Systems Thinking in the NHS

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Systems

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

Person

NHS

Andover War Memorial Hospital  Basingstoke and North Hampshire Hospital  Royal Hampshire County Hospital
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.
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

Secretary of State for Health

NHS England

£

211 Clinical Commissioning Groups

£

Hospitals, mental health units, community services (eg. district nurses)

GPs, dentists, specialist services (eg. intensive care)

£

PATIENTS

Andover War Memorial Hospital  Basingstoke and North Hampshire Hospital  Royal Hampshire County Hospital
A local commissioner’s spending for 17/18

- £347m (46%)
- £95m (13%)
- £91m (12%)
- £80m (11%)
- £17m (2%)
- £38m (5%)
- £22m (3%)
- £64m (8%)

- NHS Acute Contracts
- Other Acute Providers
- Mental Health Providers
- Community Providers
- Continuing Healthcare & Non Acute Contracts
- Medicines Management (Primary Care)
- Primary Care
- Headquarters and Hosted Services

Andover War Memorial Hospital  Basingstoke and North Hampshire Hospital  Royal Hampshire County Hospital
Challenges created by success: Joint Strategic Needs Assessment

- 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

- Secretary of State for Health
  - NHS England
    - 211 Clinical Commissioning Groups
      - Hospitals, mental health units, community services (eg. district nurses)
      - GPs, dentists, specialist services (eg. intensive care)
      - Patients

  Eg. Children and Adolescents Mental Health Services (CAMHS) in the community

  Eg. Children and Adolescents Mental Health Services (CAMHS) inpatient beds

Andover War Memorial Hospital  Basingstoke and North Hampshire Hospital  Royal Hampshire County Hospital
Solutions: E-consult with your GP

Up to 60% of GP consultations can be managed remotely.
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

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Hampshire and Isle of Wight Sustainability and Transformation Partnership

Transforming health and care in Hampshire and the Isle of Wight: healthier lives, world class sustainable services, strong primary and community care
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
Andover War Memorial Hospital             Basingstoke and North Hampshire Hospital           Royal Hampshire County Hospital

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.
Local....

Andover War Memorial Hospital  Basingstoke and North Hampshire Hospital  Royal Hampshire County Hospital
Members of north and mid Hampshire local care partnership

Local GPs

North Hampshire Alliance

Southern Health NHS Foundation Trust

Hampshire County Council

Hampshire Hospitals NHS Foundation Trust

South Central Ambulance Service NHS Foundation Trust

Andover War Memorial Hospital

Basingstoke and North Hampshire Hospital

Royal Hampshire County Hospital
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
Trust: Working across boundaries

- Overton unit – step down to home

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

Person

NHS

Health and Care

Health, Care and Wellbeing
Determinants of Health

- Genes & Biology: 10%
- Physical Environment: 10%
- Clinical Care: 10%
- Health Behaviors: 30%
- Social & Economic Factors: 40%

The NHS….It is there to improve our health and wellbeing
Underlying Determinants of Health

- Discrimination, Stress & Trauma
- Food Security & Access to Nutritious Food
- Income & Employment
- Housing
- Neighborhood Health & Community Environment
- Environmental Quality
- Health Care
- Transportation
- Education

Key presence in multidisciplinary discussions
So who is part of our system?

Local GPs

North Hampshire Alliance

Local communities, patients and public

Southern Health NHS Foundation Trust

Hampshire County Council

Hampshire Hospitals NHS Foundation Trust

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..."

Spot the difference

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

Produced by the CUH Corporate Communications Team

Addenbrooke’s Hospital | Rosie Hospital

Andover War Memorial Hospital     Basingstoke and North Hampshire Hospital     Royal Hampshire County Hospital
Respecting patients’ time
Fundamentals for good system working – the Health, Care and Wellbeing system

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Patient story
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