A Perspective from England

Professor Chris Ham
Chief Executive
The King’s Fund
15 May 2014
In the “marrow of our bones”

Which two or three of the following, if any, would you say makes you most proud to be British?

- The NHS: 45%
- The Armed Forces: 40%
- Team GB: 38%
- The Royal Family: 36%
- BBC: 16%
- Nothing: 10%
- British Business: 6%
- Houses of Parliament: 6%
- Marks & Spencer: 4%
- John Lewis: 4%
- Oxfam: 3%
- Women’s Institute: 2%
- Tesco’s: 1%
- Other: 6%
- Don’t Know: 5%

Base: 2515 British Adults 16-75, Online Fieldwork conducted between 23rd-27th November 2012

Source: British Future Polling – State of the Nation 2012/3, Ipsos MORI

Ipsos MORI
Social Research Institute
### Commonwealth Fund International Ranking

<table>
<thead>
<tr>
<th>Country Rankings</th>
<th>AUS</th>
<th>CAN</th>
<th>GER</th>
<th>NETH</th>
<th>NZ</th>
<th>UK</th>
<th>US</th>
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<tbody>
<tr>
<td>1.00–2.33</td>
<td>3</td>
<td>6</td>
<td>4</td>
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<td>5</td>
<td>2</td>
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<td>2.34–4.66</td>
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<td>4.67–7.00</td>
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#### OVERALL RANKING (2010)

<table>
<thead>
<tr>
<th>Category</th>
<th>AUS</th>
<th>CAN</th>
<th>GER</th>
<th>NETH</th>
<th>NZ</th>
<th>UK</th>
<th>US</th>
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<tbody>
<tr>
<td>Quality Care</td>
<td>4</td>
<td>7</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>3</td>
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<tr>
<td>Effective Care</td>
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<td>3</td>
<td>5</td>
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<td>4</td>
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<td>Safe Care</td>
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<td>3</td>
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<tr>
<td>Coordinated Care</td>
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<td>1</td>
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<td><strong>Patient-Centered Care</strong></td>
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<td>Timeliness of Care</td>
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<td>Efficiency</td>
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<td>3</td>
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<td>Equity</td>
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<td>7</td>
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<tr>
<td>Long, Healthy, Productive Lives</td>
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<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
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<tr>
<td><strong>Health Expenditures/Capita, 2007</strong></td>
<td><strong>$3,357</strong></td>
<td><strong>$3,895</strong></td>
<td><strong>$3,588</strong></td>
<td><strong>$3,837</strong></td>
<td><strong>$2,454</strong></td>
<td><strong>$2,992</strong></td>
<td><strong>$7,290</strong></td>
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*Note: * Estimate. Expenditures shown in $US PPP (purchasing power parity).

The four health systems of the United Kingdom: how do they compare?

Gwyn Bevan, Marina Karanikolas, Jo Edey, Ellen Nolte, Sheelah Connolly and Nicholas Maye

April 2014
Three main approaches to NHS reform

› Targets and performance management
› Inspection and regulation
› Competition and choice

› Plus substantial investment from 2000-10
The King’s Fund View

- Complementary approaches are needed
  - Top down and bottom up
  - Working through hierarchies and networks
  - Collaborating and competing
  - Innovating and standardising

- The transformation of the VA from 1995-1999 as a case study
Implications?

- Complementary approaches are very demanding of system stewards and organisational leaders.
- System stewards in the UK and Canada are inexperienced in steering large systems.
- Politics and policy usually work on quite different cycles.
- Organisational leaders need time and persistence to achieve sustainable performance improvement.
- Building leadership capabilities and skills in quality improvement are often neglected.