



Improving services series

Thinking whole systems

Integrated Health Systems

1

Systems,

Child health
Maternity
Ambulance despatch
Mental health
Circulatory
Child protection
Justice
Medical examiner
Primary care

Systems,

Improvement
Payment
Finance
Incentive
Information
Architecture

Systems,

Safety
Prescribing
Legacy
Assessment
Technology
EPR/LHCR
Learning

Systems!!!

System-wide
Changes
Quality
Objectives
Partners
Improvement
Approach
Inequalities

Integrated Health/Care System

2

NHS Long Term Plan key points

- patient focused (family focused) participation
- new model designed on pathways
- all parts in place and working well together (integrated)
- includes proactive prevention (anticipation)
- clinical leadership.
- ethos cooperation, not competition.
- “Triple integration” integration community and primary care, physical/mental, 1° 2° 3°
- meaningful measures, feedback, quality improvement
- Population Health Management

3

Why is this important?

- Integrated Health Systems are central theme in the NHS Long-Term Plan.
- Integrated health systems require all of the stakeholders to understand the principles, values, their roles and culture.
- Systems thinking helps to clarify purpose and expected outcomes.

4

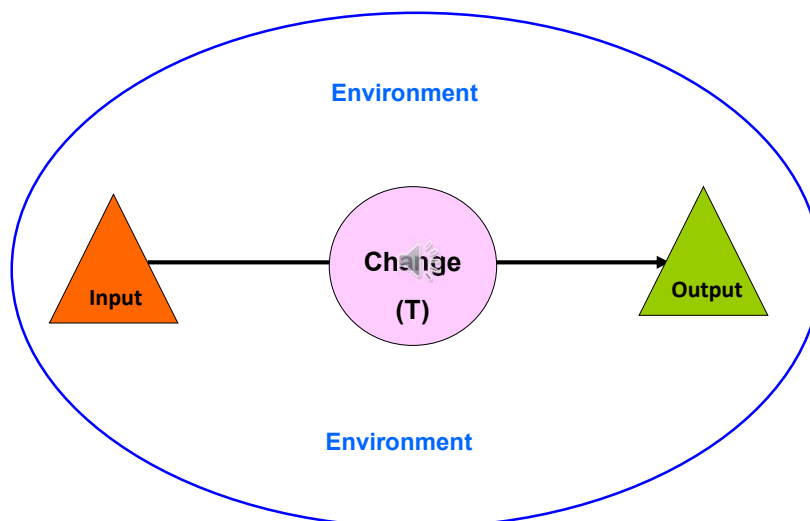
Content – learning objectives

- Understand the use of the word “system”.
- Types of systems.
- Characteristics of complex adaptive systems.
- Perspectives on purpose and outcomes.

