



HMI^í

Health Management Institute of Ireland

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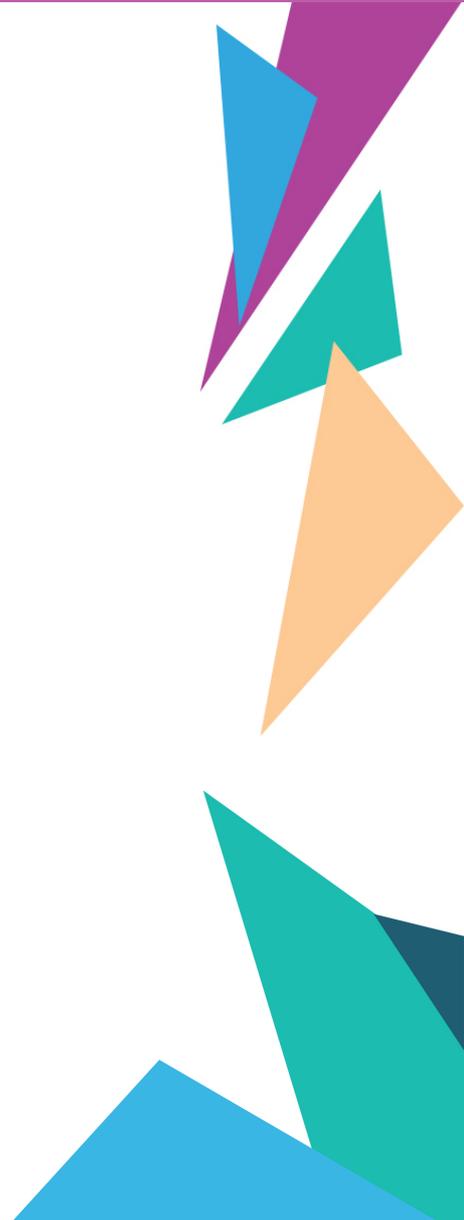
Healthcare managers adding value

John Connaghan

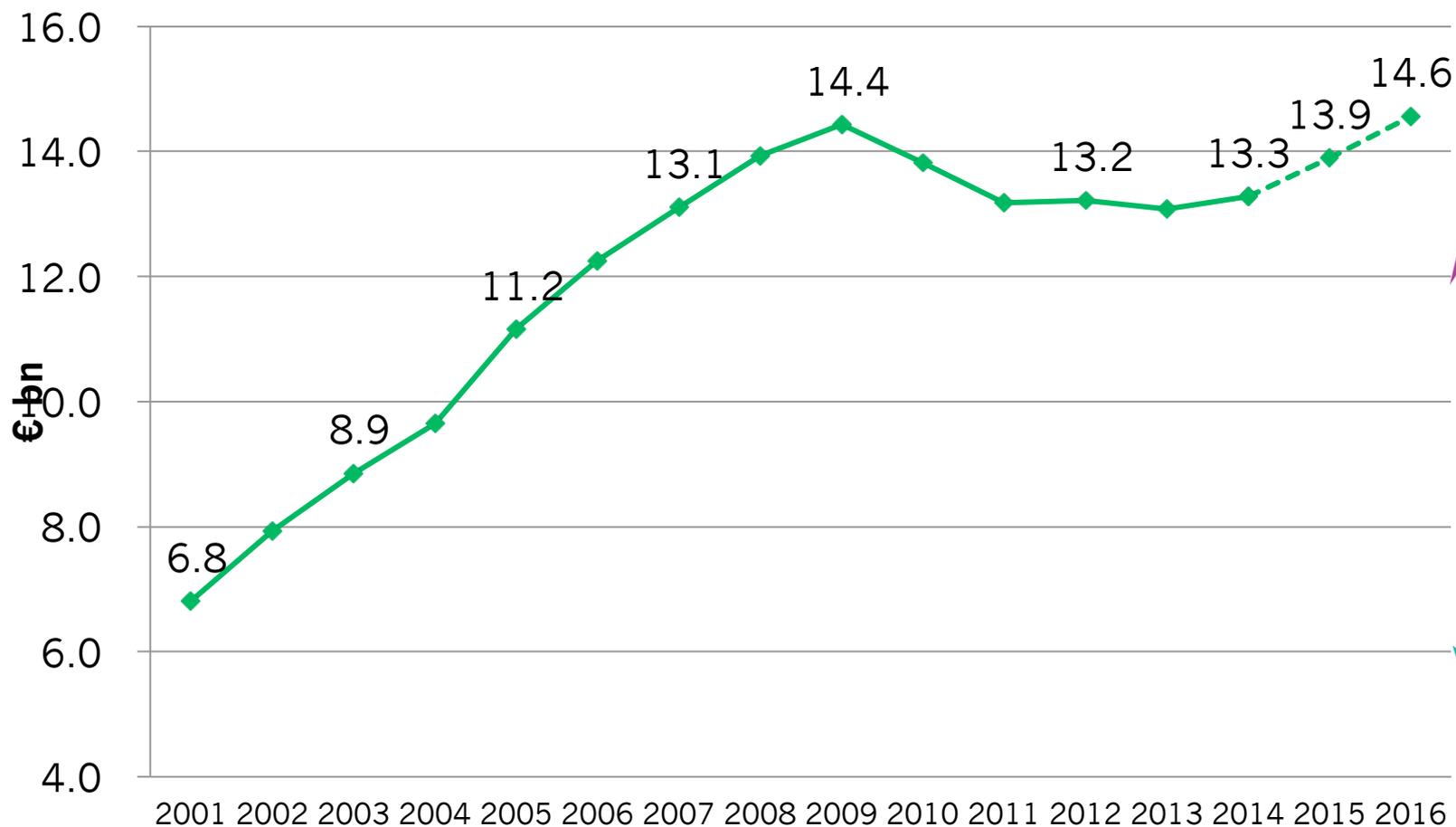
*Deputy Director General –
Chief Operations Officer,
Health Service Executive*

Contents

- **Initial Impressions based on “Imperfect Knowledge”**
- **What Potential Do We Have to Transform Services**
- **Our Role as Leaders**
- **Characteristics of High Performing Irish Health System**



Irish Public Non Capital Health Expenditure (includes Income that HSE receives)

