As a result of this, collaborative work was undertaken with Radiology colleagues to determine the optimal and safest imaging protocol for managing patients conservatively.

Furthermore, a Lateral Skull Base Multidisciplinary Team discussion meeting and clinic were conceived and delivered, dramatically reducing patient waiting times for clinic appointments and results. This has culminated in the Lateral Skull Base service being awarded the 2019 Leads Teaching Hospitals ‘Time to Shine’ award for Improving Quality and Safety.

If you want to change to a Lean hospital with the aim of patient centricity, the main factor is ‘culture’. During a Lean transformation, it is not only key to properly train the staff in Lean principles, but also to trigger a cultural change and thus ensuring the sustainability of the Lean transformation. One of the major aspects to achieve the latter is to educate a view for i) processes and ii) the full cycle of care. To allow for an equal level of understanding of Lean principles across the hospital and to embark everyone on the Lean journey, a customized ‘Lean Hospital Training’- The PCM Academy was developed. Over the course of five levels, employees across all professions are slowly introduced to the main Lean tools. Thanks to an interactive, didactical approach attendees learn through simulations and role-plays. In addition, attendees value the fact to learn and work on their own real live and day-to-day examples/projects. Starting from level 3, attendees have homework and their own little projects between the course days. The modules are trained by interprofessional coaches, who still work in the clinic in addition to their role in the PCM Academy, either as doctor, nurse or project manager. Our approach is lit as little (slides) as possible and as much as necessary. Activities and simulations animate attendees to be in an active ‘doing’ mode and not passive ‘listening’ mode. By working on their own examples, attendees can immediately implement some of the changes in their daily work. Over the past 2 years we did observe a clear increase in demand for the PCM Academy courses. Also, the main Lean tools like, ‘gemba’, ‘kaizen’ and ‘huddle’, are not only familiar but also lived by most of the staff. By empowering the staff across all professions and hierarchical positions, we aim to see a clear increase in i) Patient centricity, ii) Trigger of cultural change and iii) Increased sustainability.

Mental health (MH) problems account for more than a quarter of the UK’s disease burden, with an estimated economic cost of £105 billion a year. Three quarters of chronic MH problems start before age 18. With the absolute rise in population mental ill-health, this problem is only set to grow. As problems start before age 18, this work have been presented to students and academics at Imperial College London.

Within each of these three areas, recommendations for the next five years offer an opportunity for healthcare professionals, primary care workers in particular, to support a healthier population and greater patient satisfaction. Implementation of these recommendations requires careful management and strong vision and leadership from healthcare professionals.