



Public Health  
England

RightCare

**NHS**  
England

NHS Stockport CCG

## Commissioning for Value insight pack



October 2013



  
**THE NHS**  
CONSTITUTION  
the NHS belongs to us all

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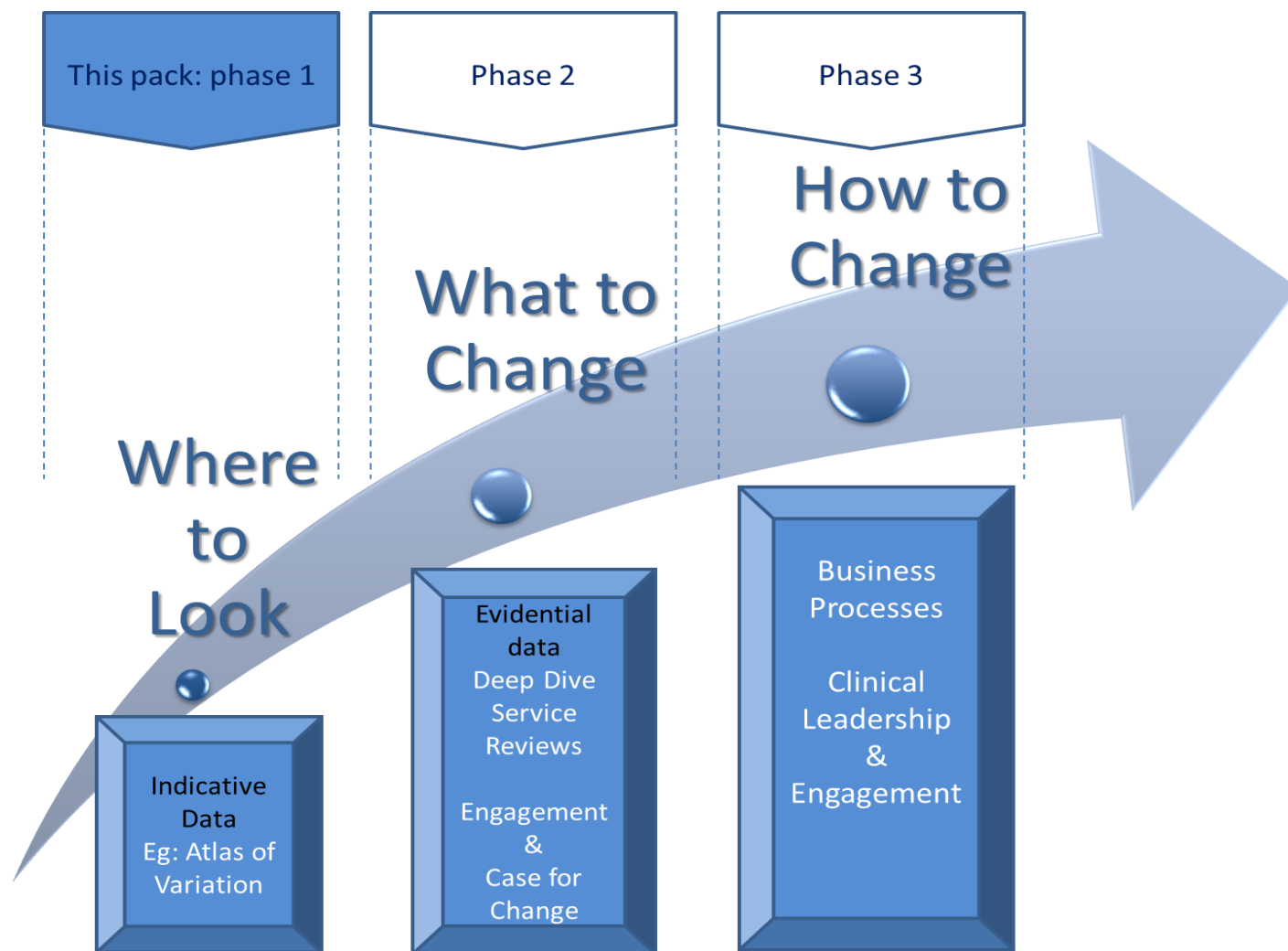
## The call to action

In his letter of 10 October, Sir David Nicholson set out ten key points to support planning for a sustainable NHS. The letter included information about these 'Commissioning for Value' packs for CCGs which will help you identify the best opportunities to increase value and improve outcomes.

The insights in these packs will support local discussion about prioritisation and utilisation of resources. The aim of this pack is to help local leaders to improve healthcare quality, outcomes and efficiency by providing the first phase in the NHS Right Care approach - "Where to Look". That is, where to look to help CCGs to deliver value to their populations.

They are also the first product CCGs will receive as part of the new planning round for commissioners - a vital part of NHS England's 'Call to Action' where everyone is being encouraged to take an active part in ensuring a sustainable future for the NHS.

# The approach - where to look...using indicative data



The Commissioning for Value approach begins with a review of **indicative data** to highlight the top priorities (opportunities) for transformation and improvement.

