

Make Patient Time The Most Important Currency In Healthcare

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brian@dolanholt.co.uk



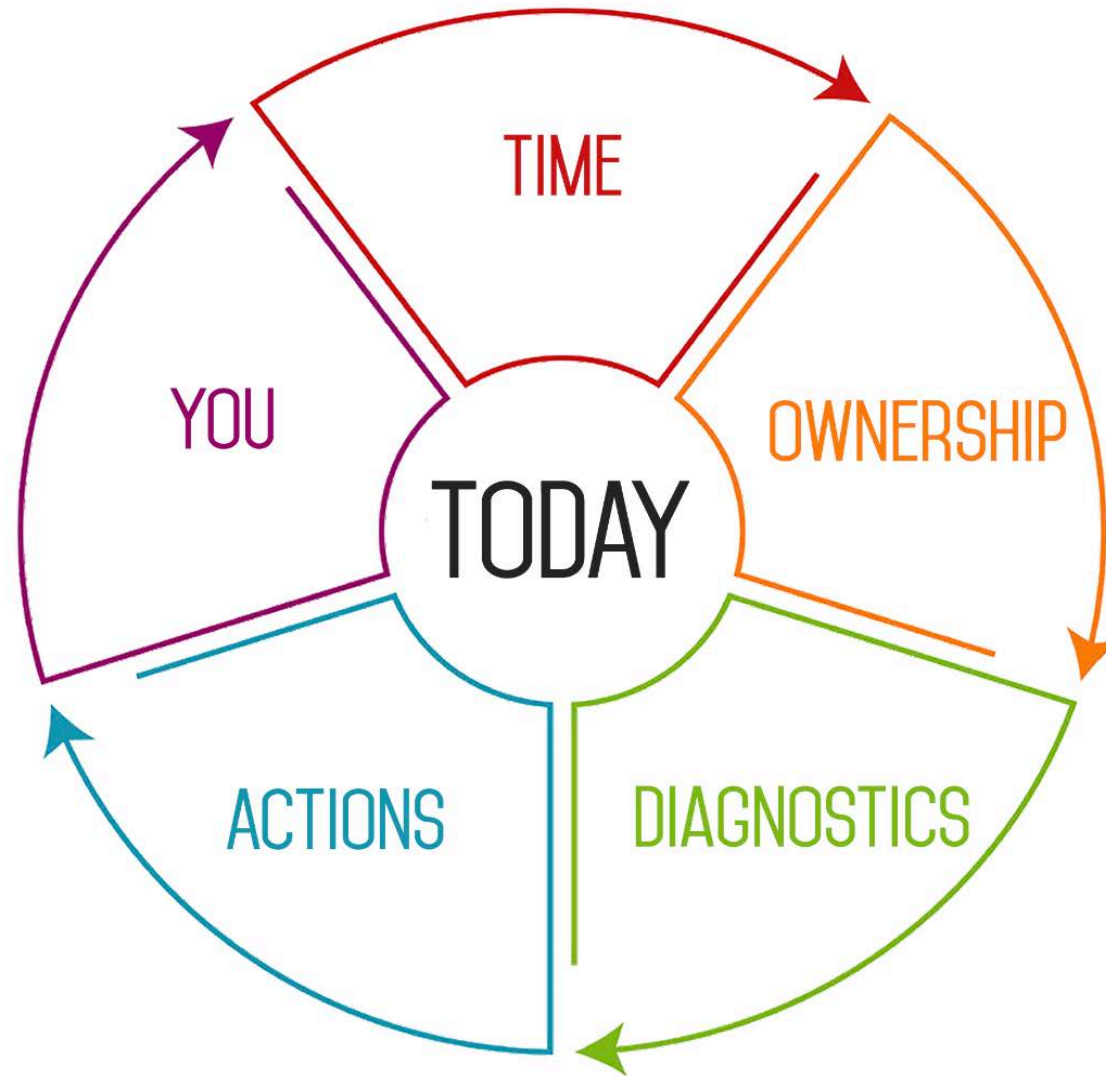
How many of your last
1000 days would you
choose to spend in
hospital?

Prof Brian Dolan FRSA

MSc(Oxon), MSc(Nurs), RMN, RGN

- Director, Health Service 360
- Visiting Professor of Nursing, Oxford Institute of Nursing, Midwifery and Allied Health Research, Oxford
- Honorary Professor of Leadership in Healthcare, University of Salford
- Director of Service Improvement, Canterbury DHB, NZ

@BrianwDolan #last1000days #EndPJparalysis



TODAY model



Special Offer

Spend one week like this....



and you'll get

20% OFF

your quads power &



1.5kg of muscle loss &

10% off

your aerobic capacity



Special Offer

**Spend three weeks
like this....**



...and we'll give you a
reduction in fitness
equal to a full



30 years of aging!



But that's not all

Hospital inactivity is also associated with....

 **48%**

Increase risk of disability

 **48%**

Increase in the chance of needing help with ADLs
1 month after discharge



Muscle weakness 3-5 years after discharge



Of expected 6 minute walk test results 1 year after
discharge



The risk of needing institutional care on discharge



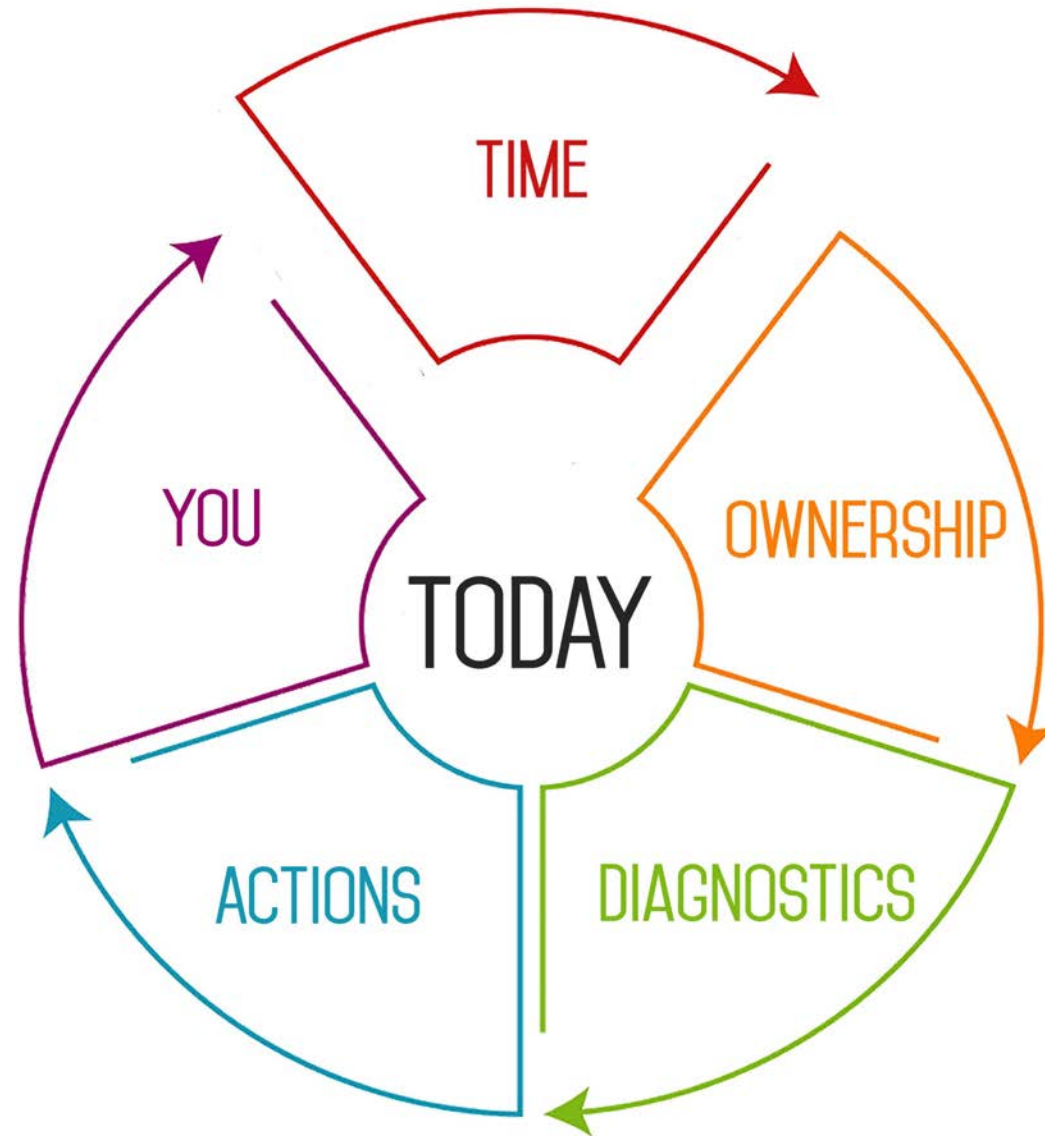
And we're still not done

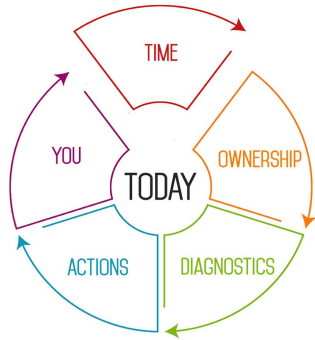
Hospital inactivity can also lead directly to....

- Accelerated bone loss
- Malnutrition
- Delirium
- Sensory deprivation and
- Incontinence

Patient's time is the most
important currency in
healthcare

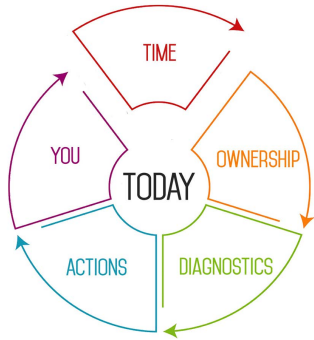
Time





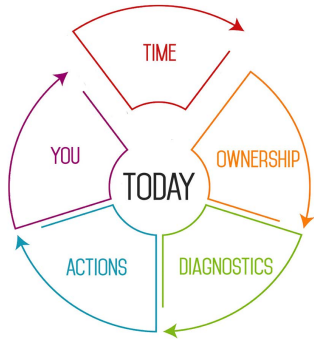
TIME

is the most important currency in healthcare. How to maximize time, minimize wasted time and prioritize patients' time.



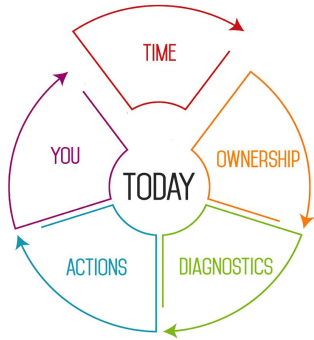
The currency is time

- Access targets are about time
- Waiting lists are measured in time
- Harm is frequently caused as a consequence of time ill spent
- Beds are not capacity, too often they are places where patients spend their time waiting for things to happen



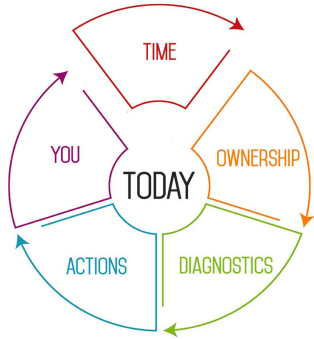
The currency is time

- DNAs (missed appointments)
- Even on the day patients go home, they wait for:
 - Ward rounds
 - Discharge paperwork
 - Medication/prescriptions
 - Surprised relatives to pick them up!



