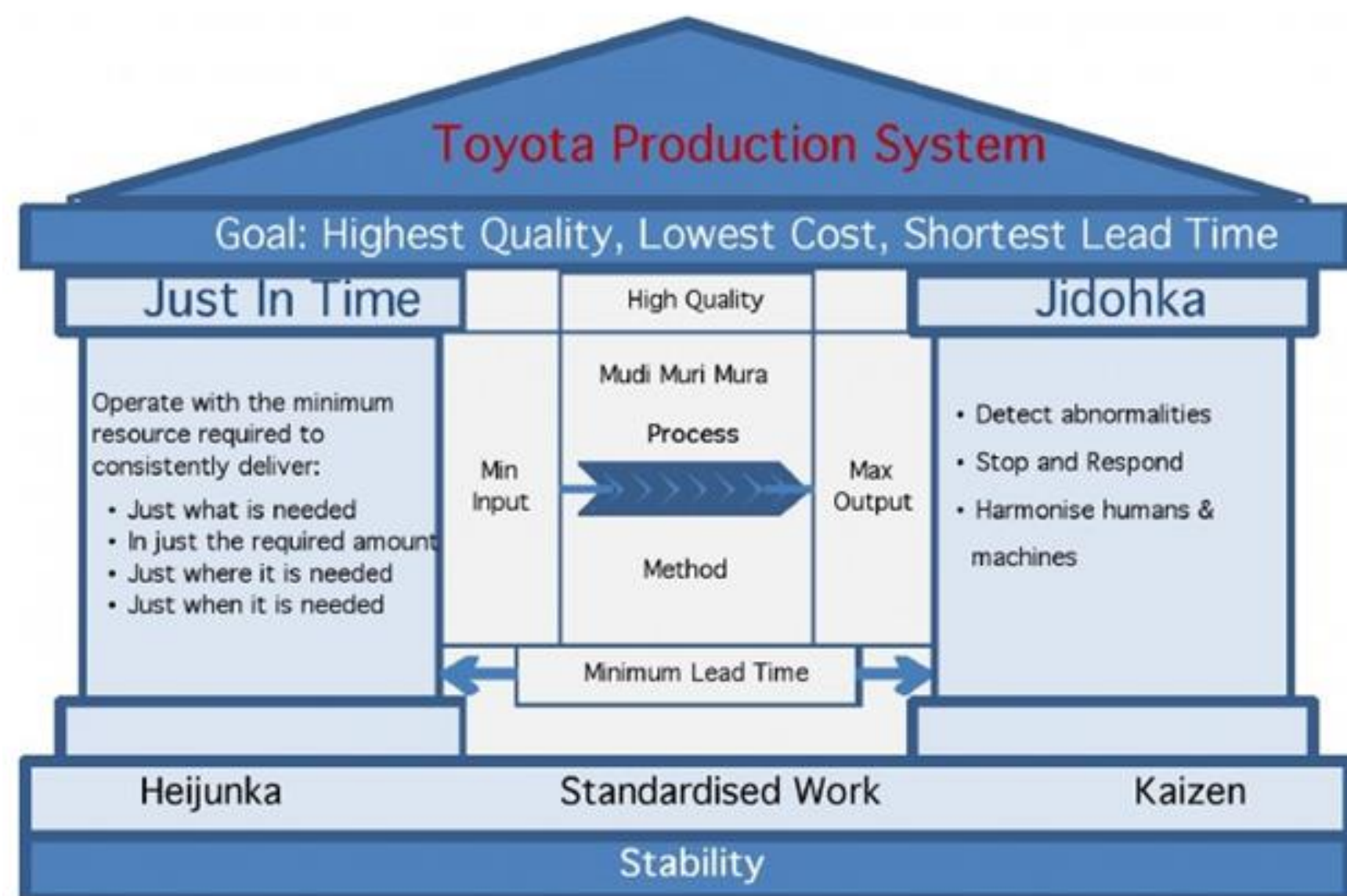
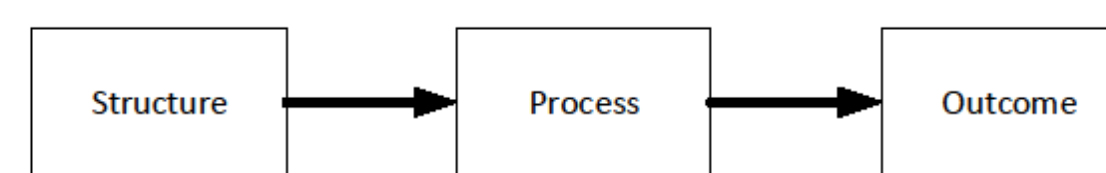