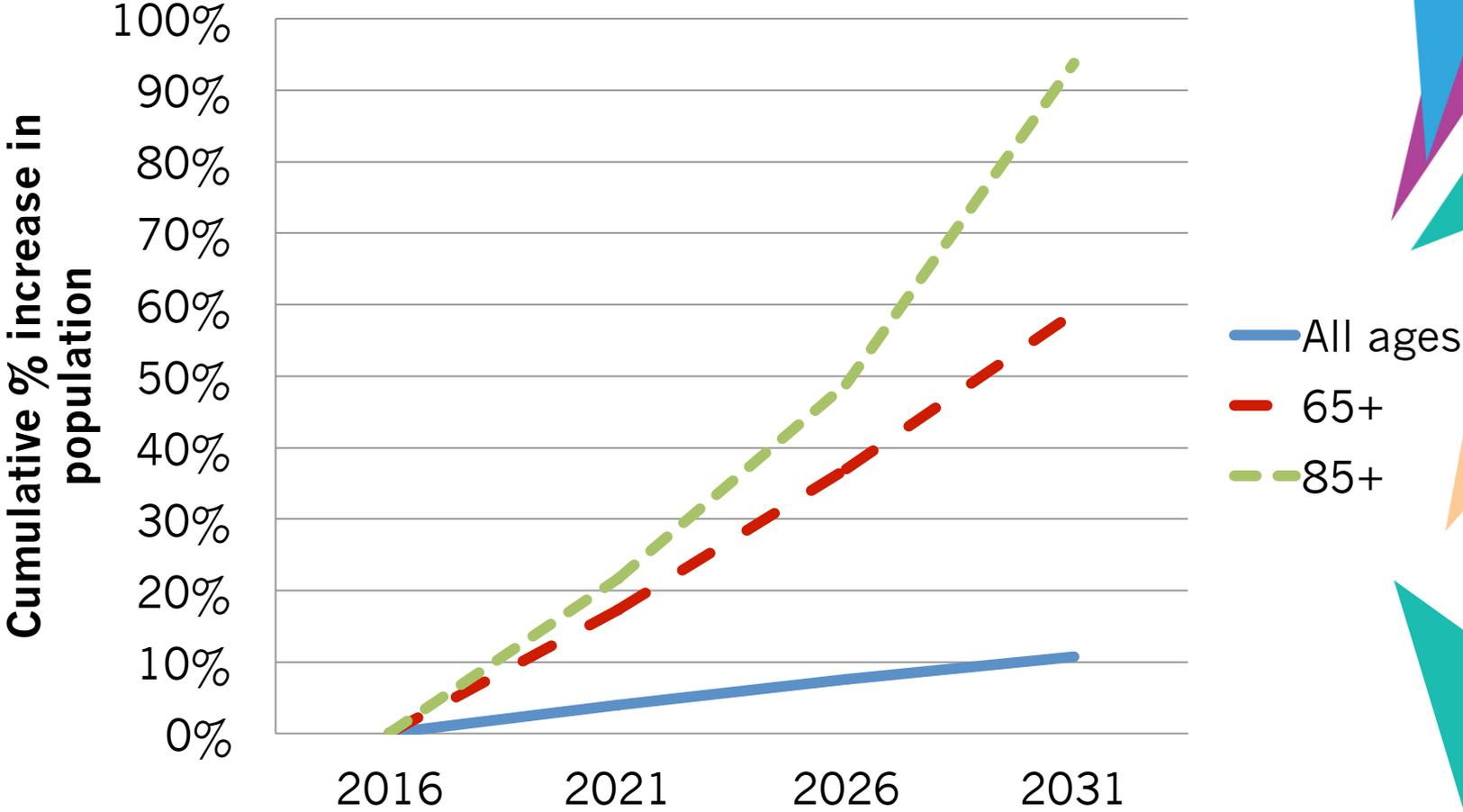


*Revised from 2007 onwards to exclude expenditure for Children & Family services.

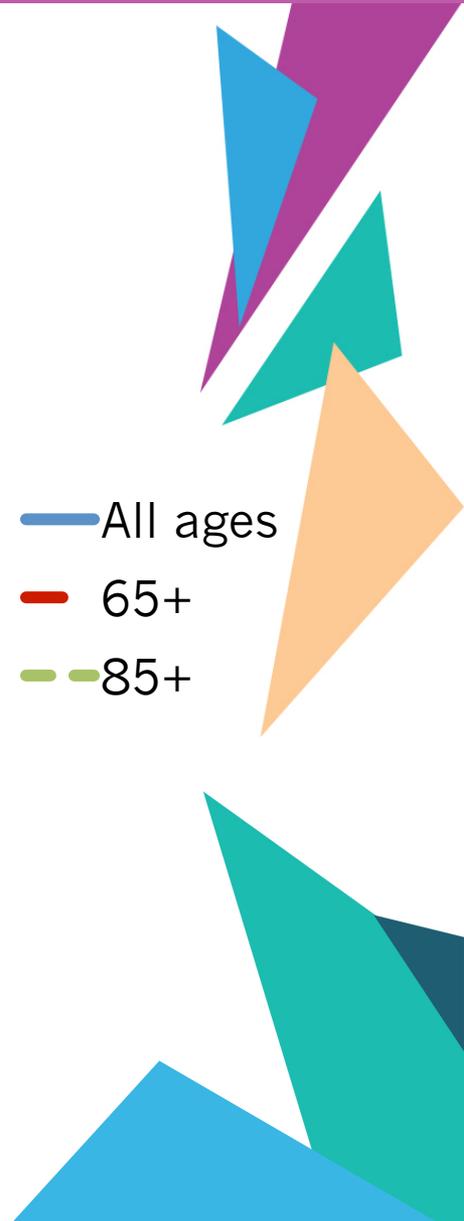
Source: Department of Health. Health In Ireland: Key Trends 2016, pg 64, Available at:
<http://health.gov.ie/wp-content/uploads/2016/12/Health-in-Ireland-Key-Trends-2016.pdf>