This pack begins the process for you by offering a triangulation of nationally-held data that indicates where CCGs may gain the highest value healthcare improvement by focussing their reforms.

To learn more about Phases 2 & 3 – **What** and **How to Change**, see the slides later in this pack.

# The approach

**This pack** contains a range of improvement opportunities to help CCGs identify where local health economies can focus their efforts – ‘**where to look**’ – and describes how to approach local prioritisation. It does not seek to provide phases 2 and 3 of the overall approach. Information on these phases will be explained in detail at the national events.

**National events** will be held on the 12<sup>th</sup> (London) and 13<sup>th</sup> (Manchester) of November. These will help CCGs identify how they can incorporate the commissioning for value approach into their strategic and annual planning. They will allow them to find out more about CCGs that are already using the approach to drive real improvement: both on health outcomes and financial sustainability. To book your place go to **[www.rightcare.nhs.uk/commissioningforvalue](http://www.rightcare.nhs.uk/commissioningforvalue)**

**Pre-event support** will be available to help CCGs understand more about the detail in the packs. Advice on how to interpret the data will be provided. This will include introducing CCGs to the whole range of health investment tools and guidance on how to use these.

**Post-event support** will be available to provide in depth pathway analysis. NHS Right Care will also be able to provide advice on how to deliver optimal health care.

# Why Act – what benefits do the population get?

CCGs can and are using the “Right Care approach” to shift spend

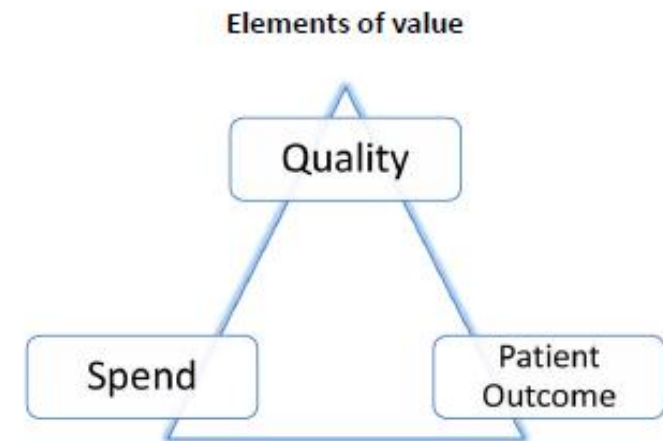
- Achieved Turnaround (Warrington CCG - Winner of HSJ Commissioning Organisation of the Year 2012)
- Financial sustainability (West Cheshire CCG - Winner of HSJ Commissioning Organisation of the Year 2010, **see Annex 1**)
- Clinically led annual QIPP planning and delivery (Borough of Wigan) and Clinical Leaders driving change (Vale of York CCG)
- Galvanising commissioners in a growing number of health economies (20+ CCGs and growing)

## The NHS Right Care approach to value improvement

The NHS Right Care approach is to focus on clinical programmes and identify value opportunities, as opposed to focussing on organisational or management structures and boundaries.

Value opportunities exist where a health economy is an outlier and therefore will most likely yield the greatest improvement to clinical pathways and policies.

Triangulation of **indicative data** balances Quality, Spend and Outcome and ensures robust assessment.



# CCG Development

The use of these packs and the approach described can help CCGs develop the strategic commissioning skills necessary for delivering quality care today and transforming services for tomorrow, as outlined in the following three of the six assurance domains:





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## What does your data tell you?

Your value opportunities in NHS Stockport CCG





# What is in this section?

Analysis

This section brings together a range of nationally-held data on spend, drivers of spend (e.g. disease prevalence, secondary care use) and quality/outcomes to indicate where the CCG may gain high value healthcare improvements by focussing its reforms. It relates to **Phase 1** of the process set out earlier in the pack and focusses on the question **‘Where to look?’** To learn more about Phase 2 and phase 3 – **What** and **How to Change**, see later slides.

The analysis presented over the following pages shows the improvement opportunities for your CCG:

1. **Charts:** potential financial savings and potential lives saved (where mortality outcome is appropriate) for the 10 of the highest spending major programmes when compared with similar CCGs in England. Savings are shown compared with the average of the other 10 CCGs in the cluster group (blue bar) and compared with the average for the ‘best’ 5 of the cluster (blue and red bars combined). See ‘methodology’ annex for further details.
2. **Tables:** The tables show those indicators which are significantly worse than the average for the ‘best’ 5 CCGs in the cluster group and the scale of opportunity if the CCG improves to the average for those best 5.

The analysis is based on a comparison with your most similar CCGs which are:

- NHS Southend CCG
- NHS Trafford CCG
- NHS Wirral CCG
- NHS North Tyneside CCG
- NHS Solihull CCG
- NHS Wakefield CCG
- NHS St Helens CCG
- NHS Dudley CCG
- NHS Rotherham CCG
- NHS Warrington CCG

Most of the data contained in the tables relates to the financial year 2011/12.

