The rational, political and emotional issues around the delivery of better healthcare

Green Templeton Lectures

27 February 2017

John Drew
Nel mezzo del cammin
di nostra vita
mi ritrovai per una
selva oscura,
ché la diritta via era
smarrita.

In the middle of the journey
of our life
I found myself astray in
a dark wood
where the straight road had been
lost sight of.

Seamus Heaney translation
of Dante’s Inferno
“Engineers make things; they make things work and they make things work better”

The application of mathematics and practical knowledge in order to invent, design, build and improve things.

the activities of setting the strategy and coordinating the efforts of employees to accomplish an organisation’s objectives using the available resources.

the study of scarcity, the study of how people use resources, or the study of decision-making.

the process of dealing with or controlling things or people.
Founder of ‘scientific management’, and arguably of management consulting

“It is only through enforced standardization of methods . . . and enforced cooperation that this faster work can be assured. And the duty of enforcing the adoption of standards and enforcing this cooperation rests with management alone.”

A central assumption of scientific management is that "the worker was taken for granted as a cog in the machinery"
Founder of the Toyota Production System (now also known as ‘Lean’);

Core principles include;

- You are a cost. First reduce waste.
- First say, "I can do it." And try before everything.
- The workplace is a teacher. You can find answers only in the workplace.
- Explain difficult things in an easy-to-understand manner. Repeat things that are easy to understand.
- Waste is hidden. Do not hide it. Make problems visible.
- Valueless motions are equal to shortening one's life.
- Wisdom is given equally to everybody. The point is whether one can exercise it.

Taichi Ohno
(1912-1990)
... the reasons for your failure are within yourselves. Your firms are built on the Taylor model. Even worse, so are your heads. With your bosses doing the thinking while the workers wield the screwdrivers, you're convinced deep down that this is the right way to run a business. For you the essence of management is getting the ideas out of the heads of the bosses and into the hands of labour. Business, we know, is now so complex and difficult, the survival of firms so hazardous . . . . that their continued existence depends on the mobilisation of every ounce of intelligence. Konosuke Matsushita, 1982

"We get great results with average people through a great system.

Others get average results from great people working in an average system."

Toyota website, 2017
‘Lean’ is the engine which keeps Toyota in front

The Toyota Production System developed out of a crisis in 1950s Japan

- Pursues flow throughout the entire value stream by the relentless elimination of waste

- Builds quality into the manufacturing process, through disciplined problem-solving

It takes fewer man hours to make a Lexus from scratch than to re-work a German luxury car at the end of the production line – after it has been made.
‘Lean’ is . . . .

. . . . “The Toyota Way”; create flow, reduce waste

. . . . intuitive; simple concepts, simple tools

. . . . powerful; can drive a step change in performance and culture

. . . . proven; from production lines to hospitals to banking

. . . . your best option; improves both quality and productivity

. . . . demanding; deeply cultural and a journey
How does the NHS rank? It depends on your scale

UK ranked 1st overall in Commonwealth Fund’s 2013 review
- 1st in quality of care (across effective, safe, coordinated and patient centred domains)
- 1st in access based on cost
- 3rd in timeliness of care
- 1st in efficiency
- 2nd in equity
- 10th in healthy life expectancy

UK ranked 14th overall in the European Consumer Health Index of 35 countries (2014)
- 15th in outcomes
- 6th in services range and reach
- 32nd in access
- 7th in patient rights and information
- 2nd in prevention
- 5th in access to pharmaceuticals

SOURCE: Commonwealth Fund 2014; European Health Consumer Index 2015;
Satisfaction with the NHS is high, but peaked in 2010

Satisfaction with NHS services
% 1983-2015

- Very satisfied overall
- Very dissatisfied overall

SOURCE: British Social Attitudes Survey
People’s impressions of the NHS improve when talking about it through their own lens of experience

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<thead>
<tr>
<th>People in agreement</th>
<th>Agree</th>
<th>Disagree</th>
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<tbody>
<tr>
<td>Right government policies for NHS</td>
<td>26</td>
<td>41</td>
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<tr>
<td>Good national NHS service</td>
<td>18</td>
<td>60</td>
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<tr>
<td>I’m receiving a good local service</td>
<td>14</td>
<td>74</td>
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“I left home [to go to A&E] and came back in **less than two hours**. Seriously – something must be done about this! What is a mum to do in order to get a few hours of quiet reading in this country?

