

3<sup>rd</sup> Annual Management Conference and Exhibition

# London Health 2010

Innovation, quality ,equity and excellence

## Integration

Developing Integrated Networks To Support the  
Delivery of a Range of Long Term Condition Care  
Packages

**John Wardell**

Programme Director for Integrated Care

**November 3<sup>rd</sup> 2010**

Tower Hamlets 

# NHS Tower Hamlets

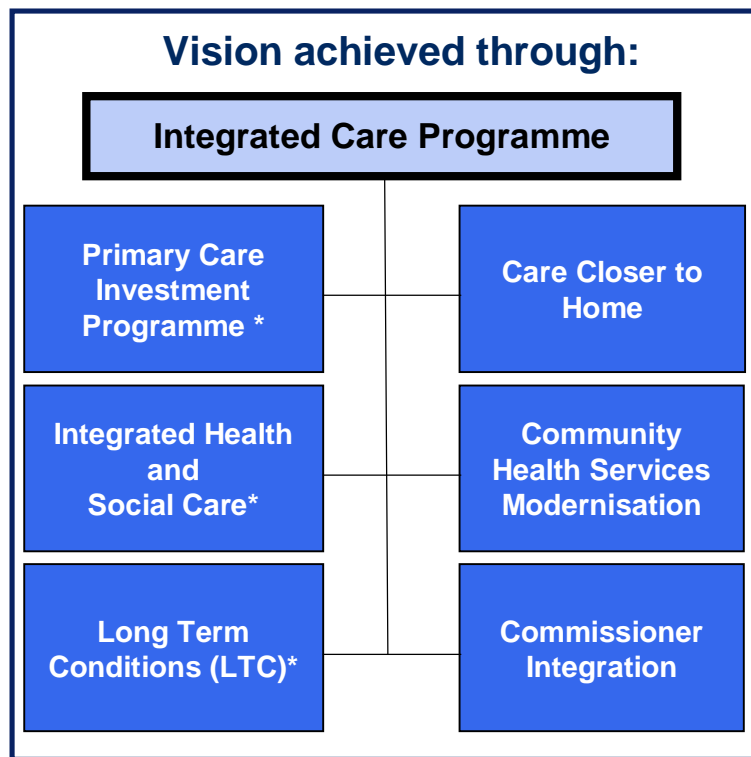
**John Wardell**

**Programme Director of  
Integrated Care  
Commissioning**



# Vision for Integrated Care

- 2006 *Improving Health & Wellbeing Strategy*. (Strategy refreshed in 2009)
- Borough-wide plan to create a truly integrated system built around networks of services



- Health inequalities
- Improving the patient experience
- Better quality of care
- Improving the health and wellbeing of the population
- Integrated and more localised services
- Promoting independence, choice and self care
- Investing resources effectively

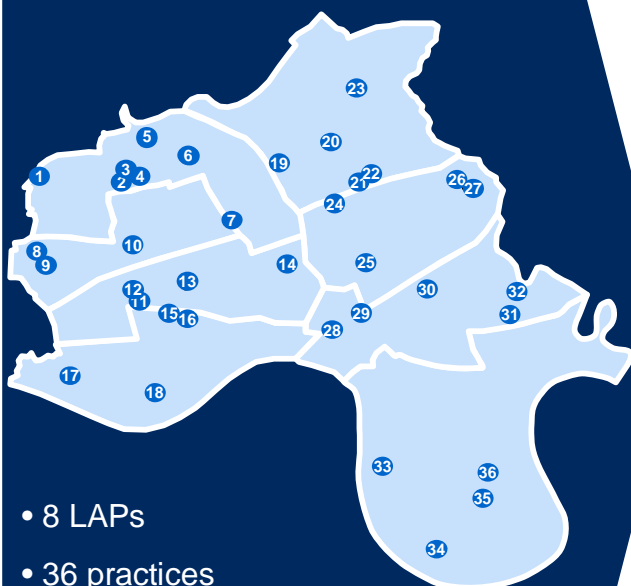
\* Part of the Integrated Care Pilot

# Primary Care Investment Programme

*Development of networks.....*

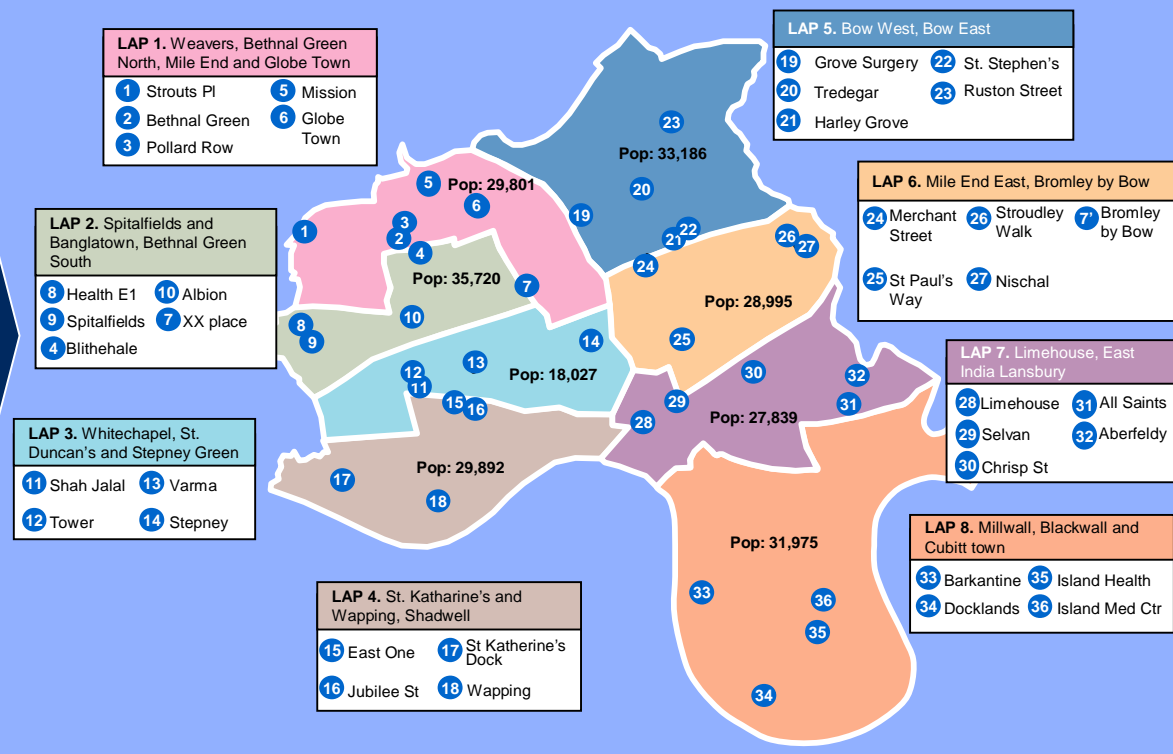
# The 36 Tower Hamlets practices have formed 8 geographic networks aligned with LAPs

