



Systems Thinking in the NHS

Alex Whitfield

Chief Executive, Hampshire Hospitals NHS Foundation Trust
Convener of North and Mid Hants Local Care System



Andover War Memorial Hospital

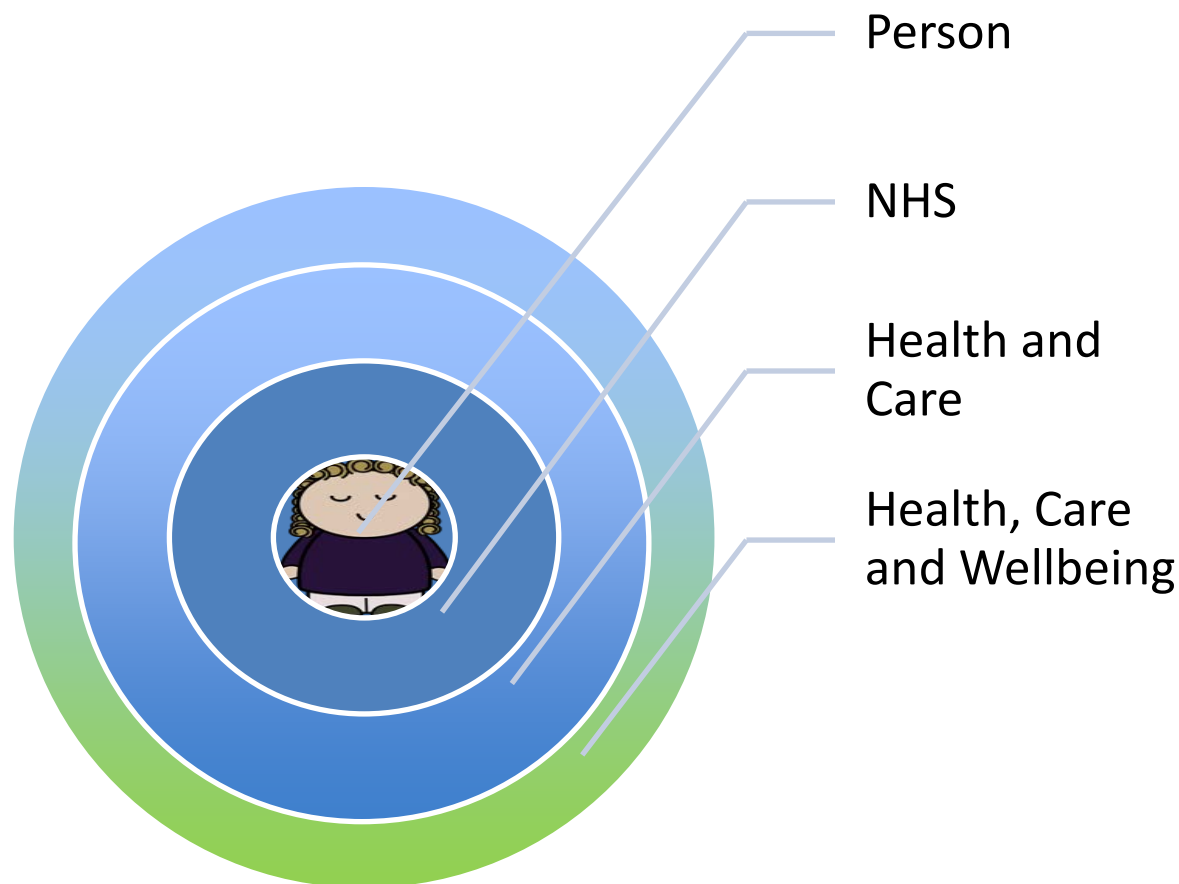
Basingstoke and North Hampshire Hospital

Royal Hampshire County Hospital

Systems

- The NHS system
- The NHS and care system
- The NHS, care and wellbeing system
- Fundamentals for good system working

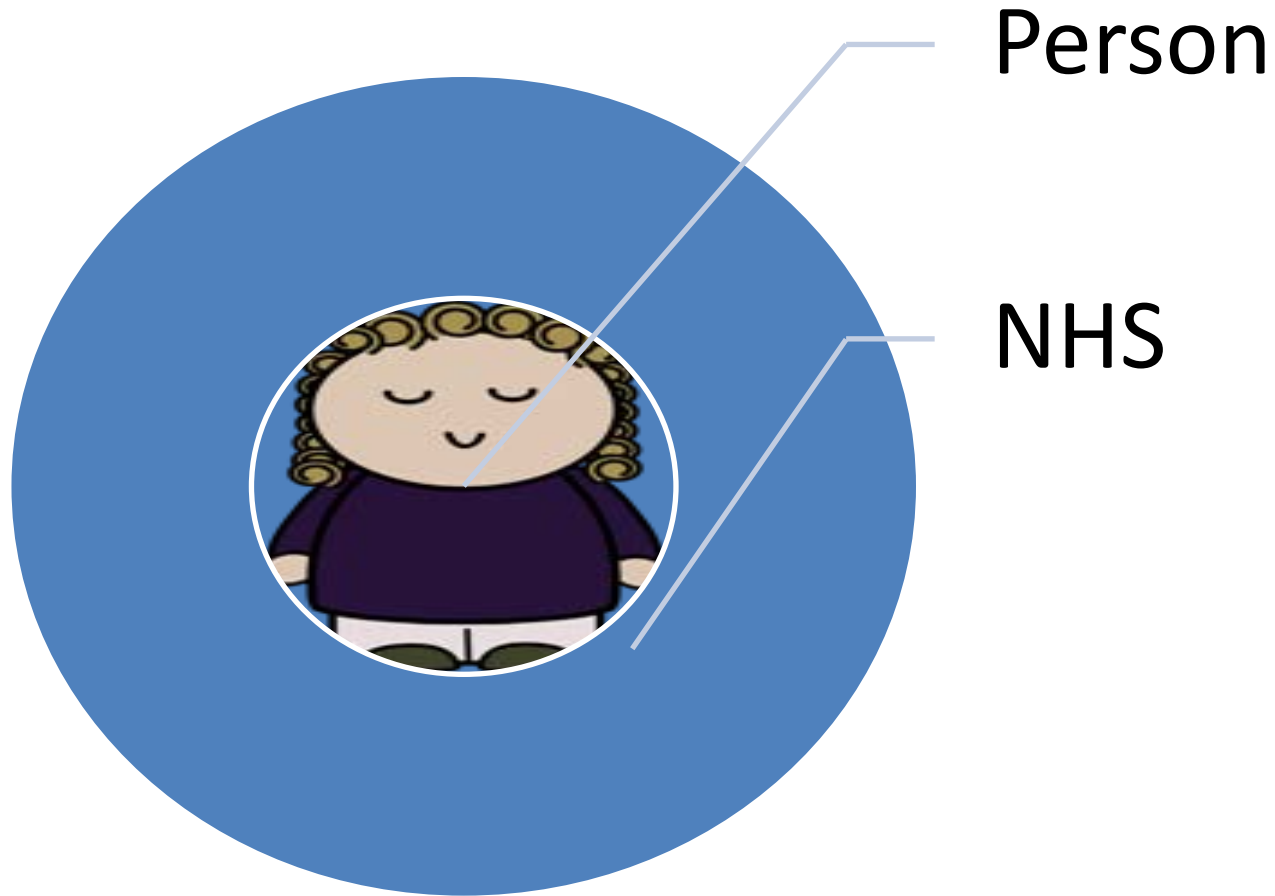
Systems



Fundamentals for good system working

- Trust and relationships
- Shared purpose – the patient, citizen, individual
- Shared records – digital solutions
- The right incentives to support system working

NHS System

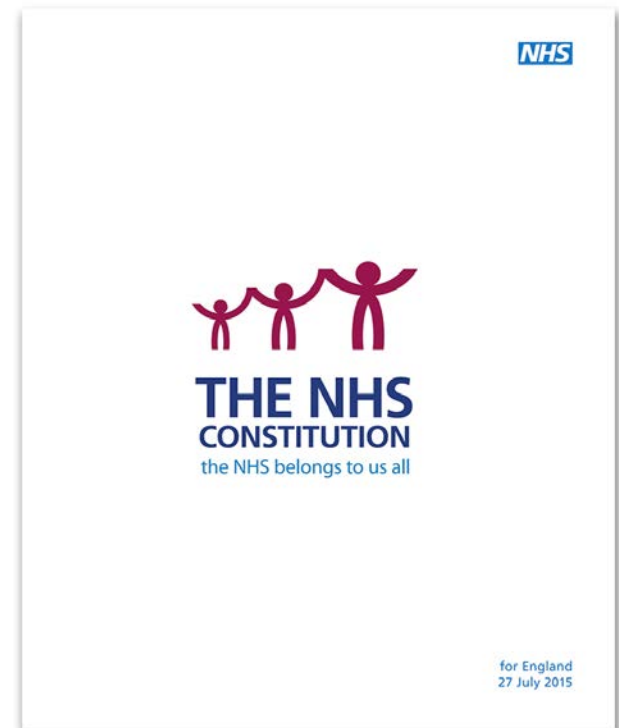


What is the NHS For? Shared Purpose

Introduction to the NHS Constitution

The NHS belongs to the people.