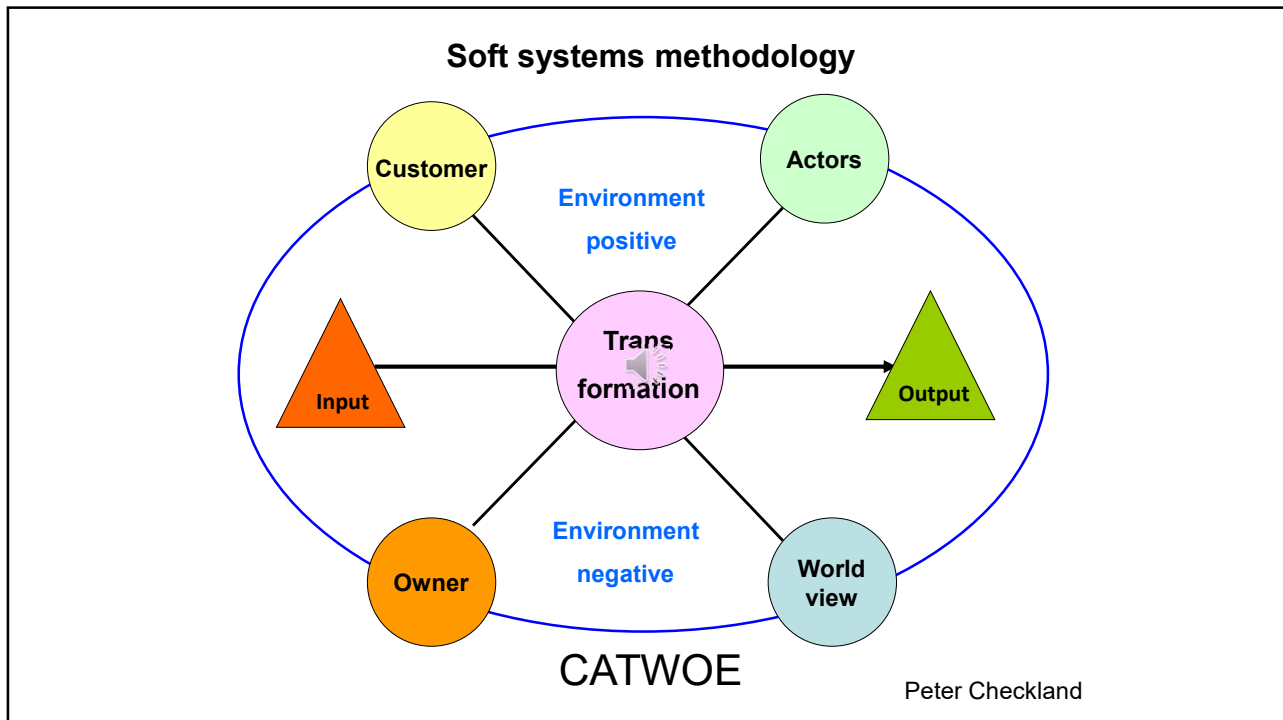


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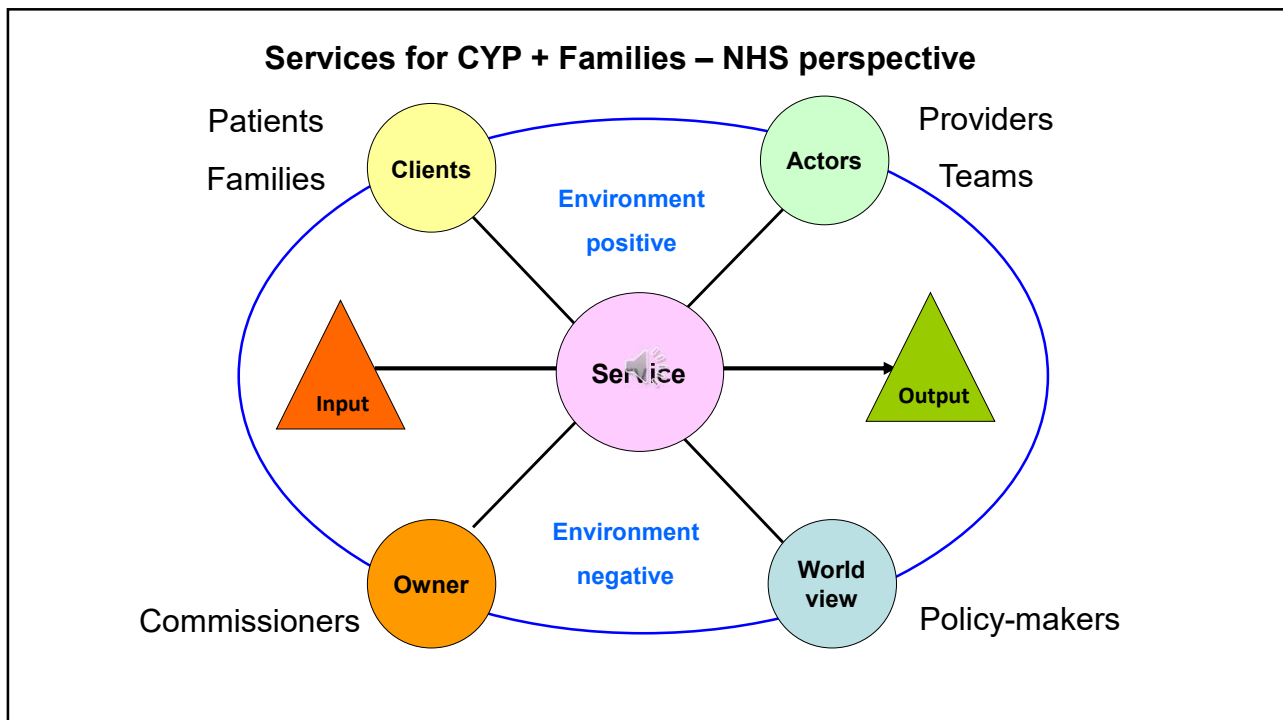
A simple system



