

Creating and supporting a culture of improvement, innovation and collaboration

Prof Elaine Mead

Dr Maimie Thompson

North Yorkshire Health and Wellbeing
Group

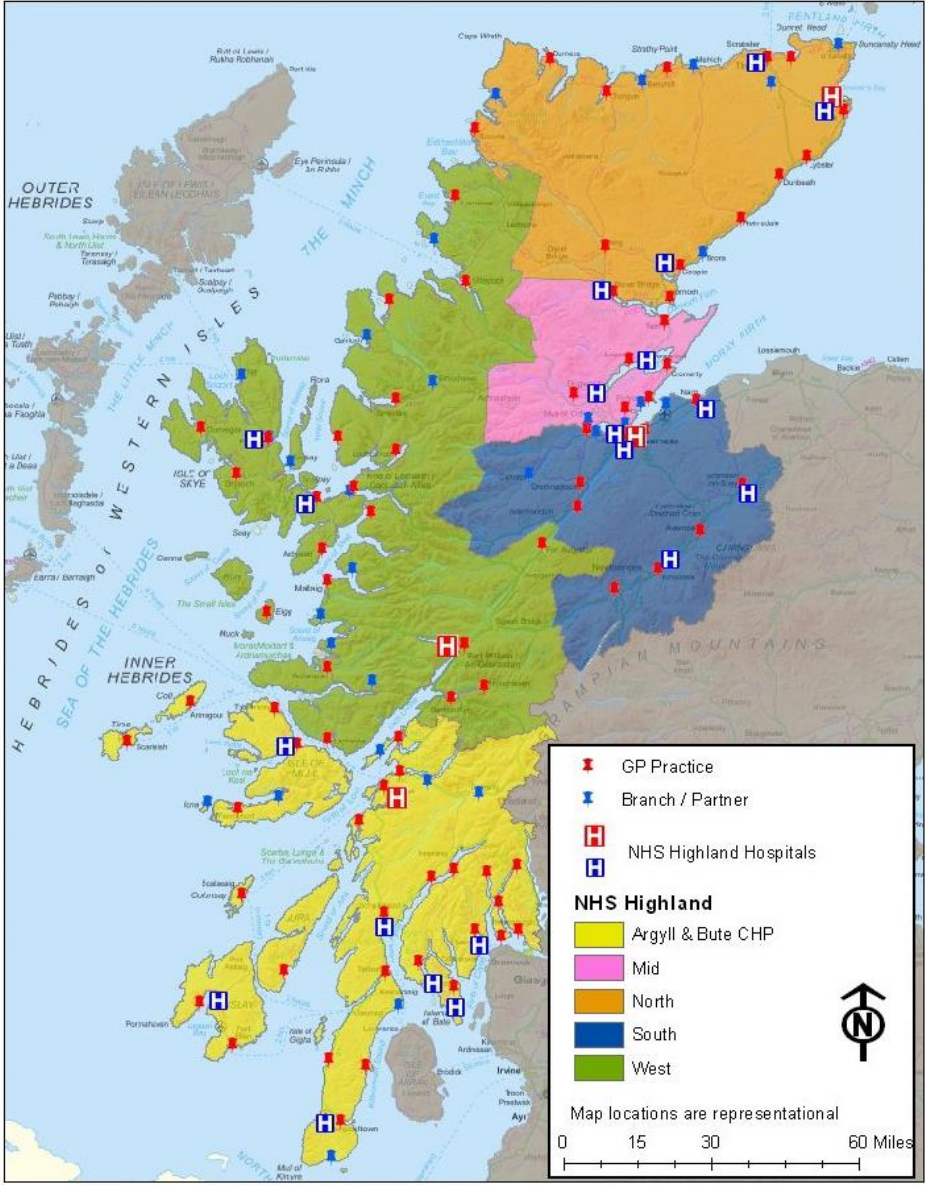
Northallerton

22 January 2020



Remote and rural
Integration
Quality improvement

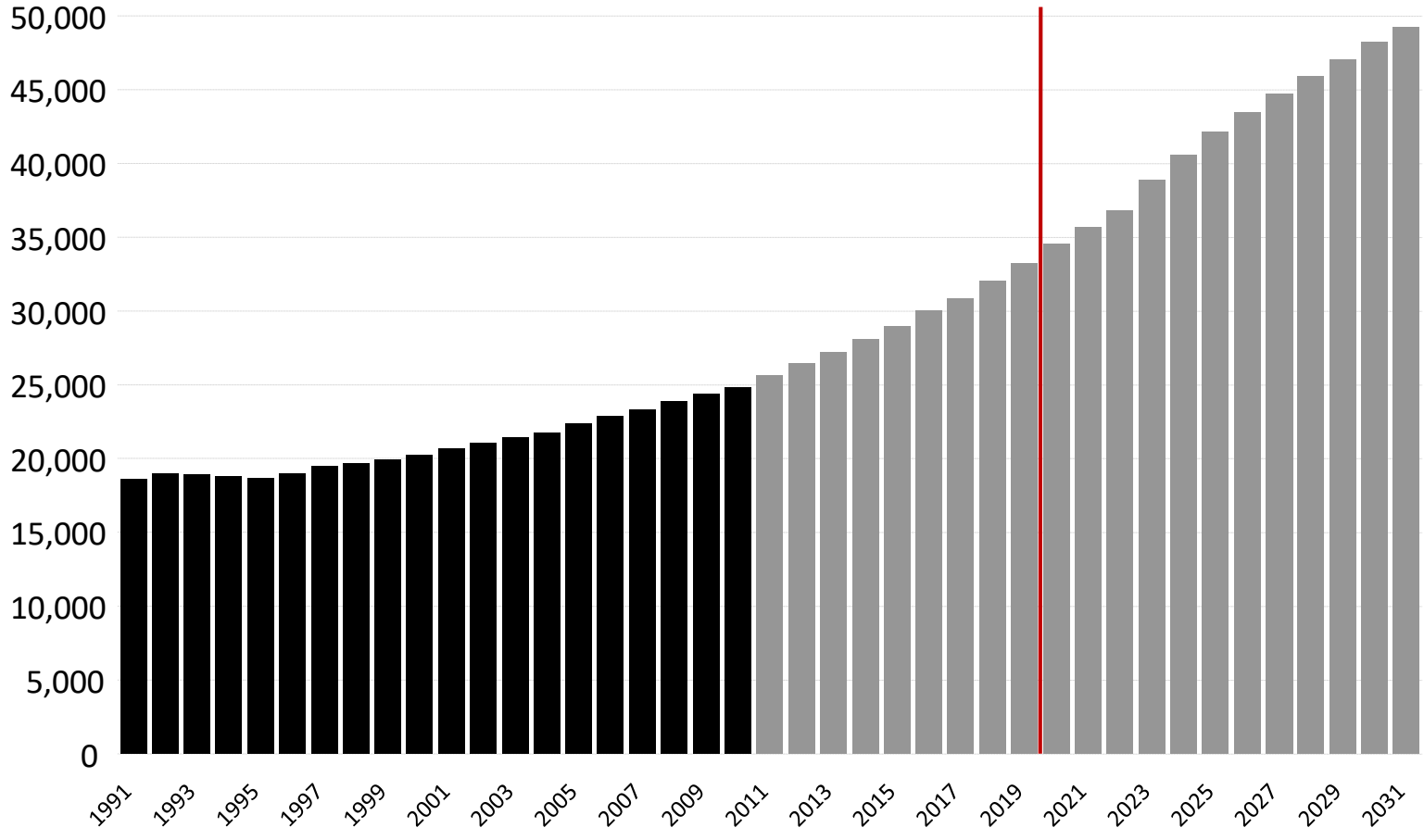
A blue-tinted photograph of a long, straight road stretching into the distance. The road is flanked by snow-covered fields and a guardrail on the right side. The text "Remote and rural Integration Quality improvement" is overlaid in white on the left side of the image.

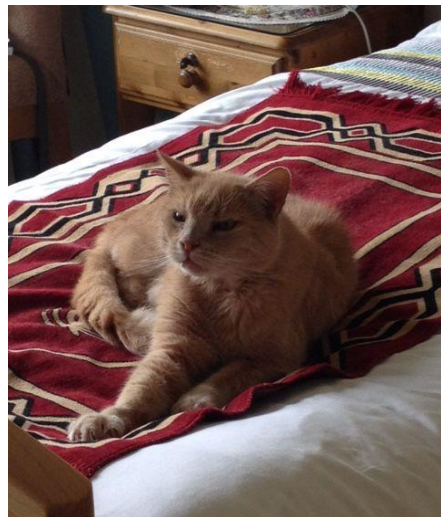


NHS HIGHLAND (Highland Council and Argyll & Bute Council Areas)

■ Actual and projected number of people aged over 75: 1981 to 2031

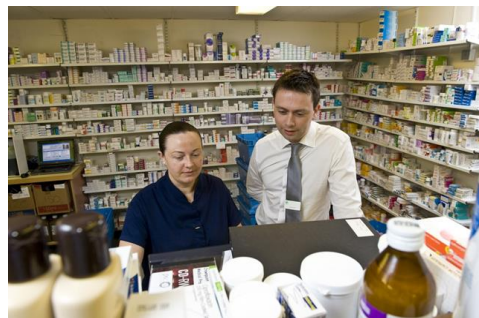
Source: General Register Office for Scotland





NHS

Highland



Scottish context: Integration
Whole system improvement
Collaboration & engagement





Unnecessary admission to hospital