The currency is time

- Looking for equipment
- Waiting for people to call back
- Being involved in pointless meetings
- Staff salaries are about buying time



Your time is your most
valuable currency. spend it
wisely



Ownership

- Something's wrong
- I'm vulnerable
- I'm disadvantaged
- I'm disempowered
- It's horrible
- I can't question stuff

Own their Sickness

BMJ 1947

DEC. 13, 1947

DANGERS OF C

THE DANGERS OF GOING TO BED

BY

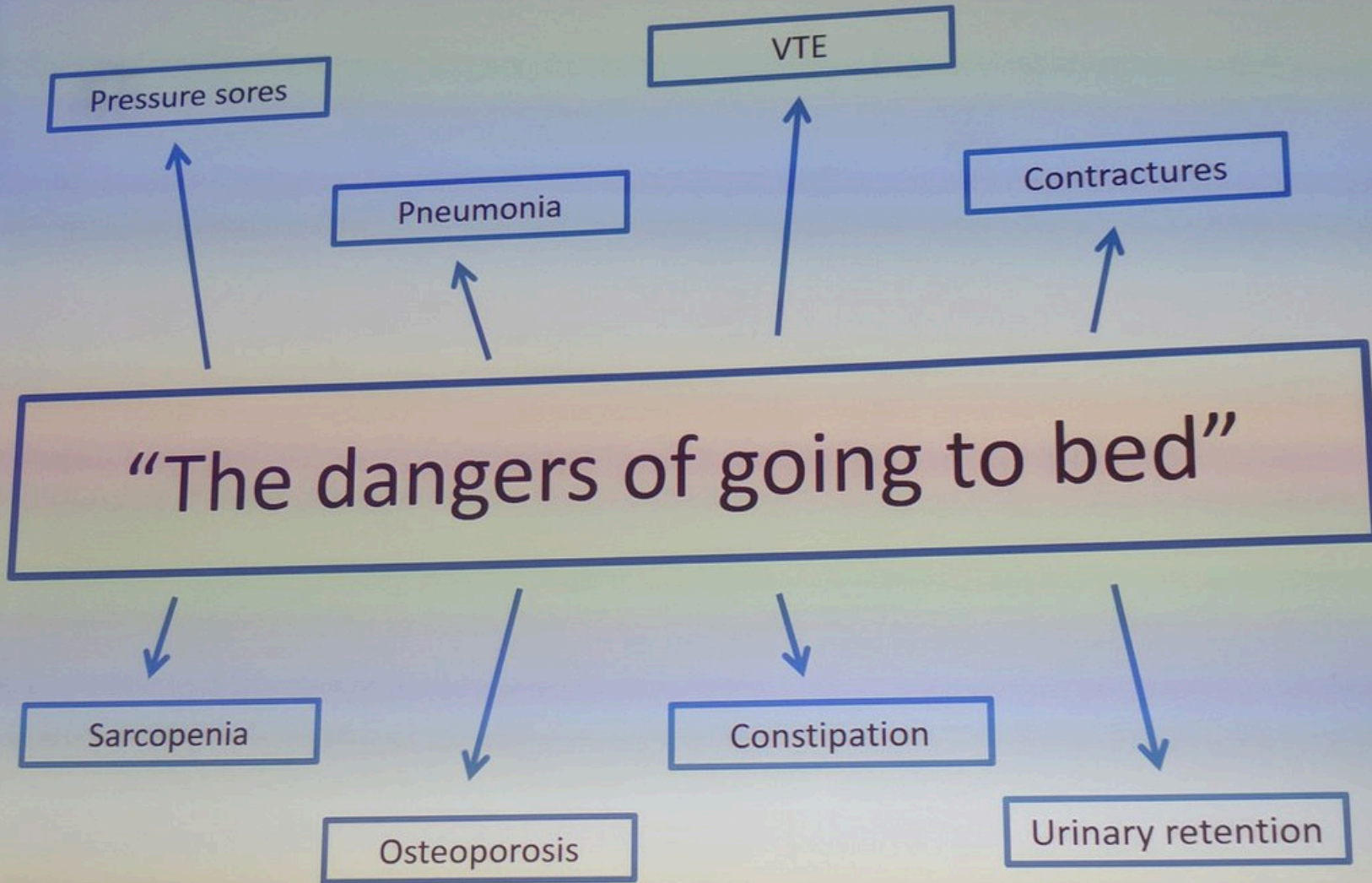
R. A. J. ASHER, M.D., M.R.C.P.

It is always assumed that the first thing in any illness is to put the patient to bed. Hospital accommodation is always numbered in beds. Illness is measured by the length of time in bed. Doctors are assessed by their bedside manner. Bed is not ordered like a pill or a purge, but is assumed as the basis for all treatment. Yet we should think twice before ordering our patients to bed and realize that beneath the comfort of



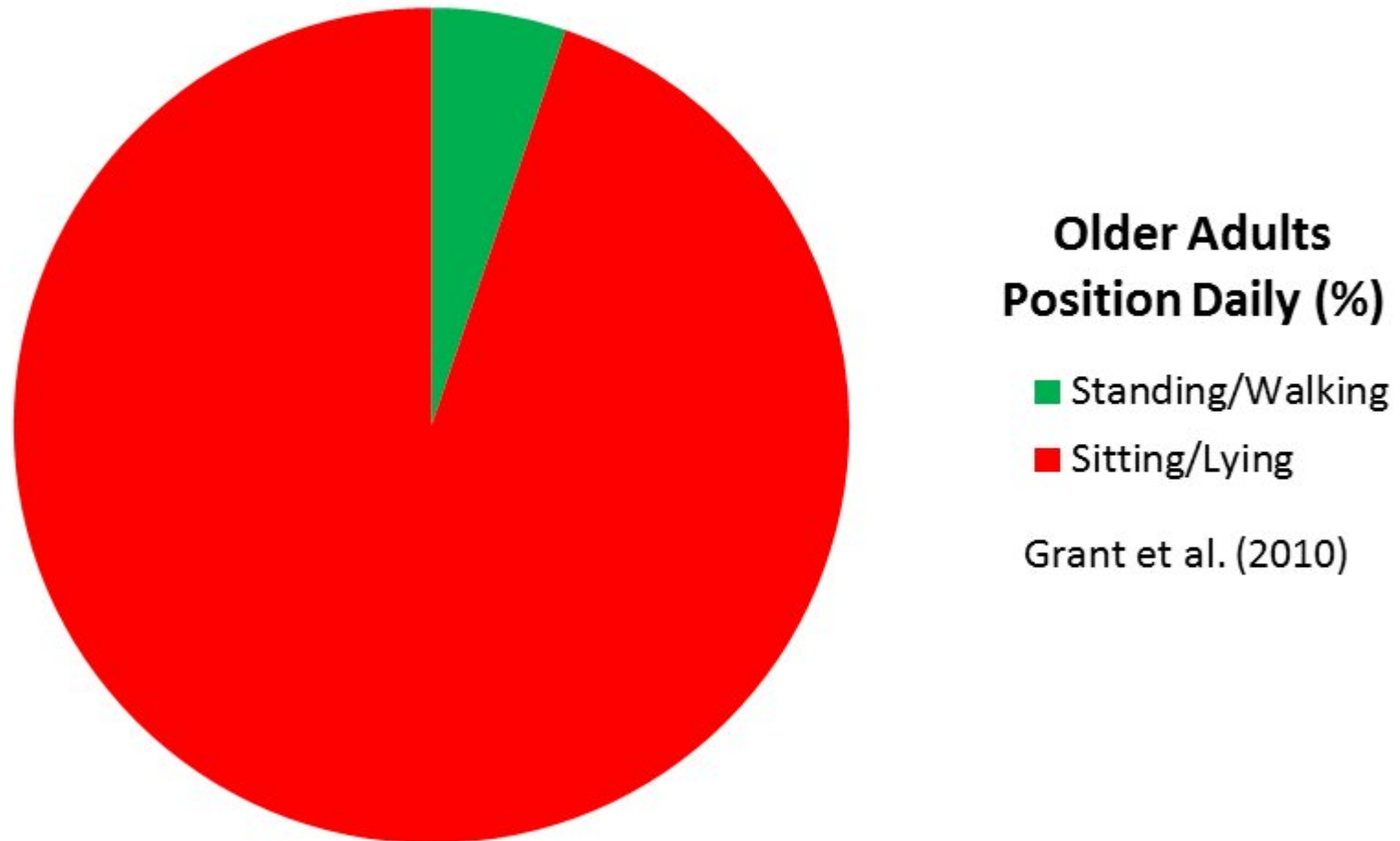
**“Teach us to live that we may dread,
Unnecessary time in bed.**