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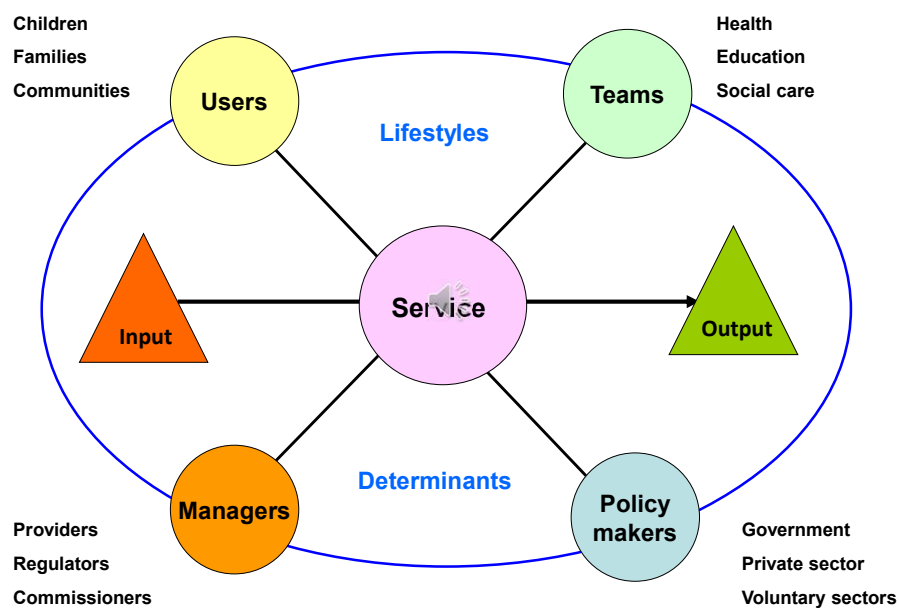


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8

Stakeholders-Partnerships a multi-agency perspective



9

Systems thinking a technical approach

Perspective	4Es	4As
User	Efficacy Effectiveness	Availability Accessibility
Provider	Effectiveness Efficiency	Acceptability Affordability
Policy maker	Effectiveness Equity	Appropriateness Affordability

10

Types of systems

- Hard systems – the tangible quantifiable parts e.g. buildings, people, equipment, money.
- Soft systems – the qualitative elements – e.g. attitudes/values/culture
- Improvement systems – the dynamic evolving parts

Systems thinking brings all the parts together

11

Exercise: What is the purpose of a supermarket?

Using soft systems methodology (CATWOE) please describe the various stakeholder perspectives of a supermarket.

12

Exercise: What is the purpose of a supermarket?

- a "profit making system" from shareholders
- a "distribution system" from the perspective of the suppliers
- an "employment system" from the perspective of employees
- a "materials supply system" from the perspective of customers
- an "entertainment system" from the perspective of loiterers
- a "social system" from the perspective of local residents
- a "congestion system" from a road planners perspective
- a "dating system" from the perspective of single customers

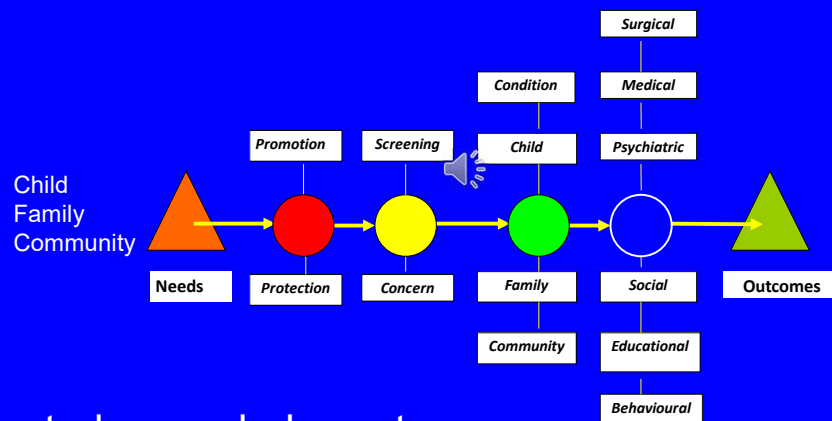
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Types of systems

- Simple systems
- Complicated systems
- Complex (adaptive) systems
- Chaotic systems

14

Component parts of a pathway




15

System attributes

- **Purpose** the beneficiaries and the expected outcomes,
- Shared operational **values** - how the system works,
- Combined **leadership** across pathways
- Capacity to adapt and **learn** as conditions, circumstances or evidence changes – the dynamic/improving part.


16

Purpose

- Outcomes - health (in the widest sense), for whom
- Equity (fairness) 
- Safety (doing no harm)
- Sustainability (best long term use of resources).


