

# Workshop 2

## Warwickshire Case Study

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# Workshop Menu

- ➔ What is a capacity review?
- ➔ The Warwickshire Case Study
- ➔ Key messages and next steps
- ➔ Questions and answers
- ➔ The National PbR Project



# Issues/challenges?

People who  
use or need  
to access  
services

Commissioners

Providers



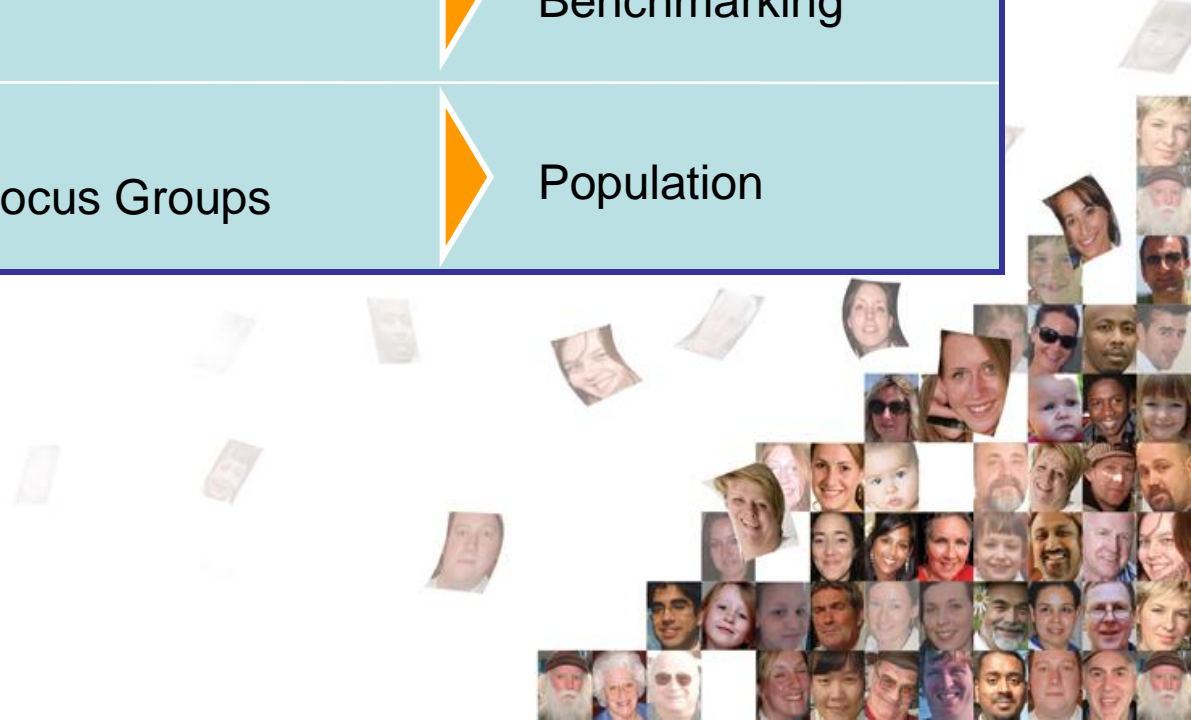
# What is a Capacity Review?

- A **Capacity Review** is an approach to understand the current capacity and utilisation of a mental health system
- Fosters collaboration between commissioner and provider
- It contains 3 key elements



# What is a Capacity Review?

Data Analysis	Engagement	Needs Assessment
Resource base	Stakeholders	Case load audit
Finance & workforce	Interviews	Benchmarking
System and service utilisation	Focus Groups	Population



# What is a Capacity Review?

The **Capacity Review** deploys an analytical framework to test gaps between:

