

Community Health Services Measuring Success



**With you.
For you.**



Introduction

West Lancashire Clinical Commissioning Group (CCG) was required to put out to tender community health services and walk-in-centres in Ormskirk and Skelmersdale, GP out of hours service and the GP rapid response visiting service (shown as GP acute visiting service in lot 2). These services are fully explained in appendix 1.

In addition to the traditional ways of measuring contract compliance, the CCG took the opportunity to add “measures of success” into the requirements - here the focus would very much be on what the service had delivered in terms of both clinical success and patient experience. It involves measuring the impact, in addition to the process and has a real emphasis on the outcome.

Is this what success looks like for you?

The CCG undertook various ways and means of looking at different measures of success. One of which was considering what patients, the public and wider stakeholders have been telling the CCG is important to them. Another was undertaking a benchmarking exercise to establish what other health organisations had chosen to use as their success measures for similar types of contracts. These measures were then subsequently reviewed and discussed with potential service providers.

Once a potential shortlisted version of measures was established, the CCG then sought the views of the public as to the suitability and acceptability of the measures being recommended for inclusion in the contract. Amongst other things, the CCG asked the fundamental question: Are these the right things to measure? Is this what success would look like to you?

Gaining the views of patients and the public

The CCG opted to run a series of listening events in June. Here patients and the public could obtain information about the proposed service changes, offer their experiences of current services, suggest additional or changed services and complete a short survey on the success measures being recommended.

These events were advertised through a newspaper advert, social media, MyView, GP practices, the CCG website and publicity through partner organisations informed patients and the public of the range of locations and times that they could share their experiences.

The programme was designed to offer as many locations as possible over the West Lancashire area, with morning, afternoon, evening and weekend events.

The community health services delivery team and the communications and engagement team were able to interview the public using the foyer of a number of large retail outlets, local libraries and community buildings.

The schedule is at Appendix 2.

This engagement built on engagement already undertaken as part of this process

The survey

To assist the public to understand what the measures of success were looking to prove, the survey design started with what the public had told us from previous listening events about what they expected to see in new contract. The CCG then outlined what it thought could be used to translate patient suggestions into contractual terms. This resulted in the suggested measures which patients and the public were asked - whether these suggestions were a good measure of success, a partial measure or inappropriate. They were also given the opportunity to add their own suggestions for each of the suggested measures. A number of people took up this option as shown in Appendix 3.

During the course of the listening events patients felt there was some duplication of questions and that fewer measures could achieve the same outcomes. From the initial 27 options a revised form was produced covering 14 topics.

To ensure those residents that were unable to attend these sessions a subsequent electronic survey has been launched using Survey Monkey. This has been publicised through a number of ways as explained in “gathering the views of patients and the public”.

What did we ask?

The two paper surveys (Appendix 4 & 5) covered a wide range of topics. They were designed to gather direct patient experiences about the quality of the service they received, their involvement in setting and delivering their care plan, the support and inclusion of carers, where and when services would be provided and how all services worked both together and with GPs and hospitals to provide a comprehensive service.

What you told us

You wanted to be involved in understanding and agreeing your treatment plan, having it delivered with dignity and respect so that you felt safe and supported.

You wanted services to be well coordinated, including social care if required, with staff have excellent communication skills to produce a single service for you, based on you being listened to and being part of the team.

You would like to see staff positive and enthusiastic attitudes, able to develop new skills and have the confidence of patients and carers. Regarding the 14 measures of success, across all of the options there was an 89% agreement with recommendation for the measure. A more detailed analysis is shown at Appendix 6.

From the written and verbal comments given by the public, the CCG has been given a number of challenges.

The survey form was felt to be too complex, a revised version was adopted and the electronic survey has been further amended to ensure it is easier for people to understand what the success measures will mean.

To ensure that the measures can be consistent across the whole community, and to remove any subjectivity, the CCG have been asked to provide information to patients about what things they may consider when judging services and explanations about what services are expected to be provided.

Access to community services needs a comprehensive travel plan to make sure everyone can benefit from any relocation or extension of services.

The CCG must ensure that future services can be delivered successfully, that appropriate staff are available, in the right number and right location to deliver the programme in the specifications.

The CCG is required to follow national guidance on how to commission the right services for the local community irrespective of national commissioning guidance NHS services in West Lancashire will remain free at the point of contact governed by and accountable to the NHS. However many members of the public expressed their concerns over these rules and the longer term impact on a National Health Service.

Next steps

The final version of the success measures will be shared with potential service providers for consideration when submitting their final tender submissions to the CCG and will be incorporated into the contract documentation and future performance reviews of the services being provided.

