DEMONSTRATING THE VALUE OF COMMUNITY SERVICES

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HFMA Community Costing Group

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http://www.bridgewater.nhs.uk/demonstratingthevalueofcommunityservices
How do we demonstrate the **value** of community services?

- Information for people using community services
- Information for service providers, commissioners and regulators eg CQC
- Benchmarking of NHS community services
- **Underpin the development of outcomes-based currency and payment systems for community services**

\[
\text{Value} = \frac{\text{Benefit}}{\text{Cost}}
\]

**What?** - the programme will establish a set of **quality indicators** with:

- an overarching outcome statement
- measures (metrics) of quality
- outcome measures (PROMs & PREMS)
- for the majority of common services delivered in the community
2 levels of work now in progress

2012 2013 2014 2015 2016?

**Community Services’ Indicators:**
Community Indicators Programme - outcomes and other patient-focused quality measures, for specific common services (commissioned by multiple trusts in the Sector)

**National Indicators:**
Consensus on measures which demonstrate value – impact, performance and assurance, for organisations (commissioned by NHS TDA)
The overall ‘bucket’ of community indicators

**National Indicators**
- For assurance, assessment and inspection

**Community Services Indicators**
- For comprehensive national benchmarking

**Local and service specific Indicators**
- For individual trusts and commissioners

**Organisational indicators**
- Value
- Impact
- Performance
- Assurance

**Common, generic Community Services Indicators**
- Internal performance
- Board objectives
- External benchmarking

**Local Indicators**
- Local operational measures
- Patient-level measures
Original question: How do we get service level indicators for national use?

Can A1 – C1 be used as Currency for Commissioning?
Current question: can we use the service level indicators in aggregates?

- End of life care?
- Services for the Frail elderly?
- Services for people with complex needs?
- Services managing Disease / condition specific pathways?
- Services for Long term conditions?
- Episodic / walk In health care services
- Young peoples services?
- Specialised or targeted children’s services?
- Universal children’s services?
- Adults of working age and older People?

Elements from A to C will feature in each ‘level’

- Common measures
  - A1
  - A2
  - B1
  - B2
  - B3
  - C1

Local services/teams – to which they apply

- Local
- X
- Y
- Z

From our clinical workshops
Can we agree ....

✓ How we group what we offer to patients?

✓ How we group patients themselves?

? By services ?
? By age groups ?
? By acuity ?
? Complexity ?
? Proactive or reactive care ?
? Urgent or planned care ?
The programme has developed 250+ quality indicators relating to patient level experience, outcomes and service delivery.

- And 36 revised measures for organisational assurance (TDA pilot)

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<tr>
<th>CHILDREN AND YOUNG PEOPLE’S SERVICES</th>
<th>ADULT’S SERVICES</th>
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<td>Children’s Occupational Therapy</td>
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<td>Children’s School Health</td>
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<td>Children’s Speech &amp; Language Therapy</td>
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<td>Speech &amp; Language Therapy</td>
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<td>Tissue Viability</td>
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<td>Wheelchair services</td>
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• Indicators should extend along the patient’s care pathway in each service

- There should be a range of measures types including:
  - **Process** (waiting times/urgency)
  - **Quality** (e.g. evidence-based care or standards)
  - **Value measures** (link to further and future gains in health or well-being, social or economic benefits)
  - **Outcomes** (clinician reported – CROM and patient reported - PROM)
  - **Experience** (Friends & Family Test and Picker-based eight-point tool)

• Focused work on recognising the similarities and differences in PATIENTS – not the professions (since form follows function)

• Indicators can be applied to a team, service or organisation
The percentage of children offered an urgent assessment appointment within locally agreed timescales.

The percentage of new patients having a documented holistic assessment.

The percentage of service users who reported that they had been involved in writing their own goals and care plan.
Indicator example – delivery of care (standards)

The percentage of uncomplicated venous leg ulcers in all settings where the first line of treatment is graduated multi-layer high compressions system should be 1st line treatment. (Tissue viability)

Percentage of patients on the caseload attending a structured education programme delivered by the service (Diabetes)

Percentage of patients have their weight, height and other anthroprometrics formally documented in their care record (Nutrition and dietetics)
Indicator example – outcomes (CROMS & PROMS)

The percentage of service users who are clinically reviewed at:
- 3 months
- 6 months
- 1 year

The percentage of completed episodes of care where the level of patient-reported goal achievement was:
➢ partially met
➢ fully met

Percentage of patients who demonstrated an improvement using a validated tool

Percentage of people to have a Discharge Summary sent back to their GP within 7 working days of date of discharge from a caseload

Percentage of patients who are referred as "lost to follow up" who were re-engaged with the service
Friends and Family test is already rolled out – but isn’t service specific

Community service’s PREM:
Question 1: Are you involved as much as you want to be in decisions about your care and treatment?
Question 2: Do you get answers to your questions (a) at the time you need them and (b) in a way that you can understand and remember?
Question 3: If you have any worries or fears about your condition or treatment, do you have chance to discuss them with the professional involved in your care?
Question 4: Do the different professionals involved in your care work well together to give you the best possible care in a timely way?
Question 5: Do you feel that the care you are receiving is effective and helps you to better understand your condition?
Question 6: Do you feel staff do everything they can to address your privacy and comfort?
Question 7: If your family or someone else close to you wants to talk to a professional involved in your care, do they have enough opportunity to do so?
Question 8: In your opinion, do all the professionals involved in your care know enough about your condition or treatment?
Question 9: Open Text Box:
Please tell us what was the best part of your experience and what was been the worst? Please include any other information you would like us to know.
What does this tell us?
How do we use the indicators?

An Example: Patient’s care pathway is from childhood to adulthood and old age with complex needs.
What does this tell us?

How do we use the indicators?

An example: Patient’s care pathway in adulthood and old age is long term, challenging and complex.
Testing and rolling out quality measures

• June 2015 – December 2015: Pilot and evaluation
  • Pilot sites: Community NHS service providers and their commissioners
  • All the indicators tested: population or complexity ‘grouped’ or standalone service areas
  • Evaluation

• January - February 2016: Revision

• April 2016: Handover to the sector, commissioners and regulators
Value of community indicators in currency and costing?

✓ Metrics which tell us what groups of services all do
✓ Outcomes which tell us what groups of patients should receive
✓ Supplementary to core KPIs per team/service
✓ Measured at patient level + aggregated up to services, pathways, groups

= Broad bucket of indicators which will enable outcome based commissioning
= Common indicators within bucket which match ‘grouped patient activities’?
= National application to frame service specs and benchmarking
Value of community indicators in currency and costing?

Pricing & costing:
- Tariff
  - Indirect costs
  - Direct costs
- Defined cost groups [services or pts]
- National standard scheme of activities
- All national indicators

Models of care:
- Outcomes
  - Quality metrics
- Other local measures

Outcomes and quality measures:
- Other local measures

Local

National

Local
Thank you

Visit the Community Indicators webpages
http://www.bridgewater.nhs.uk/demonstratingthevalueofcommunityservices/
and click the link to Feedback

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