Q Visit: Accelerating Delivery and Performance at GSK

12 July 2018, Brentford

Q Visits delivery partner

Health Transformation Partnership

Health Transformation Partnership (HTP) is led by Emma Adams and Peter Dudgeon, providing healthcare quality improvement services. The team developed through a connection with The Health Foundation's Generation Q programme, where Emma is a fellow and Peter is a faculty member. Emma has worked extensively within health and social care sector and specialises in quality improvement, particularly using the IHI model. Peter has strong technical knowledge and experience of improving processes and services through his roles within the private sector and latterly as an independent consultant working within healthcare.

Emma Adams
emma@oxidateconsulting.com

Peter Dudgeon
peterdudgeon@icloud.com

Upcoming Visits

2-3 October 2018

'It'll never work here!' How Nissan and Tees,Esk and Wear Valleys NHS Foundation Trust are improving healthcare together

This two-day Study Tour will take a deep-dive into two contrasting organisations, both using Lean approaches for Improvement. This backstage pass will give Q members an immersive opportunity to learn about adapting Lead ideas from industry to improve safety and flow in healthcare. We will be allocating places by ballot to ensure we are fair as possible. The ballot is currently open and will close on the morning of Tuesday 17 July.

To find out more about upcoming Q Visits for Autumn 2018, please visit: q.health.org.uk/get-involved/q-visits

Join the conversation @theQcommunity #Qvisits

Delegate list

Name	Organisation	Email Address
Adrienne Rogers	Poole Hospital NHS Trust	adrienne.rogers@poole.nhs.uk
Aideen Naughton	Public Health Wales	aideen.naughton@wales.nhs.uk
Allison Welsh	CQC	allison.welsh@cqc.org.uk
Andrew Lewington	Leeds Teaching Hospitals	andrew.lewington@nhs.net
Beatrice Timbrell-Whittle	BNSSG STP	bktw67@hotmail.com
Danny Folscher	Kingston Hospital	martinus.folscher1@nhs.net
Debbie Brazil	Luton and Dunstable NHS Trust	debbie.brazil@ldh.nhs.uk
Emma Stinton	Kingston Hospital	emma.stinton@nhs.net
Hesham Abdalla	Walsall Healthcare NHS Trust	hesham.abdallax@gmail.com
Jo Vigor	NHS Improvement	jovigor@nhs.net
John Lodge	NHS Improvement (London Region)	johnlodge@nhs.net
Jonathan Grellier	Kingston Hospital	j.grellier@nhs.net
Kateryna Portmann	Medopad	kateryna.portmann@gmail.com
Kerry Robinson	The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS FT	kerry.robinson@rjah.nhs.uk
Minesh Khashu	Poole Hospital NHS Trust	mineshkhashu@gmail.com
Natasha Scott	NHS Improvement	natashascott@nhs.net
Rebecca Langley	UCLPartners	Rebecca.Langley@uclpartners.com
Richa Ajitsaria	The Hillingdon Hospitals NHS Foundation Trust	richa.ajitsaria@nhs.net
Sarah Williams	Solent NHS Trust	sarah.williams@solent.nhs.uk
Seema Srivastava	North Bristol NHS Trust	seema.srivastava@nbt.nhs.uk
Sophie Bulmer	UCLPartners	sophie.bulmer@uclpartners.com

Agenda

	Topic
10.00 – 10.30	*Arrival and Coffee*
10:30 – 11.00	*Introductions and set-up*
11.00 – 12.00	*The Story of ADP – Walk the Walls*
12.00 – 12.30	*The Change Framework*
12.30 – 12.45	*The Story of ADI in Save the Children*
12.45 – 13.30	*Networking lunch*
13.30 – 13.50	*Visual Performance Management*
13.50 – 14.50	*GEMBA to CEO's Future Strategy Group*
14.50 – 15.05	*Break*
15.05 – 15.30	*Reflections and close*

Speakers

Richard Hay
Director, Strategy Delivery & Performance

Work: Office of the CEO, ADI Global lead Save the Children, ADP Core team, GMS Site Director Beckenham, OE internal Consultant Primary Supply, GMS Knowledge Management, various GMS sites Welwyn Garden City, Crawley & Cork with roles in Technical, Quality & Production.