# The Evolution of an NHS Production System (NHSps) - 5



Avedis Donabedian<sup>1</sup>



The way the health care system is set up (Design)      Service design and delivery, the activities that constitute health care      Changes (desirable or undesirable) in individuals and populations that can be attributed to health care

Avedis Donabedian's Structure, Process and Outcome

## Questions/Answers/Debate

- ?1 – GIRFT?
- ?2 – IT Systems?

### Key

**GIRFT** - The programme comprises a series of more than 40 surgical and medical work streams and a number of other cross-cutting, system-wide projects. Each work stream or project is led by a prominent clinician who works with the GIRFT team to compile and review data analysis from across a range of agreed metrics. The work involves combining publicly available information, including Hospital Episode Statistics (HES), other relevant registry or professional body data, and the results of a questionnaire issued to the trusts where services or pathways are being reviewed. This then informs actions and recommendations for improvement.

**GIRFT Academy** - This section provides quick links to useful clinical resources including best practice pathways, case studies, and guidance documents for surgical and medical specialties as well as cross-cutting work streams such as clinical coding and litigation.

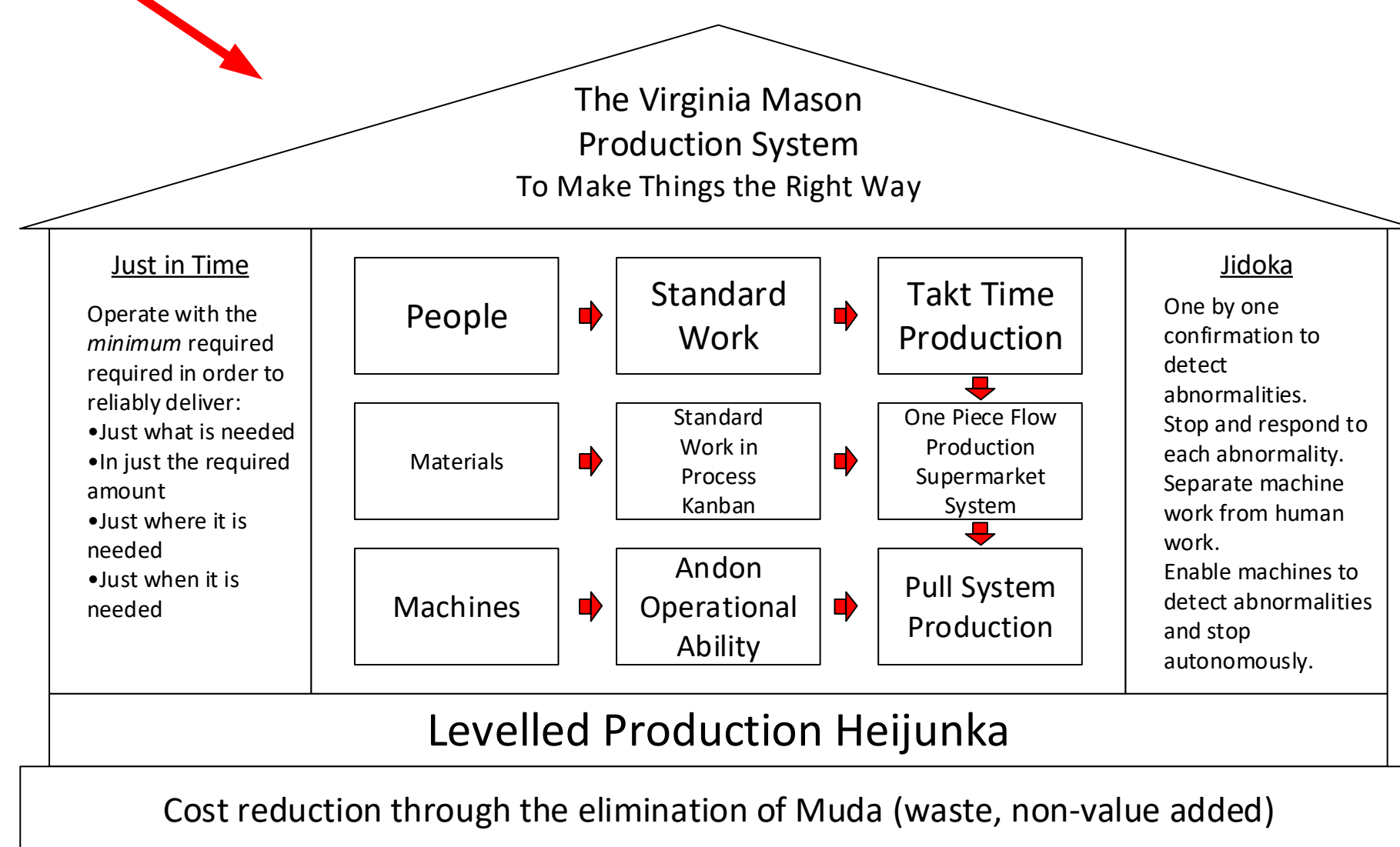
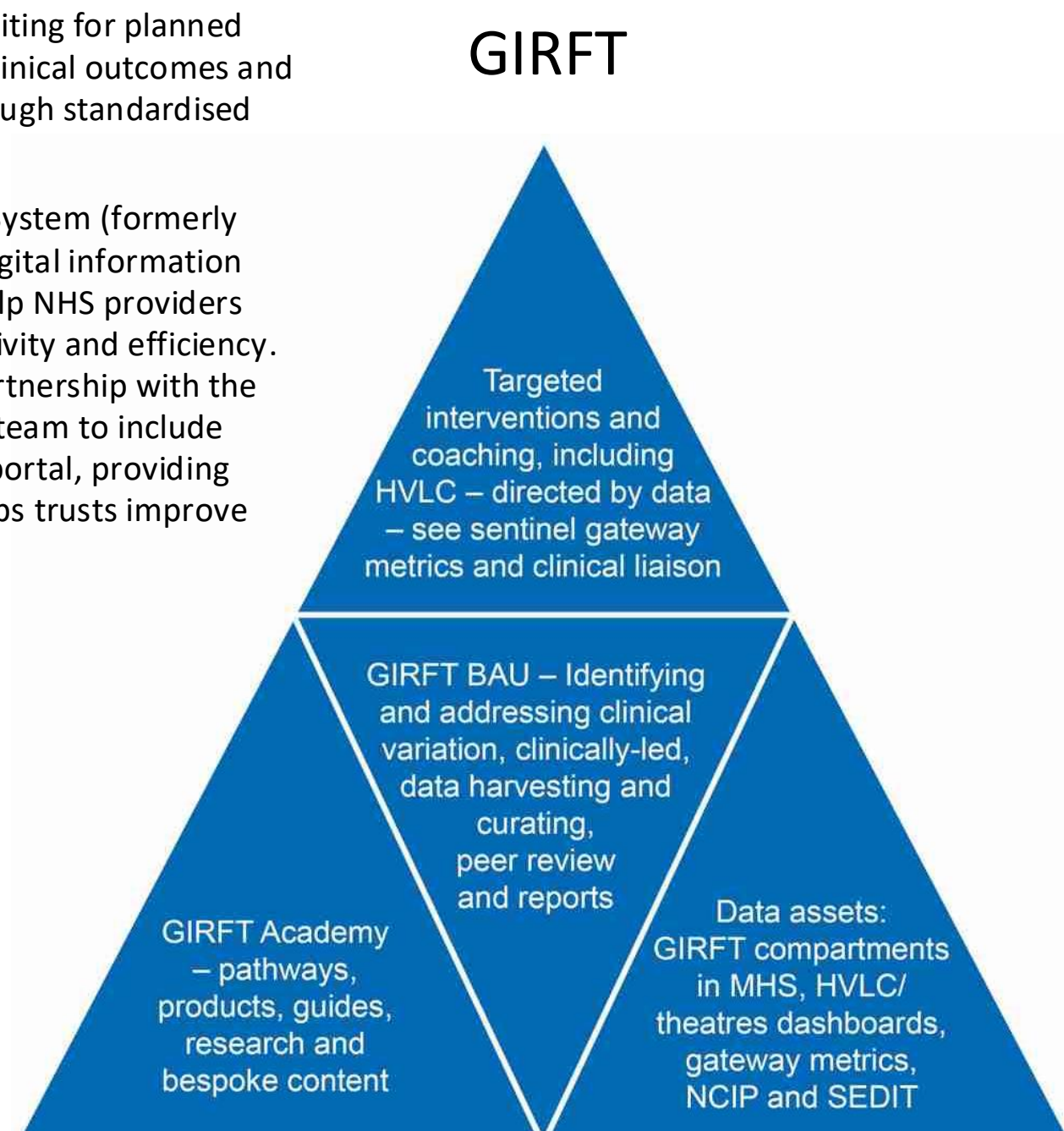
**GIRFT BAU** - 'Any proposals should demonstrate a plan and commitment to delivering 130% Business As Usual (BAU) activity levels'.

