



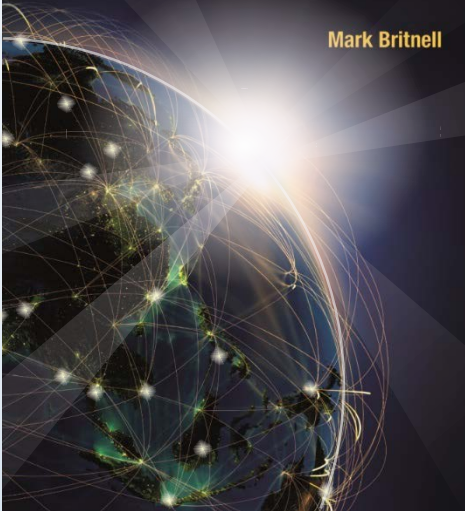
“

The world is a book and
he who does not travel
reads only one page
St Augustine

”

In Search of the Perfect Health System

Mark Britnell



- 1 **Prevention and promotion** across public and private sectors
- 2 Population and patient **segmentation** and **stratification**
- 3 **Scaled-up** primary care
- 4 **Centralised and localised** clinical services as necessary
- 5 Clinical pathways supported by **improvement science**
- 6 Workforce **development** and **motivation**
- 7 Hospitals as **health systems**
- 8 **Medical home** as a hub for aged care
- 9 **Community-based** mental health services
- 10 Patients as **partners**. Communities as **carers**. **A dignified death.**





All countries are thinking the same things, but few seem to succeed in achieving them:

"Concentrating efforts on inpatients is an outmoded model"

"We must look to strengthen preventative medicine"

"We must devote our great energy to a technological revolution in healthcare"

"Services must suit the characteristics of each section of the population"



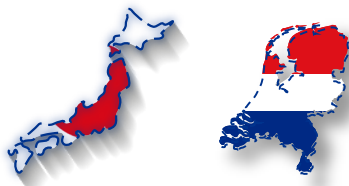
1

**Care System
Redesign**
UK



2

**Strengthened
Primary Care**
Israel



3

**Workforce
Redesign**
Japan and
Netherlands



4

**Connected
healthcare**
Singapore



5

**Patients as
Partners**
India and parts of
Africa



1

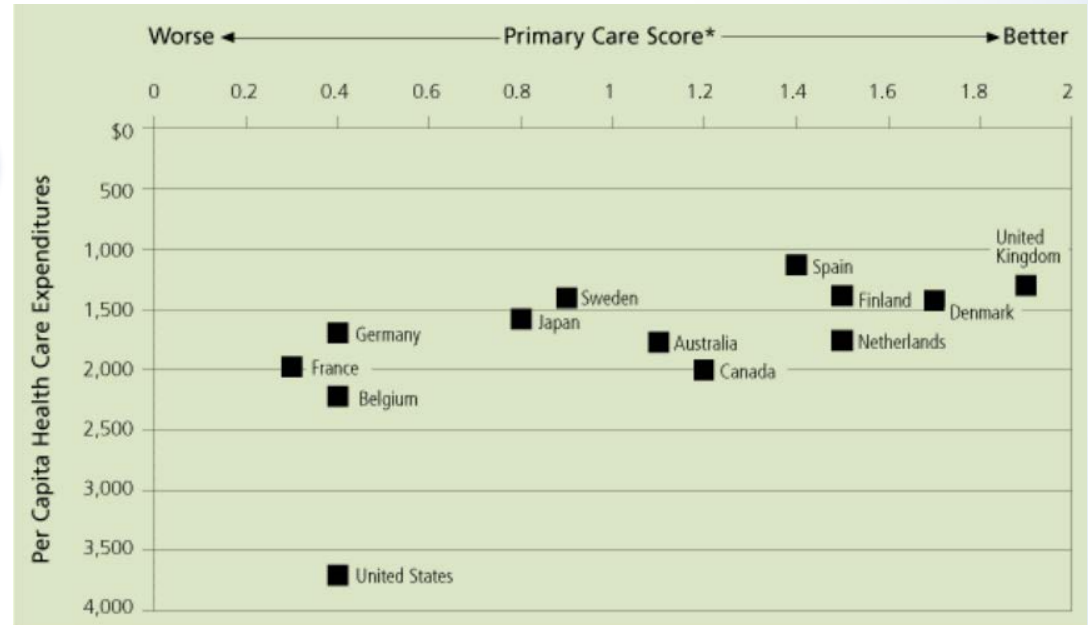
The Vanguards: 50 English regions working as blueprints for new care models:

- 9** integrating primary and acute care
- 14** moving specialist care out of hospitals
- 6** enhancing health in care homes
- 8** developing new approaches to emergency care
- 13** linking small hospitals that aren't viable alone

2. Strengthened Primary Care



We have known for decades that strong primary care supports better health at lower costs





Israel: A truly primary care led health system

Spends 1/5 less on healthcare than OECD but people live three years longer

Action

Clalit introduced predictive algorithm for all hospital admissions to estimate readmission risk

List of 'high risk' patients built into EHR so primary or hospital doctor can phone up post-discharge.