17

Values (4Ps)

- **participation** of users (in individual decision-making, in service improvement and in policy-setting);
- **protection** from harm, (decreasing exposure to hazards) 
- **promotion** of wellbeing (increasing exposure to assets)
- **provision** based on pathways (to ensure all parts are in place and working well together).


18

Leadership

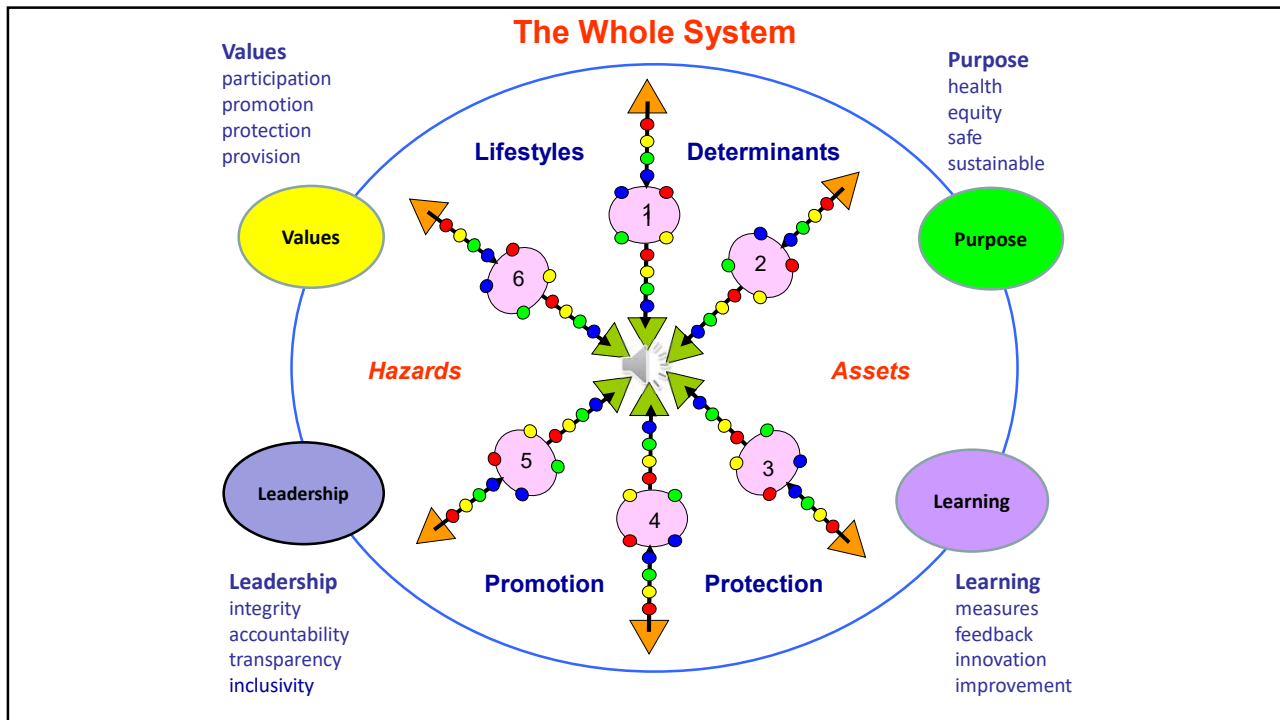
- based on integrity
- clear lines of accountability 
- transparency of decision-making
- inclusivity - active participation of both users and providers.

19

Learning

- Internal Quality Improvement.
- Health services research 
- Clinical research.
- Public opinion/politics.

20



21

Summary

- Complex adaptive systems
- Engagement of stakeholders
- Clarity of purpose
- Values to improve decision-making
- Measures to create feedback to support QI
- Leadership
- Learning system

22

The end!



Now read the next B-BISS paper and PowerPoint

23

Next

Pathways and networks

24

Programmes or mini-systems?

- 1 Promote the optimal development and determinants/lifestyles of all children – the **public health/life course programme**.
- 2 Reduce illness and injuries and their consequences – the **urgent, emergency and intensive care programme**.
- 3 Reduce long term conditions, disability and consequences of disability – the **long-term conditions programme**.
- 4 Reduce social ill health, inequalities and their consequences – the **vulnerable child and family programme**.
- 5 Reduce emotional and behavioural disturbance and their consequences – the **child mental health programme**.
- 6 Improve maternity care and the outcome for new-born babies – the **pregnancy and new-born programme**.