**NCIP** - National Consultant Information Programme (NCIP). NCIP provides access to rich objective activity and outcomes data via a free, secure online portal supporting surgical quality improvement and consultant learning and development.

**SEDIT** - The Summary Emergency Department Indicator Table (SEDIT) is an easy-to-use, online depository of emergency medicine data, including novel metrics, that is updated monthly and is available to all NHS colleagues.

**HVLC** - The High Volume Low Complexity (HVLC) programme is a priority data-led transformation programme supporting the recovery of elective care services post COVID-19 pandemic. It aims to reduce the backlog of patients waiting for planned operations, improve clinical outcomes and access to services through standardised clinical pathways.

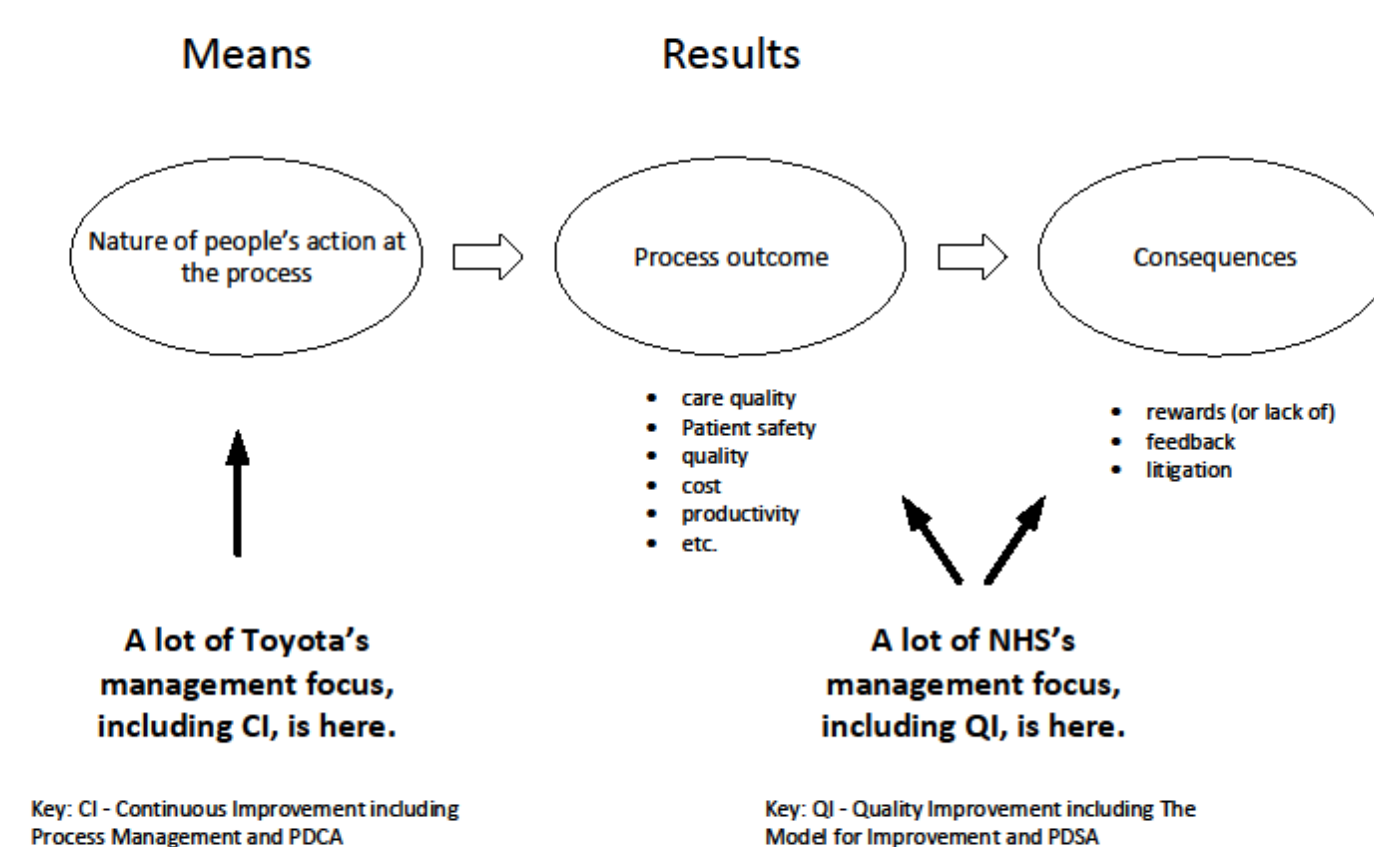
**MHS** - Model Health System (formerly Model Hospital) is a digital information service designed to help NHS providers improve their productivity and efficiency. GIRFT is working in partnership with the Model Health System team to include GIRFT metrics on the portal, providing valuable insight to help trusts improve their performance.



