Population Health Management Academy: Introduction for Core Teams

3rd June 2019

NHS England and NHS Improvement

The Strategy Unit.

3V Oxford Centre for Triple Value Healthcare

UNIVERSITY OF BIRMINGHAM

THE Dartmouth INSTITUTE FOR HEALTH POLICY & CLINICAL PRACTICE

Objectives for this session

1. Recap the PHM support programme as a whole

2. Outline what Core Teams will cover in Academy sessions

3. Reminder of:

   - What is required of Core Team participants

   - Session dates

4. Opportunity to 'meet' other Core Teams and some of the faculty

5. Introduce preparatory work prior to first session (2nd July)

There will be time for questions
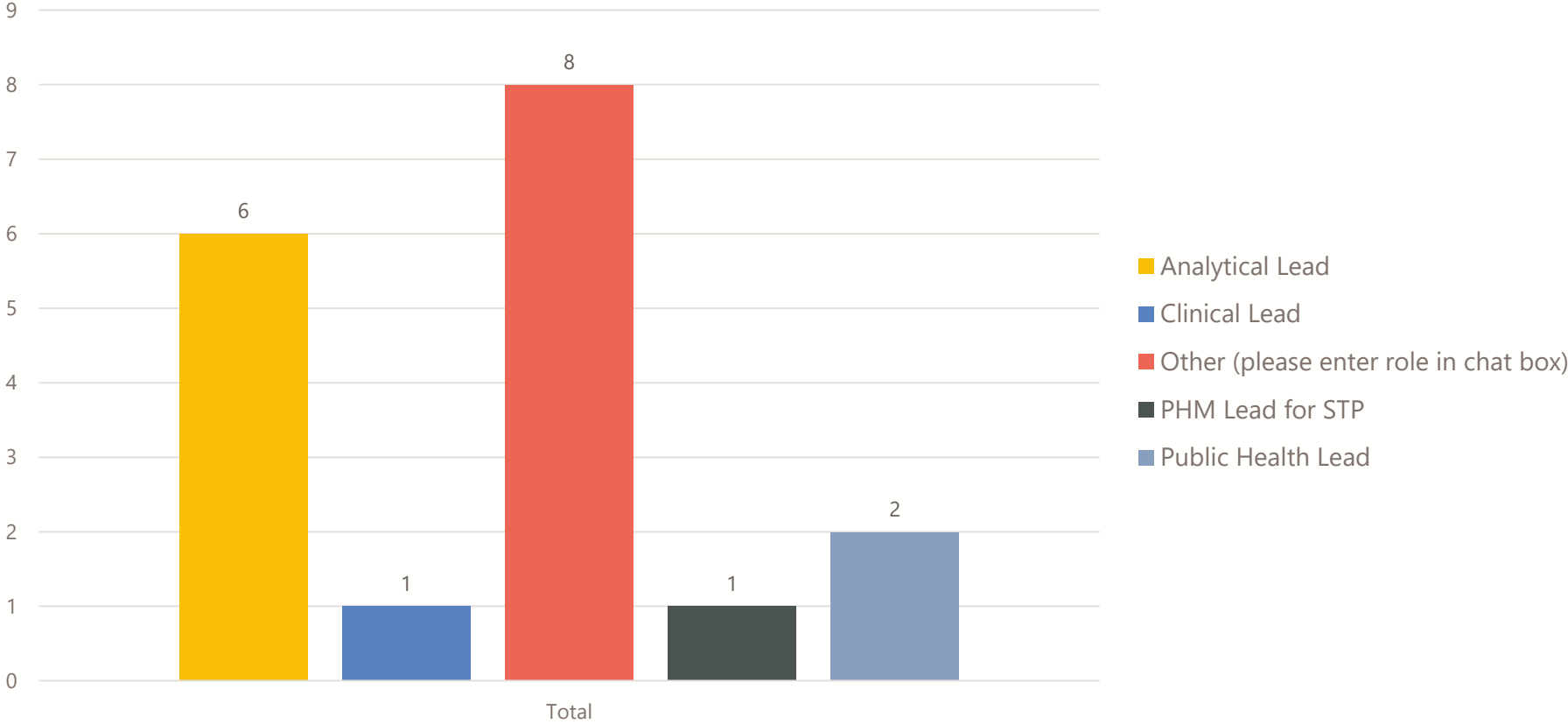**The session will also be recorded and shared**

Who do we have on the call?

Who do we have on the call?

Outline of the PHM support programme

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PHM is an essential component of integrated care

- NHSE/I Midlands commissioned

- Developmental support programme that aims to:

  o Increase understanding / enthusiasm and ability to apply PHM approaches

  o Stronger, better co-ordinated – and cross-sector - regional infrastructure for PHM

  o Create legacy where PHM becomes core business of STP/ICS: a vital route to higher value

- Broad understanding of PHM: ways of thinking, deciding and doing

- Better evidence, better decisions, better outcomes

The Strategy Unit.