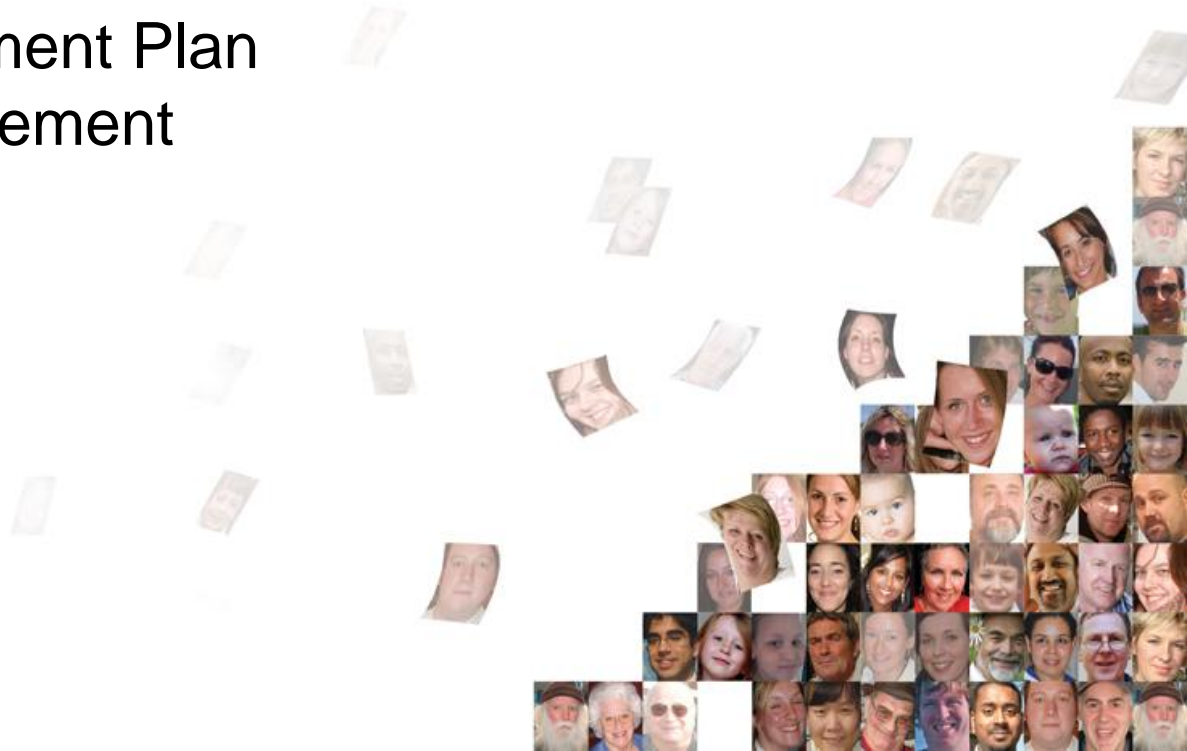
- ➔ Current service
- ➔ Care pathway
- ➔ Standards and outcomes
- ➔ Future aspirations



# What is a Capacity Review?

The outputs of a **Capacity Review** are:

- ➔ Baseline data and assessment of services commissioned
- ➔ A Care Pathway Facilitation Plan
  - Commissioning framework
  - Service Development Plan
  - Utilisation management



# Why Warwickshire?

- It is a new PCT
- It has a new provider Trust made up of 3 previous mental health service providers
- It has a **varied demography** providing a complex needs assessment challenge
- It has new **strong leadership** and appetite for change and advancement
- It has had a difficult **commissioner/provider relationship**
- It **sought objectivity**, an evidenced-based and partnership approach to build a platform to:
  - advance service change and improvement
  - realise a shared vision for the future
  - enable organisational development



