



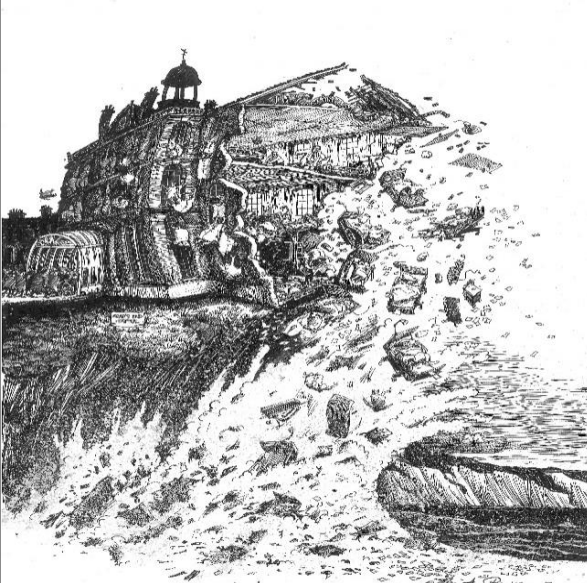
National Clinical
& Integrated Care Programmes
Person-centred, co-ordinated care

Disruptive Innovation and the National Clinical Programmes



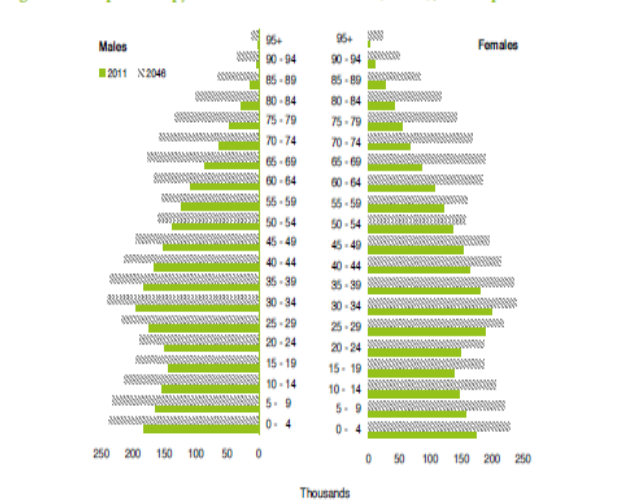
Dr Áine Carroll
National Director
Clinical Strategy and Programmes Division
Health Service Executive

Why Change?



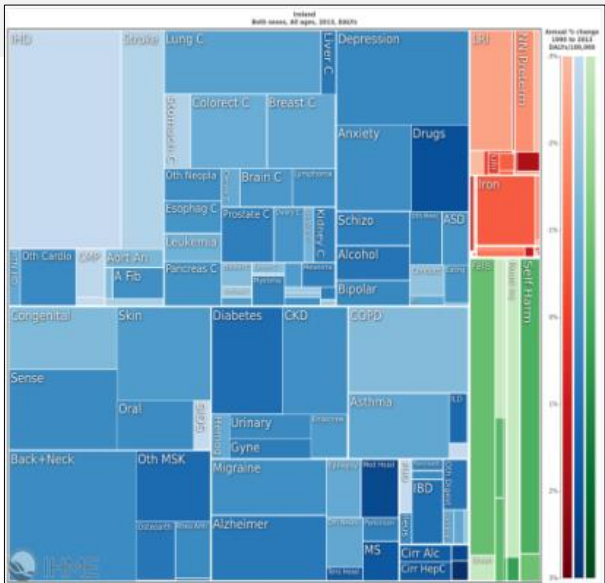
Hospital-centric MOC

Figure 2.3: Population pyramid for 2011 and 2046 (M1F1), most optimistic scenario

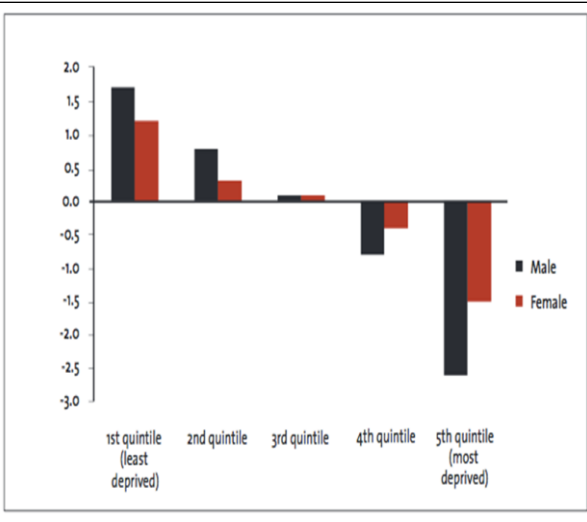


Source: Central Statistics Office, Population and Labour Force Projections 2016-2046²

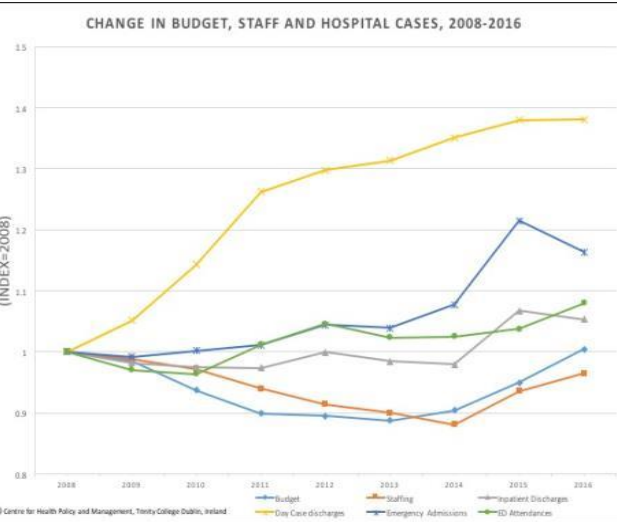
Ageing population



Chronic disease and obesity

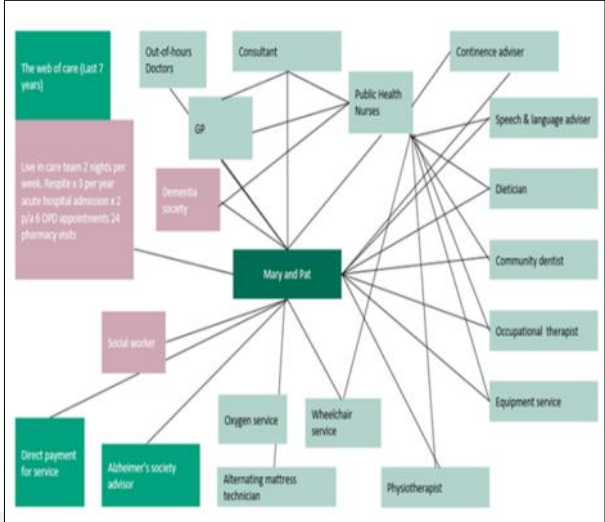


LE and deprivation



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Money and activity



Fragmented



Innovation

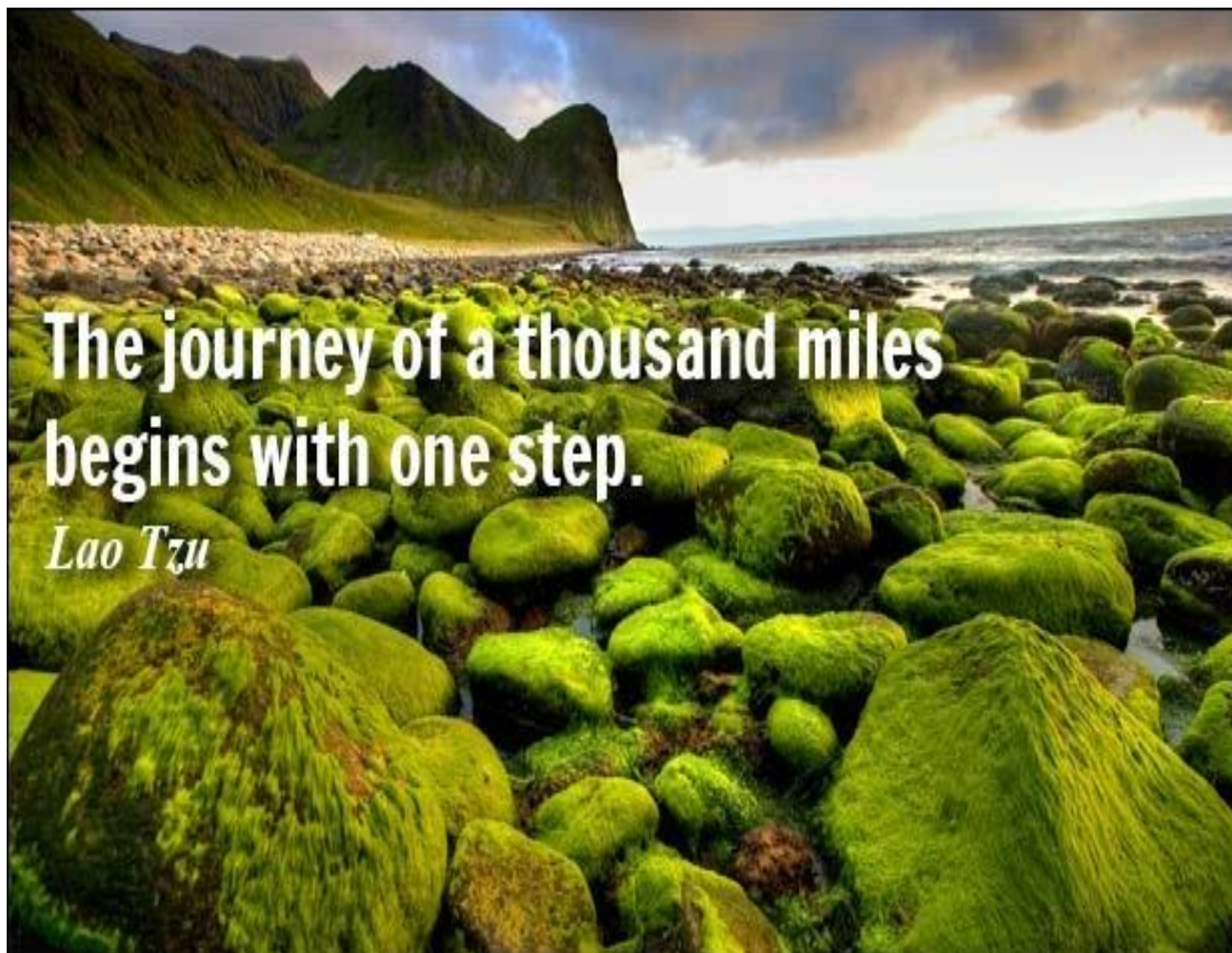
An idea, service or product, new to the HSE or applied in a way that is new to the HSE, which significantly improves the quality of health and care wherever it is applied.