## Value Opportunities

### Quality & Outcomes

Circulation Problems (CVD)  
Cancer & Tumours  
Mental Health Problems  
Respiratory System Problems

NHS Stockport CCG

### Acute and prescribing spend

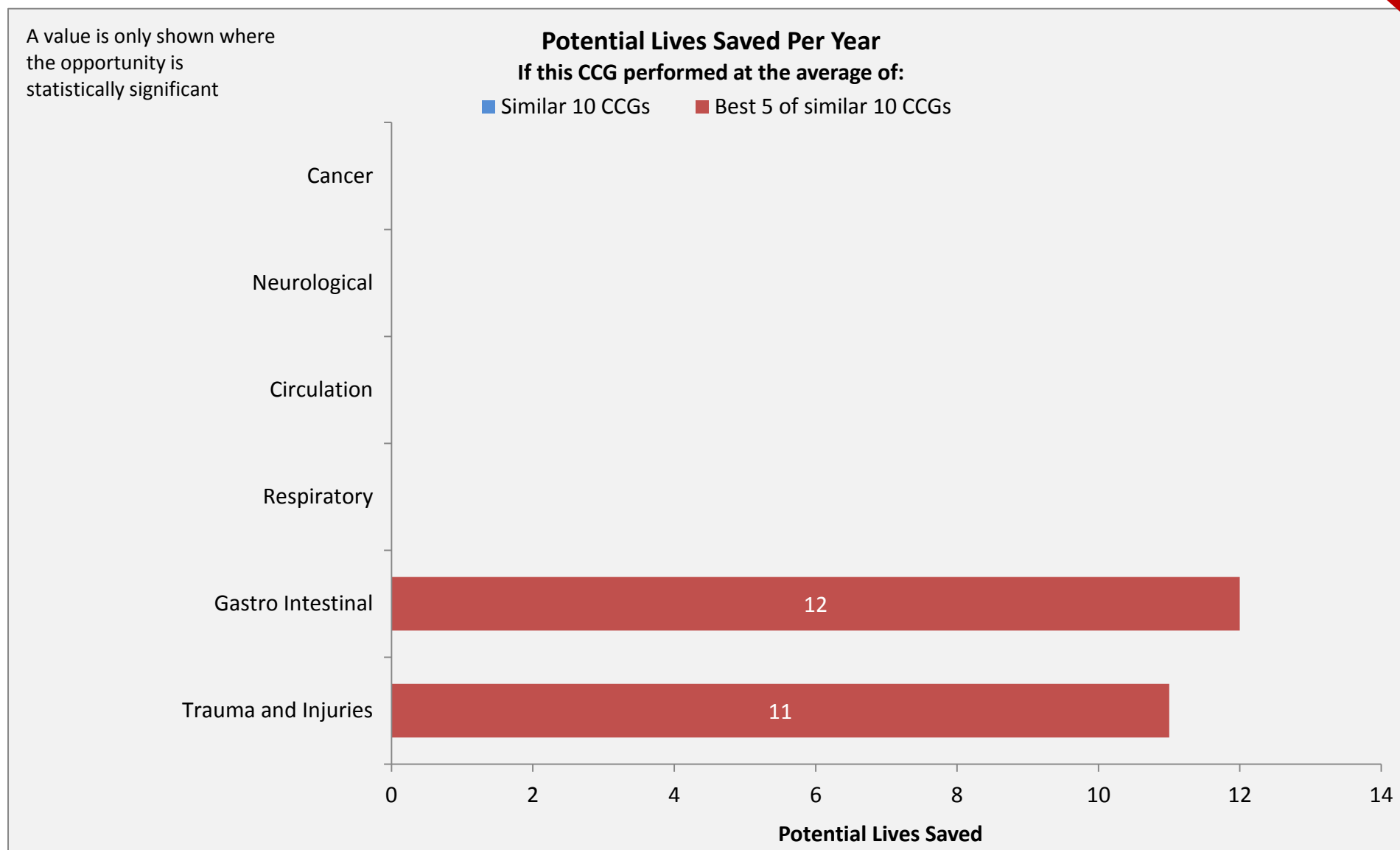
Circulation Problems (CVD)  
Gastrointestinal  
Trauma & Injuries  
Neurological System Problems  
Musculoskeletal System Problems

### Spend and Quality/Outcomes

Circulation Problems (CVD)  
Cancer & Tumours  
Respiratory System Problems  
Mental Health Problems  
Gastrointestinal