Outcome

After three months, **4% reduction** in readmission rates for high risk patients

3

Japan: Mastering the ‘whole of society approach to aged care.

World’s oldest society, with >25% over 65

Postal workers look in on older residents on their rounds

Huge effort to mobilize volunteerism among older generation e.g. ‘dementia friends’ and ‘silver resource centers’

Services and tech sectors see ageing as an opportunity, not a cost

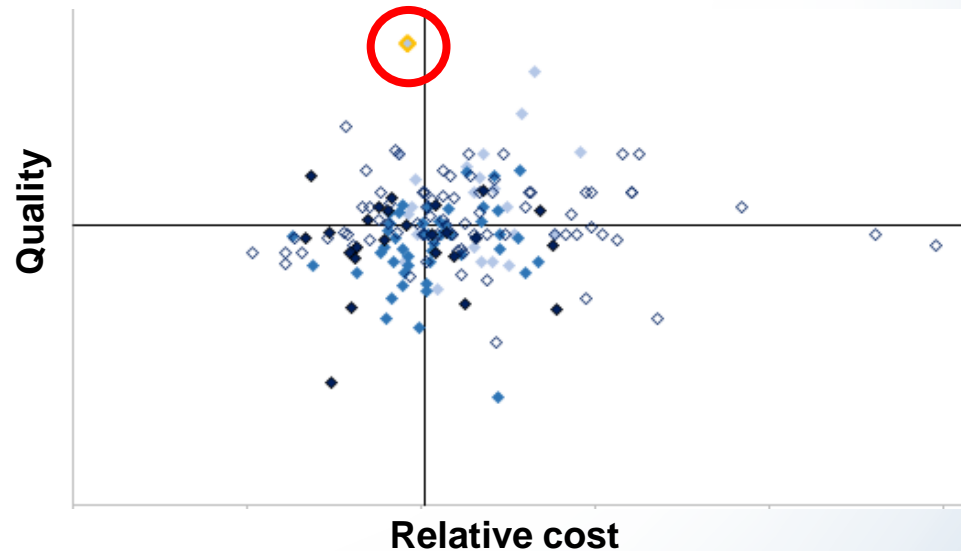


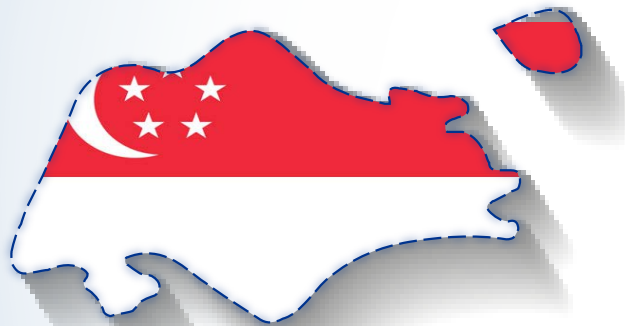
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Buurtzorg, Netherlands

Self-managing neighborhood teams held to account on outcomes: 8,000 nurses, no managers.

Cost-Quality comparison of Dutch home care providers



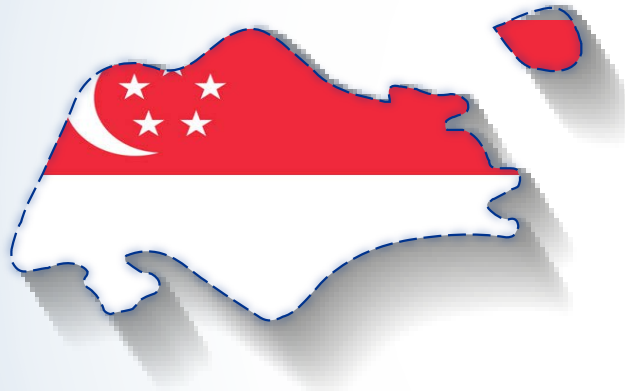


4

Singapore: Connected services across the care continuum

Whole system reorganization to refocus on the home.