Central Truths of Innovation

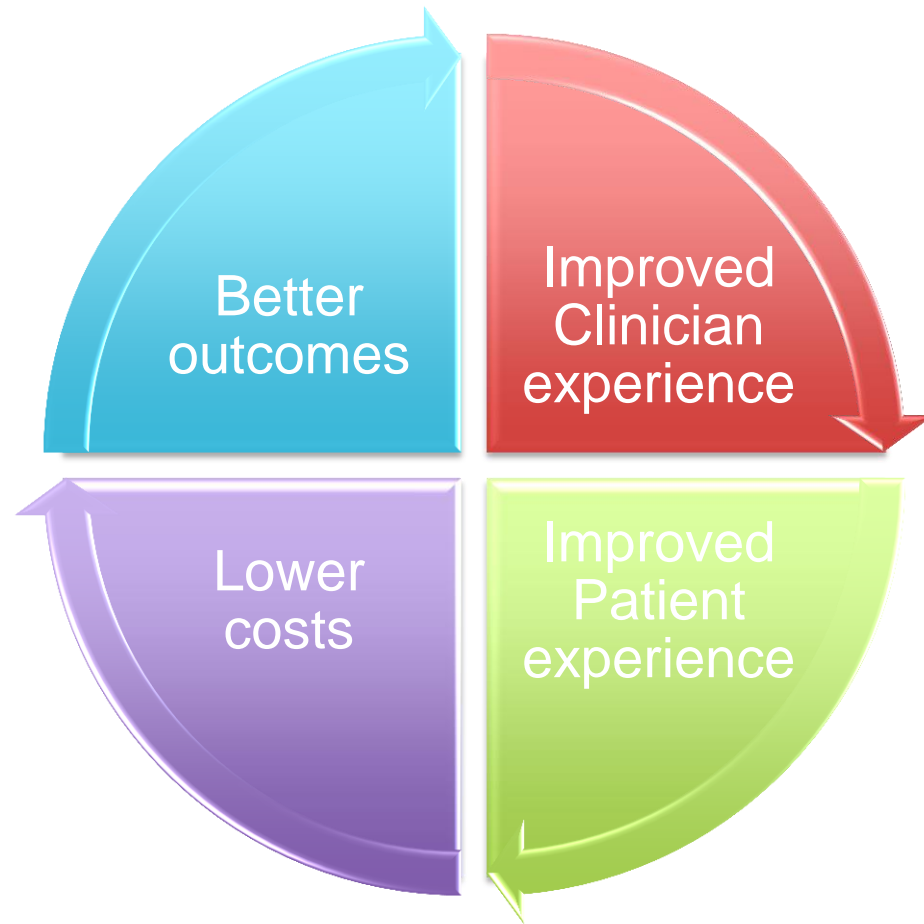
Every system is perfectly designed to get the results that it gets

If we want different performance, we must change the system

To change the system, we must think in fundamentally different ways



The National Clinical Programmes: Pursuing The quadruple aim



Over 30 National Clinical Programmes established since 2010



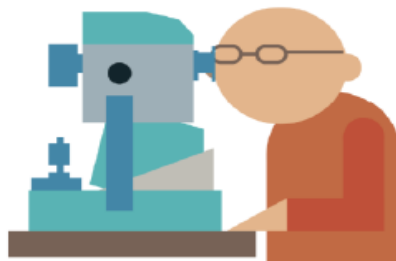
SO WHAT?



WHO CARES?

NATIONAL CLINICAL PROGRAMME IMPACTS

Over **87,000** people with diabetes screened as part of the national retinal screening programme



40% increase in number of new patients seen for Dermatology related issues since 2009



82.3% Day of Surgery Admission rate achieved for planned/elective Trauma and Orthopaedic Surgery in 2015 compared to only **34.6%** in 2010

Over **1700** patients accepted to COPD outreach programme in 2016 across 12 hospital sites



22 severely obese adults with Diabetes underwent bariatric surgery in Galway University Hospital in 2016



NATIONAL CLINICAL PROGRAMME IMPACTS

11 Injury Units now seeing almost **90,000** patients each year with injuries such as broken bones, dislocations, sprains, strains, wounds, scalds and minor burns



2000 staff members have already completed the Adult National Sepsis eLearning module launched in September 2016, increasing competence and expertise on Sepsis recognition, escalation and treatment



11% thrombolysis rate for stroke patients achieved by end of 2015, compared to **1%** in 2008



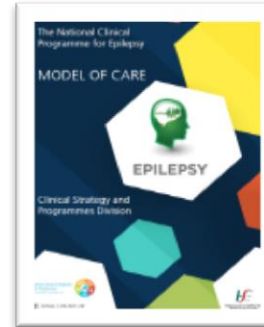
Over **80,000** patients have been seen through MSK Physiotherapy Clinics and removed from consultant waiting lists.



National Clinical Programmes - 2016

- 5 Models of Care published across a number of speciality areas:

- Epilepsy
- Neurology
- Paediatric services
- Neonatal services
- Eye care

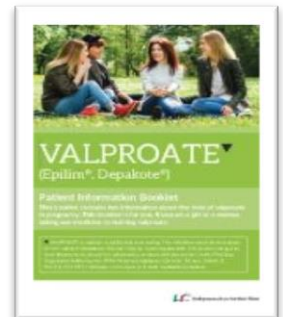


- 14 Guidelines published across a number of areas, including:

- National Laboratory Handbook Vol 1
- Irish Children's Triage System
- Insulin Titration Guidelines
- Management of Women with Epilepsy
- 8 Obstetric and Gynaecology guidelines



- Valproate education toolkit for patients and prescribers developed



- National Clinical Programme on the Assessment and Management of Patients Presenting to Irish Emergency Departments Following Self Harm officially launched in collaboration with Mental Health Division and College of Psychiatrists of Ireland.

SO WHAT?



WHO CARES?

When it works, it works well – Patient testimonies

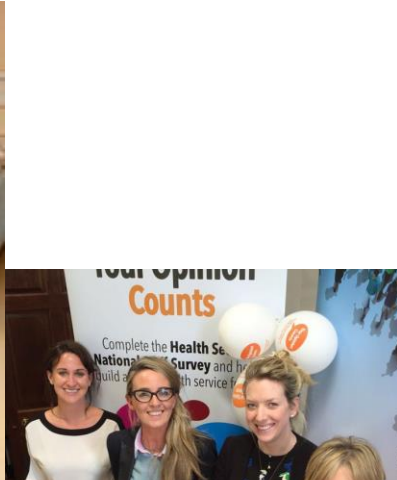
PERSON-CENTRED, COORDINATED CARE



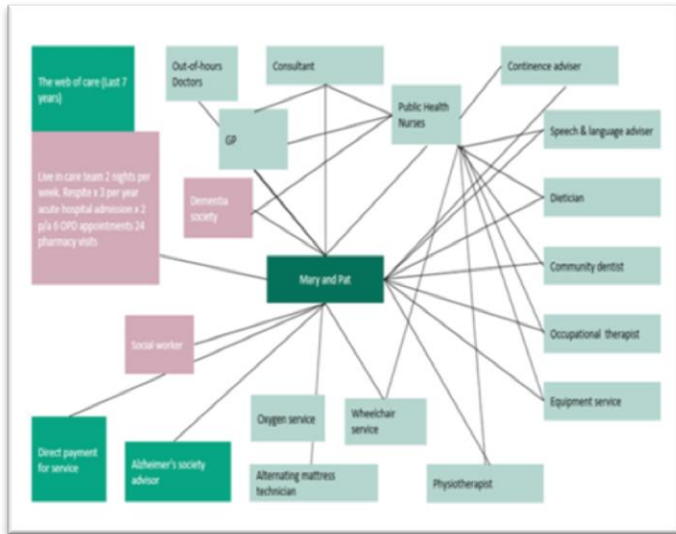
Person-centred care made simple October 2014 Health Foundation



Enablers



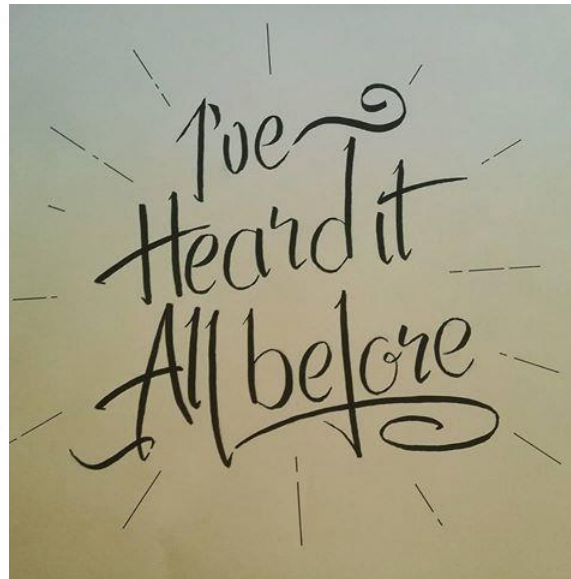
Challenges



"People were quite receptive to the Change Seminar."



"AFTER AWHILE, YOU GET USED TO THE LEGACY SYSTEMS."



