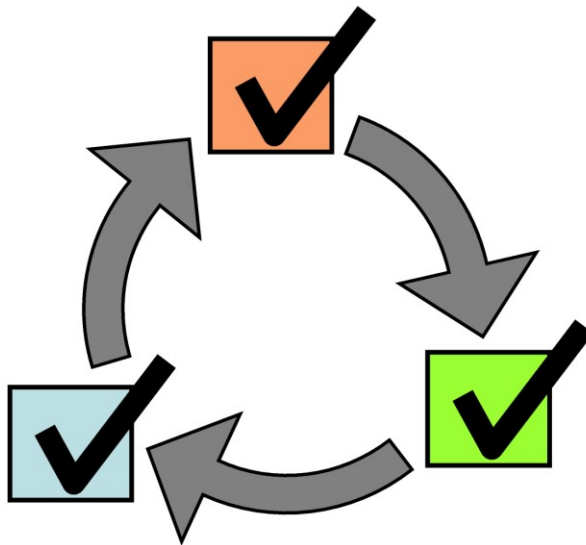


Three Wins:

Second Edition

Service Improvement Using
Value Stream Design



SIMON DODDS

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stream design

Simon Dodds

First Ten Steps sample.

www.ThreeWins.com

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The first edition of this book, by Simon Dodds, was published in 2006 as *Three Wins: Service redesign through flow modelling* by Kingsham Press, Chichester, UK. (ISBN 1-904235-54-9).

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Foreword to the First Edition

In the summer of 1999 I started a new job as a consultant surgeon in a newly formed department of Vascular Surgery at Good Hope Hospital, a medium sized district general hospital on the north east edge of Birmingham. Like all new consultants I was full of enthusiasm and I had lots of ideas about how I would like to change some of the things I had seen during my training. Five years later I had the honour of accepting, on behalf of the whole team, the first NHS Innovation Award for Service Delivery for the re-designed Vascular Surgery Outpatient Clinic and Leg Ulcer Telemedicine Service. An unexpected outcome of that day was an invitation to write about what we did to achieve this award and how we achieved the elusive win-win-win outcome: a better service to patients; a skilled, motivated and enthusiastic team; and a substantial reduction in treatment costs. We certainly did not anticipate the far-reaching implications of the project when we started; or the enthusiastic support we would get from patients and community NHS staff; or the many visitors that have taken the time to visit and to share knowledge and experience. We had some luck and we had a lot of encouragement; but I don't think they were the recipe for success. We had no steering committee, no project plan, no budget, no meetings and no commercial support; and I don't think that was the recipe for success either. We put the needs of the patient first; we used the knowledge, ideas, skills and enthusiasm of the staff; we assessed each incremental change methodically and scientifically at each stage; and we did not give up. Was that the recipe for success?

When I was asked to tell our story I realised that I couldn't describe how we did it - so I couldn't pass on this knowledge. Since then I have done a lot of reading about innovation, how change happens in large organisations and how effective teams are needed to deliver effective change. I have seen common threads in these books that resonate with what we did and I have come to realise that we demonstrated a sixth sense that steered us away from major obstacles which would have meant certain failure. I have come to realise that the essential ingredients for success are:

1. A shared passion that constantly drives the search for a solution.
2. An insatiable curiosity and no fear of considering new ideas.
3. The collective skills and experience of a cohesive team that allowed us to leap hurdles, to learn from setbacks and to deliver solutions.

Yes, we needed some resources and were very fortunate to have been awarded a small research grant at the start; an investment that returned enormous dividends! We have enjoyed positive outcomes other than a better service and the kudos of a national award; we have gained a better understanding of clinical process redesign and we have developed and tested methods that make this complex process easier, more predictable and less dependent on luck. My experience has deepened my belief that the future of the NHS lies in the hearts and minds of the NHS staff and it is this optimism for the future and my enthusiasm to keep "shaking the trees" that I hope this book will convey. Some might consider that what we have achieved is unique. I do not think so - I believe anyone can do it.

Sutton Coldfield
October 2005.