**Get people up! And we may save, our patients from an early
grave”**



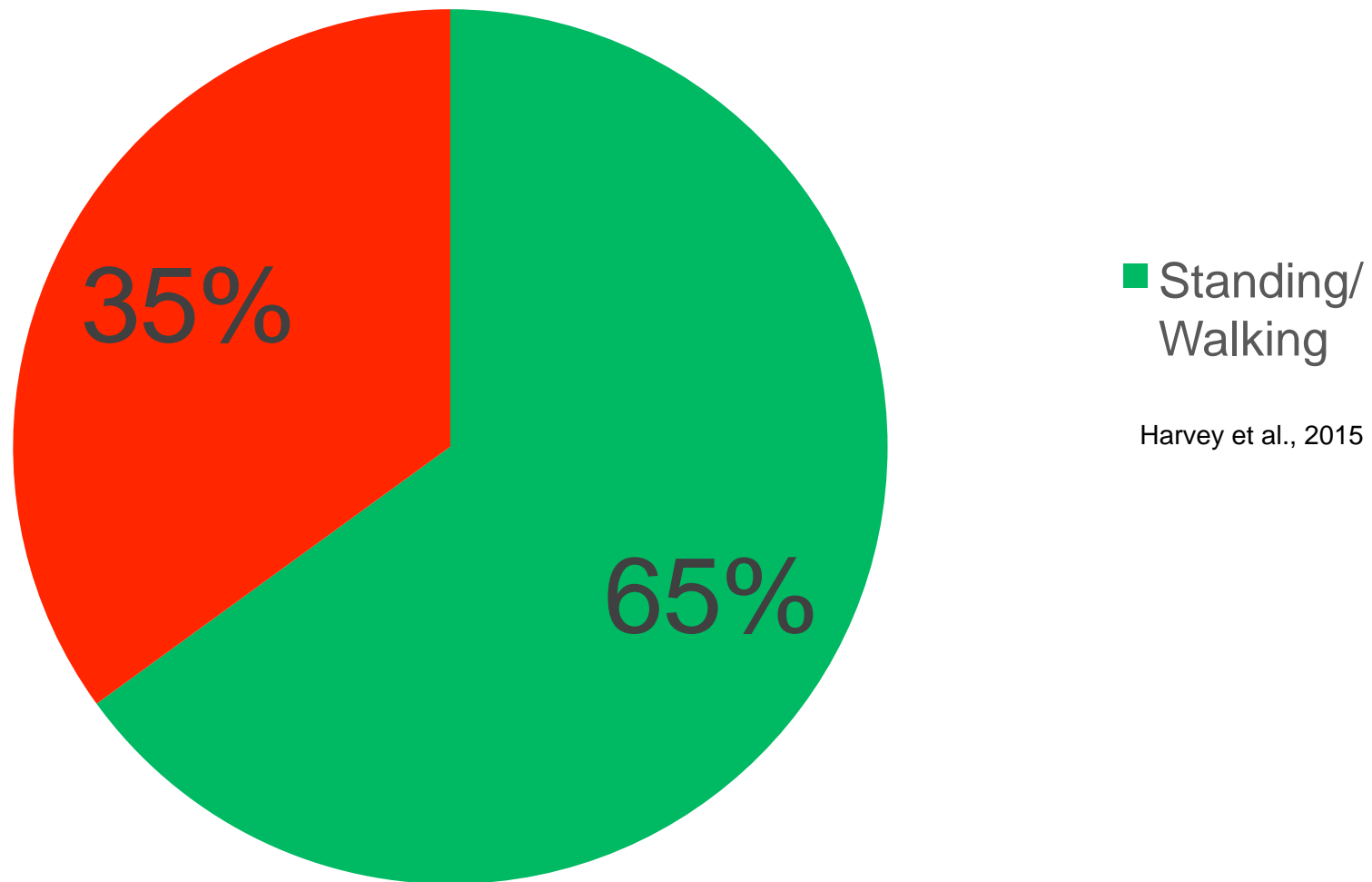
Asher RAJ. Dangers of Going to Bed. *British Medical Journal*. 1947;2(4536):967-968.

Sitting/Lying Time in a Rehabilitation Ward



This is compared to 65-80% of the day when older adults are community dwelling
(Harvey et al., 2015)

Daily sitting/lying time in the community for older adults



Harvey et al., 2015



Ownership

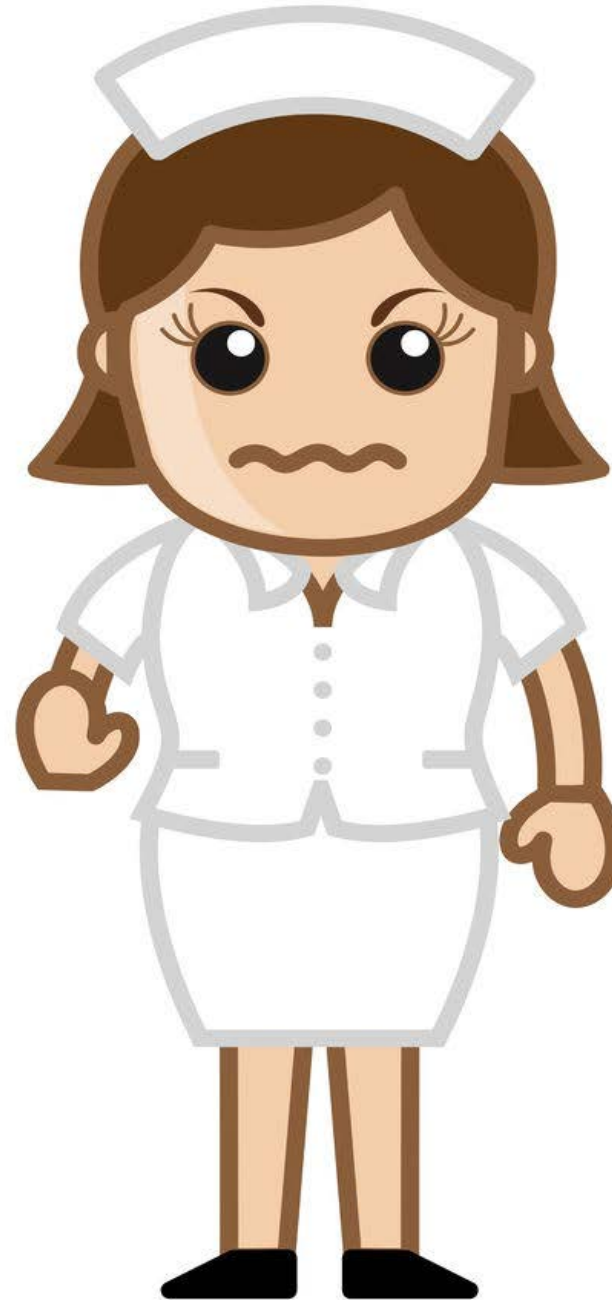
- Responsibility
- Stepping up
- Owning a cause / issue / problem / success

Powerful & Empowering



- No one listens
- No real voice
- No control

MOPE





Every single person in the health system makes a difference to Someone or Something

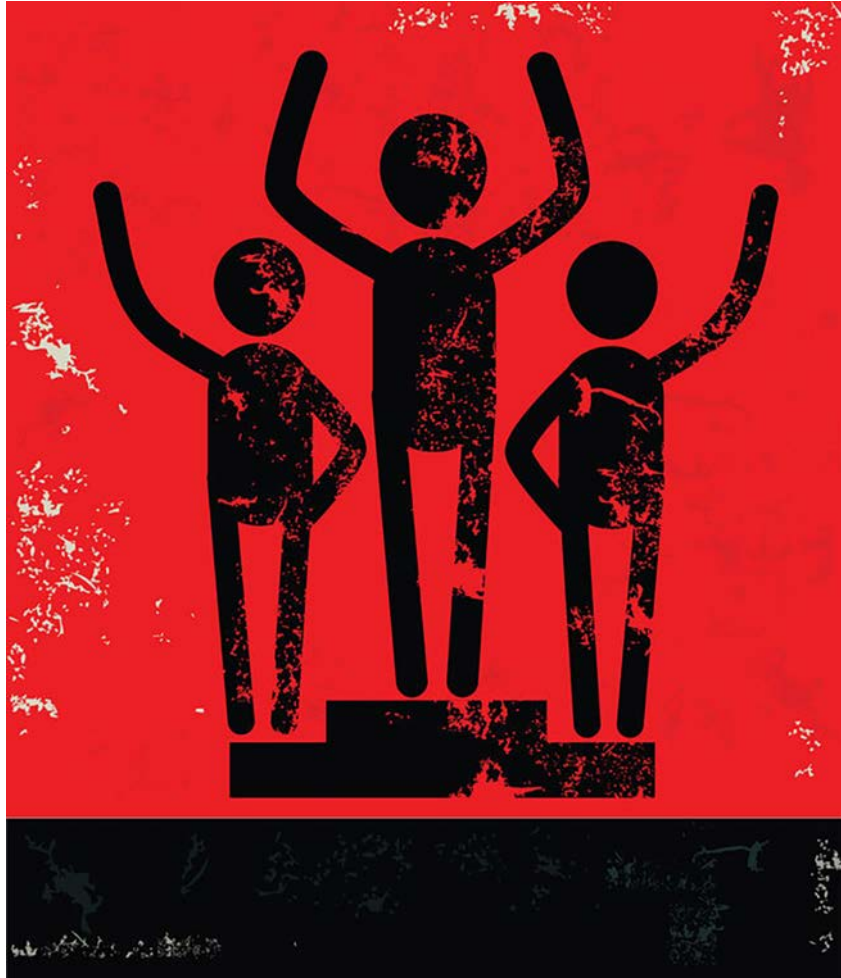
Communication

- Most leaders under communicate by factor of 10
- Questions do not mean resistance
- Be real, honest and open



It Takes Time

Followers need Clarity



1. Clarity of Purpose
2. Clarity of Plan
3. Clarity of Responsibility

EXAMPLES

#EndPJparalysis

Cambridge University Hospitals **NHS**
NHS Foundation Trust

"You don't have to take your clothes off..."

Spot the difference



For people over 80 –
10 days in a bed ages muscles by 10 years
One week of bed-rest results in 10% muscle loss
Loss of strength could make the difference between
dependence and independence

Get dressed – Get moving!

#endPJparalysis **Addenbroicks**

Produced by the CUH Corporate Communications Team

Addenbrooke's Hospital | Rosie Hospital



Need a compelling story?

Here's 4

1. Patient's time is the most important currency
2. 10 days in hospital bed leads to 10 years of muscle aging in people over 80 (Gill et al 2004)
3. 46% of people over 85 will die within a year of a hospital admission (Clark et al 2014)
4. If it was your last 1,000 days how many of them would you choose to spend in hospital?

“You can’t fatten a cow by weighing it”

- Palestinian Proverb



Improvement is NOT
just about
measurement...

...but you can't
improve something
without measuring it!

Improvement aim – Royal Free Hospital

safer  faster  better
#endPJparalysis

- To get patients on 10N up out of bed, dressed in their own clothes and participating in daily activities on the ward, in order to get them well and home as quickly as possible.





↳ Ugochi Agbasimeo and 1 other Retweeted



Royal Free London @RoyalFreeNHS · Aug 4

Veronica, patient on 10 North, said: "It's a great thing the team are doing. I feel much more comfortable in my own clothes." #endPjparalysis