**The HSE reform and transformation programme has
care coordination for the patient at its core**

Integrated Care Programmes

Prevention & Management of Chronic Disease



Patient Flow

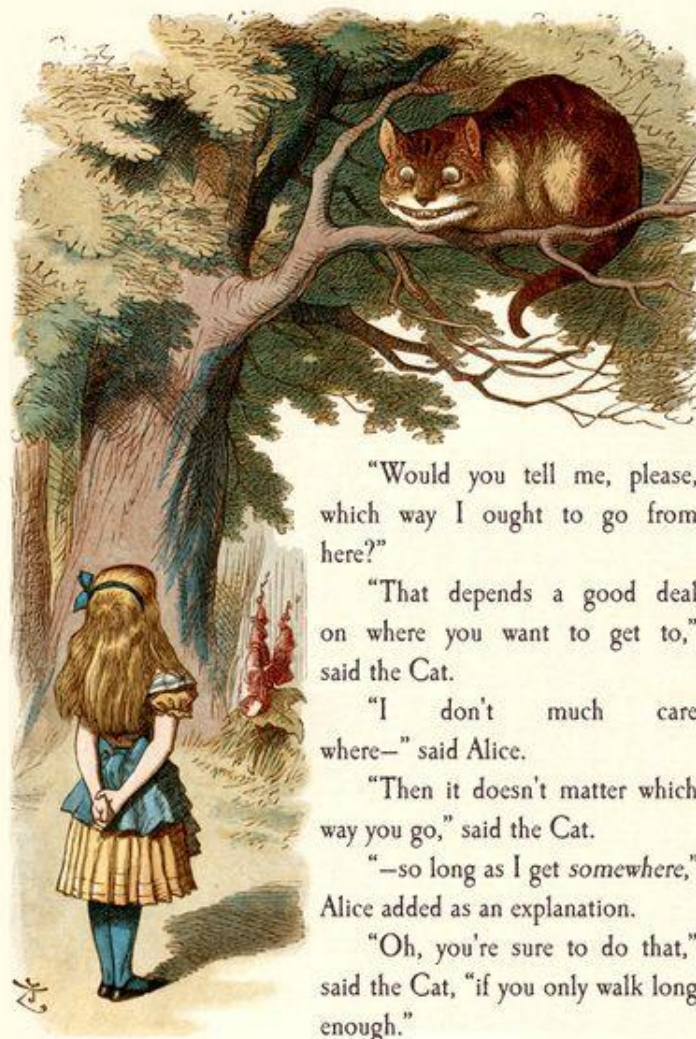


Older Persons



Children





"Would you tell me, please,
which way I ought to go from
here?"

"That depends a good deal
on where you want to get to,"
said the Cat.

"I don't much care
where—" said Alice.

"Then it doesn't matter which
way you go," said the Cat.

"—so long as I get *somewhere*,"
Alice added as an explanation.

"Oh, you're sure to do that,"
said the Cat, "if you only walk long
enough."

"The Lewis Carroll - Sir John Tenniel 1844 Anniversary 'Newer Alice' Collection" - Printed by Graphische Anstalt J. E. Waltherberger AG, Brunnadon Zurich, Switzerland - White Rabbit Press, Amsterdam © 2008

“is one of those words which have meaning for most people who use them but the meaning of which is not only universal but may vary from sentence to sentence with the same user”