Cumulative Increase in Irish Population

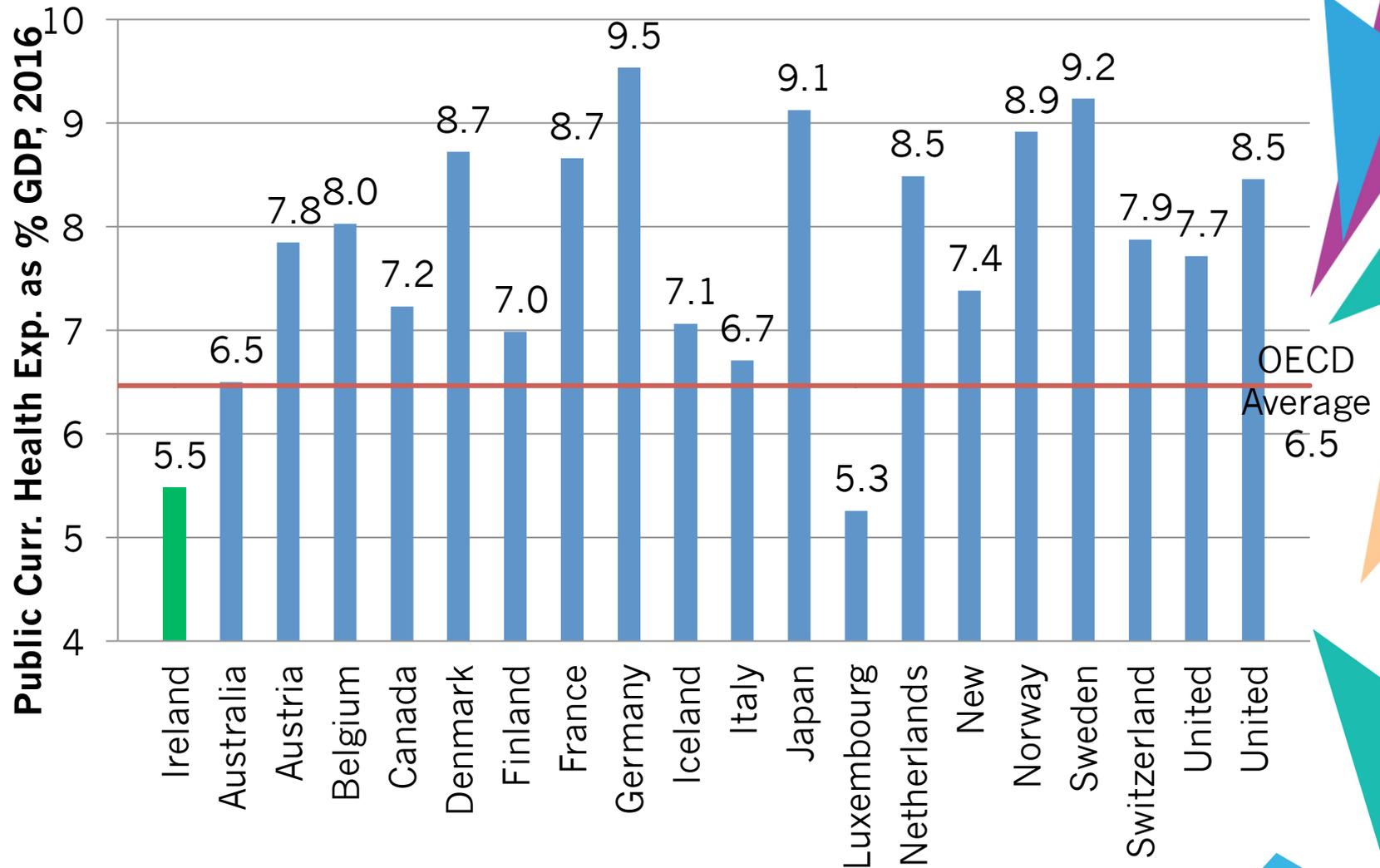
All ages, 65+ and 85+, 2016 to 2031



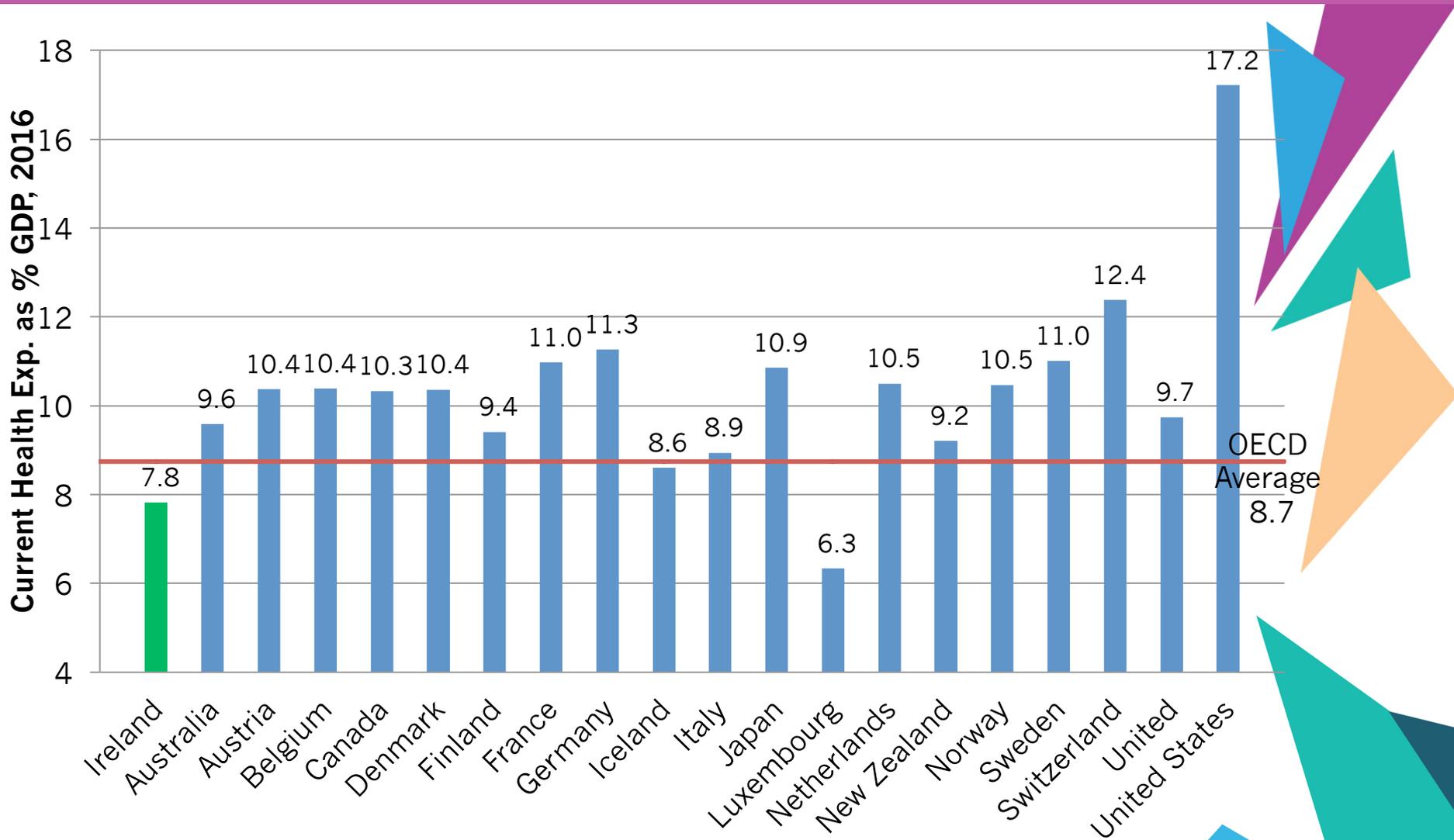
- All ages
- 65+
- 85+



Public Health Exp. As % GDP, 2016

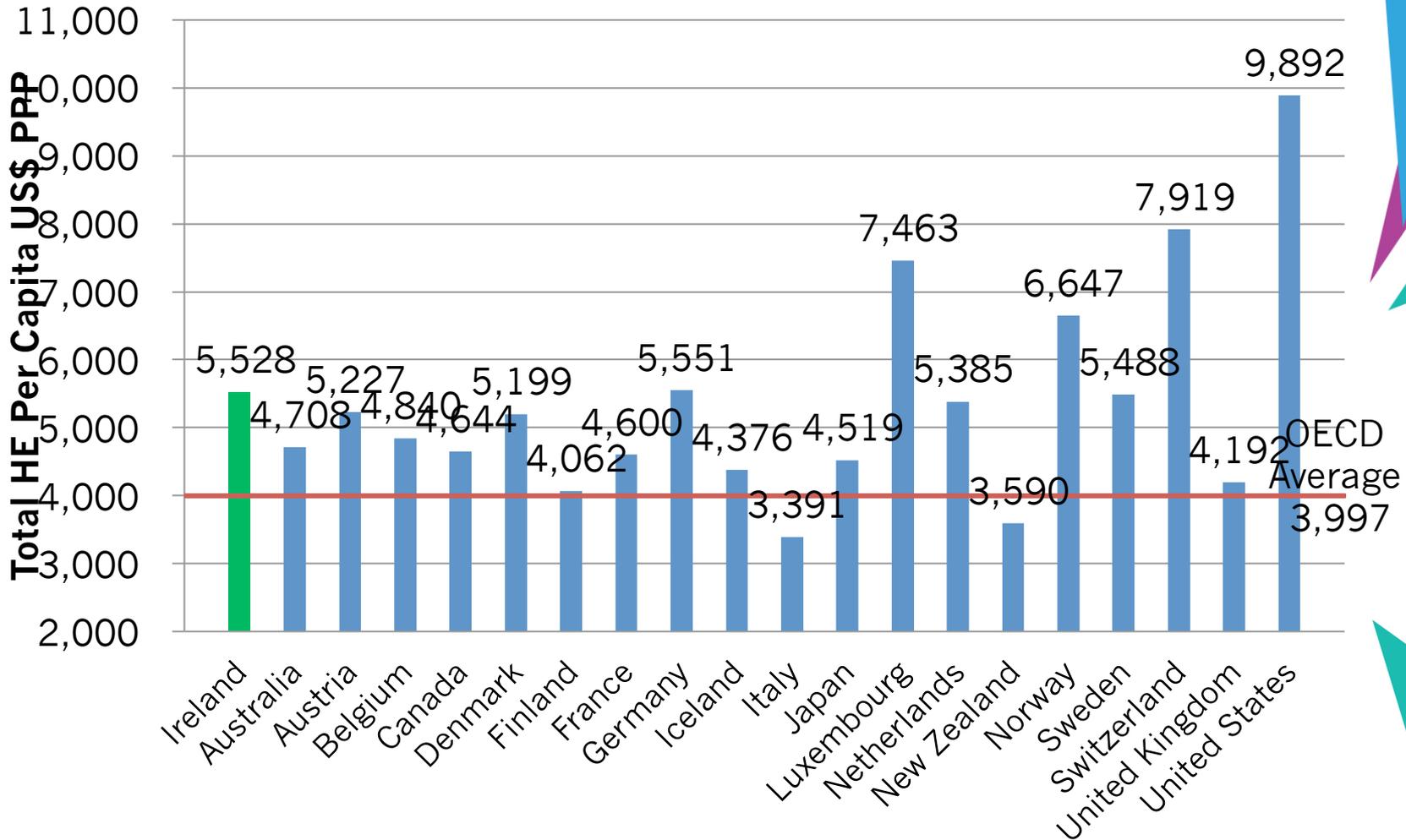