pic.twitter.com/8xfUFR8bvD



1

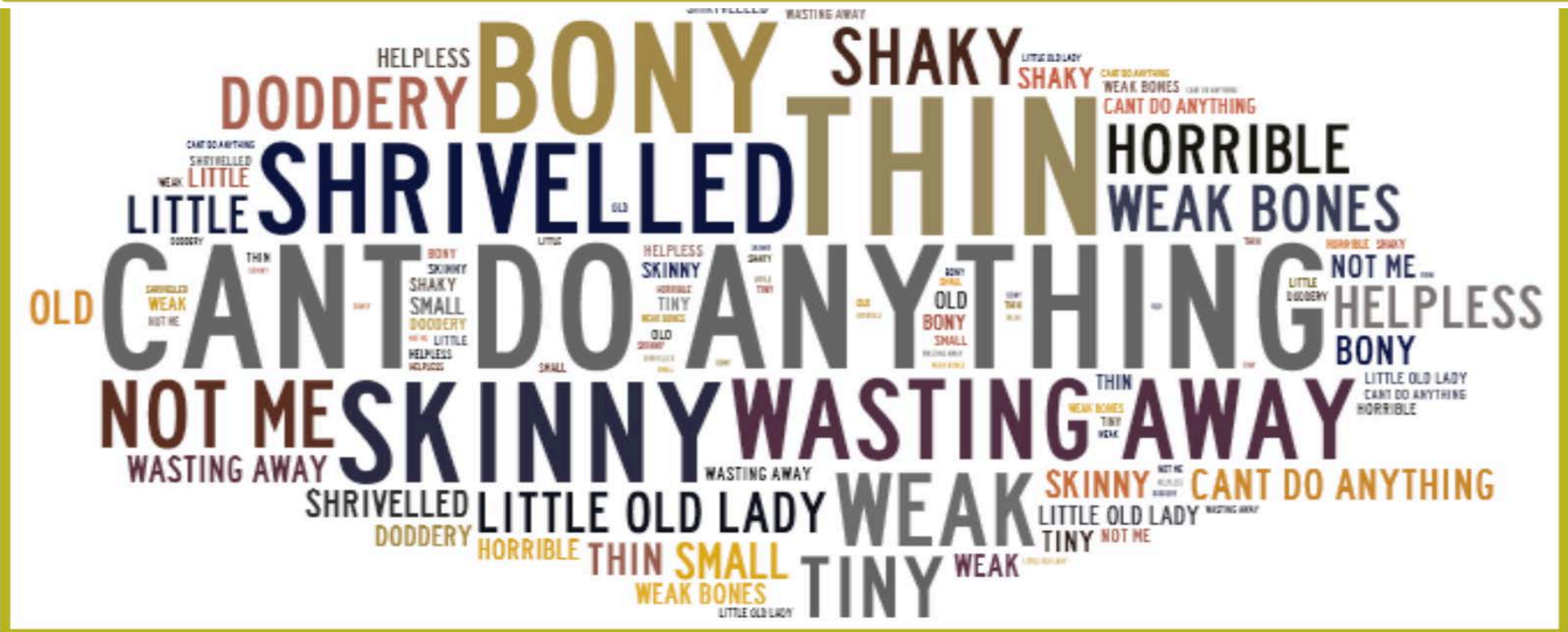


7



14





The unintended language of ageism

- Demographic time-bomb
- Tsunami of ageing
- Acopia
- Suffering from dementia

Frailty – both Latin and medieval French ('fragile' 'poor morals')

See also Lodge C et al (2016) The new age of ageing: How society needs to change

[Oliver D \(2013\) http://britishgeriatricsociety.wordpress.com/2013/12/23/the-geriatrics-profanisaurus-words-and-phrases-we-should-ban/](http://britishgeriatricsociety.wordpress.com/2013/12/23/the-geriatrics-profanisaurus-words-and-phrases-we-should-ban/)

Linguistic misogyny

- Incompetent cervix
- Failure to dilate (in labour)
- Elderly primagravida
- Irritable uterus
- Hysteria – originates from Greek word for uterus

See also Joan Smith (1989) *Misogynies: Reflections on Myths and Malice*
Emer O'Toole (2015) *Girls will be girls: Dressing up, playing parts and daring to act differently*

The Battlefield metaphors of the body

- The war against cancer
- Battling disease
- Fighting infection
- Aggressive treatments
- Immune defenses
- 'Brave' patients

See also Susan Sontag (1978) *Illness as*

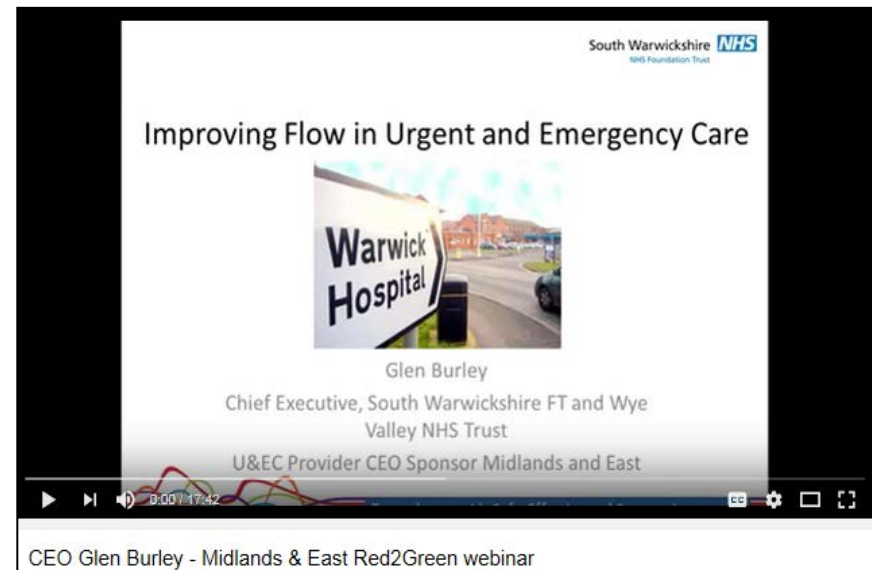
Locally developed videos

Nottingham University Hospitals



<https://www.youtube.com/watch?v=gKTNWwMw898>

South Warwickshire



<https://www.youtube.com/watch?v=RidSvqmp850>

Locally developed posters

Four key questions every patient and relative/
carer should know the answer to:

NHS
Oxford Health
NHS Foundation Trust

#Red2Green

What is going to happen today?

When am I going home?

What is needed to get me home?

What is the matter with me?

We put patient safety above all else

Northampton General Hospital NHS
NHS Trust

Ten days
in hospital
leads to...

...the
equivalent
of ten years
ageing in
the muscles
for people
over 80*

*Functional impact of 10 days of bed rest in healthy older adults. J Gerontol A Biol Sci Med Sci. 2008

#Red2Green
#Last1000days

Ask your ward manager for a RED to GREEN information pack
Download the SAFER guidelines from the intranet homepage
Contact Christopher.Field@ngh.nhs.uk ext 3470

Providing the Best Possible Care

YOU ARE WHAT YOU WEAR

**Pyjamas say
you're unwell**

**Clothes say
you're getting
better**

#EndPJparalysis

February 2017

@PeterKennell

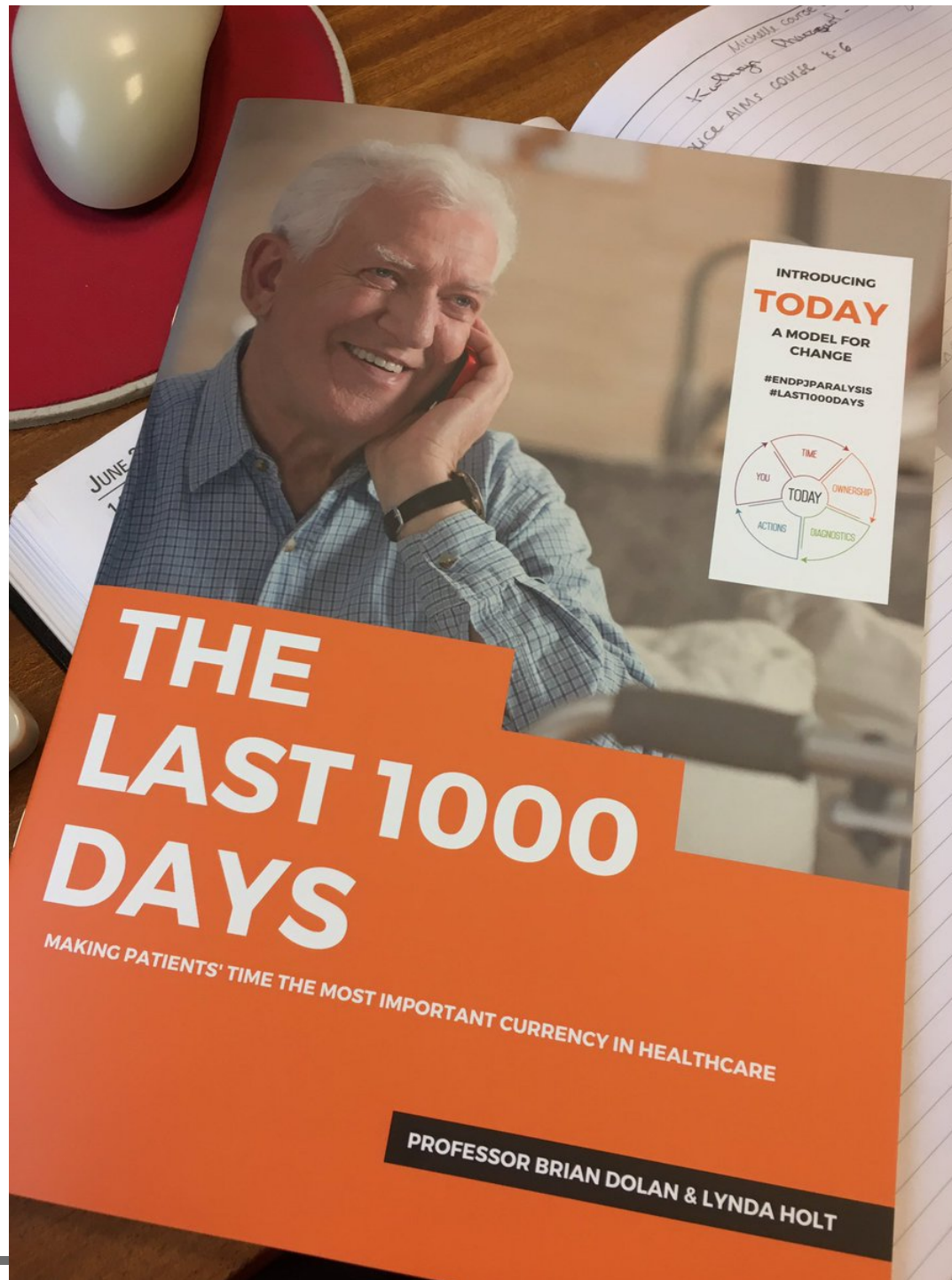


Keeping active while you are in hospital

Information for patients, family members and carers



safer  faster  better
#endPjparalysis



INTRODUCING
TODAY
A MODEL FOR
CHANGE
#END3PARALYSIS
#LAST1000DAYS



THE LAST 1000 DAYS

MAKING PATIENTS' TIME THE MOST IMPORTANT CURRENCY IN HEALTHCARE

PROFESSOR BRIAN DOLAN & LYNDA HOLT





NHS
Royal Free London
 NHS Foundation Trust

#EndPIparalysis









Let's End PJ Paralysis

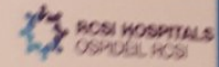


*Don't leave your identity at the door,
keep it with you.*

#endPJparalysis



BEAUMONT
HOSPITAL



Let's End PJ Paralysis

*Don't leave your identity at the door,
keep it with you*

Spot the difference



Hiddenbricks

- Loss of muscle strength
- Longer stay in hospital
- High risk of infection

- Quicker recovery
- Maintain normal routine
- Return home sooner

Get dressed – Get moving!

#endPJparalysis

Original produced by the Cambridge University Hospitals Communications team



NHS

#endPJPparalysis

NHS

#FreshGreen



The impact of #endPJparalysis

Ward C4 Trauma & Orthopaedic Ward, Nottingham University Hospitals, England

- 37% reduction in falls
- 86% reduction in pressure ulcers
- 80% reduction in patient complaints
- 1.5 day reduction in length of stay (spot audit)

Why Is Leadership Style Important?