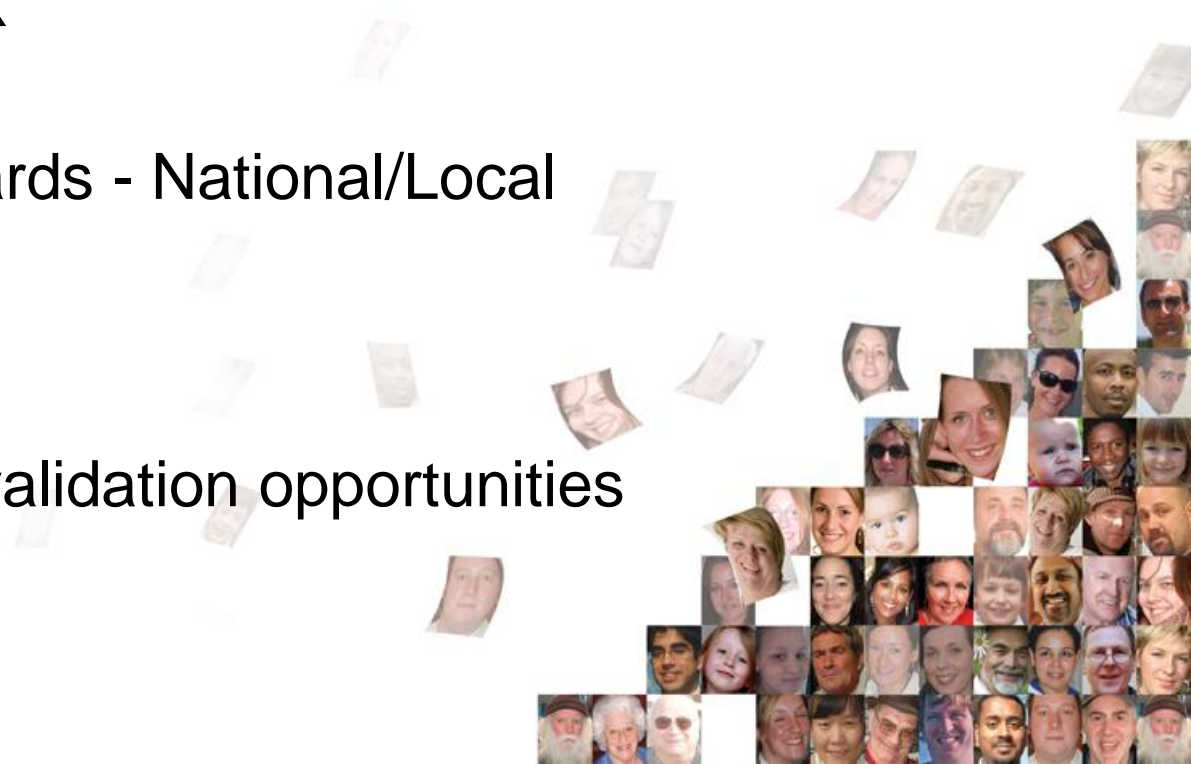
# Warwickshire Case Study – scope of work

- ➔ Capacity and Care Pathway Review
- ➔ Contracting Arrangements incl. Out of Area Placements
- ➔ Partnership Working and Commissioning/Planning Arrangements



# Warwickshire Case Study – the approach

- ➔ Engagement - Clinical and wider stakeholder
- ➔ Data analysis
- ➔ Needs assessment
- ➔ Analytical framework
  - Benchmarking
  - Policy and standards - National/Local
  - Evidencing
  - Synthesising
  - Modelling
  - Underpinned by validation opportunities



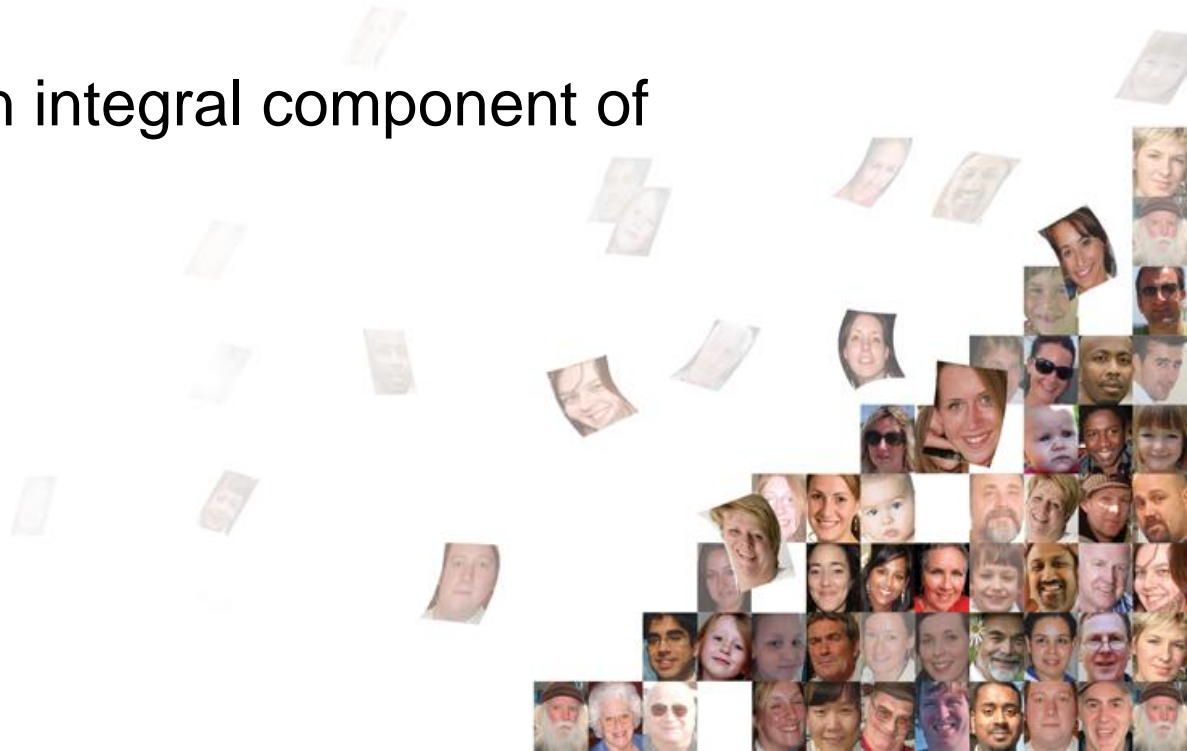
# Warwickshire Case Study – the difficulties