Education: M.ST Manufacturing & Leadership Wolfson College Cambridge University. Honours degree in Chemistry from Loughborough University.

Skills: ADP Consultant, Coaching, Leadership Edge Facilitator & Creating Contagious Commitment (Tipping Point).

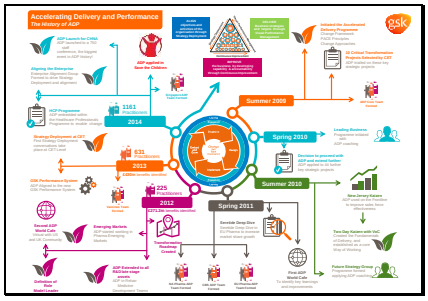
Sharon Chitty
Programme Manager, CEO's Future Strategy Group, Office of the CEO & CFO (ADP Practitioner)

Completed 38 years service at GSK from Admin, Personal Assistant, Project Co-Ordinator to Project and Programme Manager roles

Hilary Smith:
Director, Strategy Delivery & Performance, Office of the CEO & CFO

Just completed a 6 month assignment in the CEO's Future Strategy Group
Formerly from the Legal department.

The Story of ADP
11:00 – 12:00



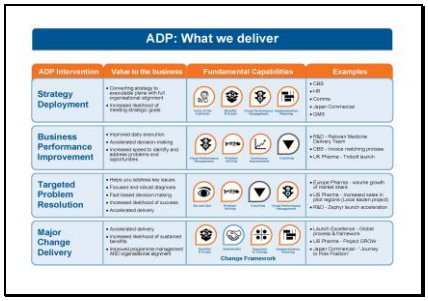
The "recent" ADP Journey ...

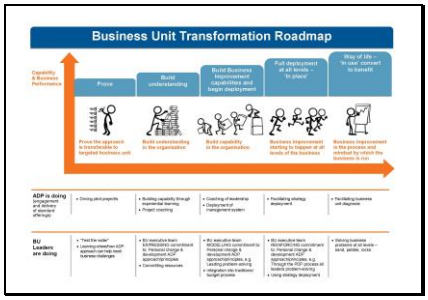
Embed and Grow 2016

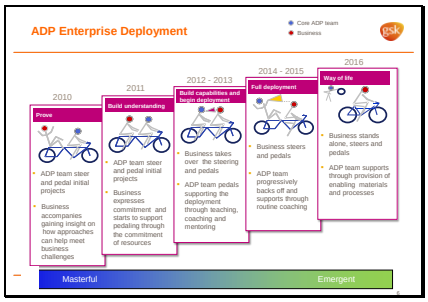
- Accountability for ADP transitioned to the Business
- ADP capability building driven by individual business needs
- ADP Core team transitioned to office of the CEO to apply ADP to strategic projects
- Office of the CEO accountable for ADP monitoring, ADP awareness via Mylearning & ADP COP
- Project Management Community of Practice formed

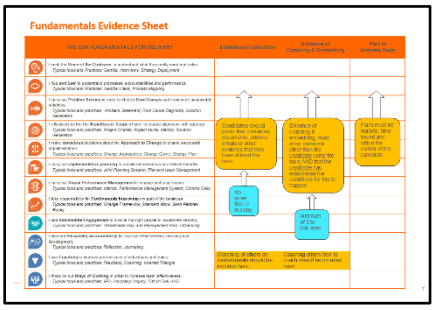
Sustain ADP and deeper in Project Management 2017 & 2018

