Patient-led decision-making, empowerment and innovation

NHS Values Summit
4th November 2013
Welcome

Barry Mussenden, OBE
Deputy Director for Equality and Partnerships
Department of Health.
Introductions and agenda

Introductions
• Ingrid Brindle
• Mohammed Kamal
• Dr Amir Hannan
• Rob Cockburn
• Stephanie Reid

What we will cover:
• What does ‘empowerment’ mean?
• Mohammed’s story
• Where are we now?
• Challenges
• Useful tools and approaches
Dr Amir Hassan

Mohammed Kamal
What is an empowered patient?
Knowledge-driven healthcare system

Data → Information → Knowledge

Knowledge → Skills → Attitudes

Structures → Processes → Outcomes
Knowledge-driven healthcare system

Data  <->  Information  <->  Knowledge

Knowledge  <->  Skills  <->  Attitudes

Structures  <->  Processes  <->  Outcomes
Patient empowerment

Engage → Create Interest → Inform → Activate → Create momentum

Re-activate

Flying

Safety-netting

with thanks to Glen Griffiths
There is an expert in the next photo. Can you identify the expert?
Partnership of Trust
Informed Healthcare including shared decision making

Online practice-based services

Patient Access to records

Patient recorded data

Patient Reported Outcome Measures

Patient Experience

Decision Aids

Care Plans

Pathway eg Map of Medicine

Improving Quality

CALL 111

NHS Direct

NHS choices

Mirror

guardian

BBC Health

www.htmc.co.uk
www.htmc.co.uk

Practice-based web portal
Commissioning and patient empowerment

Great idea → Patient & Public Impact Committee → Commissioning → Planning, Implementation, Quality → Finance → CCG Board
What is the next blockbuster drug?

The Empowered Patient
• What does this mean for you and those whom you serve?

• What 2 or 3 things have you learned today that you will do?

• Can you commit today to come back to us in 3 months to tell us what you did?
Over to you....
Who’s here?

- I am a patient/service user
- I am from an NHS organisation
- I am from a third sector organisation
- I am from a local government organisation
How did you feel about what you have heard?

Inspired - keen to get on and make a difference in my organisation/area

Frustrated – I’d like to be able to get on and achieve changes but feel there are some real challenges

Interested – keen to hear more examples about what others are doing and share what I’m doing

Concerned - there’s lots to do if we are going to achieve our goals!
Where are we now?

Legal duties for clinical commissioning groups and NHS England

The Health and Social Care Act 2012 introduced significant amendments to the NHS Act 2006, especially with regard to how NHS commissioners will function. These amendments include two complementary duties for clinical commissioning groups with respect to patient and public participation. This document sets out the relevant statutory duties and provides a summary of related legislation that commissioners will find useful when developing their response. All references are to the NHS Act 2006 (as amended) (‘the Act’) unless otherwise stated.

Individual participation duties

Clinical commissioning groups (CCGs) and NHS England must promote the involvement of patients and carers in decisions which relate to their care or treatment. This requires collaboration between patients, carers and professionals, recognising the expertise and contribution made by all. The duty requires CCGs to ensure that they commission services which promote involvement of patients across the full spectrum of prevention or diagnosis, care planning, treatment, and care management.

This includes:
- personalised care planning, including ‘patient choice’ and the option of a personal health budget when a person is eligible.
- shared decision making, regarding individual episodes of care and longer term care.
- self-care and self-management support to better manage health and prevent illness.
- information with targeted support to enable patients to be more in control of their health.

Public Participation duties

The second duty places a requirement on CCGs and NHS England to ensure public involvement and consultation in commissioning processes and decisions. A description of these arrangements must be included in a CCG’s Constitution. It includes involvement of the public, patients and carers in:

- planning of commissioning arrangements, which might include consideration of allocation of resources, needs assessment and service specification.
- proposed changes to services which may impact on patients.
Where are we now?

