

Agenda item:	16
Report title:	CI work supported or led by the central CI team
Report by:	Sunil Kapur , Assistant Director - Quality Assurance and Continuous Improvement, sunil.kapur@gmc-uk.org 0161 923 6654
Action:	To note

Executive summary

This paper provides an update on the continuous improvement work being supported or led by the central continuous improvement team during 2016.

Recommendation

The Performance and Resources Board is asked to note the update on the work of the continuous improvement work being supported by the central continuous improvement team.

Role of the Continuous Improvement team

- 1** In mid-2015 the centralised Continuous Improvement (CI) team was created to provide a flexible function that would support the training of CI principles and the delivery of CI work across the organisation. Resources were brought together from Resources and Quality Assurance, Registration and Revalidation and Fitness to Practise.
- 2** The team manages its work on a demand-led basis for both training and projects. The support it provides may range from advisory to the full management of CI programmes of work.
- 3** The CI training takes the form of either a one-day awareness course or a three-day CI leader's course. The training is frequently used in conjunction with the delivery of CI projects, where project team members are also trained in CI principles.

CI methodology

- 4** The CI projects are delivered following a set five step structure called DMAIC. The time the project spends in each stage is dependent upon the type of project.

Define

- 5** This first steps is about defining the problem. A project may be initiated with a simple problem statement. The aim is to refine the problem, set the goals, identify the stakeholders and define the project scope.

Measure

- 6** In this stage we measure the size of the problem. This enables us to validate the problem, refine the problem statement and refine the goals.

Analyse

- 7** Using the data we have collected we start to analyse the process and identify the root causes of the identified problems. At this stage we may identify that the initial problem statement is incorrect and we return to define or measure.

Improve

- 8** At this stage we know the root cause of the problem and the team generates possible solutions, prioritises them and plans for piloting or implementation. The solutions are then implemented.

Control

- 9** Following the implementation of the solution we monitor how well the solution performs and work with the operational teams to embed the solutions and move the project over to business as usual (BAU).

Report

- 10** The report at Annex A lists each of the 2016 CI projects that have been supported or led by the central CI team. The report describes the projects, their goals and current status.
- 11** As part of the 2017 business planning process the directorates have been asked where they require CI support. The CI work in 2017 will again be demand led and prioritised based on business need.

16 – CI work supported or led by the central CI team

16 - Annex A

Continuous improvement work

- 1 This section lists the Continuous Improvement (CI) work that is either supported or being delivered by the central CI team. The work has either been completed or is currently underway.
- 2 The report includes a brief description of the project, the goals and the current status.

Project name	Description	Project steps	Project status	DMAIC stage	Benefits
CI training	Deliver CI awareness and CI project leader training that will support the organisation's CI work	<ul style="list-style-type: none"> Promote the value of the CI training Deliver CI training in line with demand Bespoke training to team's requirements as required Review training feedback and make improvements as appropriate 	<p>Six CI awareness courses delivered</p> <p>47 attendees, average rating of 9 out of 10</p> <p>Four (3 day) CI leader courses delivered</p> <p>41 attendees, average rating 9.1 out of 10.</p>	Improve	Improved CI capability across the organisation.
Change programme – Approvals project	To support the smooth and efficient transition of the Approvals function from London to Manchester	<ul style="list-style-type: none"> Value stream map the current curriculum approvals process and develop and ideal state process. Identify improvement opportunities and develop an implementation plan 	<p>Activities complete. Project handed over to BAU. The operational team are implementing improvements.</p> <p>19 improvement ideas have been taken forward by the team</p>	Control	Improved visibility, quality and timeliness of the processes

Project name	Description	Project steps	Project status	DMAIC stage	Benefits
Governance reporting	<p>To review the sign off process for papers being tabled at PRB, SPB and Council.</p> <p>To remove inconsistencies in the information presented to the different boards/Council.</p> <p>To ensure data presented is as current as possible.</p>	<ul style="list-style-type: none"> • Map the paper development and sign-off process • Engage with suppliers, authors and customers of the process • Identify short and medium term improvement opportunities 	<p>Currently capturing qualitative and quantitative data on the process.</p> <p>Identifying quick wins.</p> <p>17 'quick wins' have been identified, approved and are being taken forward by the team.</p> <p>Further analysis and improvement work is underway.</p>	Measure	Improve timeliness of the data and reduce the time to sign-off papers.
Collecting medical records	<p>Medical records are collected as part of the investigations process. Delays in collecting the records impacts on the total time to conclude an investigation.</p>	<ul style="list-style-type: none"> • Map the records collection process. • Collate data on the current process performance • Engage with medical records providers • Identify improvement opportunities • Pilot solutions 	<p>Management information about the process has been improved and 'influencing' telephone training is being piloted with Investigations Assistants. In Q2</p>	Improve	Reduce the time to collect records