Clinical assessment identifies ailment



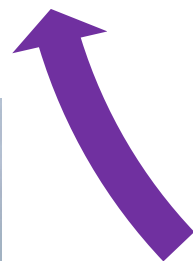
Investigations and treatment initiated



Debilitated through care and kindness



Assessed as needing continuous care

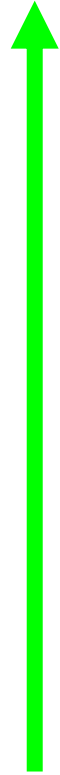


Lose confidence and now unable to cope



Cost and quality of experience

Better experience



Self care
Supported self care
Care at home
Hospital at home
Residential care
Acute Care



Increasing costs



Lead agency model
April 2012

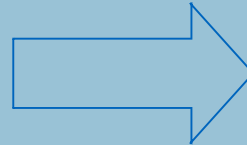
Integrated joint board
April 2016

March 2012

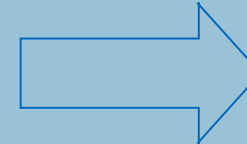
5 year Partnership Agreement signed



Transfer of Resources

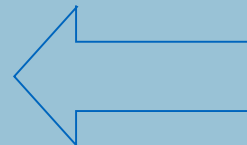


1,400 adult care staff

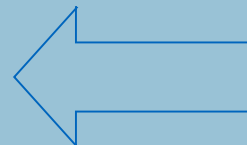


£89 million budget

200 NHS staff



£8 million budget



The Lead Agents



Adult Services

- Delivered by NHS Highland through a commissioning arrangement BUT
- Responsibility remained with Highland Council