It is there to improve our health and wellbeing, supporting us to keep mentally and physically well, to get better when we are ill and, when we cannot fully recover, to stay as well as we can to the end of our lives. It works at the limits of science – bringing the highest levels of human knowledge and skill to save lives and improve health. It touches our lives at times of basic human need, when care and compassion are what matter most.



NHS Best system in the world?



NHS comes top in healthcare survey

Study by Washington-based foundation puts healthcare provision in the US at the bottom of its report



▲ The intensive care unit at Royal Berkshire Hospital. Photograph: Martin Godwin for the Guardian

The **NHS** has been declared the best healthcare system by an international panel of experts who rated its care superior to countries which spend far more on health.

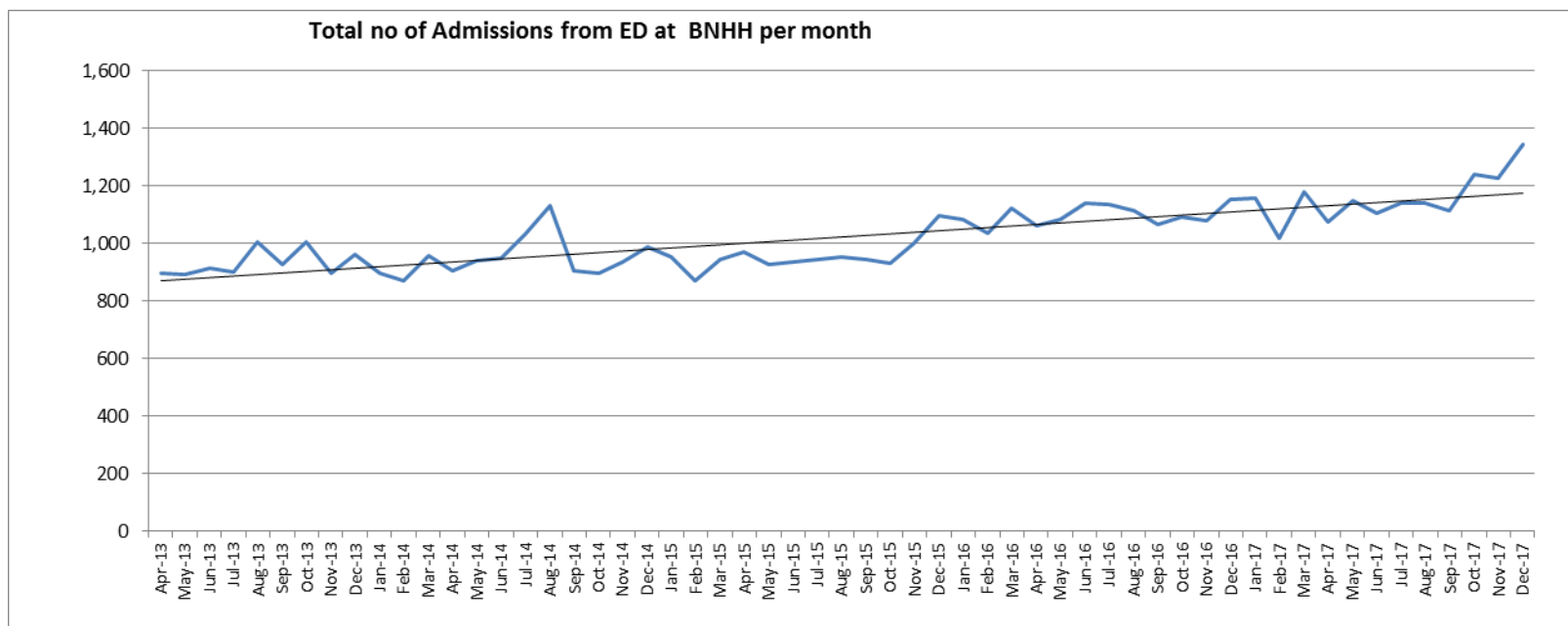
I was examined
promptly, thoroughly,
competently,
cheerfully, courteously
and sympathetically

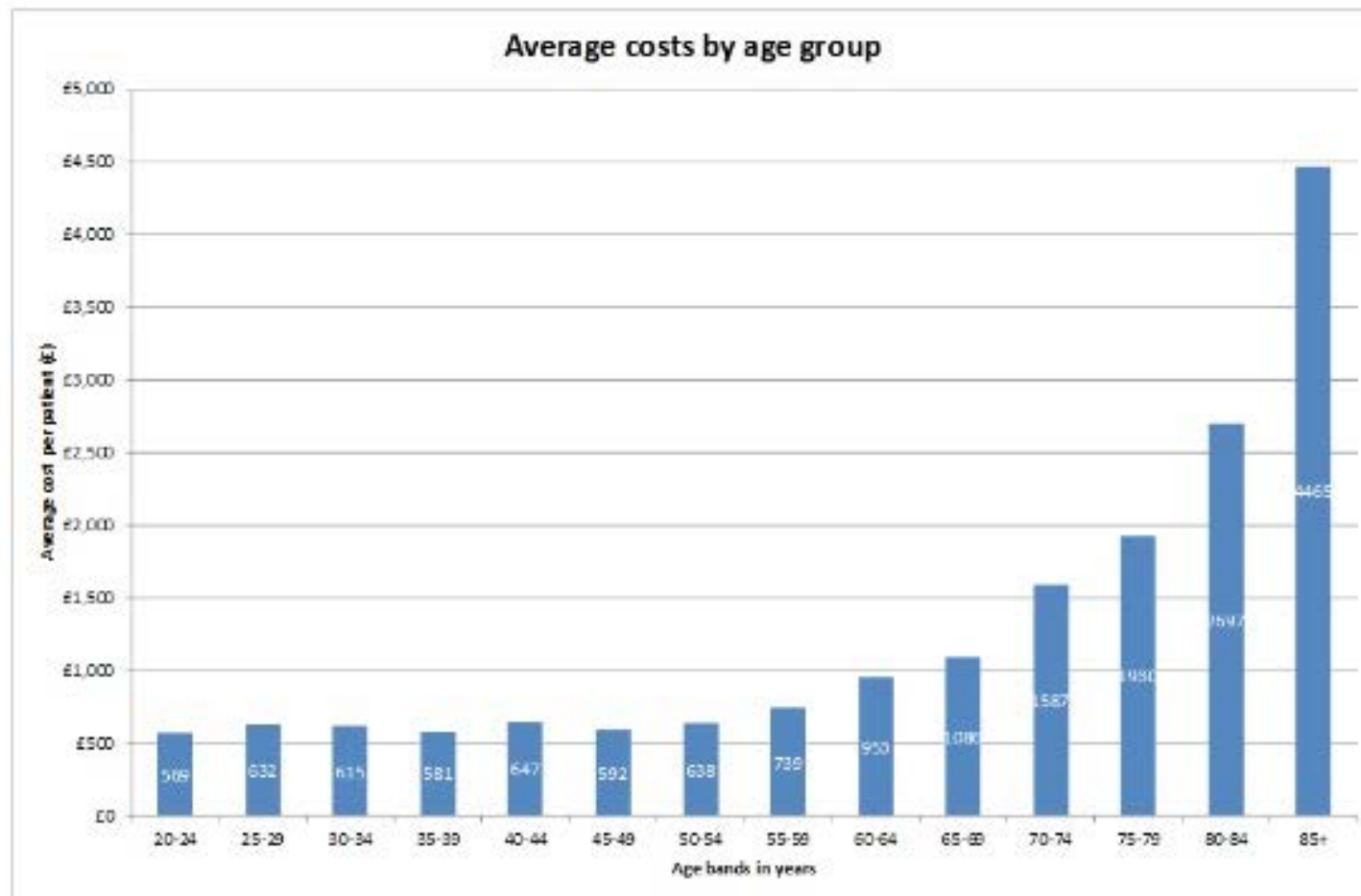
The whole team were
simply incredibly
wonderful. My whole
life has been
transformed