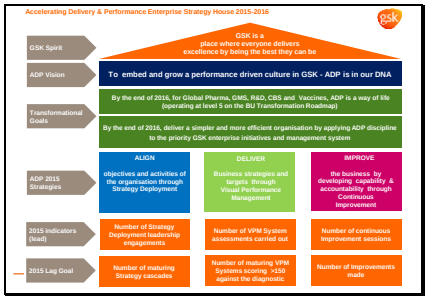
- ADP Community of Practice sessions 4 times a year
- ADP practioners acting as coaches for ADI Save the Children
- ADP Capability sits at 1697 practitioners and 73 consultants
- Project Management capability building defined at various levels

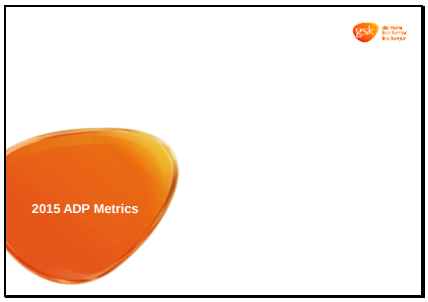

ADP: What we deliver
ADP Intervention
Value to the business
Fundamental Capabilities
Examples
Strategy Deployment
Business Performance Improvement
Targeted Problem Resolution
Major Change Delivery
Change Framework


Business Unit Transformation Roadmap
Prove
Build understanding
Build Business Improvement capabilities and begin deployment
Full deployment of all levels - 'in place'
Way of life - 'in use' convert to benefit
ADP is doing
BU Leaders are doing


ADP Enterprise Deployment
Core ADP team
Business
2010
2011
2012 - 2013
2014 - 2015
2016
Prove
Build understanding
Build capabilities and begin deployment
Full deployment
Way of life
ADP team steer and pedal initial projects
Business accompanies gaining insight on how approaches can help meet business challenges
ADP team steer and pedal initial projects
Business expresses commitment and starts to support pedaling through the commitment of resources
Business takes over the steering and pedals
ADP team pedals supporting the deployment through teaching, coaching and mentoring
Business steers and pedals
ADP team progressively backs off and supports through routine coaching
Business stands alone, steers and pedals
ADP team supports through provision of enabling materials and processes
Masterful
Emergent


Fundamentals Evidence Sheet


Accelerating Delivery & Performance Enterprise Strategy House 2015-2016
GSK Spirit
GSK is a place where everyone delivers excellence by being the best they can be
ADP Vision
To embed and grow a performance driven culture in GSK - ADP is in our DNA
Transformational Goals
By the end of 2016, for Global Pharma, GMS, R&D, CBS and Vaccines, ADP is a way of life (operating at level 5 on the BU Transformation Roadmap)
By the end of 2016, deliver a simpler and more efficient organisation by applying ADP discipline to the priority GSK enterprise initiatives and management system
ADP 2015 Strategies
ALIGN
objectives and activities of the organisation through Strategy Deployment
DELIVER
Business strategies and targets through Visual Performance Management
IMPROVE
the business by developing capability & accountability through Continuous Improvement
2015 indicators (lead)
Number of Strategy Deployment leadership engagements
Number of VPM System assessments carried out
Number of continuous improvement sessions
2015 Lag Goal
Number of maturing Strategy cascades
Number of maturing VPM Systems scoring >450 against the diagnostic
Number of improvements made


2015 ADP Metrics

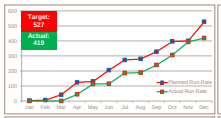
IPO – Global ADP "Comms cell"

Input	Process	Timings	Why? Info/Alignment/Decision/Action	Output
	Attendance and welcome Review AAR and Assign Role's - Always start on time	3 minutes 12:30-12:33	Info	Tracker (attendance and updates)
Discussion	2015 Metrics –Current State	8 minutes 12:33-12:41	Info/Alignment	Awareness of current state
Help requests	Requests for help - Be specific – when, where, capability needed	4 minutes 12:41-12:45	Info/Action	Promoted enterprise thinking through cross functional help
Stories from BUs	ADP Stories and Successes -Demonstration of benefit	12 minutes 12:45-12:57	Info	Celebrate and select successful applications of ADP across the enterprise to be included in the Hot News
Opinions from attendees	AAR	3 minutes 12:57-13:00	Decision/ Action	Direction as to how to further improve comms cell

