Understanding Patient Demand: A Better Way to Make the NHS Work

Hamish Dibley, Vanguard Consulting

27 June 2016

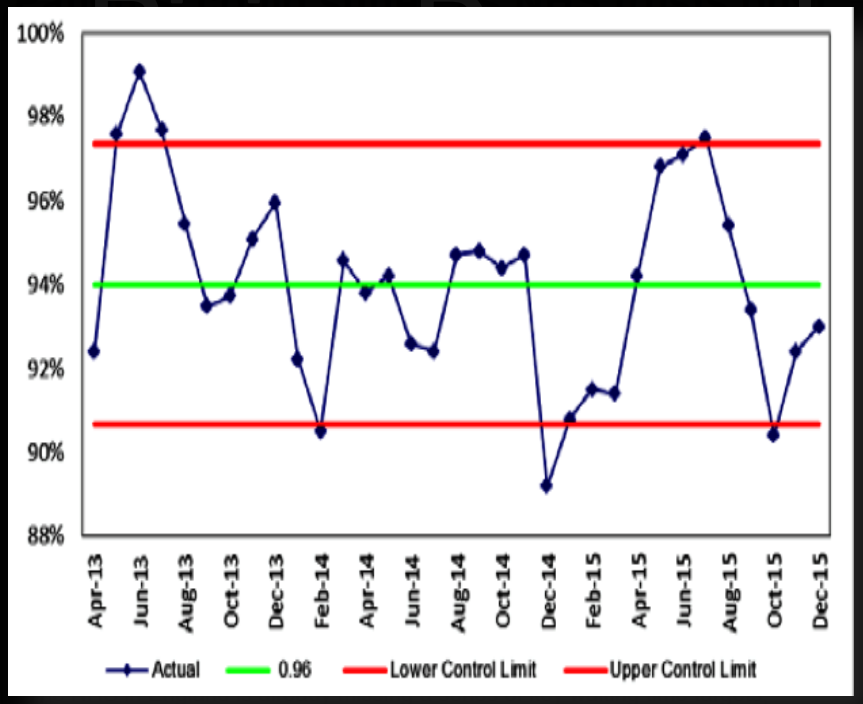
© Vanguard Consulting Ltd.

Context and Convention

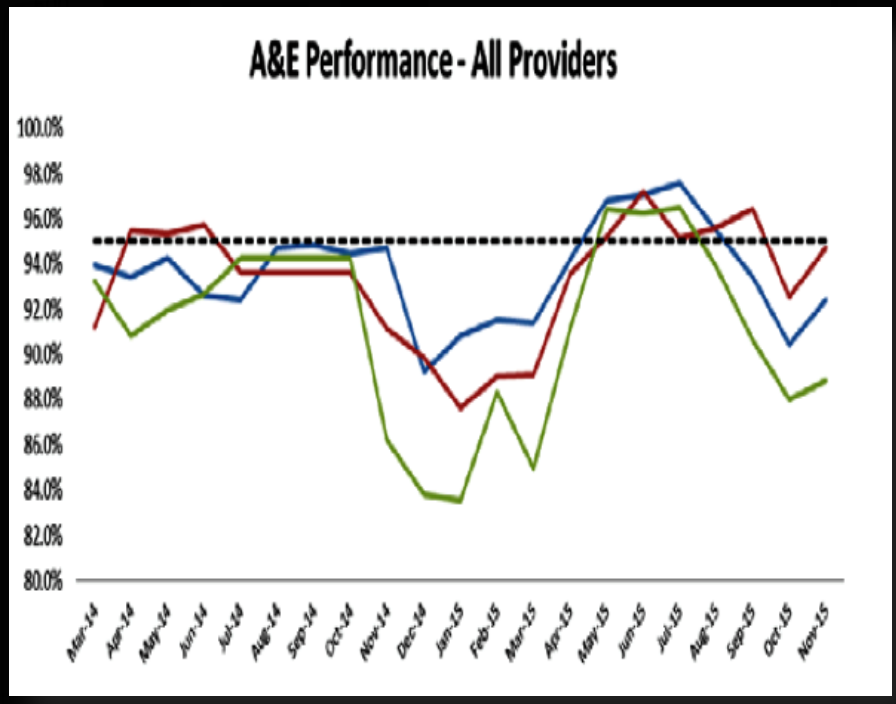
VANGUARD

"Activity Obsession Disorder"

