

Hospitals without walls

Designing the future of healthcare

Dr Ian Bullock
CEO @RCPLondon
27 June 2016

Welcome to the RCP and our Grade 1 listed Sir Denys Lasdun Building.

Over its nearly 500-year history (anniversary 2018), the underlying principle guiding the Royal College of Physicians is the improvement of patient care.

The RCP is privileged to be housed in such a fantastic example of 20th century architecture.

This building (50 year anniversary 2014) facilitates bringing people together for education, training and discussion, I hope you will enjoy its open spaces and discover some of its history while you are here.





Background

- This presentation is underpinned by the **11 principles of patient care** as described in the Future Hospital Commission (FHC) report (September 2013).
- Vision of **improving care for medical patients**, changing systems as well as physical space. So design of care has to reflect the changing needs of an aging society with complex health needs.

Future Hospital development sites

Phase 1

- The first four sites all focus on improving care for people who are **frail and elderly**.

Phase 2

- The second phase sites are focussed **on providing person-centred care across integrated healthcare services**.

Partners Network

The Partners Network is an **active and evolving community of people.**

Aims:

- shares insights from the FHP
- promotes innovative practice
- shares experiences of leading improvement
- brings the Future Hospital community together

Tell us your story

- Promotes **clinically-led improvement**
- **Strives to inspire** others within the NHS to do the same

30+

published
stories

700+

page views for
most popular
story

50+

NHS Trusts and
hospitals have
contributed their
story



Everyone has
a story to tell
Tell us yours...



Tell us your story

If you would like to tell us your story, please contact
futurehospital@rcplondon.ac.uk



Chief registrar programme

The FHP is running a pilot of **new, senior leadership roles** with a focus on delivering **high quality, safe care for patients.**

- The FHP pilot began in April 2016
- Programme lasts for 12-18 months

Chief registrar



If you would like more information about the role, please contact futurehospital@rcplondon.ac.uk

New models of care

- NHS England (5 Year Forward View) has outlined the need for new models of care that:
 - Meet rising demand
 - Meet the needs of an increasing elderly population with multi-morbidity
 - Integrate primary, secondary, tertiary and social care
 - Are cost-effective and financially sustainable
 - Advocate prevention and public health
 - Put patients in control of their own health and care

The vanguard programme

- Multispecialty Community Providers (MCPs)
- Primary and Acute Care Systems (PACS)
- Urgent and emergency care networks
- Other initiatives around integrated care, maternity services, specialised services, smaller hospitals, acute medical models, and care homes

FH Programme : Development sites – Aims:

Taking FHC from “page to practice”

- Show: how recommendations translate into practice
 - What works/doesn't
- Demonstrate service change is possible
 - Enthusiasm, commitment, expert support
- Identify & promote existing good practice
- Review recommendations/priorities
- Share learning, debate & champion FH

