



## Change Management in the Public Sector

### KPMG with Western Sussex NHS Hospitals

With the help of KPMG, Western Sussex Hospitals NHS Foundation Trust has made enormous progress in enhancing quality of care for patients and reducing costs, by implementing a Lean management programme.

The Trust wanted to end the cycle of short-lived improvement initiatives, by creating a culture of continuous improvement, with patient care at the heart of its activities. This involved a massive change in how staff work and interact with each other.

KPMG recognise that whole system change is less about tools and techniques, but more about capability building. To this end, KPMG has supported the Trust in introducing coaching and training, to equip staff to address problems, and coach others, establishing momentum towards a self-sustaining organisation. Crucially, front line staff are involved in creating and implementing solutions, giving a strong sense of ownership and fulfilment.

The results have been dramatic, with the impressive achievement of a 30 percent reduction in the number of patients experiencing falls on wards. The number of cancelled operations in orthopaedics are being decreased by one-third, cutting costs and reducing waiting times. And a reassessment of the way that stroke patients are managed has led to the already high-performing stroke ward, ranked seventh in the country, to establish a platform for further improvement to continue and build on this success.

Perhaps more importantly, every member of staff is now focused on creating better care, and truly putting the patient first, as well as having a better understanding of how their role contributes to the overall hospital.

In April 2016, Western Sussex became only the third acute trust in England to be rated 'outstanding' by the Care Quality Commission.

*"...it is systematising improvement. This isn't a case of having a great idea one week and then forgetting about it the next. There has to be a culture in an organisation that enables this to happen. This could be destroyed very easily...but it takes a long time to really embed it. I find it extremely impressive."*

Lord Prior, Minister for NHS Productivity