## Tower Hamlets before networks:



- 8 LAPs
- 36 practices
- Total population of ~245,000
- Practice list sizes of 3,000 to 11,000

## 8 Networks\* were formed in the borough during 2009:



## Why networks?

- Focus on **population health** across a geography
- Collaborative relationships with **wide range of partners** (e.g. Borough, schools, charities)
- Sufficient **scale** for specialisation of staff, ability to access rare skills and ensure access, resources (e.g. equipment)
- Integration with **estates** plan

\* Number of patients per practice as at 1 October 2009 (Clinical Effectiveness Group)

## The Vision for Networks

*Services need to be offered closer to communities and in locations where different services and professionals are brought together.*

*Local networks of services are bringing together health and social care, education, housing and leisure services and provide a focal point for the integration of third sector (?Voluntary) services.*

- **Local provider networks are being established within each of the 8 Tower Hamlets LAPs** - to provide care packages for those with long term conditions as well providing health promotion services (vaccination and immunisations and smoking cessation)
- **Development of LAP based networks will be supported by the re-organisation of the community mental health teams and by the integration of adult social care services:**
  - Single points of access (one assessment only)
  - Integrated assessment and care management processes
- **Development of new health and wellbeing centres and refurbishment of facilities will support both the integration of services and localisation of services** away from hospitals
- **As networks develop, we will establish some local healthy living programmes** to be geared to **more local needs**. The LAP structures can be built upon to **consult with local people** and **promote more local understanding and ownership for programmes**.

# How the Primary Care Investment Programme is being delivered

## Care packages are:

- **Reducing variability** through the use of evidence based pathways
- Ensuring the **right people to do the right tasks at the right time**
- **Enabling transparency of data** at individual patient, clinician, practice, and network level
- Facilitating an **integrated and coherent approach**

## Networks:

- Focus on **population health** across a defined area
- Have collaborative relationships with **a wide range of partners** (e.g. Borough, Schools, Charities)
- Provide sufficient **scale for**:
  - Specialisation of staff
  - Ability to access rare skills
  - Resources (e.g. equipment)
  - Ability to ensure access
- Integrate with **estates** plan