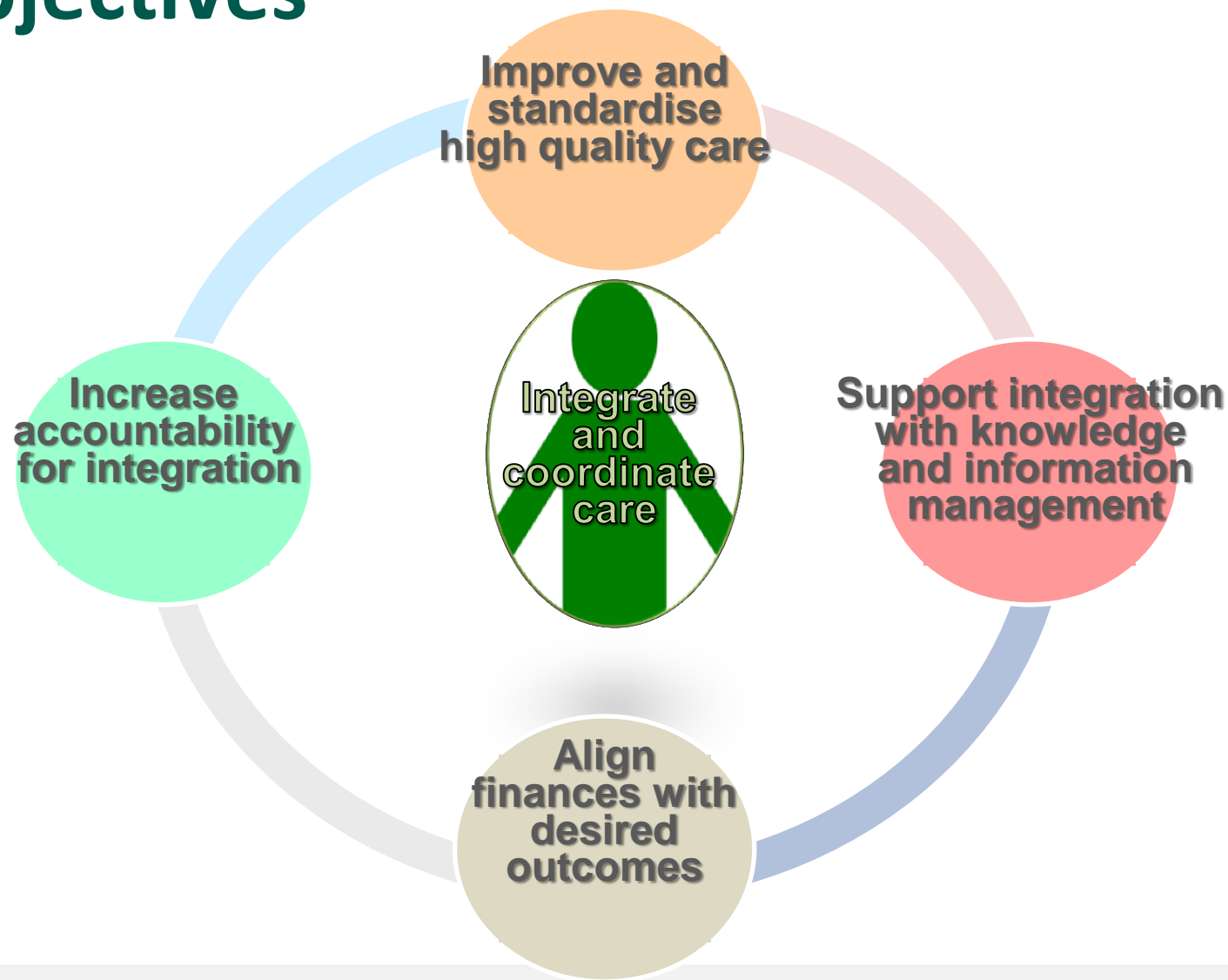
- Licht S 1968

Vision

PERSON-CENTRED, COORDINATED CARE



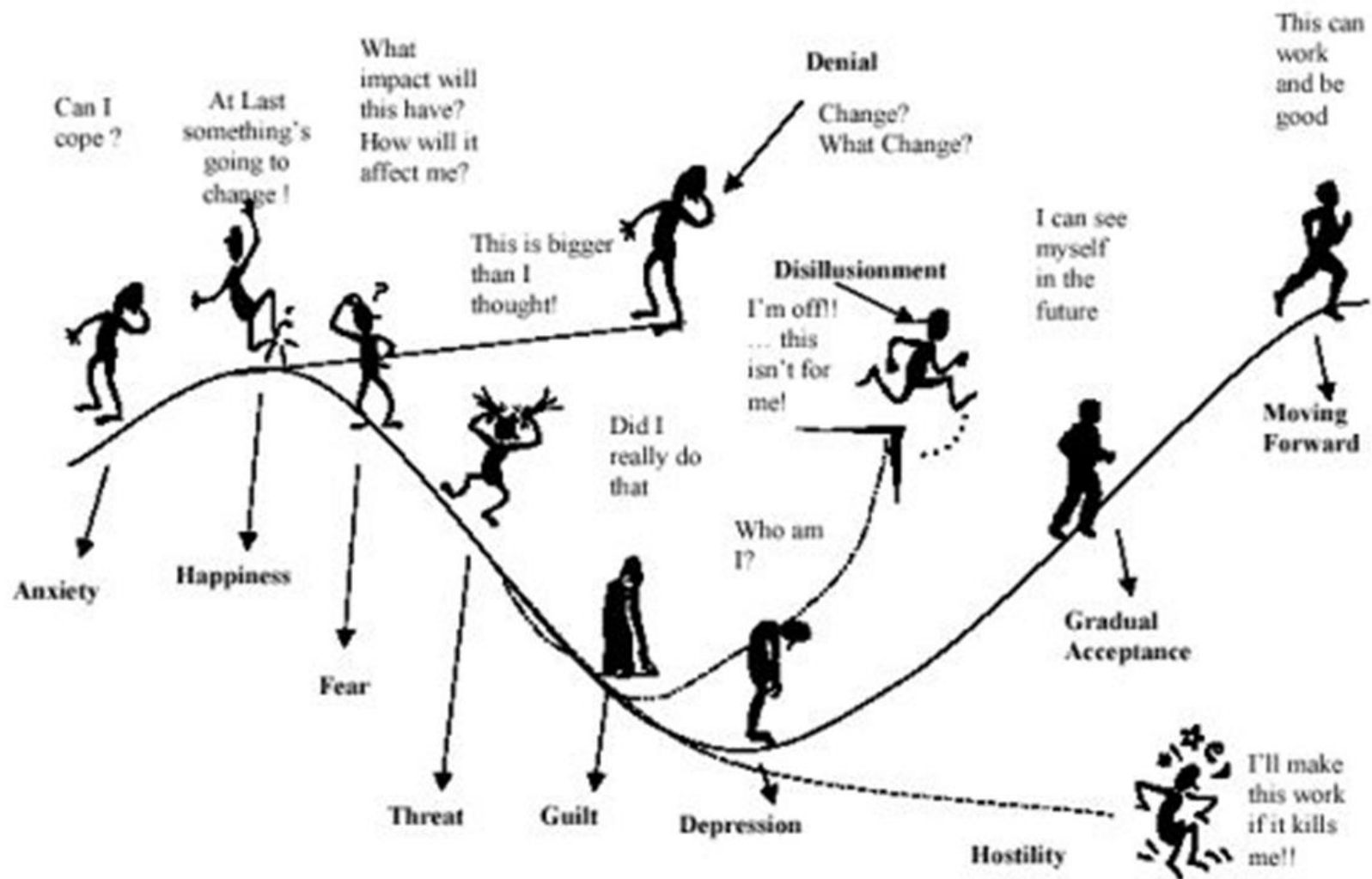
Objectives



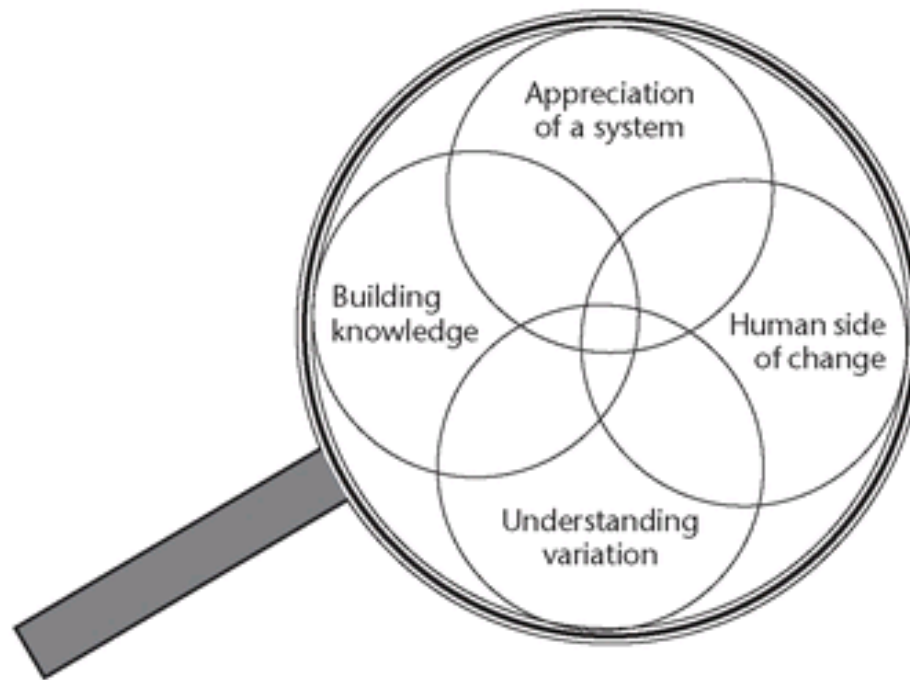
Re-engineering healthcare



The Process of Transition



Deming's system of Profound Knowledge



Integrated Care – Key Principles

Clinically led

Empower clinicians to lead the change

Patients

Engage patients at every level

Nationwide

Nationalise existing best practice and strong support from top table

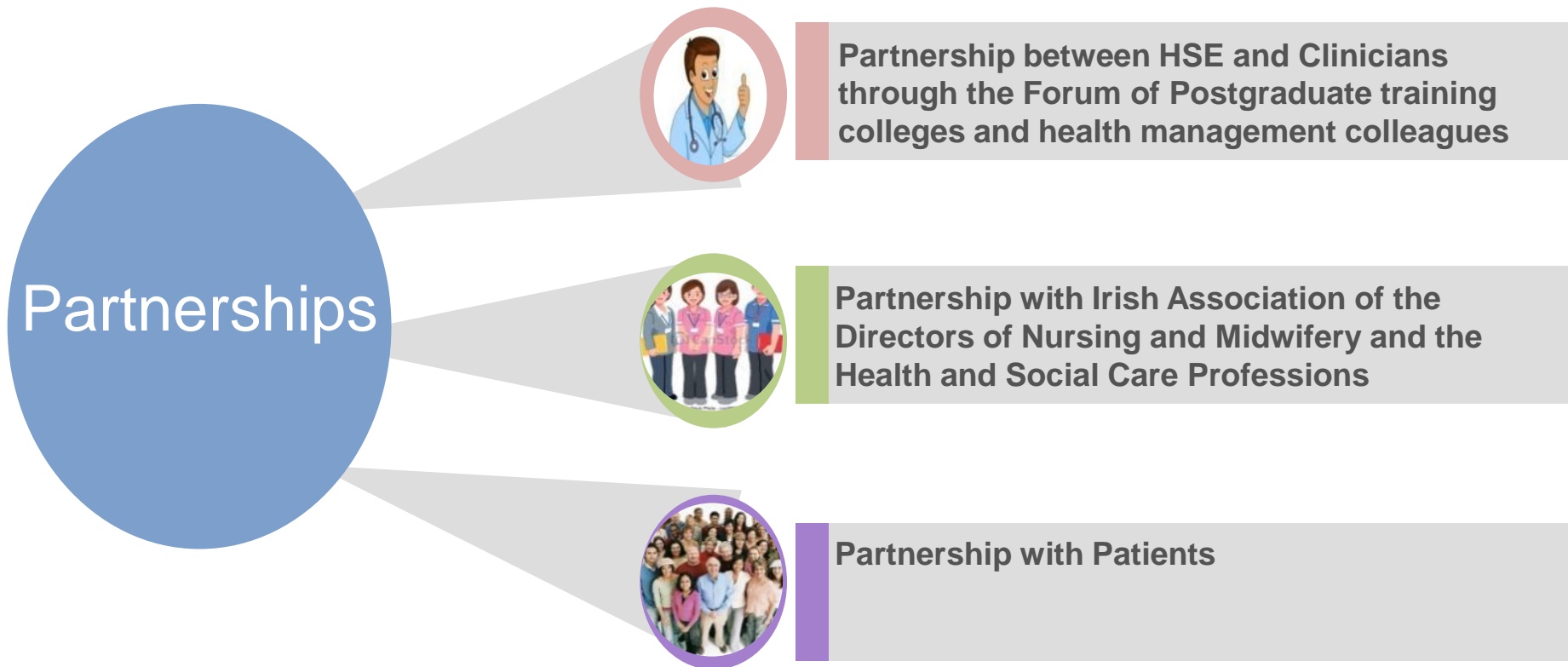
Structured

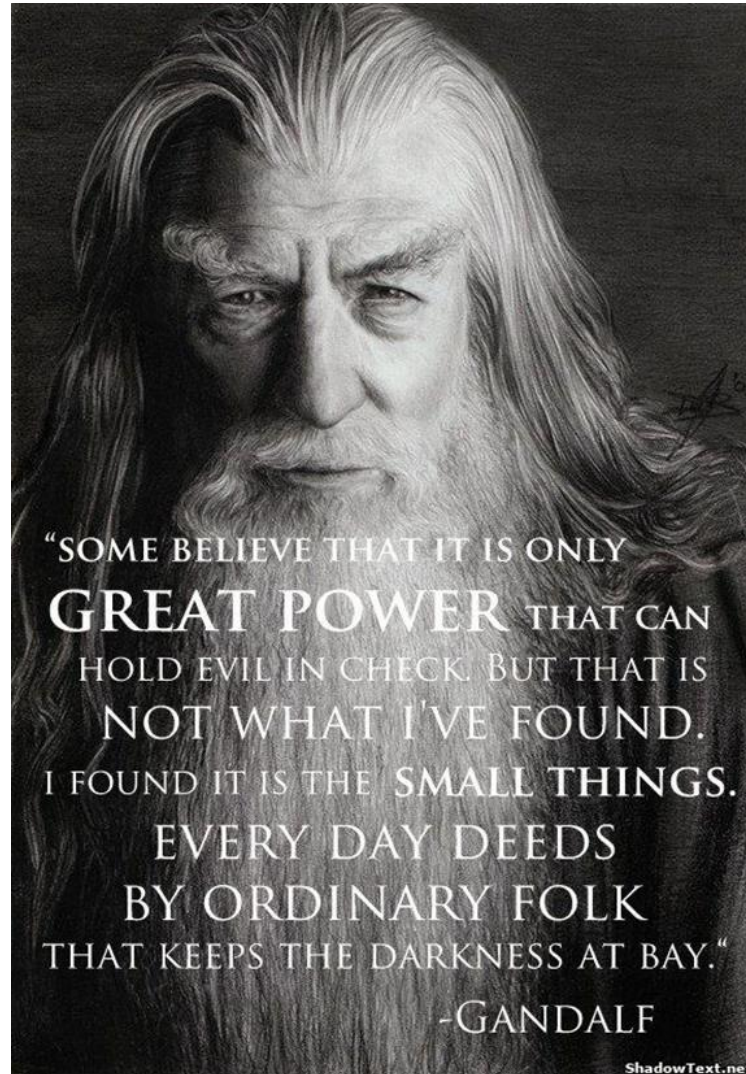
Structured programme management approach

