

Reducing clinical variation

Transformational solutions from Arden & GEM





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With the NHS facing unprecedented demand for services, local health systems are under continual pressure to improve productivity and performance.

One key approach to achieving this objective is reducing the causes of unwarranted clinical variation – the national disparity in health access, outcomes and expenditure.

Understanding the causes and effects of unwarranted variation offers the opportunity to ensure that:

- Higher value healthcare is strengthened and replicated
- Poorer value healthcare is identified and eliminated
- Productivity and efficiency are increased
- Services and care pathways are improved
- Impactful change programmes can be implemented at pace
- Financially challenged systems can make significant savings.

Building on current initiatives

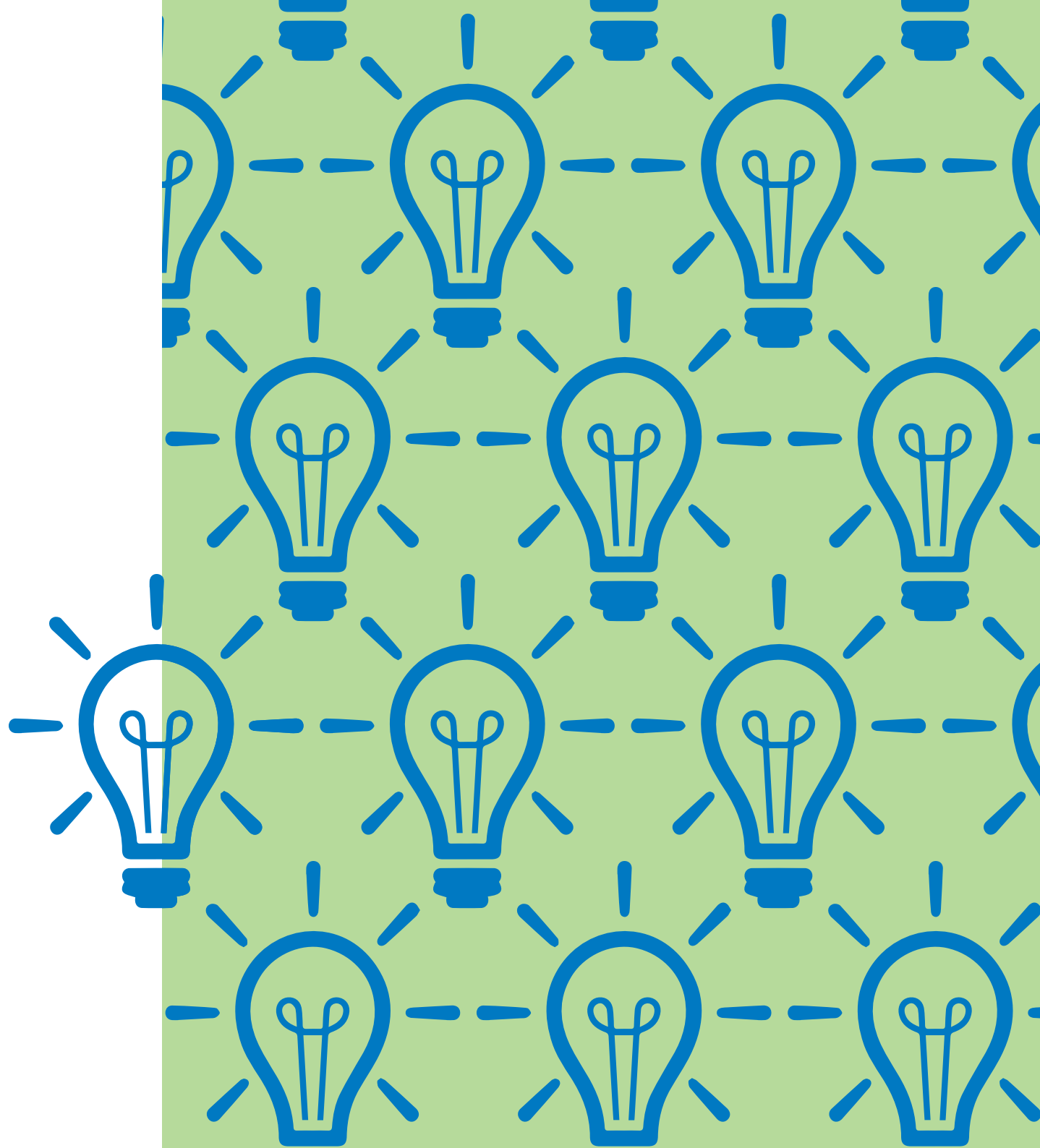
Progress in this area has already been made, aided by national programmes such as NHS RightCare (ensuring that the right person has the right care, in the right place, at the right time, making best use of available resources) and Getting it Right First Time (GIRFT - led by frontline clinicians to help improve the quality of clinical and medical care). However, opportunities exist to make further improvements and unlock further savings if we can better support local systems in this challenge.