Further reading

The CCG's dedicated webpage holds useful information about this procurement process

<http://www.westlancashireccg.nhs.uk/have-your-say/community-health-services/>

Some examples of resources include:

- Building For The Future – the CCG's clinical strategy
- Our Vision for Joined Up Care – summary of our vision
- What You Told Us – report capturing what our community and incumbent staff have told us so far
- Frequently Asked Questions – a list of questions and answers about the process

Appendices

Appendix 1 Services being commissioned

Appendix 2 Schedule of events

Appendix 3 Patient and public comments

Appendix 4 Initial survey

Appendix 5 Revised survey

Appendix 6 Analysis of measures

Thank you for sharing your experiences, suggestions and comments and you will be able to see how the measures of success are being introduced into our contracts using the CCG website and further publicity about the new community health and urgent care services as they develop.

Appendix 1

Procurement scope – Lot 1

LOT 1	
This LOT is focussed on the delivery of integrated community services structured in a way so as to deliver the clinical vision building on the three pillars of our strategy of; collective accountability, care co-ordination and population management, demonstrating how services will be provided sensitive to local health and service need, addressing health inequalities, wrapped around the patient focussed on our neighbourhoods	
The scope of this LOT is expected to include the following services	
Adult Therapies – OT	Appliances
Adult Therapies – SALT	Chronic Care Co-ordinators
Adult Therapies – Neuro rehab	CERT
Adult Therapies – physiotherapy	care co-ordination
Geriatrician / Extensivist / GPwSIs / Advanced Nurse Practitioners community support	Cardiac Rehab
Community matrons	Community IV Therapy service
Community Respiratory & oxygen services	Community Heart Failure Service
Diabetes	Continence and urology
Discharge Coordinators / facilitation team	District nurses (domiciliary & clinic based)
Dietetics	Falls team
Lymphoedema services	Palliative Care
Phlebotomy	Podiatry
Pulmonary rehab	rehab step up/step down beds
Single point of access	Stoma Care
Stroke rehab	Tissue viability

LOT 2
<p>This LOT is focussed on the delivery of the urgent care part of vision for our new model of care in west Lancashire which offers a reliable and comprehensive alternative to A&E but works cohesively and integrates thoroughly with the delivery of integrated community care, particularly the urgent care element.</p> <p>The scope of this LOT is expected to cover</p> <ul style="list-style-type: none"> ○ General Practice out of hours service ○ Walk in centres ○ Acute Visiting Service. <p>As well as meeting the overall four main outcomes of this procurement, it is proposed that this LOT will contribute to the delivery of a more efficient and effective urgent care system which results in a reduction in attendance at A&E and educates patients as to their right place to access the right care at the right time</p> <p>Cohesive with the community services LOT, this urgent care LOT may want to consider how to provider alternatives locations for ambulatory care sensitive conditions to reduce the need for hospital attendance / admission</p>

Appendix 2

Schedule of events

Community health services

Date & Time	Venue	Address
16 June 10.30 -11.30am	Booth's store	24 Station Road Hesketh Bank PR4 6SN
16 June 12-1pm	Tesco, store	Liverpool Road North Burscough L40 0SA
16 June 2-3pm	Asda, store	Ingram Road Skelmersdale WN8 6LU
17 June 10.30- 11.30am	Tarleton Library	Mark Square Tarleton PR4 6TU
17 June 2-3pm	Halsall Memorial Hall	Halsall Road Halsall L39 8RN
18 June 10-11.30am	Ormskirk Library	Burscough Street Ormskirk L39 2EN
20 June 5-6.30pm	Skelmersdale Library	Southway Skelmersdale WN8 6NL
24 June 10.-11.am	Parbold Library	The Common Parbold WN8 7ED
24 June 11.30-12.30pm	Upholland Library	Hall Green Upholland WN8 0PB
28 June 10.30-11.30am	Banks Community Centre	Hoole Lane Banks PR9 8BD
30 June 2-3.30pm	Ormskirk Library	Burscough Street Ormskirk L39 2EN

Appendix 3

Comments Received

- Transport to health venues a major concern
- Volunteers and their support needs to be recognised and assisted
- How will you define proportion and change over time
- How will you obtain feedback in order to measure your success, questionnaires, surveys, face to face
- Some measures are subjective, what scale will people use if this is their first experience
- A more solid measure would be a checklist covering knowledge re support condition, medication and long term issues of condition
- Expectations are good but is it actually useful
- Feeling safe is not the same as being safe
- Have a briefing document explaining what medical team do, how to access them, given to all patients
- I have experience of managing a chronic illness I always query and press for more information from staff about their knowledge
- I would add to measures stability, good short and long term planning which is honoured
- Staff able to deal with whole patient, diabetic check used to include sight issues and glaucoma, now provided separately
- Layout could be improved by repeating headings for each page
- I am a retired solicitor and I found the form difficult to follow
- Form is too complicated and I don't feel that I can comment on any of this
- How will the CCG ensure that private providers have the capacity to deliver services if staff do not transfer
- Continuity of care must be a first priority in changing a contract
- I have a good relationship with staff, I don't want this to change

Appendix 4

Survey

Community Health Services

Getting the right services for you

We are introducing a new way of measuring the effectiveness of our community health services looking at what benefit each service gives to patients and carers.