- ➔ Timelines
- ➔ Information systems
- ➔ Internal capacity and wider organisational ownership
- ➔ The history

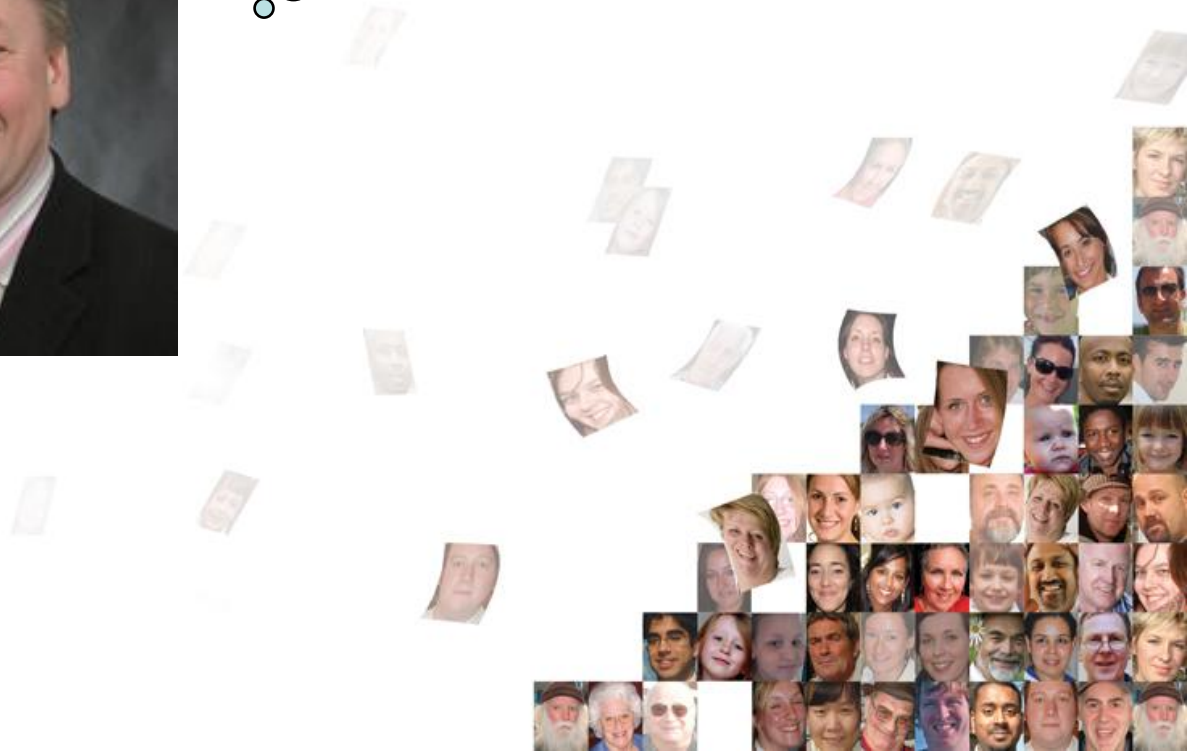


# Warwickshire Case Study – the solution

- ➔ Effective local project management
- ➔ Communication
- ➔ Facilitation/dialogue
- ➔ Leadership
- ➔ Making the review an integral component of contracting process