Metrics update Summary

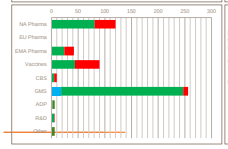
Metric	Winning?		
SD engagements		SD cascade	
PMS assessments		PMS Assessments >150	
CI sessions		Improvements made	
LDR engagements		RML	
Practitioner		Consultant	

Number of Performance Management System Assessments Carried Out (Lead)



Actions/Countermeasures

- **GMS;** Next monthly review on 14th December with final year data available 15th Jan – will hit target
- **Vaccines;** 4 PMS assessments from now until December end
- **EMA; LATAM/BRAZIL** another 11 expected **APNA** 3 expected

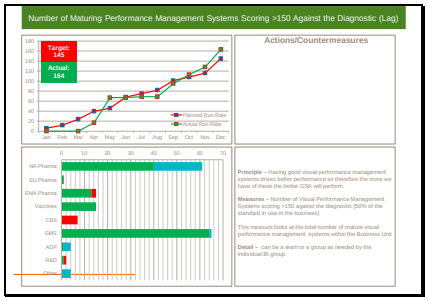


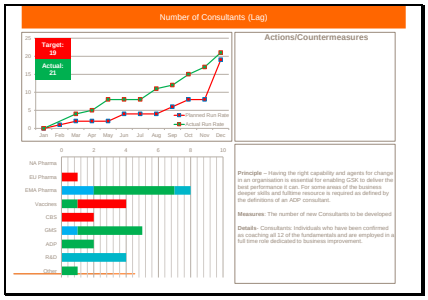
Principle – Plan to carry out assessments at targeted areas, to develop improvement plans for the system, to lead to improved performance.

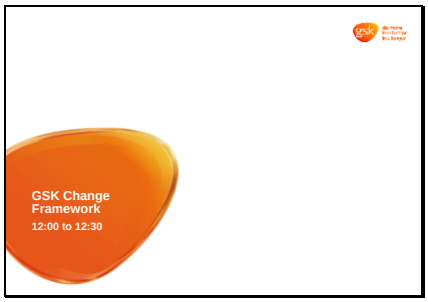
Measures – Number of Visual Performance Management System assessments carried out

Detail:

- Can be either self-assessment or coached assessment as planned by the BU
- Can be systems on a wall or virtual


Number of Maturing Performance Management Systems Scoring >150 Against the Diagnostic (Lag)
Target: 145
Actual: 164
Actions/Countermeasures
Planned Run Rate
Actual Run Rate
NA Pharma
EU Pharma
EMA Pharma
Vaccines
CBS
GMS
ADP
R&D
Other
Principle – Having good visual performance management systems drives better performance so therefore the more we have of these the better GSK will perform.
Measures – Number of Visual Performance Management Systems scoring >150 against the diagnostic (50% of the standard in use in the business)
This measure looks at the total number of mature visual performance management systems within the Business Unit
Detail – can be a team or a group as needed by the individual BI group.