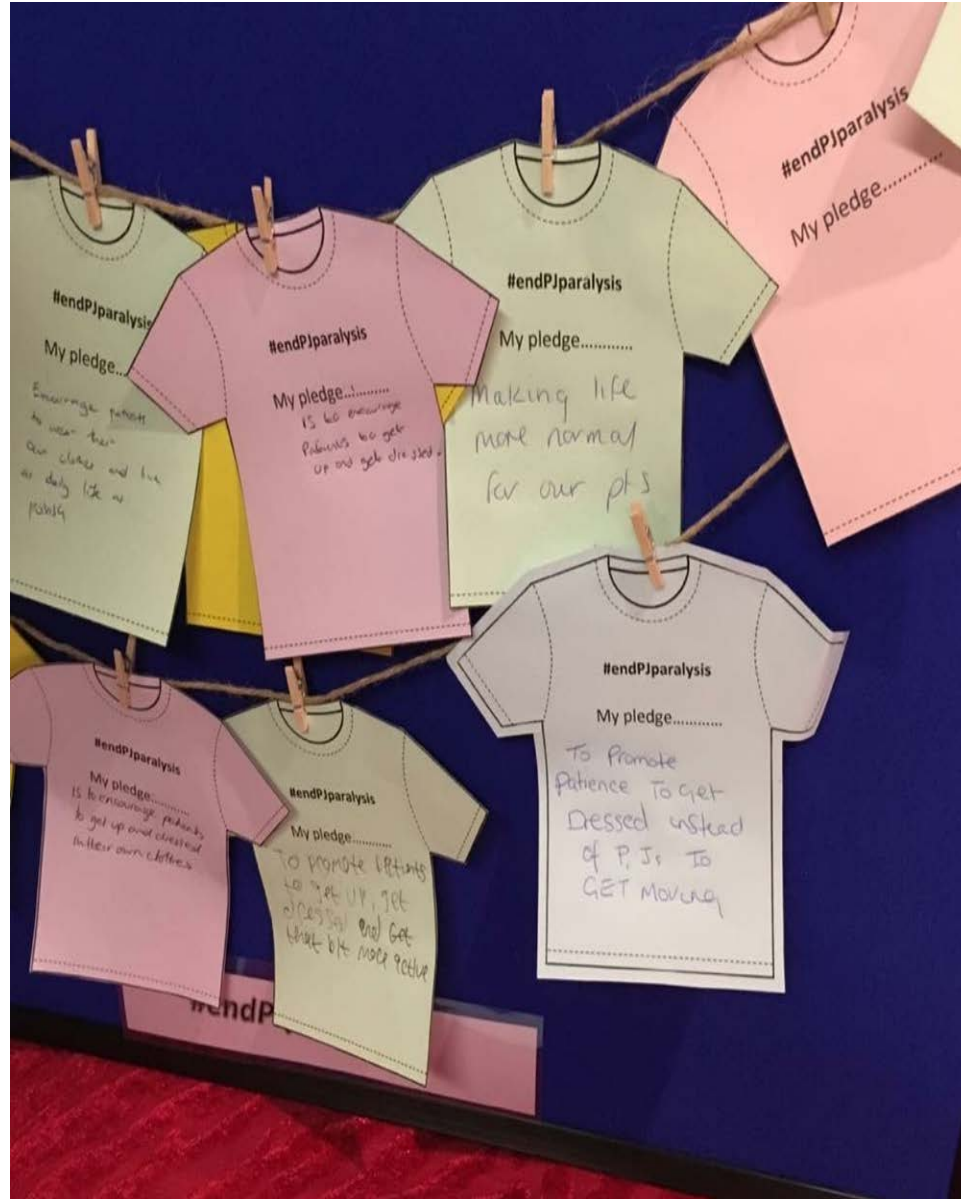
- Leadership style impacts the motivations of employees, either positive or negative
- Studies show that roughly 70% of team performance is a direct reflection of a leader's effort to understand employees & to match a leadership style to employee needs & goals

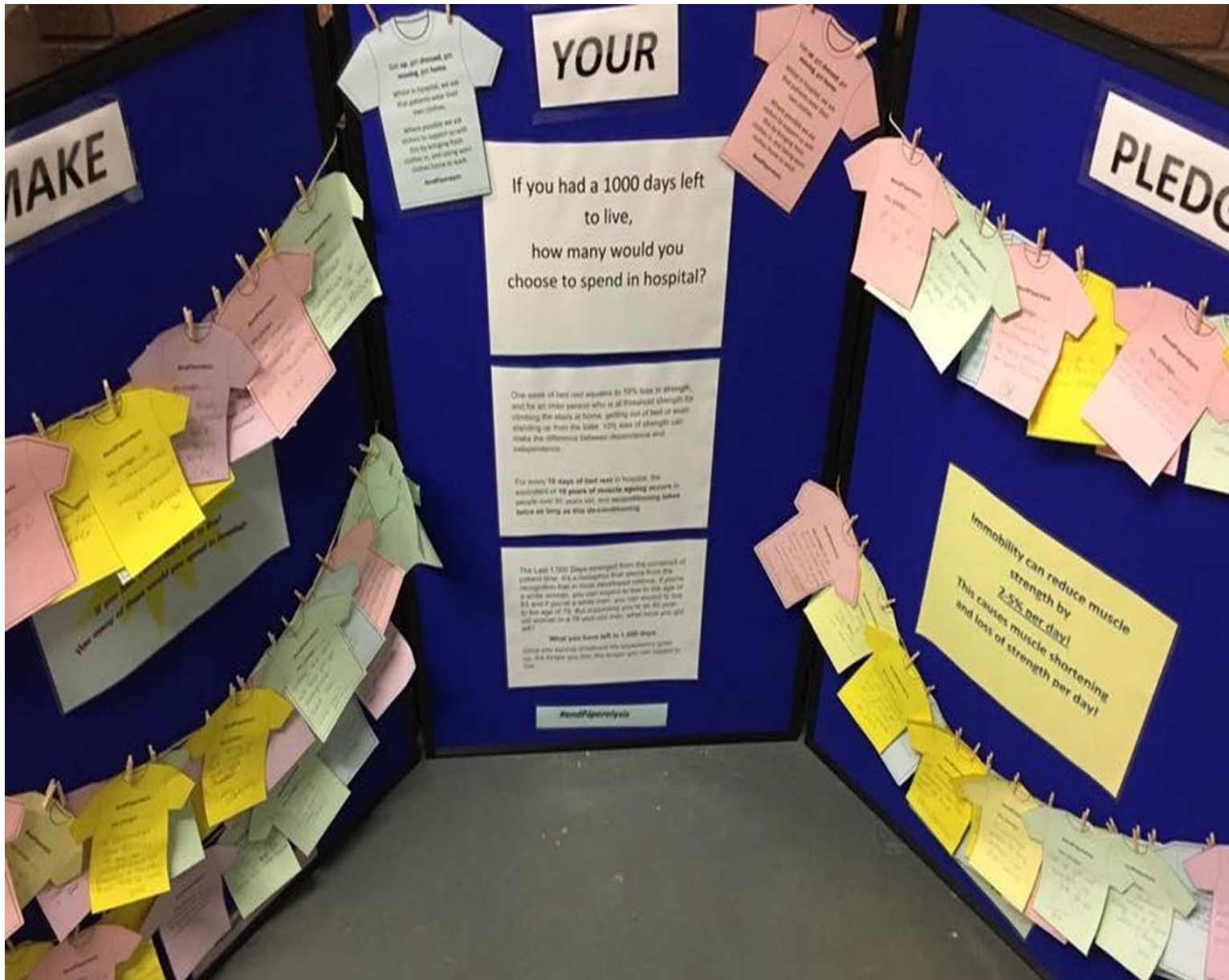


If you could make an impact on one thing what would it be?











End PJ Paralysis

Get dressed, get moving!

Let's hang up the pyjamas and get our patients up and into their own clothes.

Want to get involved?

Visit the intranet homepage, grab a flyer or learn more at last1000days.com and endpjparalysis.com

#EndPJParalysis launch coincides with the Trust's Falls Awareness and Prevention Week

This national 70-day #EndPJparalysis challenge is a means of valuing patients' time so they return sooner to loved ones, to spend more of their last 1000 days in a place that is not a hospital.



Kingston Hospital
NHS Foundation Trust

PJ FREE ZONE

THROUGHOUT THE DAY

WE NEED YOUR HELP !!

RELATIVES / CARERS / FRIENDS

TO END PJ PARALYSIS

PLEASE BRING IN DAY CLOTHES FOR
THE PERSON YOU ARE VISITING

SO WE CAN GET THEM UP,

GET THEM DRESSED

AND GET THEM MOVING

THEN WE CAN GET THEM HOME

SOONER RATHER THAN LATER

Pimp my Zimmer!

Started in Essex

Rolled out across care homes

Involvement in decorating

Social inclusion

Makes frames recognisable

Sense of ownership

Personalisation

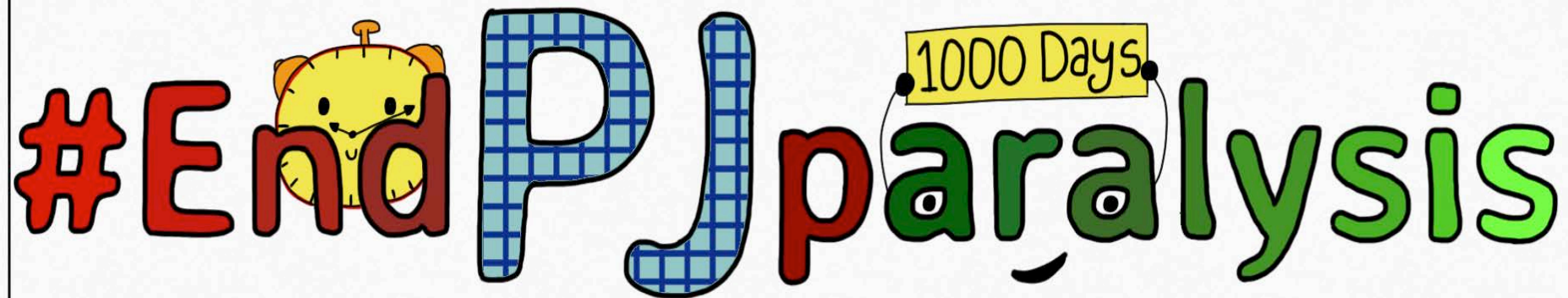
Reduction in falls by 40-60%





Walker for retired fishermen





#EndPJparalysis

The text is rendered in a playful, hand-drawn style. The '#' is red. 'End' is red with a yellow alarm clock integrated into the letter 'd'. 'PJ' is blue with a white grid pattern. 'paralysis' is green. A yellow speech bubble containing the text '1000 Days' is connected to the 'p' by a thin black line.