Stakeholders

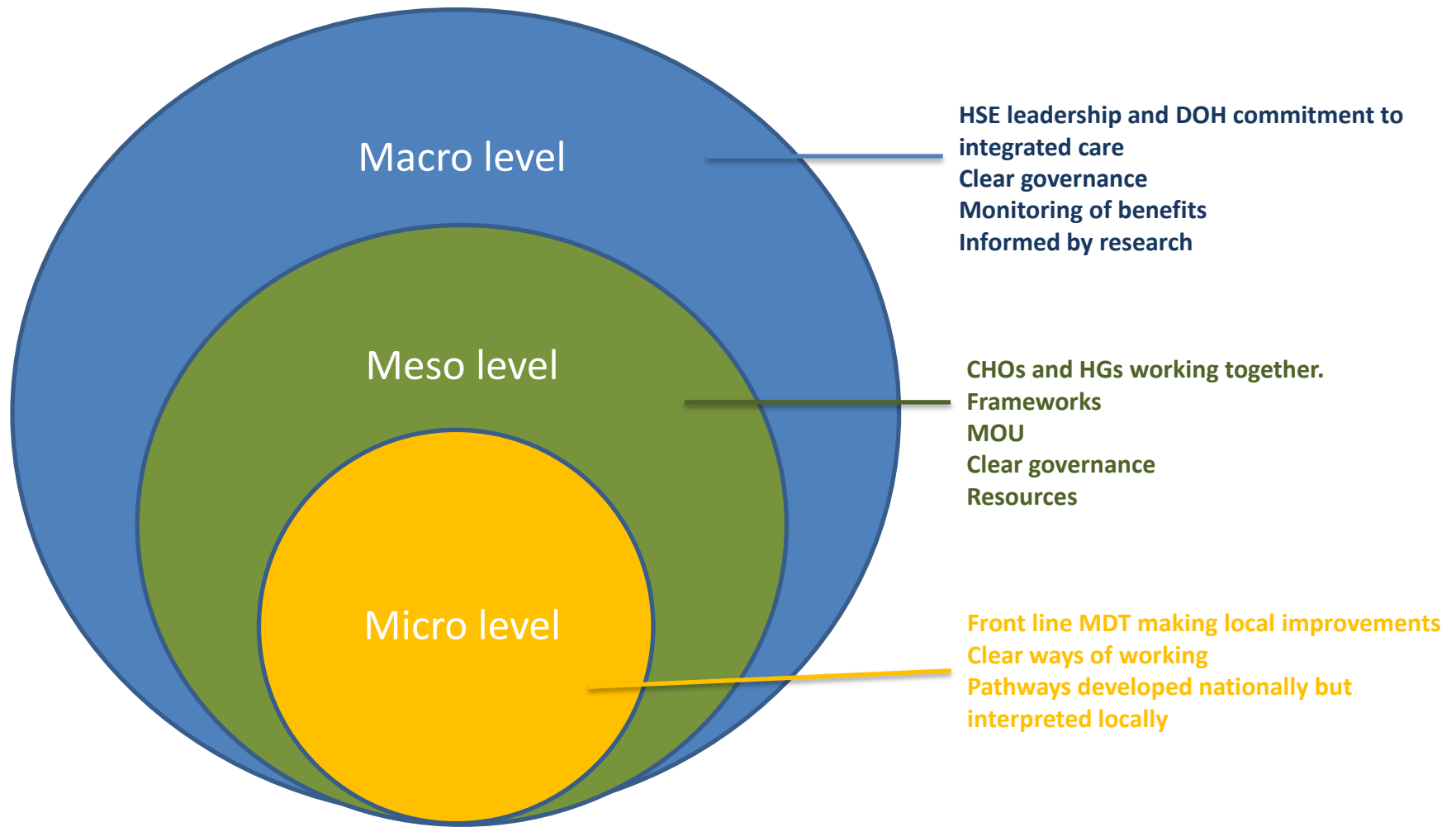
Align stakeholders i.e. Government, Management, Colleges, Unions, Patients, etc

Guiding Coalition





Whole System Approach to Change

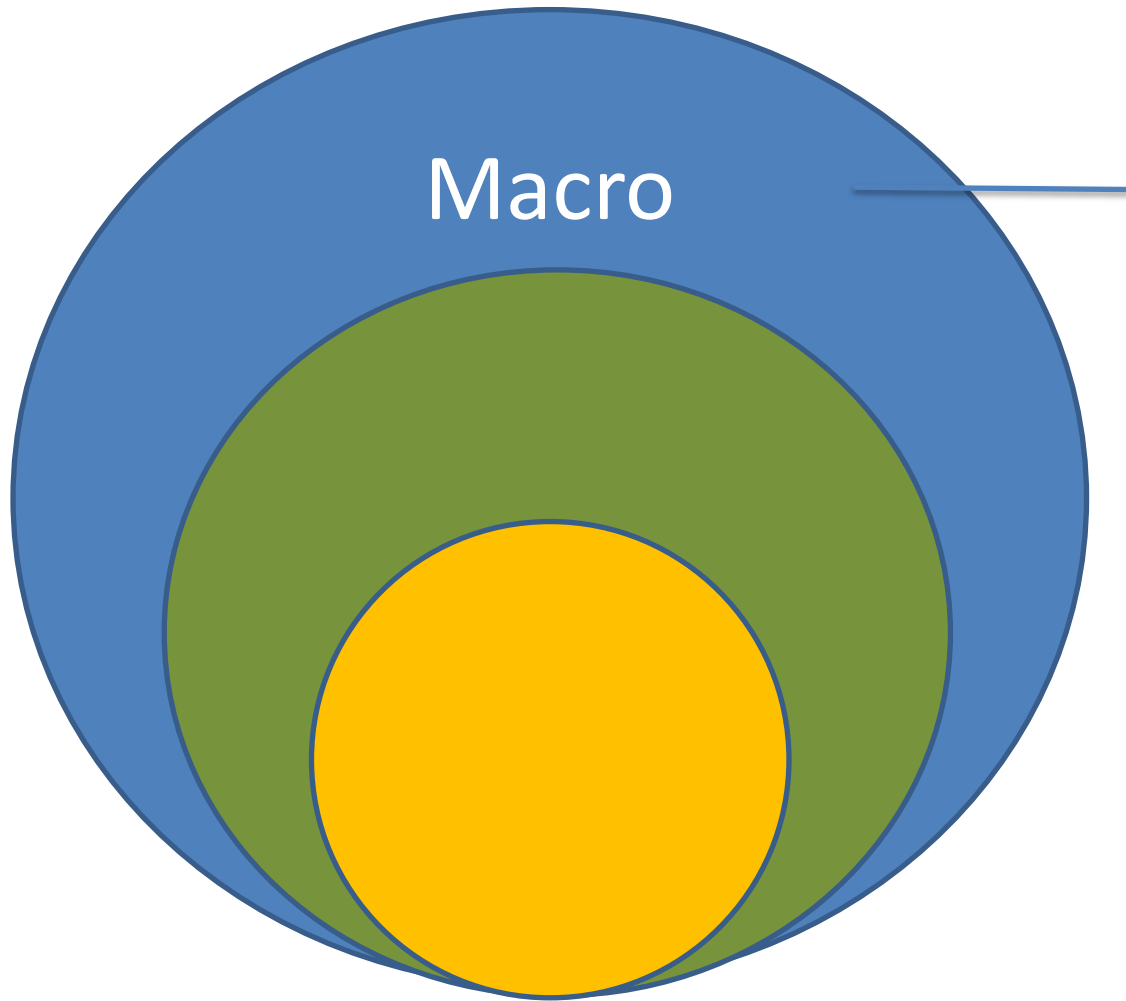


SO WHAT?



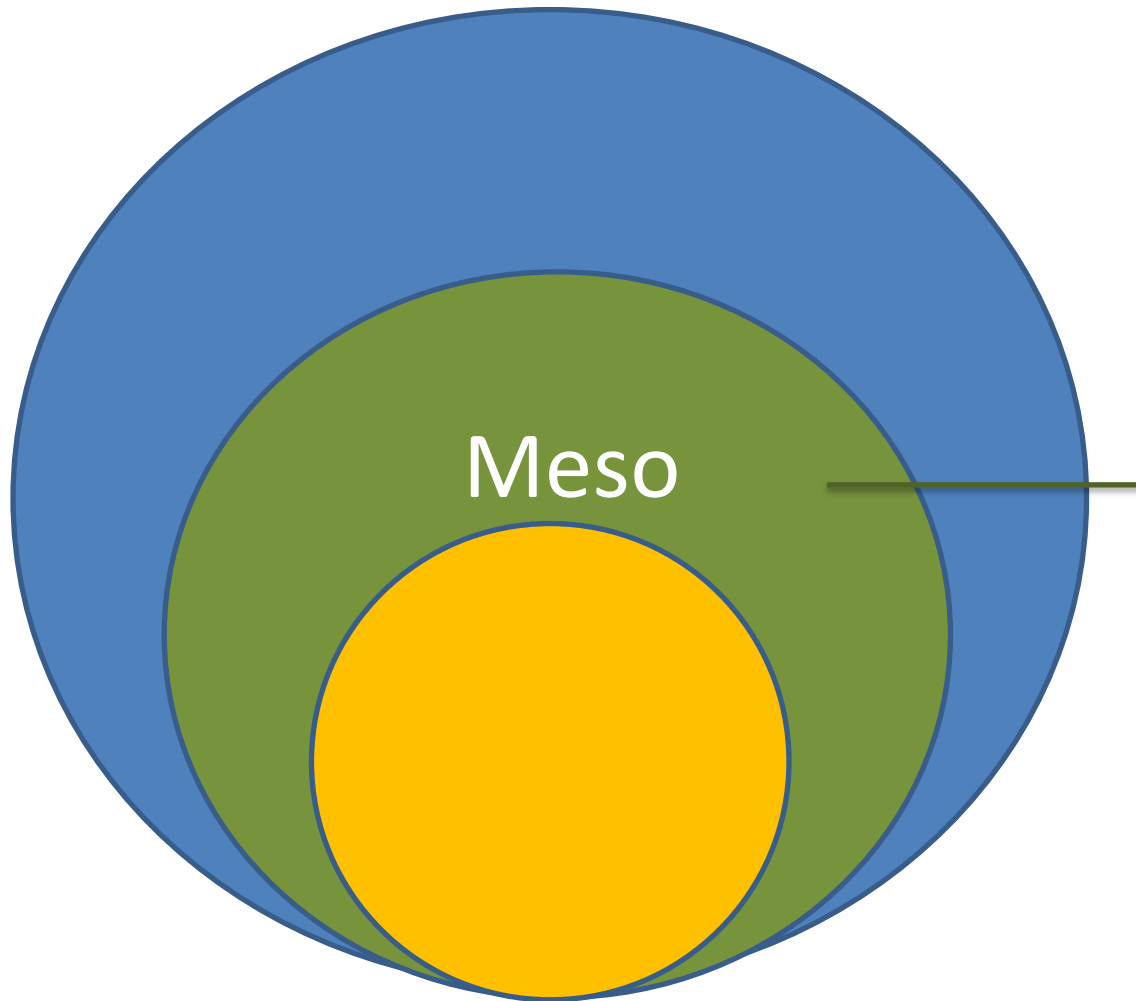
WHO CARES?