## What supports it all?

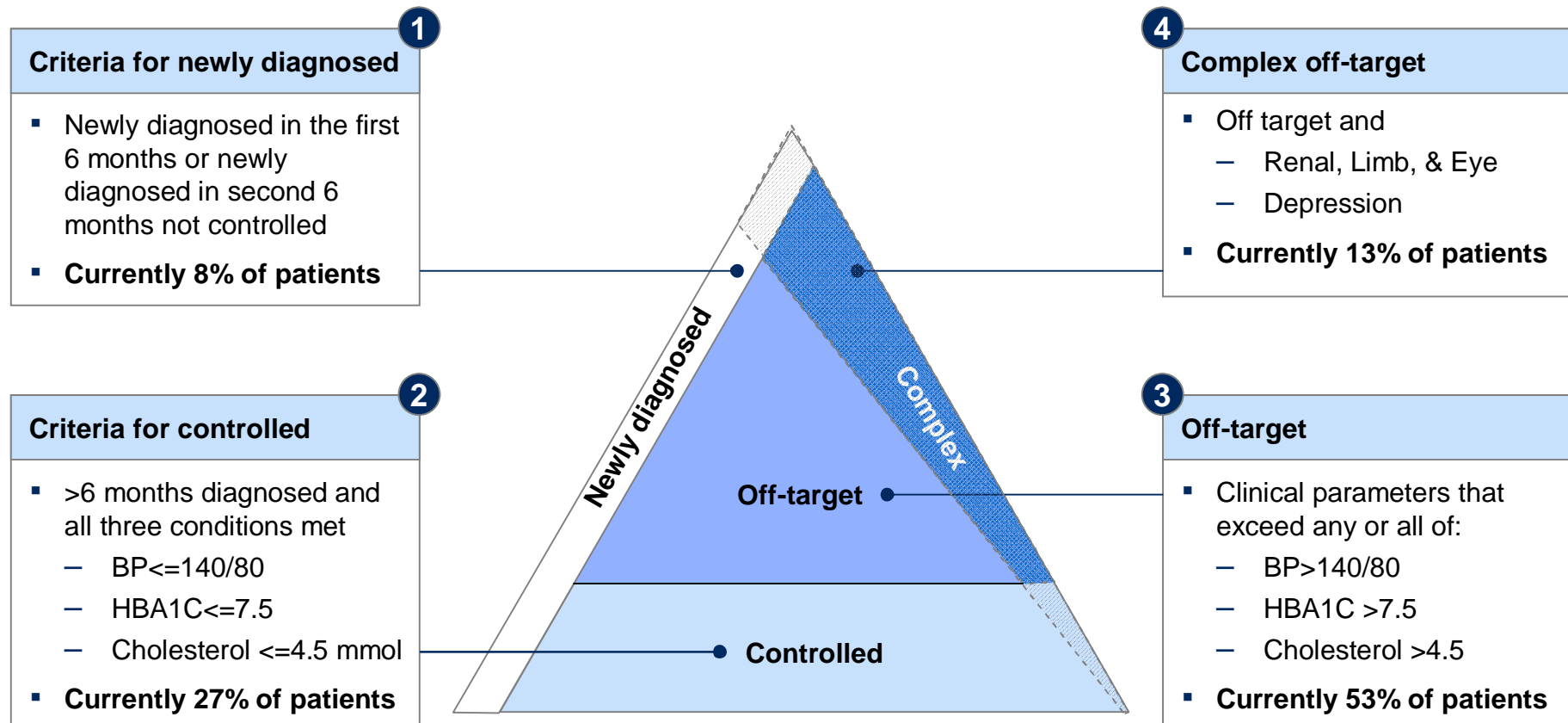
### Organisational development

- The **capabilities and mindsets**

### Information and technology

- The **systems and processes** to underpin the new way of working

# Stratification based on agreed clinical criteria





## 2 Summary care package for controlled type 2 diabetes cases

PRELIMINARY

Minutes per patient per year

**Qualification criteria for package:** Type 2 diabetes diagnosed > 6 months & HbA1c<=7.5 & BP<=140/80 & Chol<=4.5

**Entry routes:** New, Off target, Off-target complex

**Exit routes:** Off target, Off-target complex, Death, Move out of area, pre-conception/pregnancy

**Stratification:** 27% of cases

Times and activities in bold are mandatory

Activity	Minimum skill level	Primary				Community			Secondary		Total staff time
		GP	Practice nurse	HCA	Admin	Pharmacist	Education provider	Other	DSN	Other	
Diabetic tests	HCA			20							20
Care planning	Nurse		30								30
Retinal screening	Accredited provider										-
6-month interim review <sup>1</sup>	Nurse (with prescribing support)		15	10							25
Structured Education <sup>2</sup>	Accredited provider						4.5				4.5
Call/recall/coordination <sup>3</sup>	Clerical				39						39
Medicines Management	Pharmacist					15					15
<b>Total time</b>			<b>45</b>	<b>30</b>	<b>39</b>	<b>15</b>	<b>4.5</b>				<b>133.5</b>
<b>Average per care setting</b>			<b>114</b>				<b>19.5</b>				

Costing model assumes that patients who require interpreters for appointments:

- Take 1.5 x as long
- Have interpreter for all but diabetic testing (due to budgetary constraints)

1 Includes 15 mins with nurse and 10 mins for blood tests (HBA1C, BP mandatory, others according to clinical judgement)

2 60% patients, 1 hour, 10 patients per class, additional 25% to cover class preparation

3 One day per week for every 300 patients, half already taking place

SOURCE: Working Session; TH Diabetes Care Group

# Enablers

## Information: PCIP

The Information Systems workstream has developed processes and capabilities to support Networks to roll out Care Packages



### Description

- Ability to **track patient and patients' care data** required to effectively implement care packages across network
- Processes and systems to **share information and expertise** between practices and specialists in networks for treatment of difficult cases (e.g. Multi Disciplinary Teams)
- Ways to enable **implementation of best practices** in patient care
- Procedures and systems required to **standardise and centralise best practices** in support functions where possible (e.g. call / recall of patients who require a series of on-going appointments at set time intervals)

### New processes and system capabilities

- Processes and systems have been developed to support:
  - Patient classification (stratification into groupings according to needs)
  - Patient care planning
  - Multi Disciplinary Team (MDT) review
  - Call / recall programme
- Elements of new system solutions:
  - New network linkages between GP Practices
  - Information security
  - Skills and capabilities

## 2 Enabling Networks: Information Governance

The Network Coordinator requires the maximum level of access



Other users should be given anonymised access



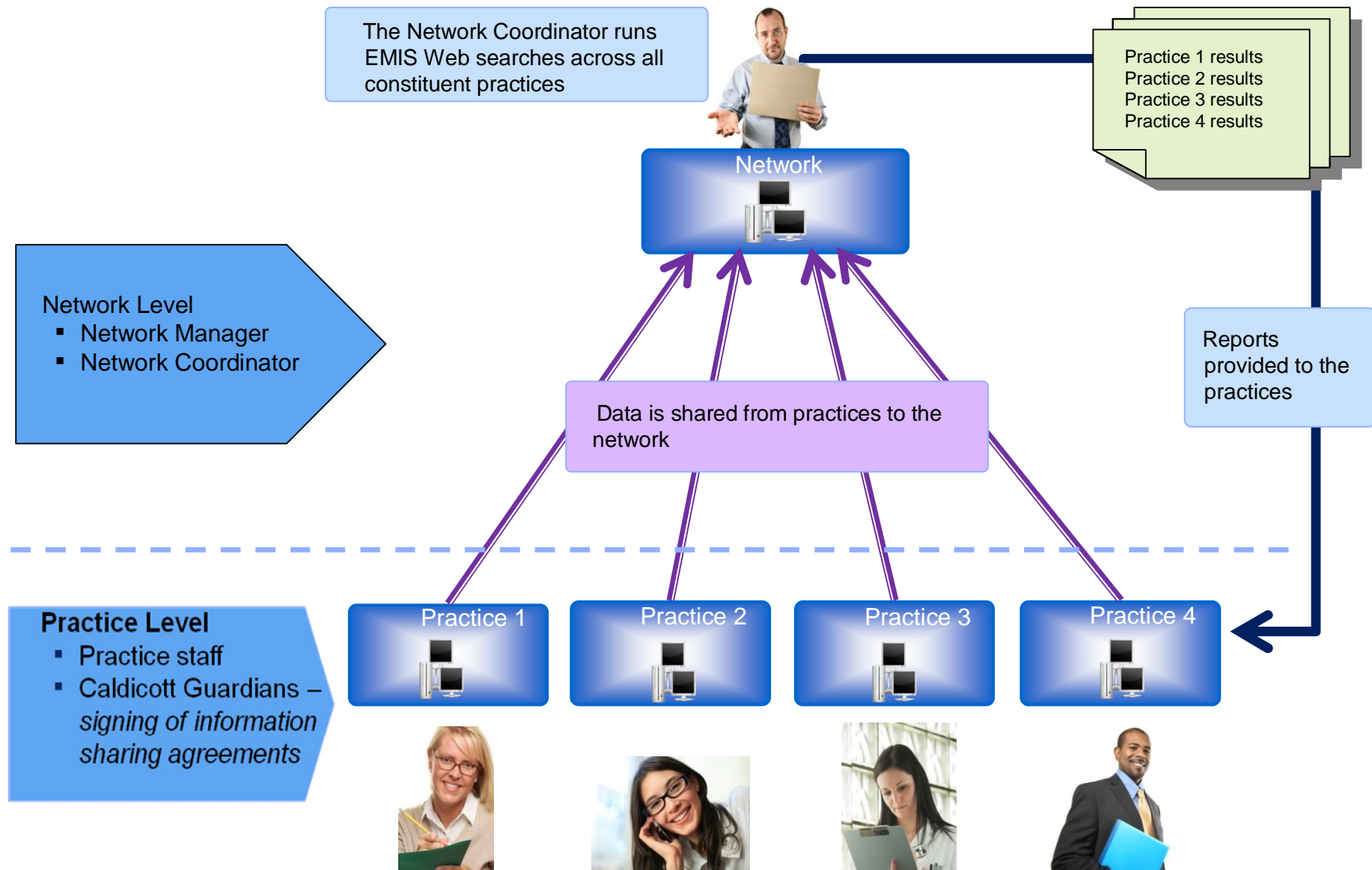
### Patient Identifiable Network Information