We would like your opinions on whether the measures we think we show success are the best one's available.

Please complete our short survey or speak with us today

Thank you

What you told us	Our current thinking about what we expect	How we may measure success	Have we got it right?	Do you have any suggestions
You want to take responsibility for your health and need more information and support	People feel confident, supported and safe living with their condition	The proportion of people who report they feel confident, supported and safe	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	
More information is needed about what services are available, what they do and how can I use them	People feel more in control and able to manage their condition	The proportion of people who; <ul style="list-style-type: none"> • Feel supported at diagnosis • Demonstrate an awareness of self-management • Appropriate services available and accessible 	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	
You want to remain independent and welcome the support of staff to make this possible	People are able to regain maximum independence	Proportion of people who report confidence at the point of and following discharge	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	
When you use more than one	Patients are supported in the	Patient report on self-care and wellbeing	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	

service better coordination is needed	community following discharge			
	Patient experience is of a single system	Services speak together Appropriate services available/accessible Care and support is coordinated I am satisfied with the care I receive I trust the staff Communication is graded good or excellent	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	
Sensitive and effective palliative care is very important to patients and their families	Patients are supported at the end of life	Proportion of people and carers reporting feeling supported, being involved of their plan, grading the service as excellent and delivered with dignity and respect	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	
	People and their carers have the best possible experience feeling confident, supported and safe	People and carers know what their options are They have been involved in the care plan	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	
You would like more choice about services available and where they are provided	People have a positive experience of care and support, with increased choice and control, able to shape individual support and how and where it is delivered	Reporting I feel supported Grade my experience as excellent Feel able to influence my support Report I am being listened to, understood and supported using effective communication	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	

<p>Patients and carers should have better access to their records, information on lifestyle choices and involvement in treatment plans</p>	<p>People and their carers/families are at the centre of and can influence their care plans</p>	<p>Proportion of people feeling supported, grading their experience as good or excellent, being listened to and influenced care plan Carers reporting being regarded as one of the team and grading their experience as good or excellent</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/></p>	
<p>You have welcomed positive staff attitudes, being treated with dignity and respect and being involved in your healthcare</p>	<p>People's experience is of being cared for by enthusiastic and positive staff who work as one team</p>	<p>Reporting positive and enthusiastic behaviours Staff working as one team Having a supportive and trusting relationship with helpful professionals</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/></p>	
<p>You would like more community based specialist teams, sufficient staff to help rehabilitation and maintain independence with new services such as IV therapy, PEG feeding and more MSK services</p>	<p>Leadership within community staff Introducing new services</p>	<p>Proportion of staff who report feeling able to develop new skills and share ideas High levels of job satisfaction Feeling an increase in wellbeing</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/></p>	

Appendix 5

Survey revised

Community Health Services

Getting the right services for you

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What you told us	Our current thinking about what we expect	How we may measure success	Have we got it right?	Do you have any suggestions
You want to take responsibility for your health and need more information and support	People feel confident, supported and safe living with their condition	The proportion of people who report they feel confident, supported and safe	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	
More information is needed about what services are available, what they do and how can I use them	People feel more in control and able to manage their condition	Appropriate services available and accessible	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	
When you use more than one service better coordination is needed	Patient experience is of a single system	Services speak together Care and support is coordinated I am satisfied with the care I receive I trust the staff Communication is graded good or excellent	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	

Sensitive and effective palliative care is very important to patients and their families	Patients are supported at the end of life	Patients tell us they are involved in their plan and are treated with dignity and respect	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	
	People and their carers have the best possible experience	People and carers know what their options are	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	
Parents and carers should have better access to their records, information on lifestyle choices and involvement in treatment plans	People and their carers/families are at the centre of and can influence their care plans	Proportion of people feeling supported, grading their experience as good or excellent, being listened to and influenced care plan Carers reporting being regarded as one of the team and grading their experience as good or excellent	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	
You would like more community based specialist teams, sufficient staff to help rehabilitation and maintain independence services	Leadership within community staff Introducing new services	Proportion of staff who report feeling able to develop new skills and share ideas High levels of job satisfaction Patients report positive and enthusiastic staff	Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe <input type="checkbox"/>	

Appendix 6

Your thoughts on the recommended measures

These are shown as the percentage approval for the number of comments received for each measure. Not all recommendations were completed by survey participants.

Recommended measure	Approval rate
The proportion of people who report they feel confident, supported and safe	87
Appropriate services are available and accessible	93
Services speak together	84
Care and support is coordinated	92
I am satisfied with the care I receive	86
I trust the staff	88
Communication is graded as good or excellent	83
Patients tell us they are involved in their plan, treated with dignity and respect	94
People and carers know what their options are	85
Proportion of people grading their experience as good or excellent	96
Carers report being one of the team	89
Proportion of staff able to gain new skills	91
High levels of job satisfaction	87
Patients report positive and enthusiastic staff	91



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