A&E Performance – Activity Analysis



A&E Performance – Activity Benchmarking



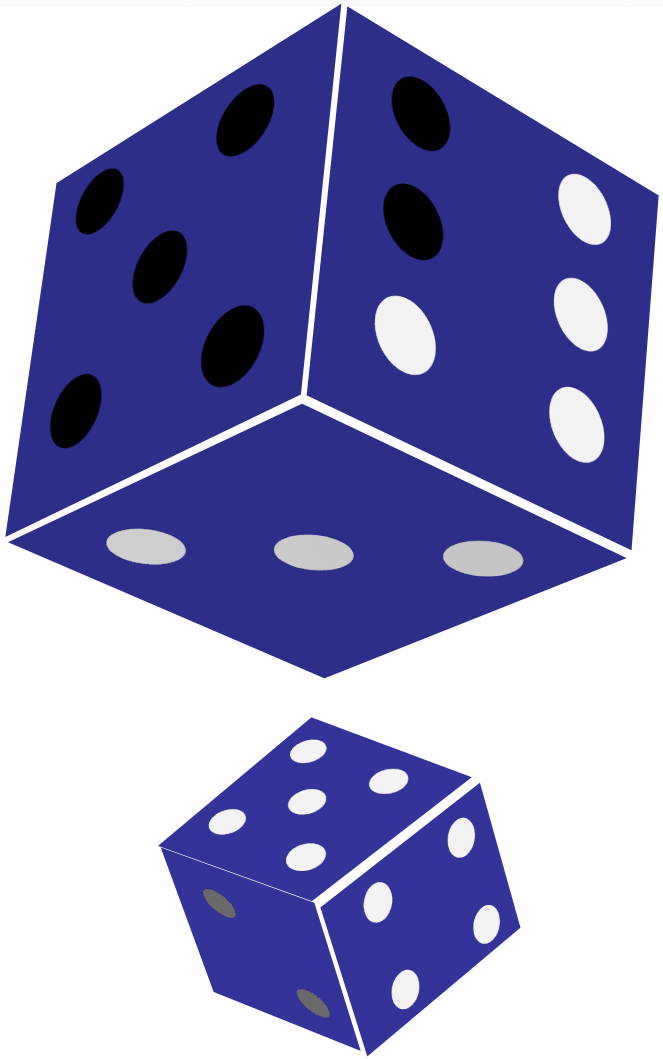
Commissioner Belief

© Vanguard Consulting Ltd.

Conventional Improvement

'Improvement' Approaches

- Activity benchmarking
- Demand and capacity reports
- Hospital / recovery at home
- Pathway reviews and redesigns
- Patient flow programmes
- Reconfigurations and restructures
- Service-line reviews and reporting
- Virtual and temporary wards