Children Services

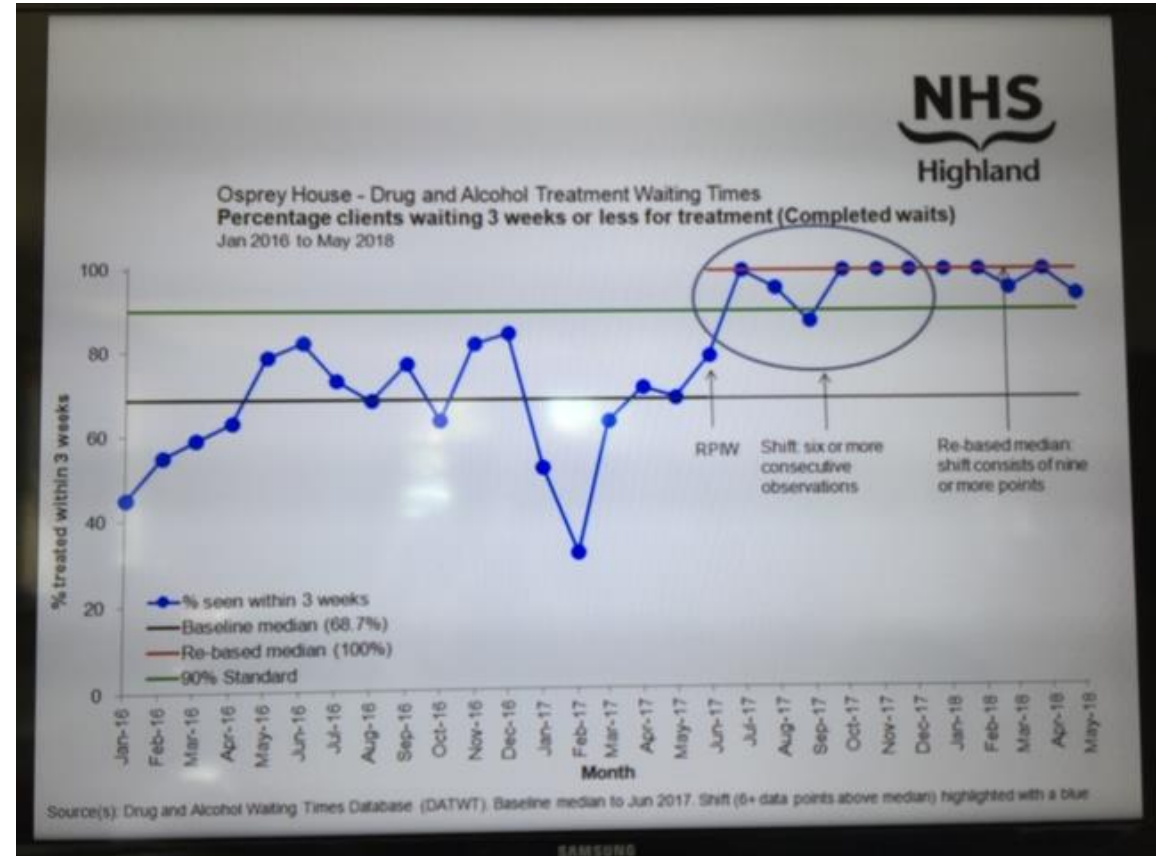
- Delivered by Highland Council through a commissioning arrangement BUT
- Responsibility for children services remained with NHSH CEO being held accountable in public by SGHD



Developing QI capability

- Lean leadership training Virginia Mason
- North East Transformation System
- Tees Esk & Wear Valley
- Developing capability and capacity
- Whole system approach
- Board member engagement



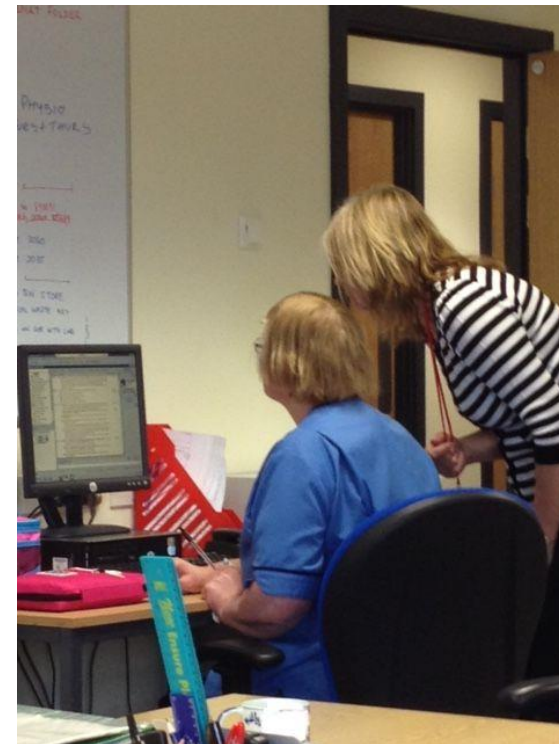
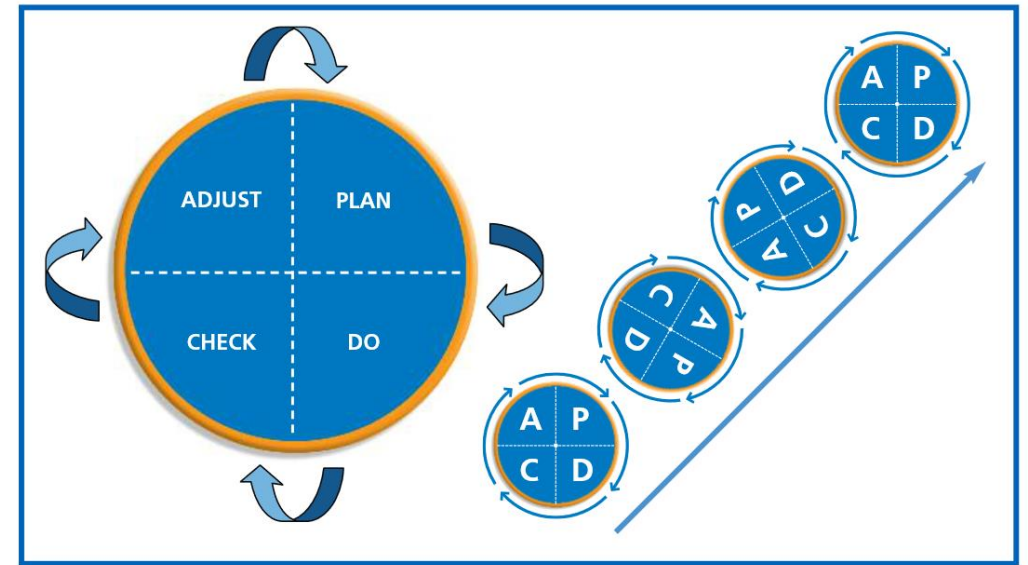