Current Health Exp. As % GDP, 2016



Source: OECD Health Statistics 2017 [Accessed on: 04 Jul 2017]

Current Health Exp. Per Capita PPP, 2016



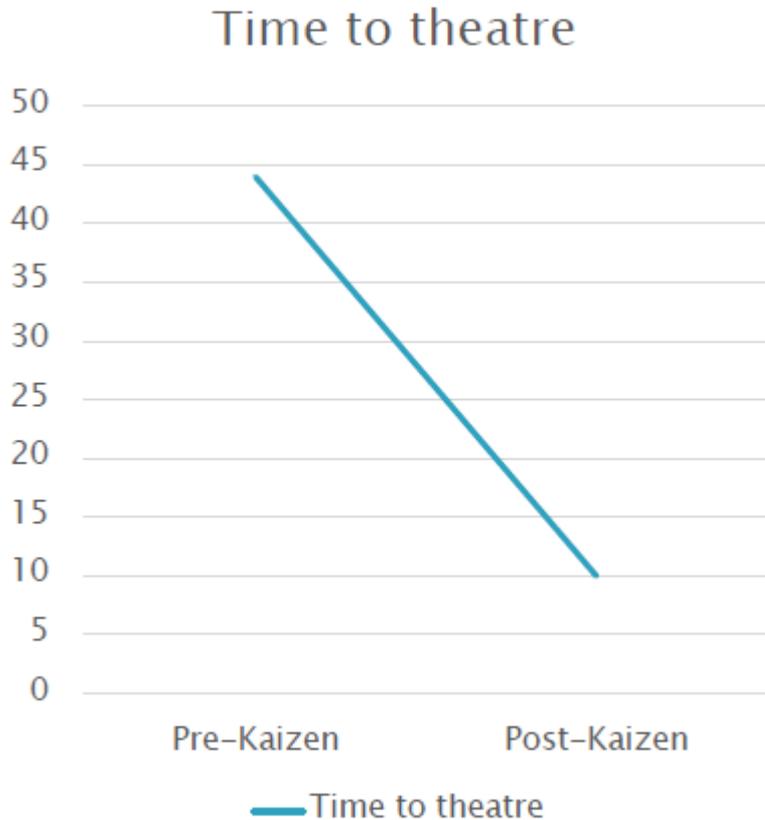
Source: OECD Health Statistics 2017 [Accessed on: 04 Jul 2017]

