The changing workforce: meeting the needs of patients in the future

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Drivers for change

• Demographics
• Patient expectations
• Standards
• The economy
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In the next 20 years the number of people in England who are 65 and over is predicted to rise by 51%
Demographics

• ¼ Britain’s population now >60 years
• ½ >60’s have a chronic condition
• In the next 20 years those aged over 85 will double
• 2/3rds admitted to hospital are >65 years, ¼ have a dementia diagnosis
Length of stay

• Average length of stay 7.7 days,
  – Australia 5.1
  – Netherlands 5.8
  – USA 4.9
• >85 years average 11 days, <65 years 3 days
• >85 years account for 22% of all hospital beds
Mortality ratio compared to senior staff/bed ratio

Senior staff per 100 beds

Lower quartile: .8
Upper quartile: 4.1
Increased weekend mortality

11% increased mortality if admitted on Saturday, 16% on Sunday

- Variable staffing levels
- Reduced senior decision makers
- Lack specialist services
- Lack community support for end of life care at home
Consultant delivered service
Would you like a less than full-time post?
Less than whole time working by region 2005-13

% less than whole-time consultants

Census year

England

N Ireland

Wales
Ha! Try 3 kids, a job and 12 people coming to dinner tonight!
Gender consultant workforce in medical specialties

[Bar chart showing the number of male and female consultants in various medical specialties.]
Comparison of % female medical registrars : consultants

Women who are medical registrars

- Palliative medicine
- Clinical genetics
- Dermatology
- Allergy
- Genitourinary medicine and HIV/AIDS
- Audiovestibular medicine
- Medical ophthalmology
- Haematology
- Medical oncology
- Rheumatology
- Geriatric medicine
- Immunology
- Acute (internal) medicine
- Nuclear medicine
- Rehabilitation medicine
- Endocrinology and diabetes mellitus
- Respiratory medicine
- Renal medicine
- Stroke medicine
- Infectious diseases and tropical medicine
- Neurology
- Clinical neurophysiology
- Hepatology
- Paediatric cardiology
- General (internal) medicine
- Gastroenterology
- Clinical pharmacology and therapeutics
- Cardiology
- Metabolic medicine
- Sport and exercise medicine

Women who are consultant physicians

% of women in specialty
Consultant appointments by specialty
Registrar census: Would you wish to continue doing acute medical take when you obtain your consultant post?
Would you consider an acute physician post rather than one in your own specialty?
Do you think the way you will work as a consultant will be significantly different from the way consultants currently work?
Summary Workforce

• Increase in frail elderly population with complex medical needs, ideally met by a generalist

• Medical workforce younger and becoming feminised

• Increased interest in less than full time working

• Committed to specialty
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Patients are ‘shunted like parcels’ in the night

Pressure on beds means tens of thousands moved

Clarissa Dickson Wright

The best of British recipes Times2

Putin shrugs off sanctions as troops move closer

Cheryl Greenway, Jane Myatt

Juliet Samuels

President Putin is expected to backtrack after western nations imposed the harshest sanctions on Russia in response to the end of the Cold War following Moscow’s annexation of Crimea as a Crimea.

In an address to the Duma, the Russian leader is expected to dismiss threats of further punitive actions pledged by President Obama and EU leaders.

Mr. Rouhani’s comments came after Iran and the US and six international powers, including Russia in a 10-point agreement.

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Childcare tax-break

Working parents will be able to claim tax break worth up to £50 per week if their childcare costs exceed the £50 pay-on-tax.

Big bang discovery

Scientists tracked extraneous signals from the Big Bang, which is the origin of the Universe.

Fat heart attack myth

Fatty foods such as butter and coconut oil are actually associated with a lower risk of heart disease.

Co-pilot’s final words

The final words in Mersin, Turkey, from 31-year-old police officer as he made a final call to his family.

Seals seize oil tanker

A Russian attacker seized control of an oil tanker with 25 tons of oil at a key port in the Black Sea.