Virginia Mason™
INSTITUTE

Rapid Process Improvement Workshops



Whole team engagement



‘An “I have to” mindset forfeits choice and generates feelings of powerlessness, whereas an “I choose to” mindset exercises the power and courage inherent in choice.’



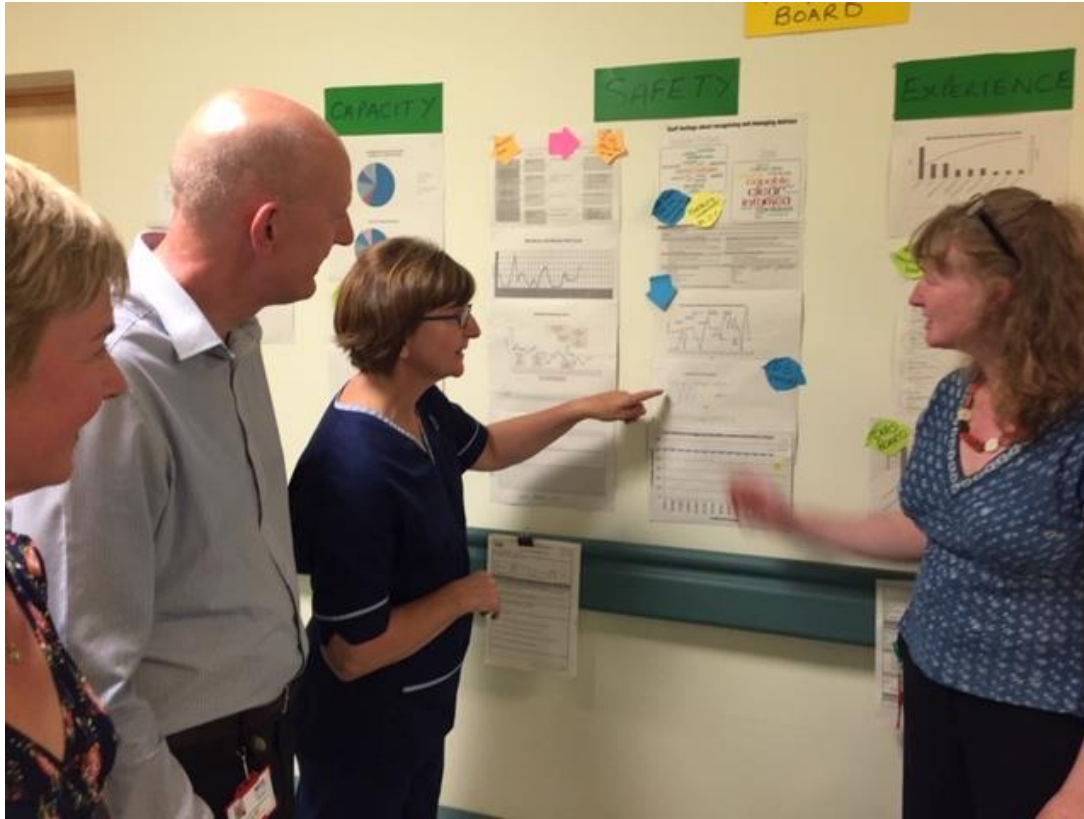
[ihi.org/resources/Pages/IHIWhitePapers/IHI-Psychology-of-Change-Framework.aspx](https://www.ihi.org/resources/Pages/IHIWhitePapers/IHI-Psychology-of-Change-Framework.aspx)

*Kate Hilton, JD,
Faculty for the Institute
for Healthcare
Improvement,
Boston*

New models of working



Team Huddles



High quality costs less



Value management



Data on
cost &
quality

+



Performance
Improvement
Methods

+



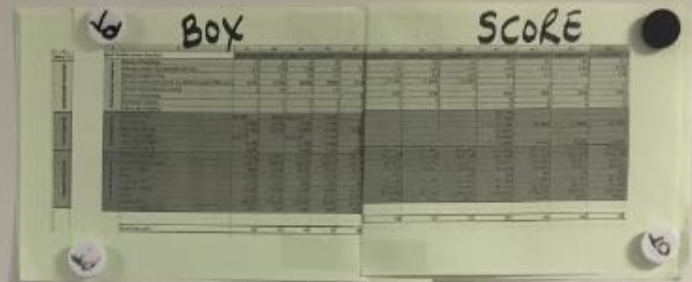
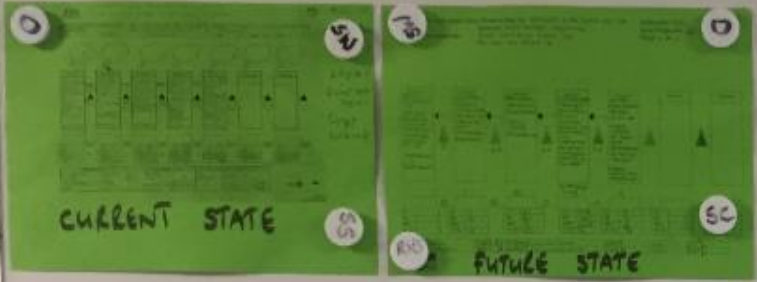
Management
System