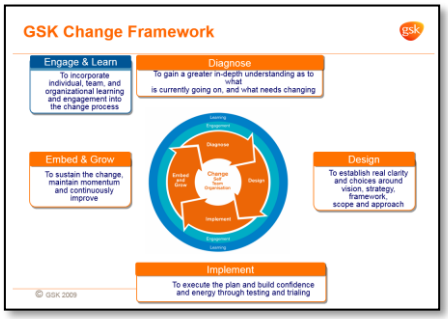

Number of Consultants (Lag)
Target: 19
Actual: 21
Actions/Countermeasures
Planned Run Rate
Actual Run Rate
NA Pharma
EU Pharma
EMA Pharma
Vaccines
CBS
GMS
ADP
R&D
Other
Principle – Having the right capability and agents for change in an organisation is essential for enabling CSK to deliver the best performance it can. For some areas of the business deeper skills and fulltime resource is required as defined by the definitions of an ADP consultant.
Measures: The number of new Consultants to be developed
Details- Consultants: Individuals who have been confirmed as coaching all 12 of the fundamentals and are employed in a full time role dedicated to business improvement.


GSK Change Framework
12:00 to 12:30

What is it?

- A common, consistent framework to guide any type of change in GSK
- Includes a disciplined process to ensure change is effective and sustainable by moving from Diagnosis to Design, Implementation and Embedding the change
- Most importantly, recognises the human element of successful change by involving the right people, learning and improving throughout the change

GSK Change Framework



Top tips for Success

- Principles of Accelerated Change (PACe)
  - Change starts with 'Self' first
  - Clear, active, visible and committed sponsorship
  - Simple, time-bound measure tied to business results
  - The people who are impacted need to own and design the change
  - Focus on the vital few things you can change
  - Fit for purpose solutions that address customer needs

The adoption of ADP in

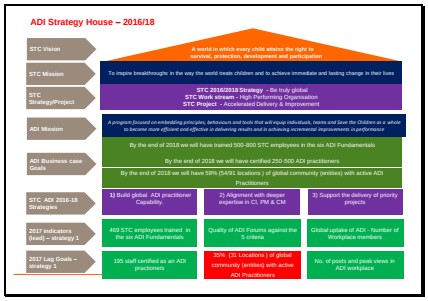
Save the Children

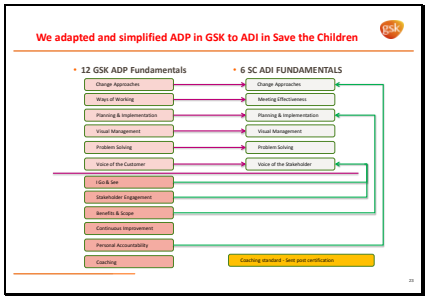
12:30 to 12:45

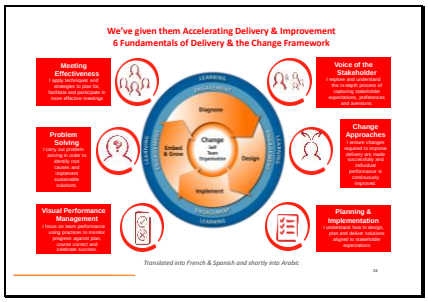
Richard Hay (GSK)

Save the Children Key Facts

- Annual income ca $2.2 billion
- SC US 696, SCUK 548 & SC Sweden 140
- 17 International Programming Members & 12 Non IP members
- Number of Employees ca 30000
- Search and rescue boat – VOS Hestia based in Italy
- Programming SC International (SCI) – Based in Leicester Square
- CEO Helle Thorning-Schmidt (Ex Danish Prime Minister)
- 5 regions ESA , ARO , ME& EE, LAC & WCA
- Biggest Country Office – Ethiopia 2059 employees
- Reached – 54 million Children in 2016