# What are the potential lives saved per year?

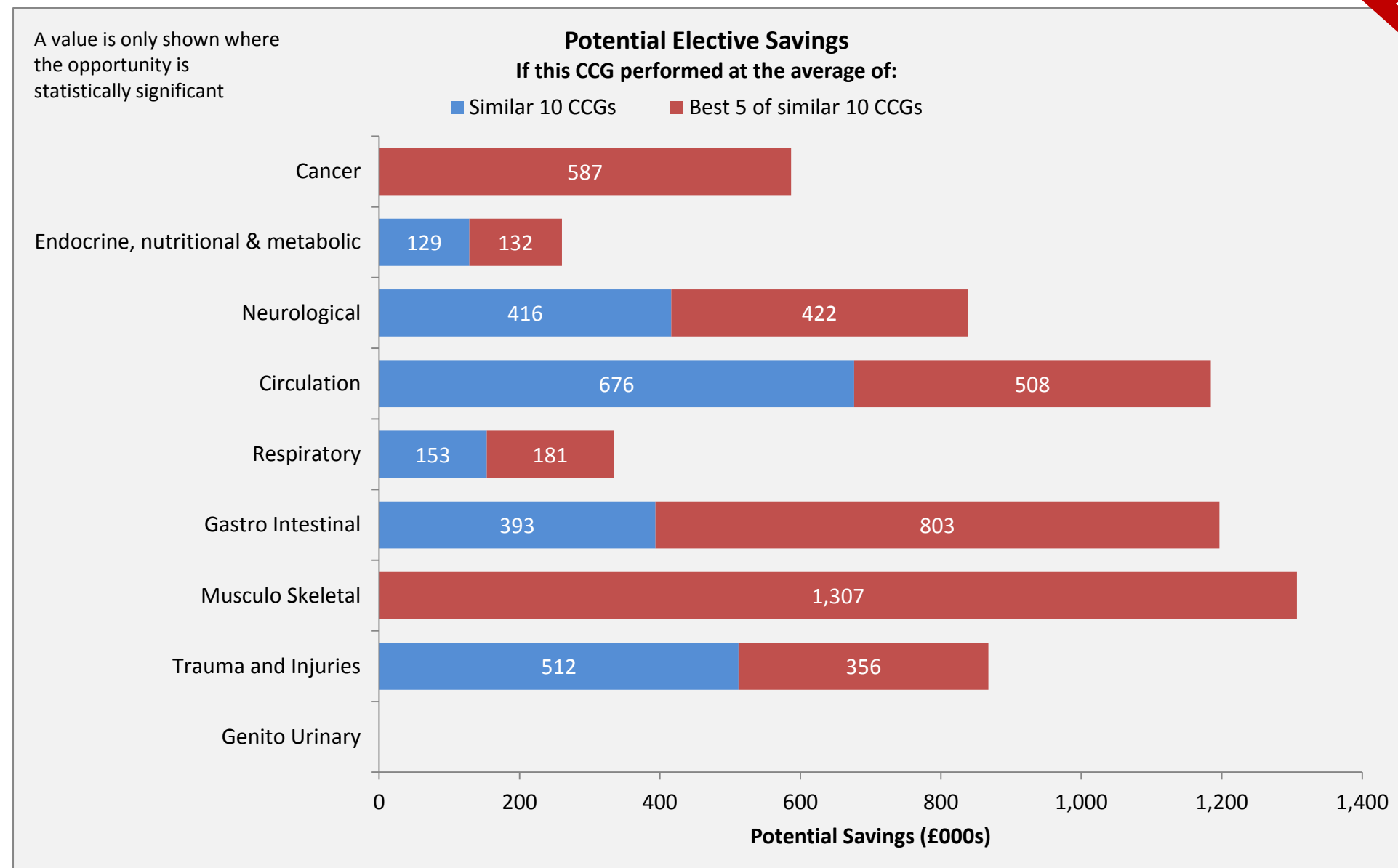
Analysis



To note: Lives saved only includes programmes where mortality outcome have been considered appropriate