Turning opportunities into improvements

At Arden & GEM CSU, we recognise the scale and scope of the challenges now faced in local health and care systems: transforming care delivery, creating new organisations, working together in new devolved ways across local health and care systems.

Set against this backdrop, we can enable health economies to realise the full potential that reducing unwarranted variation offers by identifying and understanding causes, prioritising areas of focus, and developing and implementing evidence-based interventions. By drawing upon our expertise in business intelligence, programme management, service transformation, procurement and clinical engagement, we can translate opportunities into realistic implementation programmes.

We are uniquely placed to partner you from clear and robust strategy development to fast and effective implementation.



Our approach to reducing clinical variation

To ensure we offer advice and support that meets your unique needs, we will work strategically with you to fully understand local circumstances – what is the present state of the local system, what improvements are sought, what are the quality and financial challenges.

We will then work practically with you to develop and deliver solutions to meet those challenges – new care models, new organisational models, new ways of working, and new contracting models, including the move to shared risk and value-based healthcare.

NHS RightCare Lead Provider

Arden & GEM is experienced in interpreting NHS RightCare intelligence and working with the national NHS RightCare team, and their regional delivery partners, to support Clinical Commissioning Groups (CCGs) and Sustainability and Transformation Partnerships (STPs) in implementing initiatives to reduce unwarranted clinical variation. We successfully blend existing insight, extensive experience, and an ability to interpret national challenges locally with our proven approach to designing, developing, testing and delivering cost-effective health services.



We have received the NHS RightCare kite-mark award for demonstrating capabilities to support CCGs and systems to deliver the key processes within the NHS RightCare approach.

Our unique business intelligence environment

As STPs mature and integrated Accountable Care Systems develop, they will need new data, intelligence and tools to manage their place-based systems. At Arden & GEM, our business intelligence tools provide a way to monitor activity, identify and effectively target resources and improve patient outcomes by joining together the disparate elements of health and care systems.

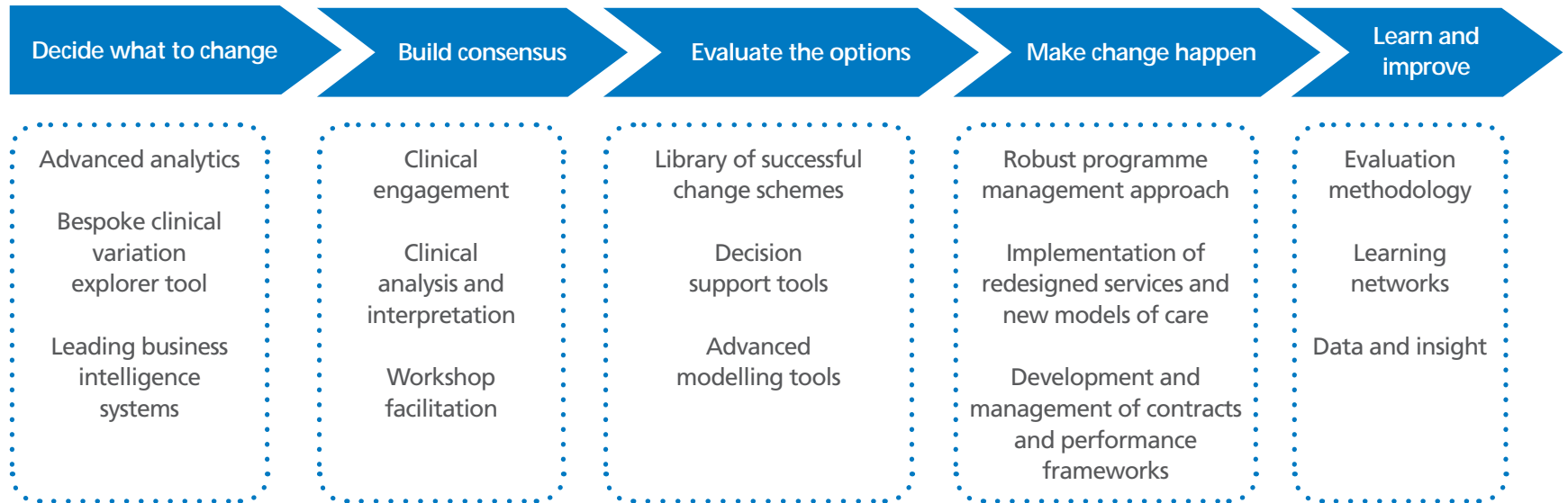
By bringing together local health data from our in-house business intelligence system GEMIMA with specialised services activity data hosted in the National Commissioning Data Repository (NCDR) and social care data from local authorities, we provide the necessary insight and intelligence to inform robust commissioning decisions.