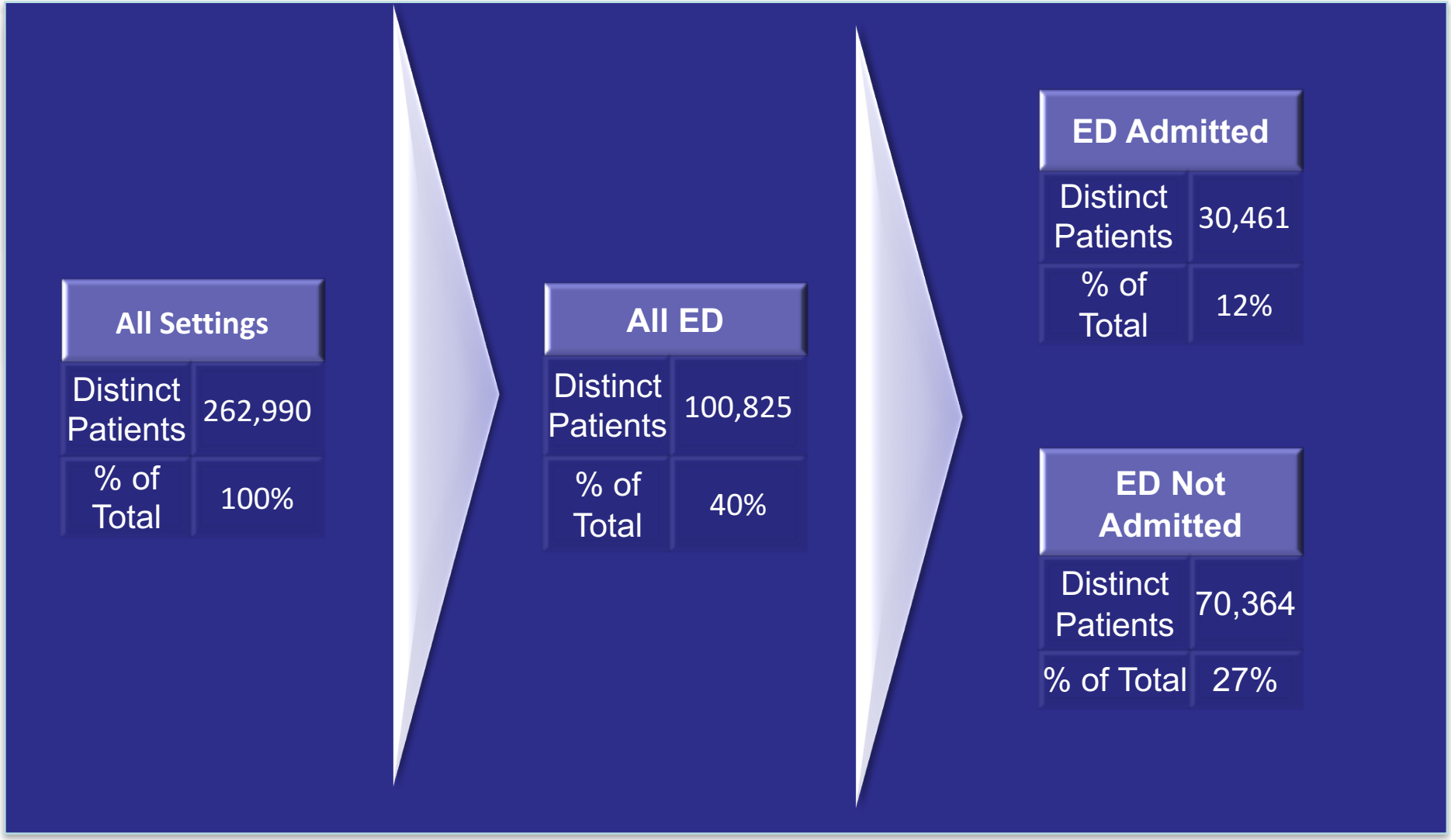


© Vanguard Consulting Ltd.