Initial Impressions based on “Imperfect Knowledge”

- 1. Lots of Strategy but “operationalising” is difficult**
- 2. Some exceptionally good work**
- 3. Culturally ripe for change? ‘Management and Clinical Enthusiasm’ and ‘Leadership Will’ – but how do we bring society with us**



Emergency Theatres: Urology Waiting Times

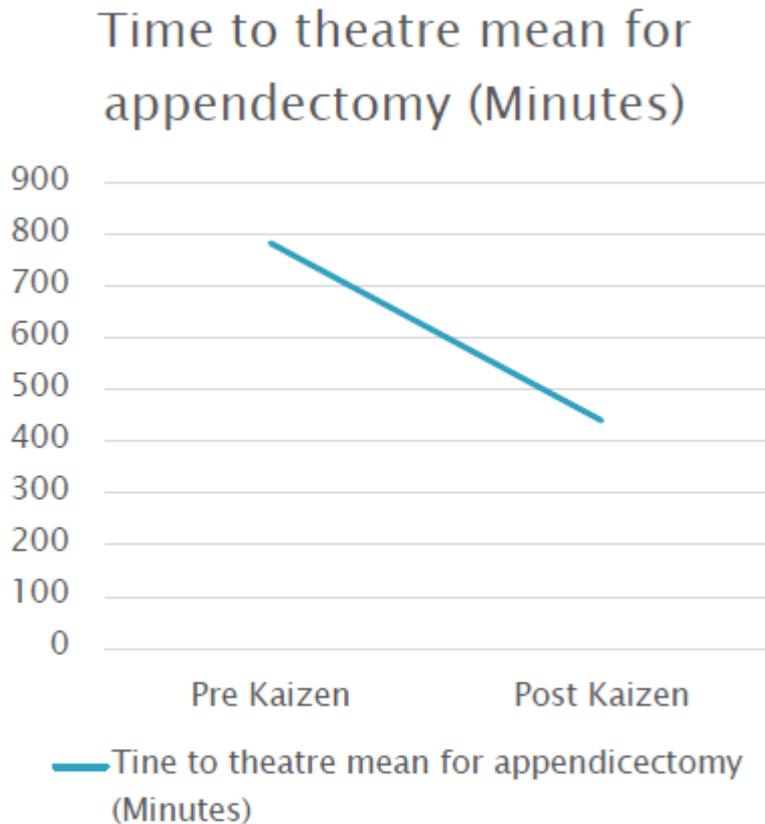


The average waiting time on emergency list (time put on list to start of case) **excluding outliers** is **13.02 hrs** (range 2.43 to 23.2 hrs).

Bed Implications:

- Saving average of 34 hours per emergency admission (78% reduction)
- $34 \times 550 = 18,700$ hours
- = Saving of 779 bed days per annum

Emergency Theatres: Appendectomy Waiting Times

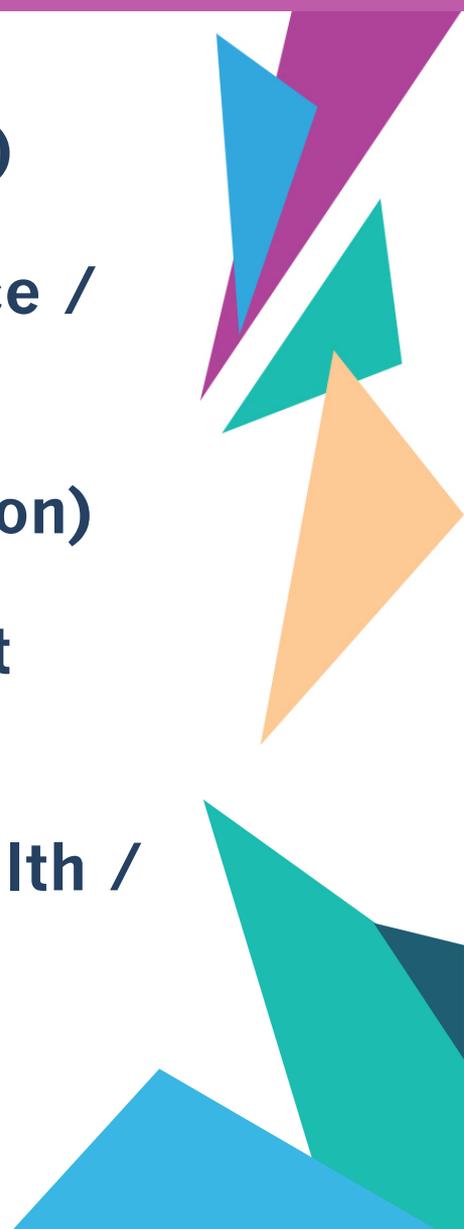


- Pre Kaizen average waiting time: 13hr 04 mins
- Post Kaizen average waiting time: 4hr 50 mins

Bed Implications:

- Saving average of 334 minutes per emergency admission (44% reduction)
- $334 \times 550 = 183,700$ minutes
- 3,061 hours = 127 bed days

What Potential Do We Have to Transform Services?

- 1. Scheduled Care (Separation / Process)**
 - 2. Unscheduled Care (Process / Workforce / Investment)**
 - 3. Primary Care (Accessibility / Integration)**
 - 4. Social Care (Integration / Pre and Post Hospital)**
 - 5. Mental Health (Community Mental Health / Model of Care)**
- 
- A decorative graphic on the right side of the slide consists of several overlapping triangles in various colors: purple, blue, teal, orange, and dark blue. The triangles are arranged in a way that they appear to be pointing towards the center of the slide, creating a dynamic and modern aesthetic.