**The East of England 100 day, 100,000 patient day
#EndPJparalysis challenge**

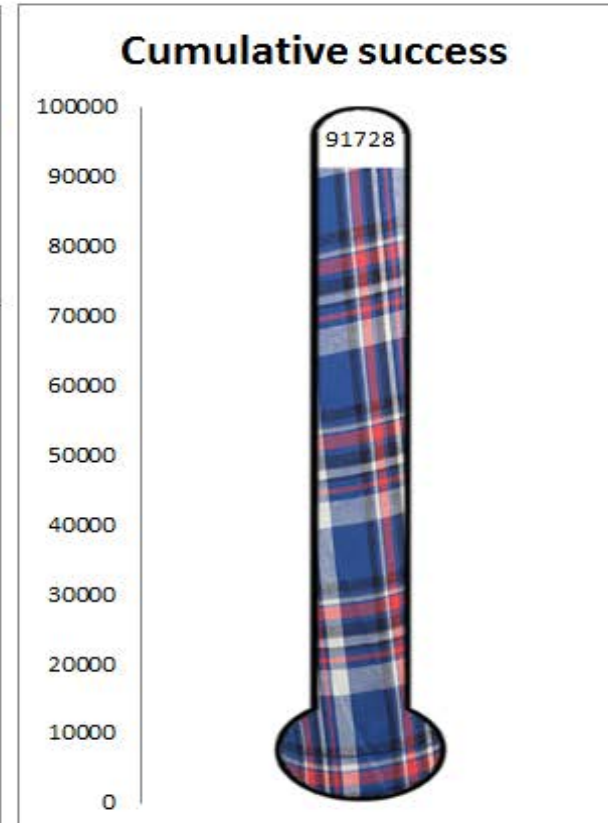
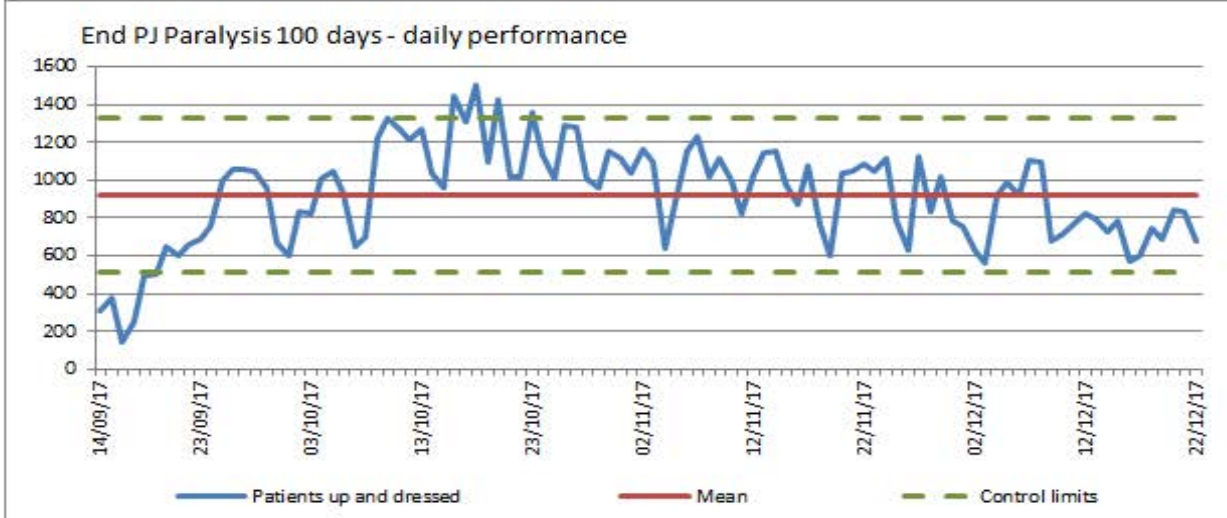
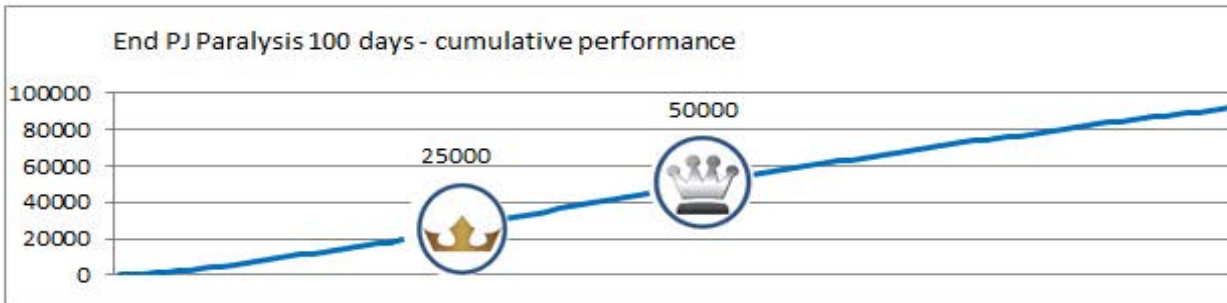
14 September 2017 – 22 December 2017



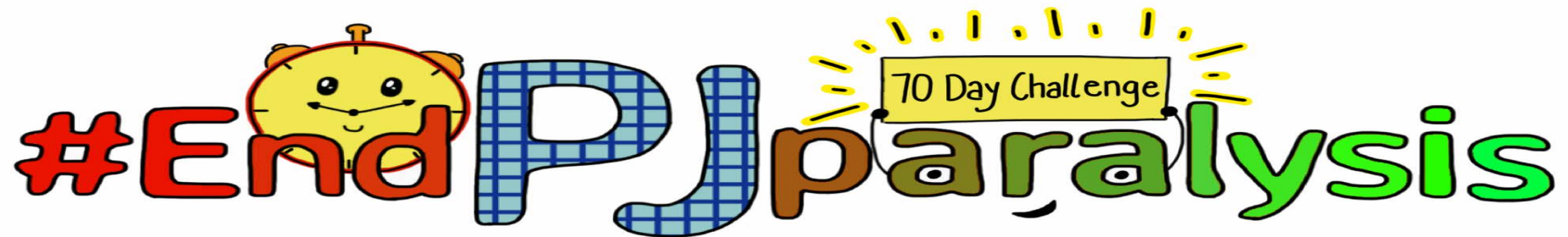
Improvement



End PJ Paralysis 100 days



- Trusts reporting
- Cambridge University Hospitals NHS Foundation Trust - 22/12/17
 - The Ipswich Hospital NHS Trust - 22/12/17
 - James Paget - 10/12/17 (last 12 days lost c. 1800 patients)
 - Norfolk and Norwich - 22/12/17
 - North West Anglia Foundation Trust - 22/12/17
 - Papworth - 22/12/17
 - Queen Elizabeth Hospital Kings Lynn - 21/12/17
 - Southend - 18/12/17
 - West Suffolk - 22/12/17




**The nationwide 70 day, 1 million patient day
#EndPjparalysis challenge**

17 April 2018 – 26 June 2018



SIGN IN

 Your Username

 Your Password

GO 

[Forgotten Password](#)

Not Signed Up yet? Please, [Sign Up](#)

 **N/A**
 NHS England
Corporate

N/AN/A

How many patients are dressed in day clothes at midday?

How many patients have mobilised e.g. walked to the toilet / shower or walked around the bed?

CONTACT

SUBMIT

LOGOUT

Patients' time is the most important currency in health and social care

Visit the website to get information, posters and other useful resources

Collaboration with Cambridge Digital Health:









HealthyLDN @HealthyLDN · 1m



The #EndPJparalysis70 website has been refreshed ahead of tomorrow's launch: endpjparalysis.com. Here you can find out how to:

- 1 Download the #EndPJparalysis app 
 - 2 Register your ward/hospital/care home 
 - 3 Engage w/the 70 Day Challenge 
-  Let's #endPJparalysis!!



Download via: www.endpjparalysis.com

You, Jane Sproat RN, Jane Cummings and 6 others

#EndPJparalysis 70 Day Challenge

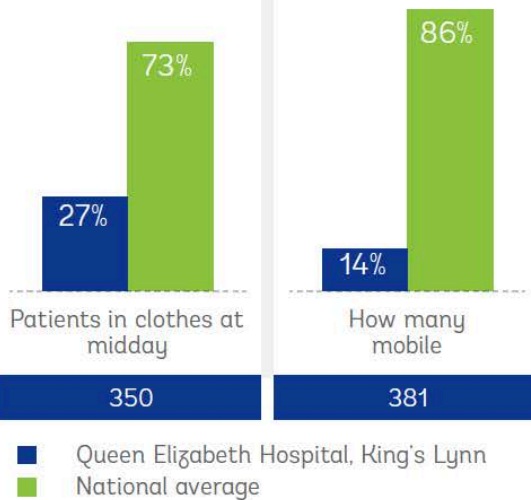
TODAY

Monday 12th
Feb 2018

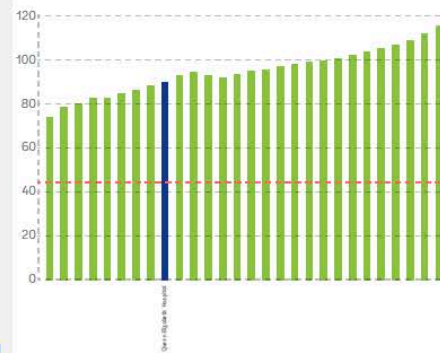
Queen Elizabeth
Hospital, King's Lynn

THIS WEEK

THIS MOUNTH



Patients in clothes at midday in each hospital



Mobile patients in each hospital



Figures per Hospital

■ Queen Elizabeth Hospital, King's Lynn
■ National average



#EndPjparalysis

70 Day Challenge

I support the #EndPjparalysis
70 day challenge

Name:

Signature:.....



#CodiGwisgoSymud

Dwi'n cefnogi sialens 70 diwrnod

#CodiGwisgoSymud

I support the #EndPjparalysis
70 day challenge

Enw / Name:

Llofnod / Signature:



How GP Surgeries can support...