Project name	Description	Project steps	Project status	DMAIC stage	Benefits
			<p>performance against the internal target of receiving records within 14 days has improved by 28%.</p> <p>22 colleagues have attended the telephone training with an average rating of 9.3 out of 10.</p>		
FOI requests from FTP	The time to respond to an FOI request where data is required from FTP is sometimes outside of the SLA	<ul style="list-style-type: none"> • Reduce the amount of time required to respond to an FOI request to the FTP MI team • Remove unnecessary sign-off steps • Reduce rework 	<p>The project has been completed.</p> <p>Decision points have been moved to earlier in the process and this has reduced rework.</p> <p>Cross directorate SRs have increased the visibility of requests.</p> <p>In the 12 months prior</p>	Complete	Reduce the time to respond and effort required to sign off.

Project name	Description	Project steps	Project status	DMAIC stage	Benefits
			to improvements the team met the statutory deadline within 87.2% of requests. Following the improvement work this increased to 93.6%		
Empanelment project	To identify if the current empanelment process would benefit from support from our enterprise systems	<ul style="list-style-type: none"> • Map the empanelment process • Analyse process information • Identify possible improvements • Review feasibility of improvement opportunities 	<p>The MPT and IOP empanelment process has been mapped and we are analysing the information.</p> <p>We are currently benchmarking against the Magistrates Court's new online empanelment system to learn from their work.</p> <p>We have identified an improvement opportunity to automate the write out process through GMC Connect.</p>	Measure / analyse	Reduce the effort required to deliver the process.

Project name	Description	Project steps	Project status	DMAIC stage	Benefits
			A development bid is being produced.		
CI database	Developing a system that enabled improved management of improvement ideas	<ul style="list-style-type: none"> Track CI ideas Improve visibility of CI ideas Improve the assessment and implementation of improvement ideas 	<p>New database implemented which allows greater visibility of progress.</p> <p>New processes in place for local teams to review the improvement ideas.</p> <p>Since its launch in February 2016 73 opportunities have been logged and reviewed.</p>	Control	Improved the quality of the CI project review process
IS Procurement process	To identify how our procurement process can best support IS processes	<ul style="list-style-type: none"> Identify waste and improvement opportunities in the IS procurement process Develop guidance and training to support the process 	<p>Current process mapped. Initial gaps identified.</p> <p>A new process is being piloted as part of the Digital Strategy Platform</p>	Improve	Improve the quality of the process and effort required

Project name	Description	Project steps	Project status	DMAIC stage	Benefits
			procurement process.		
Standards guidance development process	To review the guidance development process and identify areas of waste & improvement opportunities	<ul style="list-style-type: none"> • Develop a value stream map of the guidance development process • To identify process improvement opportunities • To initiate specific improvement projects 	<p>Value stream map complete and initial CI project being scoped.</p> <p>111 improvement opportunities identified across all 8 phases of the guidance development process, covering 13 themes.</p> <p>Launched project on the first phase of guidance development (Scoping). Of the 111, 22 opportunities sit within this are. This work will run alongside the Standards Consent project.</p>	Define	Improve the timeliness and effort required to deliver the processes
Associates	Associate contact details are duplicated across	<ul style="list-style-type: none"> • Document the current state process • Identify and implement 	We have identified how information is currently	Analyse	Reduce the effort

Project name	Description	Project steps	Project status	DMAIC stage	Benefits
contact details	multiple systems. This can negatively impact on the associate's experience of engagement with the GMC. Also we are not able to send out payments electronically as we can't rely on the email addresses we hold.	improvement opportunities	<p>stored and we are reviewing the scope of the project.</p> <p>Engaged with eight teams who work with associates.</p> <p>Identified 20 associate groups and 14 other external contact groups.</p>		required to deliver the processes
Complaints handling ISO accreditation	To gain ISO 10002 for customer complaint handling across the GMC	<ul style="list-style-type: none"> • Map current complaints processes across the organisation • Identify gaps to ISO standards • Develop actions to bridge the gaps & actions to address the 2013 internal review of complaints • Seek ISO certification 	<p>Certification gained in January 2016.</p> <p>Initial assessment against ISO 10002 identified 50% gap against standards.</p> <p>Project identified 40 improvement opportunities which were implemented through eight</p>	Complete	Improve the quality of the process