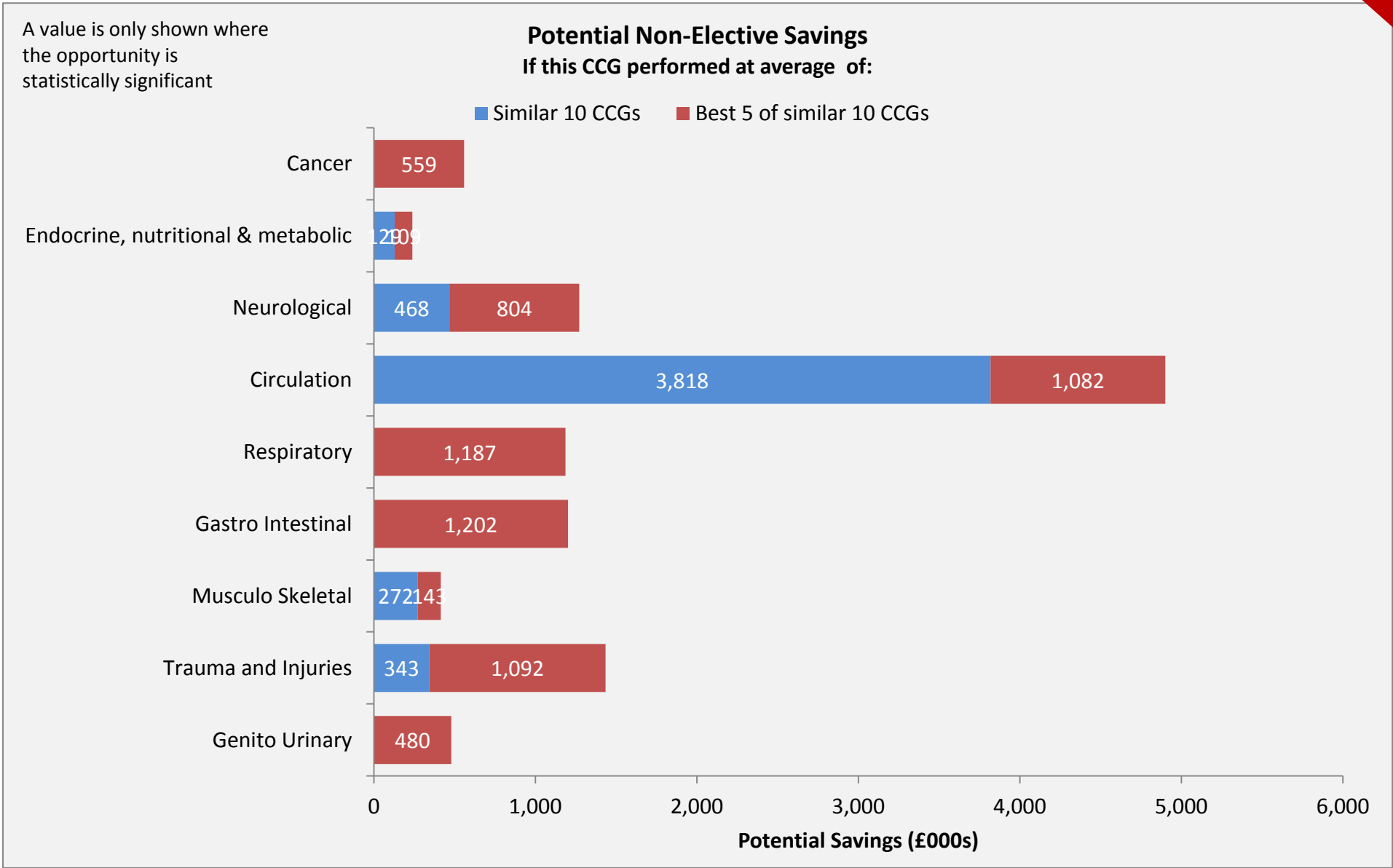
# What are the potential savings on elective admissions?

Analysis



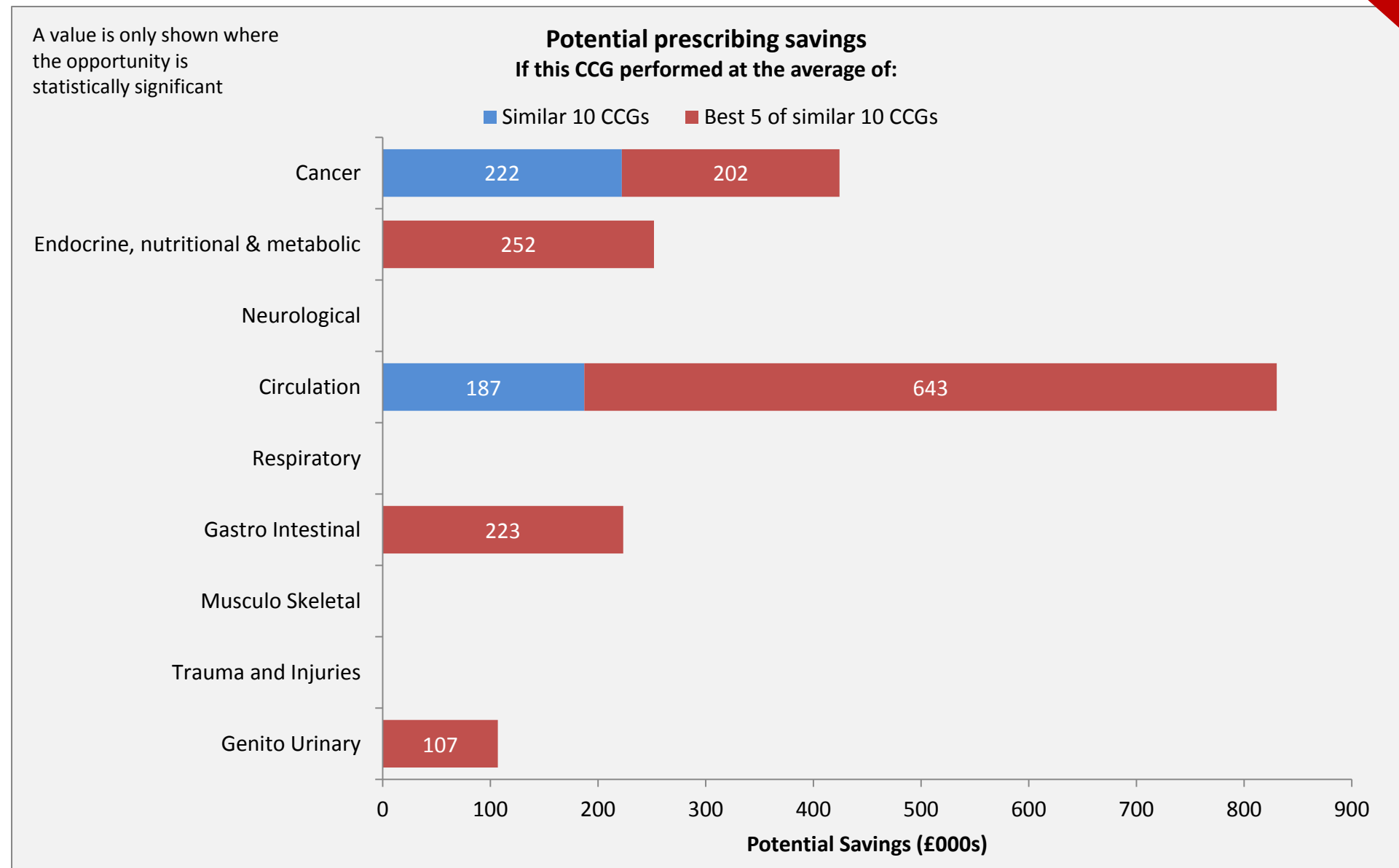
# What are the potential savings on non-elective admissions?

