Securing improvement through innovation, co-production, systems thinking and measurement

How Very British?

Using the pens, paper on your table **draw how to make toast**

You have 3 minutes to complete your drawing

**Ready? go!**
How did you draw how to make toast?

How to make toast

From the Medical Senate in Leeds to Intermountain Healthcare in Utah

Leeds Senate on Tour
Lessons from Intermountain Healthcare

Pathway 1: Selection
- Purpose
- Goals
- Results (Performance)

Pathway 2: Change
- Measurement for Improvement
- Knowledge about Process & Results
- Care Delivery Organisation
- Care Delivery Teams & Practitioners

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What had changed?

- Shared accountability across our health system
- Organisations with shared goals and mission
- Commitment to work more effectively together making the most of our differences
- Commitment to invest in education across the organisations in Leeds so that we have shared language, approaches and skills.

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We Believe in…

Whole systems thinking  Measurement for improvement  Co-production and partnerships

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The Journey

Senate study visit to Utah

OCT 2013

Agreement to invest in education across organisations in Leeds taking lessons learned from Intermountain Healthcare

JAN TO MARCH 2014

Planning and design of programmes to meet the needs of Leeds health system

DEC 2013

APRIL 2014

Launch Leeds Institute for Quality Healthcare

JUNE 2014

Professional Leadership & Change Programmes began

8 MONTHS

Improving care in cardiovascular disease, fractured neck of femur and chronic obstructive pulmonary disease

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Continuous Improvement Cycles

• Be responsive
• Be agile
• Minimise risks of doing the wrong thing
• Make changes that are less disruptive that are on a small scale
• Learn from the ideas that work, as well as from those that do not
• Gain greater understanding of your patients, colleagues, systems and processes

The grass is always greener where you water it

Too busy?

No thanks!
We are too busy

How do you know where to start?
Conditions that new patients in cardiology present with

<table>
<thead>
<tr>
<th>Condition</th>
<th>Number of Patients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chest Pain</td>
<td>300</td>
</tr>
<tr>
<td>Shortness of Breath</td>
<td>200</td>
</tr>
<tr>
<td>Palpitations</td>
<td>150</td>
</tr>
<tr>
<td>Syncope or Near Syncope</td>
<td>100</td>
</tr>
<tr>
<td>Atrial Fibrillation</td>
<td>50</td>
</tr>
<tr>
<td>Other</td>
<td>25</td>
</tr>
<tr>
<td>Oedema</td>
<td>20</td>
</tr>
<tr>
<td>Angina</td>
<td>15</td>
</tr>
<tr>
<td>Heart Failure</td>
<td>10</td>
</tr>
<tr>
<td>Hypertension</td>
<td>5</td>
</tr>
<tr>
<td>Irregular Pulse not AF</td>
<td>0</td>
</tr>
</tbody>
</table>
Number of patients with no cardiac problem on a daily basis

Days of the month
## Our Cardiology Team’s Improvement Projects

<table>
<thead>
<tr>
<th>Our ambition</th>
<th>Improve outcomes and quality of care in cardiology</th>
</tr>
</thead>
<tbody>
<tr>
<td>How we will do it</td>
<td>Ensuring that people received the right care and service for them</td>
</tr>
</tbody>
</table>

### Our assumptions

<table>
<thead>
<tr>
<th>Team Heartache</th>
<th>Arrhythmia Angels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delayed diagnosis was worsening symptoms of chest pain due to anxiety</td>
<td>People with suspected arrhythmia weren’t accessing the right care</td>
</tr>
</tbody>
</table>

### Our patients said

<table>
<thead>
<tr>
<th>Team Heartache</th>
<th>Arrhythmia Angels</th>
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</thead>
<tbody>
<tr>
<td>&quot;I trust my doctors and understand there will likely be a wait - this is fine for me!&quot;</td>
<td>&quot;I’ve seen lots of different people at my GP and the emergency department. I still have no diagnosis. I’m confused.&quot;</td>
</tr>
</tbody>
</table>

### What we found

<table>
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<tr>
<th>Team Heartache</th>
<th>Arrhythmia Angels</th>
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<tbody>
<tr>
<td>Inappropriate referral to rapid access</td>
<td>Variation due to lack of local pathway</td>
</tr>
</tbody>
</table>

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## What we did

### Team Heartache

Improved the referral process to ensure patients we seen by the right care professional - about to pilot

### Arrhythmia Angels

designed a new pathway that has gained support across the city - plans to implement

## What next?
What does the future hold?

British Rail had Pendolinos and they hadn't worked out. Our team had been brave enough to say, 'Even though they failed, doesn't mean they won't work for us'.

Journey Not Destination