



Royal College of Speech & Language Therapy Northern Ireland Conference

#SLTsdeliver

Delivering Transformation

17 November 2018

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ProfM; MSc; FFPM RCPS (Glas); FFPodM

***Head of Podiatry
NHS Greater Glasgow & Clyde***

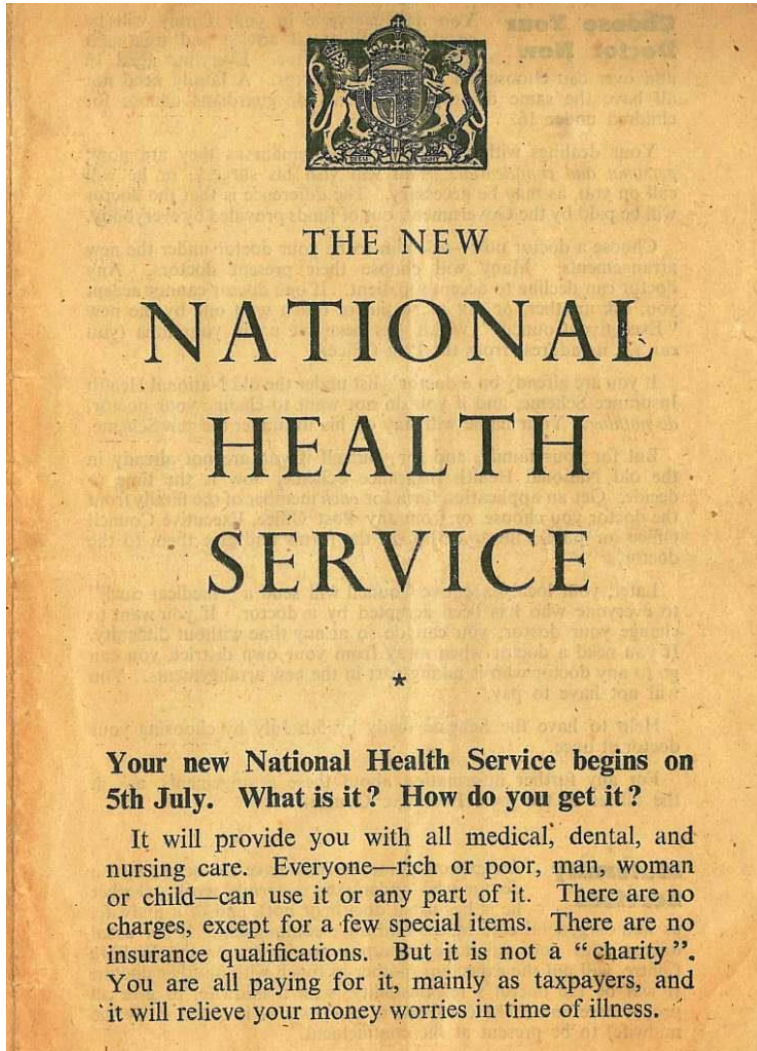


@wyliedpod



“Let’s start at the very beginning...”

Transformation: 5 July 1948



*“The NHS belongs to the people... It touches our lives at times of basic human need, when **care and compassion are what matter most.**”*



The NHS Constitution



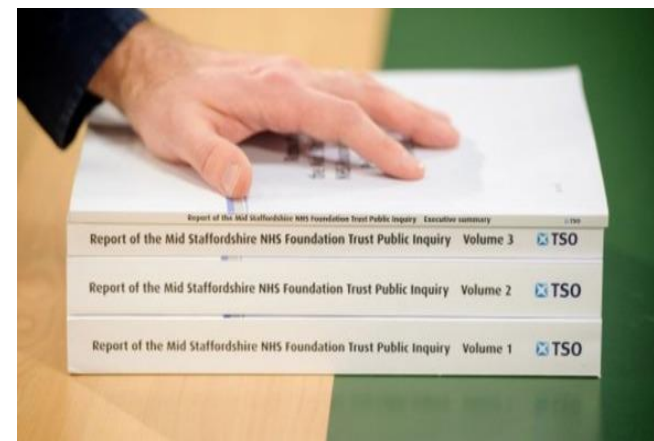
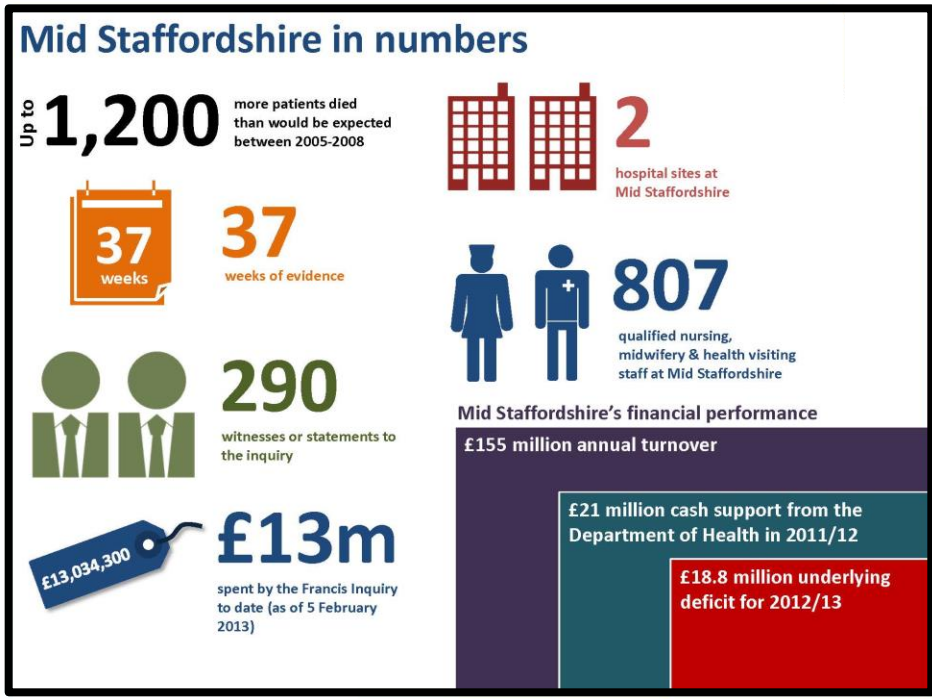
Positively Podiatry
Protecting Limbs Prolonging Lives



Celebration: 27 July 2012



Consternation: 27 July 2012



THE MID STAFFORDSHIRE
NHS FOUNDATION TRUST
PUBLIC INQUIRY

Chaired by Robert Francis QC

**Report of
the Mid Staffordshire
NHS Foundation Trust
Public Inquiry
Executive summary**

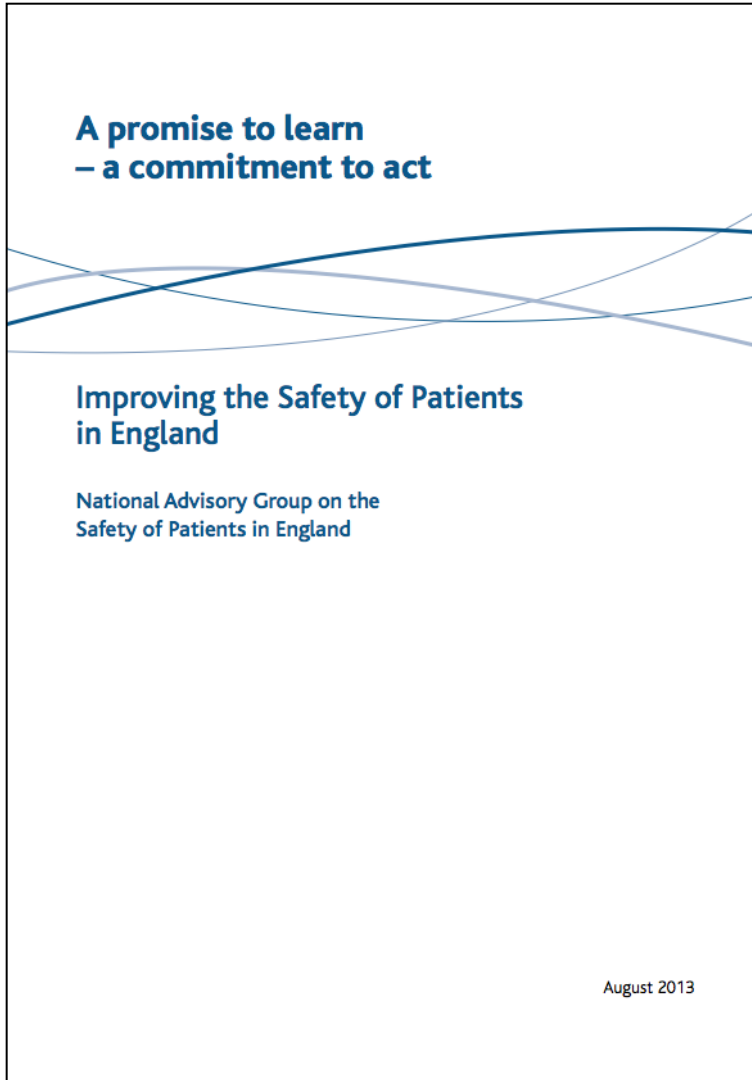
HC 947

*“...there are places where **unhealthy cultures, poor leadership**, and an acceptance of poor standards are too prevalent.” (p25)*



Robert Francis QC

*Chairman: The Mid Staffordshire NHS
Foundation Trust Public Inquiry*



*“In the end, **culture will trump rules, standards and control strategies every single time**, and achieving a vastly safer NHS will depend far more on **major cultural change** than on a new regulatory regime.”*



Donald M Berwick MD

Consternation: 27 July 2012

Mid Staffordshire in numbers

Up to **1,200** more patients died than would be expected between 2005-2008

37 weeks of evidence

290 witnesses or statements to the inquiry

£13m spent by the Francis Inquiry to date (as of 5 February 2013)

2 hospital sites at Mid Staffordshire

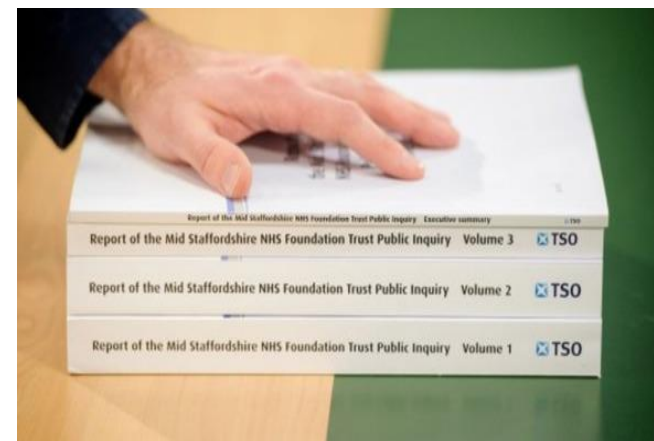
807 qualified nursing, midwifery & health visiting staff at Mid Staffordshire

Mid Staffordshire's financial performance

£155 million annual turnover

£21 million cash support from the Department of Health in 2011/12

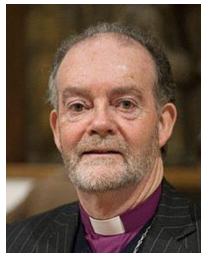
£18.8 million underlying deficit for 2012/13



Consternation: 19 June 2018

GOSPORT HOSPITAL SCANDAL

Inquiry into more than >800 deaths



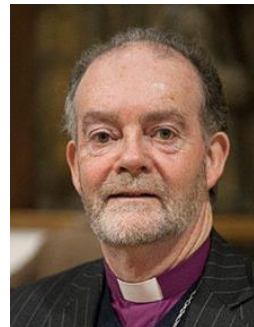
Gosport War Memorial Hospital
The Report of the
Gosport Independent Panel

June 2018

HC1084

*“there was a disregard for human life and **a culture** of shortening the lives of a large number of patients...”*

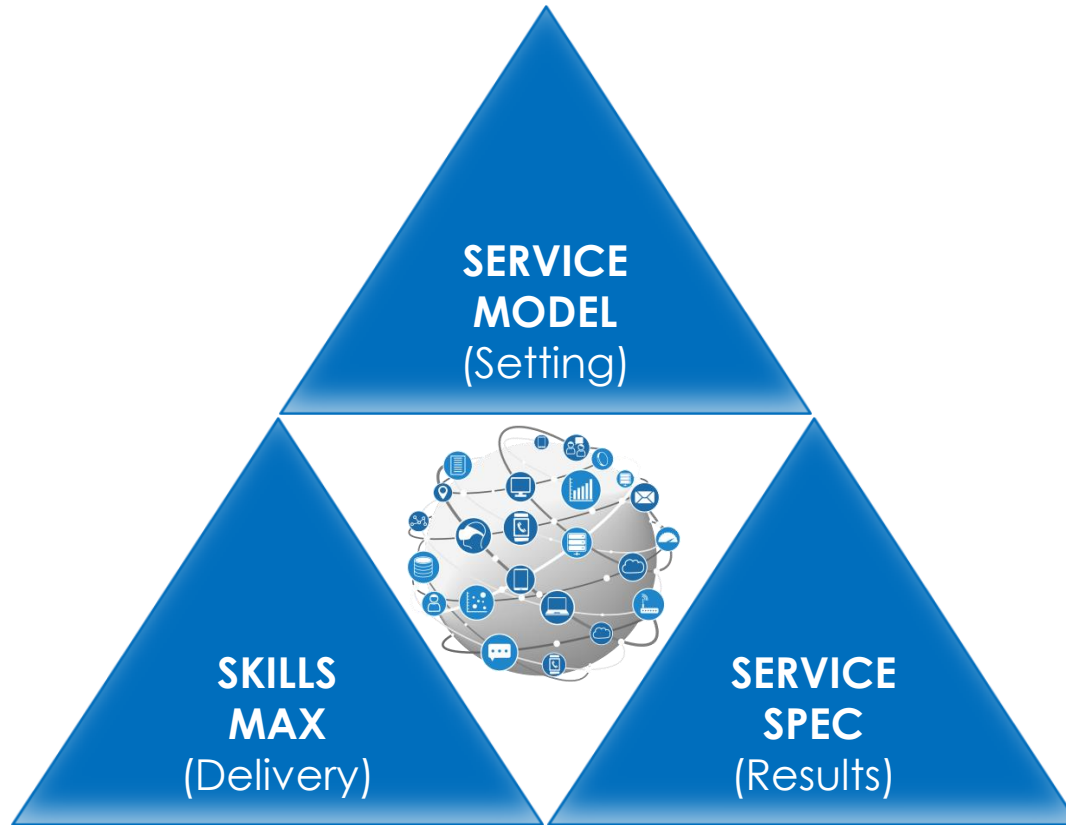
(Foreward)