Our approach also supports the clinical community to ensure patients receive the right care, in the right place, at the right time and nurtures co-commissioning and delivery of end-to-end care pathways.

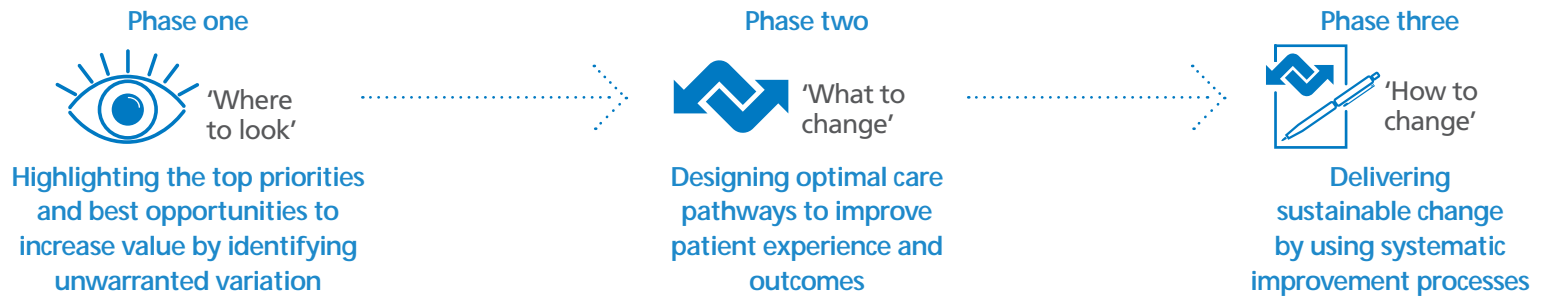


Improving efficiency in healthcare

Our tried and tested five stage change model provides an end-to-end of modular solution that tailors support, tools, techniques and content to meet your exact needs.



Complementing the NHS RightCare Approach



Decide what to change

We help systems to identify where to prioritise their contractual, transformational and service improvement effort, based on potential impact.

NHS RightCare intelligence, such as 'focus' packs and 'where to look' packs, provide a helpful starting point to support local discussions about prioritisation and utilisation of resources. We work with you to review the areas highlighted in the data packs, identify where the local health economy has additional outliers and help you to scope which potential improvements can deliver the maximum impact in both the short and longer term. We are able to overlay the most up-to-date contractual data, drill down into individual procedures and compare performance across the country.