The Equality Delivery System for the NHS

Making Sure Everyone Counts
Individual Participation - equality and diversity

Vision:
Patients and carers are involved in managing their own health, care and treatment:
- Involved in decisions about their care
- Choice and control over the NHS services they receive
- The NHS provides a comprehensive service, available to all irrespective of gender, race, disability, age, sexual orientation, religion, belief, gender reassignment, pregnancy and maternity or marital or civil partnership status.
Vision:
We must put citizen and patient voice absolutely at the heart of every decision we take in purchasing, commissioning and providing services.
Your leadership of this change

“Leaders of successful large scale change are more likely to have built their efforts on a platform of commitment to change, setting the conditions, creating a shared purpose and deeper meaning for the change”.

NHS Change Model
“Often change need not be cajoled or coerced. Instead it can be unleashed.”

Implementing Change: making your ideas a reality

Innovation is a social process. It is a process in which place, people, and social networks are essential. Judith Maxwell

Don Berwick, 2004

It is not enough simply to have creative ideas. Ideas alone do not really change anything. Innovation only occurs when ideas are put into action.
Some useful tools and approaches....
Some Tools and Approaches
Experience Based Design
NHS Change Model
Creativity
Framing

• EBD – How to engage
• Change Model – New
• Creativity – Hard to reach groups / actual improvement ideas
• Spread and Sustainability – Pockets of good practice
Experience Based Design

- Different approach for NHS
- Focus on experience
- Patients and carers tell their stories
- Identifying the “touch points”
- Redesign of experiences not just systems and processes
- Working with patients, carers and frontline staff

NHS Institute for Innovation and Improvement 2010.
The ebd approach – a service improvement methodology

- Capture the experience
- Understand the experience
- Improve the experience
- Measure the improvement

Don't forget to include measurement throughout.
Emotions and Touchpoints

The ebd approach is driven by consideration of the moments of engagement.

- **Touchpoints**
  - moments of engagement
  - e.g. finding a car parking space

- **Emotions**
  - how people feel through their journey
  - e.g. scared
Emotions and Touchpoints

- Had Accident
- Drove to A&E
- Arrive at hospital
- Arrive at reception
- Waiting
- See Doctor
- X ray
- See Doctor
- Diagnosed
- Waiting
- Surgeon
- Discharge

+ fun
+ informed
+ supported
+ easy
+ safe
+ reassured
+ understood
+ relieved
+ reassured
+ supported
+ impressed
+ supported

- scared
- in pain
- unsure
- nervous
- in pain
- apprehensive
- forgotten
- impatient
- understood
- relieved
- reassured
Improve the Experience

• Involve patients and carers
• Create co-design teams
• Be clear about actions needed and impact expected
• Use improvement tools and techniques
Measure the Improvement

• Before and after
• From and to
• Observe
• Collect stories
• Use mapping techniques
Hands up:
• Who has heard of the NHS Change Model?
• Who has used or is using the NHS Change Model in their work?
• Who is planning to use the NHS Change Model?
Why does the NHS need a change model?
The NHS Change Model

- For everyone (including outside the NHS)
- Connects people
- Helps us understand each other’s roles in change, our strengths and preferences
- A framework rather than a model
- Based on collective experience of delivering change

www.changemodel.nhs.uk
Shared Purpose

What can we do locally to build the shared purpose that draws us together to deliver our ambitions for ..........?
Leadership for change

What can we do locally to build the leadership at all levels to deliver our ambitions for ...........?
Engagement to mobilise

What can we do locally to engage and mobilise staff, users and carers and other key stakeholders to deliver our ambitions for ..........?
What can we do locally to get the incentives and processes aligned to deliver our ambitions for ..........?
What can we do locally to ensure we can measure our outcomes so we know how we are doing and do so transparently, to deliver our ambitions for ..........?
Rigorous delivery

Rigorous delivery
Do we have an effective approach for delivery of change and monitoring of progress towards our planned objectives?

What can we do locally to ensure we have the disciplines and rigour of planning and monitoring to deliver our ambitions for ..........?
Improvement methodology

What can we do locally to ensure staff at all levels are equipped with the tools and skills to redesign and deliver our ambitions for ..........?

