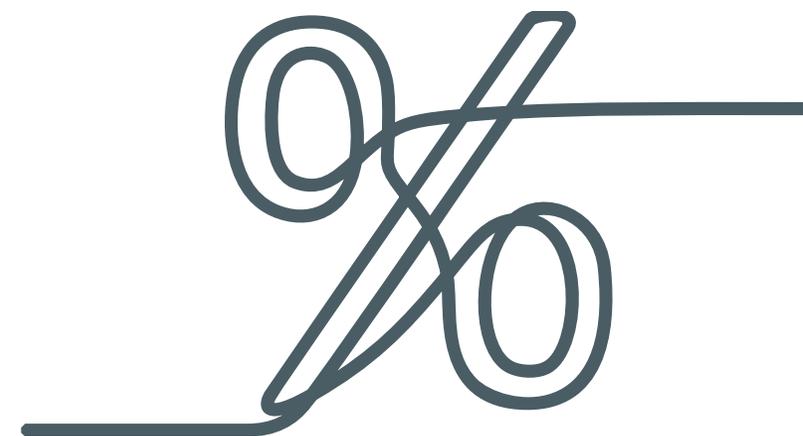


VALUE AND VARIABILITY



COVERED IN THIS SESSION

Basics of
Obtaining Value

Getting It Right
First Time

The Carter
Report,
“Unwarranted
Variation”





VALUE IN HEALTHCARE

ECONOMIC VALUE

EFFICIENT VALUE

EFFECTIVE VALUE



VALUE =





WHAT IS VALUE?

- Two ways to increase value for service users:
 - Improve outcomes without compromising cost
 - Reduce cost without comprising outcomes

Improving outcomes is the best way to reduce costs



VARIATION IN HEALTHCARE

- In UK media variation often referred to as 'postcode lottery'.
- If we are to take the necessary action to increase the value that the NHS provides individuals and the wider population, it is essential that the public and healthcare professionals understand the different types of healthcare variation



'...WE AIM TO HARNESS THE POWER OF INDIVIDUALS TO BRING THEIR ENTHUSIASM AND COMMITMENT TO IMPROVING FINANCE FOR EVERYONE BY GIVING THEM ACCESS TO THE SUPPORT THEY NEED TO DELIVER IMPROVEMENT IN THEIR OWN HEALTH COMMUNITY.'

FFF





Basics of
Measuring Value

UNWARRANTED CLINICAL VARIATION

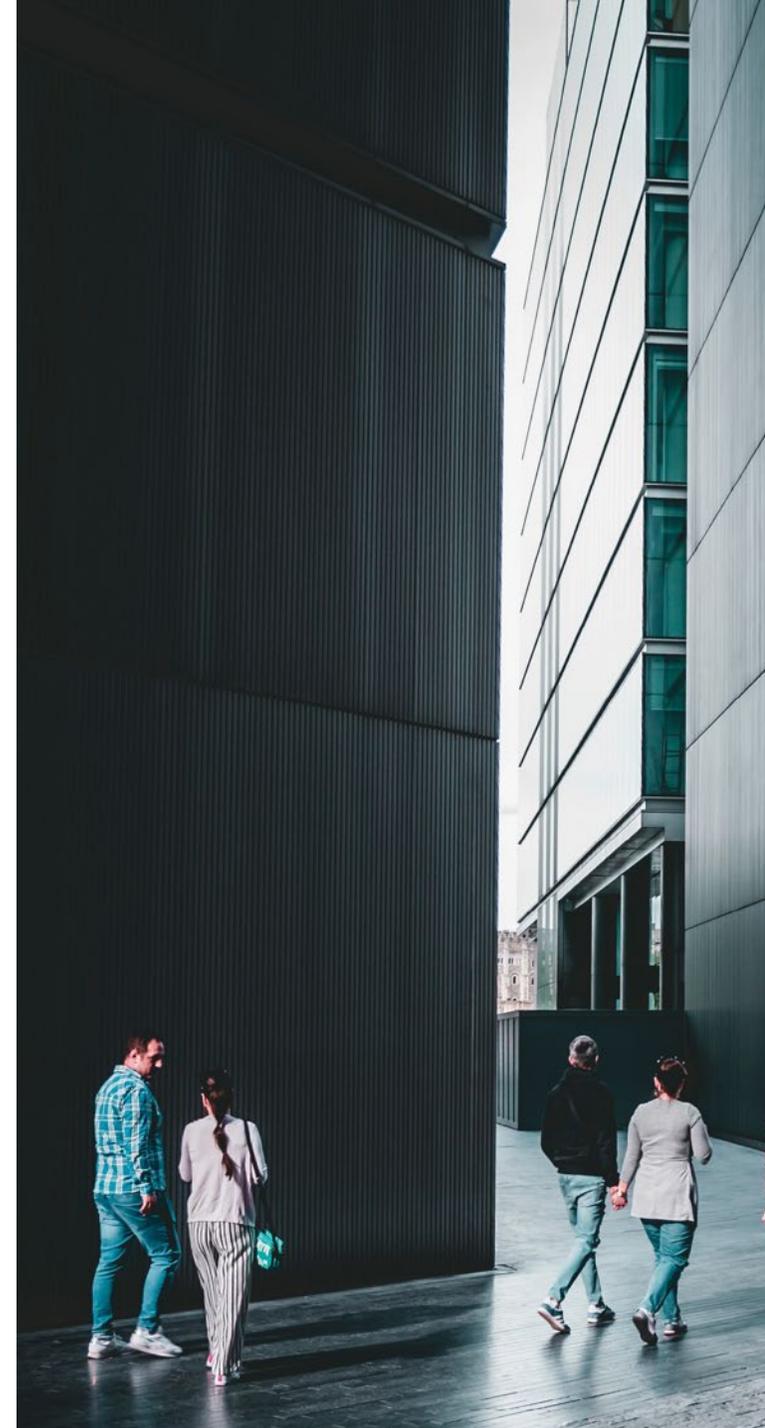
'Care that is not consistent with a patient's preference or related to (their) underlying illness'
John Wennberg