- Essential to the centralisation of administrative functions
- Allows the network coordinator to create reports which can be traced back to patients at the practice
- Only Network Coordinator and Manager should have access to confidential patient confidential information

### Anonymised Network Information

- Allows patient-level searching and reporting
- All information is anonymous and cannot be traced back to a patient ID
- Allows additional network functions (e.g. research, investigations) to be carried out without compromising patient information

## 2 Enabling Networks: Information flows



2

## The information system enabled the Primary Care Investment Programme by delivering the following across Tower Hamlets

Agreement from 35 out of 36 practices to share information

- Bespoke sharing agreements
- Implementation of processes and tools delivering standardised best practice
- Centralisation of common practice functions (e.g. call/recall, care planning)
- Support for multiple security profiles

Borough-wide, transparent performance reporting

- Standardised dashboards at both network and practice level for each care package
- Full transparency of dashboard calculations to both commissioners and the networks
- Network managers can generate their own “real-time” dashboards to track performance

One of the most sophisticated immunisations call/recall systems in London

- Prior to the immunisations care package, NHS Tower Hamlets had been without a call/recall system for over 5 years
- New network-based call/recall is being used by all 8 networks
- Standardised patient lists make it clear which patients to target and when

Successful partnerships and a reputation for quality and delivery

- Strong delivery partnerships between the Commissioning and IT directorates, CEG and other suppliers, practices, and network management
- Successful implementation and publicity has encouraged practices to collaborate and share information
- Collaborative partnership has helped fuel a strong reputation within the networks for quality deliverables, support, and continuous improvement

## Key success factors

### Details

#### Clinical leadership

- Strong leader of working group with a high level of commitment
- Mix of clinicians and other relevant professionals (educators, social workers) from across care settings is important to get clinical support

#### Organizational Development and incentives

- The OD programme consisted of a borough-wide approach that also allowed tailoring of programmes for specific needs

#### Information system as a key enabler

- Infrastructure, processes, and information governance are crucial to successful integration
- Early alignment on the need to share information will ensure progress
- Clinical leads need to listen to colleagues' concerns and support their understanding of the benefits of information transparency

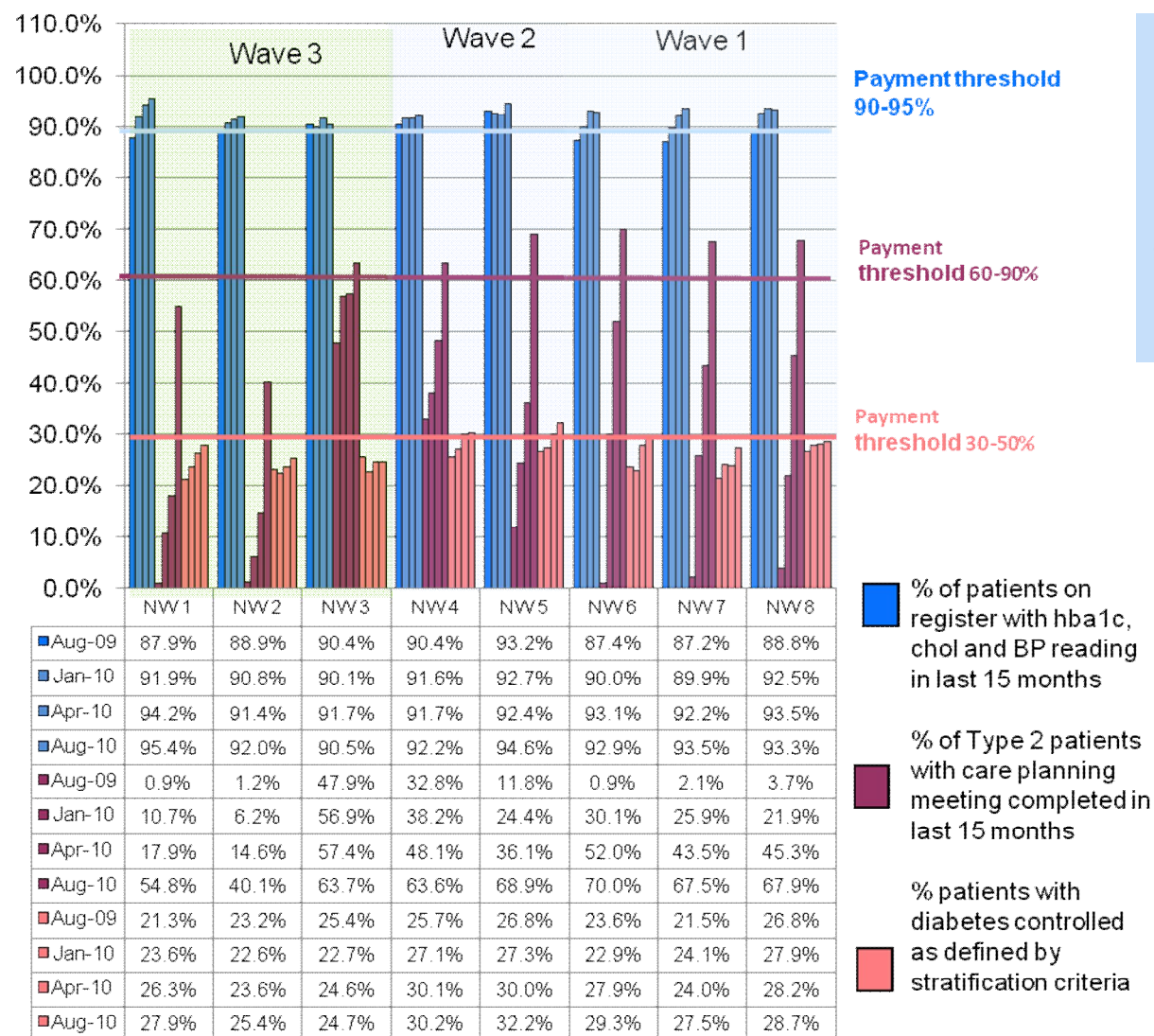
#### Strong relationship between clinical leadership and management

- Facilitated an open and collaborative approach to the implementation of change that was challenging in both scale and pace
- Governance structures embedded clinical leadership in the programme

