How do clinicians effectively take on second-order change?

Dr Joe Hall
GP Partner, Bromley by Bow Health Partnership
Tower Hamlets
Dr Joe Hall: Biography

• MBBS (London)
• BSc (History of Medicine)
• Partner Bromley by Bow Health Partnership since 2004
• Bromley by Bow and Mile End East Network Chair 2009-2014
• Clinical Lead St Paul’s Way Medical Centre since 2011
• Tower Hamlets GP Care Group Board member since 2013
• Resident Tower Hamlets since 1992
• 18 month “sabatical” Outback Australia 2002-2003
The New St Paul’s Way Medical Centre
Index of Multiple Deprivation scores are calculated using a wide range of indicators covering seven domains:

- Income
- Employment
- Health and disability
- Education, skills and training
- Housing
- The living environment
- Crime.
Tower Hamlets Borough Map  
(8 LAPs or Network)

2009

8 geographical GP Networks approx.  
30,000 patients

5 GP practices in each Network

Now accountable for chronic disease management across the population

Collaboration between practices

Engagement of allied health services, local authority, housing association
St Paul’s Way Medical Centre

Challenges in 2011:-

• 10,000 patients
• Socioeconomic challenges (within 2% most deprived wards nationally)
• 3 different providers of primary care services in preceding 4 years
• Failed APMS contract to private provider
• Serious clinical governance failings
• Life expectancy (males) 3.6 yrs below average for England
• Higher rates than Tower Hamlets average for:-
  • Diabetes
  • Coronary Heart Disease
  • Hypertension
  • Stroke
  • Chronic kidney disease
St Paul’s Way Medical Centre

• Principles of transformation since 2011
  • Use our experience, local partners and patients to find solutions to better health outcomes
  • Patients at the centre of what we do
    • Community focused approach to delivering healthcare
    • Work with stakeholders and patients
  • Robust Clinical Governance Plan
  • Aim for excellence and established a “no-excuse” culture
  • Values driven ethos for team building and recruitment
  • Develop leadership within the organisation
  • Engage patients and transfer “ownership” – rebuild trust patients
  • Development of Patient Champions – provide training and opportunities for patients
  • Learning organisation – established as a Training Practice
  • Capacity building, ideas and resource sharing across external partners
    • Shared vision for the community
    • School, Housing association, local charities
    • Coffee mornings, sharing space
    • Address the wider determinants of health - Social Prescribing referrals
    • Morgan Stanley “Health Cities Project”
Rebuilding trust

• Regular PPG
  • Listen to concerns, share experiences, find solutions
  • Development of ownership and leadership
  • Share the problems

• Community engagement
  • Monthly coffee mornings
  • Work with local schools, mosque, churches, charities
  • Workshops in the practice – cancer screening, access
  • Health events – child “fun day”, “Health Lifestyles” event

• Development of staff and patients
  • Formal training for patients – transfer knowledge on health and healthcare system. Opportunities as volunteers and advocates.
  • Development of new practice team – local recruitment - clinical, management and reception. Ongoing support and training.
MEEBBB Health CIC
Merchant St Practice, St Paul’s Way Medical Centre, Bromley By Bow Health Centre,
St Andrews Health Centre, Stoudley Walk Health Centre

healthwatch
Tower Hamlets

St Paul’s Way
Trust School

Prince’s Trust

HSJ 2014
AWARDS
WINNER

TOWER HAMLETS

TOWERS
Clinical Commissioning Group

Stonewall
HEALTH CHAMPIONS

HARCA
Seasonal Flu Vaccination Uptake for the over 65 years as on 30/10/2014
How do clinicians effectively take on second-order change?

• Establish a unified vision of what you are trying to achieve
• Create capacity – within the system and by engaging local stakeholders
• Understand the unique (lead) clinicians role within an organisation and beyond to drive evidence based change and a values driven culture
• Understand the historical context, risk and opportunities
• Create Networks – within and outside the organisation to support change
• Ask for help – and be prepared to trade it.....
• Do what is right and hold your nerve
• TRUST YOUR STAFF AND YOUR PATIENTS – TAP INTO THIS RESOURCE
Get the basics right
Our place in society: Responsibility and accountability to patients