Patient Demand

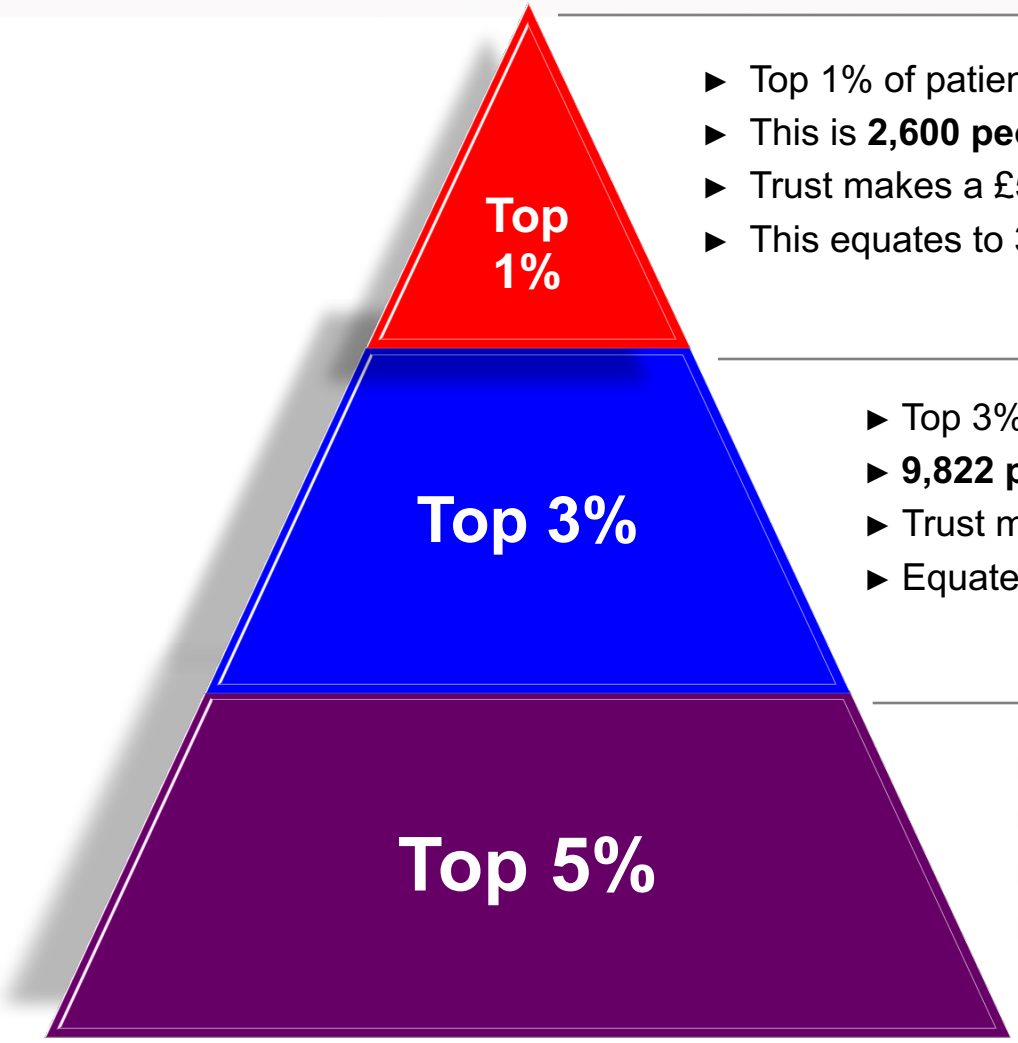
© Vanguard Consulting Ltd.

Hospital Patient Demand



© Vanguard Consulting Ltd.