4

Singapore: Connected services across the care continuum

Action

In 2009, Agency for Integrated Care created, with five provider clusters led by hospital CEOs

Outcome

SPICE: Community medical teams into nursing homes. **Halved A&E visits from care home residents**

HOME: Advanced end of life care. **70% die in preferred place (up from 28%)**

ACTION: Hospital-to-home transition teams. **Readmissions down 40% for this group.**



Narayana Health System: Necessity the mother of innovation

Working towards a goal of \$800 heart surgeries

5

Action

Care Companion scheme is training caregivers as health workers on the ward

Outcome

Readmission rate **down 24%** and **36% fall** in complications, with near-perfect satisfaction scores.

Over **50,000 caregivers** now trained across 25 hospitals.



5

Discovery Vitality: Sharing the savings from prevention

Action

Discovery has created an incentive-based wellness insurance model

Savings from prevention used to fund discounts that incentivize behavior change

Outcome

Members show reduced care costs, healthier diet and better outcomes

The IoM has highlighted four key ingredients:

1

A sustainable
vision

2

Designing care
from patients'
perspectives

3

Systems, not
organisations of
care

4

Enabling
regulatory and
financial
environment

1

**Organisational
myopia**

2

**Transaction
trumps
transformation**

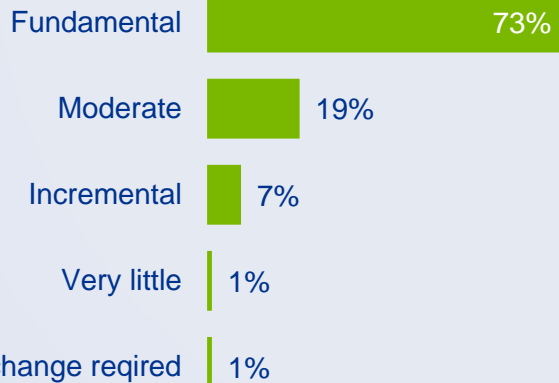
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**Failure to engage
emotional side of
change**

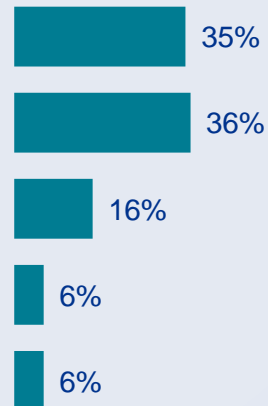
Organisational
myopia

1

What is the scale of change required in the healthcare sector in your *country*?

