From local harmonisation to Global change leader: a story of operational success

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Challenges facing Healthcare in Ireland

- Elevated rates of chronic disease
- Ageing population
- Budgetary constraints
- Overreliance on acute hospital care
- Lack of community care alternatives
- Long waiting times for hospital services
- Frequent shortage of hospital beds
- No individual health identifier
- Shortage of clinicians
- Conflicting political policies
Caredoc Organisation

- Not-for-profit organisation comprising of 450 General Practitioners
- Commenced operating in 1999
- Partnership between Caredoc, HSE and Department of Health
- Multidisciplinary management team

Services provided
- GP out-of-hours services
- Telephone triage and remote assessment
- Community intervention team services

Funded by the HSE through Service Level Arrangements
What is the Caredoc Community Intervention Team (CIT)?

- Specialised nursing team
- Delivers acute nursing care in the community
- Supported by a multi-disciplinary team including GPs
- Integrated with hospital consultants, public health nurses, community services
- The service is built around the patient requirements and responds rapidly on a 24/7 basis, 365 days of the year
- CIT is supported by ICT platform integrated with other healthcare providers

Aims
Model concept & design: Integrated and patient centric

- Recognised our strength and expertise in the delivery of high quality healthcare
- Cognisant of the extreme pressure that hospitals were under
- Aware of patient profile in the hospitals
- Understood the need for alternative services for patients
- Strengthened relationships with healthcare colleagues
Development of the CIT working group

- Establishing an effective working group
- Key Caredoc personnel
  - Directors of Nursing
  - Medical Director
  - General manager
  - ICT manager
- Regional HSE manager
- Local HSE senior manager
- Hospital personnel
  - Consultant lead
  - Director of nursing
  - Discharge planner
- Public health nursing
- Care of elderly community representatives
CIT working group

- Selling the concept to the wider health care community
- Convincing colleagues that the CIT would be a win-win situation for patients and stakeholders
- Persistence, clear communication, listening
- Recognising competing agendas and pace of change
- Model developed, designed and submitted for approval
- HSE approval granted
And they all lived happily ever after
Bumps on the road

- Resistance to change
- Fear of the unknown
- Permanent funding
- ICT integration with hospitals

Lack of understanding of the Caredoc organisation

- Public service vs private sector services
- Privatisation of healthcare services
- Background industrial relations negotiations
Individual stakeholder fears

- **GPs**
  - Concern patients not clinically stable
  - Discharge from hospital too early
  - Increase workload and risk
  - No rapid access back into the hospital if necessary

- **Consultants**
  - Use of clinical time
  - Identification of patients
  - Referral process too long
  - No one would answer the phone call
  - Delayed response

- **Public health nursing**
  - Infringe on their role
  - Fear of change in terms and conditions of work
Communication was key

- Meetings at convenient locations and times
- Explaining how and by whom the service would be delivered
- Explaining how the service was different
- Listening and taking on board peoples views
- Identifying win-win and working through concerns
- Building confidence, respect and trust
- Building a competent team
  - Experienced nurses and support staff to deliver care
- Integrating the team with hospital and primary care
- Supported by ICT platform to ensure continuity of care
Delivering healthcare transformation

- CIT is a connected and integrated health service maintaining the patient at the centre
- Clear governance structure
- Multi-stakeholder approach, primary, acute and community settings
- Engage hospital doctors, nurses, managers, GP’s, allied health professionals
- Develop new specialised nursing role
- Identify specific training and upskilling
- Source the appropriate training
- Agree bespoke clinical algorithms and referral pathways
- Develop ICT system to enhance the service
- Ensure continuity of care
100% of Patient’s rated the service as excellent or very good

"I found the whole week of I.V. treatment perfect in every way. So glad I did not have to be admitted to Hospital, well done"

"Very pleased with the care and flexibility of service provided by the Nurses"

"Great idea, I would have been in St Luke’s Hospital for four days for my treatment"

"I sincerely appreciated the excellent care they provided. A big thank you to all the team."
Impact of the CIT service

- Integrated service between primary, secondary and community care
- Facilitates early discharge, hospital avoidance
- Improved utilisation of hospital resources
- Less disruptive for patients, very high level of patient satisfaction
  - Stay at home, return home early, familiar surroundings
  - Improves health and well being for patients and their carers
- New patient intervention types
- 2866 patients treated in 2015 increased to 4580 Patients in 2016
- Expanded to a wider geographical population of 485,981
- Embraced by the HSE and Department of Health - integrated with other programs
- Aligned with the Irish Primary Care Strategy
Lessons learned

- Early sharing of our vision to improve people's understanding
- Automatic buy-in not guaranteed
- Stakeholders concerned about their own budget
- Key leaders and champions are vital
- Must not encroach on clinical time - precious, valuable, scarce
- Fit for purpose IT is essential

Keys to success

- Believe in the ability to make a difference
- Robust, strong and passionate management team
- Robust clinical governance
- Listening to patient experience and feedback
- Determination and persistence
- Confidence in the team to deliver
- Gaining the trust of stakeholders
- Adapting and changing to meet the service needs
WHO Change Management Community of Practice

What is the Community of Practice?
- support tool for implementing change
- platform for sharing experiences and challenges
- place to celebrate success and to share learning outcomes
- Reservoir of knowledge for Change Management

Sharing:
- Journal articles
- Interest pieces
- Experiences (good and bad!)
- Learning outcomes

http://www.integratedcare4people.org/communities/
Please take a flyer