# Commissioner and provider



# Outcomes

An objective evidence-based shared understanding of current service

## ➤ Strengths

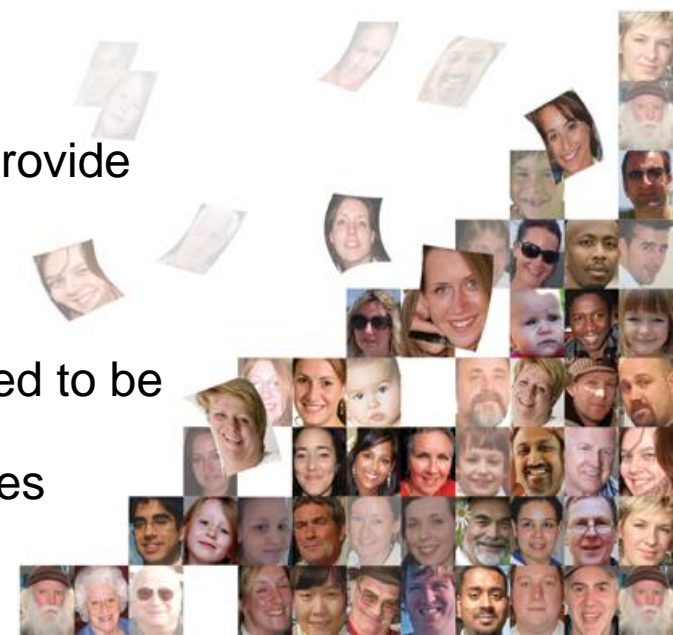
- Provides detailed information from various sources and cross references it to provide level of information and analysis not available before
- Has provided a vehicle for clinical engagement that can be built upon and provides an evidence base that requires improved clinical leadership

## ➤ Limitations

- There are some data quality issues and gaps
- It evidences a range of hypothesis but can not provide the whole answer

## ➤ Gap between now and future goals

- It identifies the gaps in service provision that need to be addressed
- It identifies priorities and sequencing opportunities



# Outcomes

## The Information and Analysis Supports a New Commissioning Framework

### ⇒ **New Contracting Arrangements**

- Performance Bond
- Performance framework

### ⇒ **New partnership working and relationship**

- Clinical Input to planning/commissioning
- Streamlined and more effective commissioning mechanisms
- Commissioning skills and capacity development
- Service development

### ⇒ **New Performance Management Vehicle**

- Evidenced targets
- Shared Agreement on targets
- Incentives for meeting targets



# Outcomes

## The Information and Analysis Supports a New Commissioning Framework

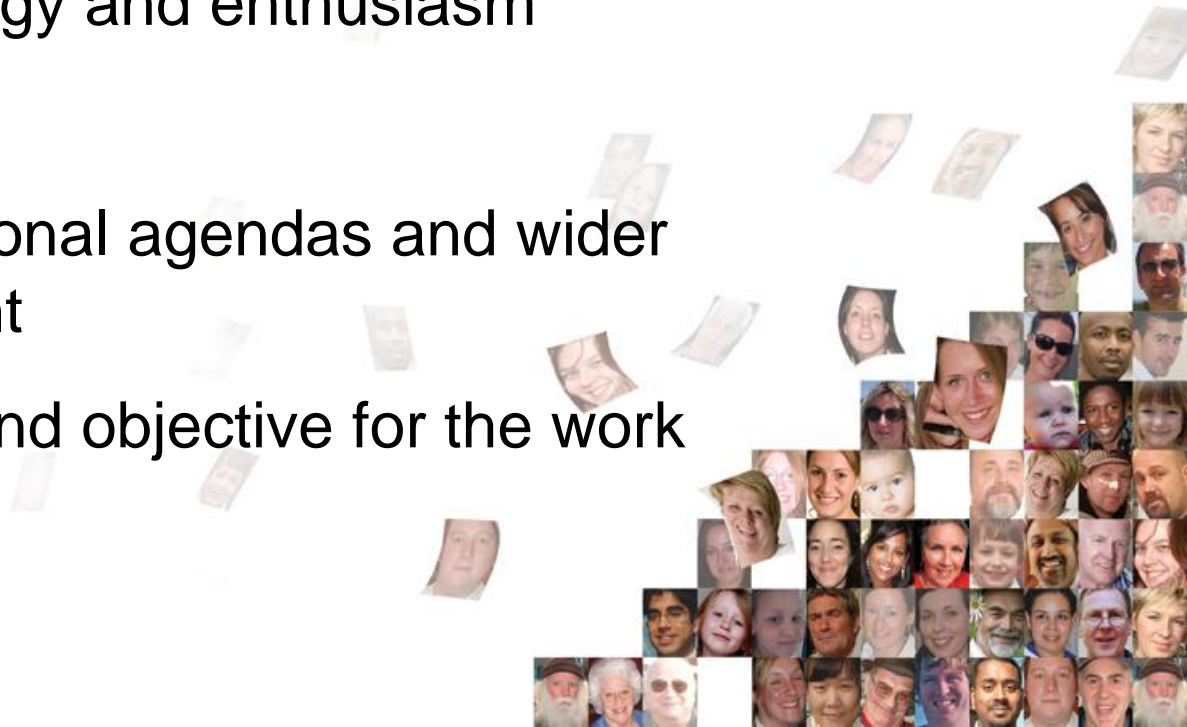
### ➔ Shared Service Development Priorities