Transformation Planning

Primary & Social Care

Key Transformation Programmes to Prevent **Attendance & Admission**

Hospital Care

Key Transformation Programmes to **Optimise what only should be done inside Hospital**

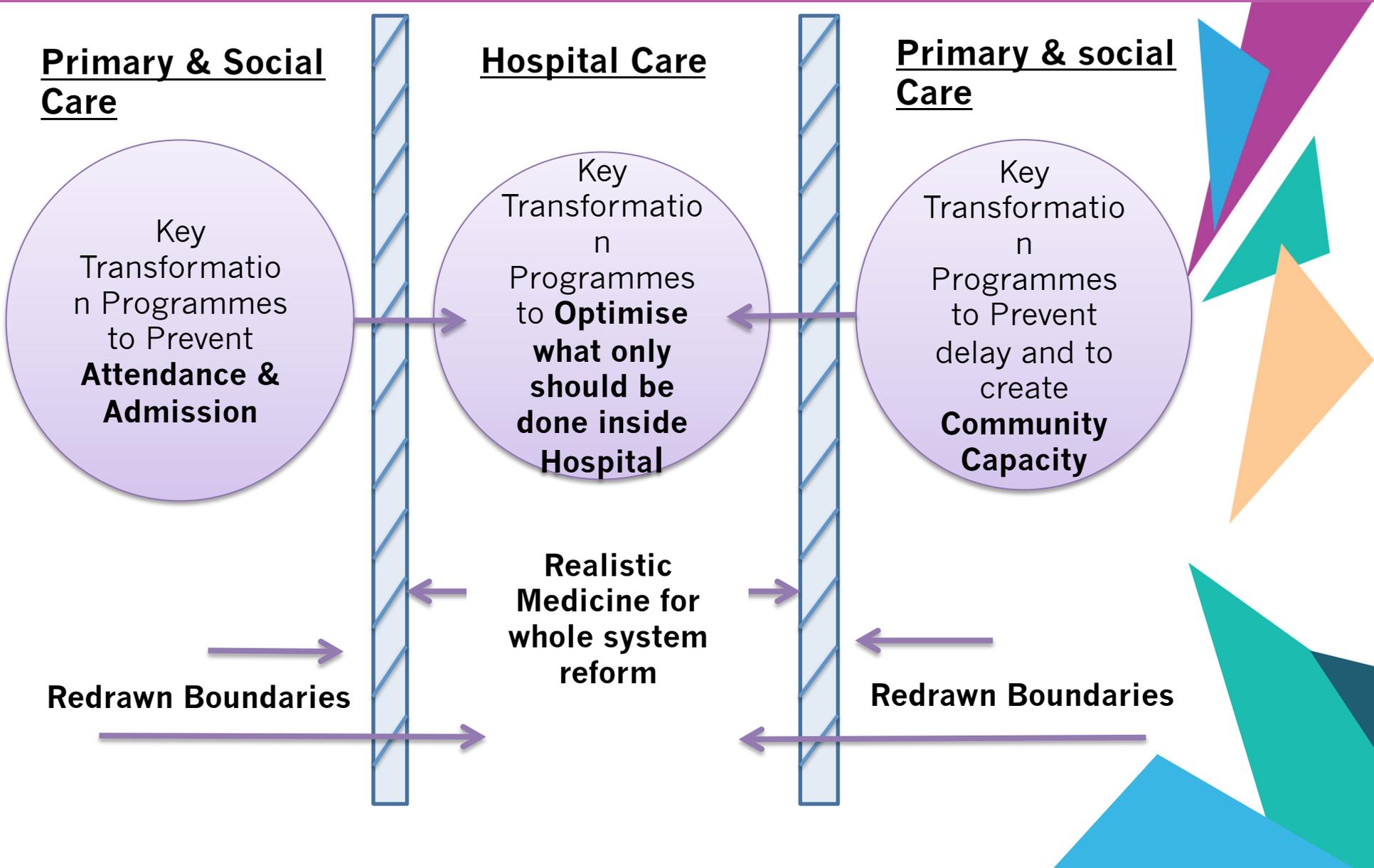
Primary & social Care

Key Transformation Programmes to Prevent delay and to create **Community Capacity**

Realistic Medicine for whole system reform

Redrawn Boundaries

Redrawn Boundaries



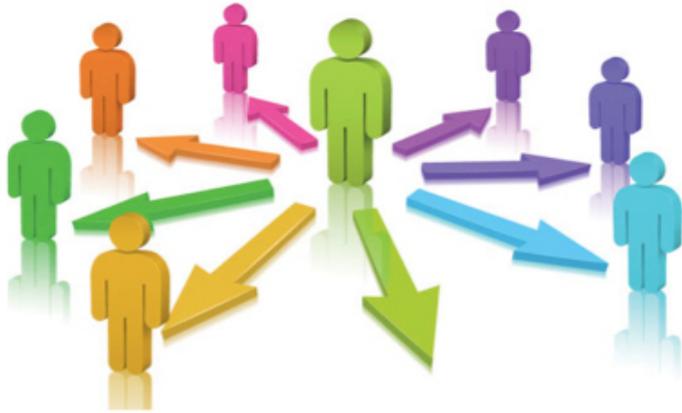
“One Accurate Measurement is Worth a Thousand Expert Opinions”



LEADERSHIP AND DISRUPTIVE INNOVATION



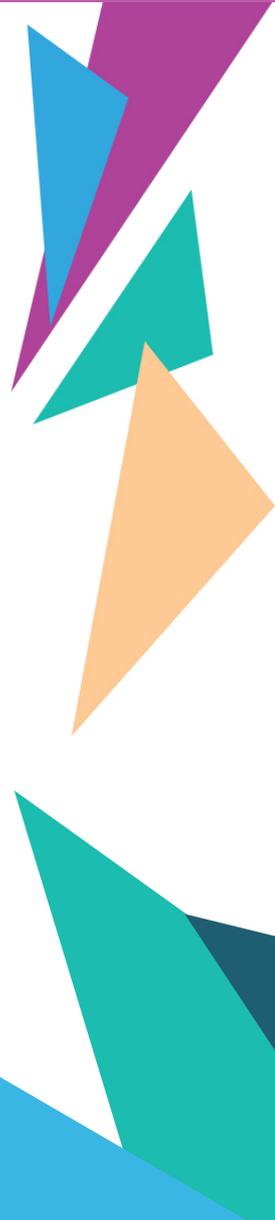
Who's the Leader?