Macro level



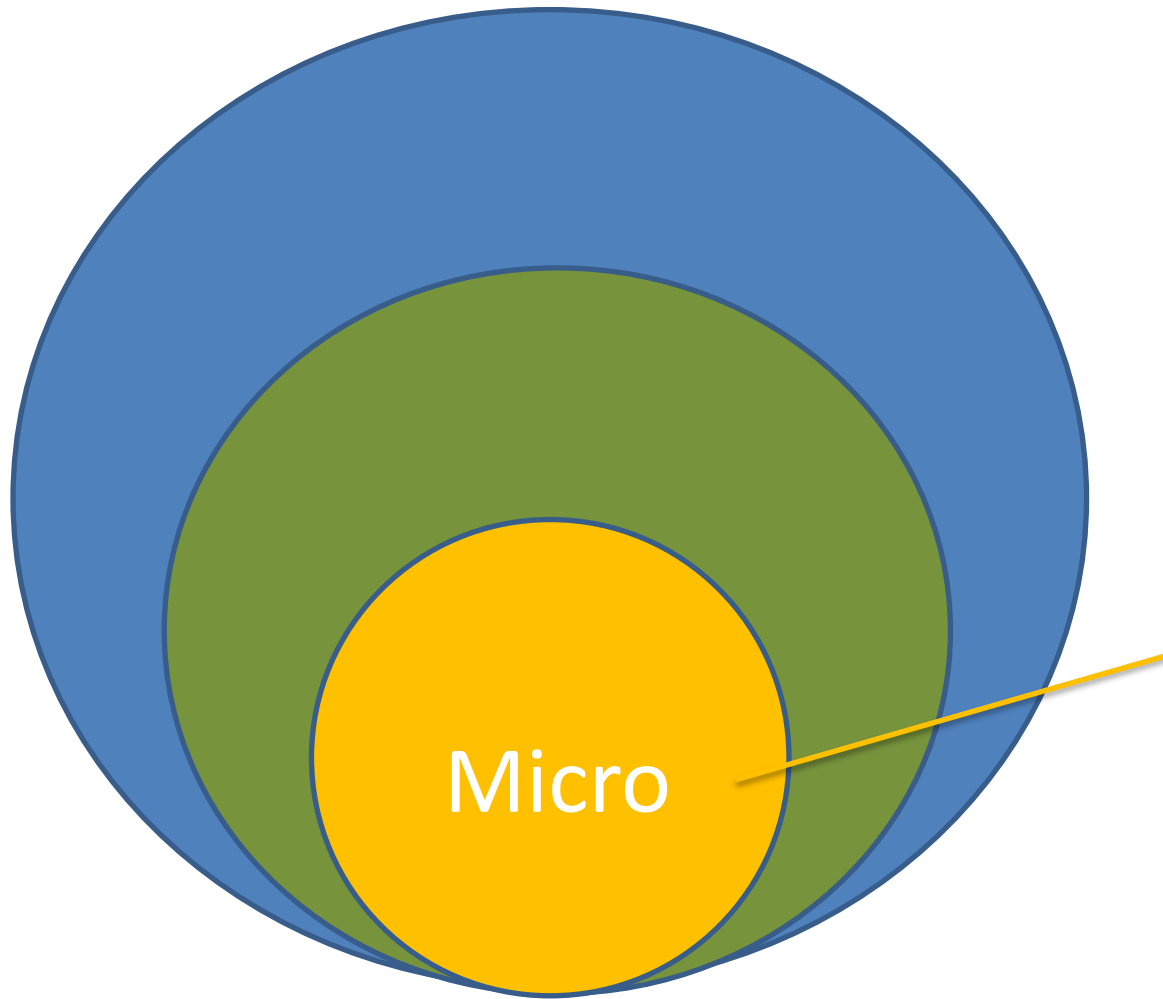
- HSE leadership and DOH commitment to integrated care
- Clear governance
- Monitoring of benefits
- Informed by research

Meso level



- CHO and HGs working together.
- Frameworks
- MOU
- Clear governance
- Resources

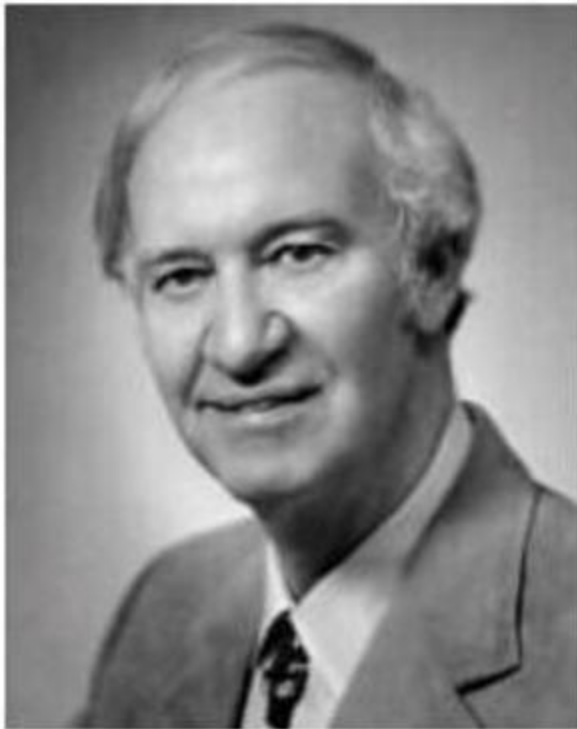
Micro level



- Front line MDT making local improvements
- Clear ways of working
- Pathways developed nationally but interpreted locally

Successful integrated care is primarily about patient experience

- FRONTIER ECONOMICS 2012



A cardinal principle in systems theory is that all parties that have a stake in a system should be represented in its management.

— *Malcolm Knowles* —

AZ QUOTES



Patient Narrative

What matters to you?



- My experiences of care
- Care that I am confident in
- Care in my journey through healthcare



Patient's Definition of Integrated Care

“Person centred co-ordinated care involves a comprehensive assessment of my health and life world and access to and continuity in services I need when I need them, regardless of setting. It is underpinned by a health service that provides me with the information I need to make choices and demonstrates respect for my preferences, building care around me and those involved in my care.”

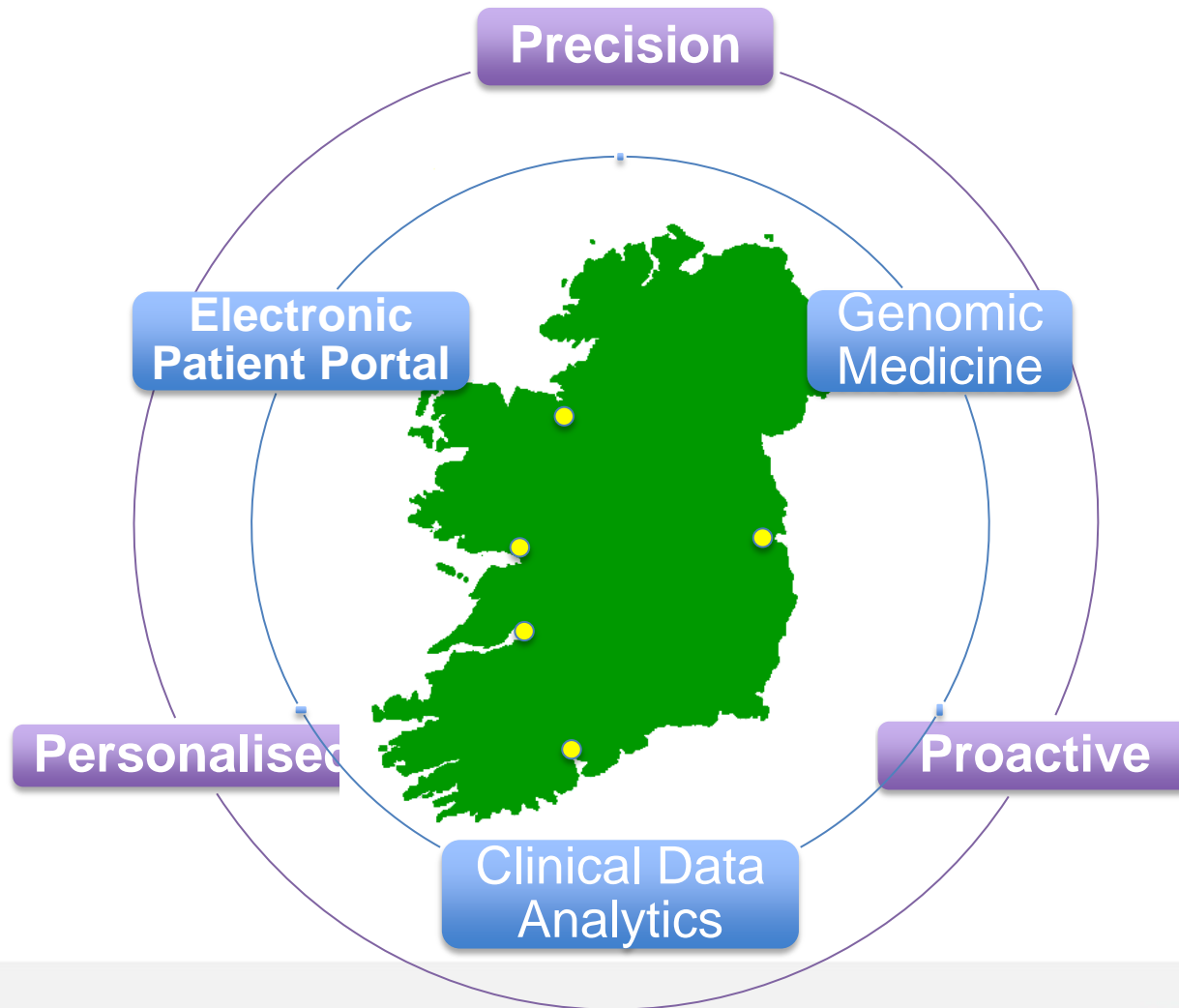
Phelan A., Rohde D., Casey M., Fealy G., Felle P., Lloyd H. & O’Kelly G. (2017) Patient Narrative Project for Person-Centred Co-ordinated Care. UCD, IPPOSI & HSE, Dublin