UNWARRANTED VARIATION

- Unwarranted variations in clinical practice and health outcomes are widespread across the country – in common with other health care systems across the world.
- The evidence is clear that tackling unwarranted variations would allow resources to be used more effectively across the NHS to improve value.

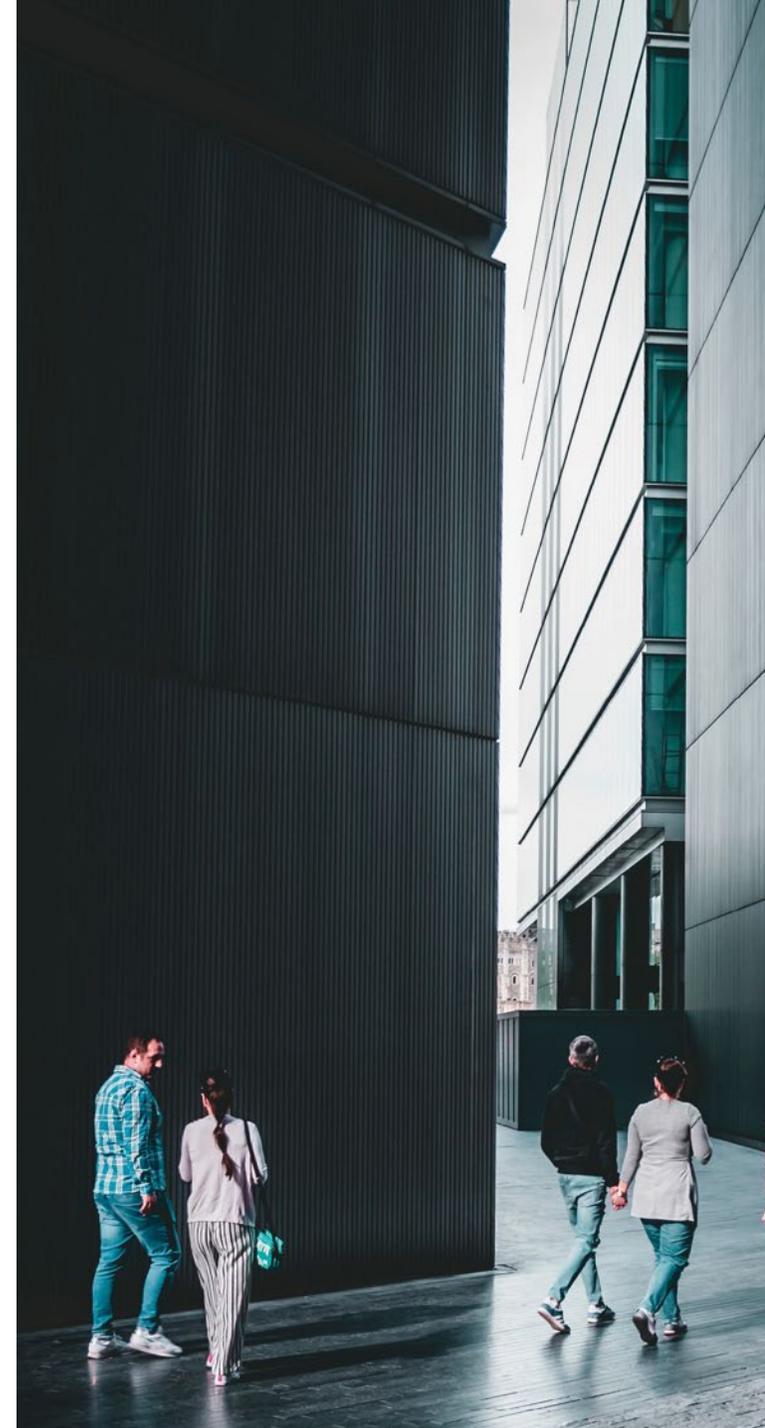




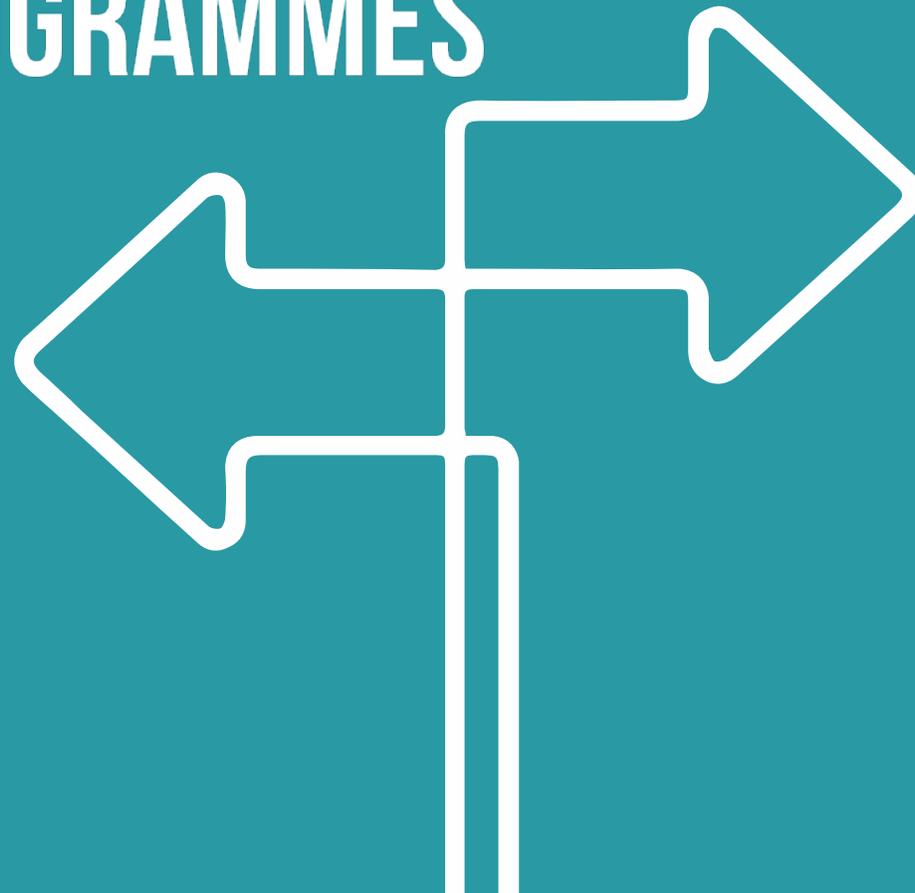
UNWARRANTED VARIATION

INAPPROPRIATE CARE

- Investigation of the causes of unwarranted variation reveals two main problems:
 1. Not enough use of high-value interventions, in particular by people from lower socio-economic backgrounds or 'hard to reach' groups;
 2. Too much use of lower value interventions, which wastes NHS resources, risks treatment where it isn't essential, or of the highest value to the individual, and uses funding that could be better spent on higher value care and/ or patients in more need
- Overuse, underuse and misuse in healthcare result in poor quality of care and wasted resources for the NHS