Analysis



# What are the potential savings on prescribing?

Analysis



# Improvement and saving opportunities

Disease Area	Spend	£000	Drivers of Spend and Quality	No. of patients, admissions, bed days, etc	Quality	No. of patients, life-years, referrals, etc.
Cancer & Tumours	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> <li>• FHS prescribing</li> </ul>	587 559 424	<ul style="list-style-type: none"> <li>• Non-elective admissions</li> <li>• Emergency bed days</li> <li>• Rate of urgent GP referrals for suspected cancer</li> </ul>	192 3,484 1,399	<ul style="list-style-type: none"> <li>• Breast cancer screening in last 36 months</li> <li>• Mortality from colorectal cancer under 75 years (Directly age-standardised)</li> <li>• Successful quitters at 4-weeks</li> </ul>	1,378 8 1,136
Circulation Problems (CVD)	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> <li>• FHS prescribing</li> </ul>	1,184 4,901 830	<ul style="list-style-type: none"> <li>• Atrial fibrillation prevalence</li> <li>• Cardiovascular disease primary prevention prevalence</li> <li>• Coronary heart disease prevalence</li> <li>• Heart failure prevalence</li> <li>• Heart failure due to LVD prevalence</li> <li>• Obesity (ages 16+) prevalence</li> <li>• Non-elective admissions</li> </ul>	305 276 898 233 510 932 1,250	<ul style="list-style-type: none"> <li>• Reported prevalence of CHD on GP registers as % of estimated prevalence</li> <li>• Reported prevalence of hypertension on GP registers as % of estimated prevalence</li> <li>• Transient ischaemic attack (TIA) cases with a higher risk who are treated within 24 hours</li> <li>• Patients admitted to hospital following a stroke who spend 90% of their time on a stroke unit</li> </ul>	254 4,317 150 1,739
Endocrine, Nutritional and Metabolic Problems	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> <li>• FHS prescribing</li> </ul>	260 238 252	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> </ul>	362 94		
Gastrointestinal	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> <li>• FHS prescribing</li> </ul>	1,197 1,202 223	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> </ul>	2,506 706	<ul style="list-style-type: none"> <li>• Mortality from gastrointestinal disease under 75 years</li> </ul>	12
Genitourinary	<ul style="list-style-type: none"> <li>• Non-elective admissions</li> <li>• FHS prescribing</li> </ul>	480 107				
Maternity & Reproductive Health	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• FHS prescribing</li> </ul>	86 59	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> </ul>	202 3,476		
Mental Health Problems	<ul style="list-style-type: none"> <li>• FHS prescribing</li> </ul>	812	<ul style="list-style-type: none"> <li>• Total bed-days in hospital for patients &gt;74 years with a secondary diagnosis of dementia</li> <li>• Rate of admissions to hospital for patients &gt;74 years with a secondary diagnosis of dementia</li> </ul>	3,330 206	<ul style="list-style-type: none"> <li>• Mortality from suicide and injury undetermined all ages</li> <li>• Emergency hospital admissions for self harm</li> <li>• People with mental illness and or disability in settled accommodation</li> <li>• Reported numbers of dementia on GP registers as a % of estimated prevalence</li> </ul>	9 200 35 106
Musculoskeletal System Problems (Excludes Trauma)	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> </ul>	1,307 415	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> </ul>	649 234		
Neurological System Problems	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> </ul>	838 1,272	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> </ul>	595 597	<ul style="list-style-type: none"> <li>• Emergency admission rate for children with epilepsy aged 0–17 years</li> </ul>	24

Disease Area	Spend	£000	Drivers of Spend and Quality	No. of patients, admissions, bed days, etc	Quality	No. of patients, life-years, referrals, etc.
Respiratory System Problems	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> </ul>	334 1,187	<ul style="list-style-type: none"> <li>• Asthma prevalence</li> <li>• Chronic obstructive pulmonary disease prevalence</li> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> </ul>	1,191 910 323 1,037	<ul style="list-style-type: none"> <li>• Reported prevalence of COPD on GP registers as % of estimated prevalence</li> <li>• Emergency COPD admissions relative to patients on disease register</li> </ul>	1,713  117
Trauma & Injuries	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> </ul>	868 1,435	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> </ul>	266 315	<ul style="list-style-type: none"> <li>• Mortality from accidents</li> </ul>	11
Overall	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> <li>• First outpatient appointments following GP referral</li> <li>• FHS Prescribing</li> </ul>	5,277 13,654 483 417	<ul style="list-style-type: none"> <li>• Elective and day-case admissions</li> <li>• Non-elective admissions</li> <li>• First outpatient appointments following GP referral</li> </ul>	1,328 8,086 3,097		

This pack presents opportunities for quality improvement and financial savings for a range of programme areas. These are based on comparing NHS Stockport CCG to the best 5 amongst a peer group of 10.