Improvement methodology
Are we using an evidence-based improvement methodology?
Spread of innovation

What can we do locally to ensure that we are able to spread what works in a systematic and sustainable way to ensure our ambitions are available to all?
“You can’t impose anything on anyone and expect them to be committed to it”

Edgar Schein, Professor Emeritus
MIT Sloan School
The whole is greater than the sum of the parts

Five key principles in using the NHS Change Model

1) Start with Shared Purpose
2) Check for all components and alignment
3) Build on what you are doing already
4) Don’t sell the model – sell the outcomes
5) Build commitment to, not compliance with the NHS Change model
Resources to help you
Thank you

- Visit [www.changemodel.nhs.uk](http://www.changemodel.nhs.uk)
- Use resources
  - Getting started with the NHS Change Model workbook
  - Spread of innovation tool
  - Energy for change SSPPI
- Share examples of use
- Share your resources
- #NHSchange
- Webinars
- NHS Change Day March 2014
Getting out of the Rut

Edward de Bono’s Mental Valleys Model for Thinking

Streams of thinking

Valleys

Random jump

Purposeful channel
Reframing

Ask the right questions if you are to find the right answers

Vanessa Redgrave
We know that ...

Every system is perfectly designed to get the results it gets

If we want different results we must change the system

Thinking differently is the only real and sustainable bridge to get us from where we are now to where we want to be
The way to get good ideas is to get lots of ideas and throw the bad ones away.

Linus Pauling, Nobel Prize winning chemist
Tool: Fresh Eyes

Synopsis

Since others will have different ways of thinking and approaching challenges, we might be able to make a novel connection by using "Fresh Eyes" and thinking like another person, or making links to another industry.

*New ideas come from differences.*

Nicholas Negroponte
Evaluation of Improvement Initiatives in England showed…..

• In England we found that around 33% of improvement projects had reverted to their previous way of working when evaluated 1 year after the project had formally ended.
• Around 33% had maintained the improvement but it had not been adopted by others in the organisation
• Around 33% had maintained the gain and there was evidence of adoption out side of the core change area.
Key Learning from UK improvement projects

• As much effort needs to go into sustainability as the launch of a project

• Sustainability is the result of effective preparation and implementation.

• Sustainability will not ‘just happen’; you need to plan for it.

• “Improvement programmes will only succeed if the same effort is put into their sustainability as their launch”.

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Sustainability Model and Guide

The **NHS Sustainability Model** is an easy-to-use tool which aims to help NHS improvement teams:

- Self-assess against ten key criteria for sustaining change
- Recognise and understand key barriers for sustainability, relating to their specific local context
- Plan for sustainability of improvement

The **NHS Sustainability Model** is available as an interactive web tool at the moment via the NHS Institute for Innovation and Improvement website pages.

The companion to this model is the **Sustainability Guide**, a publication which provides practical advice on how you might increase the likelihood of sustainability for your improvement initiative.
NHS Institute for Innovation and Improvement: Spread & Adoption Tool

- **People**
  - Assess people based success factors

- **Innovation**
  - Assess innovation based success factors

- **Context**
  - Assess context based success factors
In small groups…

What are the challenges of moving from where you are now towards the vision

– For individual participation?
– For public participation?

Take 10 minutes to brainstorm your ideas
POPCORN FEEDBACK!
Let’s practice ..
In your groups…
take 5 minutes

Think about your challenges through the eyes of a patient....

- If you were a patient, how would you feel about those challenges?
- What aspects of the challenge might he focus on?
- What ideas and approaches might he have?
Adopting from others to create innovation in health services ..... 

- Airlines - Safety checklists

- Service Design Industry – Patient experience

- Manufacturing - Lean methodology
In your groups...take 5 minutes

Now look at those challenges through ‘fresh eyes’

c) Imagine looking at these challenges from the perspective of Apple...

• How would you feel about those challenges?
• What aspects of the challenge would they focus on?
• What ideas and approaches might they have?
In your groups... take 5 minutes

What did you learn from the ‘fresh eyes’ exercise?

Are there any ideas you can build on or take forward?
Implementing Change: making your ideas a reality

It is not enough simply to have creative ideas. Ideas alone do not really change anything. Innovation only occurs when ideas are put into action.
Closing remarks
“Large scale change is fuelled by the passion that comes from the fundamental belief that there is something very different and better that is worth striving for”

*Leading Large Scale Change (2011)*
NHS Institute for Innovation and Improvement
Thank you!
Lunch