It's
already
happening

Birch Trail Boutique

Epilepsy Lighthouse

Providing Individualised Services and Care in Epilepsy (PISCES)



3P Medicine via Epilepsy EPR



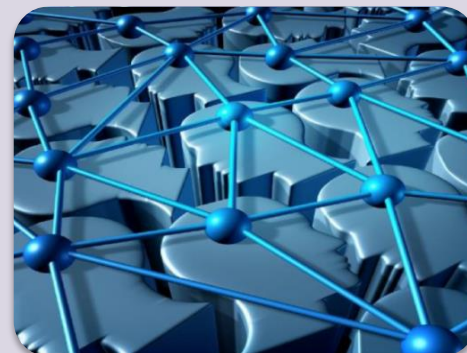
PRECISION

- **Genomics**
- Identify underlying cause of epilepsy
- Embed genomics in clinical pathway
- Facilitated by **EPILEPSY EPR**



PROACTIVE

- **Patient portal to EPILEPSY EPR**
- Patient reported outcome measures (PROMs)
 - *AED& Tx compliance*
 - *Realworld Quality of Life*
 - *Seizure Severity*

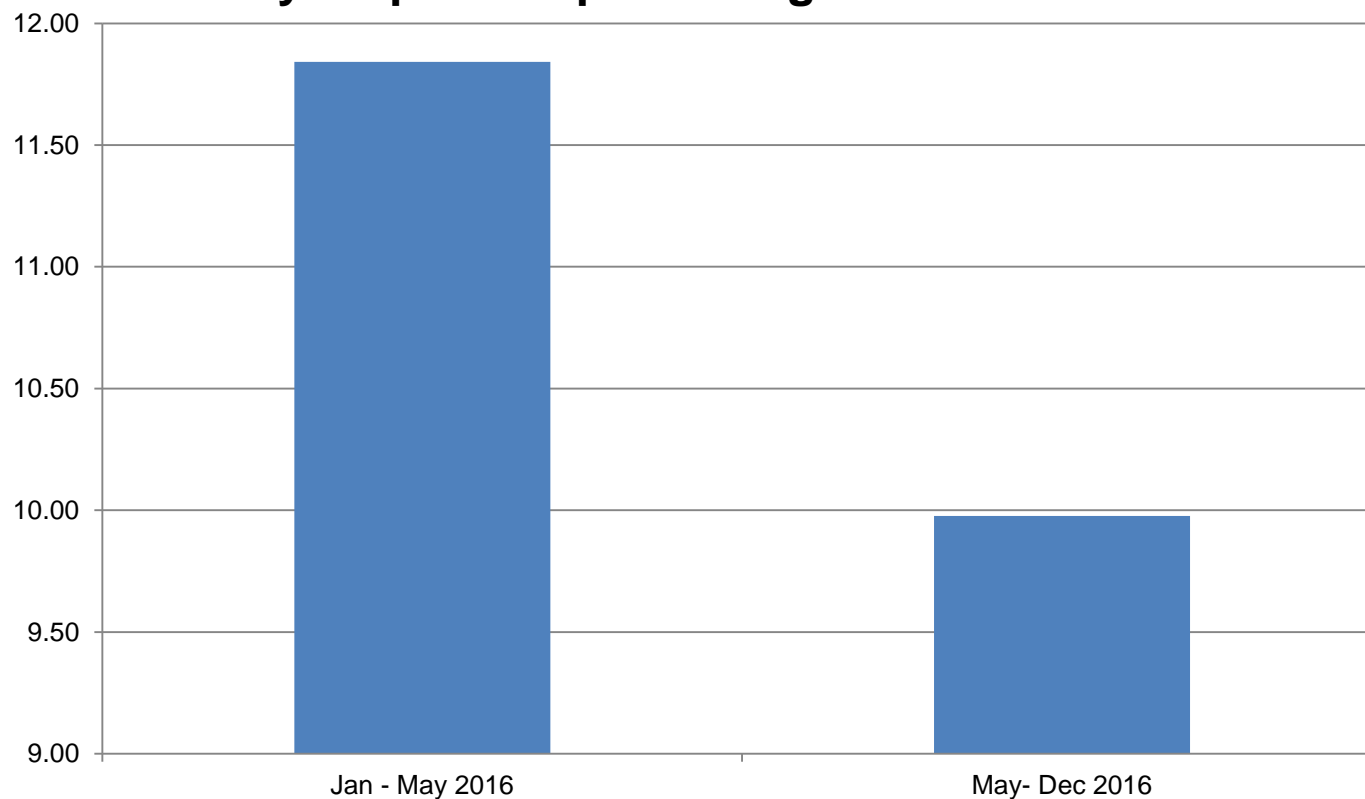


PERSONALISED

- *Clinical Analytics* based on population data in **EPILEPSY EPR**
- Insights into disease risk, progression & Tx response
- informs evidence-based individual plans

Regional Hospital Sligo

Median LOS for Specialist Geriatric Ward >70yrs ..pre and post designation



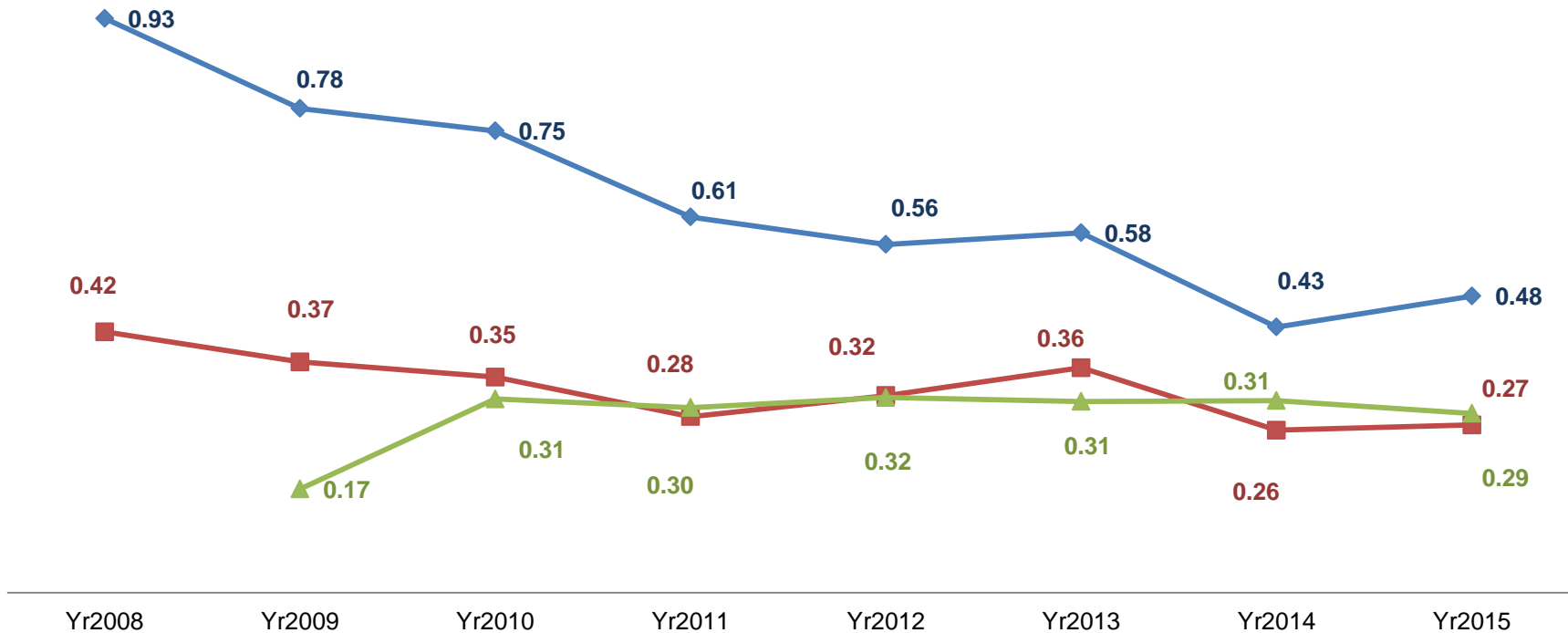
**Median LOS ...11.84 days to 9.98 days...reduction
of 15.7%**

(Excludes Stroke Related /TIA Patients)

