Value Management Collaborative

Interim Learning and Impact Report Executive Summary
November 2019 – April 2021

August 2021

Improvement Hub
Enabling health and social care improvement
Executive Summary – What is Value Management?

The Value Management Collaborative is a national collaboration, led by Healthcare Improvement Scotland’s ihub, working in partnership with NHS Education for Scotland and the Institute for Healthcare Improvement. The collaborative works with six NHS Scotland boards. This executive summary outlines collaborative activity, the evaluation strategy, and learning from experiences to date (up to the end of April 2021). For further information, view the full report.

What we set out to do

Aim: By March 2022, six NHS boards will have embedded a Value Management approach at team level within identified care settings.

The approach

A Value Management method provides a structure that brings real-time data on quality and cost to the point of care. This approach to data collection, analysis, and problem solving serves to organise all improvement activities at team level to support quality management and sustained improvement over time.

The collaborative was designed across three core components:

- Creating the conditions for managing quality through organisational culture, leadership and infrastructure interventions*
- Supporting teams with quality and value improvement interventions
- Building quality improvement and coaching capacity and capability

*A this component of the Value Management Collaborative was not remobilised in September 2020 following hibernation due to COVID-19.
Executive Summary – Our Strategy

Our strategy
The collaborative was designed in three phases (see below). The impact of COVID-19 has resulted in the need for significant revision of timelines following a six month hibernation period.

What we did
The collaborative has delivered activity across the following areas:

- **Capacity and Capability Building**
  - Delivered a programme of education to transfer knowledge from national partners to improvement coaches and boards.

- **Learning Network**
  - Created a structure for initial knowledge building and ongoing peer support and collaboration.

**Toolkit**
Co-designed a resource pack to support coaches and teams to test and implement a value management approach in their context.

**Evaluation**
Developed a framework to guide evaluation of collaborative impact.

Working with 6 NHS Boards:
- NHS Highland (the innovator site)
- NHS Forth Valley
- NHS Greater Glasgow and Clyde
- NHS Lanarkshire
- NHS Lothian, and
- NHS Tayside.

To evaluate:
1. What extent have the interventions worked to embed a Value Management approach at team/unit level?
2. How were the key components of the Value Management approach embedded at unit or operational level? What hindered or enabled sustainable implementation and spread?
3. To what extent did the collaborative design and delivery contribute to the outcomes achieved by the Value Management approach?
4. Does the Value Management approach improve the value of care by reducing costs per patient seen, item processed or procedure undertaken?

*Collaborative activity was reduced in January 2021 to respond to COVID-19 pressures on NHS Boards.
Executive Summary – What we’ve achieved so far

Despite the challenges of COVID-19, there is evidence of positive impact across four domains which align with the key questions of the collaborative evaluation:

Evidenced an increase in coach knowledge and skills required to support teams to implement a value management approach. This data represents averages of self-assessment scores submitted by six improvement coaches in August 2019 and repeated in December 2020. The data demonstrates an increase in average coach confidence of between 0.5 – 2.5 across the various elements.

The self assessment is based on a 4 point scale where a score of:
1 = Low confidence
2 = Making progress
3 = Strong confidence
4 = Can teach

To track progress with implementation of the value management method, we developed milestones that set out expectations and supported assessment of individual team progress.

These milestones were used as part of monthly self-assessments submitted by boards and formed the basis of coaching and feedback. The impact of COVID-19 on progress varies across boards and teams and relates to changes in service delivery and staffing pressures.

“It’s about letting a team decide what the issues and challenges are, letting them decide what they want to tackle first”
(Deputy Medical Director)

“I’ve noticed a big change in staff morale in Day Medicine. Not that it was bad before – it was just more the engagement – [now] having the confidence to speak up […] that, I’m going to be heard”
(Finance lead)

NHS Tayside’s Catering Team have shown a 15% decrease in milk costs between financial years at Ninewells Hospital, as a result of implementing a standardised process for milk allocation and delivery.

The Day Medicine Unit at NHS Forth Valley explored the potential value in reducing the number of patients having to attend hospital for treatment with subcutaneous biologic medicines. Taking a value management approach and collecting data enabled the team to understand systems and variations and to justify prioritising a focus on these medicines. Based on three medicines for this unit, the indicative cost reduction was £69,720.

The learning network for the Value Management Collaborative also provides a foundation for informal networking between improvement coaches and team leads to connect with each other, develop relationships and offer peer support.

Value Management Collaborative Sessions
Board Engagement August 2020 - April 2021

- Total number of delegates: 351
- Total number of sessions: 18
- Number of sessions where not all participating boards attended: 8
- Average number of boards at sessions (4 events were attended by non-participating boards): 5.5

Read the full report for more detailed information around our impact so far.
Executive Summary – What we learned

Learning: Design, Delivery and Interventions

<table>
<thead>
<tr>
<th>Design and delivery of the collaborative</th>
<th>Interventions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funded improvement coaches have provided on-site support and coaching for teams and have built strong relationships both locally and nationally.</td>
<td>Team selection and preparation is important to maximise chances of successful implementation.</td>
</tr>
<tr>
<td>Capacity and capability building has increased local skills and confidence in QI and value management for coaches and teams.</td>
<td>Linkage exercise activities were an important enabler of organisational support and aligned aims.</td>
</tr>
<tr>
<td>The Value Management pack has provided a roadmap for boards to prepare, test and implement a value management approach.</td>
<td>Effective team working is critical to a value management approach.</td>
</tr>
<tr>
<td>Process mapping is important for generating box score measures and ideas for improvement.</td>
<td>Where teams had challenges with capacity, we recommended a focus on Joy in Work as a single performance measure.</td>
</tr>
<tr>
<td>A benefit of virtual delivery was that the content of the capacity and capability programme was more accessible to team leads.</td>
<td>Multidisciplinary huddles and visual management are core methods of the approach. Teams that started huddling early found it useful in building knowledge, engagement and momentum.</td>
</tr>
<tr>
<td>Team milestones have helped teams to understand their progress over time and identify what their next steps could be.</td>
<td>Establishing data flows for box scores requires time and working across disciplines.</td>
</tr>
</tbody>
</table>

Case studies

We will shortly be publishing [on our website](#) three case studies of teams who have been successful in introducing value management into the way they work:

- **Day Medicine in NHS Forth Valley**: switched patients to community-based administration of some drugs reducing the need for patients to attend hospital, and improving the information given to GPs on discharge.
- **Philipshill Spinal Unit in NHS Greater Glasgow and Clyde**: focused on Joy at Work during COVID-19 and there is widespread agreement that the team culture has developed markedly to one of valuing and listening to all, and acting to improve staff and patient experience.
- **Easter Ross Community Mental Health Team in NHS Highland**: have made value management part of the way they work despite the considerable communication barriers of remote working in a rural area lacking reliable internet access.

Learning: Enablers and Barriers to Implementation

A range of factors affecting successful implementation have been identified so far, and these are summarised below:

- **Organisational context**
- **Team level dynamics**
- **QI capability and support**
- **Various impacts related to COVID-19**
- **Consistency of coach support**
- **Initial difficulties in understanding the value management method**

Next steps

- Sustaining gains in pilot teams and supporting scale up and spread across teams
- Develop a toolkit to support Value Management teams
- Continue to focus on effective team working and staff wellbeing as a key enabler to implementing value management.

For more information on the enablers and barriers, view the full report.