

# Thinking differently. Working differently.

## Why do we need to change?

If we continue to deliver services in the future in exactly the same way we do now it will soon become unsustainable. This situation is not unique to Health & Social Care (HSC). All States of Guernsey Committees have to consider how we can **Change, Improve and Save** as we try and balance the pressures of an ageing population with a reduction in people of working age.

HSC needs to keep pace with the needs of an aging population, the changing burden of disease, and rising patient and public expectations. But spending more doesn't necessarily equate to better results. We need to **think differently and work differently**.

In October last year HSC launched its 'Thinking differently. Working differently' programme which asked its staff to consider how we could work with our partners to drive lasting change across the organisation. We asked the question 'if you were to receive a postcard from the future about health and social care services – what would it look like?'

Not all change is large scale or strategic. Our teams in HSC are already thinking about opportunities for change on a daily basis. Small scale adjustments or **incremental change** has a big impact. Changes to the way cataract patients are taken to theatre has resulted in quicker patient discharge, freeing up 18 beds a week and enabling staggered patient arrival times.

HSC has also investigated **piloting new ways of working** and the new VTC links with Alderney and Southampton are a great example of how this has benefited the community. It has reduced the need for patients to travel to appointments and patients can be seen immediately which is particularly important for Alderney.

**Service Improvement Projects** such as the redesign of the hip and knee pathway has resulted in shorter lengths of stay for patients.

Key to the development of health and social care in the future is greater community engagement, a genuine commitment to work towards a sustainable model for the Bailiwick

and a cultural change both within and outside of HSC. This **strategic level change** is fundamental to the future delivery of health and social care services.

Health and social care services need to be delivered to a consistent standard. We cannot develop a system that has platinum services in some areas where other areas are falling short. To that end, HSC has been working with KPMG to design a new operating model for health and social care in the Bailiwick.

This new model will determine how we can best organise the system to improve the effectiveness and efficiency of our service delivery. It will need to meet the changing needs of the population as well as being sustainable and equitable.

This is the most significant and exciting opportunity we will have over the next few decades to shape the future for how care in the Bailiwick is provided, contracted and funded. When looking at the model we are not just focussing on HSC. The work encompasses thinking about the whole system, the patient pathways through private and public funding, other Committees, the third sector and other providers. The focus is on putting the patient at the centre of truly coordinated and integrated care between the many organisations and services concerned with meeting the needs of islanders.

The work being undertaken will place greater emphasis on key principles of future services including amongst other things:

- Patient centric care;
- Delivering more care in the community;
- Partnership and engagement;
- Treating mental health with equal consideration as physical health;
- Better use of technology; and
- Prevention and early intervention

HSC wants everyone to be able to have their say and to contribute to shaping health and social care services in the future. We welcome the views of Islanders and details of how to contribute your thoughts and ideas can be found here: [www.gov.gg/healthtransformation](http://www.gov.gg/healthtransformation)