Continuous Value Improvement @
the Front-Line

Team respiratory 7A





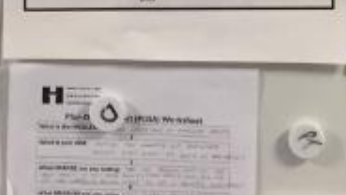
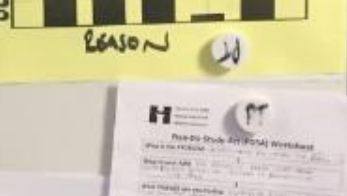
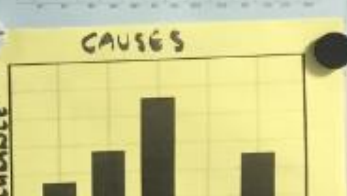
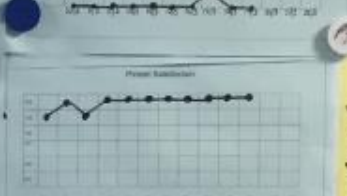
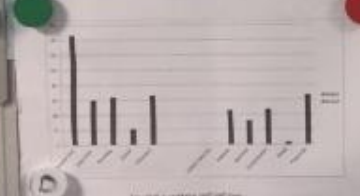
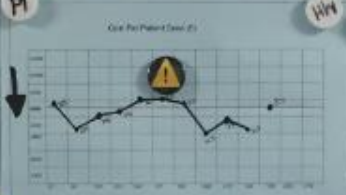
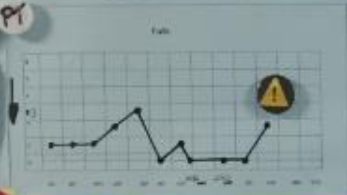
↕ = Desired Trajectory, ⚠ - Alarm
CAPACITY