Pyramid of Consumption



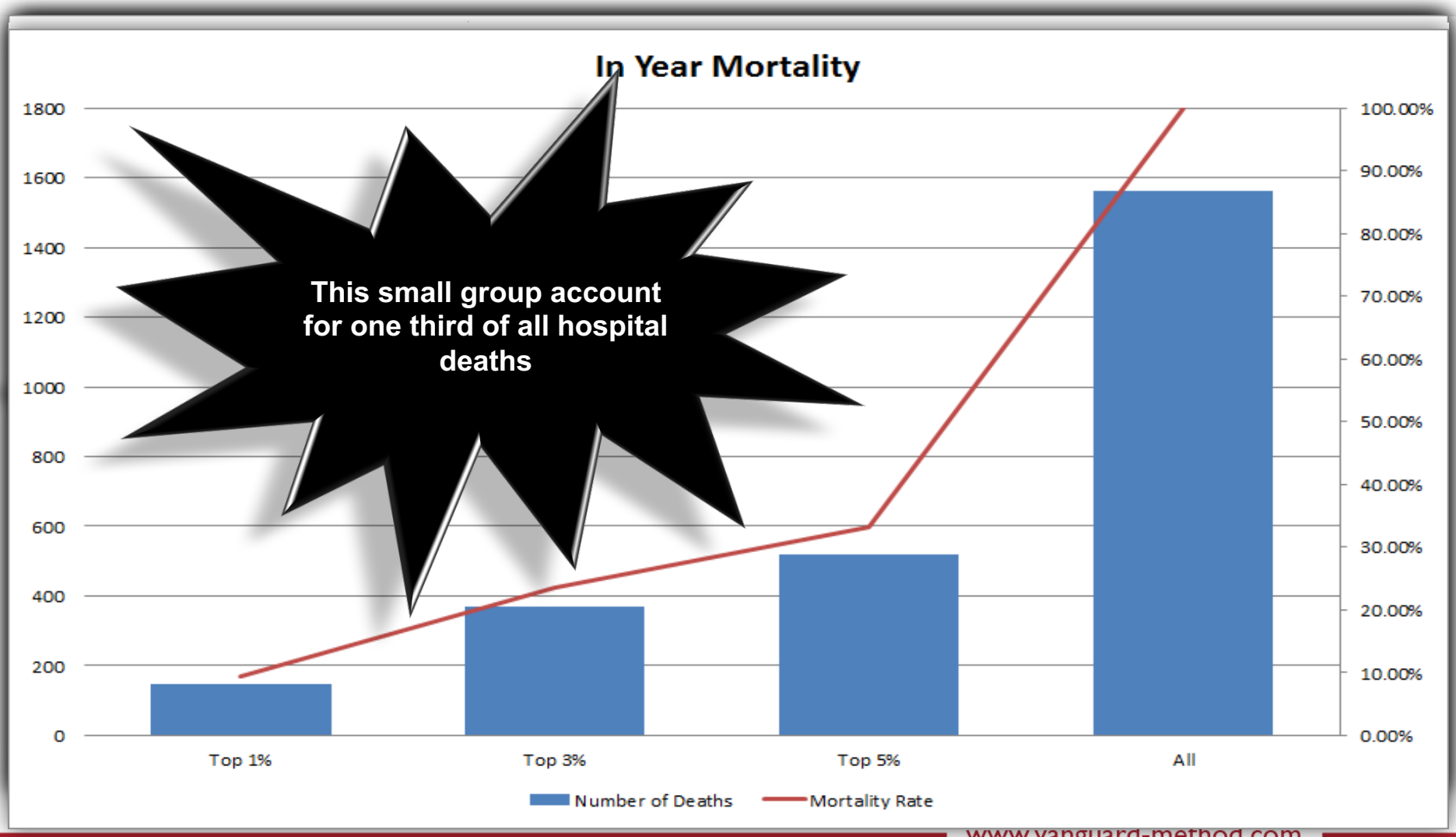
- Top 1% of patients
- This is **2,600 people**
- Trust makes a £5.97M loss on these patients
- This equates to 35.6% of the total deficit

- Top 3% of patients
- **9,822 people**
- Trust makes a £14M loss on these patients
- Equates to 91.2% of the deficit

- Top 5% of patients
- **12,766 people**
- Trust makes 16.7M loss on these patients
- Equates to 99.5% of the deficit