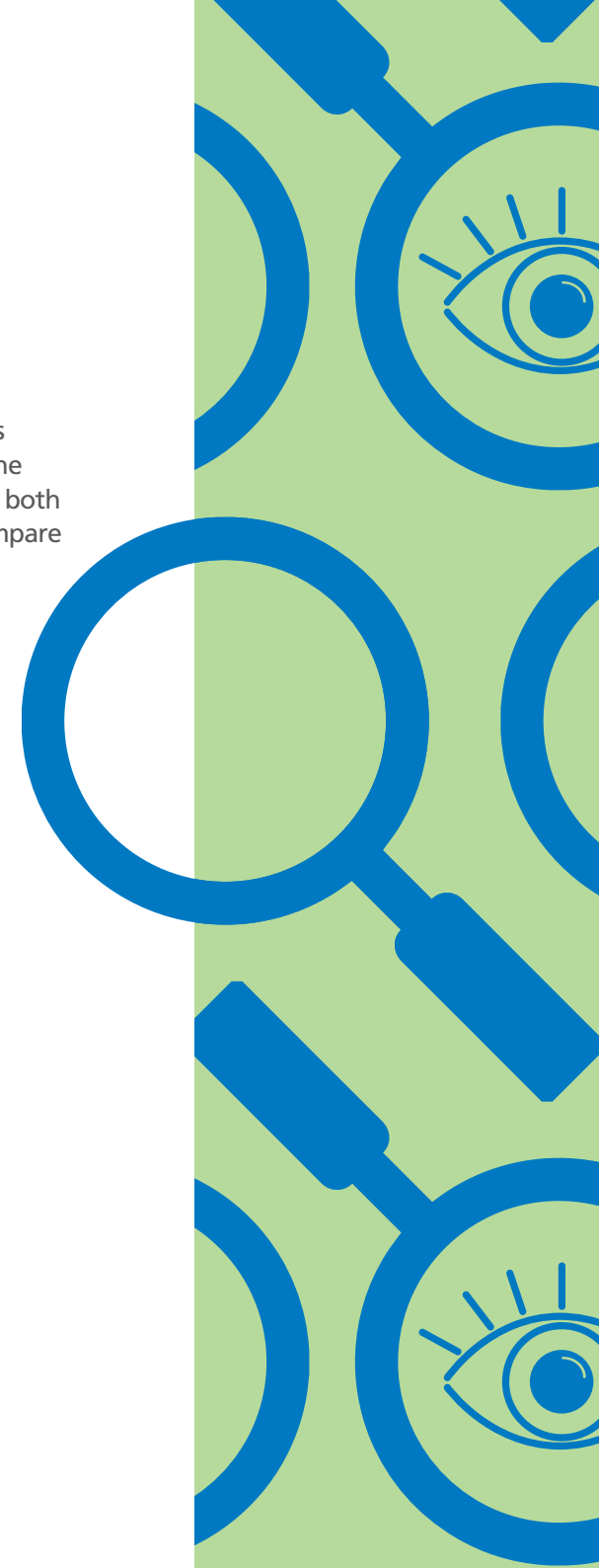
Our support includes:

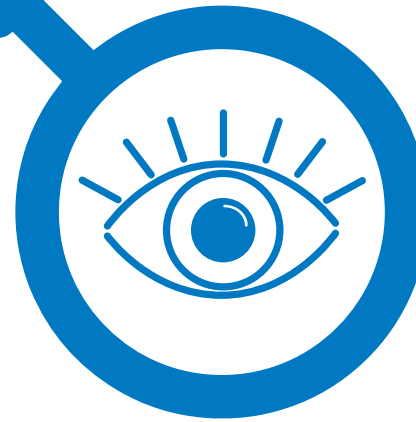
- Deep dives into your local health system to help you understand where there is wide variation in cost and outcomes across a range of services
- The latest data and analysis using our leading business intelligence systems, GEMIMA and the National Commissioning Data Repository (NCDR)
- Risk Stratification tools, utilising the Johns Hopkins ACG methodology, which can help predict behaviours and improve care at a population and patient level
- A bespoke clinical variation explorer tool which is currently being used across a number of STP footprints
- Clinical experts in understanding data and its applications, including our in-house Medicines Management and Optimisation team.

Specialised activity investigation and analysis

As part of an ambitious QIPP target for 2017/18, the NHS England Specialised Commissioning South team has initiated a system-wide programme of transformation, which includes cardiology. Our team analysed multiple data sets to produce information packs for each of the identified patient flow systems within the South area using the NCDR. The resultant data packs presented a series of clear information and analysis including activity by age, provider, length of stay, and discharge destination.

The analysis has been used to facilitate interactive stakeholder events with clinicians.





Respiratory disease deep dive

We worked with Hardwick CCG to move from 'where to look' to 'what to change' when focusing on a particular patient pathway, in this case respiratory disease. Working closely with business intelligence analysts from our local team and experienced public health consultants, we were able to quantify the potential improvements or savings that could be made and identify potential interventions based on a thorough review of national evidence.

In the first financial year of implementation cost savings in excess of £400k were achieved.

Quality of life for patients has been improved through smoking cessation services, pulmonary rehabilitation and respiratory medicines management.

Build consensus

We can help you to identify and engage with stakeholders to establish a shared understanding of the problems and gain agreement on the best way forward.