SAFETY

COST

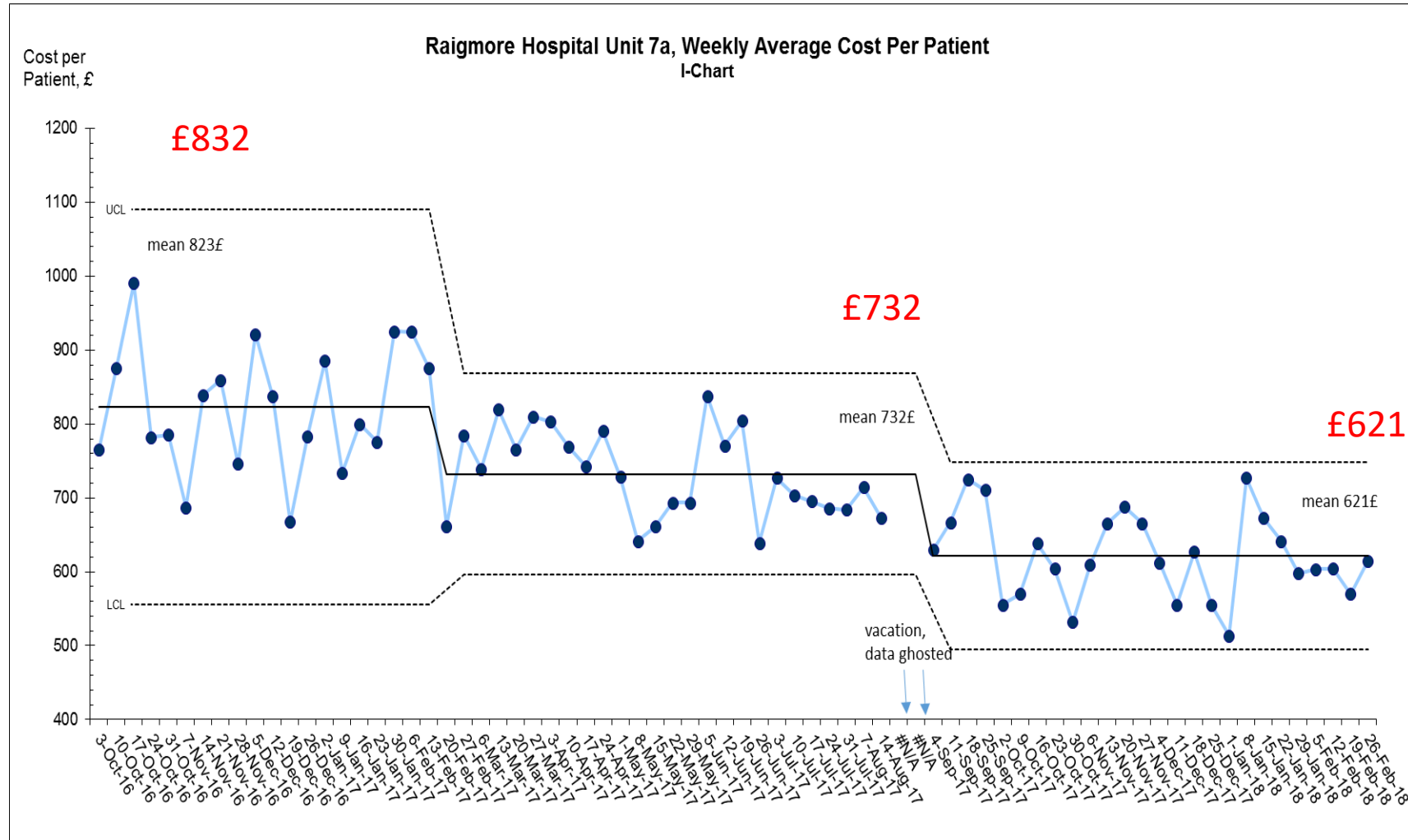
EXPERIENCE

QUALITY

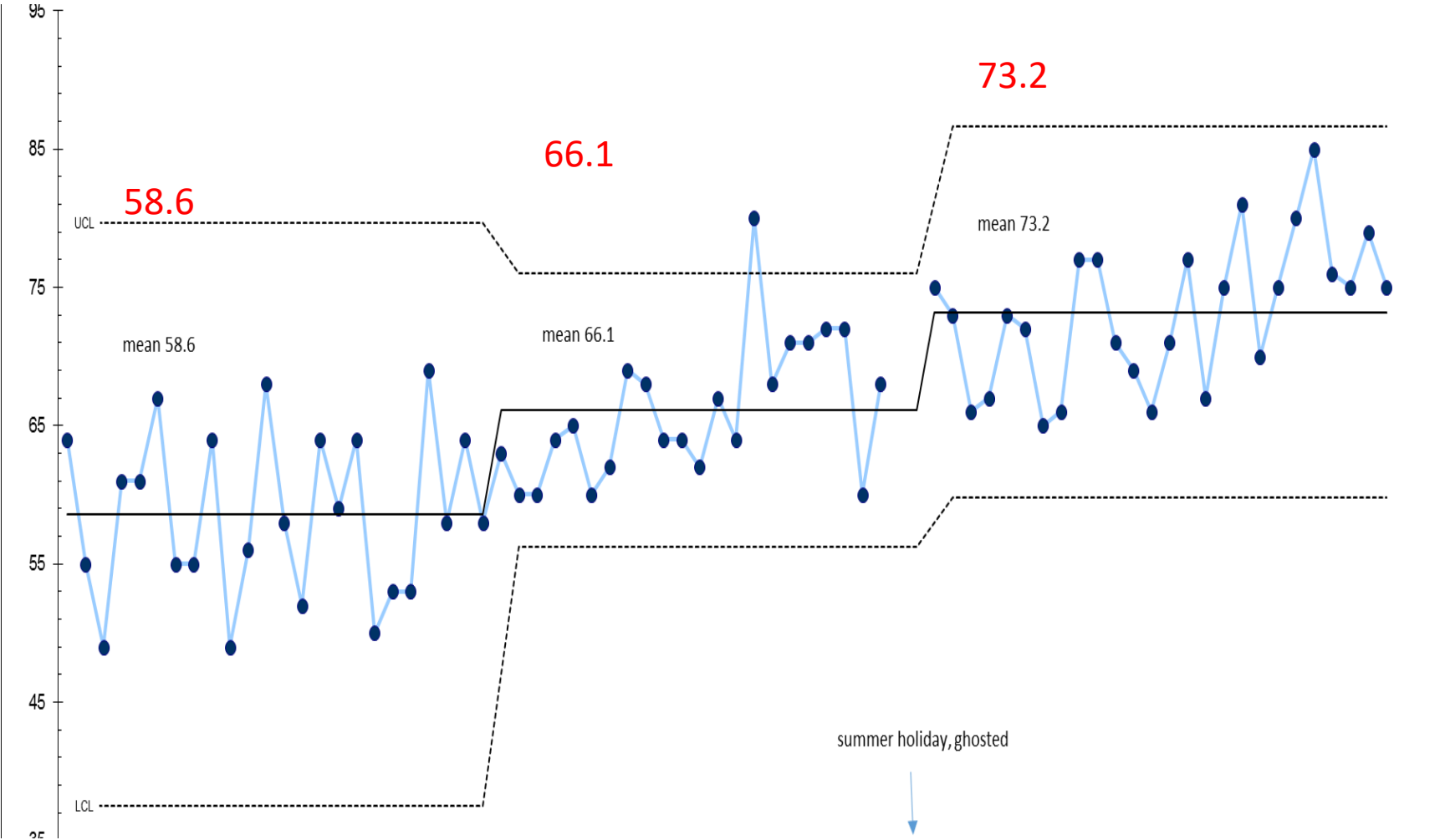


HIGH FALLS RISK

7A Resource Utilization...



7A Resource Utilization – number of patients seen



EDHome

**Length of stay
reduced from 282
days to 31 days!**



Changing services: community engagement and consultation

A 'seismic shift' for healthcare options

By David G Scott
@dgsjournal

THE long-standing battle between members of the Caithness Health Action Team (CHAT) and NHS bosses reached a critical phase at a meeting in Wick which saw a significant breakthrough in the options available for the redesign of services in Caithness.

Wick councillor and CHAT member Nicola Sinclair said: "What we have here is a seismic shift."

"Last winter the options presented to the community involved the closure of the Town and County Hospital, removal of the one-patient beds from the Dunbar Hospital, or both."

Mrs Sinclair said that the options on the cards after last week's workshop in the Pulney Centre, entitled Modernising Health and Social Care Caithness, now involved either a refurbishment of Caithness General Hospital or multimillion-pound new-builds in Wick and Thurso.

She went on to state, in reference to the CHAT march through Wick last year, that the options would not have been available if 2500 people "had not marched on the streets to show how much they value their local services".

She said: "This is a victory for people power."

CHAT is a community group and it's about the community standing up and saying how they value their local services."

While accepting that there may be



Michelle Johnstone, NHS Highland's area manager for the north, said the redesign meeting had gone very positively.



