Leaner and Fitter Update

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SITUATION

The purpose of this paper is to inform the People, Performance and Delivery Committee about the progress of the Leaner and Fitter programme.

BACKGROUND

The aim of the Leaner and Fitter programme is to improve the efficiency, effectiveness and productivity of core operational services through focused attention on the organisation and management of those services. The expected benefits are improved care and reduced costs.

The Leaner and Fitter programme was established last year as part of the Organising for Excellence (O4E) programme and a number of measurable successes have already been delivered, for example: Medicines Management, Strategic Bed Programme, the Core Service Reviews of Gastroenterology and Endoscopy, Cardiac Surgery and Paediatric Surgery, as well as Nursing and Medical productivity.

As the various elements of Leaner and Fitter are generally operational in nature and there is a blurring between the development of the various projects and the implementation of those projects the O4E Programme Board has recommended that Leaner and Fitter should be a programme in its own right under the leadership of the Chief Operating Officer reporting to the Health Systems Management Board and overseen by the People, Performance and Delivery Committee t of the Board.

ASSESSMENT

The Leaner and Fitter programme is now moving in to Phase 2. The projects included within Phase 2 are:

1. Medicines Management (Phase 2)
2. Medical Productivity (Phase 2)
3. Nursing Productivity (Phase 2)
4. Theatres (Refocused)
5. Strategic Beds Plan (Phase 2)
6. Non-Pay Influence and Control (Refocused)
7. Continuing Healthcare (New)
8. Booking and Scheduling (New)
9. Therapies Service Delivery (New)
All the above projects have relevance across a number of Clinical Boards, have an Executive Sponsor, Implementation Lead, Project Manager and progress is monitored weekly by the Leaner and Fitter Group. The implementation of improvements / efficiencies is the responsibility of the Clinical Board teams. The savings are monitored as part of the monthly Performance Reviews of the respective Clinical Boards.

Research and Development is a ‘pipeline’ project and there are a number of other projects which are being managed within individual Clinical Boards.

The green, amber and red ratings indicate whether this particular piece of work has been finished to a recognised quality and do not indicate whether or not tasks have been completed to time. For example, red means the work is not completed yet but it may not necessarily be late.

- **Green** = complete
- **Amber** = in progress and/or nearly complete
- **Red** = not complete

### Projects in the Leaner and Fitter Programme

<table>
<thead>
<tr>
<th>#</th>
<th>Name of Project</th>
<th>Sponsor</th>
<th>Project Outline Signed Off?</th>
<th>Resources Allocated</th>
<th>High Level Plan Signed Off</th>
<th>Savings Profilled/Agreed 2013/14</th>
<th>Savings Profilled/Agreed 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Medical Productivity Phase 2</td>
<td>G Shortland</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>2</td>
<td>Nursing Productivity Phase 2</td>
<td>R Walker</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>3</td>
<td>Medicines Management</td>
<td>C Moor</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>A</td>
<td>R</td>
</tr>
<tr>
<td>4</td>
<td>Theatres</td>
<td>A Casey</td>
<td>G</td>
<td>G</td>
<td>R</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>5</td>
<td>Non Pay Influence and Control</td>
<td>C Moor</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>R</td>
</tr>
<tr>
<td>6</td>
<td>Strategic Bed Planning Phase 2</td>
<td>A Casey</td>
<td>G</td>
<td>G</td>
<td>A</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>7</td>
<td>Continuing Healthcare</td>
<td>A Casey</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>8</td>
<td>Enablers</td>
<td>C Moor</td>
<td>R</td>
<td>A</td>
<td>R</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>9</td>
<td>Blocking and Scheduling</td>
<td>A Casey</td>
<td>A</td>
<td>G</td>
<td>R</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>10</td>
<td>Therapies Service Delivery</td>
<td>ACP or FJ (TBC)</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>11</td>
<td>E-Datix (inclusion in L&amp;F still to be decided)</td>
<td>ACP or RW (TBC)</td>
<td>R</td>
<td>G</td>
<td>R</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>12</td>
<td>Research &amp; Development</td>
<td>G Shortland</td>
<td>R</td>
<td>R</td>
<td>R</td>
<td>R</td>
<td>R</td>
</tr>
</tbody>
</table>

### Single Unit Projects

14. Income/Specilised Services
15. GMS
16. Estates Savings
17. 1% Efficiency Savings
18. Pay Award
19. Mental Health
20. CD&T Trading Accounts
21. Demand Management - Pathways
22. Demand Management - Diagnostics

### Notes
- Single Unit Projects in this category do not need to follow Project Management Methodology or regularly report into Leaner and Fitter.
- A POD is not expected to be submitted, the output of submissions relating to these themes for the IBP will be reviewed (if needed)
- These areas may occasionally be invited to update at the Leaner and Fitter group.
- These themes are listed under the Leaner and Fitter umbrella for the purposes of completeness of our most significant schemes.
Future papers will include a summary of progress of the projects using a red, amber and green rating system.

**RECOMMENDATION**

The People, Performance and Delivery Committee are asked to:

- **NOTE** the contents of this paper.

<table>
<thead>
<tr>
<th><strong>Financial Impact</strong></th>
<th>The projects within Leaner &amp; Fitter are at the heart of delivering the 13/14 and the 14/15 cost improvement schemes as well as the ongoing cost rationalisation and productivity improvements in future years made possible through these change projects.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality, Safety and Experience</strong></td>
<td>All projects are being assessed on their scope and implementation progress to improve patient care and experience.</td>
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<td><strong>Standards for Health Services</strong></td>
<td>All projects are considering standards for health services</td>
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<tr>
<td><strong>Risks and Assurance</strong></td>
<td>Delivering the fundamental operational enhancements required allowing the Health Board to deliver high quality services to patients on a consistent basis across specialties and seasons will mitigate a number of key risks.</td>
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<tr>
<td><strong>Equality and diversity</strong></td>
<td>Individual projects are responsible for assessing if equality and diversity assessments are required for the changes being made.</td>
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