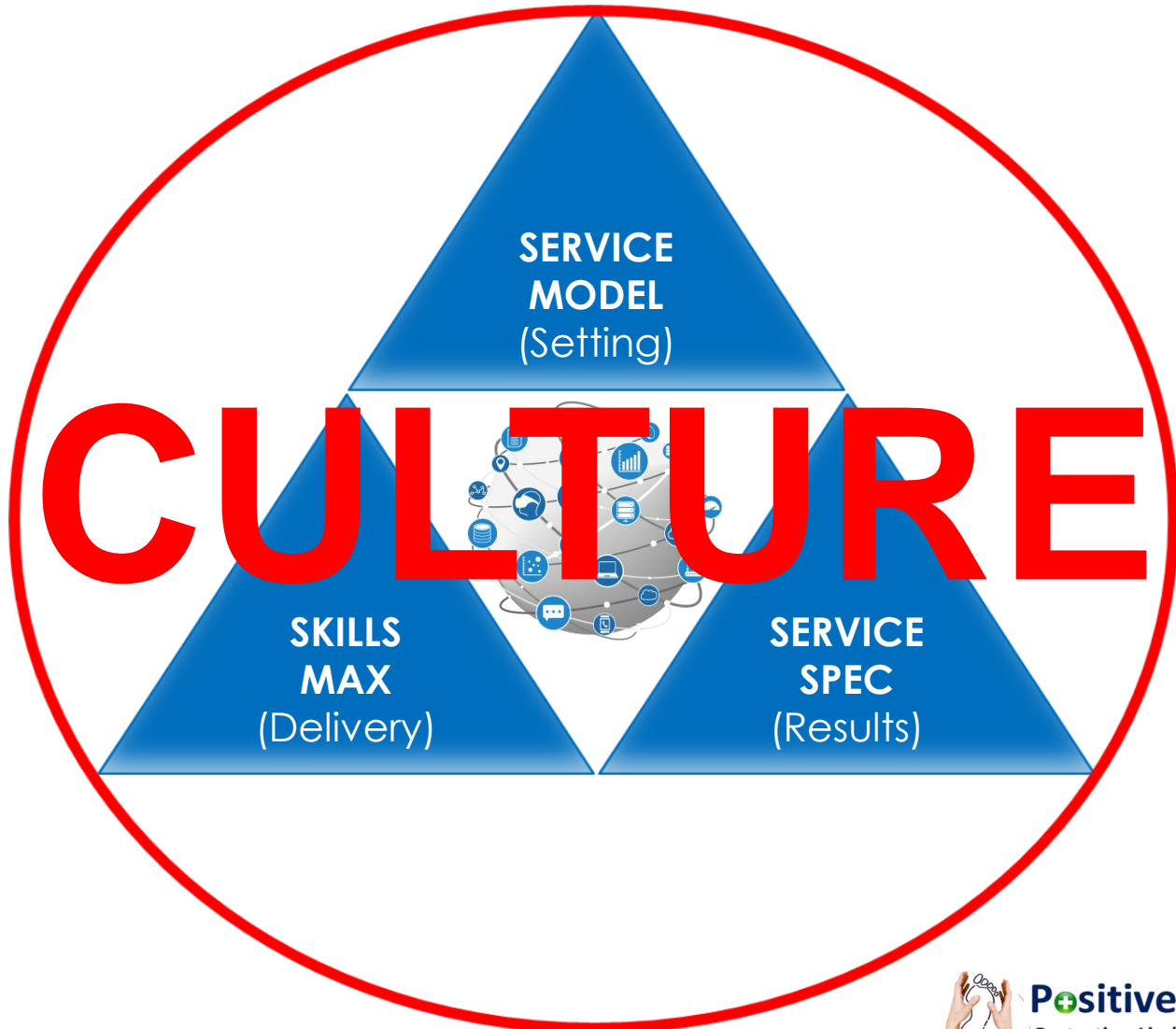
The Right Reverend James Jones KBE

Chair: Gosport Independent Panel

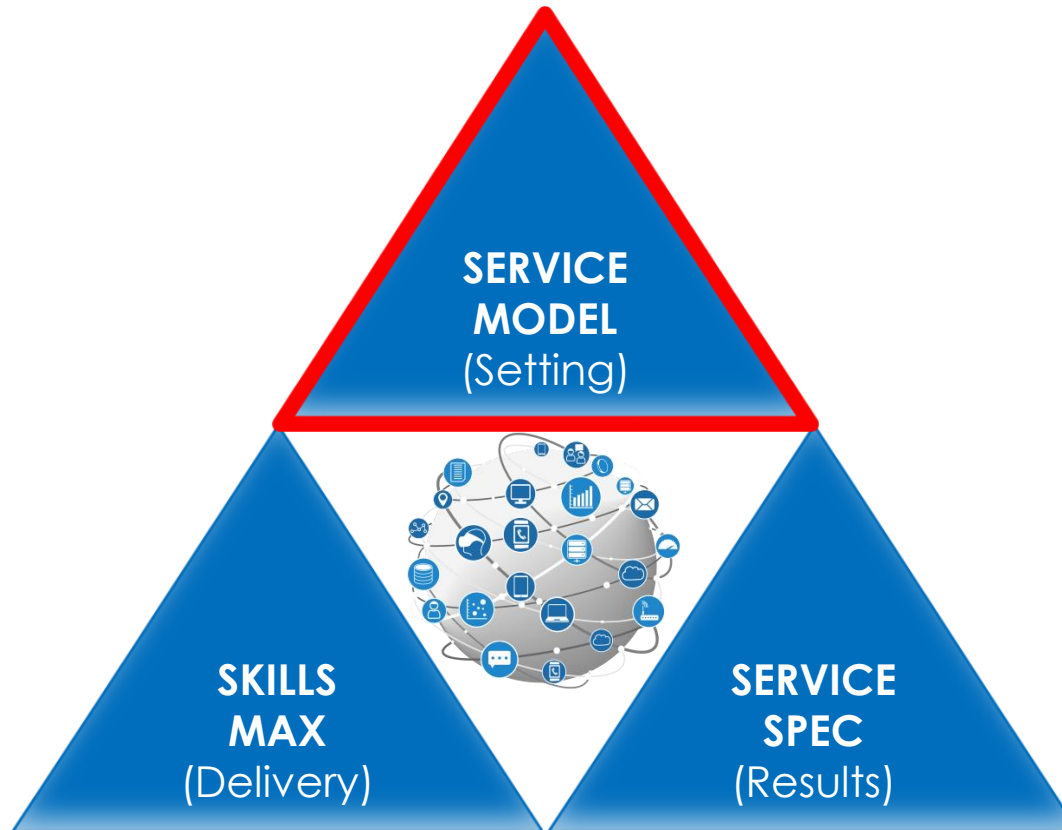
Whole System Transformation



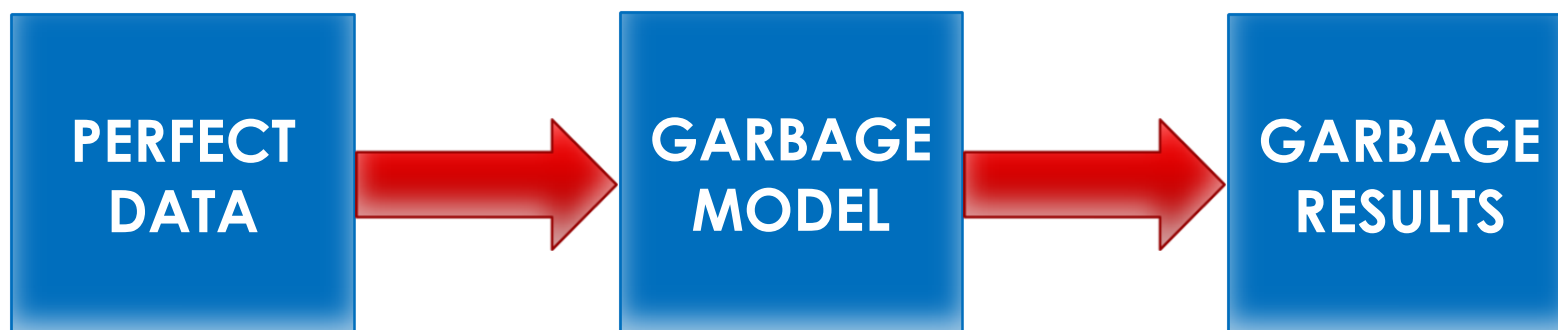
Whole System Transformation



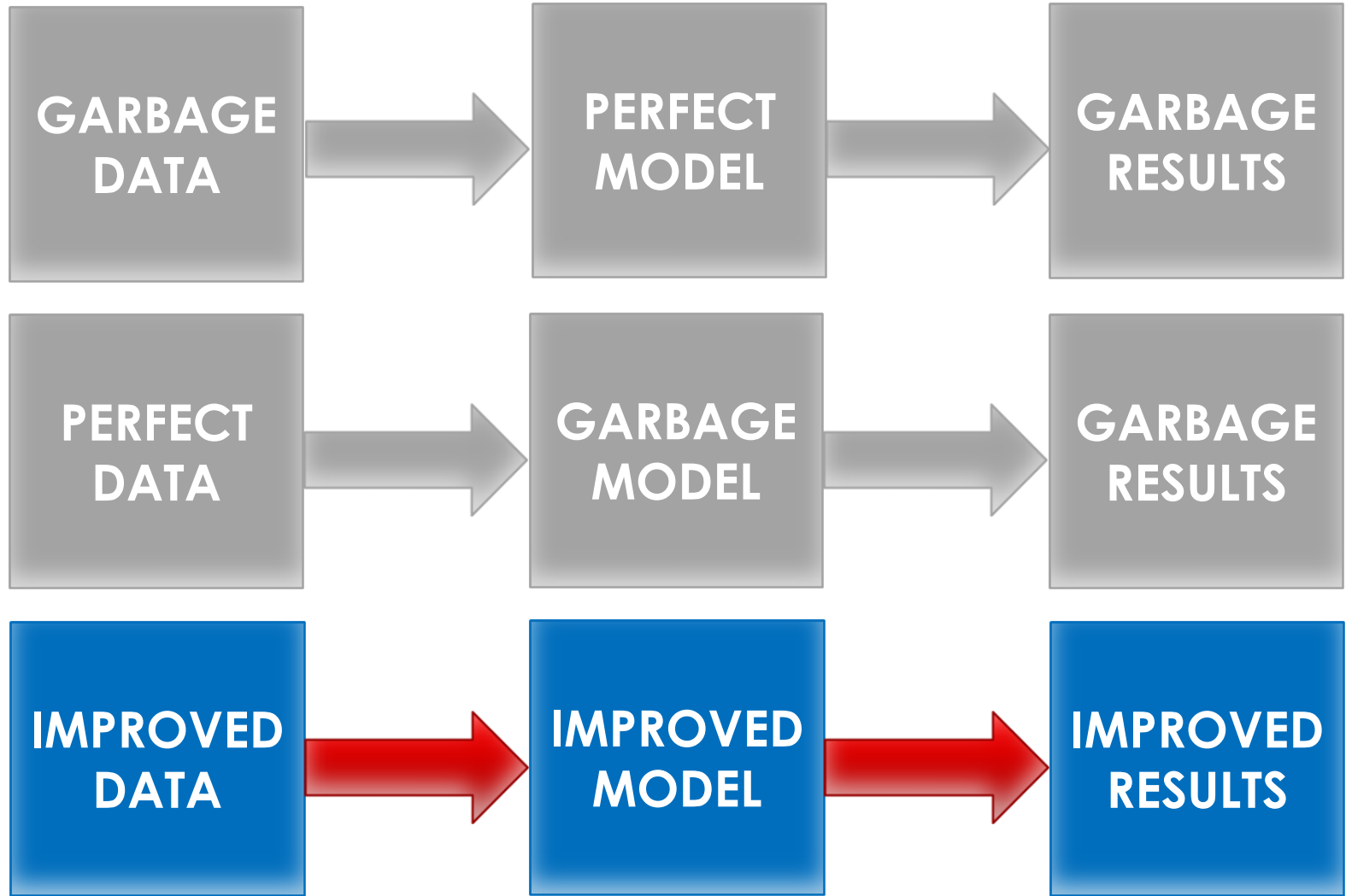
Transforming the Service Model



Transforming the Service Model



Transforming the Service Model



Transforming the Service Model

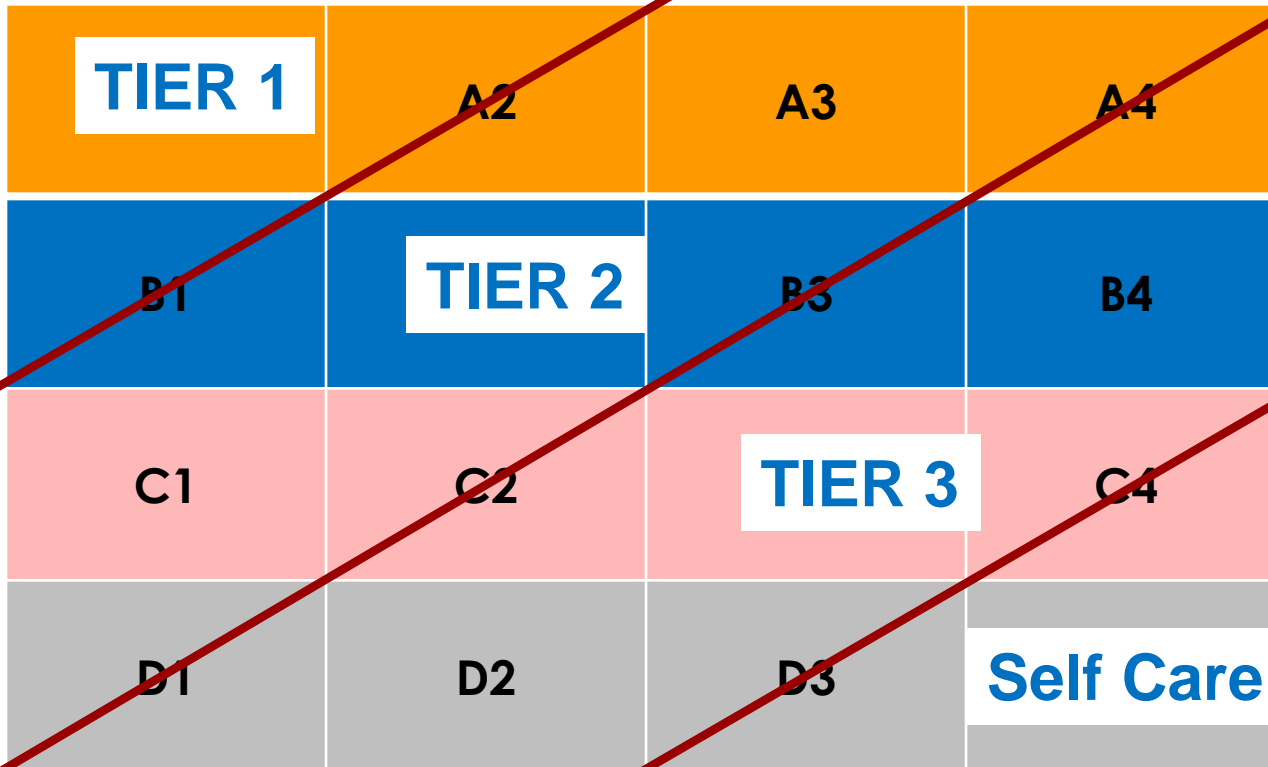
Simplify

A1	A2	A3	A4
B1	B2	B3	B4
C1	C2	C3	C4
D1	D2	D3	D4

Perfect data: Garbage model!