Foreword to the Second Edition

Almost two years have passed since writing the first edition of *Three Wins* and I have learned more about service improvement in that time than ever before. There is a revolution underway; a transformation of the way we think about work – and it crystallised in Japan in the 1950's in an automobile company called Toyota. The philosophy and principles that Toyota developed and refined over several decades have enabled them to grow to become the largest car manufacturer in the world. This dramatic transformation has been given a label - *Lean Thinking*. When I heard the term late in 2005 and read about it I realised immediately that it was what we had been doing since 1999. We just didn't call it that; we called it *Common Sense*. Further enquiry revealed two other schools of thought in manufacturing that were broadcasting very similar messages: Motorola with their *Six Sigma* and Goldratt with his *Theory of Constraints*. What I found fascinating was that the underlying principles were the same; they all focussed on improving the flow of work by designing the mistakes and delays out of the processes. It is not surprising that this innovation is now diffusing into service industries such as healthcare and my optimism for the future of healthcare remains high because we now have evidence that the principles of value stream improvement do work. It is now just a matter of learning how to do it and putting that knowledge into practice.

Sutton Coldfield
June 2007

Appendix B - The First Ten Steps

Do you want to rid your life of hassle? Do you want to feel happier and more secure? Do you want more wins? This short guide is designed to help you get started.

- 1 Focus on the Wins
- 2 Choose your Mindset
- 3 Try a New Perspective
- 4 Remove the Toxic Waste
- 5 One Step at a Time
- 6 Celebrate Progress
- 7 Invest to Save
- 8 Learn by Teaching
- 9 Ask for Help
- 10 Never Give Up.

Ask, listen, learn, practice, teach then ask again.

We all live in an uncertain and often frightening world so we each create a comfort zone to protect us. Our comfort zones are our physical and emotional nests; uniquely tailored to our needs and sculpted by our experience. We defend our comfort zones from threats; we fight to keep them as they are; we build strong walls around them and over time we make the walls higher, thicker and stronger to keep us safe.

The problem is that the world around us is always changing. We need to keep updating, expanding and even moving our comfort zones to keep them from being left behind by the tide of change. To do this we must look outside and see what is happening; and we must step out of our comfort zones to explore new possibilities.

Everyone is unique; no two people see the world the same way; there is no “one size fits all” solution that works for everyone. We each have to find our own path. This guide will ask questions. Some of these questions will be uncomfortable because they are designed to get you to think just outside your comfort zone. There are no right or wrong answers; you will know what feels right for you.

Are you ready to take the first step?

1 Focus on the Wins

How good could your perfect future possibly be? What would your perfect future look like? Sound like? Feel like? Smell like? Taste like? Close your eyes and make the vision of your perfect future real in your mind.

Now ask yourself: "What is present in my perfect future that is not present in my life now?" Is it Confidence? Is it Optimism? Is it Achievement? Is it Happiness?

Happiness is a state of mind resulting from your interaction with the world around you. You can choose to feel happy; for a while. But being happy is only possible if your comfort zone is not threatened.

To achieve the Win-Win-Win goal you need to:

1. Build confidence by delivering your best to yourself and others;
2. Build optimism through motivating others by your example;
3. Build achievement by repeatedly exceeding your own personal best.

2 Choose your Mindset

Who or what is stopping you from being happy? Is someone or something else in your way? What do you do? Do you identify the target? Do you assess the threat? Do you choose your weapons? And when you are ready do you launch your attack? And what happens? Do you win or do you lose?

If this sounds familiar then you may be using a War metaphor. You may be seeing life as a perpetual series of battles to be won. So stop for a moment and ask "What is the cost of the battle for me and my opponent?" If you think about it the only answer is "It costs us both; we both lose!" The difference between the winner and loser of a battle is only how much you lose.

You are intelligent, capable and determined. If you really put your mind to it you will get what you set out to get. With a War mindset as your guide you will end up worse off than you started. Is that what you intended?

So, if you want to win you first need to choose a Win-Win-Win mindset.

Sounds simple enough; ready for the next step?