ADI Strategy House – 2016/18
STC Vision
A world in which every child attains the right to survival, protection, development and participation
STC Mission
To inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives
STC Strategy/Project
STC 2016/2018 Strategy - Be truly global
STC Work stream - High Performing Organisation
STC Project - Accelerated Delivery & Improvement
ADI Mission
A program focused on embedding principles, behaviours and tools that will equip individuals, teams and Save the Children as a whole to become more efficient and effective in delivering results and in achieving incremental improvements in performance
ADI Business case Goals
By the end of 2018 we will have trained 500-800 STC employees in the six ADI Fundamentals
By the end of 2018 we will have certified 250-500 ADI practitioners
By the end of 2018 we will have 50% (54/93 locations) of global community (entities) with active ADI Practitioners
STC ADI 2016-18 Strategies
1) Build global ADI practitioner Capability
2) Alignment with deeper expertise in CI, PM & CM
3) Support the delivery of priority projects
2017 indicators (lead) – strategy 1
469 STC employees trained in the six ADI Fundamentals
Quality of ADI Forums against the 5 criteria
Global uptake of ADI - Number of Workplace members
2017 Lag Goals – strategy 1
195 staff certified as an ADI practitioners
35% (31 Locations) of global community (entities) with active ADI Practitioners
No. of posts and peak views in ADI workplace


We adapted and simplified ADP in GSK to ADI in Save the Children
12 GSK ADP Fundamentals
6 SC ADI FUNDAMENTALS
Change Approaches
Ways of Working
Planning & Implementation
Visual Management
Problem Solving
Voice of the Customer
I Go & See
Stakeholder Engagement
Benefits & Scope
Continuous Improvement
Personal Accountability
Coaching
Meeting Effectiveness
Planning & Implementation
Voice of the Stakeholder
Coaching standard - Sent post certification


We've given them Accelerating Delivery & Improvement
6 Fundamentals of Delivery & the Change Framework
Meeting Effectiveness
I apply techniques and strategies to plan for, facilitate and participate in more effective meetings
Voice of the Stakeholder
I explore and understand the in-depth process of capturing stakeholder expectations, preferences and aversions.
Problem Solving
I carry out problem-solving in order to identify root causes and implement sustainable solutions.
Change Approaches
I ensure changes required to improve delivery are made successfully and that delivery performance is continuously improved.
Visual Performance Management
I focus on team performance using practices to monitor progress against plan, course correct and celebrate success.
Planning & Implementation
I understand how to design, plan and deliver solutions aligned to stakeholder expectations
Diagnose
Design
Implement
Embed & Grow
Change Led from Implementation
Translated into French & Spanish and shortly into Arabic

The Accelerating Delivery & Improvement program - 2016 to date

752 staff members completed or are participating in an ADI program.
127 staff have been certified as ADI practitioners

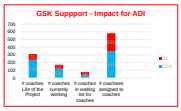
Geographic overview of GSK coaching support to Save the Children

Member offices (13)		Center and Regional Offices (6)	Country Offices (7)
SC Australia**	SC Spain **	Asia Regional Office**	**El Salvador CO ***
SC Canada *	SC Sweden	Latin America Regional Office	**Guatemala CO ***
SC Hong Kong**	SC Switzerland	Middle East Regional Office	Nicaragua CO
SC India	SC UK **	West & Central Africa Regional Office	**CO TBD (replacing Afghanistan)**
SC Japan**	SC US **	East & Southern Africa Regional Office	Côte d'Ivoire
SC Jordan *		Save the Children International Center (UK)	Ethiopia CO
SC Netherlands			Niger CO
SC Norway			

*** Represents a new location for training in 2018**
**** GSK coaching and facilitation support to workshops**

GSK Partnership with SC - ADI

GSK Suppport - Impact for ADI



ADI Practitioners by Coaching Resource

Impact of GSK support (2016-2017):

- 76% (236 out of 311) of our coaches have come from GSK volunteers.
- 60% (349 out of 581) of Save the Children participants have received a GSK coach
- 73% (99 out of 123) of our practitioners had a GSK coach

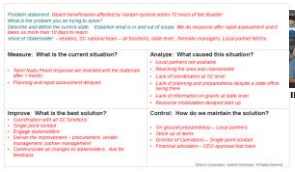
ADI 2018 pipeline:

- 6 new locations
- 27 new programs (waves)
- 540 participants
- 270 coaches required, aim 50% to be GSK

GSK staff ways of supporting:

- Facilitation of workshops (Spain, Hong Kong, Australia)
- Coaching participants (6 hrs within 4-6 months)

And we made a difference



IPSITA DAS from SC India
Problem solving

Goal achieved using an ADI approach :
beneficiaries affected by Cyclone reached within 72 hours

Visual Performance Management:

Are we winning or losing?
What are we doing to make sure we win?

