

# Fruitful marriage between OR and Healthcare

Meeting each other's needs

**Andrew Fordyce**

**Consultant surgeon, Torbay**

# One healthcare partner...

- Hospital Porter
- Scientific officer
- Dental surgeon
- Doctor
- Surgeon
- Educator
- Team Coach
- Clinical Systems Engineer
- Quality improvement
- MBA – OM interest

# 'Marriage' conundrum

OR professionals have skills, tools, models, to apply to solve healthcare problems; they pine for a partner to work with and use their skills to plan, research, suggest improvements and show impact


Healthcare professionals have too many problems and questions to solve quickly; they yearn for someone to help, challenge thinking, take their data, analyse it and offer possible solutions

# Question

How do we broker introductions to meet the different needs of OR academics and healthcare managers and clinicians?

Who takes the lead, academics or practitioners?

# Courtship & marriage

- Attraction
  - Flirting
  - Chase
  - Courtship
  - Engagement
  - Marriage
  - Learning to co-exist
  - Maturation
- 
- Searching for partner
  - Flirting with OR
  - Co-create initial project(s)
  - Agree trial partnership
  - Formal agreements
  - Honorary contracts, grants, reputation, research portfolio
  - Understand different needs

# Emotional needs in marriage

## Male



- Sexual fulfilment
- Recreational companionship
- Physical attractiveness
- Domestic support
- Admiration

## Female



- Affection
- Intimate conversation
- Honesty & openness
- Financial support
- Family commitment

Source: His Needs Her Needs. Willard F. Harley (1986)

*“Become aware of each other’s emotional [professional] needs and learn to meet them.”*



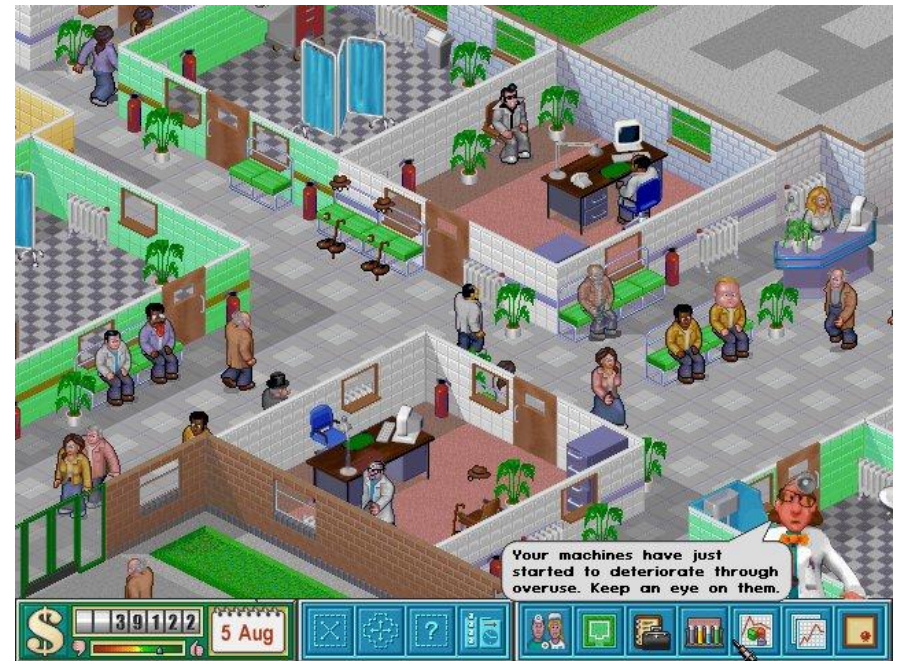
Academics have different needs to practitioners

# Professional needs?

OR



Healthcare





# Professional needs

## OR

- Relationship of trust with clinical champion
- Healthcare translation
- Role clarity
- Access to meetings, data
- Structure, time to work
- Outcome & impact
- Publications

## Healthcare

- Trust OP professional
  - Suspend disbelief
  - Move from UI to CI, accept expertise
  - Honest analysis, advice
- OR translation
- Solve my problem now at no cost! No time to wait
- Changes
- Publications

	Competence	Incompetence
Conscious	<p>CC</p> <p>Knows how to approach OR Requires effort</p> <p><b>Drives with conscious effort</b></p> <p>3</p>	<p>CI</p> <p>Awareness of benefit and ignorance of how to use OR Values new skill</p> <p><b>Novice stalls repeatedly</b></p> <p>2</p>
Un-conscious	<p>UC</p> <p>Skilled OR practitioner Second nature</p> <p><b>Can drive, eat, phone and not remember the journey</b></p> <p>4</p>	<p>UI</p> <p>Unaware of existence or relevance of OR May deny or sceptical about benefit</p> <p><b>Novice driver, thinks it's easy to change gear and steer</b></p> <p>1</p>

# Our relationship journey

- Quality Improvement...hip fracture project
- PenCHORD bed modelling, **Mike Allen**
- 7 day working, **Andi Smart, Mike Williams**
- Trauma modelling **Nav Mustafee**
- Innovation research, **John Bessant**
- Proposal:



*“Let’s build a healthcare research portfolio”*

**John Powell**

# “Marriage” formalisation of

## OR - Healthcare relationship

- Honorary contracts, grant applications
- “Impact” network events for researchers and healthcare decision makers
- “Researchers in residence” evaluating new care model
- PhD & Masters studentships
- Presentations & publications



# What we tried and failed at?

- 7 day working (but developed relationships)
- A&E pathway modelling, not used yet (but new interest)
- Failed to win money for app development with real time ED & Urgent Care Centre data (but website version developed, with less functionality)

# What's worked?

- PenCHORD bed model
- Trauma model developed, scenarios tested
- Business Intelligence & Analytics – real time data in ED & Urgent Care Centres on Trust website
- Commissioning of 'system dynamics' model of health & care of beds, GP resource, etc.
- Commissioning of acute pathways redesign

# What's the vision?

- Integrated care modelling for TSDFT
- Application of 5 year forward view Sustainability & Transformation Plan for Devon with system dynamics modelling
- More PhD studentships and researchers
- Strong Operations Research partnership in local health & care community

# Thanks to

- **PenCHORD**: Martin Pitt, Mike Allen
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Alison Harper
- **TSDFT**: Susan Martin, Stephen Macey, Ann Wagner
- **Cumberland Initiative**: Terry Young



# Questions, comments?