3 Try a New Perspective

Which is more rewarding - finishing the race in second place or not finishing at all? The guaranteed way to fail is to choose the "Can't Do" mindset and to not even try. With a "Can Do" mindset you at least have a chance of completing the journey to your win-win-win future. Make it a race. Picture yourself crossing the finish line. Hear the cheers. Feel the relief. Smell the sweat of effort and taste the tears of joy. Make the dream a vision.

Suppose you were your own customer? What value would you offer? Would you buy from yourself? Would you be disappointed? Would you come back for more? Would you recommend yourself to others? If not then why should anyone else value what you have to offer? The easiest way to see the value you offer is to become your own customer. Sounds simple enough, so how is it done? From now on, every time you disappoint yourself you must stop; acknowledge the feeling; hear the voice in your head; listen to what it is saying; look for the reason why; consider what you would do to prevent that feeling in future. Just picture you doing it better next time. Don't beat yourself up; become your own customer.

4 Remove the Toxic Waste

What gives you a really bad day? Is it what happens to you or is it how you react to what happens? What do you do when something irritates, annoys or niggles you? Do you accept it? Do you dismiss it? Do you fret about it? Do you complain about it? Or do you fix it?

Niggles are everywhere. Even if you try to ignore them they still effect you; insidiously, silently, subconsciously, persistently. Eventually you have to act; the Niggles are not your fault so you have to blame someone else. Niggles are like emotional toxic waste; and when you blame others you are creating and spreading more toxic emotional waste. And remember, you are living in the toxic emotional waste that you and everyone else created. Is that what you want?

Alternatively, when you experience a Niggle you can stop; acknowledge the feeling; step back; count to ten; look at the Niggle from all sides; uncover the root cause, and if you can, dig it out and put it in the bin forever. If you can't fix the Niggle immediately just mark it and park it. It has been uncovered so its days are numbered.

How does it that feel? Better? You bet it does!

5 One Step at a Time

How long is the journey to your Win-Win-Win goal? How do you know where you are and how much further there is to go? Look how many obstacles there are? This is impossible! Why even bother starting? If this is the way you see the journey then you are using a "Can't Do" mindset and are in danger of giving up before you start.

To achieve your goal all you have to do is believe that any step in the direction of your Win-Win-Win goal is worth the effort. Even if you can't see all the way; set your first goal within sight and make it possible to achieve. It is just one small step. And when you have taken it you will be able to see further than before. Just keep your next goal within sight; one step at a time.

If fact you have already completed several steps and you didn't really notice. You took the time to read this far. Ask yourself now "Have these steps taken me in the direction I want to go?" If your answer is "No" then stop; read no further; this is not the right path for you. On the other hand, if your answer is "Yes" then keep going - and take the next step.

6 Celebrate Progress

How often does someone say to you "Well done!" How often does someone notice your contribution and go out of their way to thank you? How often do you do it for others? If you just thought "Not as often as I should" then stop; you just exposed a Niggle. Ask yourself "Why?" and keep asking "Why?" until you get to the root cause. If it is "Because I feel embarrassed to give praise" then relax, that is what most people say.

Now ask yourself what you do when someone gives you genuine recognition? Do you ever dismiss it? How does that feel for the person giving you the praise? Could that be why you are reluctant to give praise - because someone might dismiss it and therefore discount you?

Not being able to accept praise is the root cause of not being able to give it. Try this exercise now. Practice what you would say the next time someone gives you praise. Picture you with a big smile on your face saying "Thank you, very much. You just made my day".

Then next time someone recognises your contribution you'll be ready to accept it and to feel better for it.

7 Invest to Save

How do you feel when you see something that needs to be done and all you hear is "That's not my job!" Is that a Niggle? If so just ask "Why?" Are the people who say this lazy, incompetent, or have they just learned a "Can't Do" habit and no longer notice when they are being poisoned by their own toxic emotional waste.

What will you do now? Ignore it? Get angry? Complain? Do it yourself? Or do you expose the Niggle? You have the opportunity to help someone else learn how to clean up toxic emotional waste; and that's good for everyone. Ask them "Why?" and listen to their answer. Try to put yourself in their shoes and understand why they gave you that answer. Ask yourself what would have to happen for them to say "I'd be happy to help." If you can help them learn to recognise and dispose of Niggles too then you are investing in your own toxic-waste-free future.

