Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

GIG
CYMRU
NHS
WALES

PWYLLGOR ADNODDAU CYNALIADWY
SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: **DATE OF MEETING:**	10 November 2022
TEITL YR ADRODDIAD: **TITLE OF REPORT:**	Value Based Health Care Update
CYFARWYDDWR ARWEINIOL: **LEAD DIRECTOR:**	Professor Phillip Kloer, Medical Director and Deputy Chief Executive
SWYDDOG ADRODD: **REPORTING OFFICER:**	Mr Simon Mansfield, Head of Value Based Healthcare Dr Leighton Phillips, Director of Research, Innovation and University Partnerships

Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

This report is presented to the Sustainable Resources Committee to provide an update on progress with the plan for delivering 'Our Approach to Value Based Health Care' for 2022/25, which has been developed in line with Planning Objective 6D. Planning Objective 6D describes the routine capture of Patient Reported Outcome Measures (PROMs) within the majority of our service areas, the delivery of an education programme and a bespoke programme of research and innovation.

The Committee is asked to review the progress that has been made on Planning Objective 6D and to take assurance from this report.

Cefndir / Background

Value Based Health Care (VBHC) and the principles of Prudent Healthcare that it is founded upon describe the development of sustainable healthcare provision that is focused upon the outcomes that are important to our population.

As previously reported, the Hywel Dda University Health Board (HDdUHB) approach to VBHC is structured around three primary goals:

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
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 annual VBHC Programme Plan, attached at Appendix 1, has been developed to ensure that these goals are met. This paper reports plans and progress against the three major VBHC goals for 22/23.

Asesiad / Assessment

This section presents progress against each of the three VBHC strategic goals and the enabling actions.

Goal 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.

The overall objective of VBHC is to make meaningful and sustainable changes to the way that our services support our population to lead healthier and happier lives. The VBHC Programme has focused on an evaluation of the entire pathway of care, considering routinely captured operation al data, resource utilisation data, and PROMs and Patient Reported Experience Measures (PREMs). The insights gleaned from this work can be set against the current delivery of services to identify high and low value interventions and to consider novel approaches to improving outcomes that matter to patients.

A key element of VBHC driven change within the Health Board is the routine collection of PROMs. Using a digital platform, the current collection rates are as follows:
- Total PROM completion to date: **21k**
- Unique patients contacted:**18k**
- Forms assigned to date: **62k**
- Form notifications sent:**49k**
- Form reminders sent:**24k**
- Forms completed:**21k**
- Completed rate:**45%**

Alongside this PROM data, other data sets have been collated and the VBHC delivery plan has been focused to ensure that 9 Service Reviews are completed by the end of March 2023 in the following areas to inform the 2023/24 Planning Cycle:
- Heart Failure
- Trauma & Orthopaedics (T&O), Hips and Knees
- T&O, Shoulders and Elbows
- Diabetes
- Colorectal Cancer
- Lung Cancer
- Chronic Pain
- Lymphoedema
- Cellulitis Improvement Programme

A summary of the progress against each of these specialty areas is included below

Trauma & Orthopaedics
Hips and Knees

PROM collection	1,184 PROM collections completed	
Resource Analysis	Planned for completion in September	On track
Analytic Report	Analytic Reports completed for both Hips and Knees	
Dashboard	Delivery of dashboard delayed due to technical integration issues	Delayed
Service Review	Service Review undertaken 30th September	

Although the first Service Review has been undertaken for T&O Hips and Knees, the second iteration has been postponed to enable further consideration of the PROM and operationally captured data.

The delay in delivering the dashboard will mean that clinical Trauma & Orthopaedic colleagues will not be able to access a visualisation of patient PROM/PREM data. While this will not impact the completion of the Service Review process, it is necessary to ensure that clinical and patient engagement in PROM completion is maintained. The dashboard is planned for delivery in November 2022.

Trauma & Orthopaedics
Shoulder and Elbows

PROM collection	1,354 PROM collections completed	
Resource Analysis	Completed	
Analytic Report	Analytic reports completed for both Shoulders and Elbows	
Dashboard	Delivery of dashboard delayed due to technical integration issues	Delayed
Service Review	Service Review undertaken 23rd September	

As above, the delay in delivering the visualisation dashboard will mean that clinicians and patients are unable to review PROM assessments together during interactions. The dashboard is planned for delivery in November 2022.