# Diabetes



## Network performance towards Diabetes Care Package Targets, Aug 2009 - August 2010

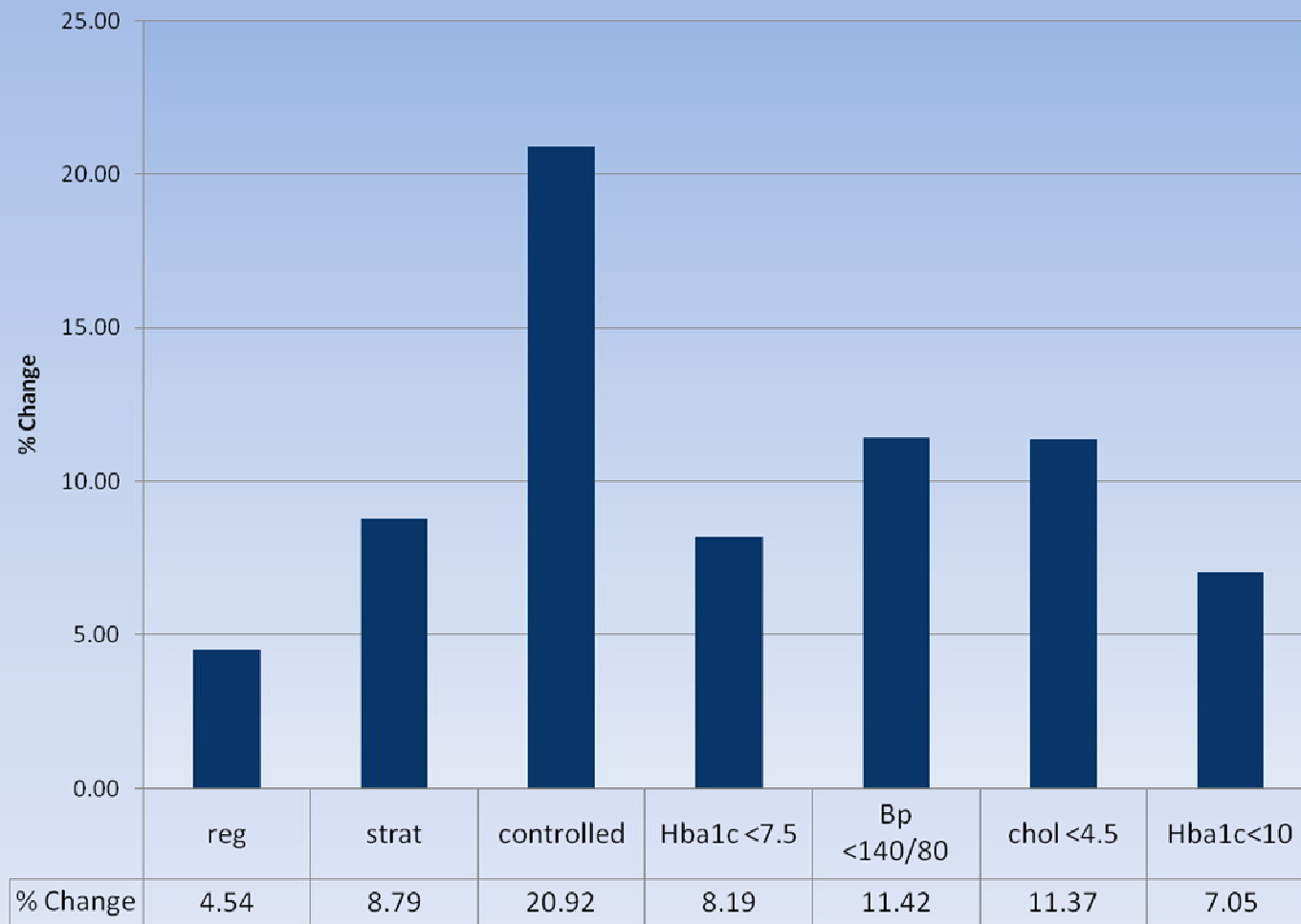


Diabetes Care package rolled out in 3 phases

Networks showing improvements across all indicators

There is significant improvement in patients completing care planning meetings in the last 15 months

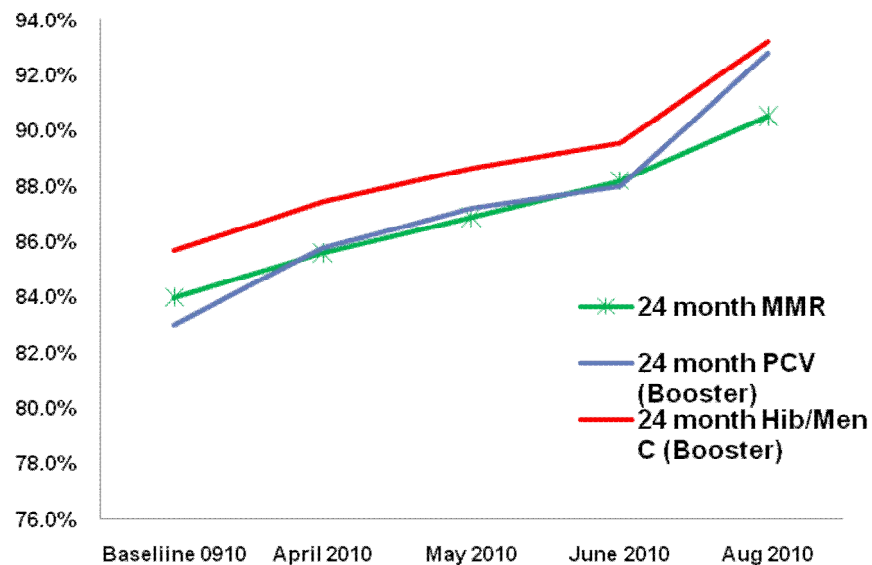
**% Change in Diabetes outcomes across all waves August 2010**



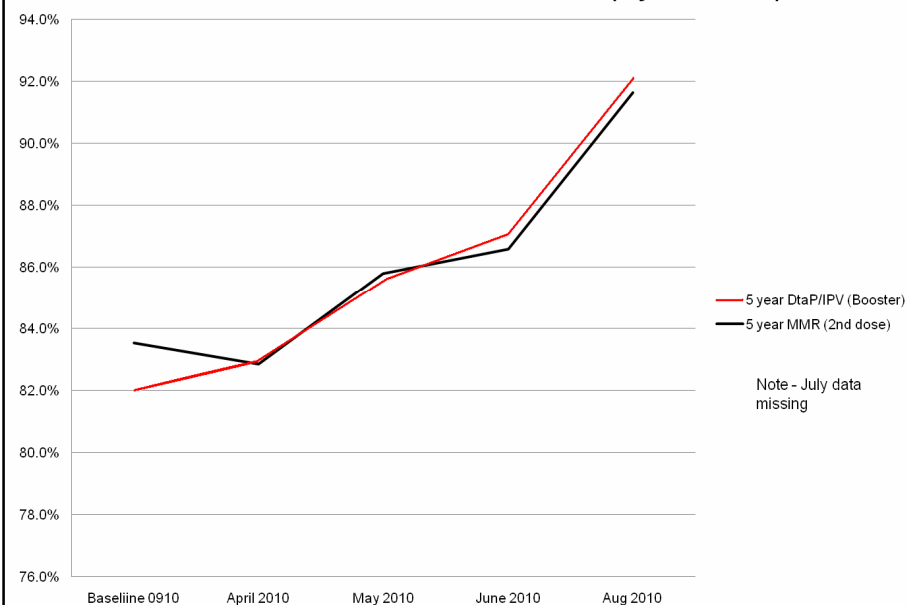
# Imms and Vaccs

*We have seen significant improvements with  
immunisation rates across the whole programme*