QUALITY IMPROVEMENT PROGRAMMES





GETTING IT RIGHT THE FIRST TIME! (GIRFT)

- GIRFT programme aims to bring about higher-quality care in hospitals, at lower cost, by reducing unwanted variations in services and practices.
- “As President of the British Orthopaedic Association, I went around the world looking at different health care systems. And I believe the NHS is the best in the world, not least because every health system has the sort of variation we are seeking to tackle here. But if the NHS is going to survive, we are going to have to sort this.”
-
- ***Professor Tim Briggs***
- clinically led programme
- It uses national data to identify the variations and outcomes, shares that data with all those concerned with a service and monitors changes that are implemented
- Started in Orthopaedics – now being rolled out into other specialities (32 different surgical and medical specialisms across the English NHS at a cost of £60 million over three years)





NHS RIGHT CARE

- NHS RightCare is a national NHS England supported programme committed to delivering the best care to patients, making the NHS's money go as far as possible and improving patient outcomes.
- Originated as part of the QIPP programme within the Department of Health in 2009.
- NHS RightCare now sits within NHS England, as is being a key component in delivering the Five Year Forward View. Its focus on value remains as relevant today and will contribute to closing the both the efficiency and productivity gap, as well as the care and quality gap.





NHS RIGHT CARE

ADVISES LOCAL HEALTH ECONOMIES TO:

- Make the best use of their resources – by tackling overuse and underuse of resources.
- Understand their performance – by identifying variation between demographically similar populations so they can adopt and implement optimal care pathways more efficiently and effectively.
- Talk together about the same things – about population healthcare rather than organisations and encouraging joint decision-making.
- Focus on areas of greatest opportunity by identifying priority programmes which offer the best opportunities to improve healthcare for people and ensuring taxpayer money goes as far as possible.
- Use tried and tested evidence-based processes to make sustainable improvement to reduce unwarranted variation.





THE CARTER REVIEW

- Lord Carter found unwarranted variation in running costs, sickness absence, infection rates and prices paid for supplies and services.
- Review Outlines how NHS organisations can save money and improve care
- Hospitals must:
 - Standardise procedures
 - Be more transparent
 - Work more closely with neighbouring NHS trusts
- 'Model Hospital' has been developed as part of the review.





THE CARTER REVIEW

- Staffing – calls for improvement in the way the NHS deploys its staff, ending the use of outdated and inefficient paper rosters
- Procurement – trusts now must publish their receipts on a monthly basis for the top 100 items bought in the NHS
- Use of floor space - trusts' unused floor space should not exceed 2.5%, and floor space used for non-clinical purposes should not exceed 35%
- Administration costs: these should not exceed 7% by 2018 and 6% by 2020
- Delayed transfers of care: Lord Carter has called for action to be taken on the 'major problem' of delayed transfers of care, which affects hospitals and trusts' earning and spending capacity
- Working with neighbouring hospitals: Lord Carter advises trusts to work closely with their neighbouring hospitals, sharing services and resources to improve efficiency and reduce costs



USEFUL READING

https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/Getting_it_right_Kings_Fund_June_2017.pdf

https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/better-value-nhs-Kings-Fund-July%202015.pdf

<http://www.nhsemployers.org/news/2016/02/carter-report>



Future-Focused Finance is a national programme designed to engage everyone in improving NHS Finance to support the delivery of quality services for patients. We want to bring finance staff at all levels of the profession together with the teams we work with in our own organisations and make sure that everyone has access to skills, knowledge, methods and opportunities to influence the decisions affecting our services. We believe by working together in this way we can harness our diverse and talented NHS workforce to produce high quality services and reduce waste in NHS spending.

The programme consists of national and regional events, networks, resources and talent development programmes – all designed to advance the understanding of finance in the NHS. Underpinning all of our work are commitments to value the diversity within NHS finance teams and to challenge behaviours that contribute to inequality in access to development and opportunities for some.