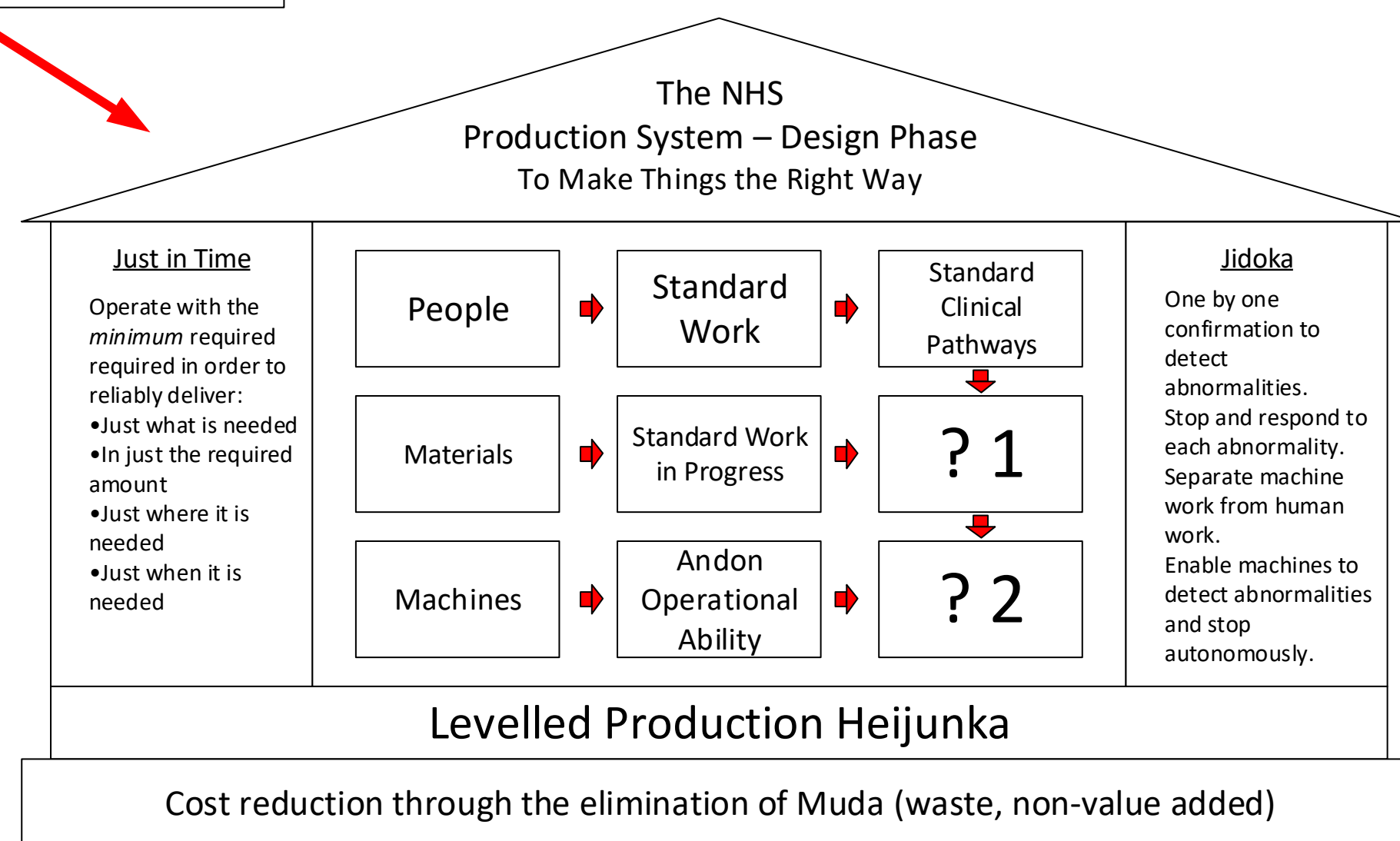
**Quality Management System – Incorporating:**  
Standard Work  
Process Management System  
Patient Safety Management System  
Non-conformance Reporting System  
Continuous Improvement (Including HR Processes)