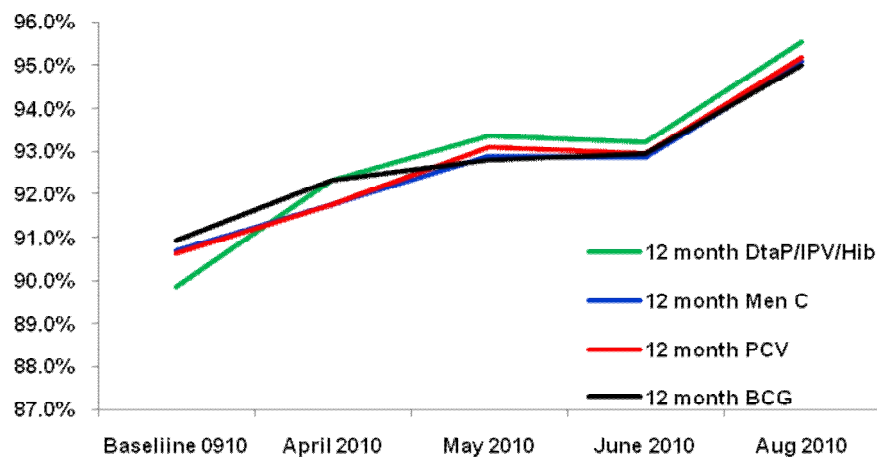
**NHS TH Childhood immunisation rates (24 month cohort)**



**NHS TH Childhood Immunisation Rates (5 year cohort)**



**NHS TH Childhood Immunisation Rates 12 month cohort**



There has been significant improvements overall with the first set of vaccinations at 12mths reaching 95% (herd immunity) or over and all the other vaccinations reaching over 90%.

This is the best set of results recorded so far and Tower Hamlets is currently reaching all the targets which were set for the childhood immunisation programme for 2010/11.

# Networks are critical to our vision and strategy

Clinical engagement and leadership –network organisational development, care pathways