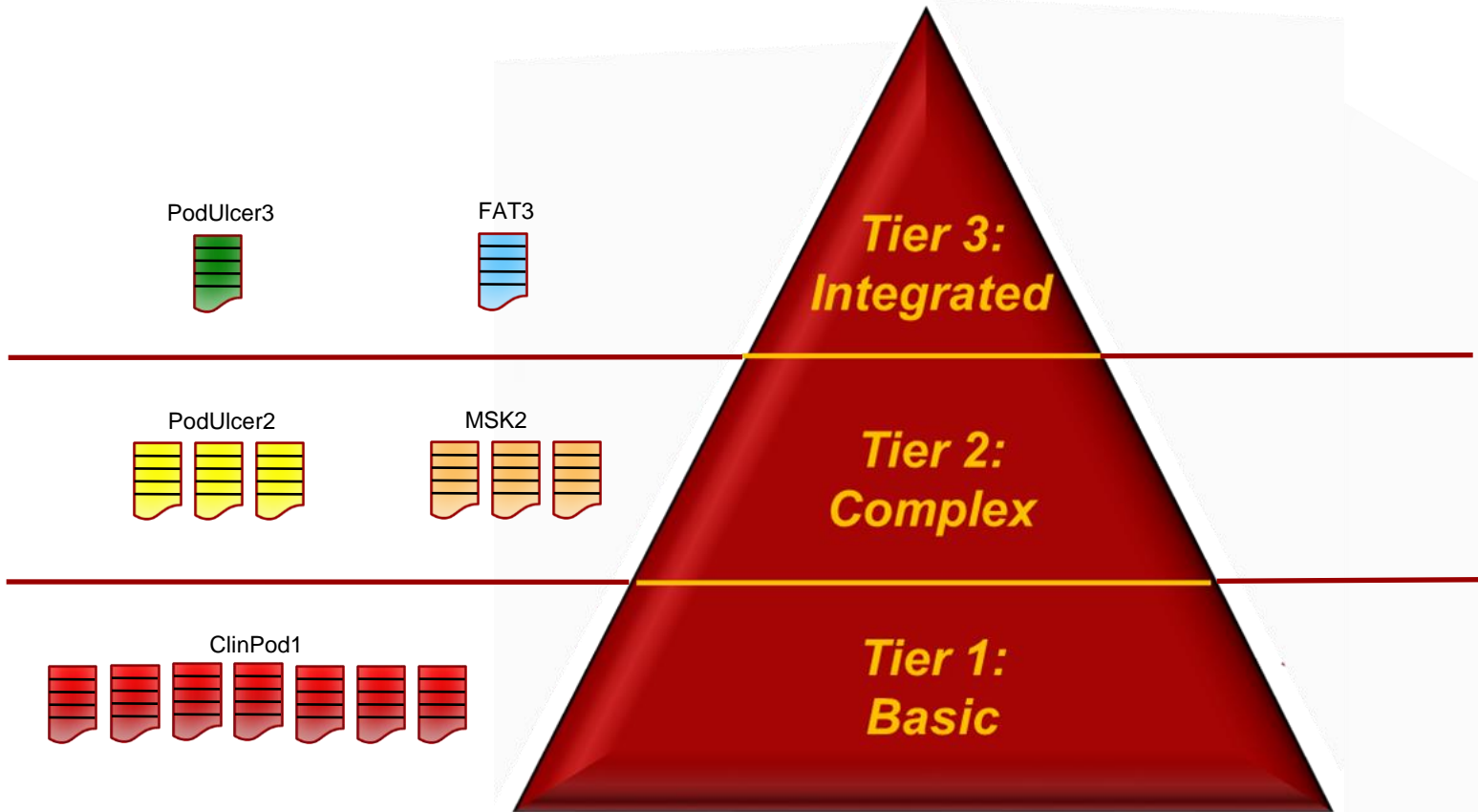
Transforming the Service Model

Simplify



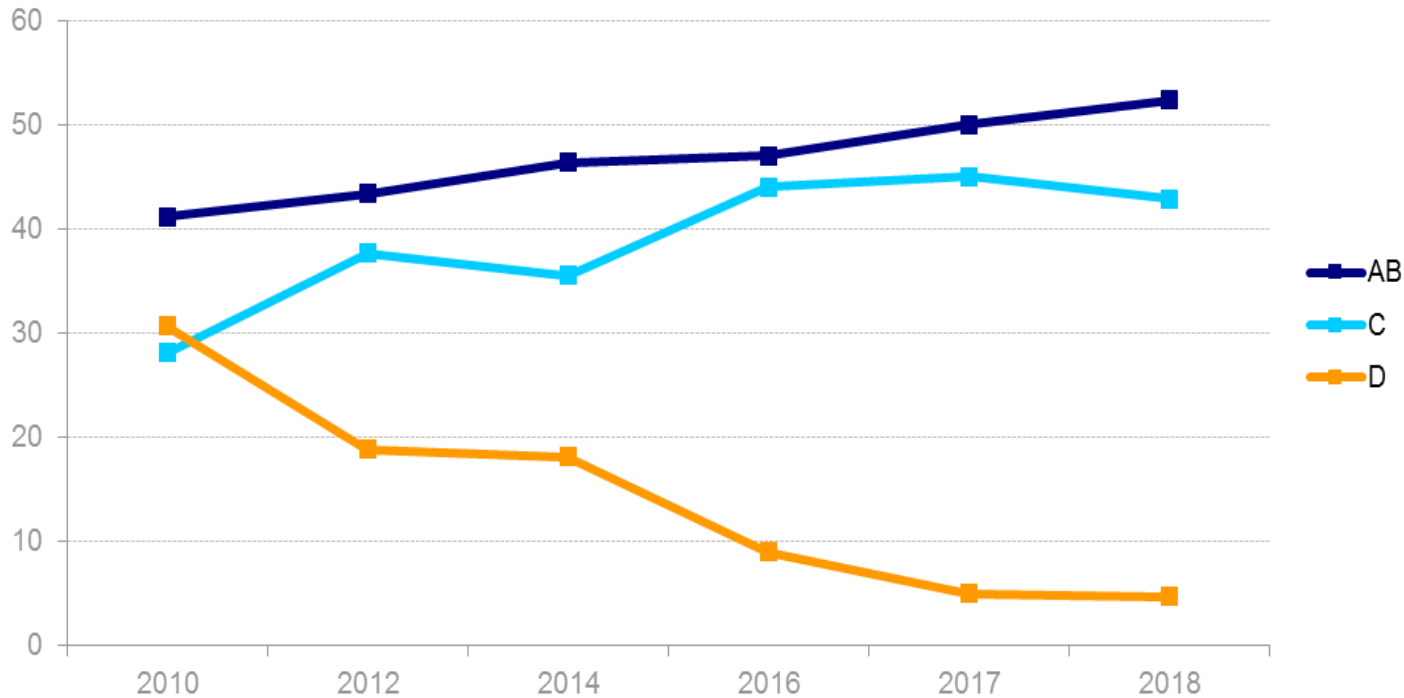
Transforming the Service Model

Clarify



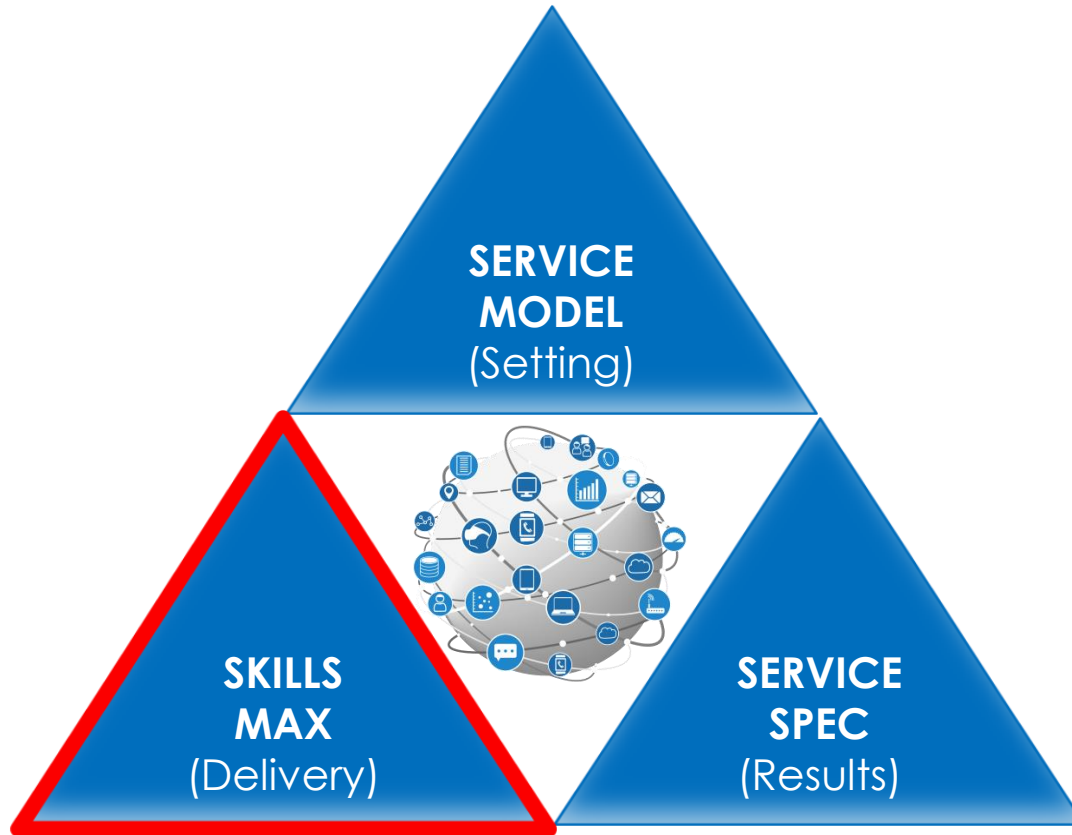
More complex caseload

NHSGG&C Podiatry Service
Caseload Complexity Trends
2010-2018

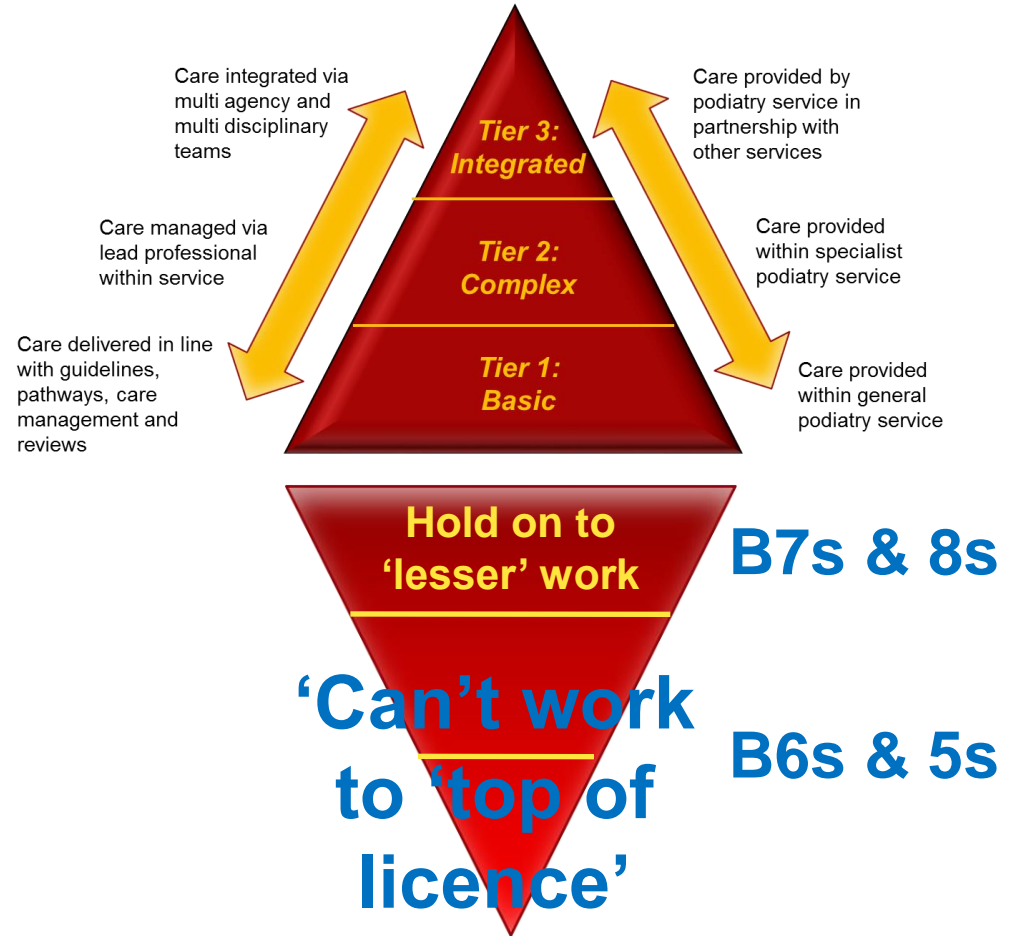


26%
2012-18

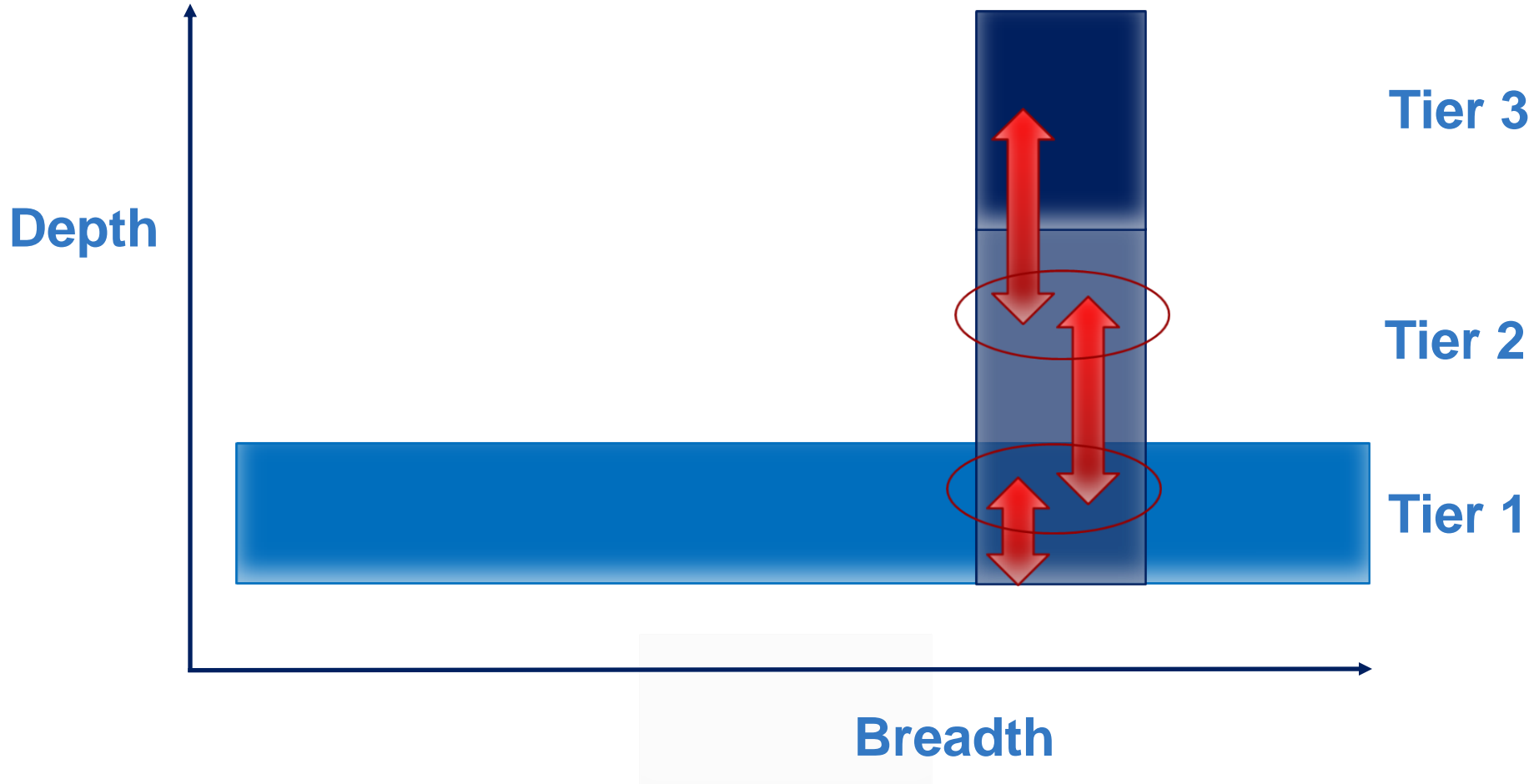
Transforming Skills Maximisation



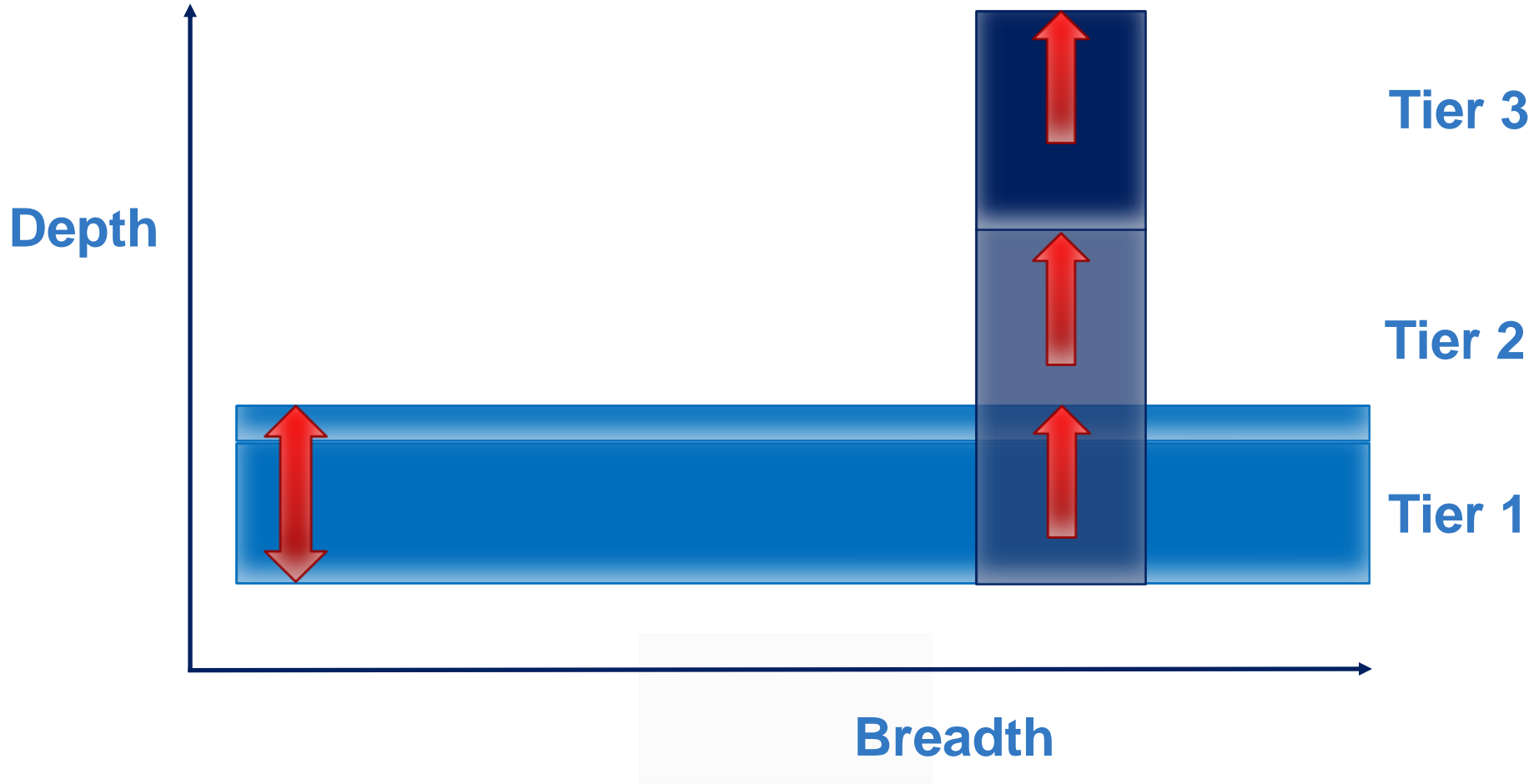
Transforming Skills Maximisation



Transforming Skills Maximisation



Transforming Skills Maximisation



Non Medical Prescribing



24 independent prescribers

- **15% of workforce**
- **8% of UK total**

Prescription Only Medicine (POM)

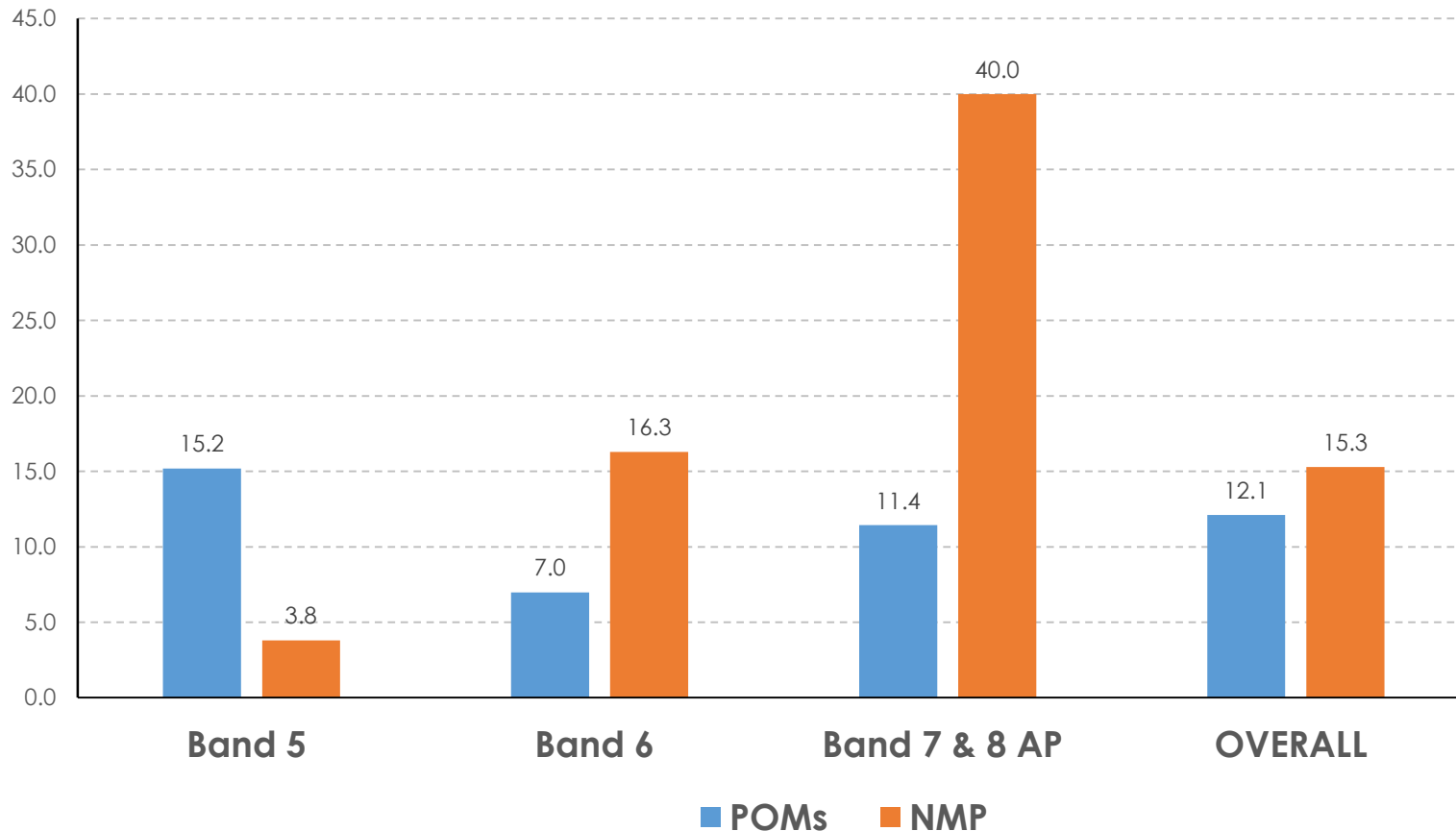
Table one - list of POMs that can be supplied to a podiatrist and directly to a patient via a signed order written by a podiatrist with the appropriate annotation (Prescription Only Medicines – sale/supply)

- Amorolfine hydrochloride cream where the maximum strength of the Amorolfine in the cream does not exceed 0.25 per cent by weight in weight,
- Amorolfine hydrochloride lacquer where the maximum strength of Amorolfine in lacquer does not exceed 5 per cent by weight in volume,
- Amoxicillin,
- Co-Codamol,
- Co-dydramol 10/500 tablets,
- Codeine Phosphate,
- Erythromycin,
- Flucloxacillin,
- Silver Sulfadiazine,
- Tioconazole 28.0 per cent
- Topical hydrocortisone where the maximum strength of hydrocortisone in the medicinal product does not exceed 1 per cent by weight in weight.