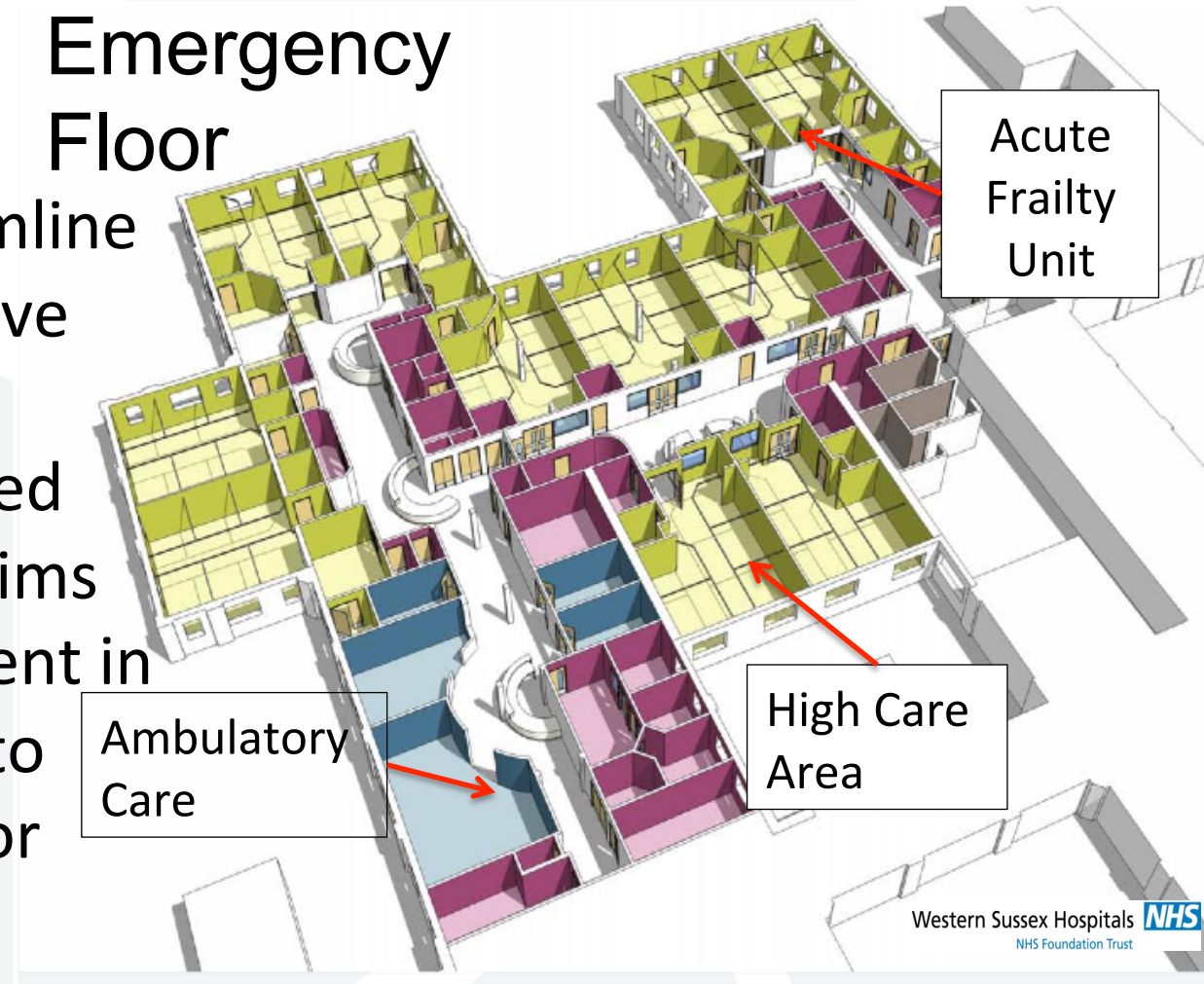
“THE SECRET OF
CHANGE IS TO FOCUS
ALL OF YOUR ENERGY,
NOT ON FIGHTING THE
OLD, BUT ON BUILDING
THE NEW.”

– SOCRATES

Future Hospital Development Sites

- Worthing Hospital aims to standardise pathways, streamline care and achieve safe, effective clinical management for all patients. Through a redesigned Emergency Floor, the team aims to guarantee that all time spent in hospital is utilised optimally to achieve the best outcomes for every patient.

Emergency Floor



Western Sussex Hospitals 
NHS Foundation Trust



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The data so far...