For more information about the methodology and indicators used see Annexes 2 and 3.



## Summary - Are there programmes which seem to offer more opportunities for improving value?

- The programme areas that appear to offer the greatest opportunity in terms of both quality and spending are: CVD, Cancer, Respiratory, Mental Health, Gastrointestinal.
- The programme areas that appear to offer the greatest opportunity for quality-related improvements are: Circulation Problems (CVD), Cancer & Tumours, Mental Health Problems and Respiratory System Problems.
- The programme areas that appear to offer the greatest opportunity for financial savings are: Circulation Problems (CVD), Gastrointestinal, Trauma & Injuries, Neurological System Problems and Musculoskeletal System Problems.

The CCG needs to balance the need to improve quality and reduce spend with the feasibility of making the improvements. If you would like to discuss this summary with a member of the team, email [rightcare@nhs.net](mailto:rightcare@nhs.net)

To note:

- Only the highest spending programmes have been considered in this analysis.
- Improvement opportunities have been quantified to answer the question 'is it worth focusing on this area?' They may not be directly translatable into improvement targets.
- The improvement slides may indicate other opportunities even where there is no triangulation. This is especially important for mental health which has fewer measures and so is not so easily triangulated.

## Now, you may be thinking...

### **“The data are wrong”**

The data are “indicative”, they do not need to be 100% robust to indicate that improvement is needed in an area, especially where more than one indicator (triangulation) suggests the same.

### **“The data are old”**

The data are the most recent available.

Have you done anything since to improve the pathway?

If not, the opportunity remains.

### **“Some of the data are for PCTs”**

CCG data are used wherever they are available.

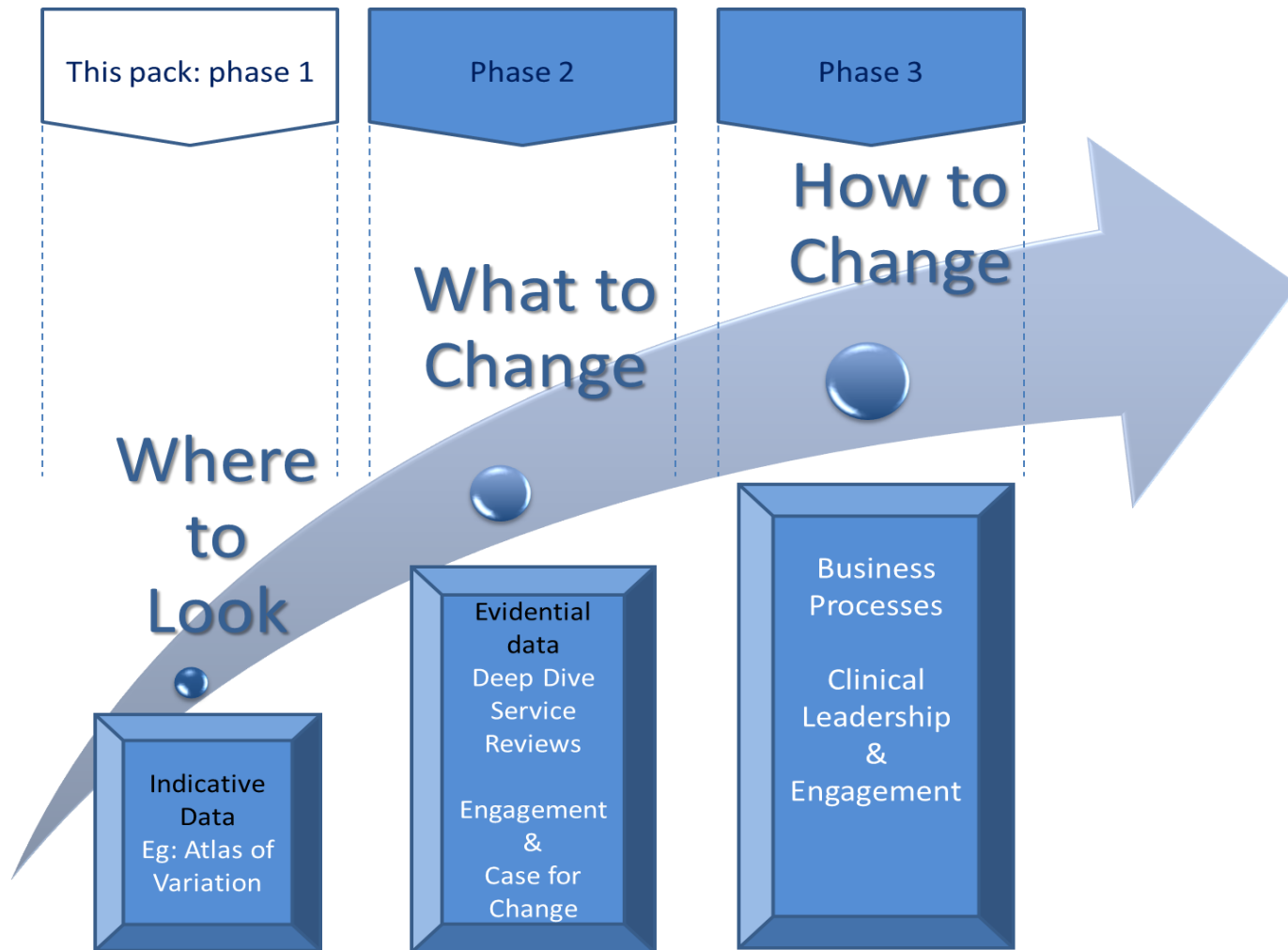
If you think that your CCG population is different – determine where you should be on the comparator before concluding that you need not act.