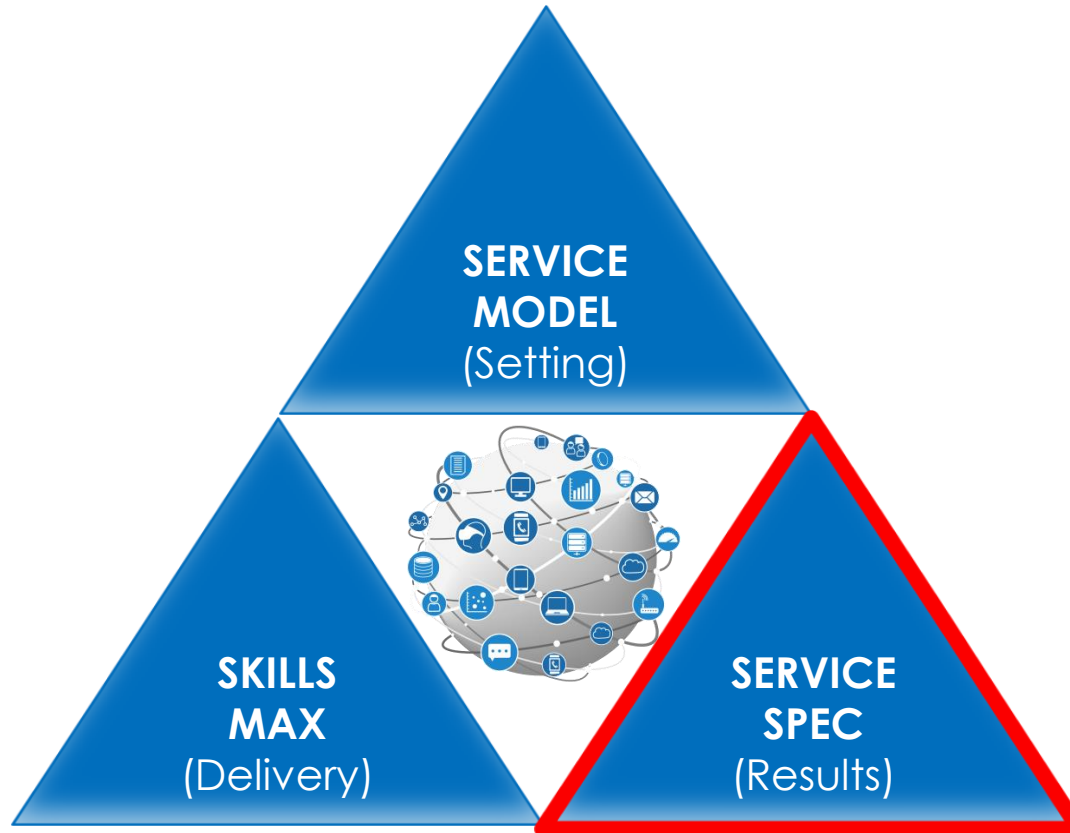
19 POM Qualified

- **12% of workforce**

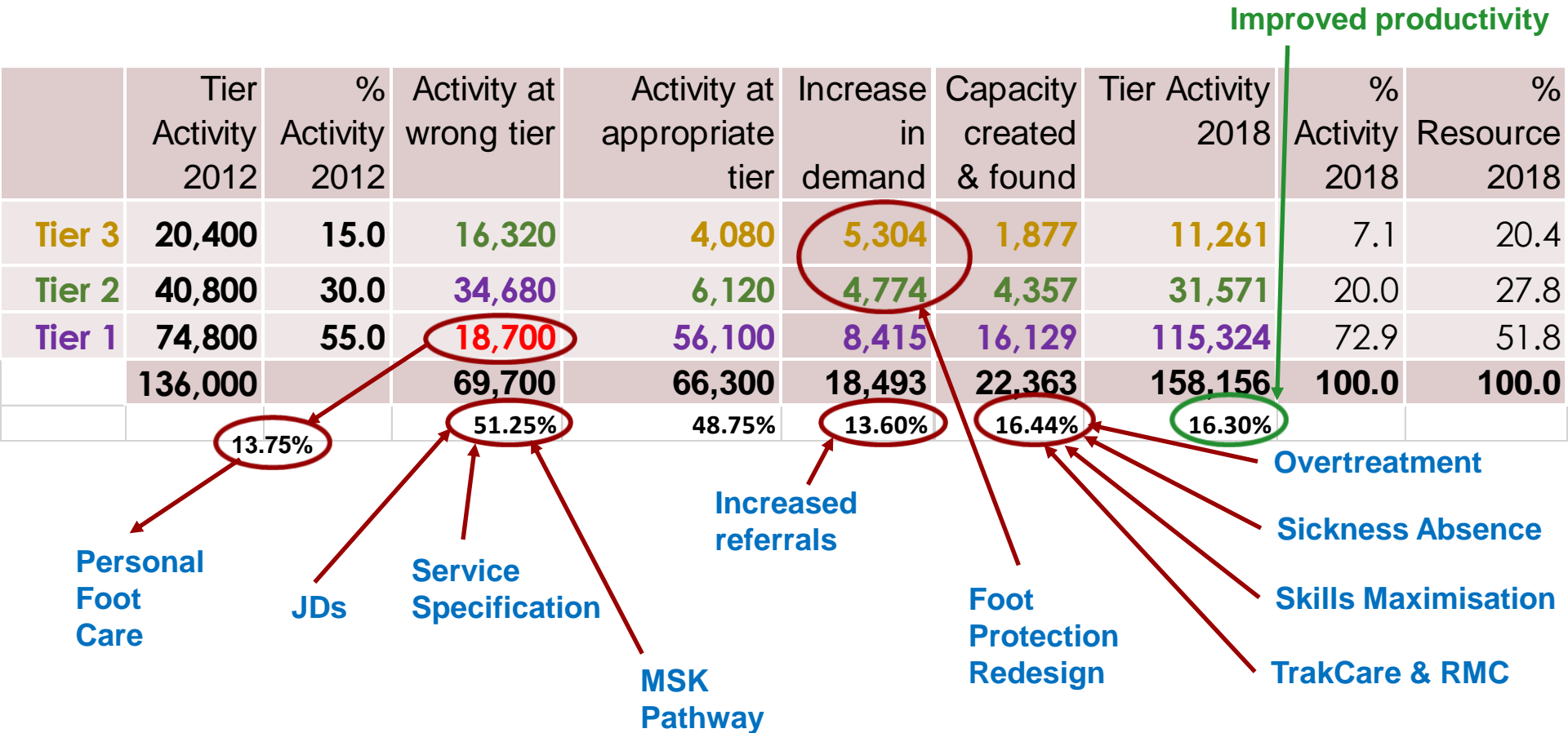
% of NHSGG&C Podiatry Workforce supplying/prescribing medicines by AFC Band

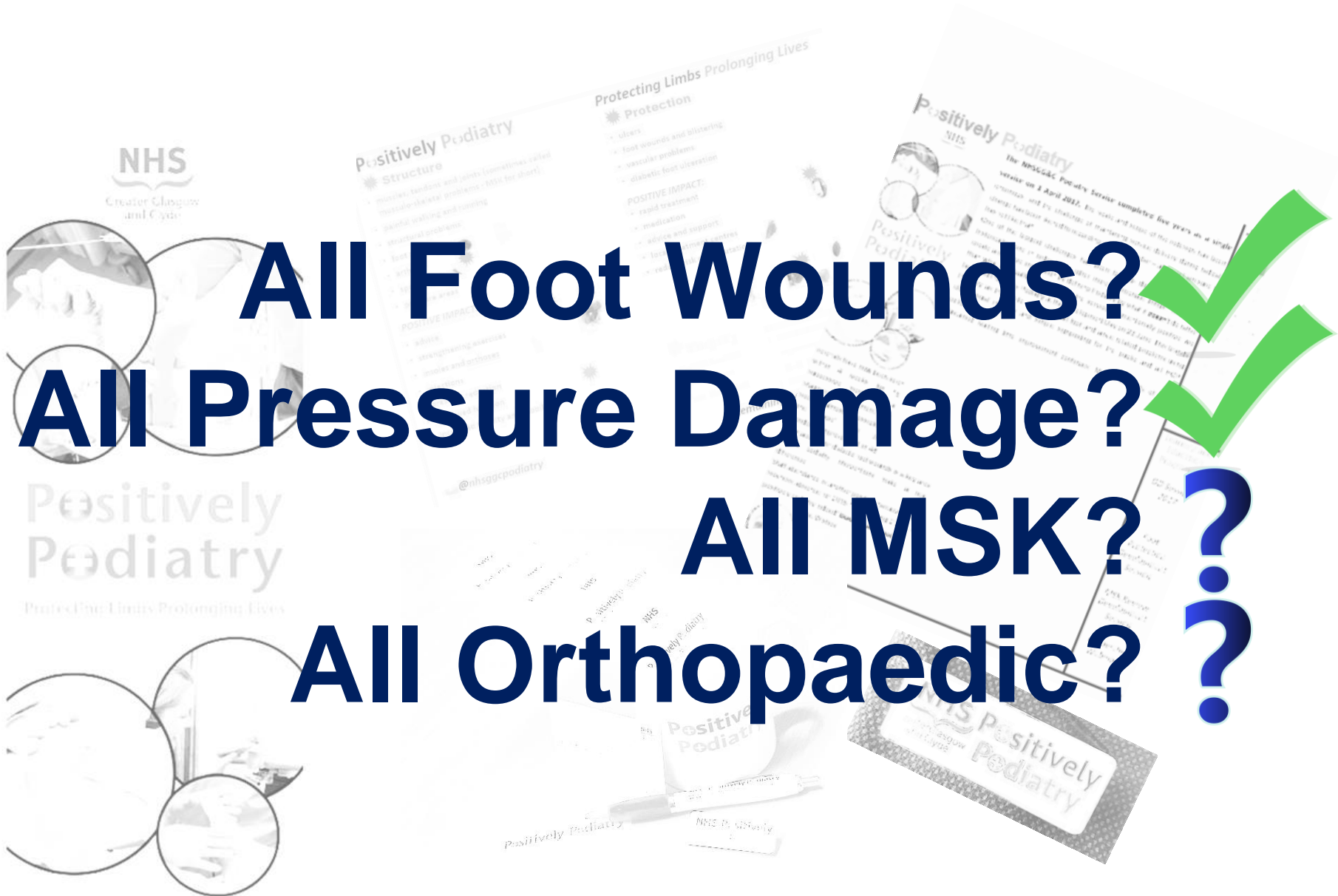


Transforming Service Specification



A 'wicked' problem...





All Foot Wounds? ✓
All Pressure Damage? ✓
All MSK? ?
All Orthopaedic? ?

The background features a collage of documents from 'Positively Podiatry' at NHS Greater Glasgow and Clyde. Visible text on the documents includes 'Protecting Limbs Prolonging Lives', 'Protection', 'structure', 'diabetic foot ulceration', 'POSITIVE IMPACT', 'rapid treatment', 'medication', 'advice and support', 'wound care', 'pressure ulcers', 'MSK', and 'Orthopaedic'. There are also images of feet being examined and treated in clinical settings.

**In God we
trust, all
others bring
data.**

–William E. Deming



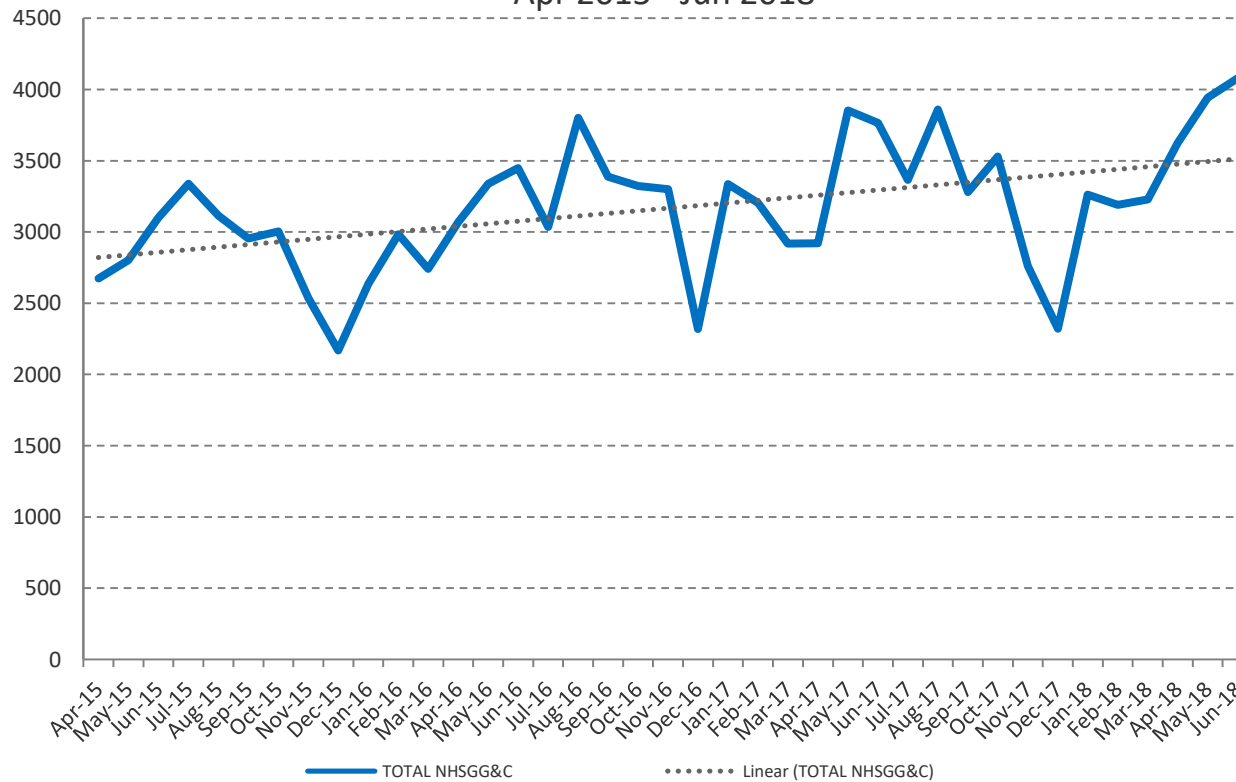
The Power of data: Show me!