Our main challenges in the NHS

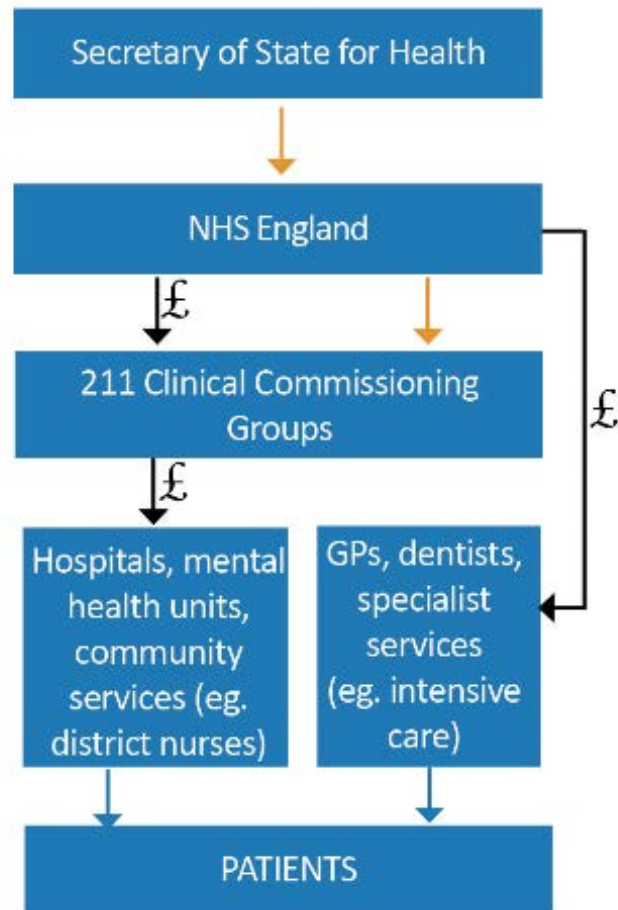


Ever increasing admissions to hospital

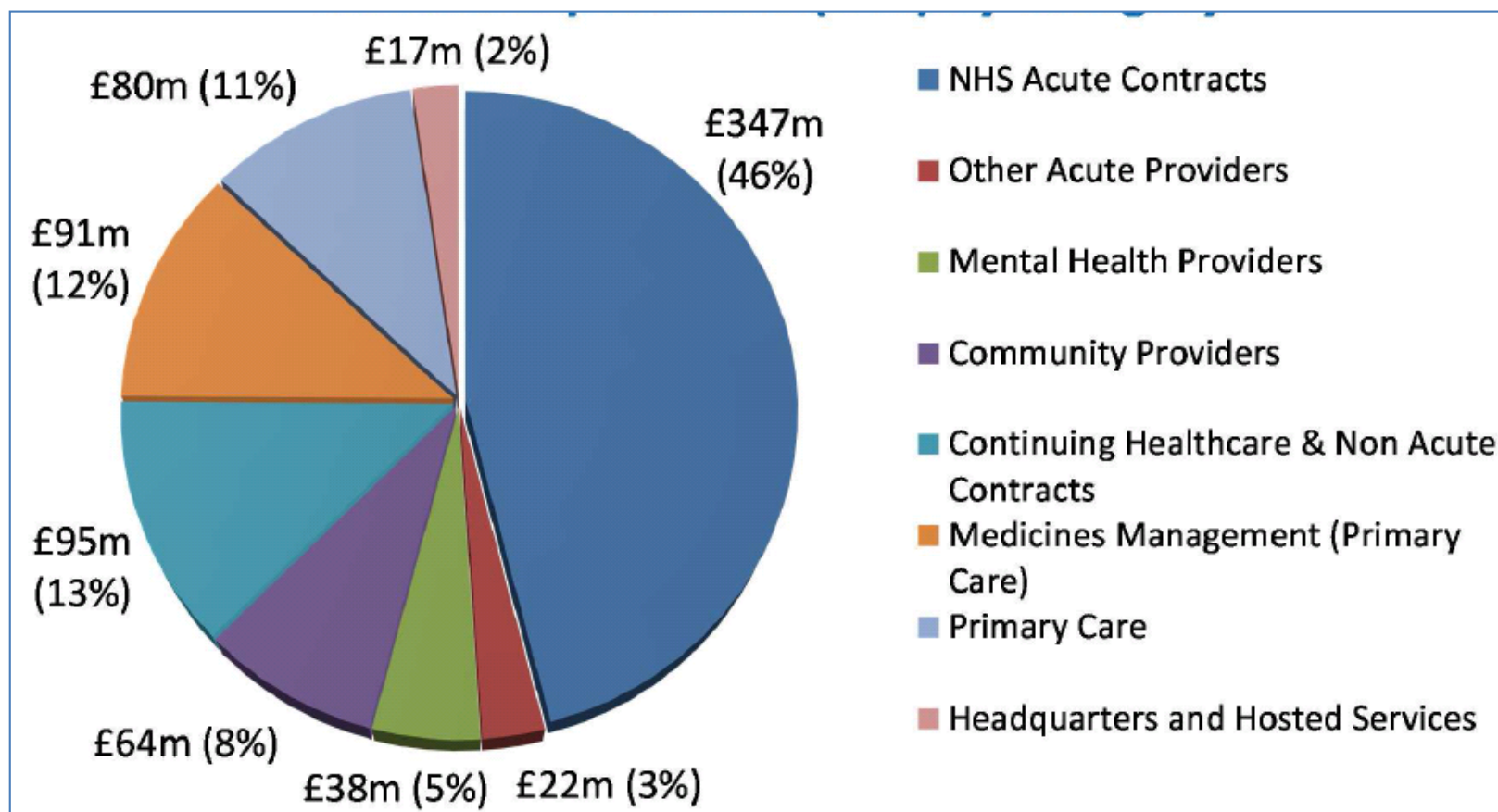




The NHS System - incentives

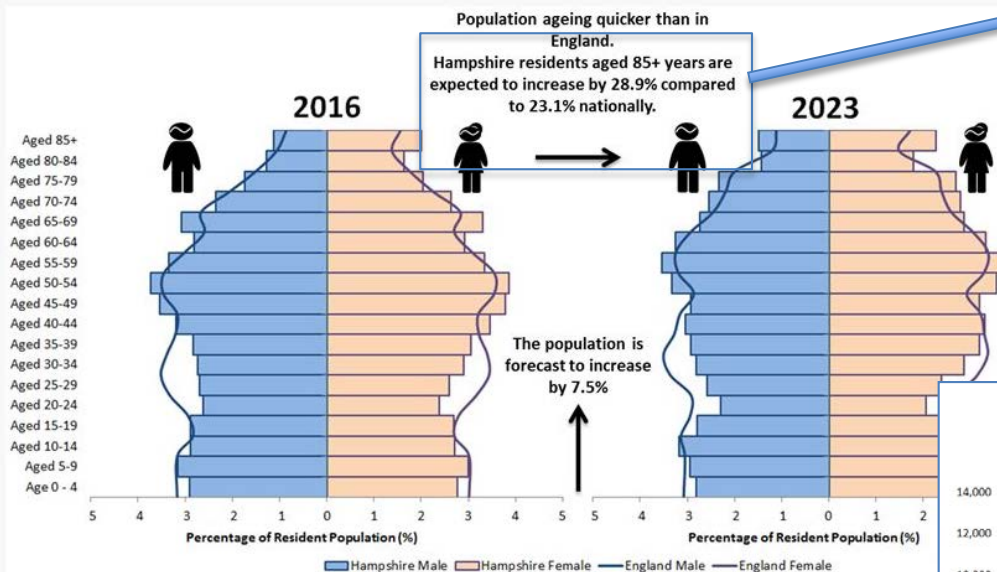


A local commissioner's spending for 17/18



Challenges created by success: Joint Strategic Needs Assessment

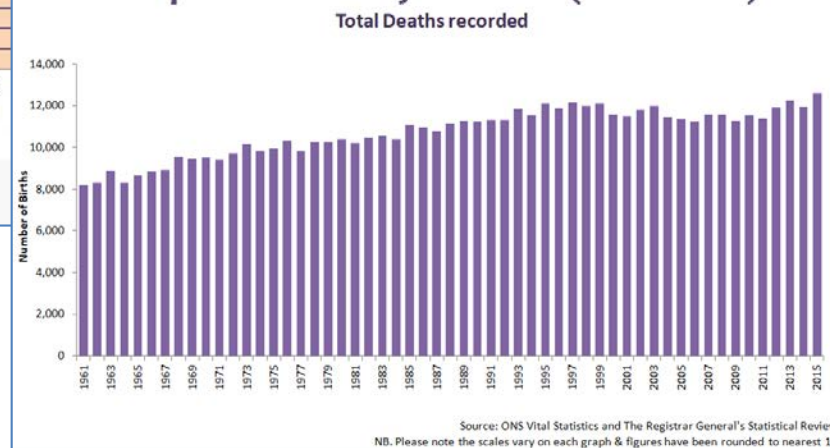
Hampshire population pyramids 2016 and 2023 population projections



Source: 2016 based SAPF and ONS 2014 based Long Term National Projections

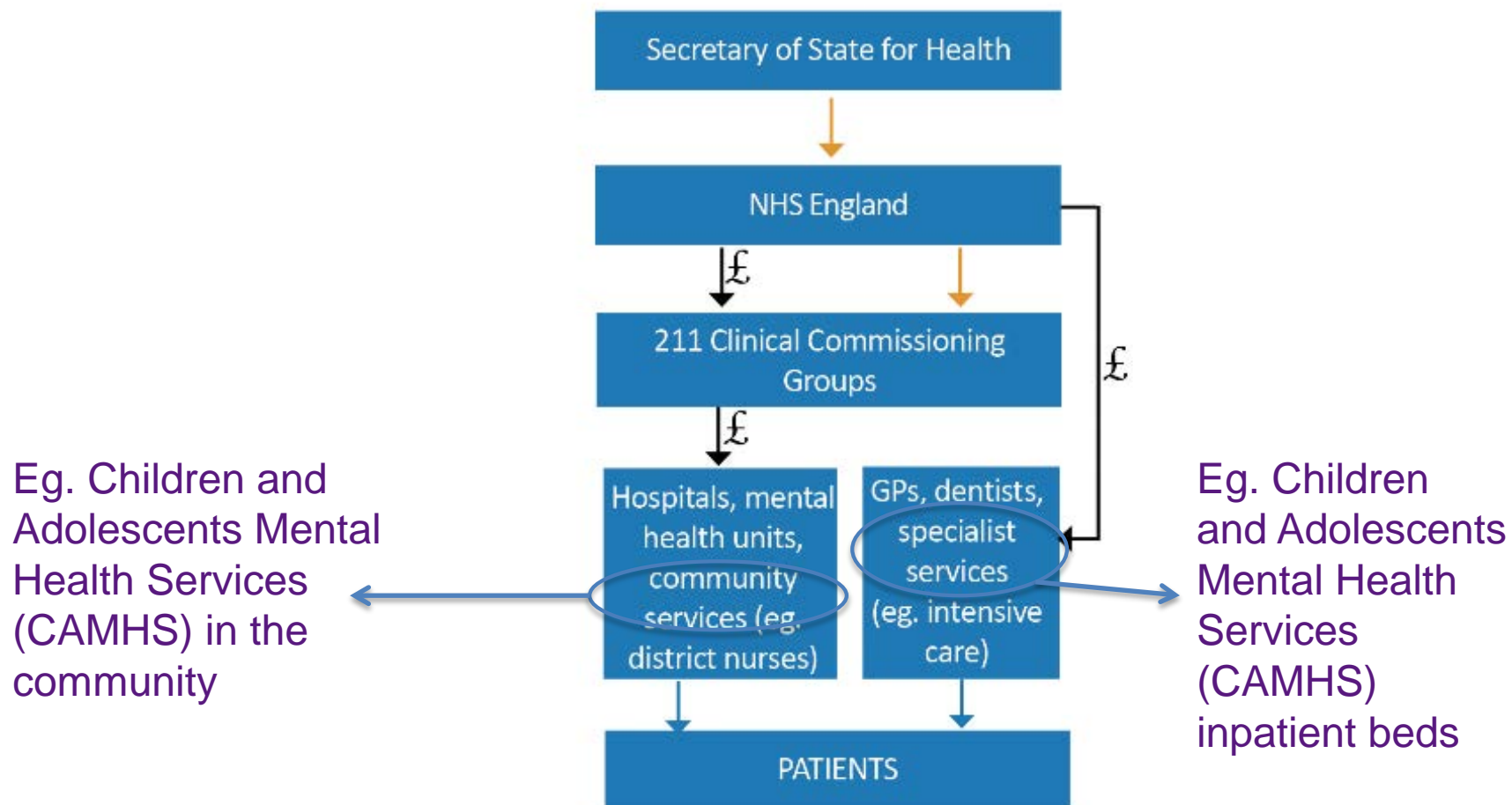
Population ageing quicker than in England.
Hampshire residents aged 85+ years are expected to increase by 28.9% compared to 23.1% nationally.

Hampshire County Council (Excl. UAs)



- The number of deaths in Hampshire is increasing each year
- 15% of hospital spend is on the 1% of people in their last year of life.

Challenges created by the system



Solutions: E-consult with your GP

St. Lukes Surgery and Botley Surgery **NHS**

Contact our doctors to get advice for your problem now

Get advice about specific conditions like **back pain, coughs, mental health concerns** and more

[I want help for my condition](#)

Get advice about general symptoms like **tiredness, bleeding, pain or weakness**

[I want general advice](#)

Request **sick notes** and other types of administrative help

[I want administrative help](#)

Search by condition, symptom or topic


[SEARCH](#)

Up to 60% of GP consultations can be managed remotely

Lukes Surgery and Botley Surgery **NHS**


All health conditions > Back pain

Back pain




I want to help myself

Get information and watch videos about back pain




I want pharmacy advice

Information about over the counter treatments



I want advice from a 111 clinician

Find out how to get advice from a clinician. The service is available 24/7.



I want treatment and advice from my GP

Consult your GP via a simple online form - we get back to you by the end of the next working day