Project name	Description	Project steps	Project status	DMAIC stage	Benefits
			workstreams.		
Case examiner decision making	<p>To identify improvements that will facilitate the reduction of the CE decision backlog</p> <ul style="list-style-type: none"> ▪ Improve the quality and timeliness of the information required to make a CE decision ▪ Identify what case direction is required to effectively deliver a case ▪ Define the required consistency of CE decisions ▪ Ensure the allocation and prioritisation of cases minimises waste in the decision making process 	<ul style="list-style-type: none"> ▪ High level map of the current investigations process ▪ Shadow Triage, Investigations and CE teams ▪ Analyse process information ▪ Identify potential improvement opportunities ▪ Select improvement projects and set-up workstreams 	<p>The project team have identified 26 potential improvement projects.</p> <p>The majority of improvement opportunities have been incorporated into planned activities within FTP.</p>	Analyse	Reduce the time and effort required to deliver the process. Improve the quality of the inputs to the process.
Scanning	Support the scanning team in the development and delivery of their CI	<ul style="list-style-type: none"> • Run workshops to identify improvement opportunities • Development CI programme of work 	Team identified 70 improvement opportunities for further	Improve	Improve the timeliness of the processes

Project name	Description	Project steps	Project status	DMAIC stage	Benefits
	programme	<ul style="list-style-type: none"> • Improve engagement with suppliers and customers of their processes 	<p>investigation.</p> <p>Increased engagement with suppliers and customers to test assumptions.</p> <p>27 closed (this will be either NFA or implemented), 26 in progress and 17 pending investigation.</p>		and improve the quality
SOMEPE data collection	To reduce the amount of effort required to collect FTP data for use in SOMEPE	<ul style="list-style-type: none"> • Map the data collection process • Identify improvement opportunities relating to collecting information and reducing the amount of data reworking 	<p>Solutions have been developed to reduce the amount of effort required to collect info each year (creation of standard reports).</p> <p>Supporting the use of reference tables.</p> <p>Will review the impact of the solutions in the</p>	Improve	Reduce the effort required to deliver the processes

Project name	Description	Project steps	Project status	DMAIC stage	Benefits
			autumn		
Revalidation / FTP communications	To identify potential cross overs of communications between revalidation and FTP that may cause confusion to the doctor	<ul style="list-style-type: none"> • Process map the communications process • Collate and analyse data for doctors 'on hold' • Identify improvement opportunities 	11 project findings have been presented to and accepted by the R&R and FtP management teams for inclusion in their respective business planning processes.	Improve	Improve the quality and reduce the effort
Revalidation CI	Following three years of running the processes, deliver a general CI review of the revalidation processes	<ul style="list-style-type: none"> • Test original working assumptions used to design the revalidation processes • Identify improvement opportunities • Develop and implement improvements 	Identifying potential improvement areas. Collecting data.	Measure	Reduce the effort and improve the quality
Confidential helpline operational review	Simplify the confidential helpline procedure in relation to the type of caller, anonymous, unrestricted and confidential	<ul style="list-style-type: none"> • Review the process and identify waste • Identify improvement opportunities • Develop and implement solutions 	Process simplified to mirror mainstream process. Multiple manual handling steps removed	Control	Reduce the effort required to deliver the process

Project name	Description	Project steps	Project status	DMAIC stage	Benefits
Contact Centre	<p>To undertake a review of Contact Centre processes and identify improvement opportunities.</p> <p>Identify if improvement opportunities could enable a change to the SLAs.</p>	<ul style="list-style-type: none"> • Analyses call and email volumes, categories and processing times • Analyse mix of transactions and request for advice • Identify and deliver improvement opportunities (including removing or reducing requirement for call or email) • Link in with digital strategy and customer service strategy 	<p>Data analysis underway.</p> <p>Improvement opportunities being reviewed.</p> <p>A full assessment is underway of the 190,000 calls and 105,000 emails received into the Centre every year.</p>	Measure	Reduce the effort required to deliver the processes and improve the timeliness of some processes
HR recruitment process	Improve the support and guidance provided as part of the recruitment process	<ul style="list-style-type: none"> • Map the recruitment process • Interview a sample of recruiting managers • Analyse data and identify improvement opportunities • Develop solutions and implement 	<p>New guidance was written and launched. The guidance provided a simpler view of the recruitment process and provided greater clarity.</p> <p>The new guidance has been used with 111 vacancies since the start of the year.</p>	Complete	Improve the quality of the process

Project name	Description	Project steps	Project status	DMAIC stage	Benefits
Health Examiners and Medical Supervisors	Review the consent, information security, medical records collection and medical records payment processes in relation to processes delivered by Health Examiners and Medical Supervisors.	<ul style="list-style-type: none"> • Map the current processes • Engage with the operational teams to validate issues • Survey a sample of associates to collect information about the processes. • Develop the solutions 	<p>Four draft solutions have been developed and have been signed-off and refined solutions are being developed, including further engagement with internal stakeholders.</p> <p>Roll out plans being developed.</p> <p>Potential future costs for payment of medical records are being analysed.</p>	Analyse / Improve	Improved quality and reduced effort.