National austerity and financial pressures; impact of reconfiguration, designation and integrated care



2014/15
Requires Improvement



Integration - September 2015



2014/15
Requires Improvement

Phase 1
(2016/17)

Standardisation – completed

- Values
- Structures
- Systems and processes

Phase 2
(2017/18)

Implementation – completed

- Quality focus
- Grip
- Identifying opportunities
- Rated 'Good' by CQC

Phase 3

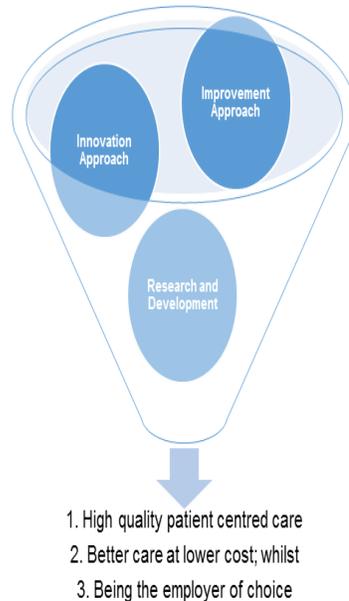
Journey to Outstanding –

- Improvement aligned with our 3 strategic priorities to ensure sustainability
- Development of a standardised approach to improvement which supports delivery of the Quality Strategy and Quality Priorities
- Developing an organisational culture which enables our workforce to focus on quality, innovation and productivity



Developing an organisational culture which enables our workforce to focus on quality, innovation and productivity

Our approach to Improvement: Engage, Improve, Empower



Engage

- Ward accreditation
- Senior executive link partner programme
- Perfect day
- Deep dives
- Out of hour & peer reviews

Improve

- Improvement Programme
 - Central: Board, SRO and supporting PMO
 - Delegated: Improvement Fellows; SIE Managers
- QI methodology and 'way of delivering change'
- Based on delivery of strategic priorities
- Saw compliance/achievement of CQC standards as one (important) of many indicators and not the sole focus

Empower

- Embed/evolve the mechanics in the organisation
- Deep Dives linked to other key programmes such as GIRFT, Carter, business plan delivery
- PDR training and Objectives/Appraisals linked to delivery of strategic priorities
- Leadership Development

Improvement



Deep Dives are a series of structured service-level and corporate theme reviews by the Executive Team. They explore specific challenges which are impacting on the delivery of high quality care in line with the Trust's strategic objectives, which may focus on a range of quality, workforce, performance and/or finance issues.

Deep Dives compliment 'business as usual' governance structures, aimed at supporting frontline teams to fully understand the current issues, draw conclusions and define and implement actions.

A deep dive has four key objectives:

- Celebrating successes;
- Analysis of the issue/s (including factual accuracy, relevance, reliability and understanding);
- Identification of opportunities for improvement, including support required; and
- Assurance that the issue/s are resolved and being monitored and reported through 'business as usual' structures.

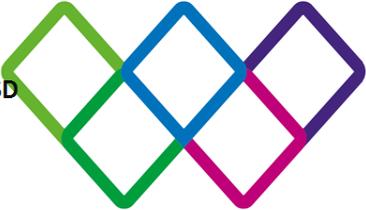
Chelsea and Westminster Hospital 
NHS Foundation Trust

Neurology/Stroke Planned Deep Dive

Date: 16th January 2019
Time: 08:00 to 09:00am

Venue: Executive Boardroom CW Site / Meeting Room A WM Site

Name of Lead Presenter: John Janssen – SD



Agenda

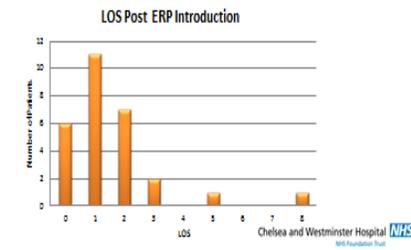
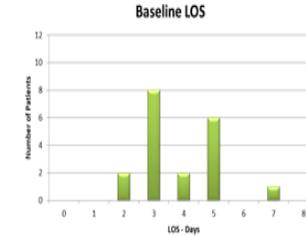
Section	Section	Duration (minutes)	Lead Presenter
1	Overview -	5 mins	JJ
2	Service/Function Vision	5 mins	JJ
3/4	Leadership Structure of Service/Function	5 mins	JJ & MO/AC
5	Service/Function Governance Structure	5 mins	S: AAS/NA N: JJ
	Service/Function Overview		
	a) Quality	5 mins	S: AAS/NA N: JJ
6	a) Performance	5 mins	S: AAS/NA N: JJ
	a) Workforce	5 mins	MO/AC/JJ
	a) Finance	5 mins	Carla/Tom
7	Service Improvement	10 mins	MDT/all/JJ
	a. Existing Projects		
	b. Additional Improvement Opportunities (Quality and Finance)		Carla/Tom/JJ
8	Request for Executive Support/Advice	5 mins	AAS/NS & NA; JJ
9	Celebrating Success a. Cross Site achievements b. Cross Site Future Vision	5 mins	JJ
10	Summary of actions arising and date for next Deep Dive (if required)		Chair
Close			



Output of Arthroplasty Service Improvement Plan: Presented at Team Briefs by clinical teams

Importance of Length of Stay:
A Marker of Excellent Patient Care

- Better patient preparation
 - More engaged family support networks
 - Improved patient pathways
 - Better anaesthesia/pain control
 - Better post operative care
 - Improved used of non-medical pain control
 - Better communication
 - Multi-disciplinary
-
- **AIM: Improve all aspects of patient care (marginal gains)**
 - **Side effect: Better patient experience and reduced LoS**



16



Reflections on our Leadership Programmes

"The programme inspires and equips staff to enhance leadership skills and covers useful leadership models to apply to clinical practice to enhance patient care, and optimise quality. Personal experience from executives was insightful, inspiring and motivational"

**proud
to care**

"I have seen a huge benefit to the networks and relationships built with my fellow established leaders. I have been reached out to and reached out to a number of individuals on my cohort which have in turn supported over projects"



"The Established Leaders Programme provided a better understanding of how the organisation worked and developed personal links across the hospital. The course has been particularly important in the current, challenging times. Working, and learning, alongside so many other enthusiastic, dynamic leaders has been nothing short of inspiring."