- Worthing:
 - 0.48 days reduction in length of stay
 - In the top 4 performing trusts for A&E waiting times
 - Patients reviewed by a consultant within 5.5 hours (a 20% improvement)
 - 95.8% of patients would recommend the service to friends and family (May 2016)

Patient outcomes – after 12 months

	0/1 day stays	Average LOS (spell)	Mortality rate %	Readmission rate %
DOME	7% more patients staying 0 or 1 day. Reduced variation	ALOS increase of 0.7 days but need full year to evaluate trend. Reduced variation.	4% Reduction in in-hospital mortality. Reduced variation.	5% reduction in readmissions. Reduced variation
Medicine	4% fewer patients staying 0 or 1 day. Reduced variation.	3% reduction in ALOS. Reduced variation.	Marginal increase in mortality. Increased variation early 2015.	3% reduction in readmissions. Reduced variation.
Surgery	28% more patients staying 0 or 1 day. Reduced variation.	22% reduction in ALOS. Reduced variation.	1.6 % reduction in mortality. Fewer peaks.	Marginal increase in readmissions, skewed by peaks in Dec/Jan. Reduced variation overall

The FH narrative so far...

- Leadership
 - Significant redesign of services needs to be done collaboratively with all staff and patients
 - Pressures led to hierarchical approach
 - Better connections between senior management and the front line
- Staff wellbeing
 - Change takes its toll
 - New design promotes full MDT working and team focus on quality and safety
- Patient experience
 - Broader trust programme on 'Patient First' – significant change in trust culture
 - Rated 'outstanding' by CQC

Future Hospital Development Sites

- Mid Yorkshire Hospitals has developed an assessment service for frail elderly patients. Their project has transformed the 'front door' experience for older patients. They are in the process of designing an acute care hub; a key recommendation of the Future Hospital Commission



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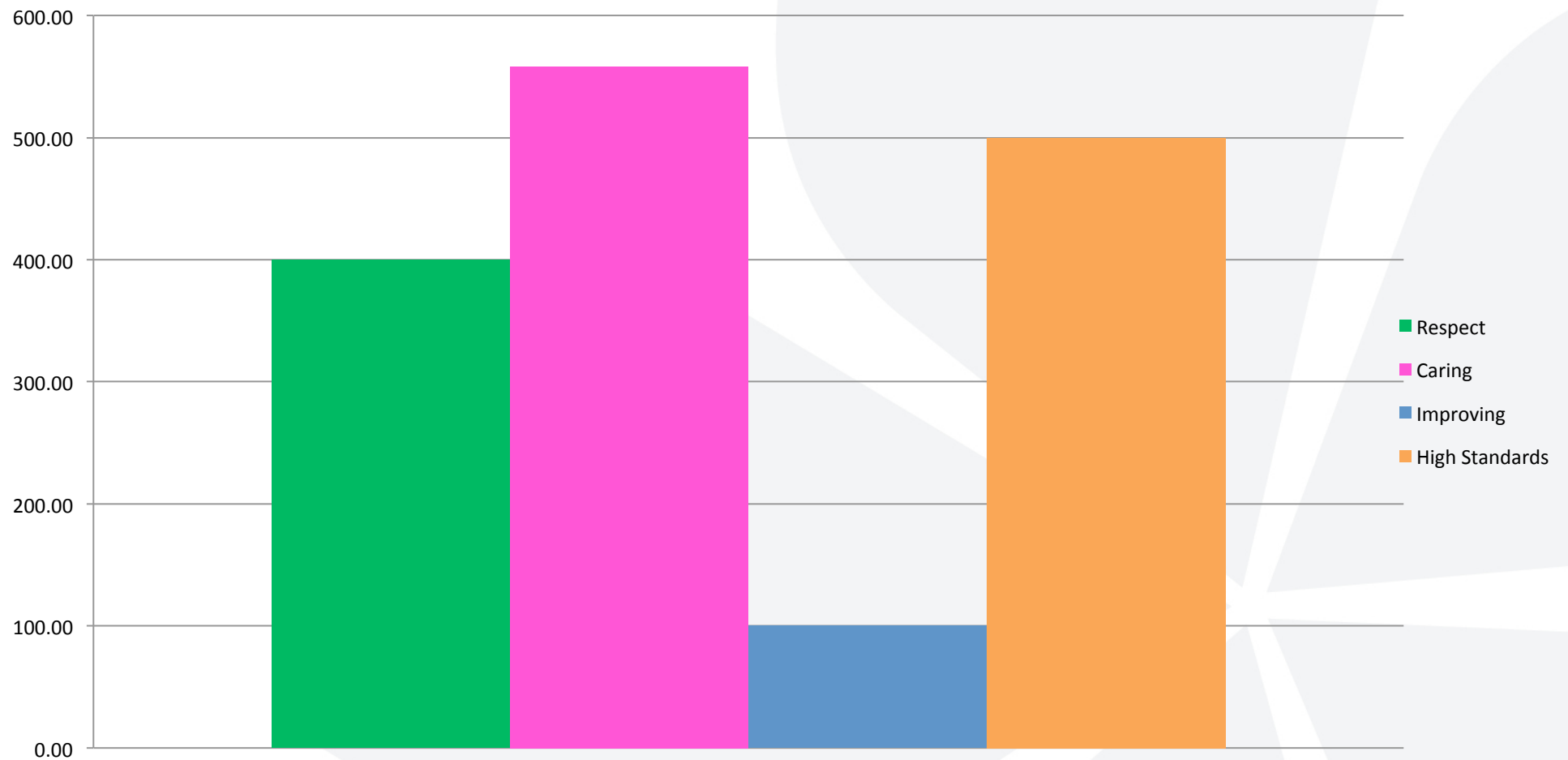
The data so far...