Remember: that no investments come with the guarantee of a return; when a return might happen; or how large the return might be. You can be sure of one thing though:

If you never invest you will never get a return.

8 Learn by Teaching

How do you learn? Is it by reading books; by reflecting on your experiences; by trial and error; or by asking for advice? Remember: if you want to learn you need to be prepared to ask for help. So consider for a moment those that you ask advice from. What are they trying to achieve? How will they feel if you don't learn? How can you help them to help you? If you can see the common ground where you both achieve what you want then you have found part of a journey to your win-win-win futures that you can share.

Being the teacher; finding the common ground and learning how to teach is part of learning how to learn. It is a good way to practice your skills. It is a long term investment in your own win-win-win future.

Teaching how to learn is a better long-term investment than teaching how to do. Demonstrating to others to choose a Win-Win-Win mindset; to be aware of others; and to dispose of niggles is a secure investment in your future success.

To teach you must learn; to learn you must change; to change you must step outside your comfort zone.

9 Ask for Help

What do you advise others to do if they don't know what to do? What happens when you don't know what to do? Do you take your own advice? Do you walk your own talk? The quickest way to find an answer is to ask someone who knows it. You do not need to know everything; you only need to know who to ask.

The Three Wins metaphor is linked to a simple concept called a Value Stream. Value is what you get when you reach the next goal on your journey. To reach your Win-Win-Win goal you must create a personal value stream that flows; the faster the flow the quicker you get there. It does not matter if your job is to design new products, to make those products, or to support the customers who buy those products. It does not matter if your purpose is to create personal wealth, wisdom, happiness or all three. Any path to your Win-Win-Win goal is a value stream.

So, start by flushing your personal value stream of the toxic emotional waste that is poisoning it. Clean out the Niggles that clog up the stream and sap your emotional energy. Only then will you have the time and energy to invest in learning, in changing and in moving forward.

10 Never Give Up

What do you do when you can't have something you really want, have worked for and feel you deserve? Do you give up or do you keep trying? Not getting a fair reward is a Niggle. The path to your Win-Win-Win goal is the Niggle-free path of fair rewards. How long will it take? The future is not yet written and the past cannot be unwritten. You are in the hands of the present and the only influence you have on the future are the choices that you make now.

The journey starts easily enough; you only have to choose to want to do it. And you must commit to keep making that choice. When you give up wanting to beat your own personal best you will stop moving forward.

Learning to make choices that take you towards your Win-Win-Win goal is the challenge. Learning takes time, learning takes practice and if you want progress quickly you will not have time to learn by trial-and-error. Anyone who is farther along the path can help you because they can see what is ahead that you can't. So, when you are ready, make your choice. Commit to the challenge.

And never give up.

**Do you want a win for Quality? Do you want a win for Efficiency?
Do you want a win for Fun? Do you want all Three Wins?**

Three Wins is the true story of how a small team of healthcare professionals re-invented the way they worked to deliver a higher quality, lower cost service and improved their working environment. The results of their transformation were awarded two national innovation awards; the first for the improved service; and the second for their novel use of information technology in achieving their vision. This book highlights the critical role that front line staff can play in leading innovation; and the potential that can be achieved by creating a shared vision and making the dream a reality through reflective practice; audit and research.

Three Wins (First Edition)

"This remarkable book charts the successful redesign of the Vascular Surgery Outpatient Clinic at Good Hope Hospital, in North-East Birmingham from 2000-2004 where the team won the first Innovation Award for Service Delivery for the change and improvement that they achieved - notably resulting in the 'Three Wins': A better service to patients; a skilled, motivated and enthusiastic team; and a substantial saving in treatment costs. The book successfully and sensibly relates the team's achievements to the methods that enabled them, with helpful references to relevant theories and methodologies, in a way that provides a framework for replicating the processes and 'three wins' in all sorts of other environments. This book will not only be a boon for health sector managers and change-drivers - its simple, logical intelligent lessons will be of value to everyone seeking to make positive change in organisations everywhere."

Alan Chapman (www.businessballs.com)

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www.ThreeWins.com

UK £16.95