'The Emerging Leaders programme offered me opportunities for networking, true partnership and collaboration between local management, strategy and other clinical teams to truly embrace the concept of design thinking.'

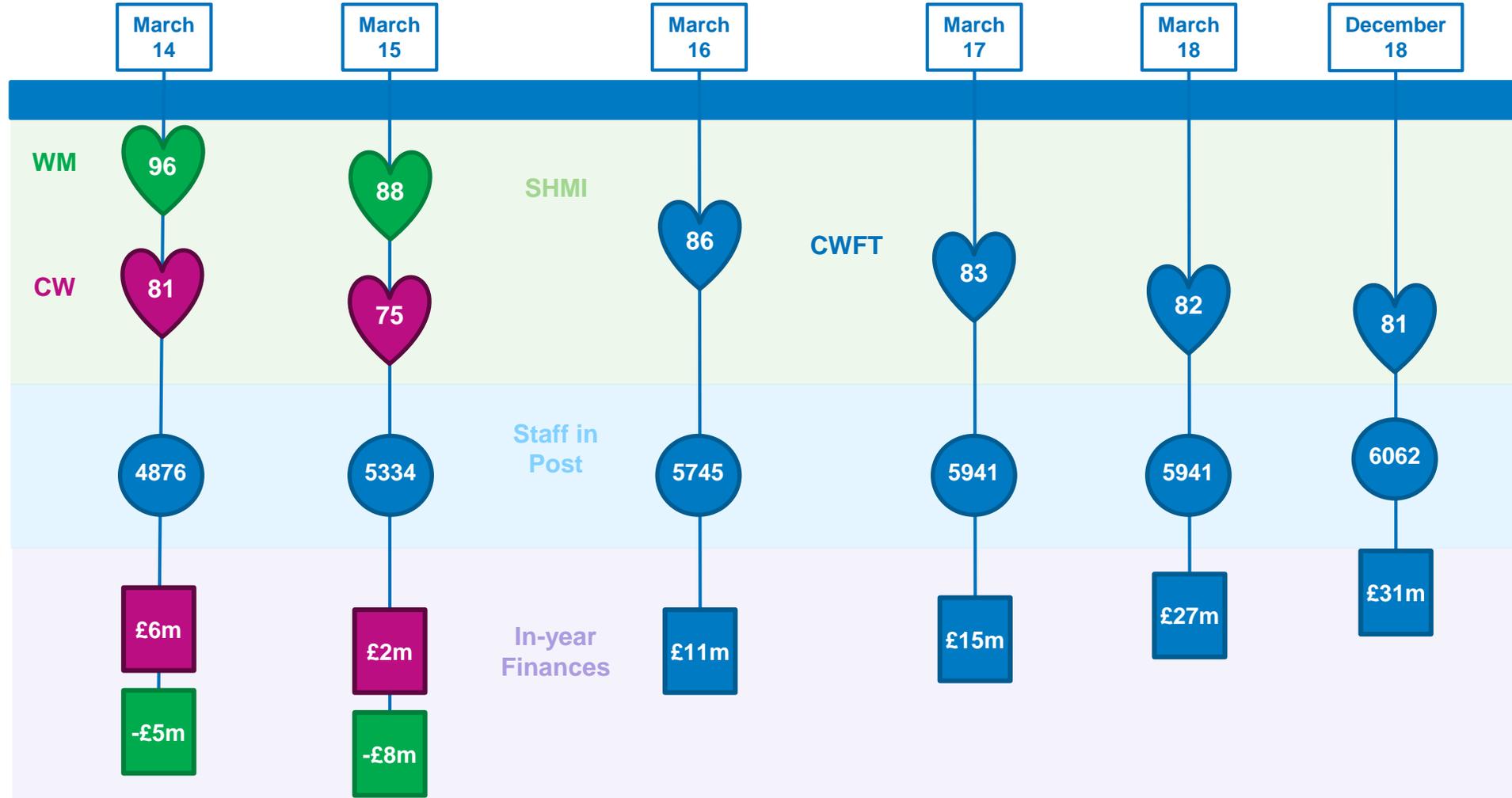


 Christine Catlin
@cm_catlin

Thrilled to have been shortlisted for [#HSJPartnershipAward](#) for Established & Emerging Leaders Programmes. Well done to all who have contributed & participated. [@ChelwestFT](#) [@Healthskills](#) [@chelwestlearn](#) A recent cohort following their project presentations [@hsjpartnership](#)

A Well Led Organisation providing High Quality Care

In line with our Strategic Priorities over the course of the last 3-4 years, we have deployed our resources to deliver some of the best quality and safety performance in the country. In parallel – and we believe as a direct consequence - we have developed a stronger and more resilient workforce, whilst maintaining a strong financial position.



Working within the STP and developing Integrated Care Systems (ICSs)

- NWL STP is committed to:
 - One Clinical Vision
 - One Digital Strategy
 - One Estates Strategy
 - One Workforce Strategy
- The Trust is engaging as a constituent part of the NWL system and not solely as a sovereign body





