

Value Based Health Care - Planning Objective 6B

To implement the pathway interface programme that will transform and streamline clinical care pathways across Hywel Dda University Health Board within the next 3 years. Empowering GPs and patient facing health professionals to support patients effectively and efficiently through a digital pathways interface that improves the balance between hospital-based care and gives emphasis to a social model for health and wellbeing and Value Based Health Care.

- **Professor Philip Kloer** – Medical Director and Deputy Chief Executive
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Review of 2022/23 and plan for 2023/24

What is the aim of the Planning Objective?

Value Based Health Care (VBHC) is a methodology that enables health care organisations to understand whether their resources could be used more effectively to deliver those outcomes that matter most to citizens. The methodology was developed by Professor Michael Porter in the US and has been quickly adopted by healthcare systems across the world. Over recent years, the Welsh Government and Welsh NHS have adopted VBHC and has developed a national programme and team to support organisations to implement the methodology.

Hywel Dda University Health Board (HDdUHB) started to implement a VBHC programme in 2019, substantially increasing its momentum in 2022, through the publication of a strategic approach and plan. The plan contained three goals, deemed to hold greatest potential to help the organisation implement VBHC at pace. The goals were to:

1. Invest in the systems and processes to enable our staff to routinely use patient reported outcomes and resource utilisation data in planning, organising and delivering healthcare.
2. Develop the knowledge and skills of our staff to put the theory of VBHC into practice, through high quality skills development programmes.
3. Establish partnerships with universities, innovation agencies, international healthcare systems and companies to understand how to optimise the wider societal benefits of adopting a VBHC approach and accelerate the innovations with demonstrable potential to securing them.

The VBHC element of Planning Objective 6B is based directly upon the delivery of the three goals contained within the VBHC strategy document as outlined above.

Key achievements 2022/23 – Goal 1

- Patient-reported outcome measures (PROM) collection has been rolled out to 11 new service areas (target 13)
- 2 PROM visualisation dashboards have been developed and rolled out to services (target 3)
- An analysis of the resource consumed in the delivery of services has been completed in 7 areas (target 8)
- PROM data analytic reports have been completed for 7 service areas (target 8)
- 7 Service Reviews have been completed to identify changes to service delivery based upon Value insights (target 8)

Progress against Goal 1 has been good during 2022/23, with a significant number of PROM collections commenced. There have been a few exceptions, where technical limitations have prevented PROM collections beyond traditional outpatient driven services. One service review in Lung Cancer was not completed during the year as a result of extenuating operational pressures and changes in key personnel.

The routine collection of PROM data has provided insight for services to understand how patients experience their conditions. Across a range of service, it has become clear that there are common elements that relate to anxiety and depression, sleep, pain, nutrition, exercise, substance abuse and healthy relationships. Many of these issues could potentially be addressed as modifiable lifestyle factors and have the potential to reduce reliance on secondary care services in the future.

The focused VBHC work in cardiovascular services has been profound with a sustained 51% reduction in Heart Failure Admissions across the Health Board and a reduction in time from referral through diagnosis to treatment of 92%. In productivity terms, this represents over £1.3million in bed days per annum.

Key achievements 2022/23 – Goal 2

The VBHC Team have built upon the successful ‘Bringing Value to Life’ Education Programme to develop and deliver a more practically focused Advanced Practitioner Programme, which has supported 7 multidisciplinary project teams to accelerate their VBHC work:

- Inflammatory Bowel Disease;
- Chronic Pain Service;
- Chest Pain Clinic;
- Mobile Respiratory Unit evaluation;
- Same Day Emergency Care;
- Pembrokeshire Falls Service;
- Enhanced Recovery After Surgery.

Each project team has developed their work over an 8 month period with a network of peer support and assistance from the VBHC Team. This has culminated in a presentation day where teams have been able to highlight their vision for the future of their services in front of senior health board personnel.

It is clear that through the educational programmes delivered to date that there is sufficient awareness and understanding of the principles of VBHC across the organisation. However, work is still required to support operational teams in describing sustainable models of working that not only provide new ways of working, but do so by tangibly removing low value activity elsewhere in the system.

Key achievements 2022/23 – Goal 3

During the last year, the VBHC Team have worked closely with the TriTech Institute to consider the evaluation of TEC enabled care and the sharing of PROM responses and insights. Many of the current TriTech projects have incorporated an element of VBHC evaluation.

Internationally, the VBHC Team have collaborated closely with the Victoria State Health Services in Australia to consider Value Based Health Care Approaches to Cardiovascular and chronic pain services, sharing approaches and good practice as well as comparing patient reported outcomes and levels of engagement.