IN THE NEWS

For the latest news and analysis, visit the Times website.
‘I was moved five times, all done at night time, some of them with nurses wheeling me down corridors with all the contents of my cabinet on my knee. It is very impersonal. You feel like a package.’

*RCP Patient and Carer Network member*
Patient experience

• Care Quality Commission 2013, *Time to Listen: In NHS Hospitals. Dignity and nutrition inspection programme*

• Health Service Ombudsman *Care and compassion? 2011*

• Patients Association 2011: *Have you been listening?*

• Francis report 2013
Staff comment

‘My trust does not function well at night and I am relieved on Monday that nothing catastrophic has happened over the weekend’

Hospital consultant
‘We need to take responsibility for every patient who comes through the hospital door. Consultants need to reclaim responsibility for all aspects of medical care, whatever their speciality.’

*Hospital consultant*
Hospitals on the edge?

- Rising clinical demands
- Changing needs
- Fragmented care
- Out-of-hours care breakdown
- Medical workforce crisis
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Future hospital: Caring for medical patients

A report from the Future Hospital Commission to the Royal College of Physicians

September 2013
Aim of the Future Hospital Commission

Identify new way of delivering hospital services:

• Come to patient
• Coordinated around patients’ needs (including for multiple conditions)
• Organised over seven days
• Reach beyond hospital walls
• Value patient experience as much as clinical outcome
• Deliver clear lines of responsibility for patient care
Care where patients need it

• **Clinical leadership** for safety, outcomes and experience
• Medical care *coordinated* by single consultant
• Specialist medical teams work:
  - across wards
  - at the ‘front door’
  - into the **community**
Care where patients need it

• To deliver:
  - **early assessment** by senior doctor
  - ‘**fast-tracking**’ to specialist wards
  - ‘**same day**’ emergency care
  - early **care planning**
7 day working

• Reduce mortality
• Increase hospital efficiency
• Provide easier access to hospital services
• Ensure patients receive the same standard of care regardless of the day of the week
7 day services recommendations

- A named consultant lead, seven days week, for any given ward area
- Acute care hub to stabilise acutely ill patients, with same access to diagnostics and interventional services on weekend as on a week day
- Specialist medical care delivered across the hospital and in the community seven days a week
- Staff rotas planned on 7-day basis and seamless transition between teams from one day to next
7 day services recommendations

• Planning for recovery to begin as soon as patient admitted and arrangements for discharge operating on 7-day basis, including early supported discharge through community teams

• Dedicated on-site psychiatry liaison services covering all wards, emergency department and acute medical unit across seven days, minimum of 12 hours/ day

• Assessment of how the current workforce needs to adapt to deliver seven day working
Information supporting care

- Patient-focused clinical records
- Single electronic patient record
- Common record standards
- Viewable in hospital and community
THE LANCET
‘Most important statement about the future of British medicine for a generation’

Welcome to the hospital of the future

The Independent
‘…bold and refreshing’

The King’s Fund
‘the result could be a step change in the quality of care’

The Times
‘Doctors propose cure for failures on wards’
2013 RCP Consultant Census

‘If support services, including junior doctors or physicians assistants/clinical nurse specialists, were available at the weekend - would you support a 12 hour, 7 day a week service?’

Yes  26%
No   12%
Not sure  62%
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Consultant expansion v PCT spending in secondary care

![Graph showing consultant expansion and PCT spending over years](image-url)
Finance

- Currently zero growth in funding
- Inflation and increased demand
- £20 billion ‘efficiency savings’ in next 3-4 years
Where are we now?

- in a period of ‘peak supply’ of CCT holders
- policy environment directing investment from acute settings into other services to reduce admissions and prevent ill health
Summary

• Demographics: aging population with complex medical problems, managed by a younger feminised workforce
• Patient expectations are for a better standard of care
• Standards have been set
• The economy major determinant of outcome