

Commissioning for Value:

Developing a More Systematic Approach to Commissioning in Calderdale - One Year On

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The setting

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The situation or problem

The NHS Calderdale CCG case study- *Commissioning for Value in Calderdale* (October 2013) described how the CCG had adopted the NHS Right Care methodology (where to look, what to change, how to change) into their commissioning processes¹.

Adopting the approach had enabled them to undertake a comprehensive review of investment patterns combined with a review of the population outcomes being achieved in the local health economy. This provided the leadership team with a strong platform to identify commissioning priorities and inform decision making associated with the allocation of resources and where to focus improvement efforts. The original case study described a Pulmonary Rehabilitation Service that was commissioned as a result of following the “Right Care approach”.

This follow-up report describes progress in Calderdale one year on. The narrative highlights how the Right Care approach can support a CCG to build a sustainable health and social care economy. The CCG has made some of the smaller changes to reduce waste and is now on a journey to deliver large scale transformation across the health and social care system to meet current and future demand

Importantly, the “Right Care approach” has provided the CCG with a compelling narrative for change. In the past, like many CCGs, Calderdale would have terminated projects, and moved onto something else, if those projects failed to deliver their outcomes in the short term. Calderdale now know that they are focused on the right improvements to achieve a sustainable health and social care system. The Right Care approach provides this assurance and has stopped the previous reactionary approach to endless projects.

The Right Care approach for Calderdale’s commissioning has realised the following to date:

- Intelligence driven prioritisation
- A 3-5 year plan for whole system transformation based on strong clinical and system ownership and focused on reducing the reliance on unplanned and episodic admissions to hospital.

Outcomes of Delivery- One Year On

Intelligence Driven Prioritisation

The CCG has been utilising the “Right Care approach” for over a year. The methodology is fully embedded into their commissioning and business planning processes and the governing body and senior management team are familiar with its inputs and the benefits it can bring to strategic prioritisation.

¹ http://bit.ly/calderdaleccg_casebook

Embedding the Right Care approach to commissioning has enabled the CCG to maintain its focus on the issues that remain important for Calderdale through the interrogation and refresh of local and national intelligence including the Joint Strategic Needs Assessment and the Commissioning for Value packs.

The CCG has found that the Right Care approach to commissioning has supported the organisation to make business decisions that are based on a clear rationale and supporting evidence, rather than responding to assumptions and anecdote. Solutions are therefore based on a sound case for change.

Clinical Ownership

The new commissioning process has resulted in wider engagement with system partners and is a key driver of the Better Care Fund, enabling commissioners to remain sighted on priority outcomes as well as the integration of services.

The Calderdale commissioning process has provided the clinicians with a consistent framework against which to review patterns of spend and to evaluate their impact on quality and outcomes. The understanding that has emerged from following the Right Care process has increased clinical ownership of the challenges facing Calderdale and has provided a compelling narrative to drive change. The wider CCG membership now understands the rationale underpinning the selection of its strategic priorities and has facilitated the alignment of its improvement efforts. This narrative also informs the conversations held at many levels including primary care members, patients and public, NHS England, acute, community and local authority partners.

The strategic priorities of NHS Calderdale CCG have been refreshed following a review of the latest local and national intelligence. Key programme areas such as respiratory disease remain important improvement areas for Calderdale.

The Respiratory Programme and Pulmonary Rehabilitation Service

The CCG identified the respiratory programme as a strategic priority. Calderdale has poor outcomes for respiratory disease and financial investment indicated an over-reliance on non-elective activity. As a result the CCG has invested significant resources this year (both recurrent and non-recurrent) to commission a new community-based respiratory service which focuses primarily on reducing the unplanned admissions. Calderdale residents will, from 2015, be able to:

- (a) Access new admission avoidance and early supported discharge services
- (b) Be supported by quick access consultant-led 'hot' clinics' and community MDTs

A specification developed for the new integrated model defines a clear set of KPIs (outcomes and process based) for the new service. In addition, one of the key features of the model is the significant contribution the service will make to the Emergency Medical Admissions (EMA) target set nationally during 2014/15.

The CCG also used non-recurrent funding in 2013/14 (aligned to the achievement of the Quality Premium) to strengthen the pulmonary rehabilitation service in Calderdale. During 2014/15 this funding has been made recurrent. In terms of the outcomes it delivered in 2013/14:

- The strengthened service has been well received by GPs and patients

- Process measures such as increasing referrals have been positive
- Access and utilisation of the service has included patients from all practices in Calderdale
- It is too early to assess the impact on health outcomes in terms of reducing readmissions to hospital and ultimately reducing mortality rates for respiratory disease.

The investment in respiratory services by the CCG was made possible because our clinicians and Senior Manager Team were confident in the Right Care approach and its role in identifying where to invest scarce resources. The fact that the methodology is understandable and very visible within the organisation meant that our Governing Body was able to agree to the significant funding being invested in respiratory services

Transformation

NHS Calderdale CCG is also looking at transformational change with a focus on reducing the reliance on unplanned and episodic admissions to hospital. With a clear focus on the strategic priorities for Calderdale and a consistent approach to improvement established, it is anticipated that it will take a minimum of 3-5 years to recognise the impact on health outcomes. In setting out this ambition in our 5 Year Strategic Plan, we have clearly referenced how the Right Care approach has been at the heart of our decision making process.

It is pleasing to note the positive impact already being achieved in the reduction of admissions to hospital for ambulatory case sensitive conditions and conditions not requiring admission.

The development of a systematic and transparent Right Care process, alongside increasing evidence of its success, provides members of the CCG and its partners with the confidence that they are focused on the right things to achieve system improvement.

What was the learning as a result of this experience?

- Whole system change takes time to realise its outcomes.
- The NHS Right Care process underpins strategic planning
- Clinical and managerial buy in is essential
- Prioritisation is a participative process that should involve clinicians, managers, partners such as social care as well as patients
- The NHS Right Care approach can provide the evidence that an organisation is focused on the right areas and provides value to the organisation in the following ways:
 - Resources are focused on priority areas that can make the biggest difference in terms of quality and outcomes
 - Organisational effort – in terms of clinical and managerial time - is focused on the right areas
 - The CCG is enabled to maximise the value of every pound spent