

Isle of Man Department of Health and Social Care

Comprehensive review of health and care system



Department of Health and Social Care

Rheynn Slaynt as Kiarail y Theay



Context

The Isle of Man's population of 83,000 is served by a unique health and care system.

A 2 hour minimum journey time to 'off island' services requires many to be provided 'on island', though the small population would typically make this non-cost effective. Equally, many services which could be provided in community settings are delivered at the single acute hospital.

Reviews in 2005 and 2011 recommended greater integration of health and care service delivery. However, by 2019, minimal progress had been made.

The Challenge

The Treasury of the Isle of Man engaged PPL and Gemserv as transformation partners to:

- Conduct a comprehensive review of health and care, building on a decade of other wide ranging reviews (over 40 in total).
- Recommend which 'on-island' services could be delivered more cost effectively, and with better outcomes, by providers in the NHS in England.
- Create an overarching Operating Model/ Model of Care.
- Create an implementation plan, specifying the change needed, the resources and the strategy for developing existing resources (staff, infrastructure and estates).

Our Approach

PPL and Gemserv worked as a single team, combining expertise to deliver across the following areas:

- **Engaging all key stakeholder groups** on the Island, including service users, carers, senior leaders and frontline practitioners from health and care organisations, voluntary sectors organisations, politicians, civil servants and public health staff.
- **Leadership and organisational development**, identifying barriers to greater integration, including cultural challenges, professional silos and change fatigue, and appropriate shifts in activity.
- **New models of integrated care:** Creating an overarching whole-system model of care and interconnected models of care for individual elements, drawing on knowledge and expertise from primary care, mental health, tertiary care, social care colleagues, and the linkages between them to define integrated care pathways.
- **Financial modelling**, demonstrating that whilst efficiencies could release some of the finance needed to fund the transformation process, further financial support would be needed from Treasury.
- **Options appraisal**, assessing a number of new models of care and their likely impacts on care and quality, health and wellbeing, and finance and sustainability.
- **Pathway mapping and development** comparing the 20 highest volume IOM pathways with NHS best practice equivalents, identifying differences and opportunities for improvement

What We Delivered

- Comprehensive review with 20 key recommendations, covering procurement and provision and mental health, primary care, community services, secondary care services, specialist services, social care, learning disabilities, diagnostics and voluntary sector organisations'
- Whole system financial model
- Overarching target operating model and individual operating models for each care setting
- Review of the 20 highest volume 'on island' pathways
- Detailed implementation plan to guide the transformation process over the next 5 years, with actionable recommendations for governance, staffing and roles within the transformation infrastructure

The Impact

Our review was unanimously accepted by Tynwald (parliament) and was well received by the review sponsors, an expert panel and the Treasury.

Patient representatives and voluntary sector leaders fed back that it addressed their concerns and provided a clear and credible 'roadmap' for the way forward.

In response to the review, the Treasury released an initial tranche of ~£2.5 million in transformation funding in April this year to support the implementation of its recommendations.