Use of Modelling to support service redesign through Practice Based Commissioning

A PCT Perspective
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Plan of Session

Introduction

What does modelling have to offer the practice based commissioning process?

What is practice based commissioning?

- All GP practices given an indicative budget to buy services from providers.
- Practices (not PCTs) will identify the health needs of the local population and identify the appropriate services to be provided.
- Practices must offer patients a choice.
- Up to 100% of any savings made can be held at practice level, which must then be used for developing or providing services for patients.

Payment by Results (PBR)

- Hospitals and other providers paid for the work they actually do
- Payment will be linked to activity
- Payments "follow the patient" rather than historical block contracts

What does modelling have to offer the practice based commissioning process?

- Help us to support practice based commissioners and other stakeholders in the planning of a particular service redesign to-
  - Focus on some of the options
  - Identify outcomes to be expected from the process
  - Investigate the "what if's"
  - Add structure to the debate
  - Avoid going straight to the solution

What does modelling have to offer the practice based commissioning process?

- .......continued
  - Build in key variables
  - Help us to look at simple changes in the context of the wider picture
  - Help us look at efficiency and effectiveness of various options
  - Provides a framework for stakeholders to add their views, ideas and concerns
Example
Out Patient Referrals

- Identify stakeholders
- Map current pathway
- Identify where we want to go

How would modelling help us?

- Identify how we might get to the desired outcome
- Map out the knock-on effects of possible changes
- Show us possible risks
- Shows a whole systems approach to the issue

Practical modelling application

- Summer MSc student placement
- Level of referrals - a real issue for our PCT
  - Number of referrals
  - Number of follow-ups
  - Number of consultant to consultant referrals
- Seeking alternative pathways that are cost effective, produce better outcomes for patients and satisfy criteria set by the key stakeholders

Simulation and modelling for PBC

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Plan of session

- The modelling process for PBC
- Case study – intermediate care service redesign for Hampshire Social Services (MSc student project, 2004)

The process: 4 steps

- Identify the key problem area(s) for the locality
- Conceptual flow map of the system as-is
- Planning for change: identify ...
  - who you need to talk to
  - bottlenecks and problems
  - possible causes and effects
  - data requirements
  - scenarios for investigation
- Develop simulation model(s) and experiment
Conceptual flow map

- Patient-focussed perspective – what happens to patients now?
- What options are currently open to the patient at each stage of the pathway?
- What is included in the system, and what is outside it?

Planning for change (i)

- Who currently provides these services?
- Who else could provide them?
- What local factors (political, historical, or clinical) have influenced the way these services have developed over the years?
- What is going to change? (Demographics, etc)
- What factors are standing in the way of change?

Planning for change (ii)

- What ideas would you like to try out?
- Brainstorming and other creativity methods
- Look at other PCTs and practices
- Talk to staff
- Ask the patients what they would like!

Example: service redesign for Hampshire Social Services, 2004

- Current system of intermediate care for older clients – “step-up” or “step-down”
- Care provided in clients’ homes for 6 weeks
- Inflexible “one size fits all” system
- Expensive – most care outsourced rather than using HSS staff

Proposed new service

- New “Intake” service, designed to assess and reasonable new clients in a more flexible way
- Major concerns:
  - insufficient in-house capacity within HSS
  - change in working practices and job responsibilities
  - possible redundancies – politically sensitive
  - Clients’ responses: reduced continuity of care

Project Objectives

- Develop (7 slightly different!) simulation models of the new Intake service
- Determine the feasibility of the service
- Identify potential care staff hours and times required
- Compare with current capacity available
- Model scenarios for unknown parameters
Recommendations and outcome

- Provision of ‘Intake’ service with current capacity should be possible
  - Even for extreme assumptions
  - More capacity for other specialist services
- Results most influenced by uncertainty around duration of clients stay within 6 week period
- Pilot study identified expected duration more accurately
- New service implemented by HSS at cost of £400,000

Conclusions from this study

- This model informed the business plan for the new service; simulation is accepted by HSS as part of their strategic planning process
- Social Services face many of the same issues as NHS
- Potential for wider use: HSS have just appointed person with OR skills
- Many thanks to all staff at HSS especially Angela Harris, Home Care Business Manager

PBC - a modelling opportunity

- Service redesign - a classic OR application
- Scope for both discrete-event and system dynamics models
- High-profile and driven by Government initiatives
- Many interesting projects!