Diabetes

PROM collection	953 PROM collections completed	
Resource Analysis	Planned for completion in October	On track
Analytic Report	Analytic report planned for completion on 14th October	On track
Dashboard	Delivery of dashboard delayed until November due to technical integration issues	Delayed
Service Review	Service Review planned for 20th October 2022	On track

As with the Trauma & Orthopaedics visualisation dashboards, the Diabetes dashboard will be delayed to November 2022.

Colorectal Cancer

PROM collection	123 collections to date, implementing pre-collection in October	
Resource Analysis	Due in October 2022	On track
Analytic Report	Due in November 2022	On track
Dashboard	Due in November 2022	On track
Service Review	Service Review scheduled for 15th November	On track

Lung Cancer

PROM collection	771 collections on National Platform, 37 collections on DrDoctor platform	
Resource Analysis	Due November 2022	On track
Analytic Report	Due in January 2023	On track
Dashboard	National dashboard live, plan for local Power BI dashboard to be developed in December 2022	
Service Review	Service Review planned for 8th December 2022	On track

Chronic Pain

PROM collection	737 Biopsychosocial collections, 29 Medical pathway collections	
Resource Analysis	Due December 2022	On track
Analytic Report	Due February 2023	On track
Dashboard	Due January 2023	On track

Service Review	27th January 2023	On track

Lymphoedema

PROM collection	1,472 PROM and 692 PREM collections to date	
Resource Analysis	Resource analysis to be verified in September 2022	On track
Analytic Report	Completed	
Dashboard	Due to be completed in February 2023	On track
Service Review	Service Review delayed from February and scheduled for 2nd March	Delayed

The Lymphoedema Resource Analysis has been completed but is awaiting verification by the service. Due to availability of key personnel, the initially planned Service Review date has moved from late in February 2023 to early March 2023.

Cellulitis

PROM collection	35 assessment completions to date	
Resource Analysis	Due in February 2023 – to be reviewed based upon numbers	On track
Analytic Report	Due in January 2023	On track
Dashboard	February 2023	On track
Service Review	Service Review delayed from February and scheduled for 2nd March	Delayed

Investigations are ongoing to determine the low completion rates for cellulitis PROM capture as part of a regional project. If rates are unable to be increased, then a Service Review in this area may not be warranted.

Analytic reporting capacity within the Informatics department is being stretched by the accelerated VBHC delivery plan. While this will not delay the completion of Service Reviews, it will impact the planned delivery of the data science analytic reports for most service areas on the VBHC Programme Plan. In recognition of this, a VBHC focused Data Scientist role has been appointed to, which will support this function in the future. Through the VBHC Management Group Meeting, the revised rollout of analytic reports has been accepted and mitigating actions within the VBHC Team to analyse PROM data are in place.

Other PROM collection progress updates:

Dermatology
PROM collection for Dermatology is currently delayed pending service clarification on collection points in pathway and Information Governance review of PROM collection in mixed clinics. Go-live was planned for w/c 18th July 2022 and is now planned to go live as soon as issues are resolved.

Rapid Diagnosis Clinic
PROM and PREM collection started on 27th May 2022. To date, there have been 72 PROM collections and 37 PREM collections.

Respiratory Mobile Unit
PROM and PREM collection commenced on 10th May 2022 to support the RIW mobile spirometry pilot. To date, 307 PROM and 138 PREM collections have been completed within HDdUHB. This data has been provided to RIW for collation with Cwm Taf Morgannwg University Health Board data and evaluation of the pilot.

MSK Physiotherapy

PROM and PREM collection commenced on 23rd June 2022 with 6,304 PROM and 2,163 PREM collections completed. Given the significant number of responses, plans are now underway to share this data with the service and develop into an analytic report.

Goal 2:
Develop the knowledge and skills of our staff to put the theory of VBHC into practice

As previously noted, the focus of educational offerings will remain focused on staff within HDdUHB. A cohort of around 30 staff are being supported through the in-house VBHC Advanced Practitioner Programme, which commenced in September 2022 and will conclude in March 2023.