#EndPJparalysis

70 Day Challenge

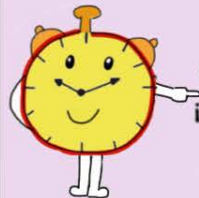
Designed by soniasparkles.com

AWARENESS



Did you know, 46% of people aged >85 die within 1 year of admission to Hospital? (Clark et al 2014)

UNDERSTAND



17th April 2018 - 26th June 2018
Aiming for 1 million patient days dressed in own clothes & moving in 70 days. Let's help our patients get home back to loved ones

SHARE



Deconditioning in hospitalised older patients, can cause serious harm

APPRECIATE



"Time is the most important currency in healthcare"

Prof. Brian Dolan

THINK



If you had 1000 days left, how many would you want to spend in Hospital? That's why EVERY DAY matters

FACTS

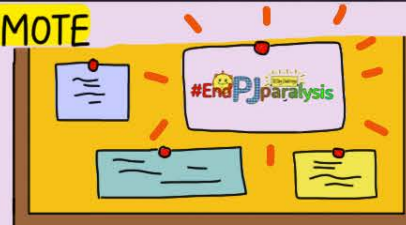
paralysis...
FACT: Reduces mobility
FACT: Loss in strength
FACT: Loss of independence
FACT: Longer stay in Hospital

YOUR SUPPORT



When admitting patients into hospital, please ask them to take in their day clothes

PROMOTE



Share this poster in your GP Surgery
Find out more on Twitter at #endpjparalysis

DISCUSS



Highlight and discuss at team meetings

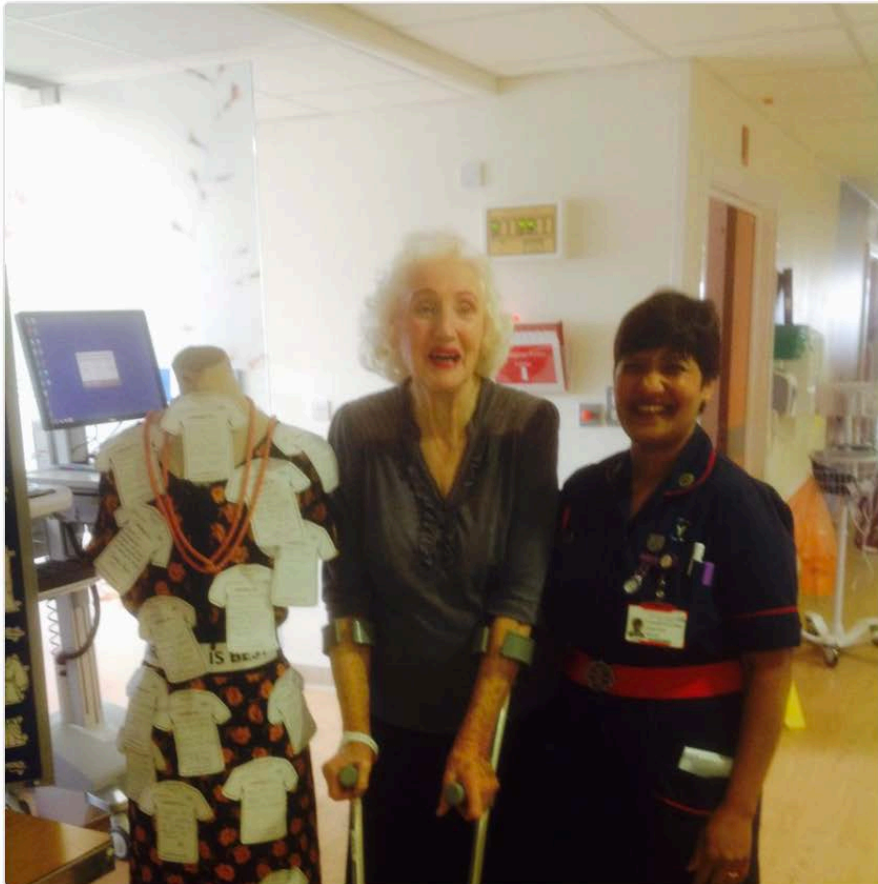


Militsa Pribetich-Gill

@MilitsaPGill

Following

Absolutely fabulous & truly glam patient @YeovilHospital up and dressed and recovering with a smile! Celebrating another patient feeling human again as part of our campaign #dressedisbest #EndPJparalysis . Fantastic work Champi & team! @ShelaghMeldrum @jojohowarth @BrianwDolan



Countess NHS Trust

@TheCountessNHS

Follow

🎂👕 #Chester grandfather returns home in time for 80th birthday

💬 “It’s as refreshing to get up and get out of your pyjamas as it is to get up and have a wash. It freshens you up and makes you feel better.” #EndPJParalysis #TeamCountess

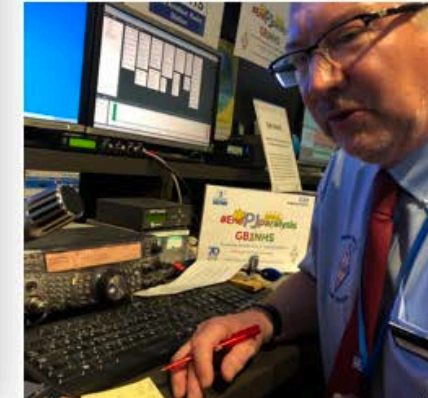
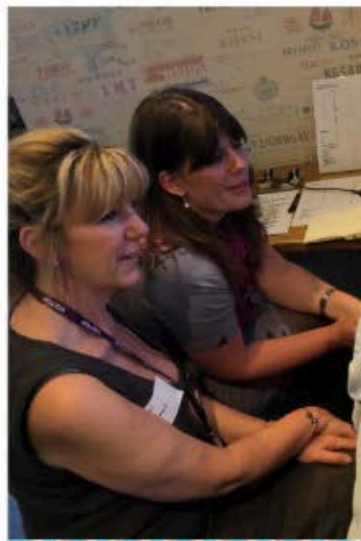
👉 bit.ly/2vZ529I

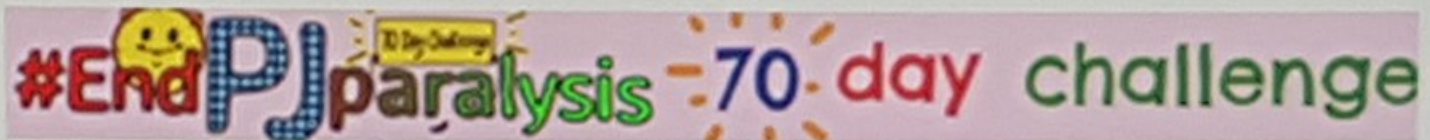




Roy Lilley @RoyLilley · 4h

@GB1NHS telling the world about #EndPJparalysis @BrianwDolan



#EndPJPparalysis 70 day challenge

"Nurse washed my hair and got me dressed this morning and I feel 100% better"

"It makes me feel very tall"

"When I am wearing my own clothes it makes me feel like me"

"I feel better and my family told me I look better"



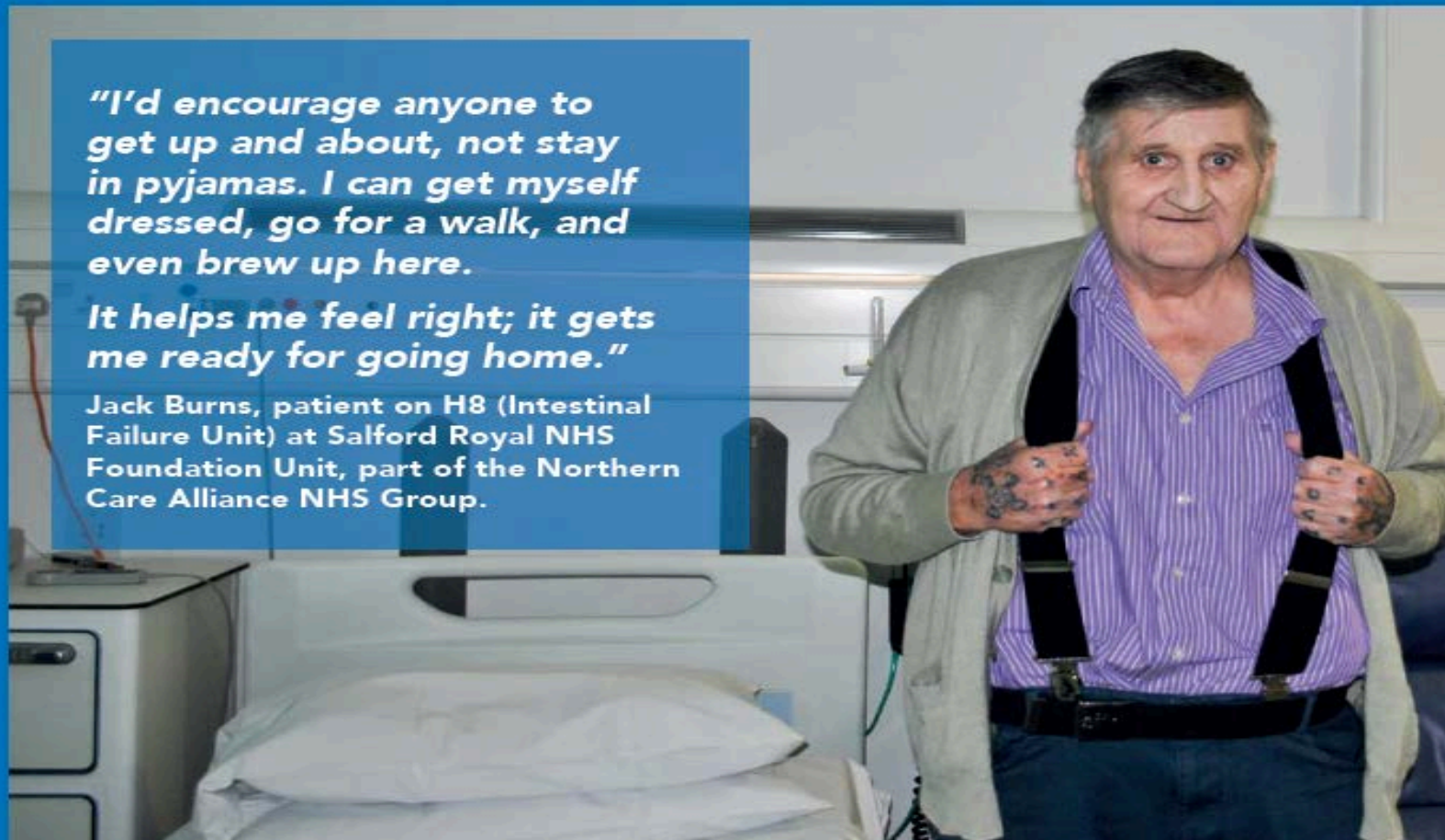
Up
Dressed
&
Feeling Good

#EndPJP   paralysis

"I'd encourage anyone to get up and about, not stay in pyjamas. I can get myself dressed, go for a walk, and even brew up here.

It helps me feel right; it gets me ready for going home."

Jack Burns, patient on H8 (Intestinal Failure Unit) at Salford Royal NHS Foundation Unit, part of the Northern Care Alliance NHS Group.













Join the NHS 70-day, 1 million patient day, #EndPJparalysis Challenge

17 April 2018 – 26 June 2018

Top 10 influencers by number of impressions (= tweets times followers).

Top 10 by Impressions

-  @exerciseworks 5.0M
-  @BrianwDolan 2.8M
-  @RoyLilley 2.0M
-  @PeteGordon68 1.1M
-  @07702034Ciara 1.1M
-  @NHSEngland 858.1K
-  @FabNHSStuff 819.5K
-  @NursingTimes 762.4K
-  @theJeremyVine 664.1K
-  @CV_UHB 542.5K

The Numbers

40.590M Impressions

20,585 Tweets

6,992 Participants

38 Avg Tweets/Hour

3 Avg Tweets/Participant

 Tweet

 Like

Twitter data from the #endPJparalysis hashtag from Tue, April 17th 2018, 12:00AM to Wed, May 9th 2018, 7:35AM (Australia/Sydney).