Councillor Nicola Sinclair - a 'victory for people power'.

a downside to the various options on the cards - that could still see some buildings "lost" or the "status quo maintained" - the various CHAT members, councillors, community representatives and NHS managers seemed to believe that a step forward had happened.

Councillor and civic leader Willie Mackay said: "It's good to see us getting a step forward in the right direction. Things have got to change and we now have options on the table."

Councillor Andrew Sinclair said that some of the options were a "lot more palatable than we would have thought originally".

He added: "There are options here that we can maintain services at the Town and County Hospital which are key to highlights".

Even CHAT activist Peter Todd, often a highly vocal critic of the NHS, admitted that the meeting had been "constructive".

CHAT chairman Bill Ferrie said he

felt the options discussed were "realistic". He said: "They can utilise existing funding to maintain the two sites that CHAT have been fighting for. It remains to be seen whether the board will go for it, though."

Michelle Johnstone, NHS Highland's area manager for Caithness and Sutherland, said: "This session has really been quite positive and exciting. What's key is that everyone is working together collectively."

Mrs Johnstone said that the NHS management will look to "just deliver it in the next few days" for the various options and return for a further meeting.



Politicians talk at Caithness Hospitals protest

William Clark



Calls for unity as healthcare meetings begin

SENSITIVITIES surrounding the future provision of health and social care in Caithness were magnified at the Wick launch of a public consultation on Monday night when audience members began to quarrel among themselves.

An NHS Highland representative struggled to maintain order as members of the 70-strong crowd debated opening hours at Caithness and Thurso.

Elsewhere, others used the opportunity to voice concerns about a breakdown

in psychiatric care, a loss of doctors and services, and the distance that patients had to travel for both care and appointments.

Although the representatives were quick to recognise the legitimacy of the complaints, they underlined that the consultation was set up to combine voices, not to accentuate a divide caused by NHS cutbacks in the region and a problem filling vacancies in local healthcare.

Mairnie Thompson, the head of public relations and

engagement at NHS Highland, stressed the importance of the consultation to all of Caithness.

"People are of course passionate about their local services and it was great to see a big turnout," she said.

"The purpose of the launch meetings is not to debate the finer points, but to set out how we will reach as many people as possible. Public meetings are one way but it was clear that the tone of the feedback we had after the meeting did not chime with the actual meeting."

"The consultation team is not tasked with selling a preferred option rather to share with people the available information and offer a range of opportunities to raise their concerns and ideas and take part in a constructive debate about what the best option is

overall for the county. All we ask is that people approach this in an open manner and consider the facts in a respectful manner."

Both the local MSP Gail Ross and the Caithness civic leader, Councillor Willie Mackay, underlined their sympathy with the audience, but stressed that the way forward was to support the consultation.

Mr Mackay described it as the "best way for everyone concerned".

"As expected there was some criticism, but there were also some very interesting and varied questions," he said, stressing that his overall impression was that the public want to come on board and they now see the consultation as a great opportunity to get involved.

"There's a series of meetings



Eric Green, NHS Highland's head of estates, Michelle Johnstone, area manager North, and public relations and engagement head Mairnie Thompson.

People are of course passionate about their local services and it was great to see a big turnout.

Mairnie Thompson

Tools Help

John O'Groat Journal -> News

Published: 23/10/2016 17:55 - Updated: 26/11/2016 21:52

Like 1.7k Tweet

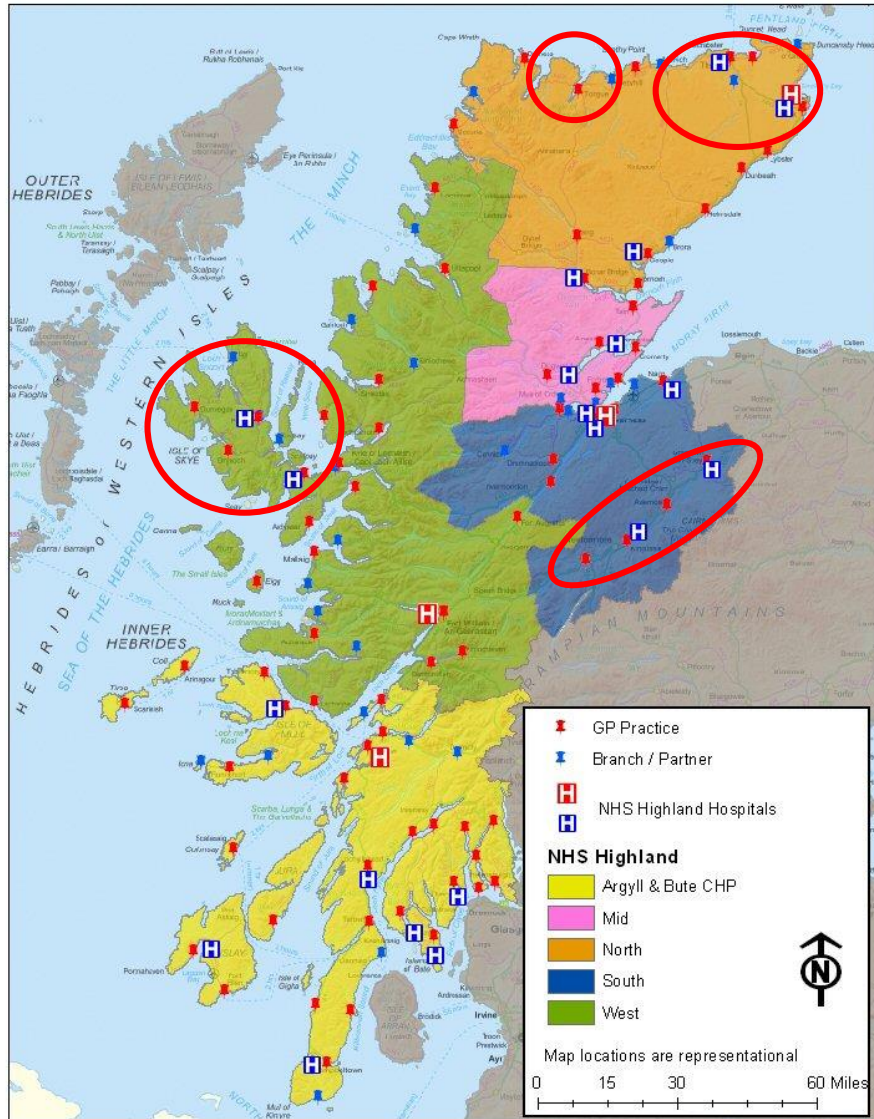
VIDEO - Hundreds take to the streets in health service protest