**“What can’t
speak, can’t
lie, Rodney!”**

Referral rates

NHSGG&C Podiatry Service
Referrals per Month & Referral Trend
Apr 2015 - Jun 2018

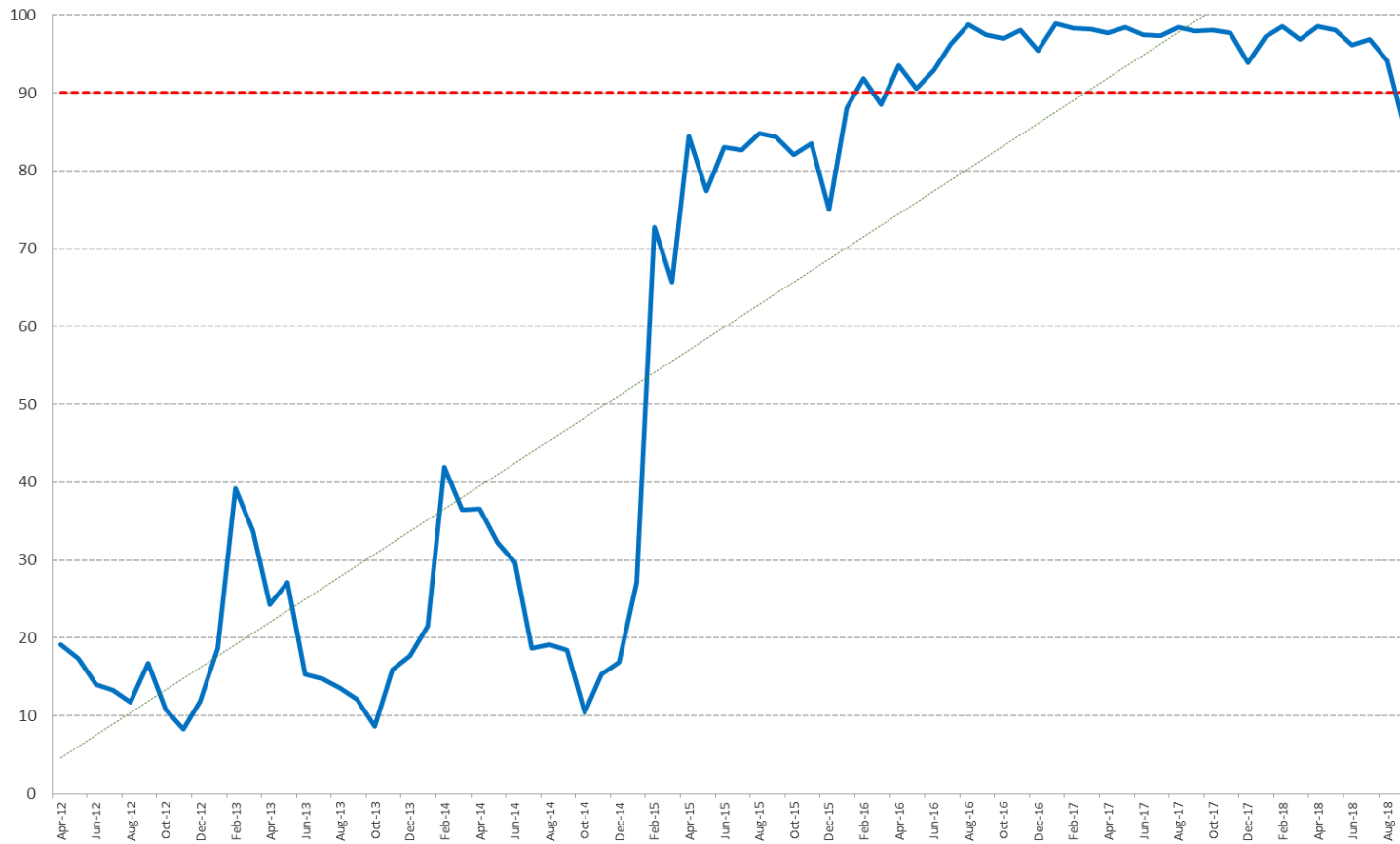


37%
2015-18



Waiting times

NHSGG&C Podiatry Service
% of Patients Waiting <4wks
Apr 2012 - Sep 2018

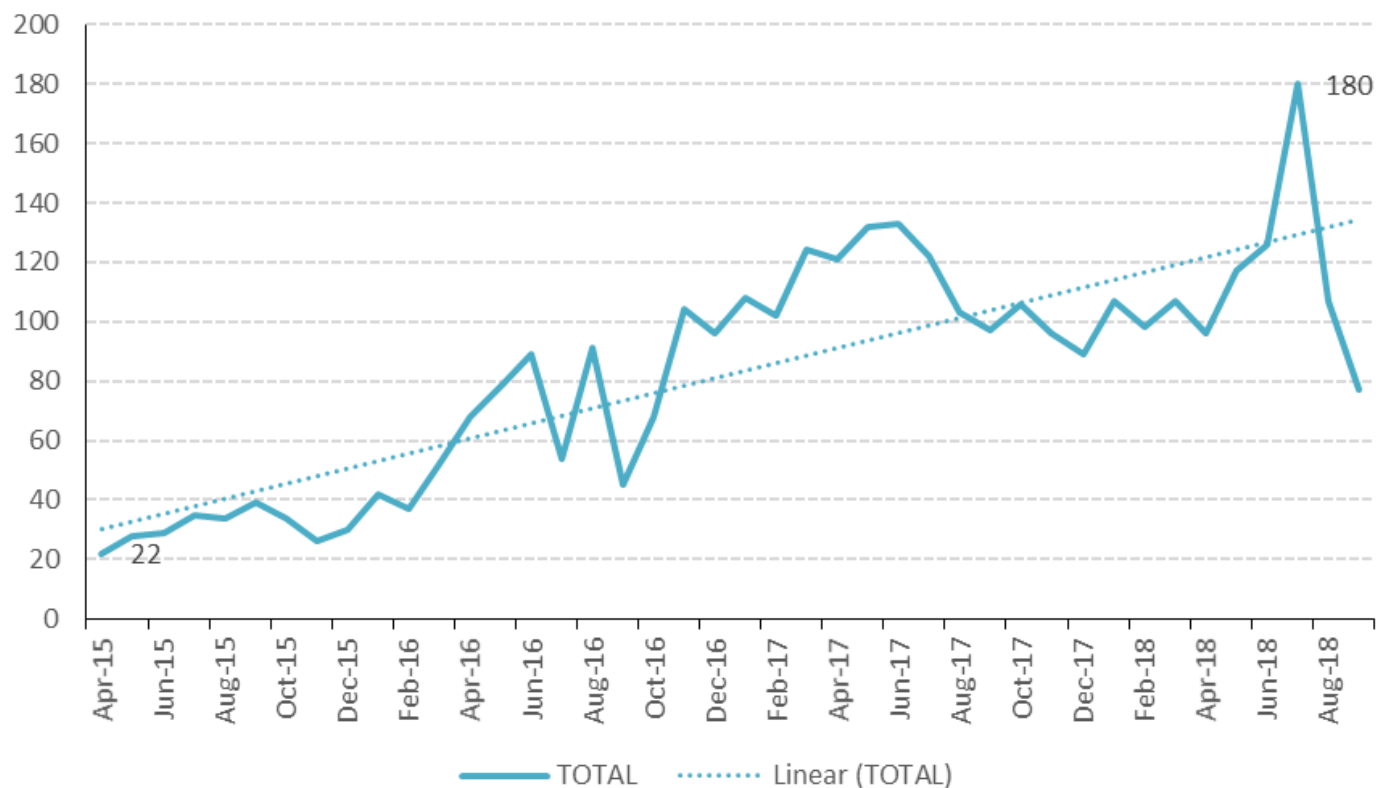


414%
2012-18



DFU (all foot wounds) referral rates

NHSGG&C Podiatry Service
Number of Diabetic Foot Wound Referrals per month
Apr 2015 - Sep 2018



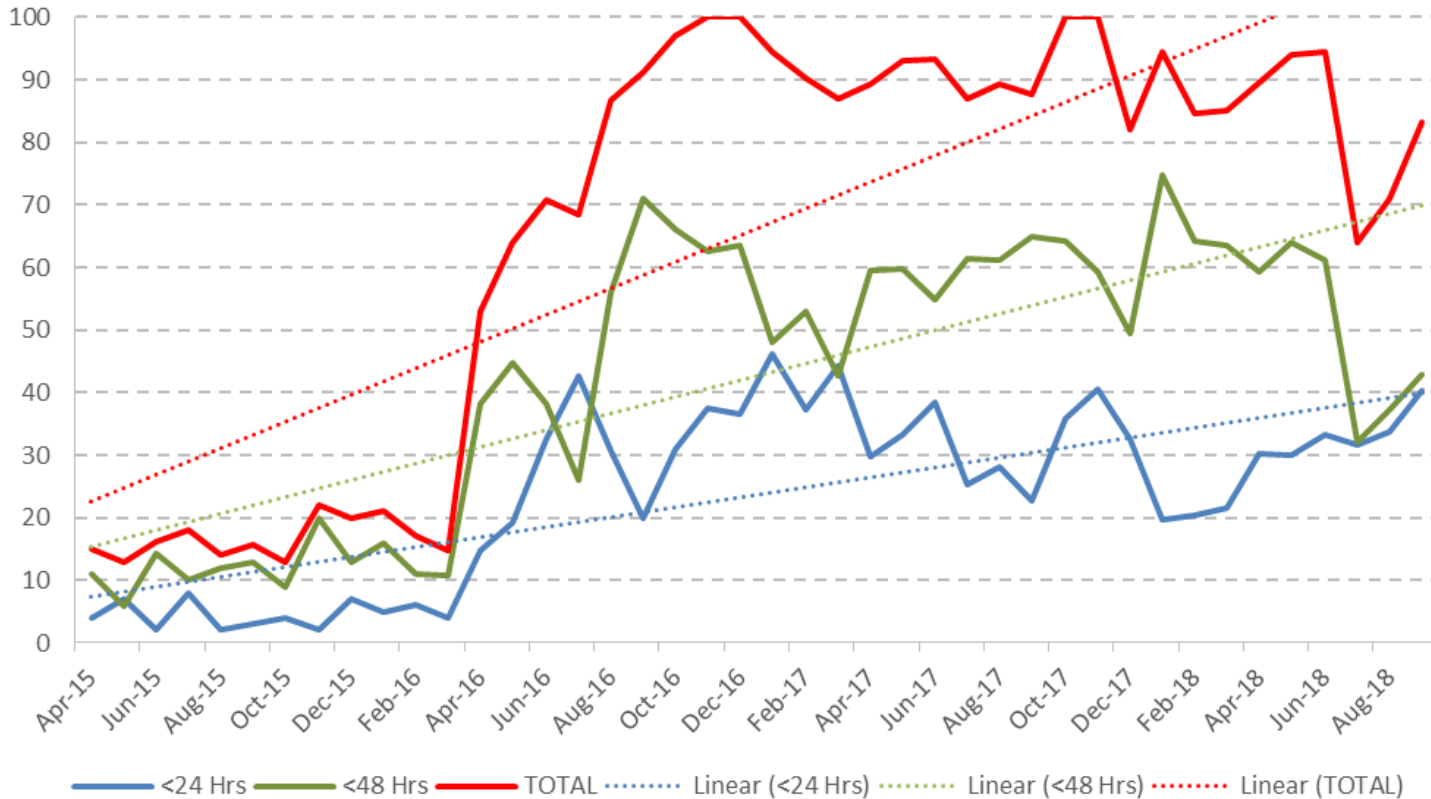
194%
2015-18



Data for Service Improvement

DFU (all foot wounds) 2 day wait

NHSGG&C Podiatry Service
% of Diabetic Foot Ulcers seen <24hrs & <48hrs
Apr 2015 - Sep 2018