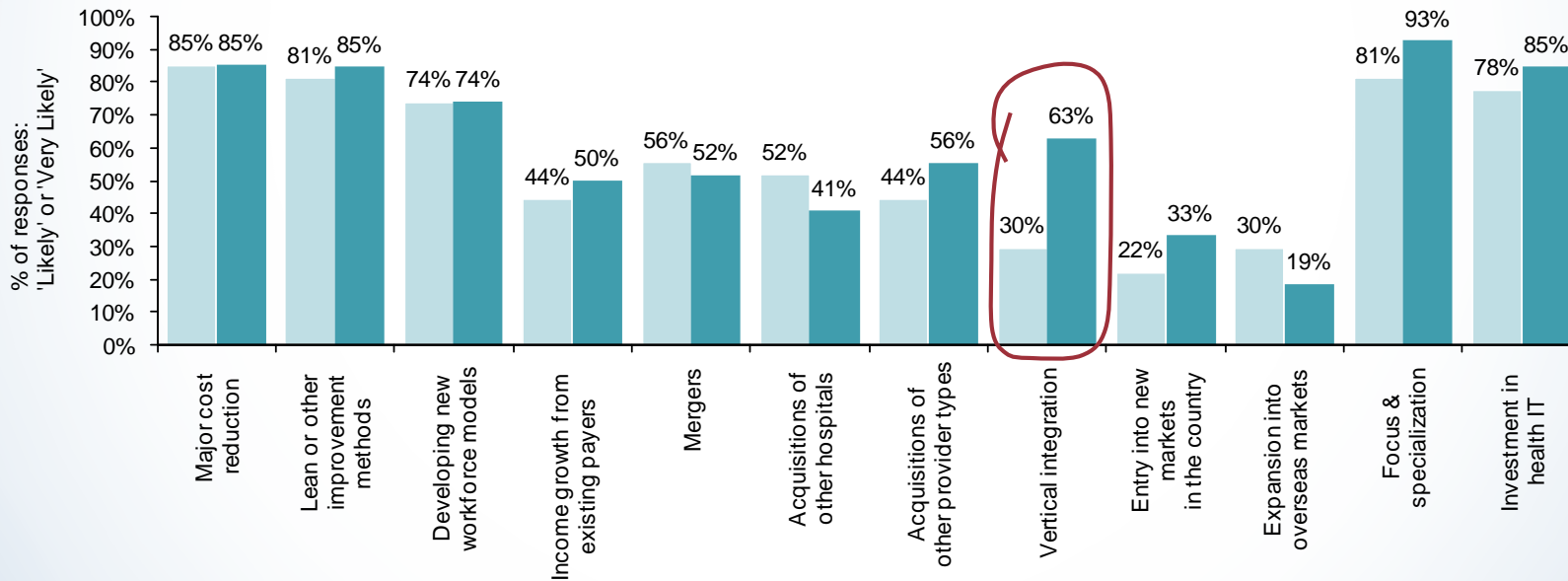


What is the scale of change required in your *organisation*?



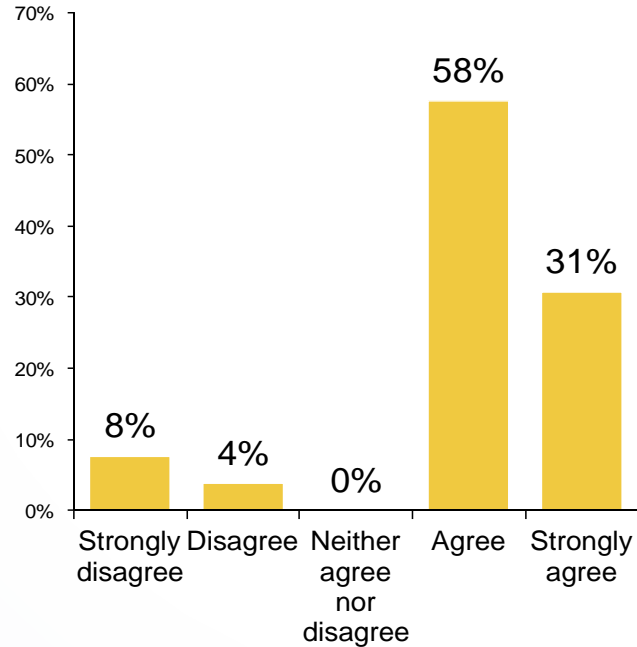
Transaction trumps transformation

2



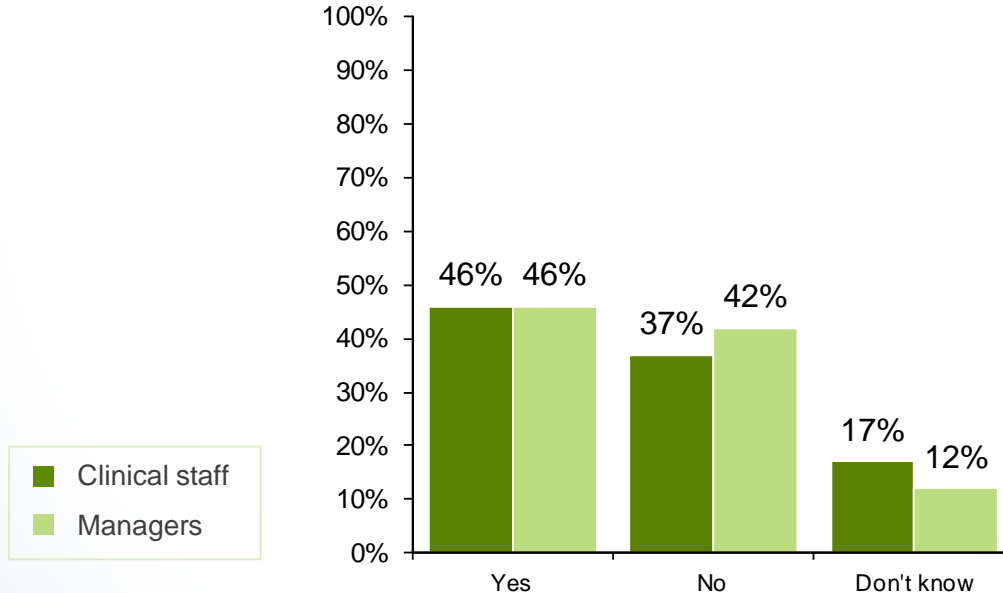
Failure to engage the emotional side of change

3



“The delivery of healthcare is currently structured more according to organisational structures and boundaries than the needs of the patient”

Failure to engage the emotional side of change



Are patient experience measures used in the performance appraisal of clinical staff and managers within your organisation?



“

Nothing in life is to be feared,
it is only to be understood.
Now is the time to understand
more, so that we may fear less

Marie Curie

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