### **“We’ve already fixed that area”**

Great news!

Double-check that the reforms have worked and move on to the next priority area identified by the indicators.

# What to change, How to change



The NHS Right Care model has three basic steps: *Where to Look*; *What to Change*; and *How to Change*.

This pack supports *Where to Look* by indicating the areas of care your population can gain most benefit from your reform energies.

*What to Change* helps you to define what the optimal value care looks like for your population.

*How to Change* helps you to implement the changes to deliver that care.

## Possible next steps

### Sense Checking

- Compare these findings with what you are already doing/planning to do in your improvement plans
- Compare with what you already know – do not try to fix something already fixed but also, do not assume something is fixed without checking

### Deep Dive Review

- **In depth analysis of a priority pathway (See What and How to Change)**
- Working with local business intelligence teams, using local and national intelligence, to define the current and the optimal system for that service area
- Identify the changes needed to move from current to optimal
- Propose and approve the changes as your reform programme in this area

### Share and Deliver

- Share this pack and your conclusions with your partners
- Identify available local support to move on to “What to Change”
- Work with local transformation teams to support and deliver service redesign

## An invitation to a support event

NHS Right Care, NHS England and Public Health England will bring together local CCGs, Health and Wellbeing Boards, Commissioning Support services and NHS England Area Teams for two national support events. These events will:

- showcase real life examples of the model delivering improvement and financial sustainability
- give CCGs an opportunity to discuss their pack findings with the team, and
- bring together CCGs and commissioning and transformation resources in your area

<b>London:</b>	<b>Manchester:</b>
Venue: The Business Design Centre, Islington	Venue: Mercure Hotel, Manchester Piccadilly
Date: Tuesday 12 <sup>th</sup> November	Date: Wednesday 13 <sup>th</sup> November
Time: 9:30am for 10:00 start	Time: 9:30am for 10:00 start

There are online booking forms for the above events on the NHS Right Care website

If you are unable to attend, NHS Right Care will be hosting a series of *Webex* presentations. Check our website at:

[www.rightcare.nhs.uk/commissioningforvalue/](http://www.rightcare.nhs.uk/commissioningforvalue/)

## Further support available to CCGs

The NHS Right Care website offers resources to support CCGs in adopting this approach:

- online videos and 'how to' guides
- casebooks with learning from previous pilots
- tried and tested process templates to support taking the approach forward
- advice on how to produce "deep dive" packs locally to support later phases, within the CCG or working with local intelligence services
- access to a practitioner network

The initial '**where to look**' packs, the events and resources above and an email helpline for data analysis support to help with understanding your packs, are free.

CCGs can also opt to buy bespoke support to take forward the '**what to change**' and '**how to change**' aspects of the approach. Initial requests should be submitted to the email address below. There is also an opportunity to apply to be a '**Pioneer Health Economy**' and receive a whole support package to embed the process within the health economy including the relevant Commissioning Support units and Health and Wellbeing Boards.

Email the support team direct on: **rightcare@nhs.net** to request further help.

## The CCG planning process

In addition to the Commissioning for Value packs, NHS England will be publishing further material to help commissioners navigate their way through the planning process, including detailed planning guidance and financial allocations.

You will be able to find out more about this in the CCG bulletin and on the NHS England website [www.england.nhs.uk](http://www.england.nhs.uk)

## Online annexes to these insights packs

The Commissioning for Value benchmarking tool (containing all the data used to create the CCG packs), full details of all the data used, links to other useful tools and details of how to contact the team are all available online at:

[www.rightcare.nhs.uk/commissioningforvalue](http://www.rightcare.nhs.uk/commissioningforvalue)

## Acknowledgements

The production of these packs and the supporting materials and events have been produced as a collaboration between NHS England, Public Health England and NHS Right Care.

We are also grateful to those CCGs, too numerous to list, who helped provide challenge and feedback in the development of these packs.