System optimisation



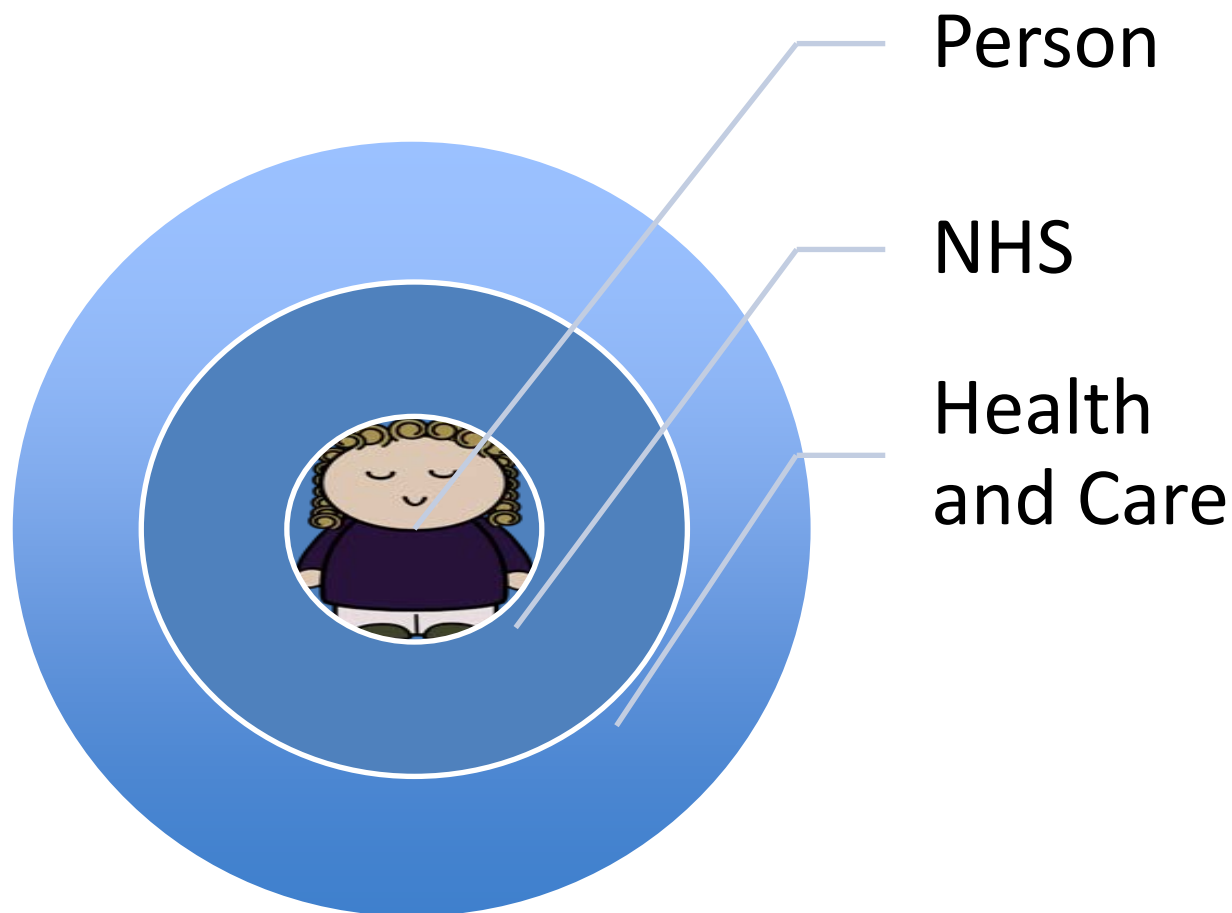
Optimising part of the system
or optimising the system?

- If you commissioned patient transport?
- If you provided patient transport?
- If you ran the whole system?

Fundamentals for good system working – the NHS

- Trust and relationships ?
- Shared purpose – the patient, citizen, individual ✓
- Shared records – digital solutions ?
- The right incentives to support system working ?

Health and Care Systems



Hampshire and Isle of Wight Sustainability and Transformation Partnership



New Care
Models

Acute
Services

Maternity &
Children

Mental
Health

Prevention

Cancer

Estates

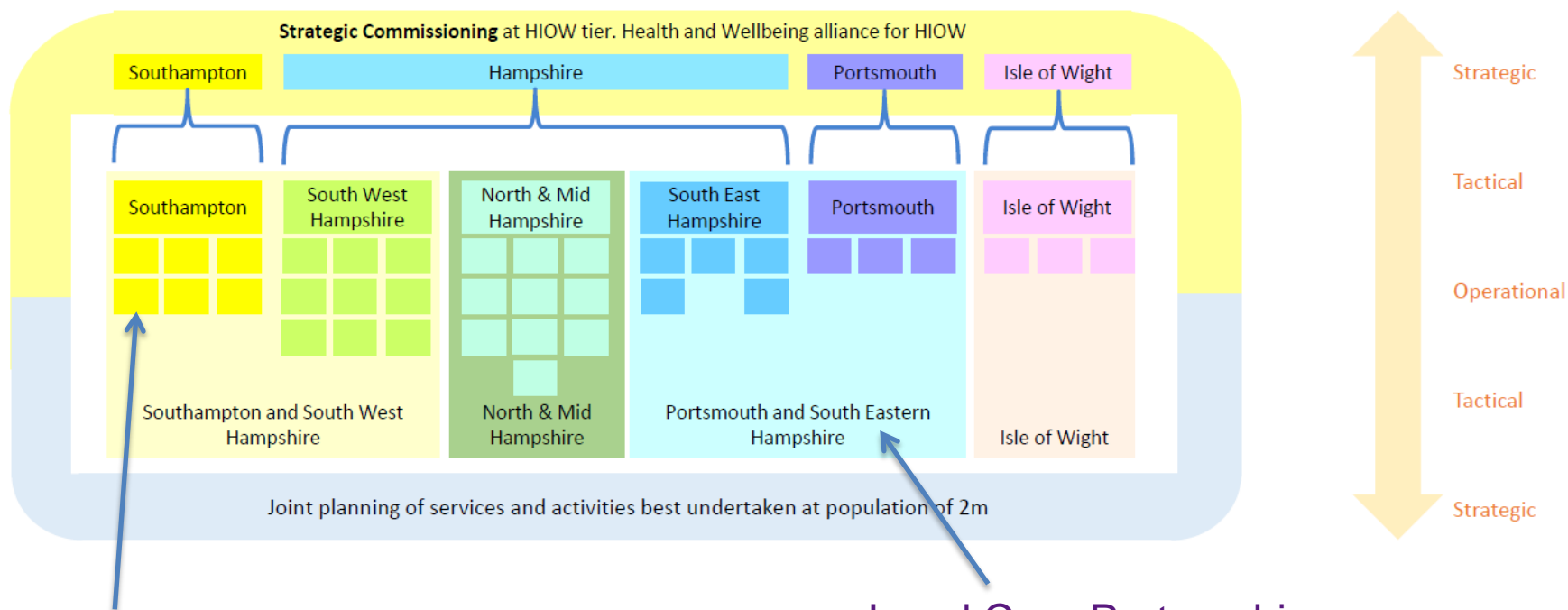
Digital

Workforce

*Transforming health and care in Hampshire and the Isle of Wight:
healthier lives, world class sustainable services, strong primary and community care*

County Hospital

Hampshire and Isle of Wight health and care system plans



Primary Care Clusters, serving populations of 30,000 -100,000 people.

Local Care Partnerships – acute hospital catchments

What is a Local Care Partnership?

Local organisations coming together to better meet the needs of the local population, within finite resources, by better joining up health and social care services



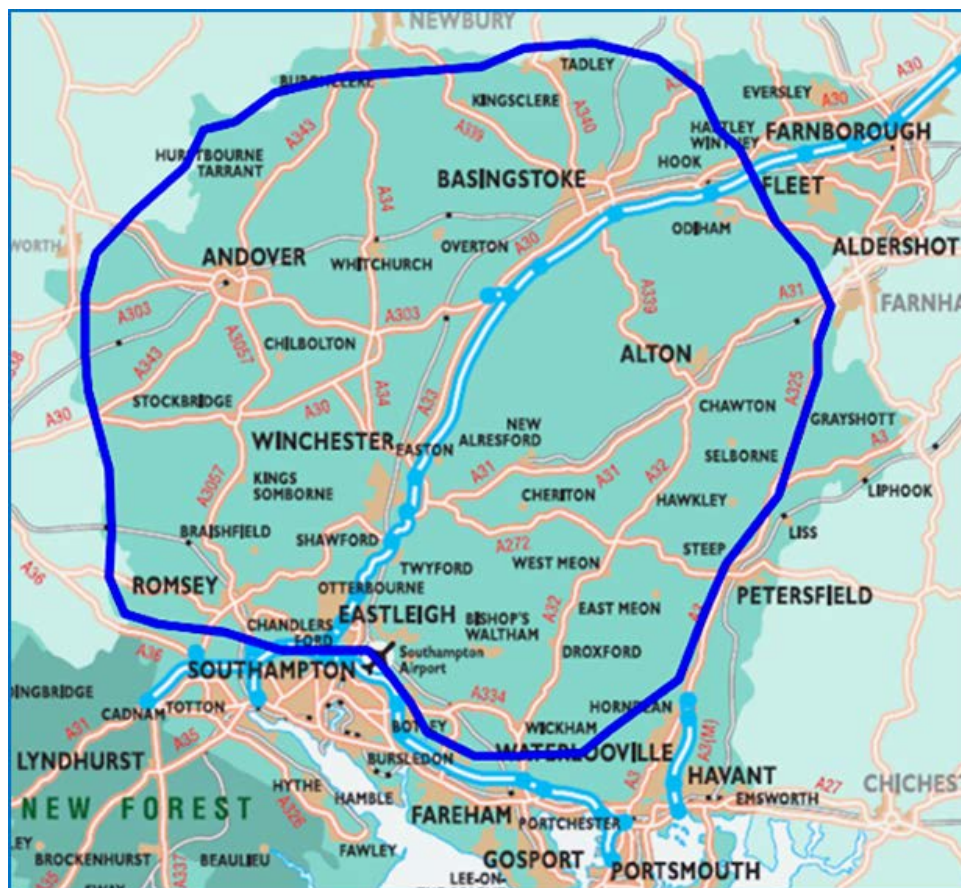
Andover War Memorial Hospital



Basingstoke and North Hampshire Hospital

Royal Hampshire County Hospital

Local....