HOME

DATA

SUBMIT

STORIES

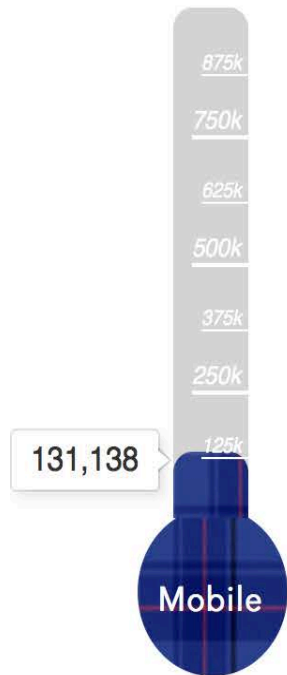
RESOURCES

ABOUT

CONTACT

DISCLAIMER

1,000,000



Number of NHS patients

Time left in the 70 Day #EndPJparalysis Challenge:

4 8 : 0 0 : 1 2 : 4 6
Days Hours Minutes Seconds

Download the #EndPJparalysis App to add your results to this site

The app can be downloaded on the Play Store or the App Store by searching for #EndPJparalysis (by Cambridge Digital Health) or you can use the following links:



Fit2Sit

ED and ambulance staff are encouraged to sit patients in chairs (ideally in their own clothes) rather than on trolleys




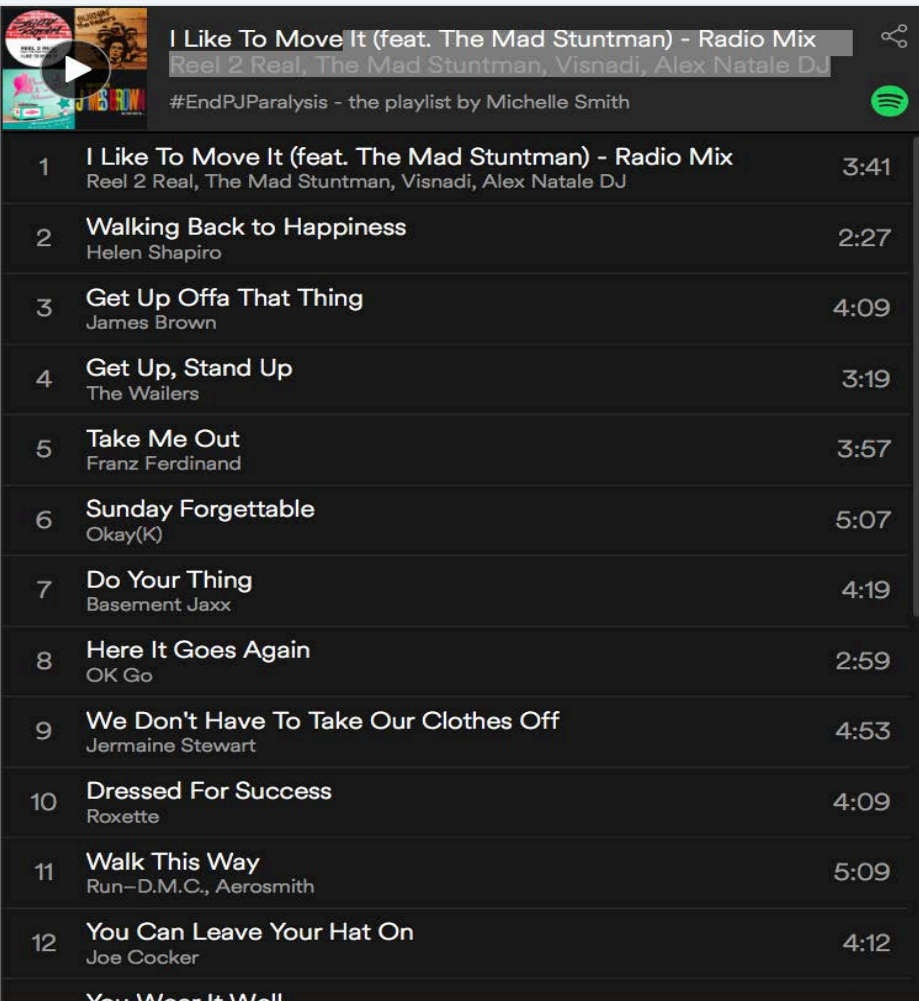
Does everyone in ED need to be on a trolley. Let's get patients sat in a chair if possible #EDfit2sit

#EndPTparalysis Anthems



#EndPjparalysis Anthems

 **Michelle** @ms215 · Jul 14
Ok @BrianwDolan the #endPjparalysis playlist is live - it's collaborative (obvs!) so people will be able to add:



#EndPjParalysis - the playlist by Michelle Smith

- 1 I Like To Move It (feat. The Mad Stuntman) - Radio Mix
Reel 2 Real, The Mad Stuntman, Visnadi, Alex Natale DJ 3:41
- 2 Walking Back to Happiness
Helen Shapiro 2:27
- 3 Get Up Offa That Thing
James Brown 4:09
- 4 Get Up, Stand Up
The Wailers 3:19
- 5 Take Me Out
Franz Ferdinand 3:57
- 6 Sunday Forgettable
Okay(K) 5:07
- 7 Do Your Thing
Basement Jaxx 4:19
- 8 Here It Goes Again
OK Go 2:59
- 9 We Don't Have To Take Our Clothes Off
Jermaine Stewart 4:53
- 10 Dressed For Success
Roxette 4:09
- 11 Walk This Way
Run-D.M.C., Aerosmith 5:09
- 12 You Can Leave Your Hat On
Joe Cocker 4:12

#EndPjParalysis - the playlist
A playlist featuring Reel 2 Real, Helen Shapiro, James Brown, and oth...
spotify

#EndPJparalysis Anthems

Last
1000
Days

health
service 

Bohemian Rhapsody – the #EndPJparalysis Originator's Cut

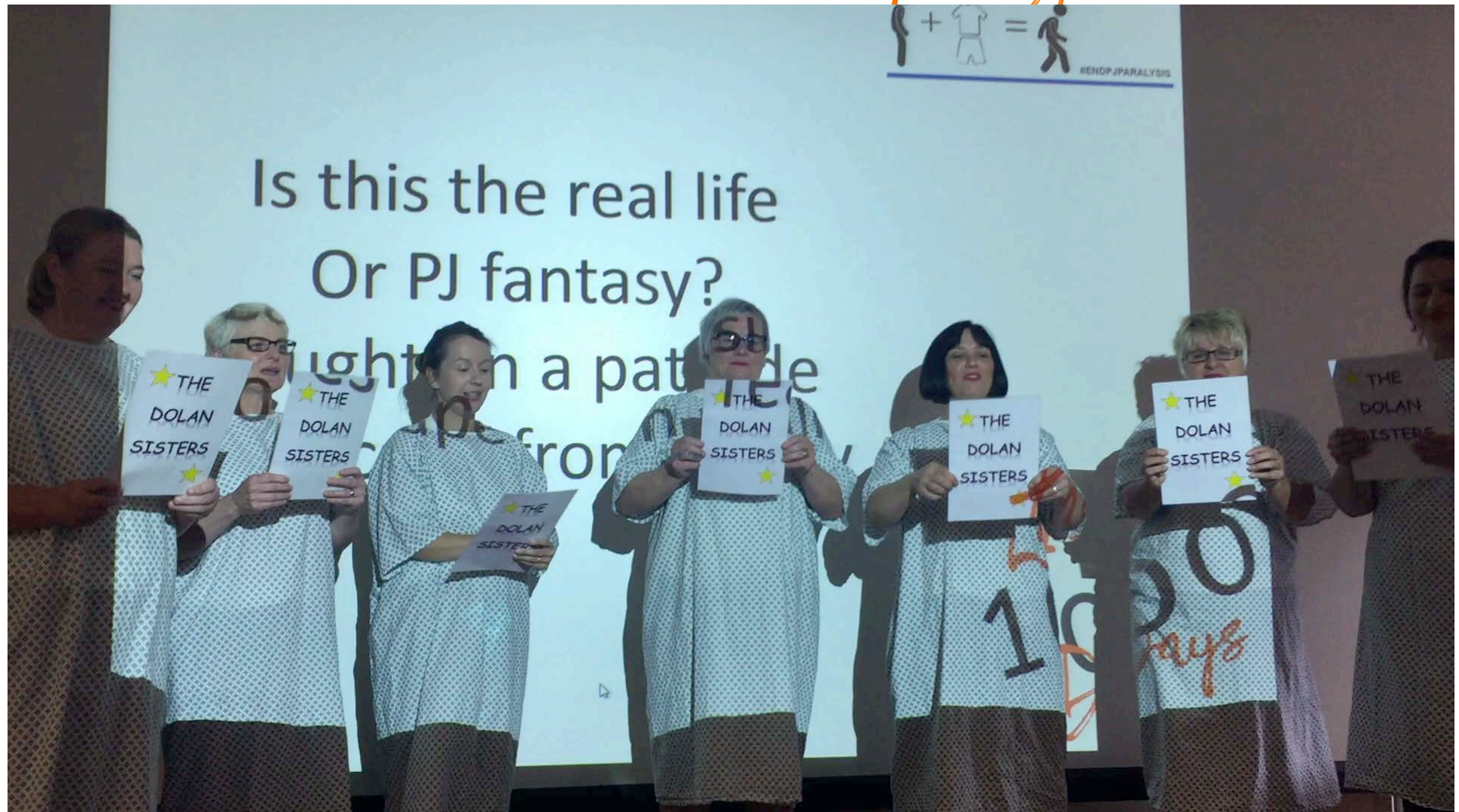
Is this the real life
Or PJ fantasy?
Caught on a Patslide
No escape from reality

Open your eyes
Loose up my gown ties and see,
I'm just a poor boy, I need some sympathy
Because it's easy come, not easy go
Bed bound, poor flow
#Red2Green the beds flow, it really, really matters, to me, to me

Pyjamas... just killed a man
Put some PJs on his bed,
Made him stay there now he's dead.
Mama, life had just begun, now I've gone and thrown PJs away
Mama, ooh...

Didn't mean to make you cry
If I'm not back from M&S tomorrow, carry on, carry on
Cos day clothes really matter.

#EndPTparalysis Bohemian Rhapsody



The Social Millionaires

- #EndPjparalysis and #last1000days are about creating social millionaires
- Each day we undertake a million acts of kindness to
 - Value patient time
 - Have no red days
 - Offer dignity, autonomy and humanity
 - Remind us why we came into healthcare

Why the last 1000 days
matters

"Far away, in the future, the thousand lives we could have lived are waiting for us to show up.

But once we get there, it's only going to be one of them."

(John Steinbeck, *The Grapes of Wrath*)



Dream Big



It is not the mountain we conquer, but ourselves

Sir Edmund Hillary KG, ONZ, KBE (1919-2008)

Thank you

Brian Dolan

@BrianwDolan

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