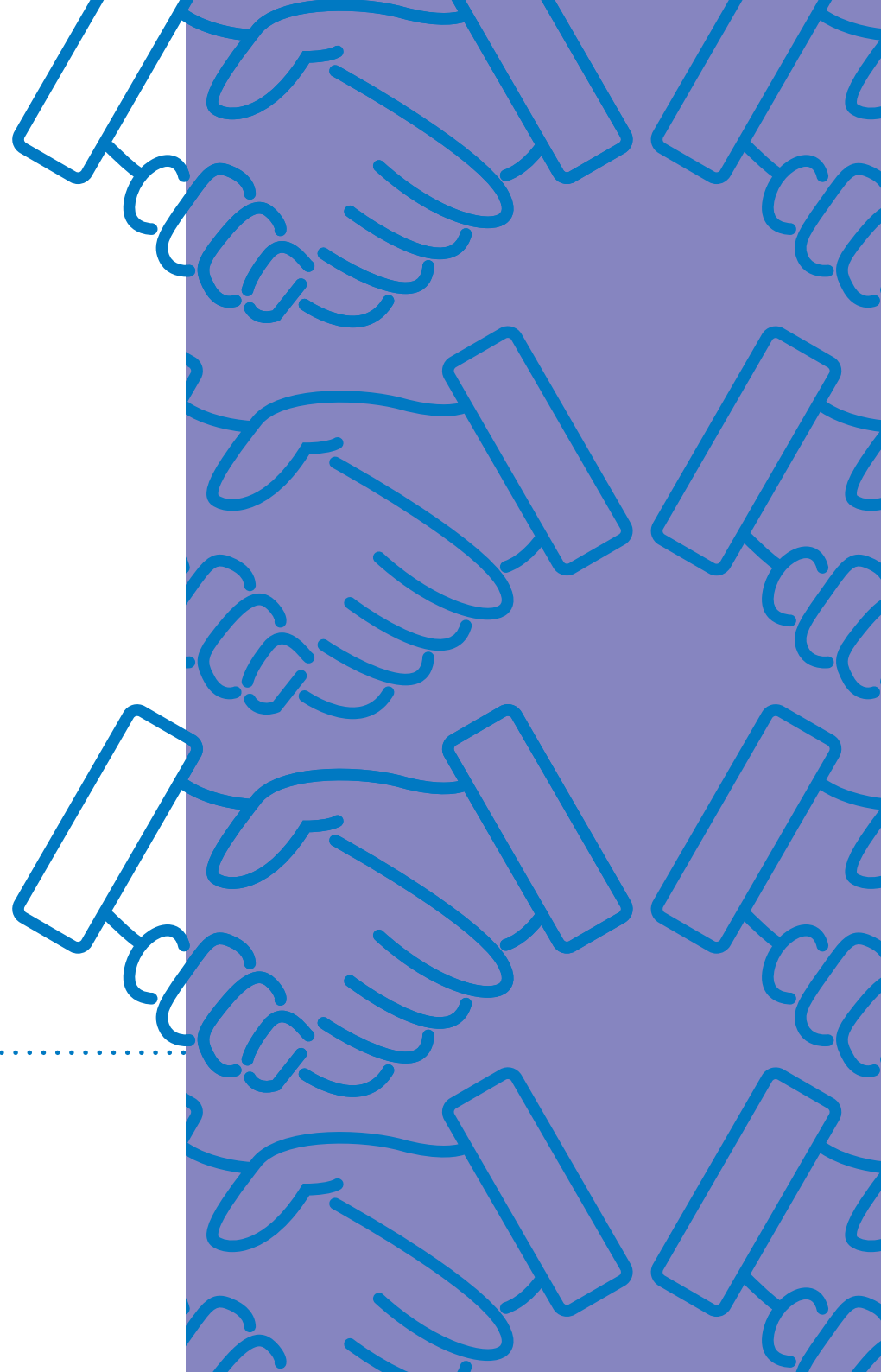
The causes of clinical variation are complex and can be driven by patients, populations, clinicians, providers and commissioners. To successfully reduce unwarranted variation, we need to engage the whole local health system to understand the causes of disparity and to work collaboratively towards a shared vision.

Our support includes:

- Experience of engaging clinical leaders including workshop facilitation and interpreting GIRFT challenges
- Delivery of Accelerated Learning Event approaches for areas needing to build consensus at pace
- Clinical analysis and interpretation of identified variation
- Experience of establishing System Delivery Teams to provide oversight and assurance.