Andover War Memorial Hospital

Basingstoke and North Hampshire Hospital

Royal Hampshire County Hospital

Members of north and mid Hampshire local care partnership

Hampshire Hospitals 
NHS Foundation Trust

 Mid Hampshire
Healthcare

Local GPs

North
Hampshire
Alliance

Local communities,
patients and public



Southern Health 
NHS Foundation Trust


North Hampshire
Clinical Commissioning Group

 Hampshire
County Council


Hampshire Hospitals
NHS Foundation Trust


West Hampshire
Clinical Commissioning Group


South Central
Ambulance Service
NHS Foundation Trust



Andover War Memorial Hospital

Basingstoke and North Hampshire Hospital

Royal Hampshire County Hospital

Health and Care system challenges

The long term stay is unhealthy for my mother to the point it is becoming detrimental.

What can be done in order to get my mother home? Surely it is not policy to have a hospital bed occupied for such a long period of time?
My mother continually asks to go home.

The entire process is a disgrace, my mother's life hangs in the balance, she is desperate to go home.

Please can you help?



Daughter of a patient who had been in hospital for 6 months



**“A bad system will beat a
good person every time.”**

🎲 **W. Edwards Deming**



Digital solutions: Sharing Information



Care and Health Information Exchange

The Care and Health Information Exchange (CHIE) is a secure system which shares health and social care information from GP surgeries, hospitals, community and mental health, social services and others.

CHIE helps professionals across Hampshire, the Isle of Wight and surrounding areas provide safer and faster treatment for you and your family by:

- Ensuring that you **only** have to tell your story once.
- Reducing **delays** to your treatment. For example, by reducing the need to repeat **blood** tests.
- Making sure the doctors, nurses and others involved in your care know about your medical history.
- Identifying diseases that you might be at increased risk of developing in the future. This can help you take action **early** to protect your health.

To protect your privacy and confidentiality, only health and social care professionals who are involved in your care are allowed access to your record and can identify you from it.

Your information is also used to improve future care for you, your family and for other patients. This helps plan NHS services and supports medical research. To keep your information safe it is moved to a separate database called 'Care and Health Information Analytics' (CHIA) and changed so that it cannot be used to identify you. Your data is never shared for the benefit of commercial companies like drug manufacturers. People who analyse data on CHIA do not have access to CHIE, so cannot identify you.

You have the right to opt out of having your data on CHIE for your care or CHIA for health planning and research. If you want to do this, please speak to your practice or contact the CHIE team directly.

You can find out more about:

- Your legal rights
- Who controls and protects your information
- How to opt out of sharing your data
- How long we keep your record
- How to make a complaint
- How to contact the data protection officer

Visit our website at www.CHIE.org.uk
You can contact us at: info.chie@nhs.net / 0300 123 1519 or speak to your practice for further information.



Trust: Working across boundaries



- Staff from Hampshire Hospitals, Southern Health and Hampshire County Council

- Overton unit – step down to home



It requires a different sort of leadership

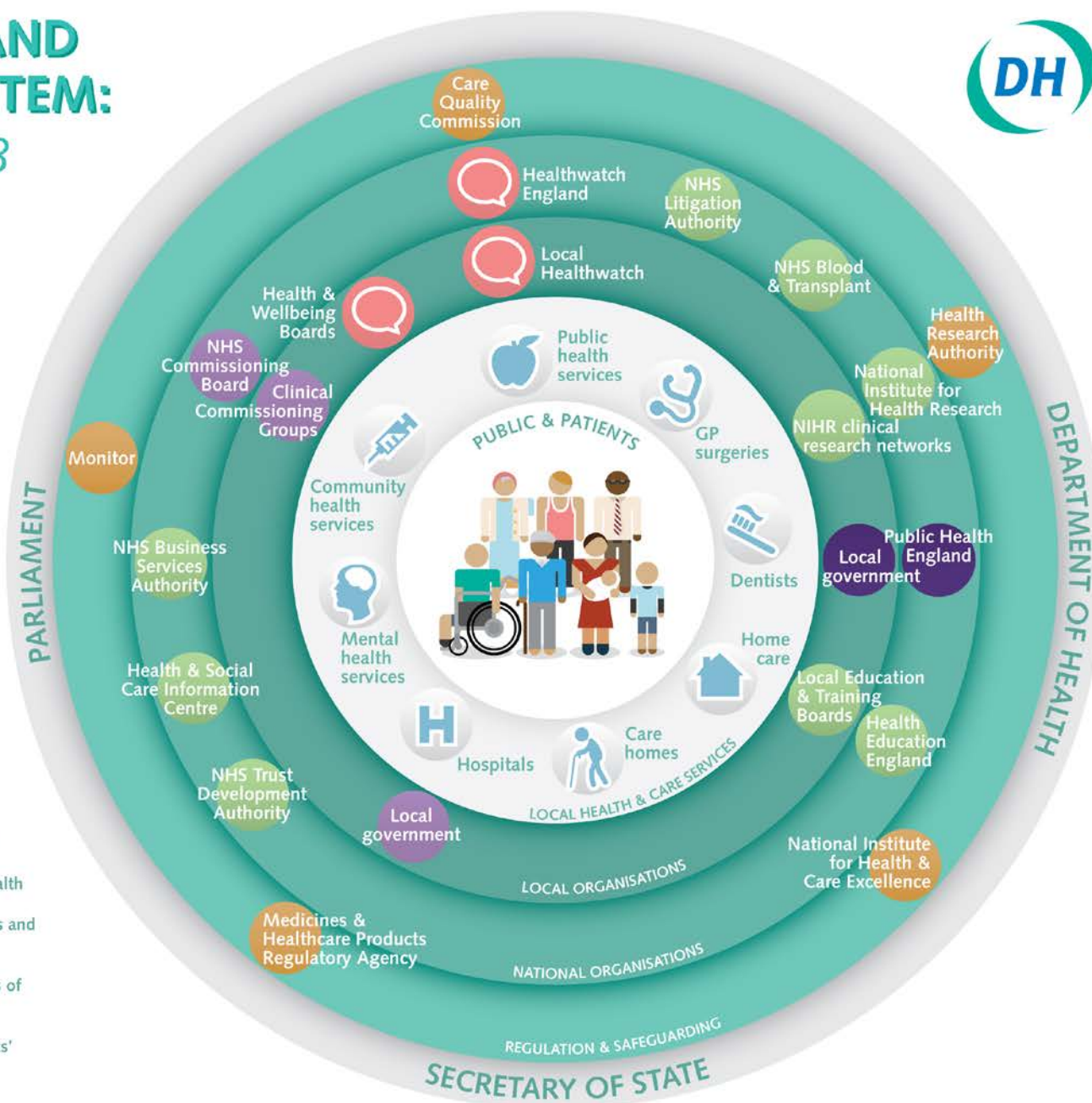


I suppose leadership at one time meant muscles; but today it means getting along with people. --*Mahatma Gandhi*

HEALTH AND CARE SYSTEM:

April 2013

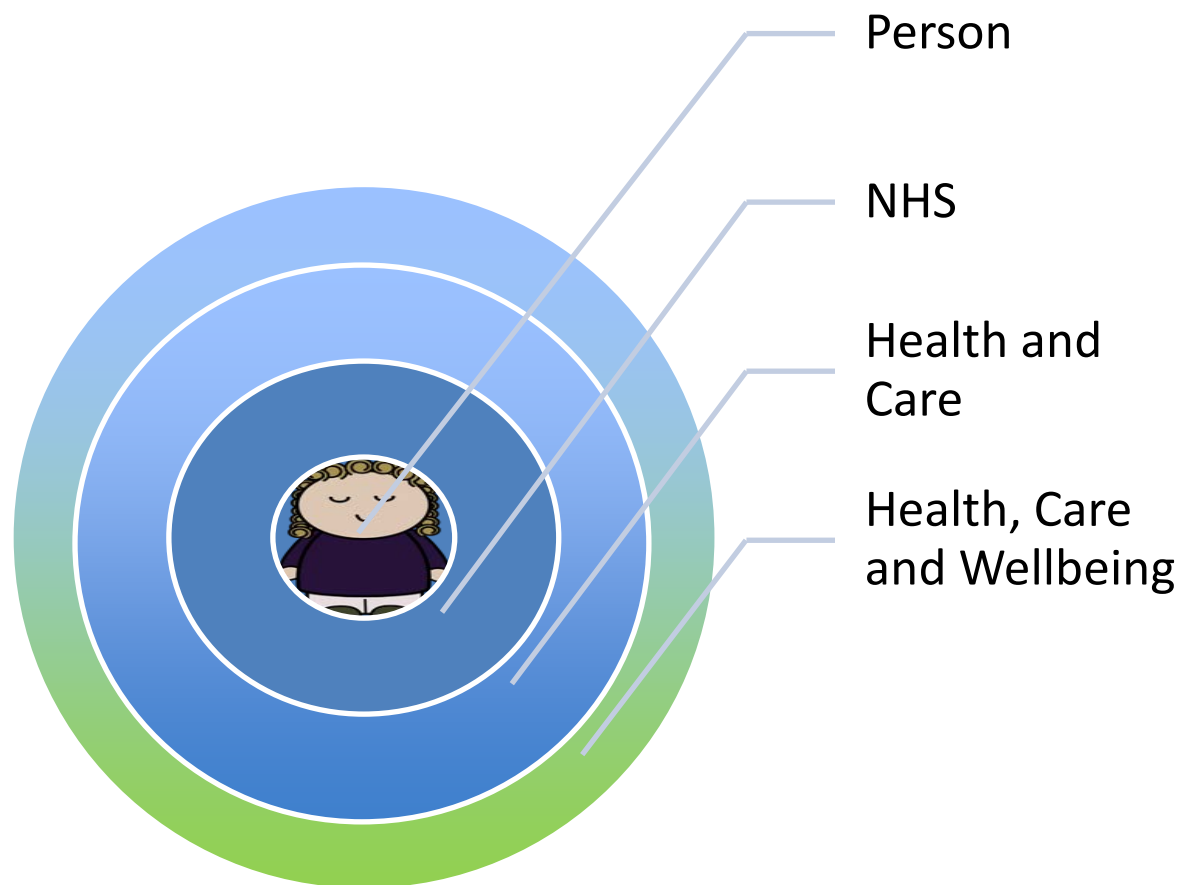
- KEY**
- Providing care
 - Commissioning care
 - Improving public health
 - Empowering patients and local communities
 - Supporting providers of care
 - Safeguarding patients' interests



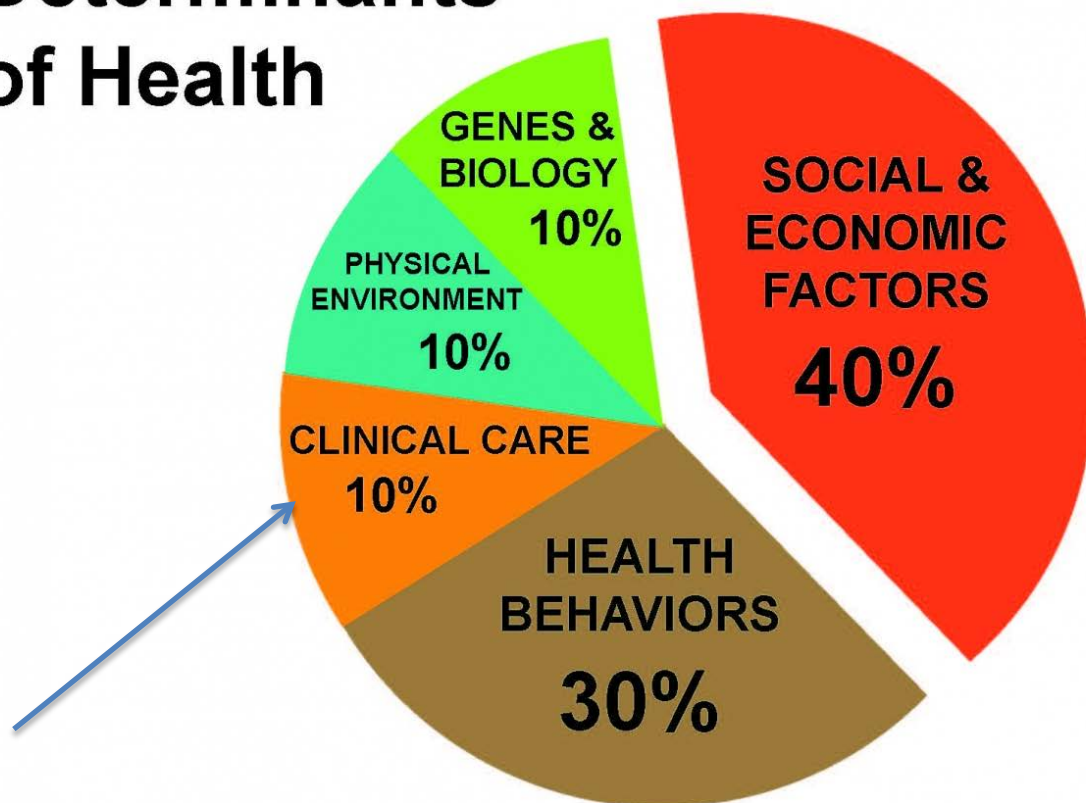
Fundamentals for good system working – the Health and Care system

- Trust and relationships ?
- Shared purpose – the patient, citizen, individual ✓
- Shared records – digital solutions ?
- The right incentives to support system working ?