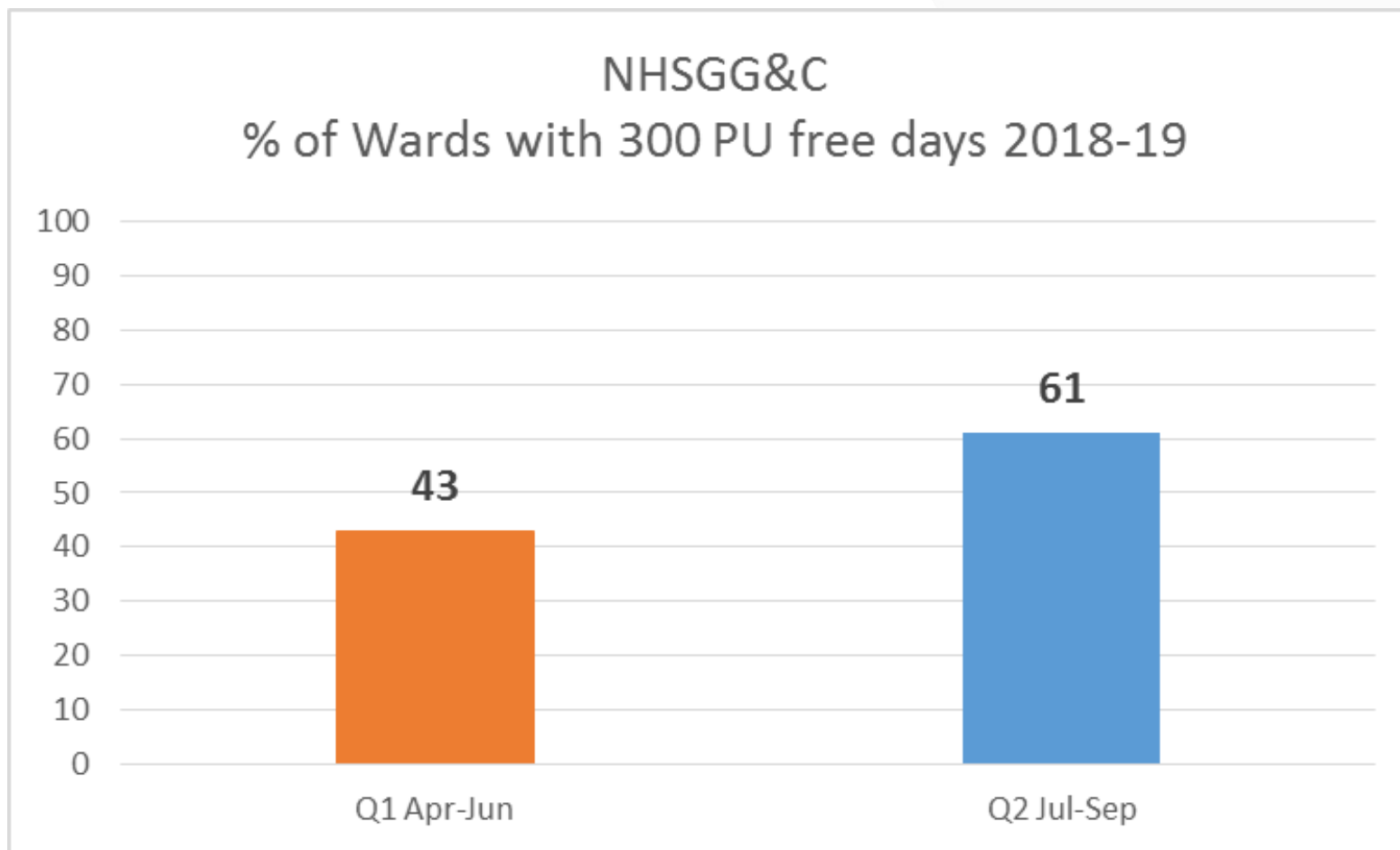


396%
2015-18



Data for Service Improvement

% of wards in NHSGG&C >300 days Pressure Ulcer free

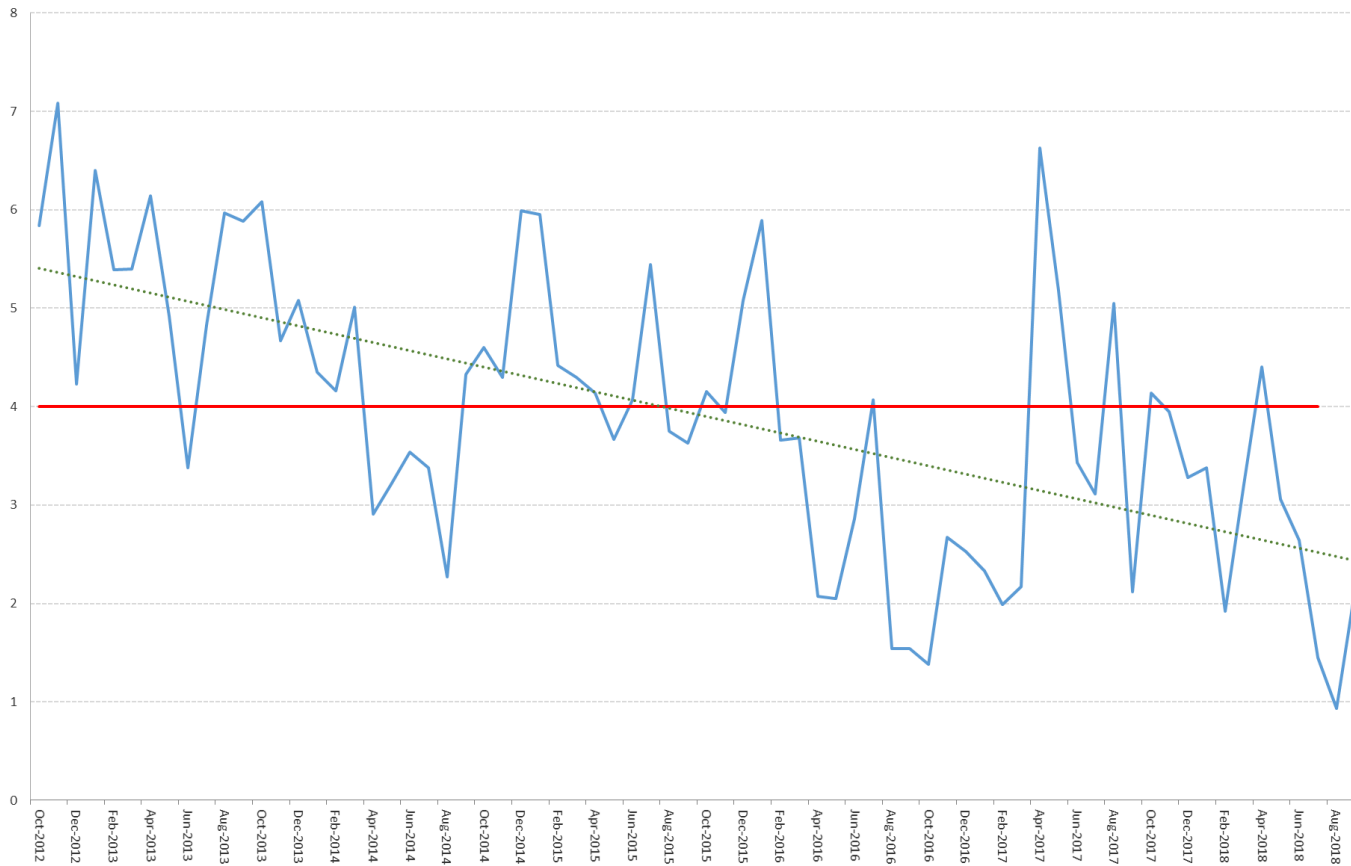


42%
Q1-Q2
2018-19



Improved sickness absence

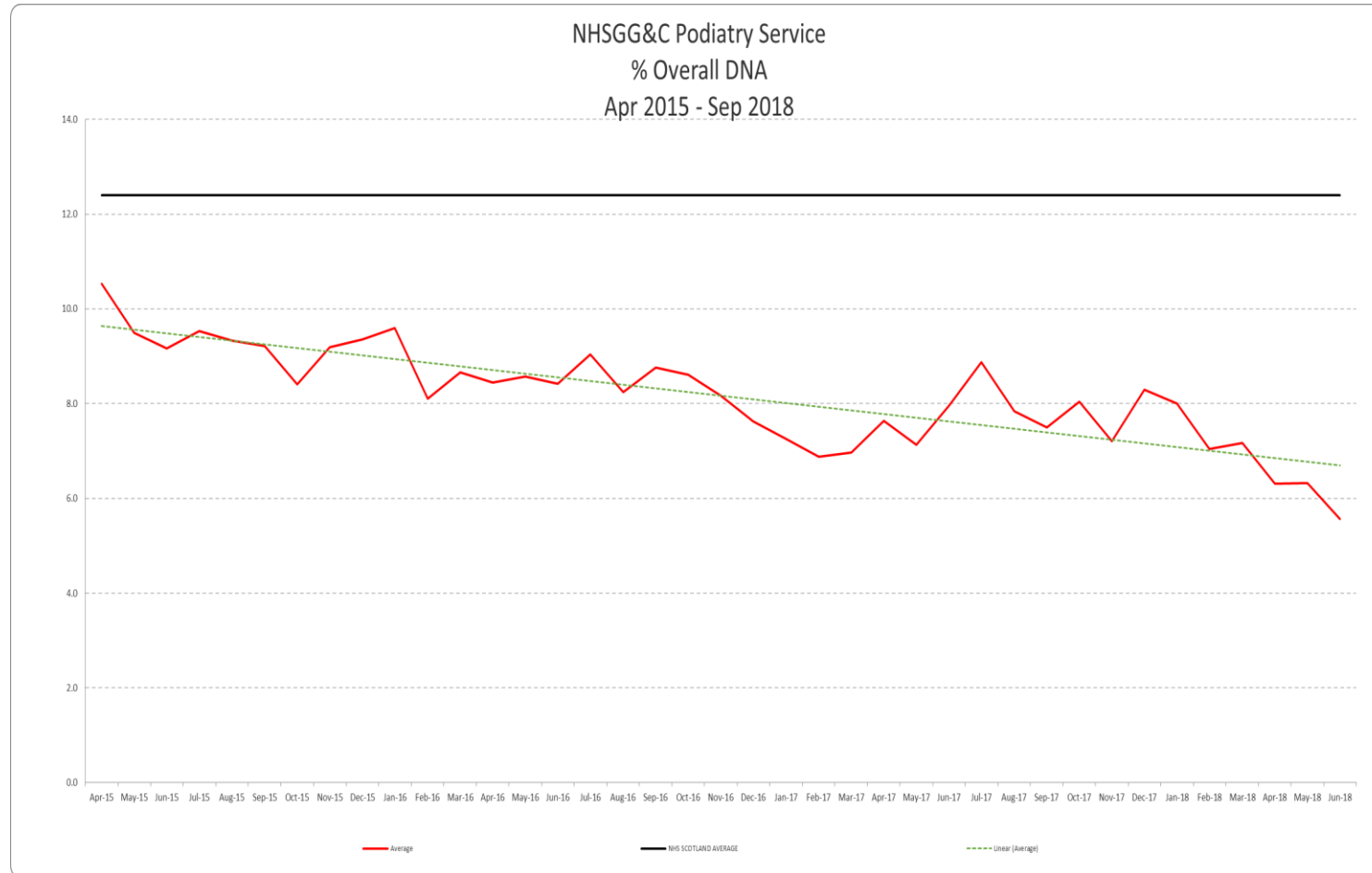
NHSGG&C Podiatry Service
Sickness Absence % Oct 2012 - Sep 2018



57.5%
5.6wte
(3.4%capacity)



DNA rates (New)



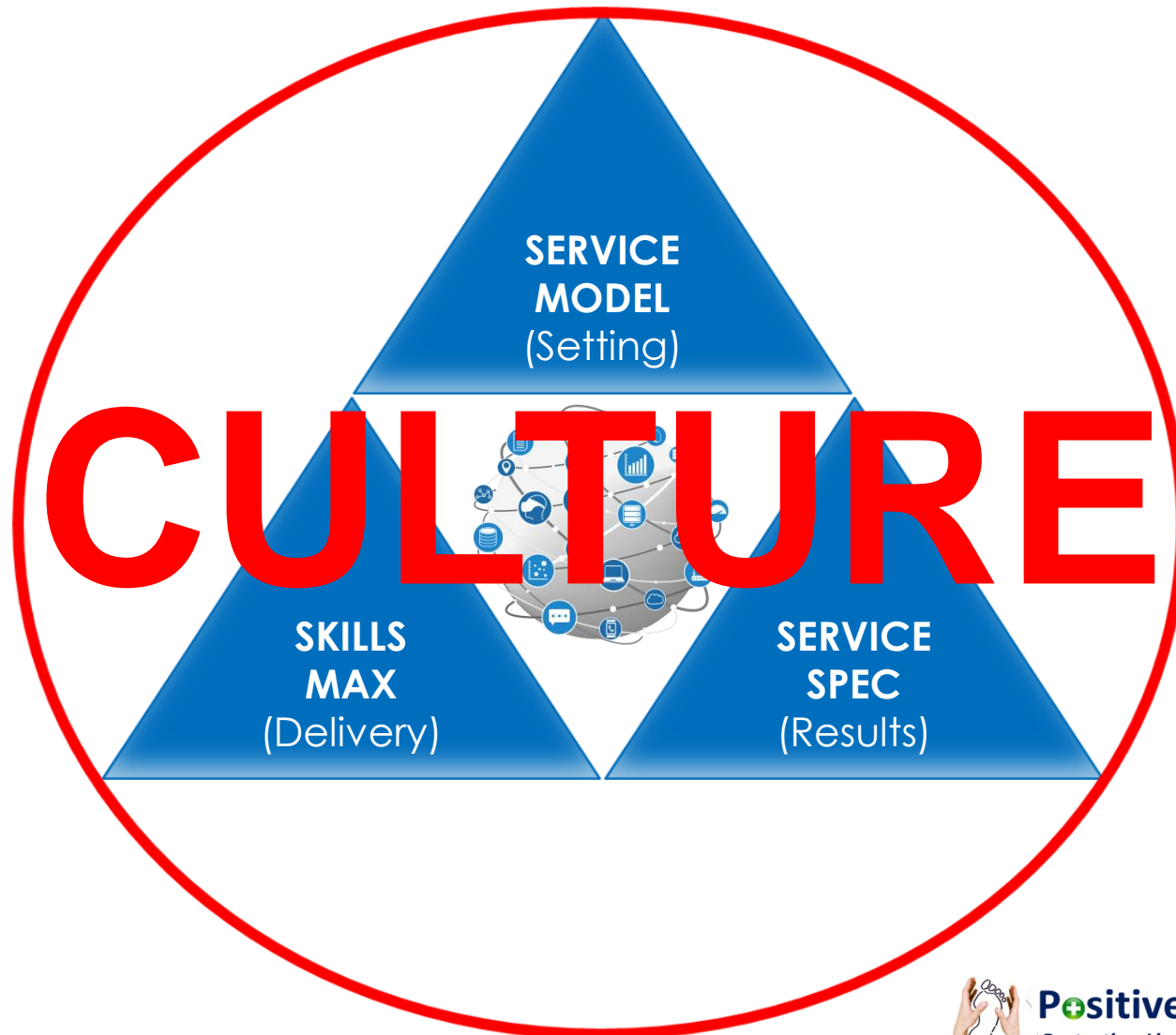
17.3%
(1.8% capacity)

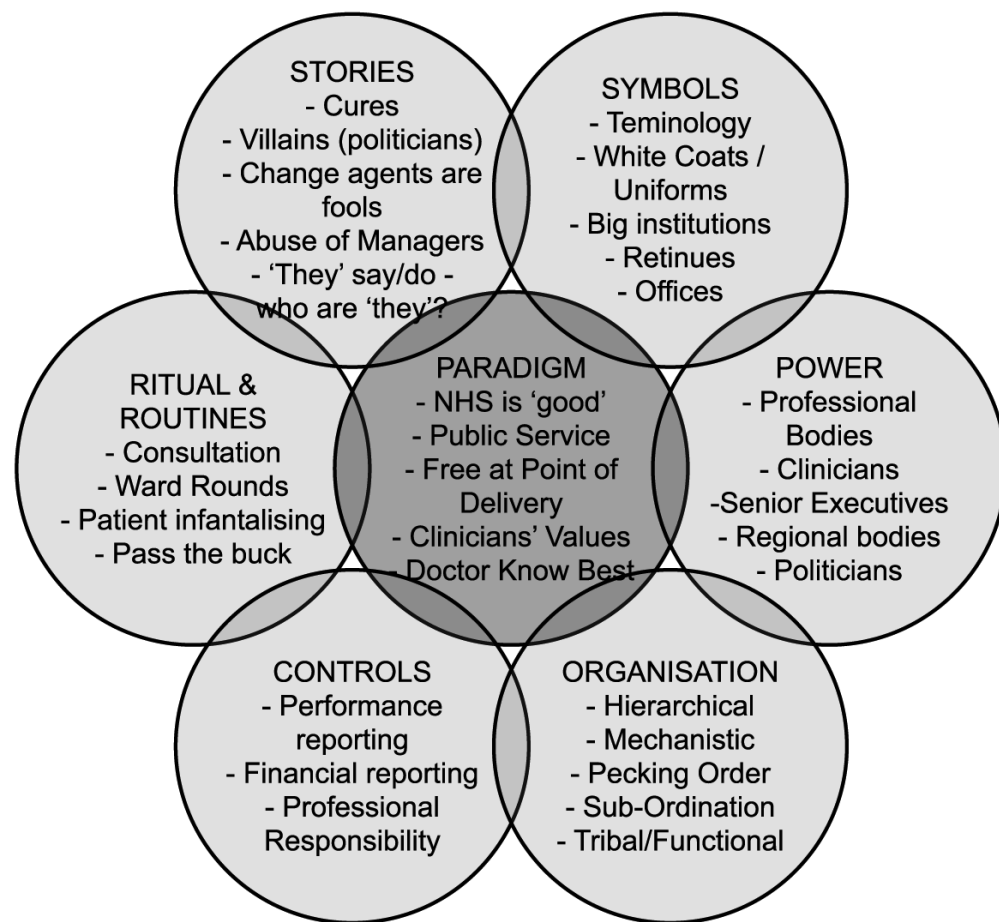
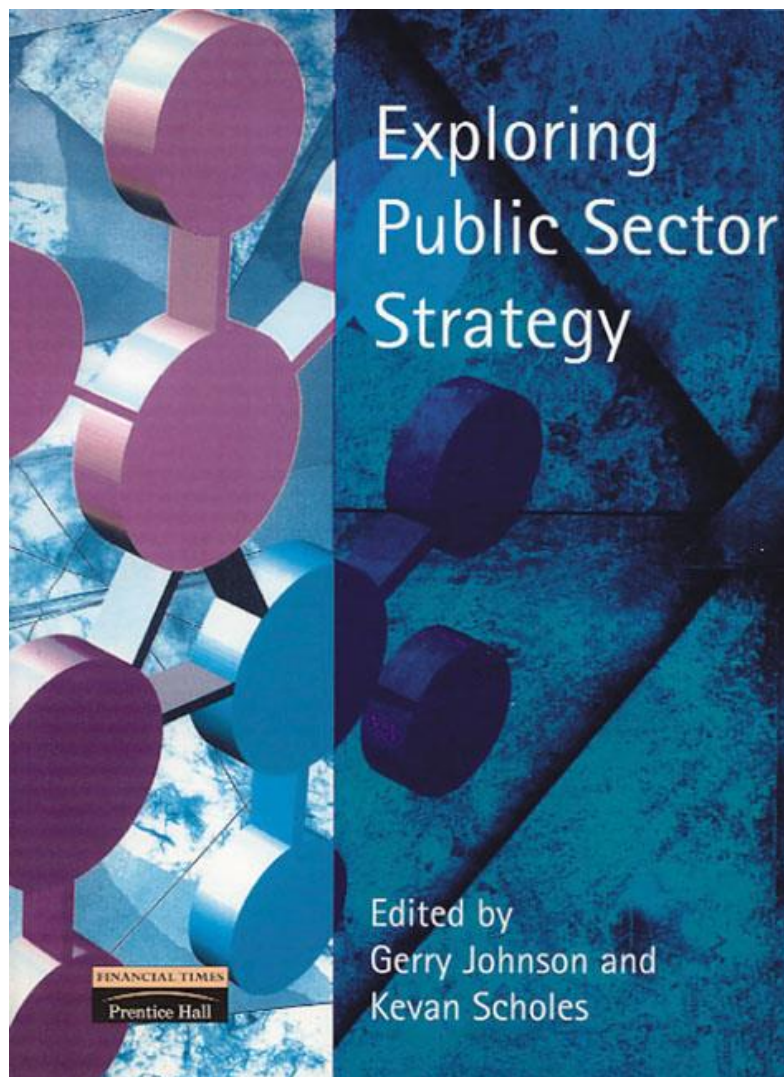
1%

Small Marginal Gains... ...the art of the possible

CAPACITY IDENTIFIED	%
Personal Foot Care	13.8
Overtreatment	2.8
Sickness Absence	3.4
Diabetic Foot Screening	1.9
Skills Maximisation	2.9
Unfilled Slots	3.6
DNA Improvement	1.8
Domiciliary Review	7.0
Total %	37.2

CAPACITY REQUIRED	%
Increased Referrals (inc FP)	13.6
Move from 20-30min appts	8.5
Move from 14 - 4 weeks	3.0
Learning & Education	5.1
Savings	7.0
Total %	37.2





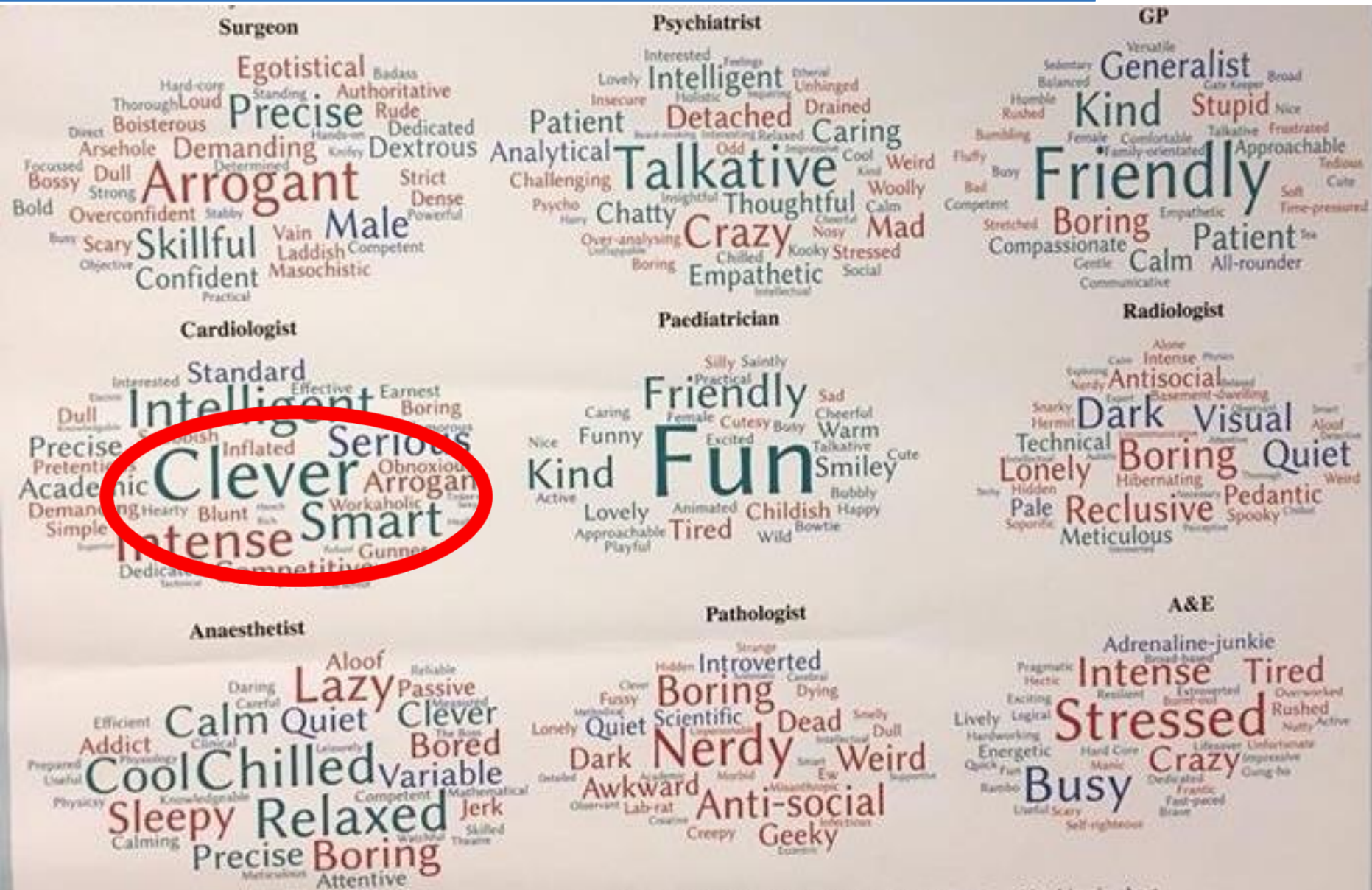
Source: Adapted from Johnson and Scholes (1999, p.75)

Specialty Stereotypes held by Medical Students

'Use the first adjective that comes into your head when thinking about a doctor working in each of these specialties.'

The cohort included people with a preference for a range of different specialties, as displayed in this pie chart.

Transforming Culture



The cohort included people with a preference for a range of different specialties, as displayed in this pie chart.

