

Lean training and development Programme

NHS Primary Care Trust
Heywood, Middleton and Rochdale



Problem

The introduction of World Class Commissioning to primary care trusts heralded a fundamental change to the way their staff worked. They were no longer managing healthcare provision directly but were commissioning services from arms length providers instead. Although central policy guidance was available, the detail of how commissioning would be implemented on the front line was left to individual trusts. Heywood, Middleton and Rochdale Primary Care Trust (NHS HMR) did not have experience of designing and operating new operations and needed some help to provide a structure for improving the commissioning process.

The need for a structured training and development programme, was identified as one of three main areas of work within the scope of NHS HMR's Efficiency and Effectiveness Programme (EEP). The objective was to support and develop the capability of Commissioning teams so they could streamline processes and services. The vision of the EEP was that all staff within the organisation would be empowered and developed to lead and facilitate change to ensure that all services commissioned were efficient, effective and of high quality with the focus on achieving the best health outcomes with the resources available.

Solution

After a competitive process **oee** was appointed to support the EEP with skills development in Operations Management and lean. Before embarking on the engagement **oee** spent time understanding the structure and culture of NHS HMR. It was clear that the staff were dedicated but considerable reorientation to *commissioning* was required. The emphasis in the Programme was self sufficiency and retained ownership for PCT staff. **oee** accredited by Cardiff Business

School's Lean Enterprise Research Centre, so it was decided that staff would be given accredited lean training involving an exam and an evaluated project. The formal training was conducted over 4 days, the 4th of which was dedicated to practical application and leading lean projects.

Prior to training commencing the Senior Management Team attended an **oee** workshop which gave an overview of lean but also provided guidance on their role in supporting their staff. Providers and Clinicians also received indoctrination in lean thinking so they were aware of the work the Commissioners were undertaking and could provide assistance when required

Once trainees completed their formal training **oee** provided support in their work places helping them select projects and coordinating activity with the EEP staff.



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Results

NHS HMR Staff really embraced the lean training:

- 68% of attendees rated the course as excellent
- The remaining 32% rated it as good; Unprecedented results at NHS HMR.

The training was completed over a 4 week period. Thirty two delegates from a wide range of departments completed the course and all comfortably exceeded the 70% pass mark for the exam. Twenty four of these lean practitioners are participating in 14 “local” lean projects. Two of these 14 projects, ‘*Choose and Book*’ and the ‘*North West Ambulance Service*’ are expected to generate significant benefits and “local” capacity creating projects will free up staff to get involved in end-to-end projects. Four staff have already been identified for involvement in such projects focusing on improving the PCTs core business. Feedback from the training has been excellent and has surpassed all expectations of the Executive team.

The following quotes are taken from the feedback sheets:

“Excellent, very applicable to any work scenario. Very practical – not too theoretical”

“Now I feel I have the knowledge and training to make a difference”

“Excellent – with the way the NHS is going these tools will be crucial in order to continue to meet demand”

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