

D/F, Sent 23/07

Hampshire **NHS**
Primary Care Trust



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Code A

22 July 2008

Code A

Dear Mrs Moseley

I am writing in response to your letter dated 9 July 2008 and further to my correspondence dated 14 July 2008 regarding the introduction of the LEAN Initiative into the Fareham Physiotherapy Outpatient Department.

As stated in my letter of 14 July, I am sorry to hear of your concerns around the introduction of LEAN and I would like to assure you that we take all issues of staff dissatisfaction very seriously.

We have investigated the issues you raised and I understand that some positive outcomes of the LEAN teams input have been identified, for example the archiving of a considerable quantity of patient records and the removal of a number of outdated patient information leaflets. This has resulted in a significant improvement in the patient and staff environment and the space available in the department.

I understand that the Fareham Physiotherapy Outpatient Department provides a high standard of clinical care and I am sorry that you feel that the first rate service you offer has been compromised by the introduction of LEAN. The intention of the changes introduced by LEAN, have always been to ensure that we have consistent processes in place for recording and reporting data, including activity levels. Through this work, it has been identified that the Fareham Team is currently under-resourced and I understand that locum sessions and extra management support has now been organised to meet this need.

Change does take time and I appreciate that the introduction of the LEAN processes did result in a temporary loss of some clinical slots. However, due to the hard work of the department and the extra support provided, waiting lists are, I understand, back to eight weeks. While shorter waiting lists are important to the PCT, they also benefit patients, so reducing waiting lists is an important goal.

I understand that Babs Gray, the Locality Manager for Fareham and Gosport, has met with you to discuss your concerns. At this meeting you raised an existing relationship issue within the team that is

also impacting on your work satisfaction. I am assured that this is being addressed via the additional management support that has now been organised for the team.

Babs Gray, as Locality Manager, and Jet Turner, as management support for the team, will continue to work with the department and I hope that, over time, you will start to appreciate some of the benefits from the introduction of LEAN. However, if you feel it would be helpful, I am very happy to arrange for you to meet with Jane Pike, Head of Service Redesign and Alison Percival, Head of Staff Experience, to further discuss your concerns.

Yours sincerely

Code A

Gareth Cruddace
Chief Executive

cc. Jane Pike, Head of Service Redesign, Omega House
Alison Percival, Head of Staff Experience, Tatchbury Mount

Pang, Hannah

From: Emms Elizabeth - Head of Adult Services SE [Code A]
Sent: 22 July 2008 08:06
To: Pang, Hannah
Cc: Jordan, Wendy; Pike, Jane; Gray, Babs (HPCT-SE)
Subject: Staff complaint
Attachments: 080718 Dear [Code A] draft.doc

Hannah

Please find a response to Mrs Moseley's complaint about the in put of the Lean Team to the Fareham Physiotherapy Services:

The letter was drafted by Babs Gray and has been approved by Jane Pike.

Please do not hesitate to contact me with any queries

Elizabeth Emms
Head of Adult Services, SE

[Code A]

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14 July 2008

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Dear **Code A**

Thank you for your letter dated 9 July 2008.

I am sorry to hear of your frustration regarding the implementation of the LEAN process at the physiotherapy department in Fareham.

I will ensure that Babs Gray, the locality manager for your area, looks into the issues you raise and following her investigation, we will contact you with a full response.

If you feel that a face to face meeting would be helpful to discuss your concerns, I would be happy to arrange a convenient time for you to meet with Jane Pike, Head of Service Redesign and Alison Percival, Head of Staff Experience.

I will be in touch with you again shortly, but please do not hesitate to contact me if you would like to arrange a meeting or if I can offer any further assistance.

Yours sincerely

Code A

Gareth Cruddace
Chief Executive

cc. Jane Pike, Head of Service Redesign, Omega House
Alison Percival, Head of Staff Experience, Tatchbury Mount
Babs Gray, Locality Manager

Sue H cc. Jane P.



Code A

7/9/2008

Gareth Cruddace
 Chief Executive
 Hampshire Primary care Trust Headquarters
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Dear Sir,

Firstly I must apologise for contacting you in this slightly unorthodox way, but I feel it is time to share my feelings about the relentless changes that are going on in our department.

I work in an Out Patient Physiotherapy department in Fareham which is currently undergoing the introduction of "LEAN". A process that, I am led to believe, was successfully completed in Gosport War Memorial earlier in the year.