Transforming Culture



Craig David Wylie
@drcraigwylie

Gave a talk to FY1's earlier this year about why they should apply to #gptraining Included a slide on what some hospital colleagues had to say on the subject (I was more positive!) #teamgp @docshawkat @drphilhammond @nickpheath @wyliedpod @GrainneRCGP @ResilientGP @drmarknewbold

Why apply to GP? - Colleagues

"You may as well just apply to Tesco now"

- Cons

*"If you're going to be a GP, just don't be a s*** one"*

- Reg

"I can think of nothing I would hate more"

- Various Artists

Acute Hospital Consultant



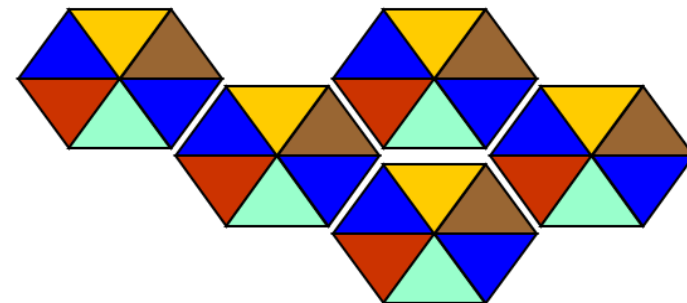
Community Primary Care GP



Source: Adapted from Johnson and Scholes (1999, p.75)



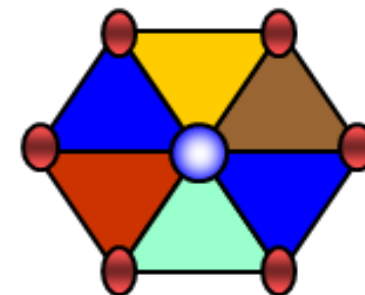
Cultural Map The Five Stages of Culture



<i>Stage</i>	<i>%</i>	<i>Behavior</i>	<i>Relationship to people</i>	<i>Language</i>
5	2%	Innocent Wonderment	Team	"Life is great"

The conversation involves infinite potential - not to beat a competitor, but to make a global impact. This group is in competition with what's possible, not with another tribe.

Cultural Map The Five Stages of Culture

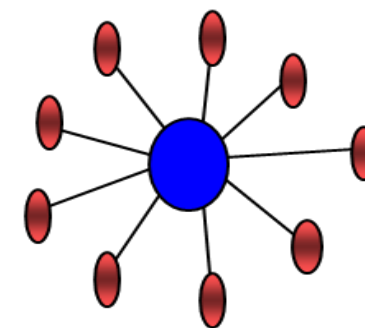


<i>Stage</i>	<i>%</i>	<i>Behavior</i>	<i>Relationship to people</i>	<i>Language</i>
5	2%	Innocent Wonderment	Team	"Life is great"
4	22%	Tribal Pride	Stable Partnership	"We're great"

People are fully themselves – happy, inspired, genuine; Culture of shared values and interdependent strategies; the bigger the adversary, the more powerful the tribe.



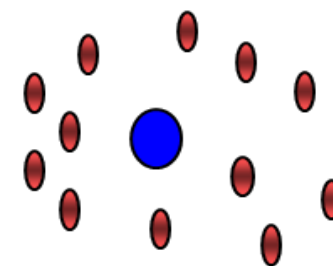
Cultural Map The Five Stages of Culture



Stage	%	Behavior	Relationship to people	Language
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4	22%	Tribal Pride	Stable Partnership	"We're great"
3	49%	Lone Warrior	Personal Domination	"I'm great"

Knowledge is power, people hoard it; they have to win, and winning is personal; the mood is one being continually disappointed that others *"don't have my ambition or skill."*

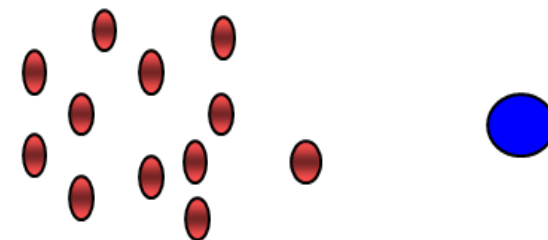
Cultural Map The Five Stages of Culture



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3	49%	Lone Warrior	Personal Domination	"I'm great"
2	25%	Apathetic Victim	Separate	"My life sucks"

People are passively antagonistic; seen it all before and watched it fail; quietly sarcastic and resigned; judging, yet never interested enough to spark any passion.

Cultural Map The Five Stages of Culture

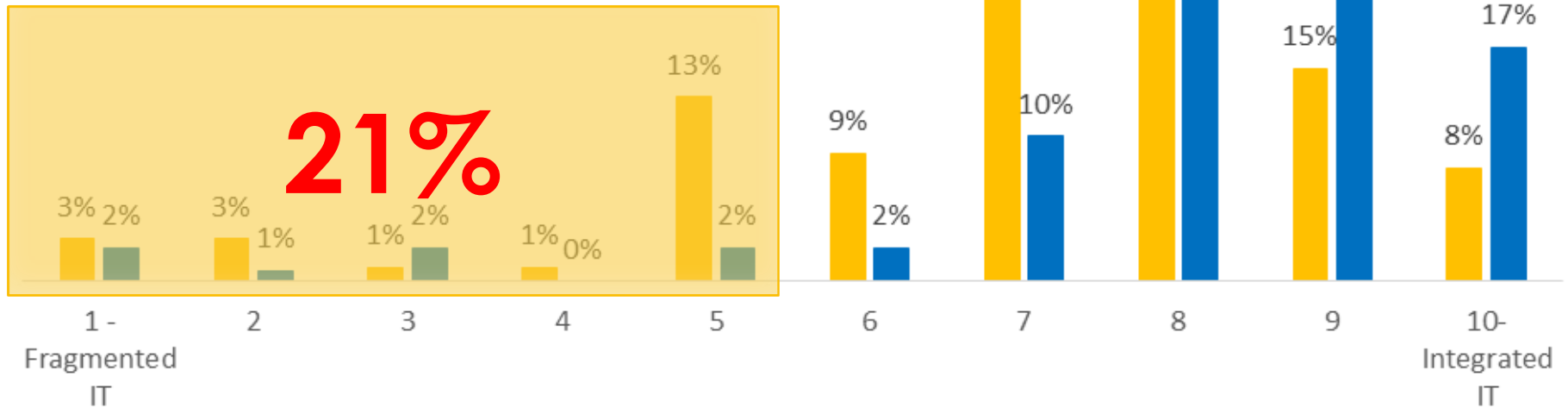
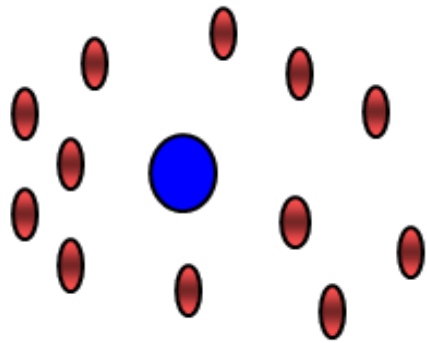


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3	49%	Lone Warrior	Personal Domination	"I'm great"
2	25%	Apathetic Victim	Separate	"My life sucks"
1	2%	Undermining	Alienated	"Life Sucks"

People are despairingly hostile, banding together to survive in a harsh and unfair world.

Transforming Culture

NHSGG&C Podiatry Service Assassin & Victim Behaviours 2016-18

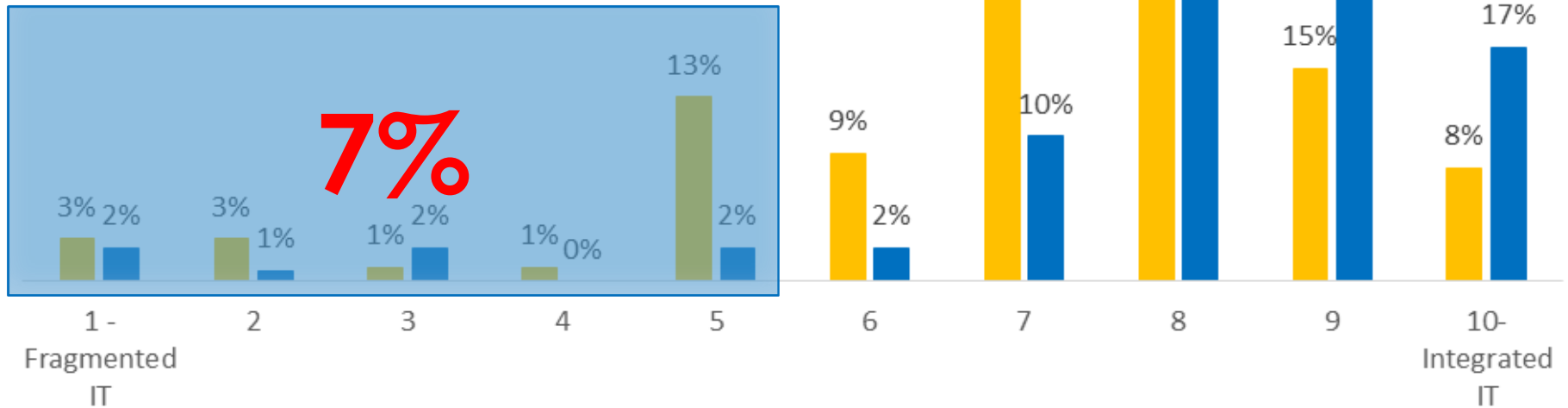
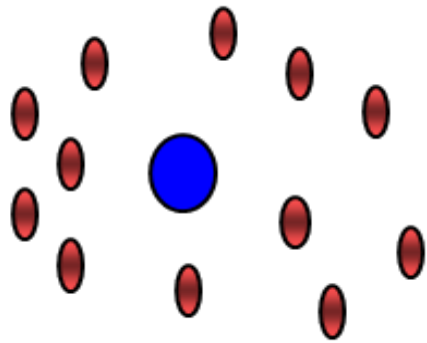


21%

2016 2018

Transforming Culture

NHSGG&C Podiatry Service Assassin & Victim Behaviours 2016-18

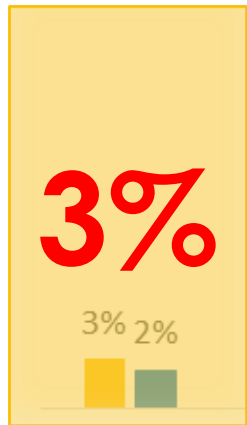


7%

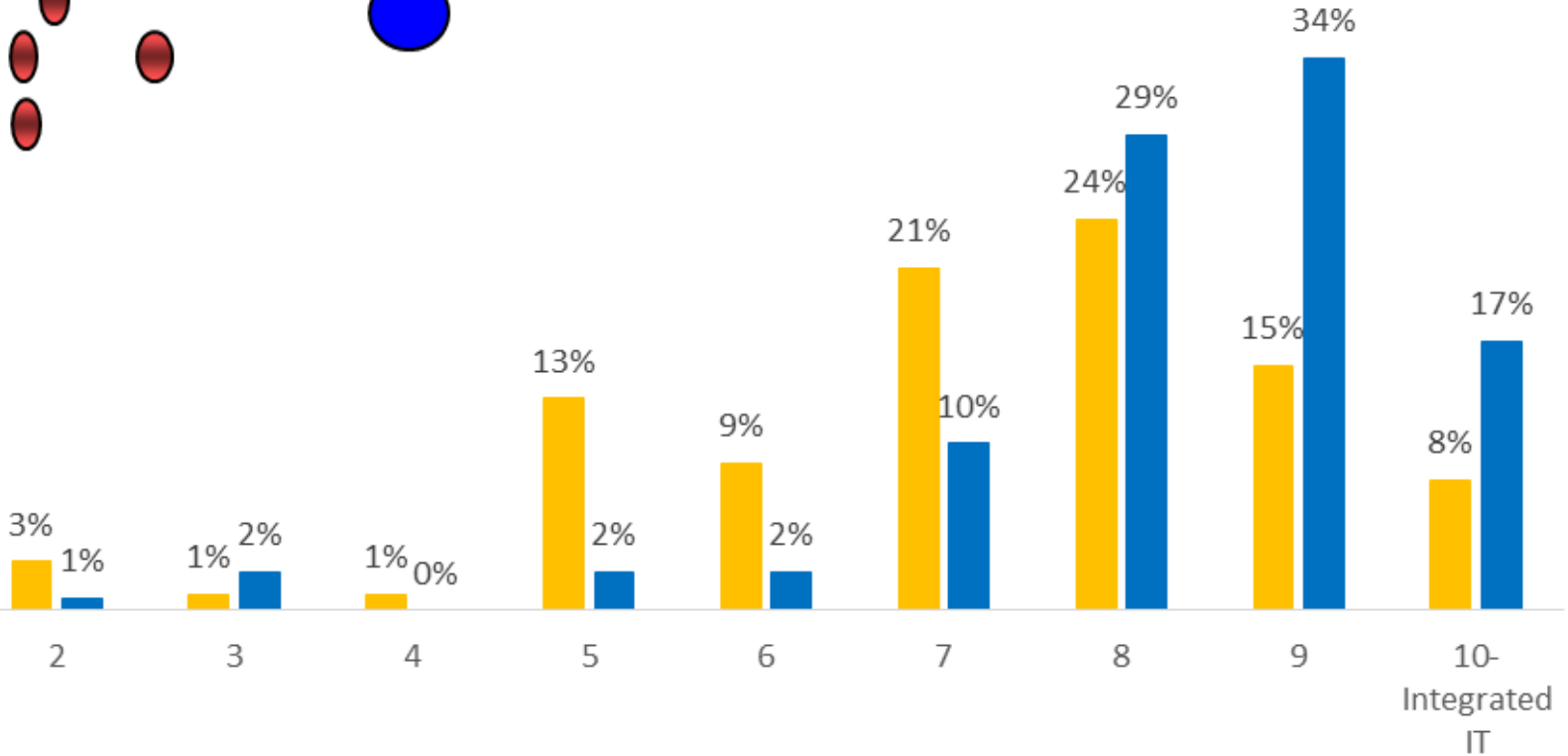
2016 2018

Transforming Culture

NHSGG&C Podiatry Service Assassin & Victim Behaviours 2016-18



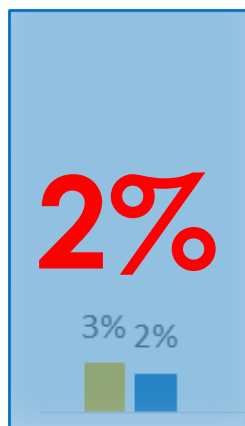
1 -
Fragmented
IT



2016 2018

Transforming Culture

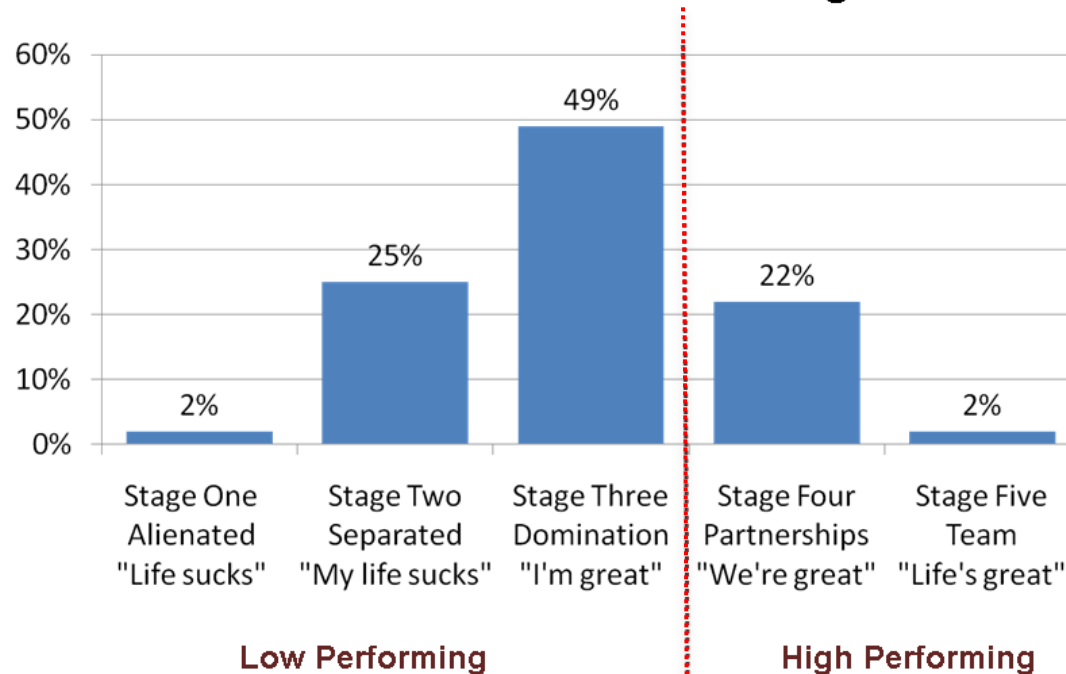
NHSGG&C Podiatry Service Assassin & Victim Behaviours 2016-18