. . . .

Sincerely yours, a frustrated mother of two little boys who don’t give her a second’s rest.

P.S. You rock.”

*(Letter to NHS Trust)*

SOURCE: Ipsos Mori
How much has the media shaped our views about the NHS?

**Articles referencing the NHS**

# from sources based in England

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21,021 27,610 26,128 22,029 25,007 27,280 34,348 39,691 44,644 54,045 54,131 53,176
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+9% p.a.

SOURCE: Factiva
This government is sacking over 50,000 doctors, nurses, midwives and other NHS staff.

We love our NHS.

Don't let this government destroy it.
We send the EU £350 million
let’s fund our NHS instead
Let’s take back control
How the NHS budget has grown
Health spending in the UK (£bn in 2016-17 prices)

Source: IFS

Change in proportion of public services budget spent on health
- NHS
- Rest of budget

1955-56: 11.2%
2015-16: 29.7%

Source: IFS

How spending on health has slowed down
Average annual increase in government spending on health

How the UK compares
Comparison of spending on public and private health and care as a percentage of GDP in 2014

Source: Nuffield Trust / Health Foundation
We forget that the NHS is immeasurably better than it was. When I was training waiting lists were two years and cancelled operations were common.
These four dimensions give a rounded view of how a hospital is performing.
The vast majority of leadership attention goes on in-year financial and operational performance.
Displays a matrix with categories along the sides:

**People**

**Quality**
- Outcomes
- SHMI
- ‘Never’ events

**Operations**
- A&E (4 hours)
- RTT (18 weeks)
- Cancer

**Finance**
- Cost Improvement Programme (CIP)
- ‘Control Total’

**Local System Sustainability & Transformation Plans (STPs)**
- Designed to close the ‘triple gap’;
  - Health & well being
  - Care & quality
  - Finance & efficiency

Years:
- 1
- 3
- 5
- 10
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<th>Quality</th>
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Performance = Potential - Interference
Recommended reading: Reinventing Organisations

Frederic Laloux argues that organisations are ‘evolving’ from the guiding metaphor of functioning as a machine to functioning as an organism, or a living system which senses and responds to its environment.

Through a series of case examples, the book describes a new paradigm, with three common characteristics:

- **Listening to evolutionary purpose**: replacing competition as the over-arching context with a profound understanding of the work we are here to do, and why we do it.

- **Self-management**: radical delegation of responsibility to frontline teams, so that much of the managerial ‘work’ and activity previously carried out by support functions disappears completely!

- **Striving for wholeness**: dropping our professional masks, to be open with each other and to learning based on trust and honesty.
“I am opposed to the laying down of rules or conditions to be observed in the construction of bridges lest the progress of improvement tomorrow might be embarrassed or shackled by recording or registering as law the prejudices or errors of today”

- Isambard Kingdom Brunel
His aim here is to prompt a wider conversation about death and dying. He argues that society’s obsession with control and individualism has changed our relationship with our own mortality and medicalised death.

He finds doctors communicate most effectively when they jettison the position of detached, clinical observers and talk in terms of how they feel: “I am worried about your tumour because…” Often the bravest and most humane decision, he realises, is to do nothing at all.

He movingly describes the negotiation between hope and the acceptance of death, and the complexity of discussions with one’s oncologist, as different treatments provide only temporary reprieve, and become increasingly toxic. The balance between hope and resignation becomes difficult to strike.

Source: Guardian book reviews