The projects being focused on through the Advanced Practitioner programme are as follows:
- Same Day Emergency Care
- Chest Pain Clinic
- Enhanced Recovery After Surgery
- Chronic Pain
- Community Falls Prevention
- Evaluation of Mobile Respiratory Unit
- Inflammatory Bowel Disease

In parallel, a cohort of senior managers from across the organisation have attended a two day VBHC education course run by Swansea University in September 2022. This will ensure that professionals from all disciplines are aware of the role that they can play in supporting the development of Value based initiatives in their areas of work.

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 part of Goal 3, the partnerships with universities have encompassed the linkage with PhD students in Bangor University, who are linking their work through supervision arrangements (Assistant Director of Finance) to the delivery of VBHC within HDdUHB. Equally, links are being made with the University of Wales Trinity St. David's on the delivery of 'A Healthier Mid and West Wales', the development of a Research Centre in Aberystwyth University and the linkages with Swansea University through the Intensive Learning Academy.

Through the TriTech Institute innovative approaches and technologies are being advanced through 14 live projects linked with a value based evaluation of the outcomes. Each project has enabled a partnership with companies on the value of innovative approaches to delivering healthcare.

Through the HDdUHB VBHC Education Programme, initial linkages are being made with a number of international healthcare systems. Over the coming months and years, the VBHC Programme intends to partner with these systems to share learnings and approaches, particularly in delivering healthcare across rural communities.

Argymhelliad / Recommendation

The Sustainable Resources Committee is requested to take assurance from the plan to deliver the goals contained with the document 'Our Approach to Value Based Healthcare'

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.3 Scrutinise the roll out of Value Based Health Care (VBHC) through outcome capability and costing assessment (PO 6B, 6D, 6E, 6F).
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	6D_22 Value Based Healthcare and Patient Reported Outcome Programme
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Annual Report of the Chief Medical Officer 2018/19
Rhestr Termau: Glossary of Terms:	Included within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Ceisiadau Gofal Sylfaenol: Parties / Committees consulted prior to Sustainable Resources Committee:	Finance Committee VBHC Management Group VBHC Strategic Enabling Group National Value in Health Community of Practice

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	A VBHC Business Case has been submitted and approved by the Finance Committee to support the implementation of a comprehensive VBHC Programme.

	In addition to this Business Case, project plans are being constructed for individual services and pathway areas. These plans culminate in a Service Review process that considers the resources consumed in delivering services against the outcomes achieved by patients. The insights and proposed changes may impact all elements of a service both in pay and non pay and are built upon the principles of Prudent Healthcare.
Ansawdd / Gofal Claf: **Quality / Patient Care:**	VBHC is designed to improve outcomes and the use of resources in delivering them. It is also driven by prudent healthcare principles drive the delivery of equitable services across the Health Board.
Gweithlu: **Workforce:**	Individual teams and resources are considered as a part of the VBHC review of services, but recommendations are owned by service areas.
Risg: **Risk:**	VBHC Programme risk assessment has been completed and programme level risks are included on the DATIX system, however individual project areas are subject to their own project structures with risk assessment being an integral component. The primary programme risk relates to the long term digital platform for PROM/PREM collection.
Cyfreithiol: **Legal:**	None
Enw Da: **Reputational:**	None
Gyfrinachedd: **Privacy:**	Privacy Impact Assessment has been completed for PROM and PREM capture as part of the VBHC Programme.
Cydraddoldeb: **Equality:**	Equality Impact Assessment completed.

Pathway/Specialty Area	Setting (clinic linked)	Service Lead	VBHC Lead
Live Collection			
Heart Failure		CW	SM
T&O Hips and Knees			SM
T&O Shoulders and Elbows			SM
Orthopaedic Prehab		OE	CR
Opthalmology - AMD		ES	SM
Chronic Pain Service (Medical and non medical)		BL	SM
Lymphoedema		AG	CR
Cellulitis Improvement Programme			CR
Urology - Trial Without Catheter (TWOC)			
Lung Cancer		KW	
Long Covid Service			
Dietetic Led IBS Service			
Diabetes			
RIW Respiratory Mobile Unit			
Rapid Diagnostic Clinic			
Colorectal Cancer		PR	
MSK Physiotherapy		CJ	
Active/In progress			
Dermatology			
Endometriosis			
Care Homes			
Diabetes - Podiatry			
Cataracts			
Unpaid Carers/ FLO			
Upcoming Areas - being scoped			
Health Psychology			
Atrial Fibrillation			
IBD			
Asthma			
Woman and Child Health (Maternity)			
Inguinal Hernia			
Adult Mental Health			
Gastroenterology			
Carpal Tunnel			
Radiology			
Stroke			
TIA			
Priority Areas - next 3,6,12 months			
Acute Coronary Syndrome			
COPD			
Local Authorities			
Urology - Pelvic Health Pathway			
Palliative Care			
Community Drug and Alcohol Team (CDAT)			
Therapies (PT, OT, SALT)			
TriTech Projects			
Rheumatology			
Paediatrics - CAMHS			
Same Day Emergency Care (SDEC)			