- Service re-engineering opportunities
- Priority developments that address gaps
- New models of care pilots
- Information systems
- Utilisation management
- PbR West Midlands pilot site



# Key Messages

- ➔ Engagement and communication
  - All stakeholders
  - Validation/dissemination and active ongoing involvement
- ➔ Vision, leadership and partnership approaches – underpinned by energy and enthusiasm
- ➔ Realistic timescales
- ➔ Links with organisational agendas and wider strategy development
- ➔ An agreed agenda and objective for the work

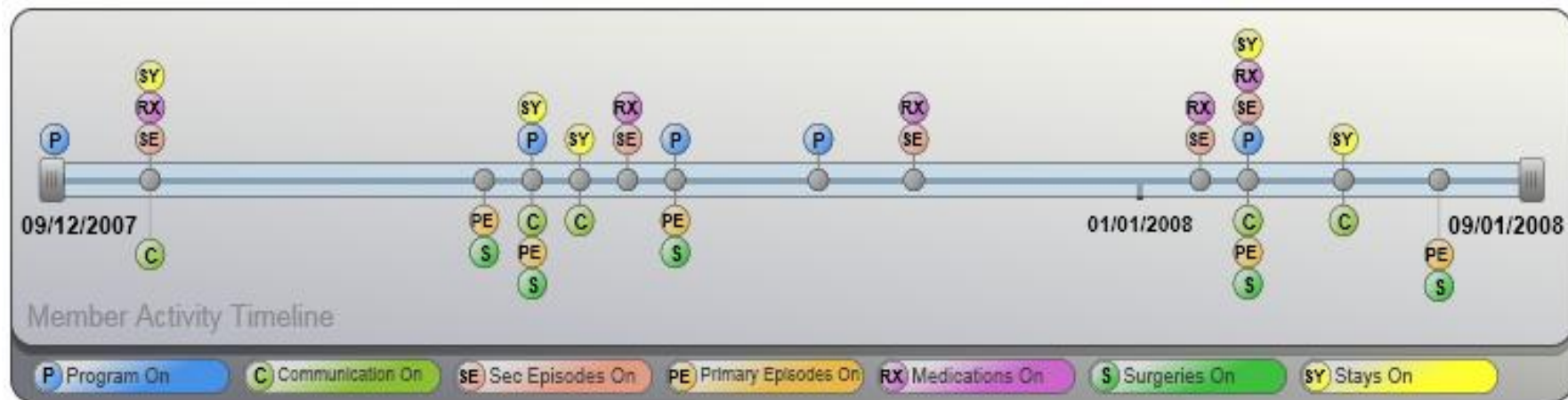


# What Next?

- ➔ PCT Health Strategy implementation plan
  - deliver on service development targets
  - initiate new models of care pilots
- ➔ Refine and develop performance management framework
- ➔ Review model of commissioning
- ➔ West Midlands PbR pilot
- ➔ Pilot Utilisation Management Lite tool as real-time information system to support
  - Implementation of new standards and service expectations
  - Evidence impact of service changes
  - Monitor target achievement and support refinement of target setting



# Utilisation Management Lite



- ➔ Real Time Commissioner Information System
- ➔ Care Pathway-based approach
- ➔ Tracks utilisation of a Mental Health System
  - referrals into system
  - movement through care pathways
  - utilisation of specific services
  - discharge out of services and system
- ➔ Performance reporting mechanism