## Toyota Kata<sup>2</sup>

### Focusing on means in order to achieve desired results



Note: This diagram is from Toyota Kata by Mike Rother, published by McGraw Hill, 2010. Figure 3-3 on page 39. Adapted by Dr Tom Rose, November 2020.



## Key

- Standard Work** – a detailed definition of the current best practices for performing a process. Using continuous improvement, the quality and efficiency of a process will improve—along with the standards—over time.
- Takt Time** - Takt time is the rate at which you need to complete a product in order to meet customer demand. It comes from the German word "Takt," meaning beat or pulse in music. Within manufacturing, takt is an important measure of output against demand.
- Jidoka** – a principle implemented in lean manufacturing where machines automatically stop working upon detecting an abnormal condition and operators try fixing the defect to prevent recurrence of the issue.
- Kanban** – translates to "visual signal." For kanban teams, every work item is represented as a separate card on the board. The main purpose of representing work as a card on the kanban board is to allow team members to track the progress of work through its workflow in a highly visual manner.
- Andon** – In manufacturing, andon is a system which notifies managerial, maintenance, and other workers of a quality or process problem. The alert can be activated manually by a worker using a pullcord or button or may be activated automatically by the production equipment itself.
- Heijunka** – The term Heijunka is a Japanese word that means 'leveling.' In project management, Heijunka refers to reducing unevenness in production and minimizing overburden for your project team. Instead of creating products in batches, Heijunka involves processing orders according to customer demand.
- Muda** - a Japanese word meaning "futility", "uselessness", or "wastefulness", and is a key concept in lean process thinking such as in the Toyota Production System, denoting one of three types of deviation from optimal allocation of resources. The other types are known by the Japanese terms mura and muri.

Effort is required to clearly defining Multi-disciplinary Teams and Multi-tasking between disciplines within the Teams

## References:

1. Avedis Donabedian, 1980, 'The Definition of Quality: Some Empirical Studies'.
2. Mike Rother, 2010, 'Toyota Kata - Managing People for Improvement, Adaptiveness, and Superior Results', Published by McGraw-Hill.