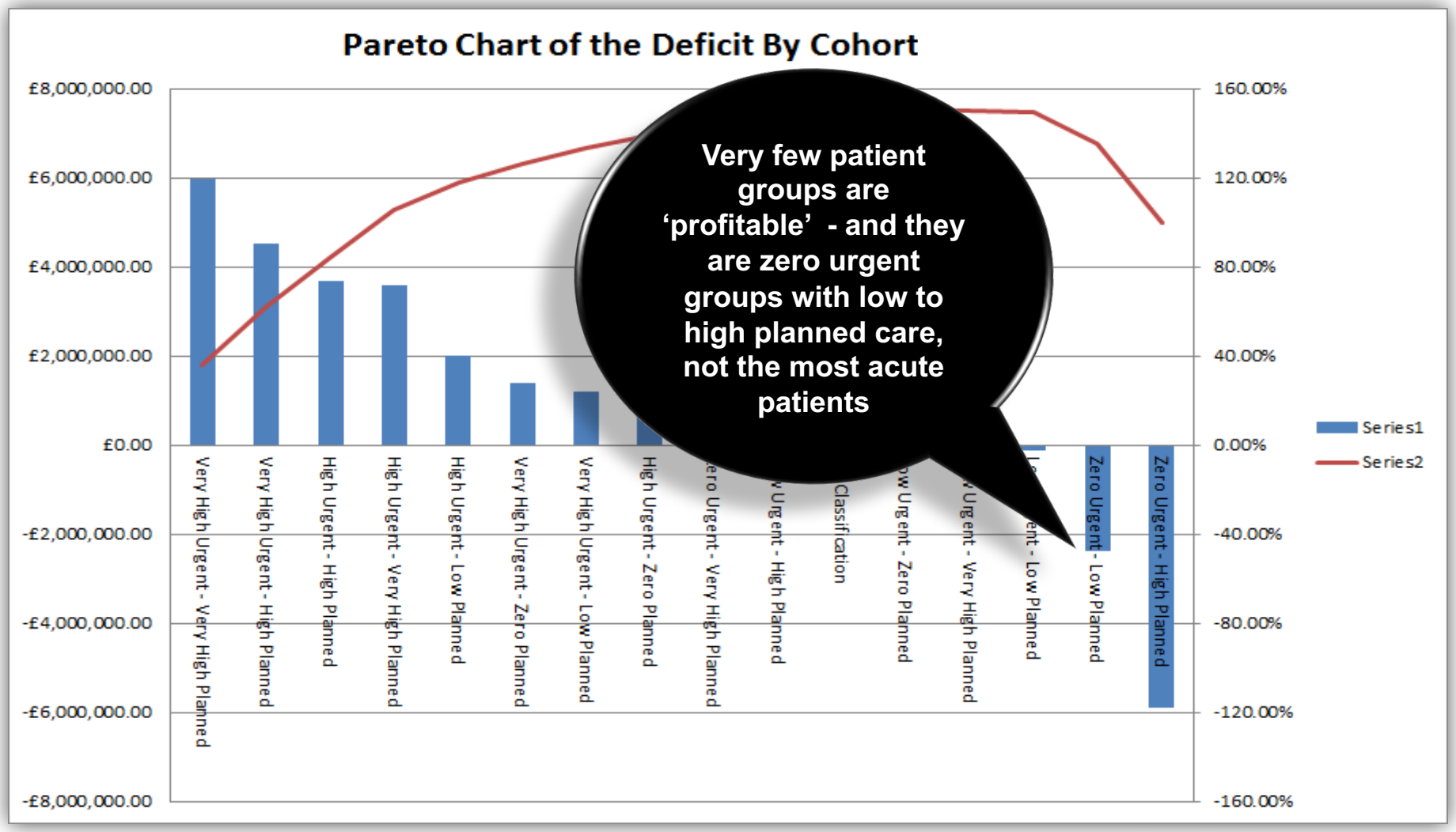
© Vanguard Consulting Ltd.

‘The Vital Few’



© Vanguard Consulting Ltd.

The Perils of Patient Flow



© Vanguard Consulting Ltd.

‘Mr Mars Bar Man’

BBC News Sport Weather iPlayer TV Radio More Search

NEWS Find local news

Home UK World Business Politics Tech Science Health Education Entertainment & Arts More

Health

Is the NHS in England stuck with soaring demand?