Solutions for Public Health

Solutions for Public Health (SPH) is an NHS consultancy hosted by Arden & GEM CSU. Drawing upon a team of public health specialists including consultants, researchers and analysts, SPH is able to provide clinical insight into the root causes of variation, recognising that not all variation is actionable. SPH also provides a rapid evidence review service, critically appraising the best and most recent international peer-reviewed evidence on the clinical and cost effectiveness of health interventions, to support commissioners in their development of commissioning policies capable of robust defence against Judicial Review.





Supporting policy development through evidence reviews

Three Midlands based CCGs wanted to review and rationalise their commissioning policies to ensure consistency, focus resources, deliver efficiency savings and reduce the number of procedures with limited clinical value. SPH facilitated engagement workshops, developed a shortlist of policy areas for agreed action, completed evidence reviews, analysed activity and completed scenario modelling for key shortlist areas. These outputs were presented to the Priority Committee, to enable completion of draft policies for approval and consultation. A planned public consultation will be supported by Arden & GEM's experienced Engagement, Communications and Marketing team.

Consistent policies across the CCGs are expected to reduce variation, halt procedures of limited clinical value and place the focus on evidence-based care.

Evaluate the options

We recognise that you cannot change everything at once and are able to work with you to evaluate available options, quickly moving to a shortlist of business cases.

Potential opportunities for improvement need to be reviewed to ensure they are realistic and deliverable including further data analysis, clinical analysis, provider performance analysis and an assessment of the procurement and contracting levers available.

Our support includes:

- Financial decision support tools which evaluate and prioritise your resources to deliver maximum value
- Clinical evidence base evaluation
- Local forensic pathway analysis undertaken by experienced public health consultants
- Targeted approaches to reducing variation at the individual level linked to the GIRFT programme
- Advanced modelling tools such as System Dynamics
- A library of successful change schemes.

Decision support solutions

With challenging financial objectives facing Mansfield and Ashfield, and Newark and Sherwood CCGs, the senior team needed a current analysis of cost control options and QIPP opportunities to inform robust decision making. Arden & GEM undertook an initial financial analysis to investigate cost drivers, demand pressures and identify trends. The output was then used to facilitate a series of deep dive workshops in the three main pressure areas of prescribing, Continuing Healthcare and acute care.

As a result, the CCGs now have a greater understanding of what is driving high cost increases and activity trends, a robust framework for cost containment and recommendations for achieving both budget and QIPP levels.





Strengthening QIPP programme delivery

Faced with ambitious financial targets, Solihull CCG needed to develop their current Quality, Innovation, Productivity and Prevention (QIPP) schemes to achieve the scale of change required. The CCG commissioned our service transformation and business intelligence experts to help them find greater, and faster, savings.

Through an initial scoping and analysis process, Arden & GEM CSU identified key opportunities in addition to risks and concerns in the CCG's existing schemes. Working collaboratively, we 'stress tested' current schemes, using analytics to unpick assumptions and transformation expertise to test and develop plans. Working closely with clinical and operational leaders we helped produce a robust, evidence-based QIPP action plan that would enable the CCG to deliver the necessary improvements.

By strengthening delivery plans, reducing financial risk and enabling quicker implementation, the financial impact of the QIPP schemes has increased by £1.7m.



Make change happen

We can help you to implement sustainable initiatives to improve healthcare and maximise value.

Whether you are looking for additional capability, capacity or expertise – our thousand-strong team of professionals can support you to transform your vision into reality.

Our support includes:

- A robust programme management approach
- Change tools including logic models, rapid cycle improvement and Lean
- Experience of conducting clinically led service reviews
- A track record in enabling multiple organisations to work collaboratively to achieve a shared vision
- Management of multiple engagements and complex consultations with patients
- Implementation of redesigned services and new models of care
- Development and management of contracts, including incentivising desired outcomes
- Design of key performance frameworks.

Strategic procurement to deliver integrated, streamlined care

Community services in Nottinghamshire were fragmented and, as a result, patients experienced inconsistent and inequitable levels of care and a lack of coordination between providers, and would often have to travel far from home to get the treatment they needed. This meant there was a need to radically rethink how these services were commissioned and delivered, sparking a £247.38m collaborative procurement programme bringing together 10 health and social care organisations.

The project involved exceptional collaboration between partners and providers, and close stakeholder engagement throughout, to totally transform services. By **uniting 10 procurements into one** and making best use of technology and innovations, we have achieved significant efficiencies, and will **save £12.04m** over the life of the contract (five years with the option to extend for two further years). The result is a new model of integrated care which prioritises patients' needs and provides services closer to home in line with the NHS Five Year Forward View.