Written by Will Clark



The march travelling through Bridge Street on their way to Caithness General Hospital. Photo: Will Clark

INCREDIBLE scenes took place in Wick Town Centre as hundreds of people took to the streets in a protest against downgrading of health services in Caithness.



Conflicts: sociology

Two types of conflicts

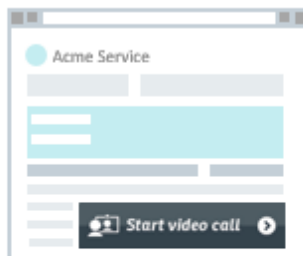
- **Conflicts dealing with facts** (true/not true)
 - Relatively easy to resolve through effective communication and sufficient information exchange to create evidence base of knowledge
- **Conflicts dealing with choices/values** (agree/not agree)
 - ‘Complex’ as based on different value judgements

Being right is not enough!



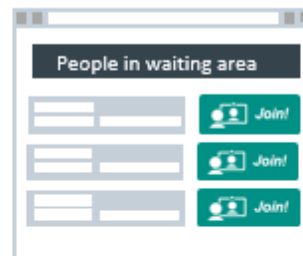
**A system to make it easy for clinicians
and clinic staff to say,**

"Yes, you *can* attend via a video call."



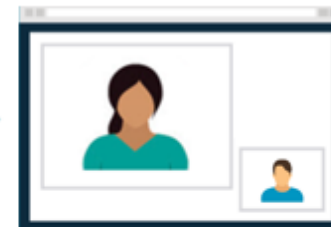
People arrive

People arrive via your website, and enter their own, private Waiting Area.



Join them when ready

Select a person's name from the list, review their details, and click **Join**.

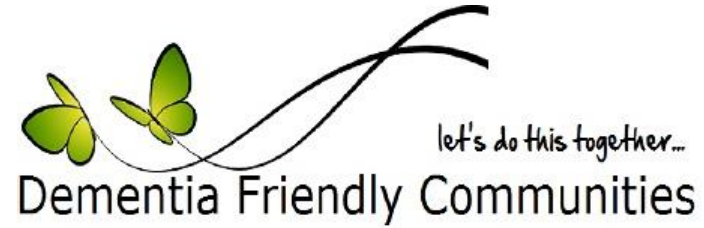


And that's it!

Conduct the consultation as you normally would.

Working with the third and voluntary sector





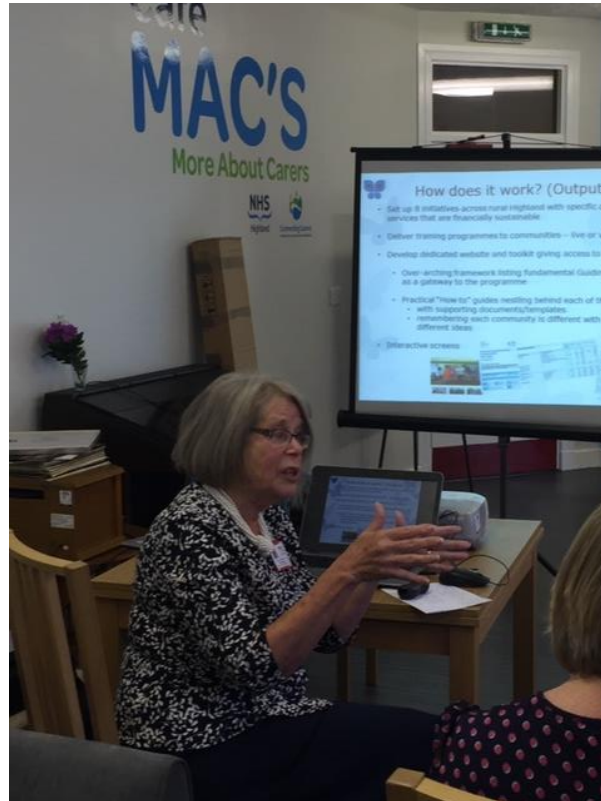
The DEMENTIA FRIENDLY COMMUNITIES Collaborative

includes cross-sectoral representation from Highland health and care providers, people with dementia, family carers, Alzheimer Scotland and local businesses. It is chaired by local Councillor Deirdre Mackay, who is determined to see her local area become a 'beacon of excellence' for dementia support.

hello@adementiafriendlycommunity.com



DEMENTIA FRIENDLY COMMUNITIES is a not for profit social enterprise based in the Scottish Highlands. Their vision is *'for communities in the Highlands and beyond to embrace the challenges faced by people with dementia and their families, enabling them to live life to its full potential'*.





Reach Out

Make a difference to someone who's lonely



What we have learnt:

- Single management with a single agreed budget is key to success
- We simply do not understand the complexity of each others business
- Integration is not just about health and social care
- Professional anxieties around roles can be a barrier to change
- The current models of care are not sustainable
- We must genuinely engage people in order to make change
- Communities can be very resilient





Thank you!