SEVEN STEPS TO EFFECTIVE NHS CHANGE

Step 1

**End of weekends and 8-hour days.**

NO system can be efficient and effective working at only a fraction of its capacity.

The NHS receives patients throughout the day and night. The system has to be able to manage that regular issue.

The hours 9 – 5pm Monday to Friday means only 40 hours out of 168 hours. This equates to 23.8% full functionality for the NHS. The figures clearly give the first priority.

Until this is fixed then no change in the NHS can have any impact on efficiency.

There will be tremendous resistance to this fact from all staff in the system. No one will want to give up evenings and weekends!

Step 2

**Sharing of strengths**

Many people think the NHS is one organisation. That is a mistake!

The NHS is a collection of micro-organisations into a collective whole with broadly similar principles throughout. It is not similar to Tesco which is essentially the same throughout the country with minor local variations. This is why Tesco is efficient and the NHS is not.

Most of the senior clinical staff in the NHS have been in their micro-organisation for more than ten years. They really do not know what is happening elsewhere. Literally within the same Trust can have vastly different practices and outcomes. The answer is actually very simple to address.

Regularly move people around to see the differences.

It will again come up against vast resistance.

Step 3

**Management from within**

The NHS is a complex organisation with very specific needs.

A doctor coming from overseas to work in the NHS could take 6 months to a year to adapt. This is after having 6 years of training in medicine! How much more difficult for a manager without any clinical knowledge? It makes a huge difference to their outlook if the leader understands the challenges of patient care.

The answer lies in developing managers within the NHS from all the special disciplines.
The reason that the attempts at present are failing to deliver is that an effective manager in the NHS has to be actively involved in patient care. The system tends to take people out of their area of expertise and so weakens the overall system.

Step 4

**Keep the Customer Happy**

Too many decisions are being made about patients by individuals who have no responsibility in their care.

All members of the NHS, administrative or otherwise must spend at least 4 hours per week actively participating in direct patient care.

It will help keep their feet on the ground.

Step 5

**Keep the Staff Happy and Motivated**

Develop systems that ensure all staff feel appreciated in their work.

Surprisingly this may be the simplest thing to implement as they do not ask for much.

Regular tea and coffee with donuts may do the trick.

Supportive child friendly activities so children can be cared for at work.

Step 6

**Serious IT Development**

Consider that the greatest change in the NHS could lie in the effective use of technology.

I find it sad that a system that could cost close to 18 billion pounds and rising is not being managed by someone from Microsoft!

At present the uptake of technology is too patchy and too dependent on NHS Trusts to be forward thinking.

This is the opportunity that could effect painless NHS change.

It needs to be innovative at its core.
Step 7

**International Development**

The NHS has tremendous international clout because of the Colonial history as well as the fact that it used to train many overseas doctors.

The potential to actually earn through this venture is valuable, as well as providing a service to many places in the world that need better systems.

The use of technology now makes it possible for consultations and results to be seen anywhere in the world.

Yours sincerely,

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