Ambulatory Care
Drug Spend

Future focus

T&O Knee - Micro Structural Scaffold Patch
Specialist Weight Management Service
Palpitations Pathway
T&O - Joint School
Osteoporosis
Neurology
Trauma
ENT
Audiology
Endoscopy
Pathology
Learning Disabilities
Pharmacy
Sexual Health
Low vision Service

Open Eyes

Cataracts
Glaucoma

Project suppo	2022							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
CR/RE				*				
CR								
CR								
CTW								
CR								
CTW								
TR								
SB								
CR								
CR								
CR								
CR								
AH/SM/CS								
SM/CR								
CTW								
CR/TR								
CR/TR								
CTW								
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CM/ND/CR								
CR								
SM/CR								
CR								
SM								

CR

CR
CR

Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May

Jun	Jul	Aug	Sep	Oct	Nov	Dec

Key

⬜ (grey)	In Progress - Project underway, Pathway mapping
🟩 (green)	LIVE
🟪 (purple)	Analysis - Dashboard
🟥 (red)	Service Review
🟦 (blue)	PROM/PREM Capture ongoing
🟧 (amber)	Collection Paused
🟦 (light blue)	Resourcing
🟧 (orange)	Project paused
🟨 (yellow)	Operational implementation
⬜ (grey)	Deep dive/analytic - to stocktake and inform service reviews

Clinical Area	Analytical report	Status
Heart Failure	March	Complete
Trauma and Orthopaedics (Shoulder and Elbow)	August	In progress
Trauma and Orthopaedics (Hip and Knee)	June	Complete
Diabetes (general)	September	Not started
Colorectal Cancer	October	Not started
Lung Cancer	November	Not started
Chronic Pain Service (Medical and non -medical)	December	Not started
Lymphoedema/Cellulitis	April	Complete
Long Covid Service	January	Not started
MSK Physiotherapy	February	Not started
Rapid Diagnostic clinic		
Orthopaedic pre hab		
Ophthlmology - AMD	November	In progress
Dietetic Led IBS Service		
RIW Respiratory mobile unit		
Diabetic Foot		
ACS		

Costing	Finance Lead	Costing stage status	Service Review (2 step process)	Date
TBC	IWE/MB	Outline the pathway	March	
January	MB	Complete	September - October	23rd September
September	MB/IWE	Not started	September - October	
September	TBC	Not started	October - November	
October	TBC	Not started	November - December	
November	TBC	Not started	December - January	
December	MB	Build a model	January - February	
September	KB/IWE	Feedback and test the model	February - March	
January	TBC	Not started	March - April	
February	TBC	Not started	April - May	
September	IWE	Feedback and test the model		
September	RR/IWE	Feedback and test the model		
March	MB/IWE	Complete		

Status	Value lead/ Project Manager	Power Bi PROM patient level data dashboard	Status
Complete		May	Complete
Not started	SM/CTW/CR	September	In progress
Not started	SM/CTW/CR	September	In progress
Not started	CS/KO/CR	October	Not started
Not started	CR/KO	November	Not started
Not started	CR/KO	December??	National dashboard
Not started	CS/KO	January	Not started
Not started	CR/KO	February	Not started
Not started	CS/KO	March	Not started
Not started	CS/KO	April	Not started
		October - November	
		N/A	
		N/A	
		N/A	

Costing Stage Plan

    0. define purpose / is costing required

    1. clarify the condition & scope

    2. Outline the pathway

    3. Meet representatives from each step to cost

    4. Build a model

    5. Feedback and test the model

    6. "So what?"

    7. Complete

        Not required