- Mid Yorkshire:
 - 99.5% of the frail elderly given Comprehensive Geriatric Assessment
 - Length of stay has decreased by 12%
 - 100% of patients surveyed in Q1 2016 reported being treated with dignity and respect, and care and compassion
 - 100% of patients would recommend the service to friends and family (May 2016)

The FH narrative so far...

- Leadership
 - Project part of large scale local reconfiguration – finding senior support can be a challenge
- Staff wellbeing
 - A full MDT approach = greater satisfaction
- Patient experience
 - Real-time data, feedback and improvement
 - Led by local patient reps and senior managers
 - Can lead to strategic change or quick improvements for individual patients

Patient experience – May report



The Mid Yorkshire Hospitals 
NHS Trust



REACT

RAPID ELDERLY ASSESSMENT CARE TEAM

Information for
PATIENTS/CARERS

striving for excellence



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Future Hospital Development Sites

Sandwell and West Birmingham NHS Trust an integrated care project will involve providing a **7 day respiratory** service, including clinicians, specialist nurses, pharmacists, palliative teams, community teams (MDT approach) in readiness for Midland Metropolitan Hospital opening in 2018.



Emphasis will team working ensuring care is provided closer to patient's homes. "***The Right Care, Right Here***" programme is the foundation on which the care will be provided for our patients.