By Adam Brimelow
Health correspondent, BBC News

14 April 2016 Health Share

roger kline
@rogerkline
Follow

For once an interesting BBC health story

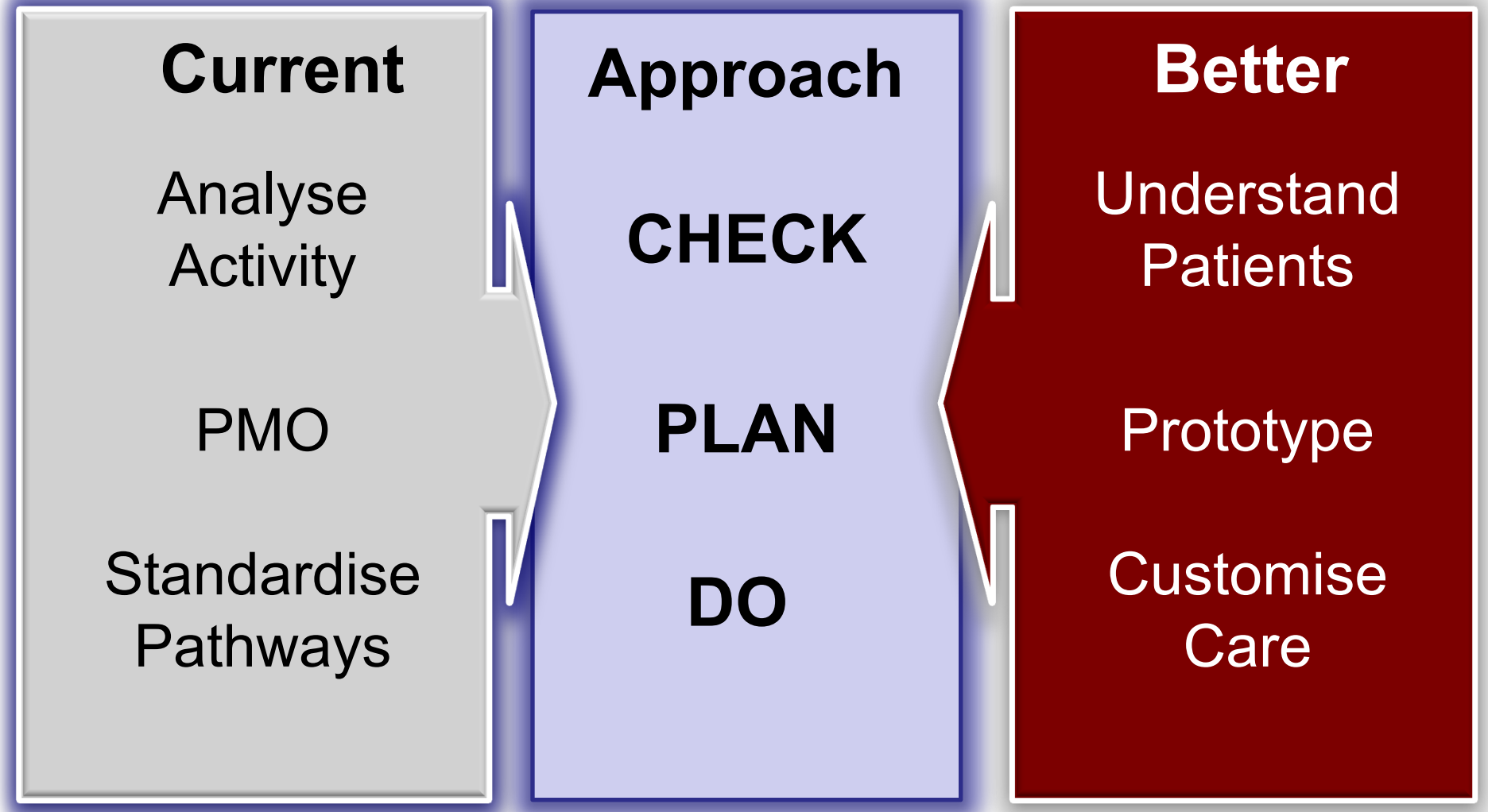
Is the NHS in England stuck with soaring demand? - BBC News

As NHS performance targets are missed yet again, what will it take to get back on track?

bbc.co.uk

© Vanguard Consulting Ltd.

Intelligent Improvement



© Vanguard Consulting Ltd.

Intelligent Improvement

The problem is demand amplification of ‘vital few’ patients caused by poor system and service design. Improvement means redesigning services and systems to work for patient cohorts according to geographies, service functions, specialities and/or conditions in order to ‘learn to improve and improve to learn’.

Clarity of Purpose

- What matters?
- What needs to be solved?
- What needs to be better managed?

