

*Developing Value through
the transformation of care
- what does it take?*

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The case for change

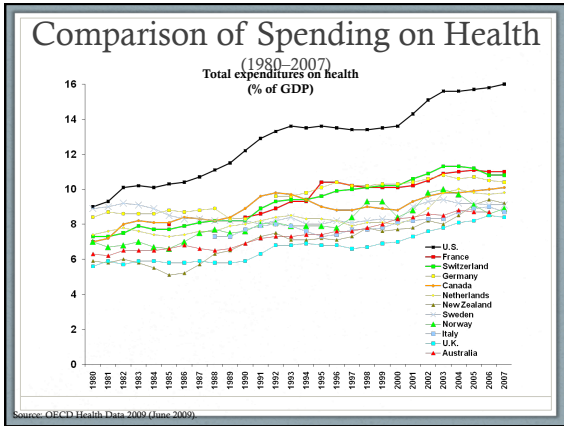
Does the patient receive what is recommended?

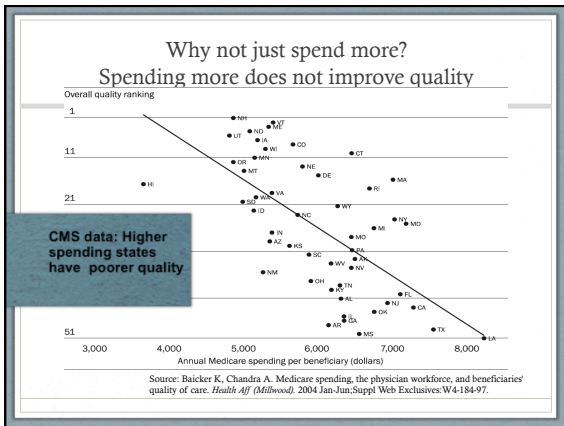
- 439 indicators of clinical quality of care
- 30 acute and chronic conditions, plus prevention
- Medical records for 6712 patients
- Participants had received 54.9% of scientifically indicated care (Acute: 53.5%; Chronic: 56.1%; Preventive: 54.9%)

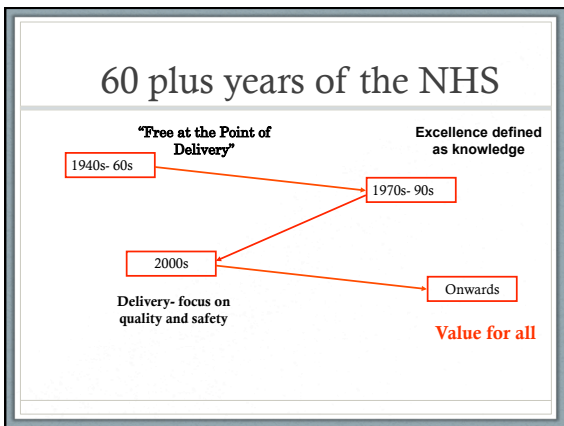
Conclusion: The "Defect Rate" in the technical quality of American health care is approximately 45%

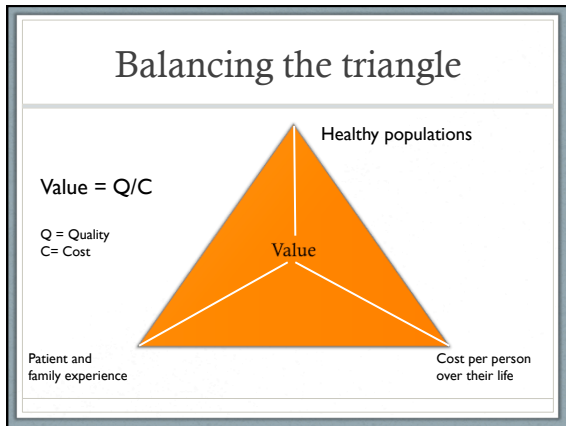
Similar results reported for the UK

McGlynn, et al: The quality of health care delivered to adults in the United States. NEJM 2003; 348: 2635-2645 (June 26, 2003) and 2006







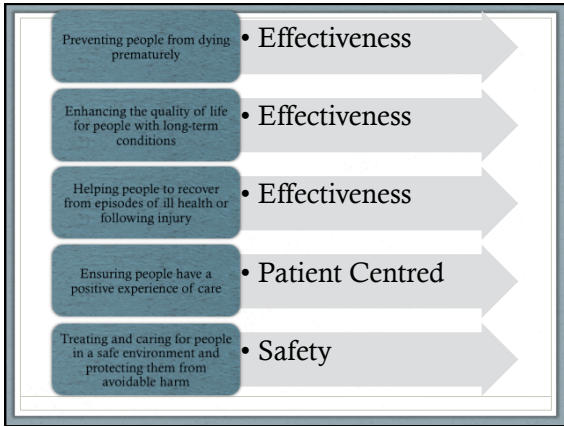


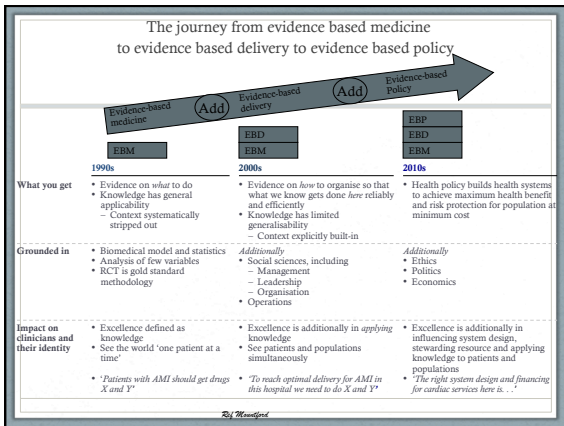
Basis for change

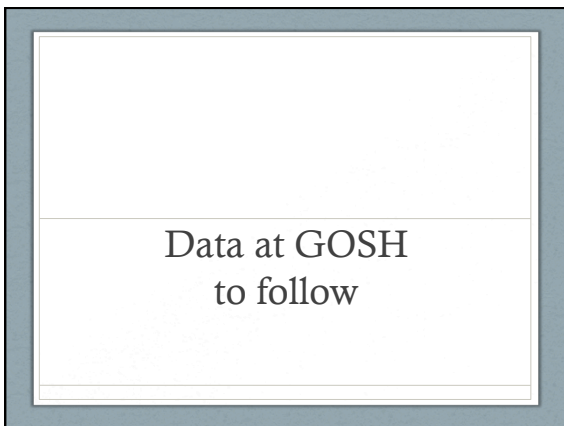
The First Law of Improvement

“Every system is perfectly designed to achieve exactly the results it gets.”

Batalden







Recommendations to GOSH	
Recommendation	Current
Central management of admissions	Yes ...starting
Establishment of a central 'patient flow team'	Yes
Central management of operationally-relevant information systems	Yes
Improve collection and reporting of flow data	Yes
Separate emergency and elective beds	No
Separate resources for day case and inpatients	+/-
Determine best management strategies for 'high utiliser' patients	+/-
Reconfigure wards into larger units	+/-

The future

- New CEO who is interested in lean
- Good foundation to address underlying variation
- Good data set available
- Now looking at case buy case variation

**Great Ormond Street
Hospital for Children**
NHS Foundation Trust