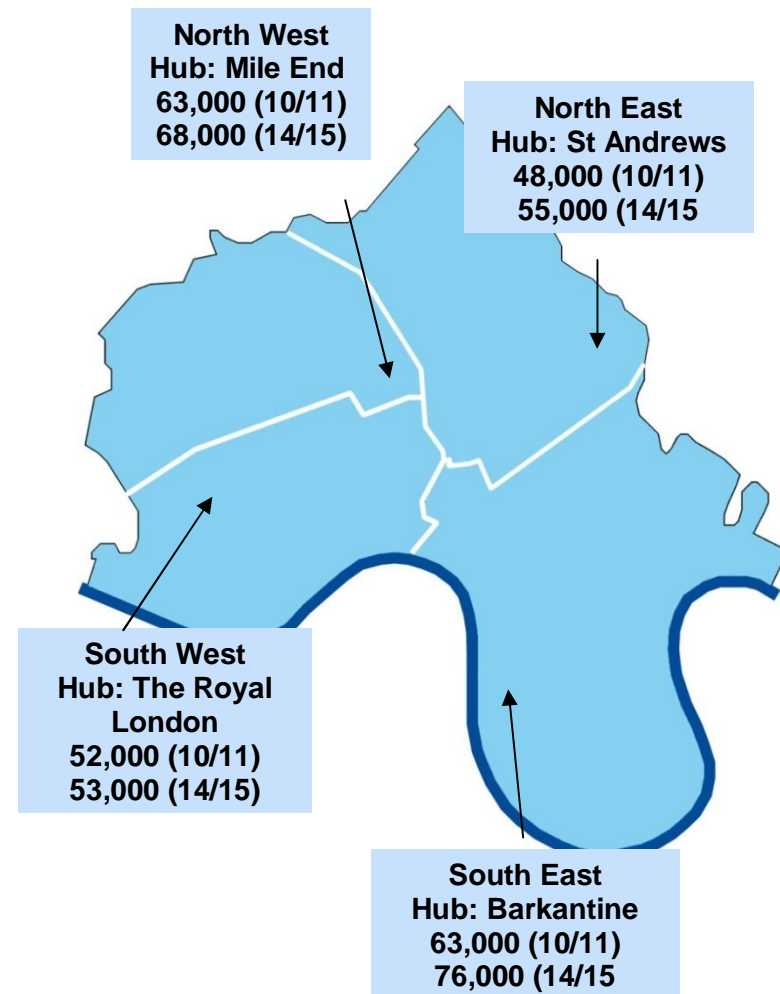
Core activities modelled across system

Estate options identified

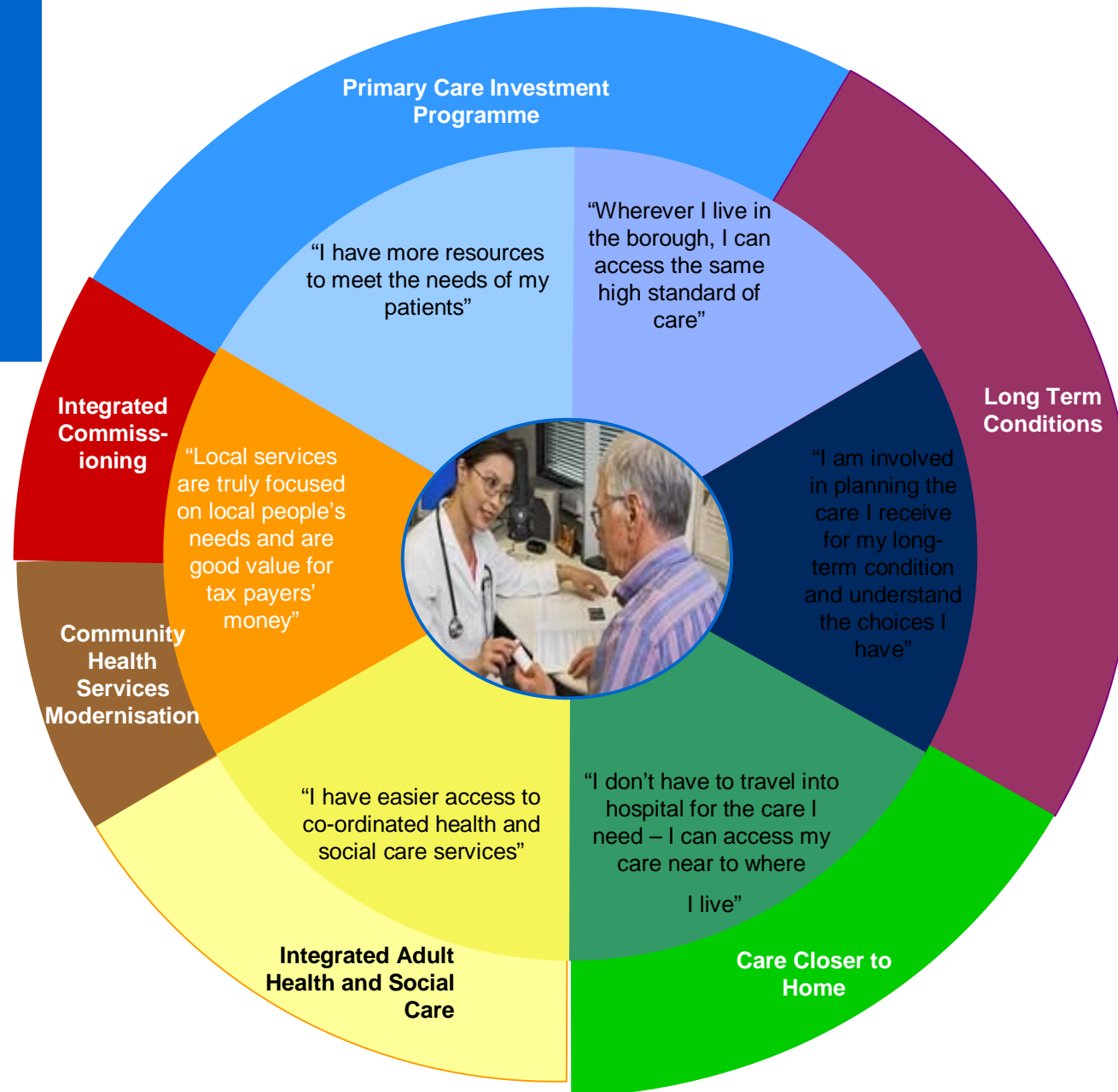
Aligned with clinical commissioning (PBC) and partners (Local Area Partnerships)

IT platform – EMIS Web, disease registry including MDT, call/recall

Network contract levers



Our  
programme  
will deliver  
integrated  
care



# Appendices



Microsoft Excel - MDT Patient Filter v. 4.1 LAP 7.xls

File Edit View Insert Format Tools Data Window Help

Type a question for help

Systolic\_Curr... Reductive

# 1 MDT Patient Data Review Data Filter Control Dashboard

## UPDATE PATIENT LIST

Push button to apply filters and generate refined patient list

Populate Patient List

Count of the number of patients included in refined patient lists once all filters applied

12

## PATIENT FILTER CONTROLS

Patient Characteristics	Data Summary	Filter Specifications	Apply Filter	Additive (or) / Reductive (And)	Patients Meeting Criteria
	Y	15	N		