Performance Metrics

- End-to-end time
- First-time resolution
- Representing demand
- PAC profiling

Paper Prototype

- Develop design
- Develop processes
- Anticipate economies
- Roles & resources

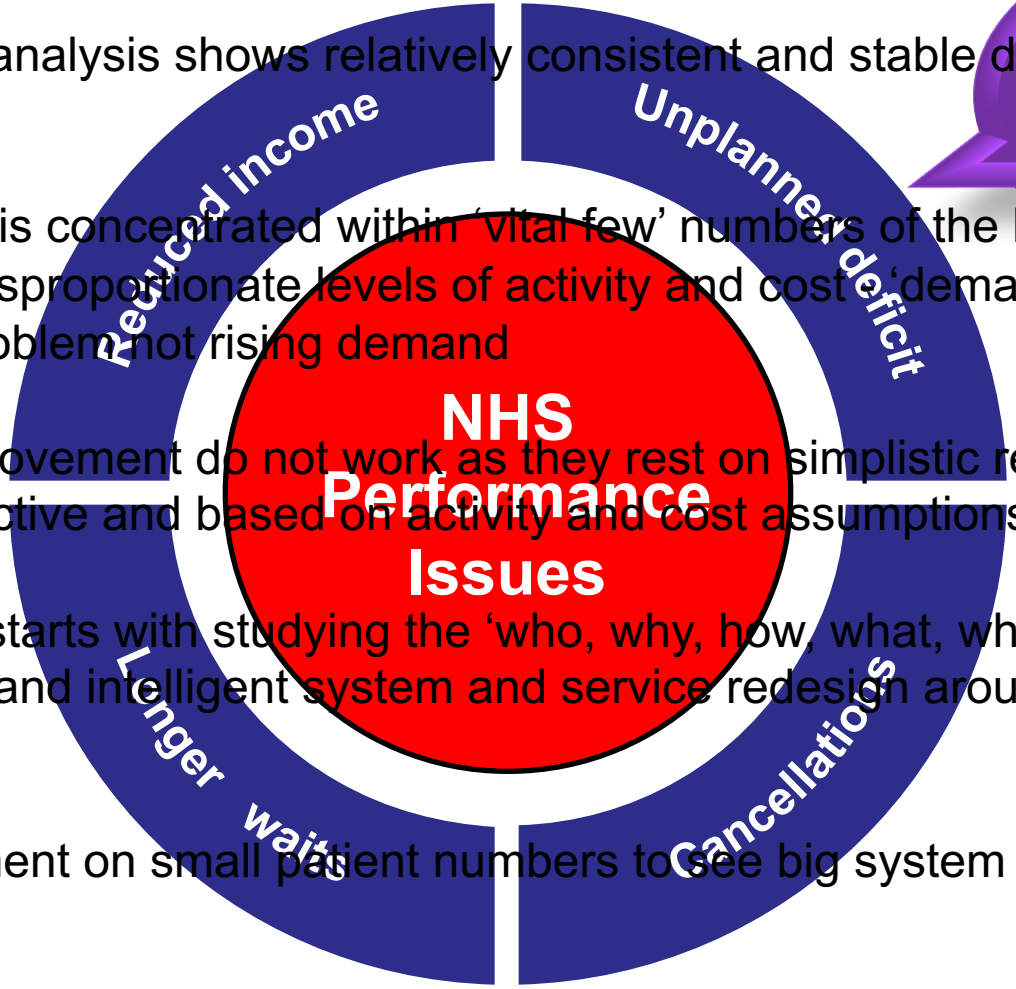
Working Protoype

- Initiate with small cohorts
- Corresponding control groups
- Extend scope/volume

© Vanguard Consulting Ltd.

Conclusions

- Patient-centred analysis shows relatively consistent and stable demand for acute care services
- Patient demand is concentrated within 'vital few' numbers of the local population who consume disproportionate levels of activity and cost 'demand amplification' is the greater problem, not rising demand
- Attempts at improvement do not work as they rest on simplistic reductionist thinking: too reactive and based on activity and cost assumptions
- Transformation starts with studying the 'who, why, how, what, where, when' of patient demand and intelligent system and service redesign around patients, not pathways
- Focus improvement on small patient numbers to see big system benefits



© Vanguard Consulting Ltd.

My Management Mentor

© Vanguard Consulting Ltd.

Thank You

© Vanguard Consulting Ltd.