Patients receive the right care, in the right place at the right time.

Learn and improve

We can establish and support continuous improvement approaches, at an organisational and system level, ensuring that the measurement of outcomes, impact and replicability is built in from the beginning.

Our support includes:

- Experience of running learning networks, including for the Global Digital Exemplar (GDE) programme, and adapting successful care models from other health systems
- A detailed and robust evaluation methodology – currently in use across a number of systems, vanguards and trusts – making change programmes more impactful and increasing understanding of the ultimate returns
- The capability to ensure that evaluation and improvement methodology is underpinned by a robust system of controls and assurance
- Business intelligence systems that can combine primary and secondary data.

Managing variation in prescribing spend

With prescribing being the highest cost to the NHS after staffing, it is essential that CCGs have the tools to understand and proactively manage spending on medicines. NHS Lincolnshire West CCG commissioned Arden & GEM to create a prescribing dashboard that would show prescribing spend against a set budget per practice. This information would enable the CCG to identify improvements against the budget, or spot and prepare for the possibility of overspend.

Building on our experience of working with GP practices, Arden & GEM's team of analysts realised that this was an opportunity to create a tool which not only provided facts and figures about spend, but which could be interrogated to **provide real insight into the reasons behind variances between practices**. In agreement with Lincolnshire West CCG, we approached Lincolnshire East CCG to broaden the reach of the tool. Our team then obtained the budgets, phasing plan and other local intelligence needed across the area. The data extracted was **quality assured by Arden & GEM CSU's prescribing experts**.

Commissioners and practices in East and West Lincolnshire now have the information to manage prescribing readily available when they need it.



Why Arden & GEM?

We act as a valued and trusted partner for 60 commissioners, local authorities and providers across a wide geography. We understand that each health economy will have different priorities, different challenges and different capabilities, which is why our support can range from one-off desktop review exercises through to end-to-end transformation management.

- ✓ A strong understanding of how to integrate NHS RightCare and local intelligence
- ✓ Supporting the transition to value-based healthcare
- ✓ Helping financially challenged systems to realise savings
- ✓ The clinical expertise to interpret data and support pathway redesign
- ✓ Award winning approach to supporting transformational change

Our reducing clinical variation highlights:



Deep dives completed



Increased financial impact of QIPP schemes in Solihull



Rapid evidence reviews completed by our hosted partner Solutions for Public Health



Savings delivered via collaborative contracting in Nottinghamshire

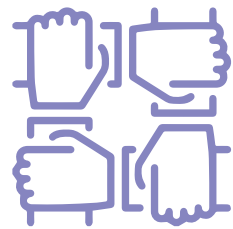
About Arden & GEM

We are uniquely placed to work alongside you to develop and deliver a local vision for sustainable healthcare.

With a proven expertise in bringing together health, social care and the public to transform services, we can support you to build a health and care system focused on prevention, personalised care and new models for the way that care is provided.

While we fully recognise that each system is unique and that one size doesn't fit all, we are able to draw upon proven approaches to designing, developing, testing and implementing health services that deliver the best possible value and outcomes.

This work is inextricably linked with our day-to-day objective to drive the cost-effectiveness and deliver the efficiencies we know are vital to you.

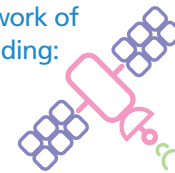


Supporting **50+**
CCGs

NHS
RightCare
NHS RightCare
Lead Provider

Dynamic network of partners including:

- 3 leading universities
- Satellite Applications Catapult
- Private and voluntary sector



Projected £78m
turnover 2017/18

Providing place based commissioning data to all **195**
CCGs

1000+ staff
including 130 clinical staff



Working with all NHS Global Digital Exemplars and fast followers



£12m+ saved by a new model of care for people with complex mental health needs



Providing IT support to over 530 sites



Our procurement team has facilitated £142.5m savings for our customers over the past two years



Multi award winning service lines

CIPS SUPPLY MANAGEMENT AWARDS 2017 WINNER

ahcm association for healthcare communications & marketing

Health Business Awards 2017 WINNER
HSJ VALUE IN HEALTHCARE AWARDS WINNER

We would love the opportunity to talk with you about working collaboratively to meet your challenges:

 www.ardengemcsu.nhs.uk  @ardengem  contactus@ardengemcsu.nhs.uk

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