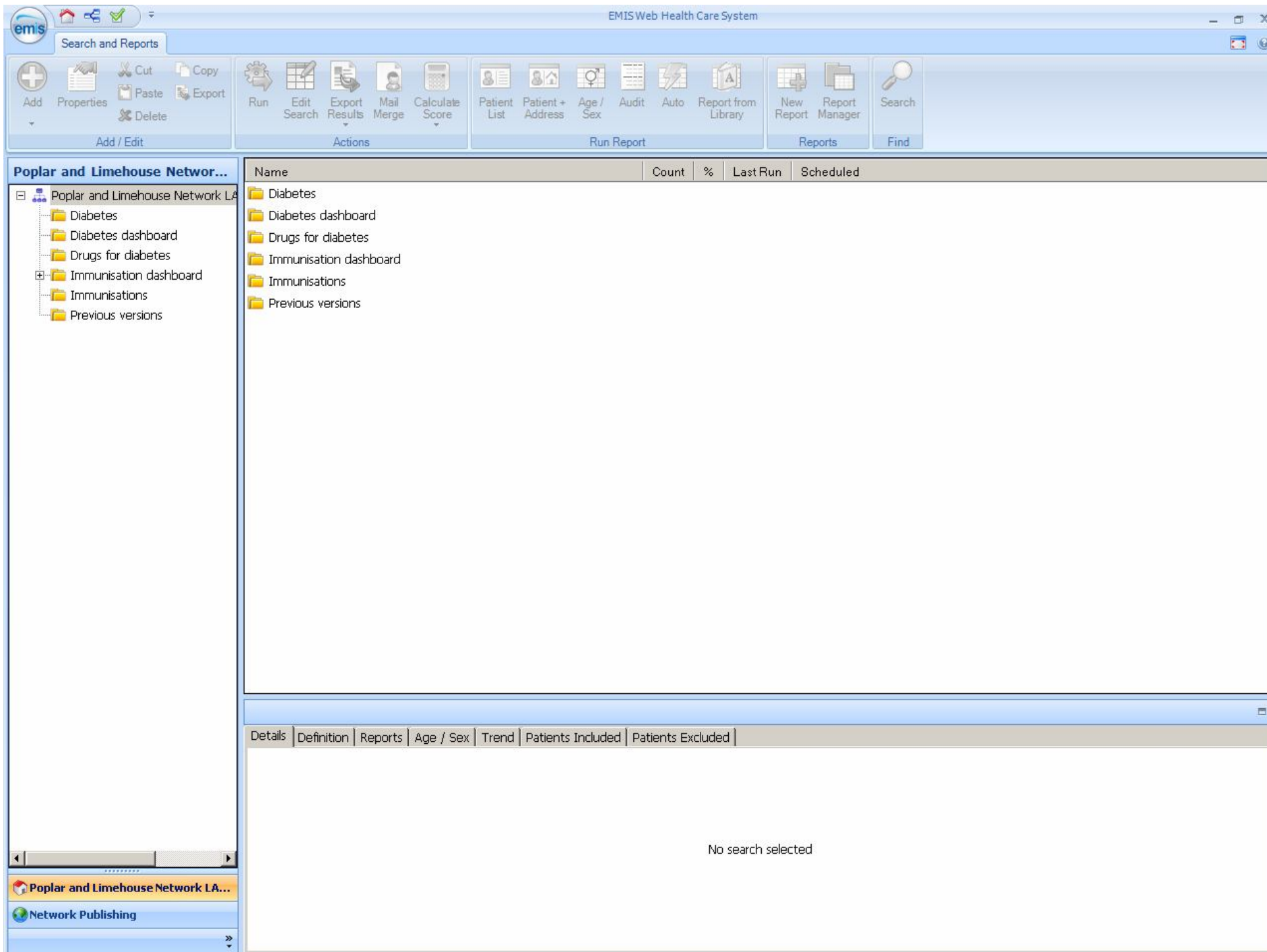
### 4. PATIENT TEST SCORES

	Observed Range - Last Test	Specified Range		Additive	Patients Meeting Criteria
HbA1c	Max	17.1	Set Max		
	Min	4.7	Set Min		
Cholesterol	Max	11	Set Max		
	Min	-7	Set Min		
Systolic Blood Pressure	Max	200	Set Max		
	Min	70	Set Min		
Diastolic Blood Pressure	Max	145	Set Max		
	Min	40	Set Min		
BMI	Max	64	Set Max		
	Min	15	Set Min		

Ready

NUM







Microsoft Excel - MDT Patient Filter v. 4.1 LAP 7.xls

File Edit View Insert Format Tools Data Window Help

Type a question for help

Arial 10 B I U % , .00 .00 80%

C10 fx 808505ad-186e-f52e-f2e9-0d7e14db1b99

2 Patient Level Data  
Filtered Patient List for Review

PRACTICE		BASIC PATIENT DETAILS				MDT REFERRALS		PATIENT
EMIS #	Practice Code	Age	Sex	Diagnosis Date	Ethnicity	Flagged for Review	Seen in MDT	HbA1c
808505ad-186e-f52e-f2e9-0d7e14db1b99	F84702	74	Female	07-May-2003	British or mixed British -	0	0	0
96082065-6370-903c-367e-2c8084b912e	F84062	90	Male	05-Jul-2000	British or mixed British -	0	0	0
04073454-1e4e-5f54-9137-3dda149c80e	F84702	75	Female	11-Oct-2002	Indian or British Indian -	0	0	0
1173b3ba-84f5-6e39-aa8d-5684e73a0a3	F84702	77	Female	18 June 1905	Ethnic category - 2001	0	0	0
b30f5dfr-5908-8312-ec6c-59e27714929e	F84054	43	Male	22 June 1905	Other White or White un	0	0	0
ab0ce430-183e-404e-277c-628d7471a11	F84702	68	Female	24 June 1905	Other Black or Black un	0	0	0
32d29cc7-18fb-8f88-0bec-9083c39f41d	F84054	61	Female	03-Jun-2004	British or mixed British -	0	0	0
ce60f3b4-c2a7-f67d-d0c4-974867b3074	F84062	81	Female	25 June 1905	Somali - ethnic category	0	0	0
cb9bcc60-4105-7a15-ac3a-b50c4033c53	F84702	52	Female	24 June 1905	Other Black or Black un	0	0	0
3744ba51-0f6a-9369-7e8e-bfe4f7bb6d84	F84062	79	Female	16 June 1905	Bangladeshi or British B	0	0	0
1717d437-998b-cda9-b7f5-e8b500199c9	F84702	81	Female	27 June 1905	British or mixed British -	0	0	0
f700731f-7bbb-60dd-5e47-f56f459e37ca	F84062	76	Male	Jul-2005	Caribbean - ethnic cate	0	0	0

Cover Filter Controls Output - Filtered Patients Raw Data Calcs 1 - Filtering Calcs 2 - Filter Application

Draw AutoShapes

Ready NUM









EMIS Web Health Care System

Search and Reports

Report Viewer

Edit Report

Print

Export

Flat

Hierarchy

Close

Edit

Actions

View

Close

### Immunisation overview report

0. Due for vaccination in next two weeks – version Dec 2009

Search details

Search date: 03-Mar-2010   Total patients: 132   Female: 55   Male: 77

Patient Details					1st DTaP/IPV/Hib or equiv	2nd DTaP/IPV/Hib or equiv	3rd DTaP/IPV/Hib or equiv	MMR	1st Men C	2nd Men C	HIB/Men C	1st PCV	2nd PCV	3rd PCV	Booster DTaP/Hib/IPV	Pre- school MMR	BCG
Anonymised Identifier	Date of Birth	Age	Organisation Name	Registration Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date
578a76bc-fdcd-b6fb-4c8e-26f3c9089b2d	13-Jan-2010	0	Gough Walk Surgery	28-Jan-2010													16-Feb-2010
2fa821df-e3b2-0118-8ed8-1d5590baee49	11-Jan-2010	0	Gough Walk Surgery	19-Feb-2010													
8b9698f8-fb3a-5115-8284-d28d592ea335	08-Jan-2010	0	Gough Walk Surgery	03-Feb-2010													
5333e4c1-c6fb-a160-ccc3-1837c3a6fcb6	06-Jan-2010	0	Gough Walk Surgery	17-Feb-2010													
0622c7ab-c5e6-5a16-afdd-2be777124eb8	03-Jan-2010	0	Gough Walk Surgery	19-Jan-2010													23-Jan-2010
9489942c-8f6b-c823-502d-5cbac1eca4be	15-Dec-2009	0	Gough Walk Surgery	29-Dec-2009	09-Feb-2010							09-Feb-2010					04-Jan-2010
70cd89fb-63b7-655b-adc1-0f561be3fc43	03-Nov-2009	0	Gough Walk Surgery	22-Dec-2009	30-Dec-2009	26-Jan-2010		26-Jan-2010				30-Dec-2009					30-Dec-2009
d9484be6-e5ad-ae10-d3d4-d4e74a5f61d1	12-Mar-2009	0	Gough Walk Surgery	24-Mar-2009	13-May-2009	10-Jun-2009	08-Jul-2009		10-Jun-2009	08-Jul-2009		13-May-2009	08-Jul-2009				29-Apr-2009
08561a1b-a3cd-862e-41fa-1453c1d9fa90	11-Mar-2009	0	Gough Walk Surgery	01-Apr-2009	29-Apr-2009	03-Jun-2009	15-Jul-2009		03-Jun-2009	15-Jul-2009		29-Apr-2009	15-Jul-2009				22-Apr-2009

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