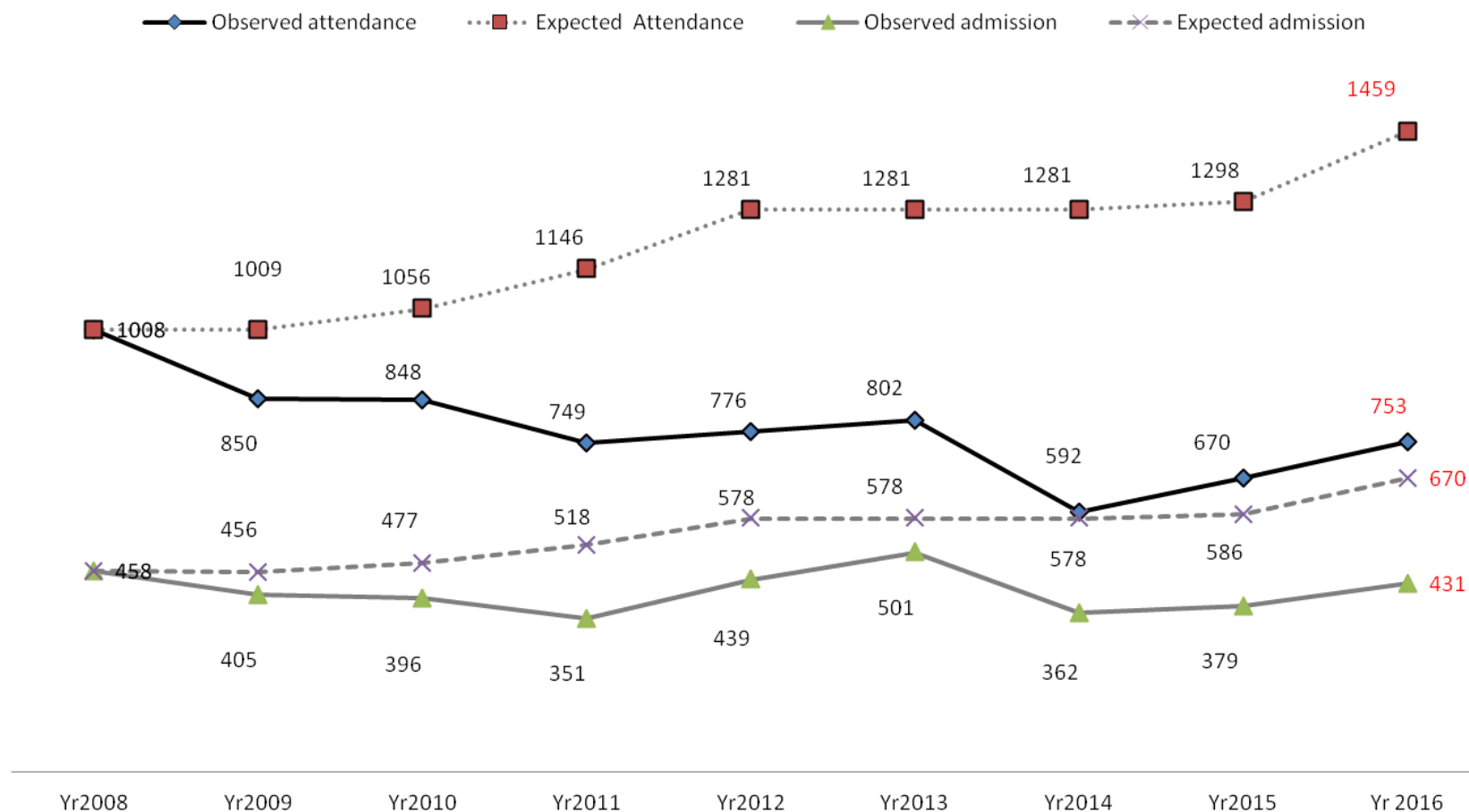
Reduced transfer rates from nursing homes supported by outreach older persons services in MMUH

Rate calculated per bed per year

—◆— ED transfer rate —■— Admission rate —▲— Referral rates to MCMOP



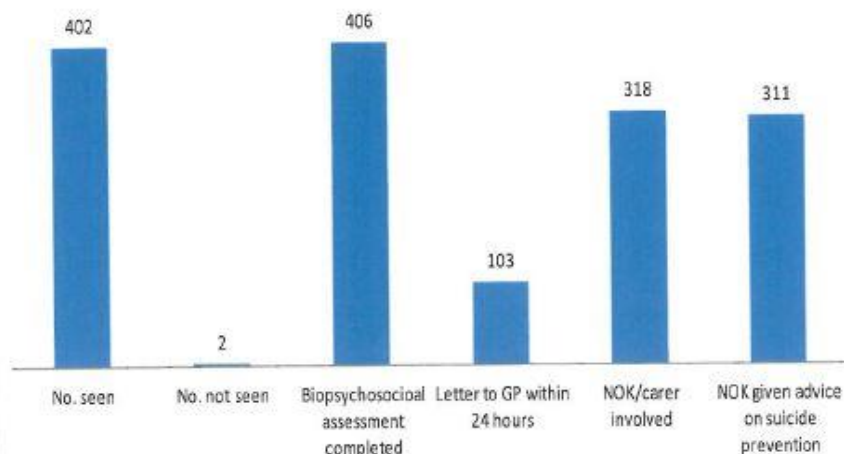
Observed and Expected number of ED attendance and admission 2008-2016



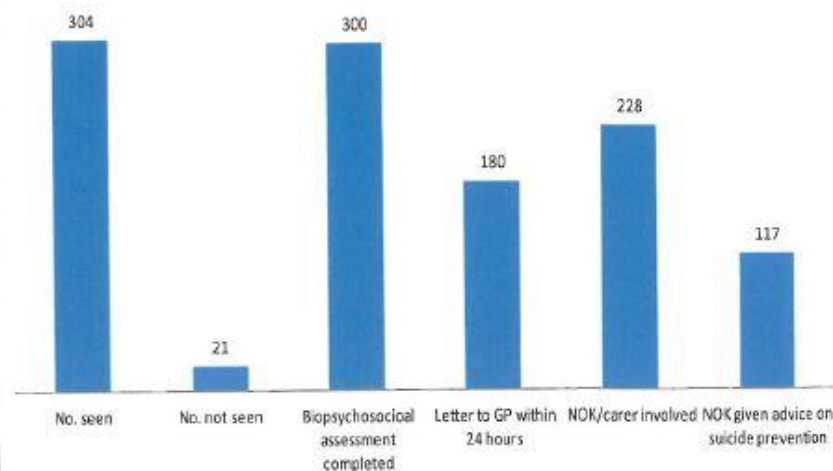
Mater Data, 2016, Author's own

Clinical Activity for Self Harm Programme – initial data

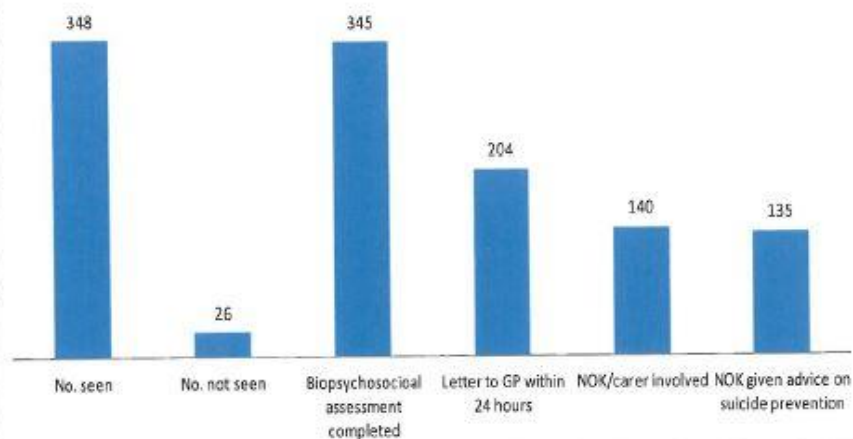
Beaumont Hospital Jan to June 2016



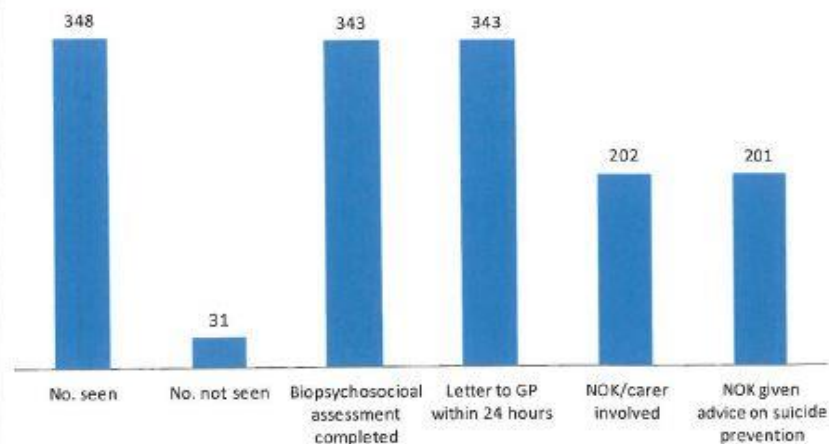
Cork University Hospital Jan to June 2016



Galway University Hospital Jan to June 2016



UHL Jan to June 2016



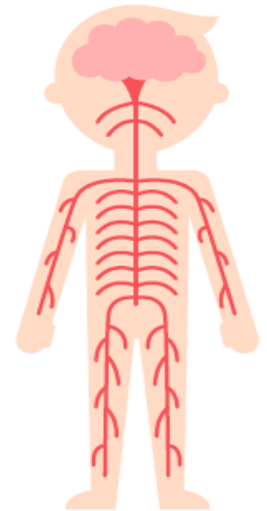
MORE IMPACTS

9 WTE Dietitians provided education to patients in 2016

- **2200** structured education course
- **5297** healthy eating course



9 additional Consultant Neurologist posts increased outpatient activity by **47.8%** by the end of 2016



24 integrated care diabetic nurses saw **8366** patients between March and Dec 2016



Over **6000** patients currently registered on the Epilepsy Electronic Patient Record allowing real time sharing and exchange of patient information.



IMPACT OF MIDLAND DIABETES STRUCTURED CARE PROGRAMME

Foot ulcers have decreased from **4.9%** in 2003 to **2.5%** in 2016



Smoking prevalence has dropped from **20.5%** in 2009 to **15.9%** in 2016



Hospital admissions for microvascular complications have reduced from **3.3%** in 2003 to **0.2%** in 2016



Hospital admissions for macrovascular conditions have decreased from **7.9%** in 2003 to **1.6%** in 2016



Slide based on the final draft audit of Midland Diabetes Structured Care Programme

IT'S ALL
ABOUT YOU



THE JOURNEY HAS JUST BEGUN....

thank
you!