Through the University partnerships, the VBHC Programme has supported PhD students from Bangor University in considering the Health Economics of a Value Based Health Care approach and has worked with Digital Services colleagues to support PhD students in considering the applicability of AI and machine learning in Value based approaches.

In reflection, the work with University partners has proven to be difficult to facilitate due to information governance challenges which have delayed the sharing of activity data.

The work undertaken with the TriTech Institute has demonstrated clearly that industry partners are keen to understand the impact of innovations through the lens of Value and that this approach has implications for Value based procurement and partnerships in the future.

What needs to be done next – Goal 1

Support service areas to capture PROMS

- Consolidate VBHC efforts in key areas, likely to be Trauma & Orthopaedics and Cardiology services, to enable a concentration of improvements and material impacts to be realised;
- We will support an additional 12 service areas to routinely capture a range of condition sensitive PROMs;
- We will procure and manage a transition to a new PROMs capture solution from a national framework, providing a greater ability to collect responses from our citizens in a range of settings, and improved visualisation and usability for our staff;
- We will work to simplify the capture and presentation of outcome information, focusing on the goals and expectations of our citizens.

Support the review of PROMs and financial analysis within targeted service areas

- We will develop 5 new PROM visualisation dashboards and consider how the new PROM solution provider will help to accelerate this process in the future;
- We will complete resource analysis in 5 service areas, which in turn will inform the service review process; and
- We will complete data analytics reports in 5 service areas, to inform the development of actions through the service review process.

Support service areas understand how resources could be better utilised to deliver improved outcomes through a service review process

- As described previously, we will develop comprehensive Value based work programmes with clusters of services areas to maximise the impact of the resources applied;
- In addition, we will complete Service Reviews, supporting the development of cases for change, and implement the associated actions in the following areas:
 - Lung Cancer
 - Inflammatory Bowel Disease (IBD)
 - Asthma
 - COPD

Develop a Rapid Value function that is able to consider the waste inherent in service areas

- We are executing a series of 90 day sprint cycles, using a LEAN approach to eliminate waste that does not contribute to better patient outcomes.

What needs to be done next – Goal 2

Develop the knowledge and skills of our staff to put the theory of VBHC into practice

- We will support the teams that have completed the Advanced Practitioner Programme in 2023 and, where appropriate, assist with implementing the actions identified through this programme:
 - Inflammatory Bowel Disease;
 - Chronic Pain Service;
 - Chest Pain Clinic;
 - Mobile Respiratory Unit;
 - Same Day Emergency Care;
 - Pembrokeshire Falls;
 - Enhanced Recovery After Surgery.
- We will run bespoke development programmes with teams, developing business cases for change driven by VBHC. These development programmes will ensure that business cases major on the long-term sustainability of new models of working rather than a continual call for additional resources;
- We will work with others to develop self guided VBHC educational resources using digital platforms.
- We will undertake a peer review to reflect upon our own approach to VBHC and will learn from the approaches taken by other systems both within Wales and globally;

What needs to be done next – Goal 3

Establish partnerships with universities, innovation agencies, international healthcare systems and companies to understand how to optimise the wider societal benefits of adopting a VBHC approach and accelerate the innovations with demonstrable potential to securing them

As we prioritise the delivery of impact in a more limited number of service areas we will be taking a more conservative approach to this goal. This will include:

- Collaboration with Aberystwyth University to develop and utilise a rural healthcare economics expertise with the capability of better understanding the wider economic value of pursuing a VBHC approach;
- Delivery of TriTech and Innovation Division’s work plan, which includes several externally funded projects of relevance to the VBHC programme, for example:
 - Horizon 2020 ‘Invest4Health’
 - CVD risk factors and earlier intervention (Amgen)
- Collaboration with other healthcare systems and centres of excellence. As part of providing improved structure around this initiative, we will consider joining and international consortia that is looking to simplify the PROM collection process with an increased focus on a simpler set of goal setting measures;
- We will use the International Consortium for Health Outcomes Measurement (ICHOM) conference as a platform to identify, develop and test the value of collaboration with together international healthcare systems;
- We will work to collate communications materials to ensure that the Value messages are available to staff and citizens alike.

Summary

- Progress with the VBHC Programme in 2022/23 has been good, however the objective for this year is to focus on clusters of service areas and to consolidate improvements in order to provide maximum impact for citizens and for the health system.

Recommendation

- The Committee is asked to note the progress made by the VBHC Programme in 2022/23.
- The Committee is asked to take assurance from the more focused approach to the VBHC programme in 2023/24 designed to increase the impact on patient outcomes and resource utilisation through a focus on clusters of service areas and a consolidation of improvements.