Prior to this invasion, we as a team provided a first rate service to the people of Fareham. We have been coping with immense pressure for a very long time now as we have seen the replacement of our Service Manager and the semi-retirement of our Superintendent. Whilst the team was not perfect, the patient's remained our focus and the ultimate aim was the health and well- being of them. The referral rate was (and still is) running at a third over contracted numbers most months, but the waiting list was a manageable 4-6weeks. The biggest success, I feel , was the implementation of the PAS system back in August 2007. Hard work on behalf of the Admin staff and Physios alike enabled the diaries to be well maintained and were largely full or at times over-booked. This had a huge impact on the reduction of the waiting list. Hard work has always been the order of the day and with good humour we all, by and large, enjoyed the challenges. We had little wastage of slots as the systems in place worked well. We returned monthly data - albeit a bit laboriously - which constantly flagged up the over- referral rate. The department was a very hard-working, consciencious, mature, professional team with very little sickness.

"LEAN" was introduced about 8 weeks ago. It was sold as a brand new innovative way to market ourselves in the evolving NHS climate - a visual tool that would prepare for the way forward of commissioning. It was to be a means to reduce waiting times and to meet the ever changing Government deadlines. With great enthusiasm we sorted and sifted and we went out with the old and got ready for the new. What a huge let down this has been. We had constantly returned figures monthly in the past such as DNA's and CND's - so this is nothing new. The one or two "lost" slots were welcomed as the Physios caught up on paperwork and sorted out the masses of Mandatory training they have to do. These figures were never analysed or acted upon. Our successes with PAS have gone unnoticed and now may be superseded by any success that "LEAN" may bring.

The day revolves around the white board as we update it hourly. Numbers are frequently wrong as the decision of what TO include and what NOT to include as planned, continuously changes. The constant reference to the factory floor plays little part in an NHS setting and I know the patients are feeling that they have come into a clinical manufacturing environment - one patient suggested that she was now a number. In fact the patients and staff alike are behaving like robots. Add to this the daily "Comm Cell" meeting which takes away valuable clinical time and has us deciding on whether or not we have a smiley face or not! I'm sure you're very familiar with this.

The process has left me totally disillusioned that somebody thinks this is the right road to go down. De-humanising the process of people's health has been a bad move, in my opinion, as there has been a huge cost both physically and mentally to the team. The heart has been ripped out of a successfully functioning department and been replaced by a sterile conveyor belt. I have asked for just one success that we can expect to achieve clinically since the introduction of this system, one thing that is better than our achievements prior to the makeover. I liken the process to being on a rail track and there is no way I can get off. The increased workload now includes having to prepare the next day's white board, feed numbers in daily to the Excel package and produce weekly pretty pie charts - all on a Band 2 which is less than £8/hr. Not to mention the mundane tasks of actually getting patients through the door. Hard enough when there are the two of us in the office, but impossible when my colleague goes on Annual Leave. Give me a break. The true cost to me personally, is that I take the stresses and strains home to a less than sympathetic husband, I am totally stressed and extremely unhappy. The "LEAN" team have witnessed me at a low point and pointed out it was the same for them all at Gosport. Have you not got to question that there may be something wrong with the process if it is affecting people in this way and leaving them so terribly upset and stressed?

My suggestions for the implementation of "LEAN" in other

departments would be to fully assess the departments general success prior to any changes being made, and not to adopt a "one size fits all" approach.

The process should be slowed down as it has been delivered far too quickly which has added to the extreme unsettled atmosphere.

Students should not be placed within a department that is being "LEANED" as they are affected by the tense environment too.

Or how about just tackle the GP's over-referral rate and pop in a Locum when the waiting list creeps up!

I trained as a nurse 30yrs ago, so I am not stupid. I am level headed, I have a wealth of human qualities and clerical skills, I have never been afraid of hard work, I am loyal and I actively welcome change for the development of a service.

However, I don't talk the talk or speak the speak but I do I know that "LEAN" is here to stay. I will continue to deliver it's principles and I will continue to do my job to the very best of my ability as I always have. But that doesn't mean that I have to be happy about it or even agree with it. I now go to work with complete dread and I have no good will left. I am entitled to work in a environment that will allow me to flourish and continually improve - not one that is going to make me ill, nay - is making me ill. Do you want your departments full of a happy, smiley people or do you want sterile robots? Will you listen to what I have to say and will it matter to you that this process has affected me so badly? Thing is, we none of us know what we've got until it's gone.

But the saddest thing of all is, I don't care any more. I feel worn down and broken and I'm certainly not the happy bubbly person that I used to be. Maybe this IS all about "out with the old and in with the new"!

Thank You for taking the time to read this,

Sincerely,

Code A

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*Receptionist/ Admin Assistant
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