2016 2018

5 Stages of Culture

% of Tribes at each Stage



E I How you are energised

S N How you gather information

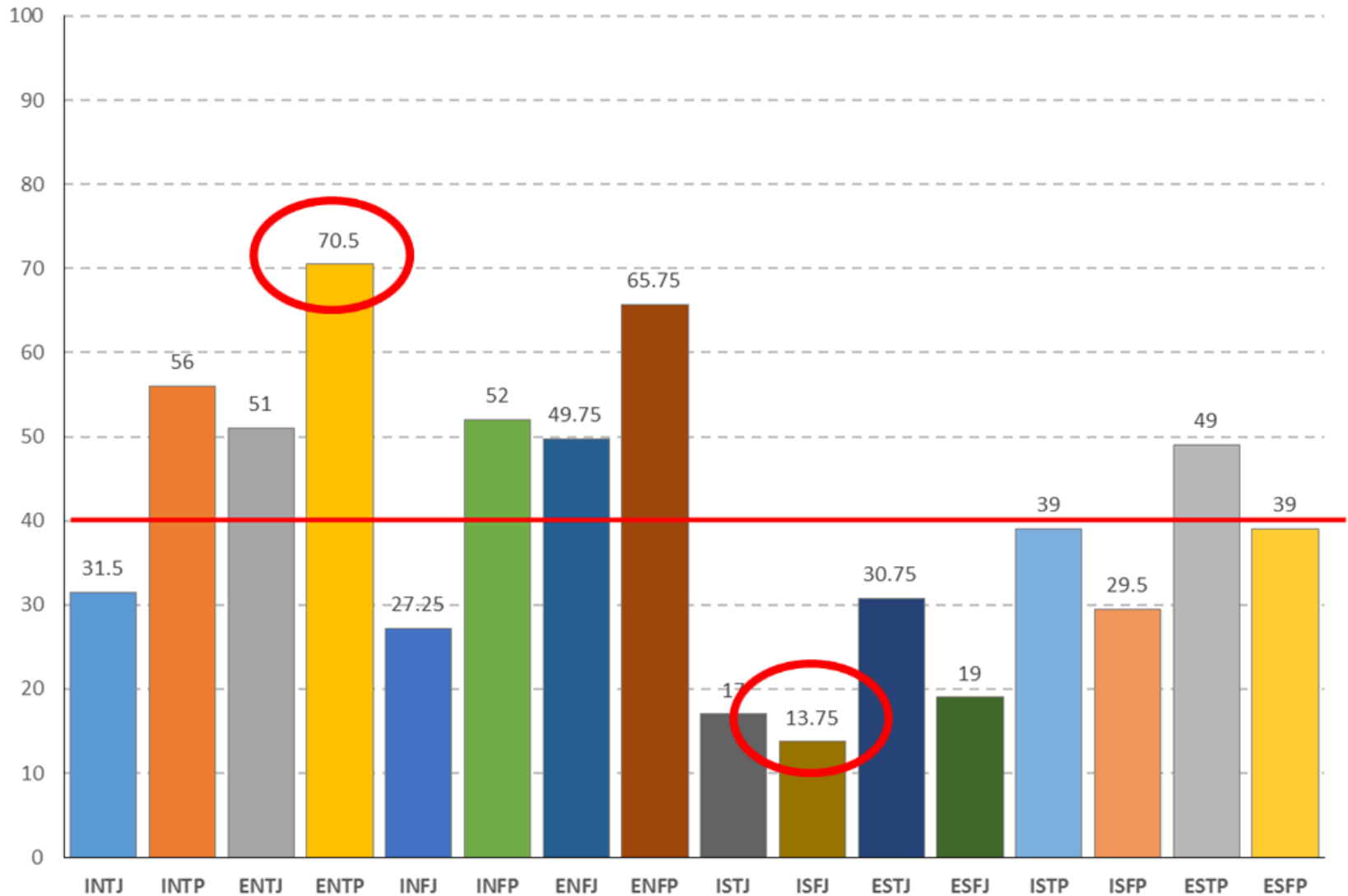
T F How you decide

J P How you organise



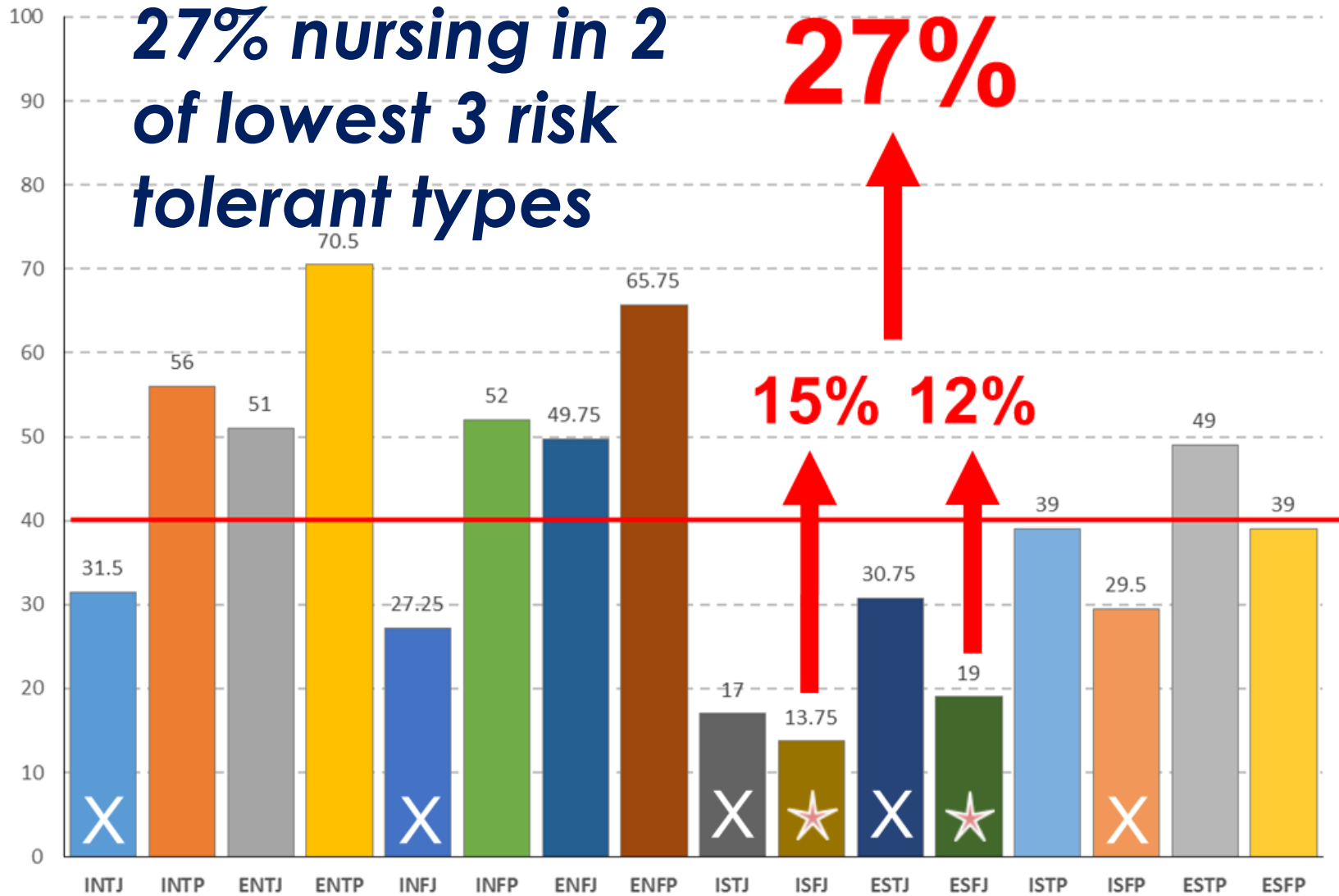
Transforming Culture: Risk

Risk Tolerance by MBTI Type



Transforming Culture: Risk

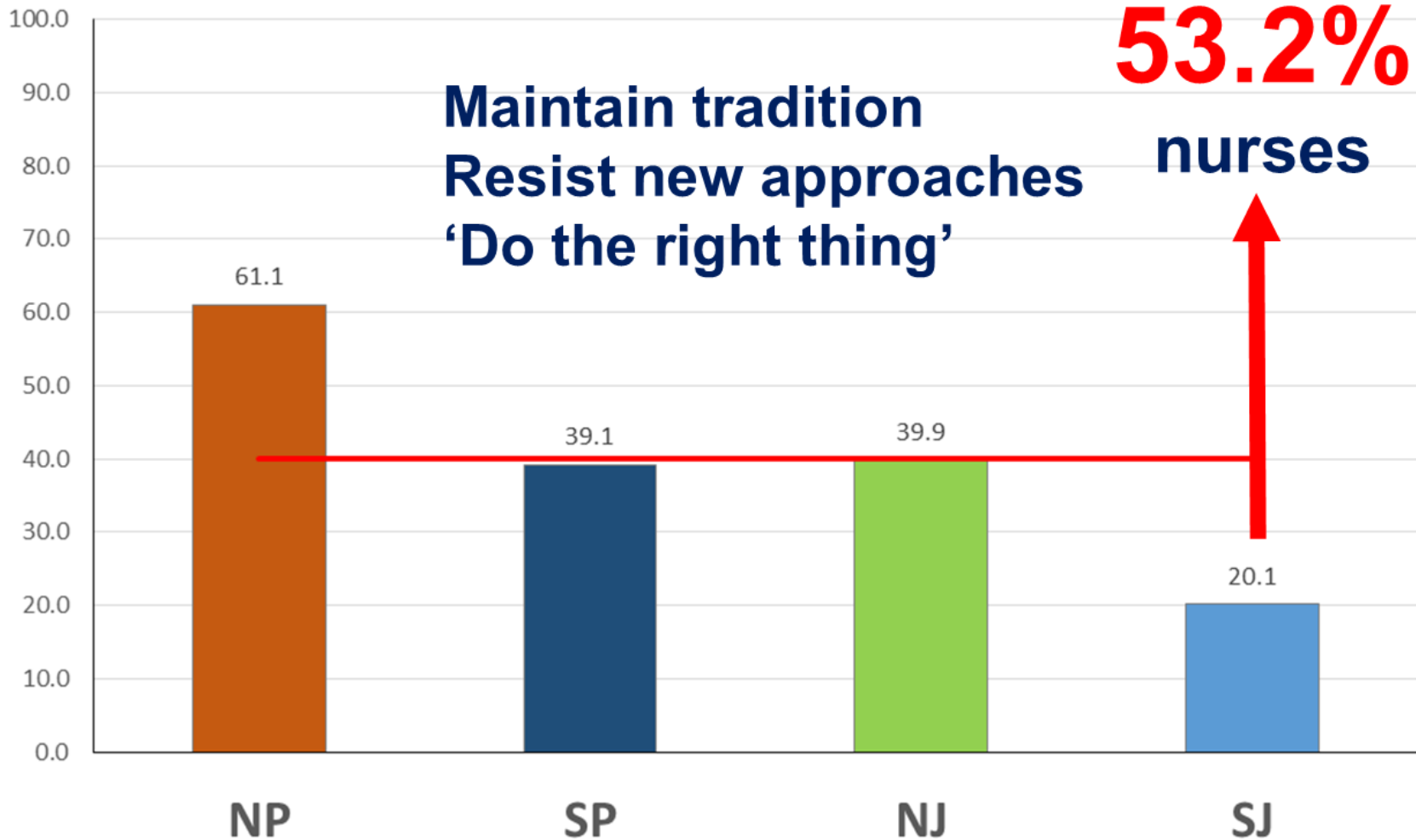
Risk Tolerance by MBTI Type



Transforming Culture: Risk

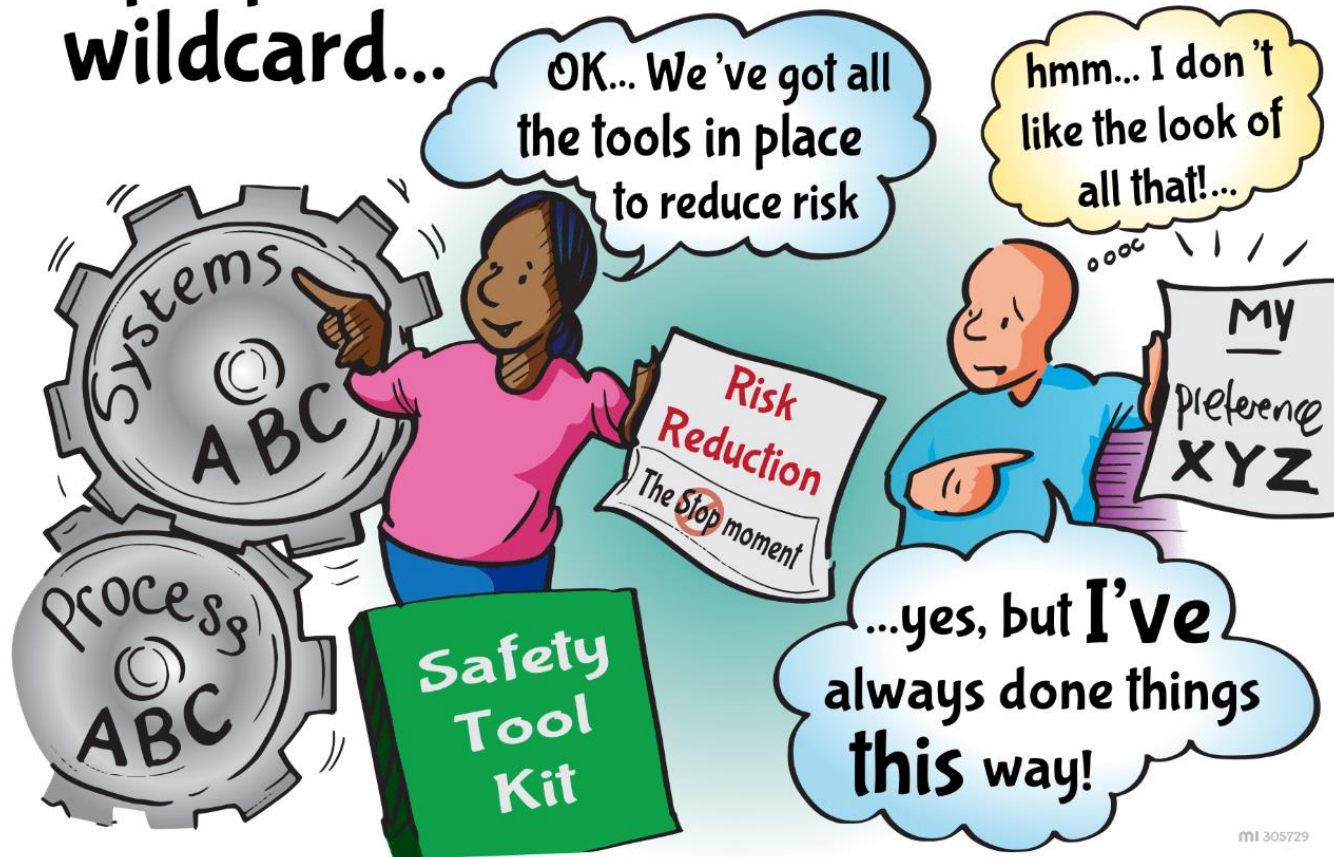
SJ Type: STABILIZERS = 53.2% nursing

Risk Tolerance by MBTI Pairings



Positively Podiatry

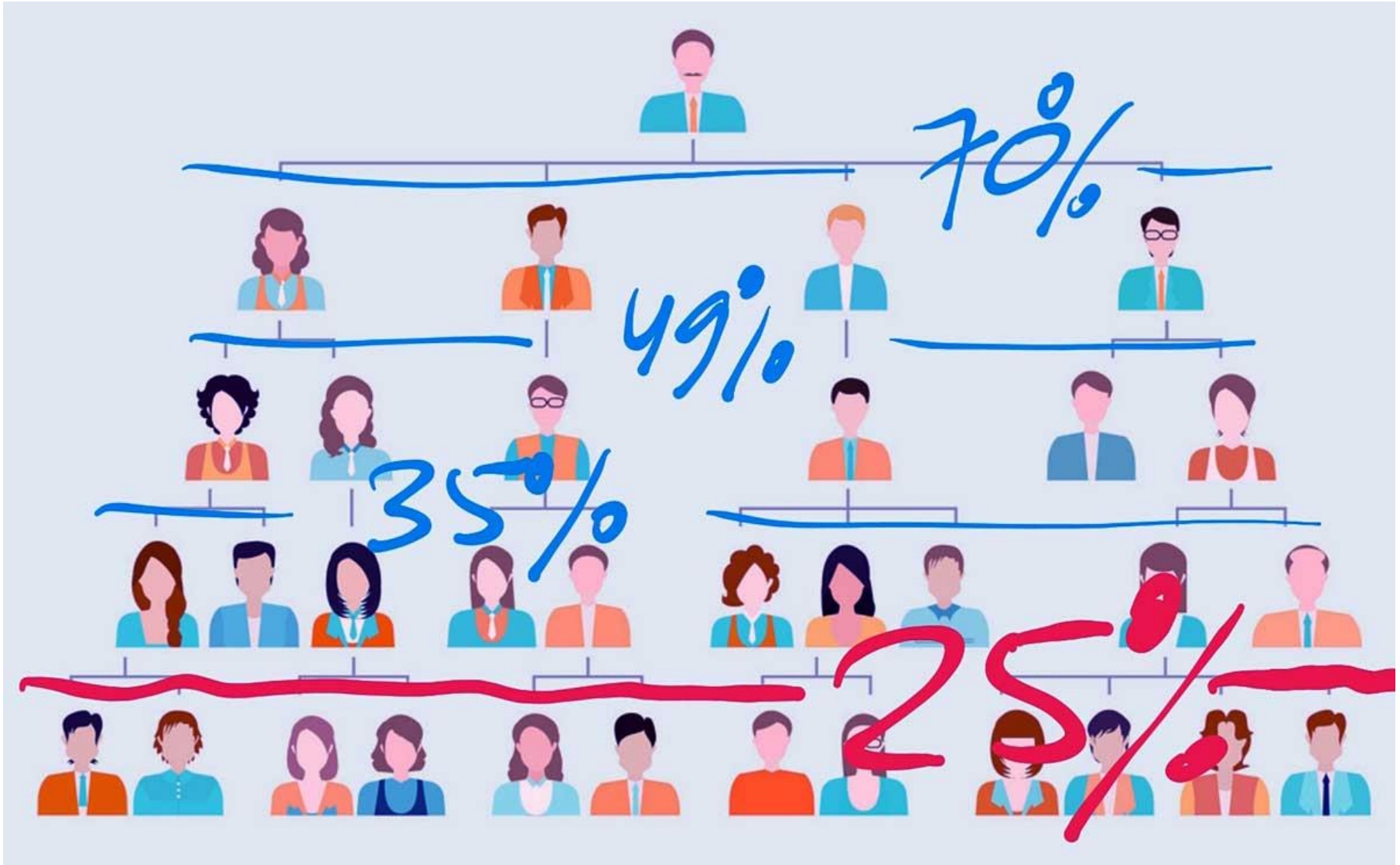
The 'people factor' can be the **wildcard...**



**NHSGG&C
Podiatry
158,072 appts**

**If only 10%
were
brought
back once
'just to check'
15,8072 appts
5.1wte
(3.3% capacity)**

Leadership Transforms!





Michael West

Professor of Work and Organisational
Psychology at Lancaster University

“Leadership is about
doing the difficult not
managing the
inevitable”

Appreciation Strategy Humility
Commitment Responsibility Listening
Integrity **Leadership**
Honest Communication
Values Purpose Determination
Passion Principles