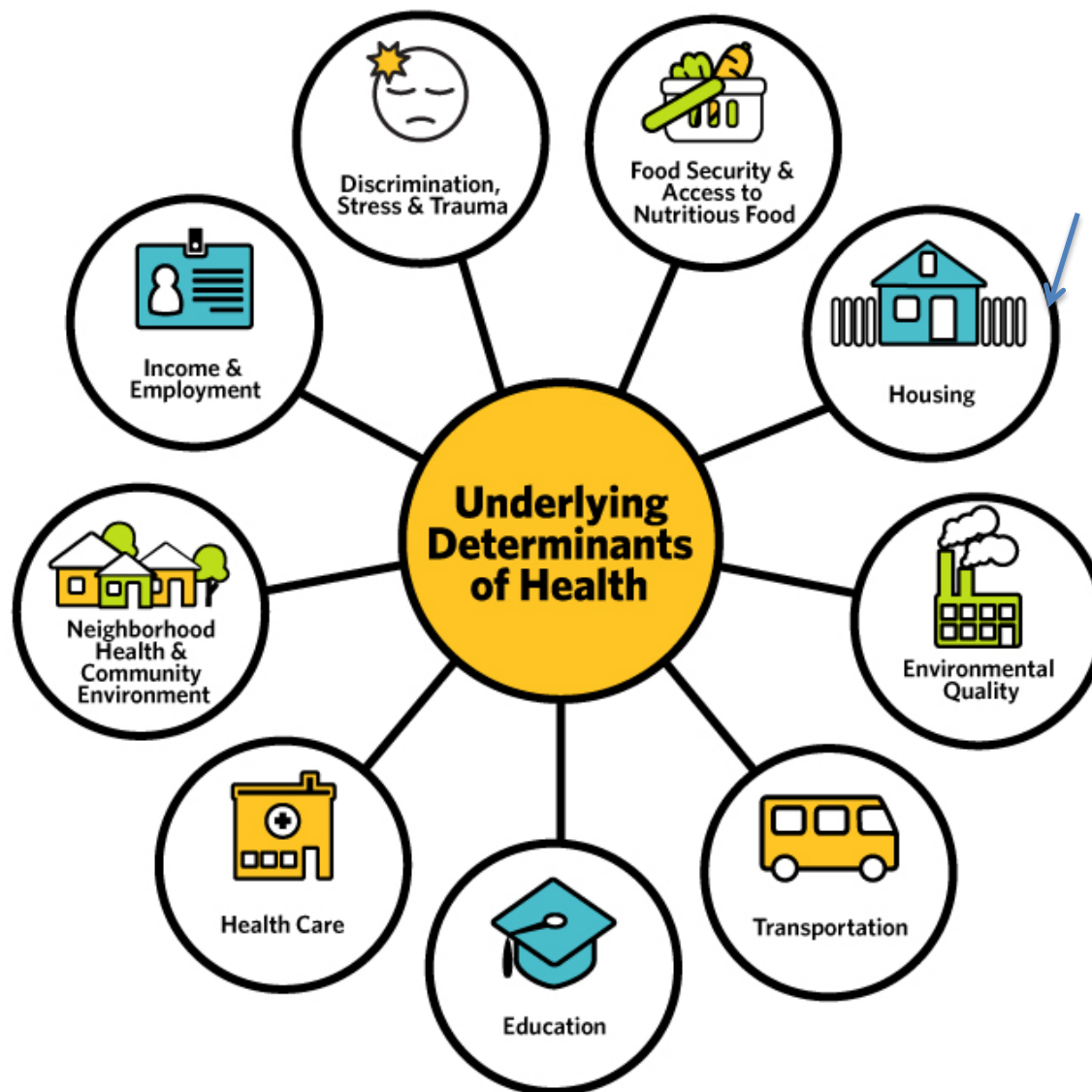
Health, Care and Wellbeing



Determinants of Health



The NHS....It is there to improve our health and wellbeing



Key presence in
multidisciplinary
discussions

So who is part of our system?

Hampshire Hospitals **NHS**
NHS Foundation Trust

Test Valley
Borough Council



HAMPSHIRE
**FIRE AND
RESCUE**
AUTHORITY



HAMPSHIRE
chamber of commerce

University of
Portsmouth

MH Mid Hampshire
Healthcare

Local GPs

North Hampshire
Alliance

Local communities, patients
and public



Southern Health **NHS**
NHS Foundation Trust

NHS
North Hampshire
Clinical Commissioning Group

 Hampshire
County Council

NHS
Hampshire Hospitals
NHS Foundation Trust

NHS
West Hampshire
Clinical Commissioning Group

 mind
for better mental health

NHS
South Central
Ambulance Service
NHS Foundation Trust



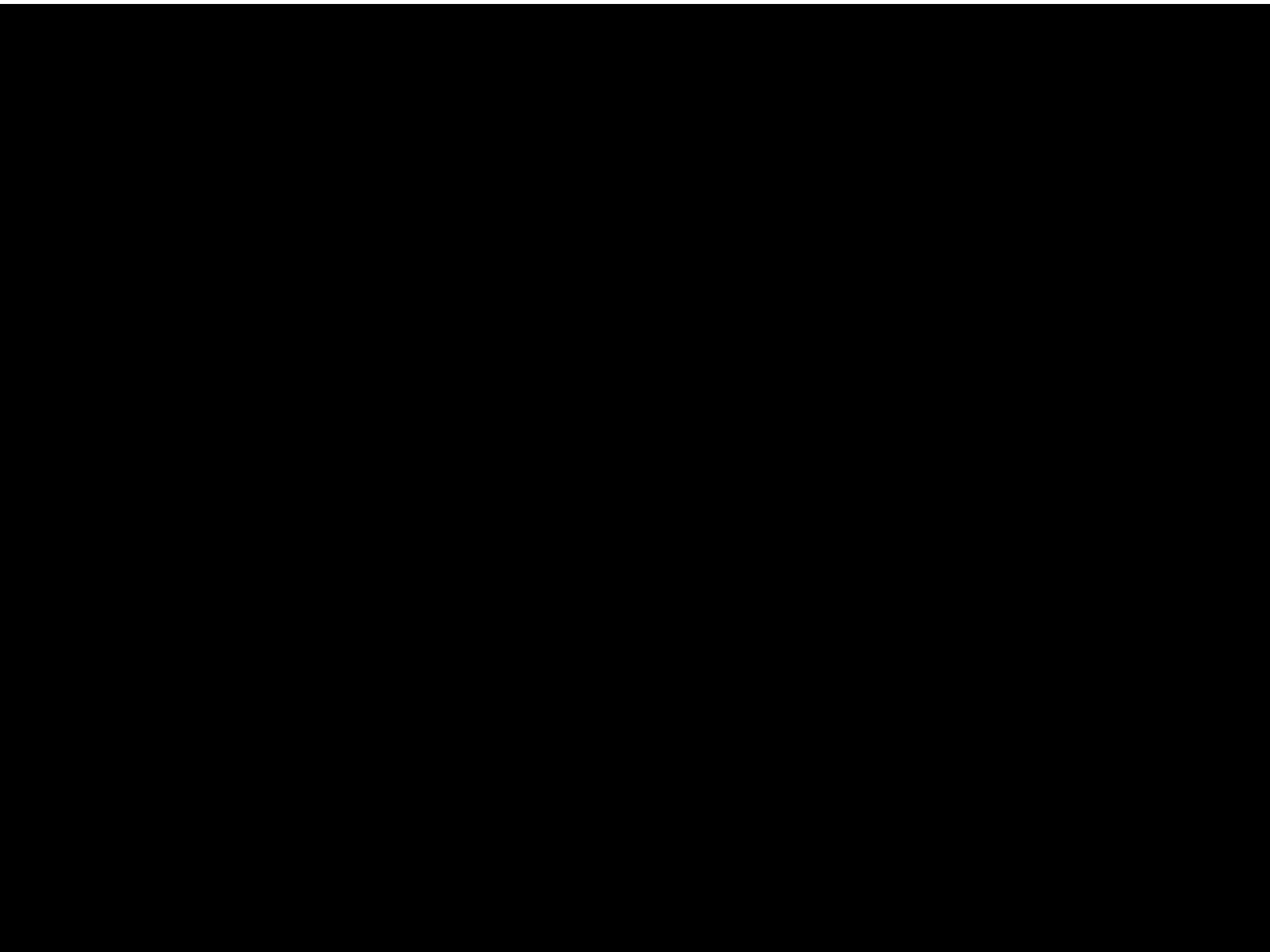
Andover War Memorial Hospital

Basingstoke and North Hampshire Hospital

Royal Hampshire County Hospital

Creating shared vision and purpose

- Last 1000 Days movement



**"You don't have to take
your clothes off..."**



For people over 80 –

10 days in a bed ages muscles by 10 years

One week of bed-rest results in 10% muscle loss

**Loss of strength could make the difference between
dependence and independence**

Get dressed – Get moving!

#endPJparalysis

Addenbricks

Produced by the CUH Corporate Communications Team

Addenbrooke's Hospital | Rosie Hospital

#End PJ Paralysis

Andover War Memorial Hospital

Basingstoke and North Hampshire Hospital

Royal Hampshire County Hospital

Respecting patients' time

ReSPECT is supported by



Andover War Memorial Hospital

Basingstoke and North Hampshire Hospital

Royal Hampshire County Hospital

Fundamentals for good system working – the Health, Care and Wellbeing system

- Trust and relationships ?
- Shared purpose – the patient, citizen, individual ✓
- Shared records – digital solutions ?
- The right incentives to support system working ?

Patient story



Andover War Memorial Hospital

Basingstoke and North Hampshire Hospital

Royal Hampshire County Hospital

Can we meet the challenges?

Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has. --*Margaret Mead*



Thank
you