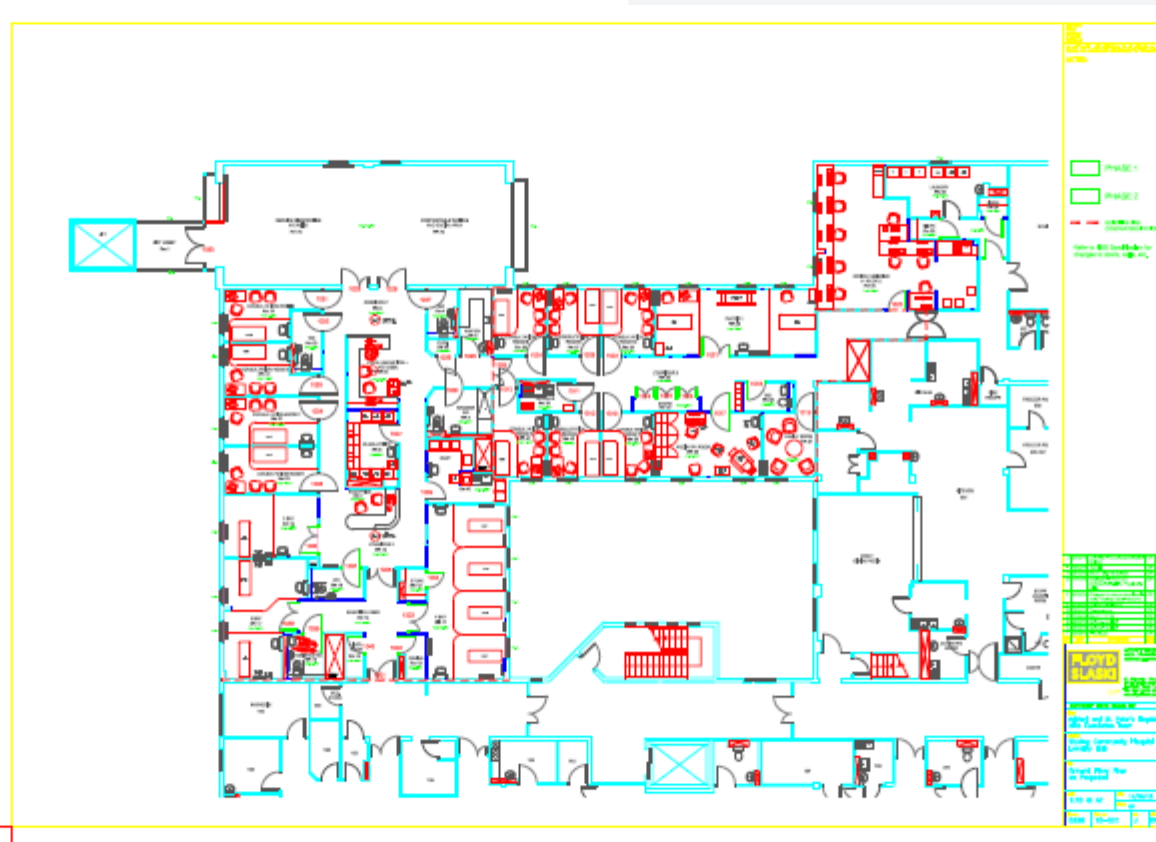
Key aim: **reduce admissions and readmission**

Future Hospital Development Sites

North West Surrey locality hubs aim to create a fully coherent health and care system delivering best possible outcomes for our older population, delivering integrated health and social care services in the community supported by an MDT.