Visual Performance Management

- I carry out Visual **Performance Management** to engage and align teams.
- *Typical tools and practices: KPI's, Comms. Cells, Accountability Boards*

1. *It's a system*
2. *Metrics at all levels*
3. *Review and correct*

1. It's a system! How to create alignment.

Strategy/vision/objective

Align objectives and activities of the organisation through Strategy Deployment

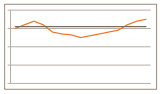
Escalation – for quick problem solving

1) Operations - Day job/run the business
2) Improvement - Improve the business (Transformations, Projects & Continuous Improvement)

2. Metrics at all levels

Reality is;

- What gets measured gets done
- If you aren't keeping score you are only practicing
- Lead and lag metrics
- Visual, clear



- Results should always be shown as a trend
  - to predict future success or issues
  - one data point is not a trend
- The results should always be compared to a target
  - without a target it's just data

3. Performance Review Meetings (Comms Cells)

A **Performance Review meeting** (also called a **'stand-up meeting'**) works around your visual management system.

It brings the team together for regular review of the team's progress.

Teams should look at the visual system either on the wall or using virtual tools and talk through the elements of it.

Checklist for a Performance Review meeting:

- 30 min meetings – standard IPO
- Review your team plan – see if you are on track or off track
- Review KPIs
- Have a conversation about being off track or on track – course correct
- Review pending actions
- Give colleagues the opportunity to ask for help
- Share successes and record
- Do an after actions review to improve for next time

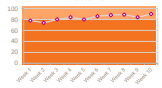
Bringing it all Together in a "comms cell"

(Developed in sequence – lag plan lead)

4 Essential Elements

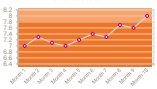
Lead Measures

% Tactical Plan



Lag Measures

% Market share

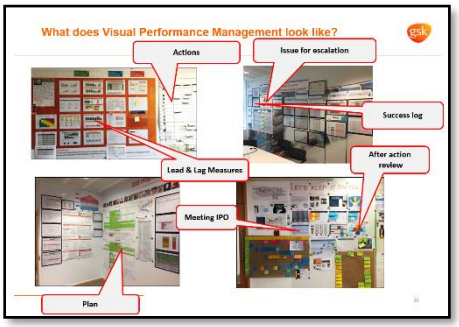


Plan or schedule

Accountability Board

Hypothesis is "if we hit our plan and our lead Measures = Success with Lag measure

What does Visual Performance Management look like?



Characteristics of Good Visual Performance Management

- Easy to understand at a glance, without long explanation
- Contain a small number of relevant performance measures
- Summarised using clear visuals
- Drives appropriate actions
- Time-bound
- Includes Key Performance Indicators:
  - relevant to business outcomes
  - include lead and lag indicators
  - include targets
  - are measured frequently

Checklist for a good visual management system:

- A **team plan**: long term plus weekly activities
- **KPIs**
- **Accountability** (who is doing what)
- **Success log**
- **Issues for escalation**
- **Standard IPO** for team meetings

Version 3 - Jan 2018

Gemba – let's 'Go and See'

- We will now 'Go and See' Visual Performance Management in practice.
- FSG – BS1 Future Strategy Group: Project teams of global key talent looking at areas of interest to GSK

Purpose of the Gemba: To learn what Visual Performance Management is and how it helps teams deliver their goals

What did you see, feel and hear ?

What did you love? (and hate?)

Notes

How I might apply this within my organisation

NHS
Improvement
The
Health
Foundation