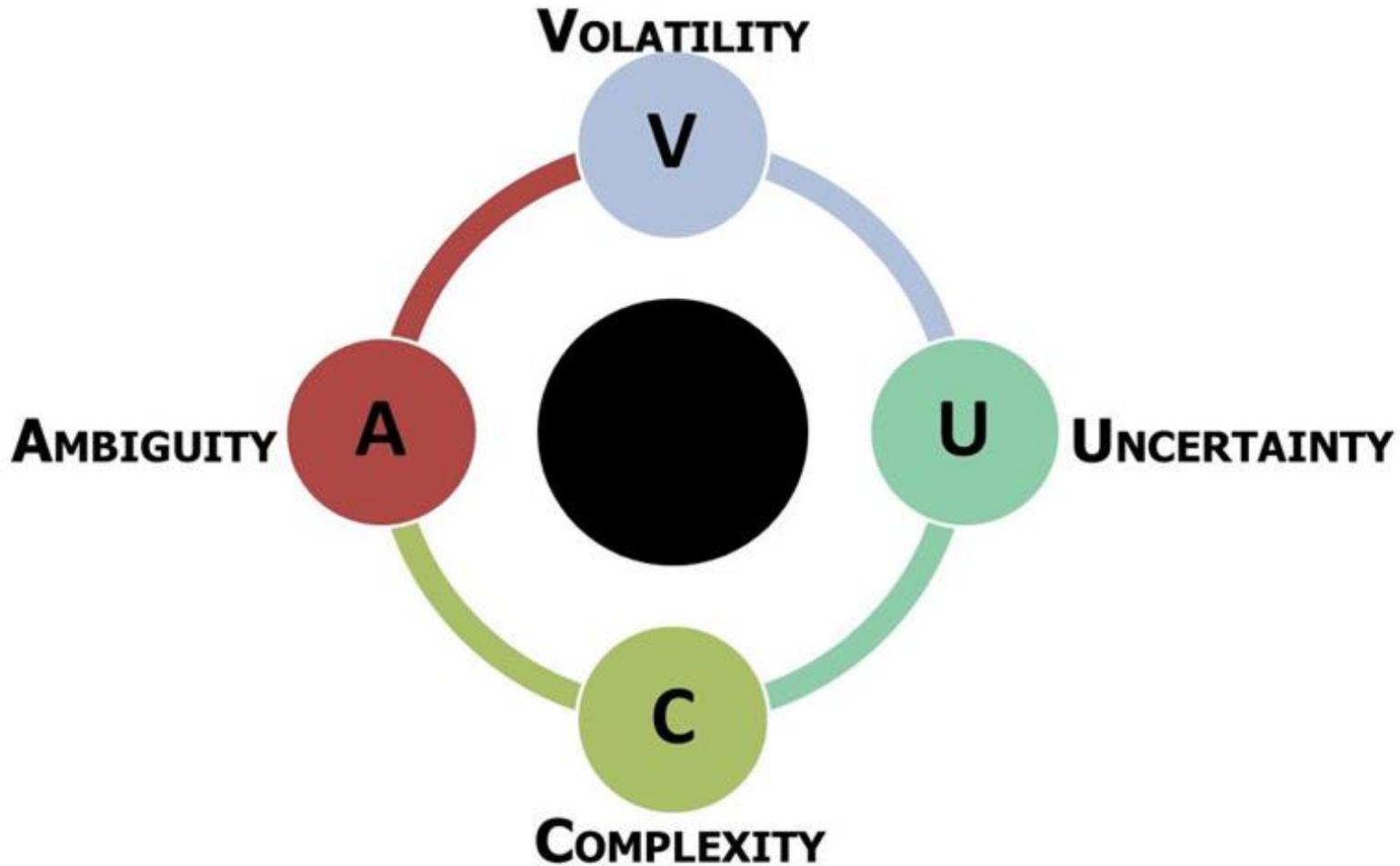
Old leadership paradigm



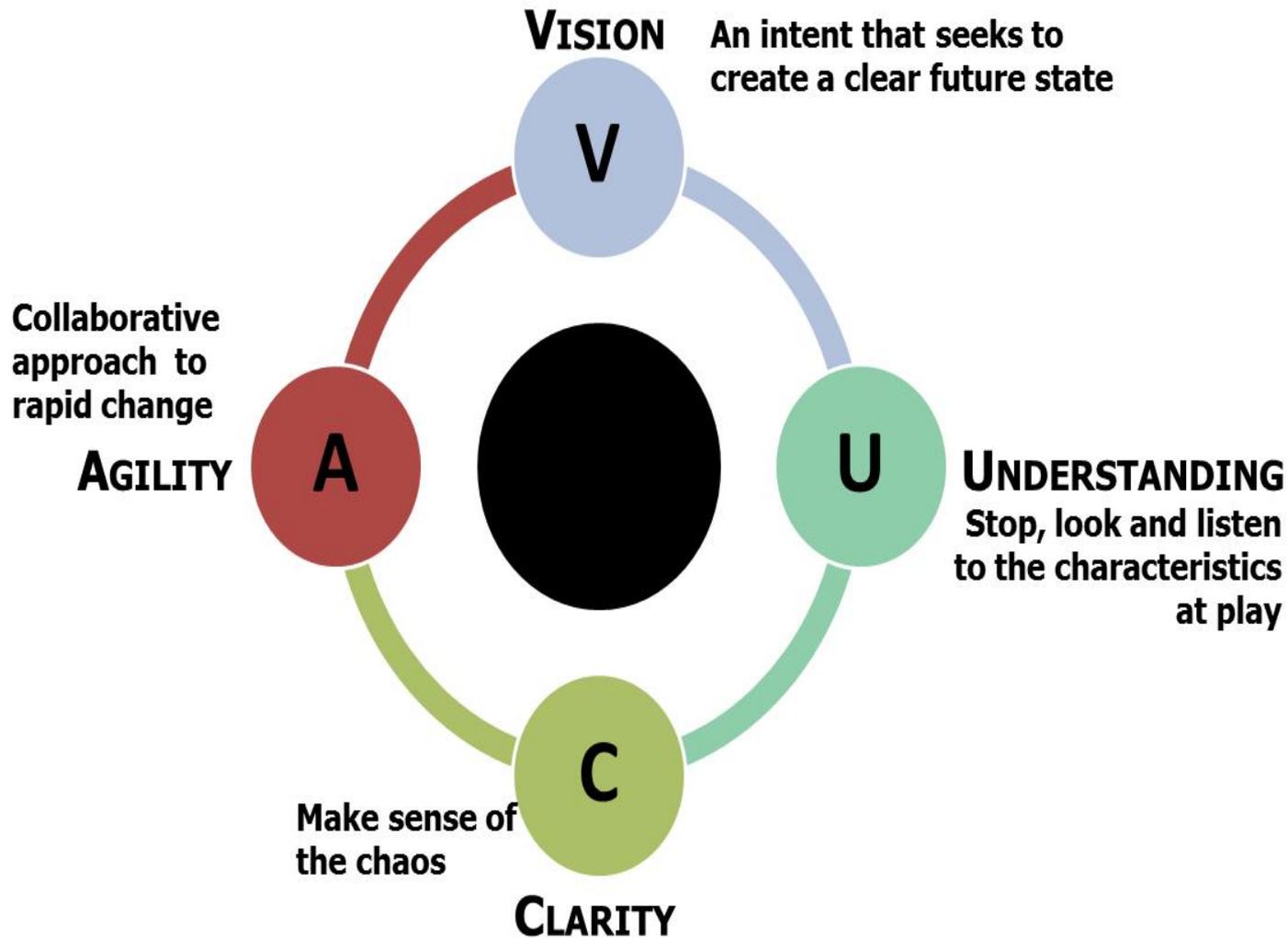
New leadership paradigm



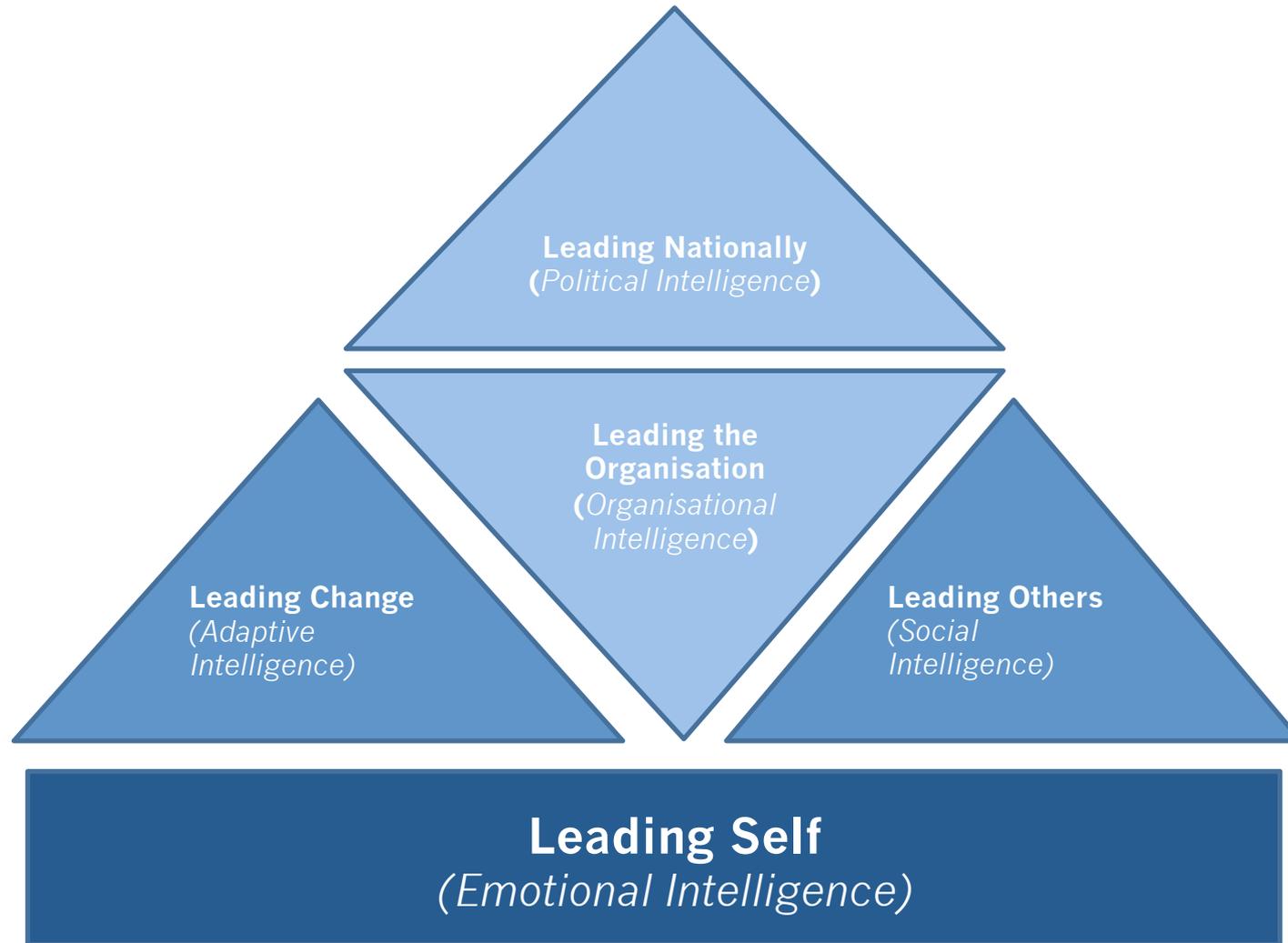
How the World Looks



Where We Want to Get To



Aspects of Leadership in the Irish Health System



4 I's of Transformational Leadership

Idealized Influence

Leader serves as an ideal role model for followers and is admired for this

Inspirational Motivation

Transformational leaders have the ability to inspire and motivate followers

Individualized Consideration

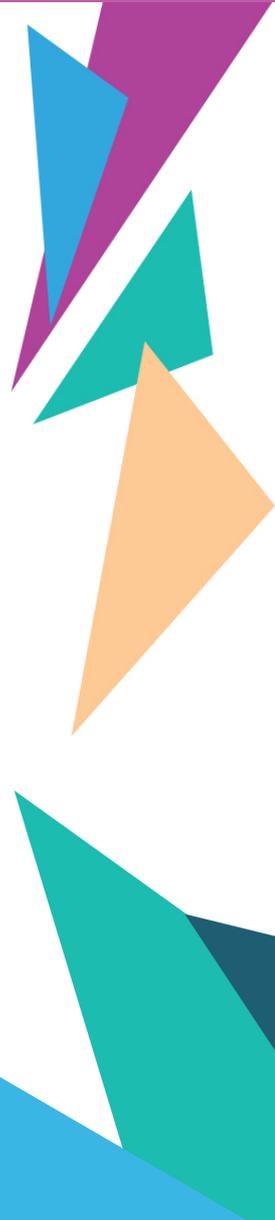
Transformational leaders demonstrate genuine concern for the needs and feelings of followers which brings out the best efforts from each individual

Intellectual Stimulation

Transformational leaders challenges followers to be innovative and creative

Characteristics of a High-Performing Irish Health System

- 1. Measure and Take Steps to Improve Quality**
- 2. Integrated Team Based Care – System Wide**
- 3. Digital Health and Technology as an Enabler**
- 4. The Pursuit of Value**
- 5. Continuous Learning as an Organisational Philosophy**
- 6. Bold Inspiring Vision – Patient Centred**
- 7. Strategically Agile and Adaptable**
- 8. The Use of Data / Analytics to drive Performance and Improvement**
- 9. Culture of Respect and Support for Staff**
- 10. Creative and Innovative Internal Collaborator**





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