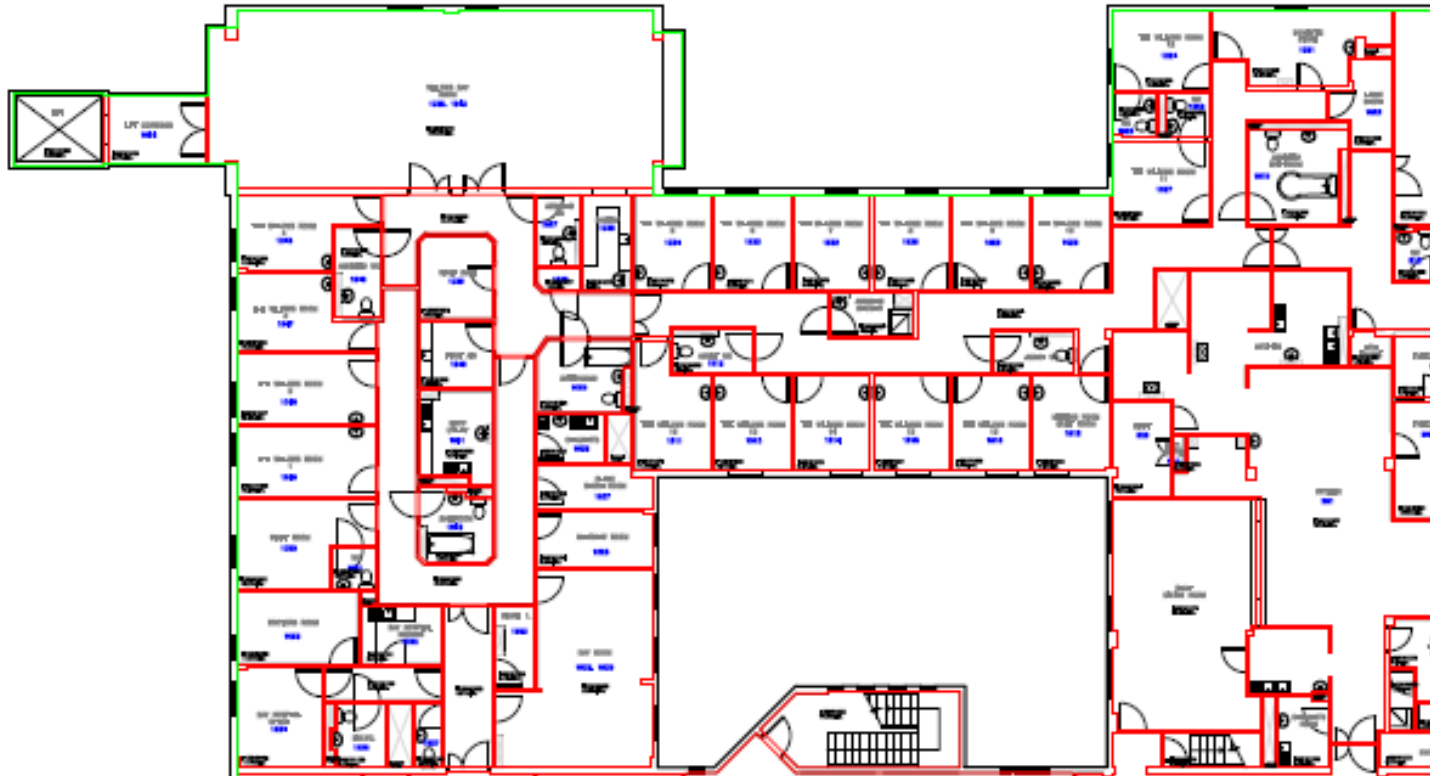
Future Hospital Development Sites

- Frailty hub plans – Bedser ‘work as built’



Future Hospital Development Sites

- Frailty hub plans – Woking willow ward



The international future hospital

- The Woodlands Integrated Health Campus in Singapore will be an integrated healthcare facility that will include an acute hospital, a community hospital and a nursing home.
- Increase in demand for services as the population grows and ages.
- The facility will provide some 1,800 beds in total. The development is targeted to open from 2022.

The international future hospital

- Inspired by the principles of the future hospital, the Woodlands team has visited the UK twice to see the future hospital in practice. They hope to replicate the best practice they have observed.
- In 2016 we have also made links with colleagues in the US, Sweden and Germany.

Involving patients and carers

- **Future Hospital development sites**
 - local patient representative
 - RCP Patient and Carer Network representative
- **Learning from experience**
 - ‘rights and responsibilities’ guidance
 - phase 2 recruitment process
 - phase 2 sites PPI induction day in month 1
- **Experience Based Co-Design**
 - patients and staff working together to design what the future of that service will look like

Gathering our evidence

- Full evaluation and final report due in late 2017
- Measuring the impact on patients, processes, professionals, and price
- Gathering core data on patient experience, staff wellbeing and organisational culture – setting ourselves apart from other national schemes

Join the movement

- The Future Hospital network is expanding nationally and internationally. You can get involved:
 - Sign-up for our Partners Network newsletter and join future events
 - Get in touch about a study day/visit
 - Tell us about your work/success story

futurehospital@rcplondon.ac.uk

Future Hospital Programme

Website: www.rcplondon.ac.uk/projects/future-hospital-programme

Email: futurehospital@rcplondon.ac.uk

Twitter: @RCPLondon / #FutureHospital