Lead organisation, involved in all elements of delivery; leading STP engagement

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Design and delivery of core elements of Academy (leadership and STP Core Teams)

Milliman

Specific analytical inputs to Academy; reviewing STP economic models

1: SCOPING & ONGOING REGIONAL LEADERSHIP

Programme Director and management support

Engage with stakeholders

Supporting lasting regional networks – especially analytical

2: INDIVIDUAL STP/ICS SUPPORT

Understand progress on PHM and support planning

Programme budget and regional comparative analysis

Analytical support and review economic model

Coaching support to 'Core Team' running PHM project
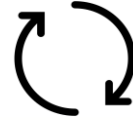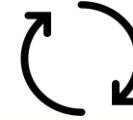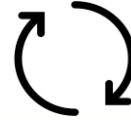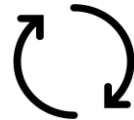
3: PHM ACADEMY

'Core Team' programme (x6 sessions)

Analyst programme (x6)

Leadership 'taster sessions' (x2)

OD professionals (x2)

Open events, webinars, microsite, legacy

Reminder of Core Team requirements
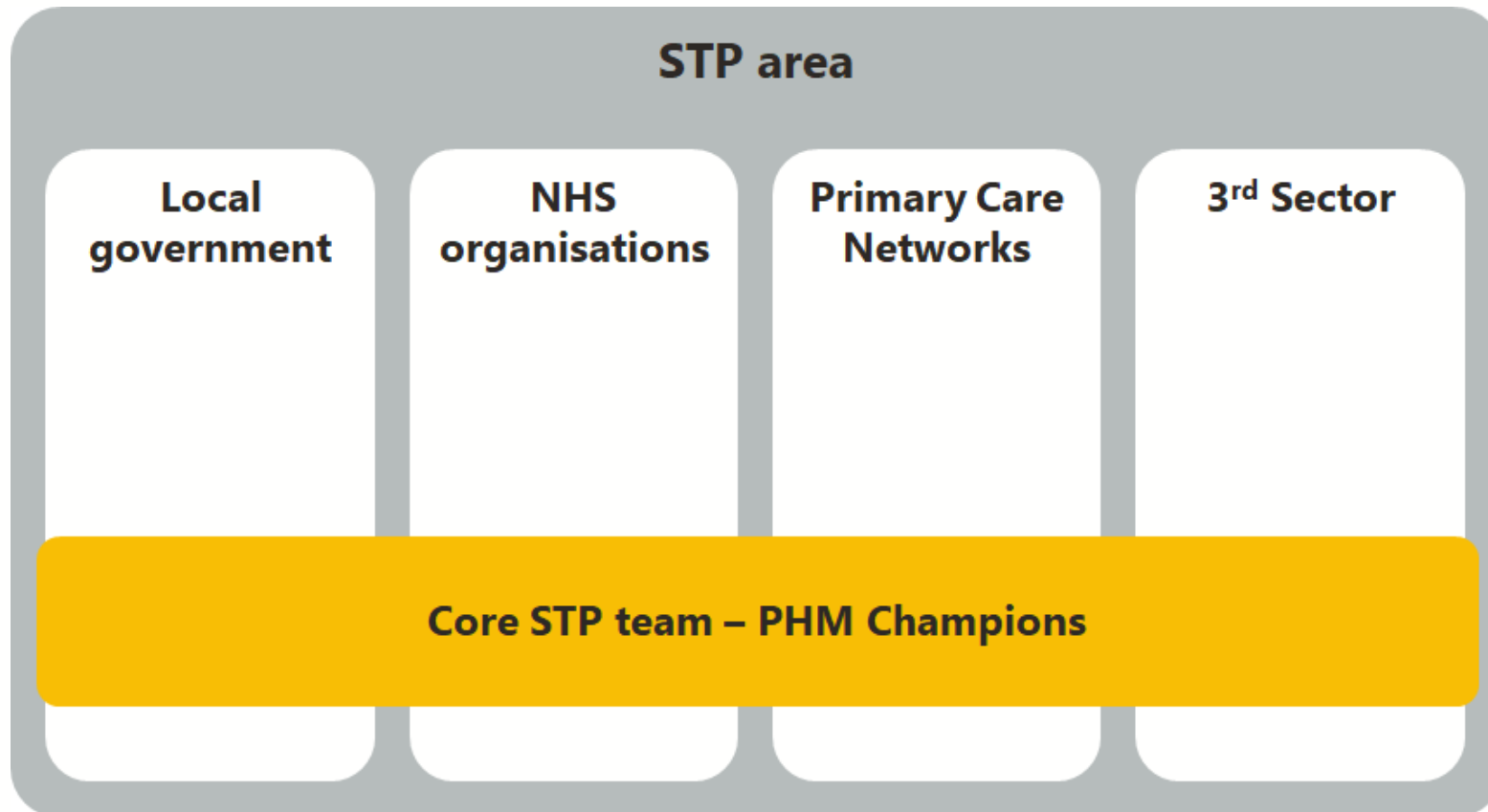
(See 'Plan for engagement')

PHM needs a cross-sector approach: the 'Core Team'

STP area

| Local government | NHS organisations | Primary Care Networks | 3rd Sector |

Core STP team – PHM Champions

Develop and run a 'PHM project' to exemplify PHM approaches: on a topic that matters locally

Academy programme (x6 sessions), plus coaching support

Learn, spread...and champion

Who needs to be in a Core Team?

- **Enthusiastic,** energetic and with an appetite for stimulation and challenge

- **Senior** enough so that approaches learnt in their project can be shared, replicated and scaled-up

- **Multi-disciplinary**. Teams should be formed according to the focus of their project, but should draw across (e.g.) clinical lead; public health; analysts (link to analyst programme); social care / broader Local Government; strategic commissioners, e.g. finance/BI; the voluntary sector

- **<u>Named Project Lead</u> and support** to drive implementation

- **STP Leadership** to have sight of – and support – this work if lessons and approaches are to scale

This is a significant development opportunity and not a trivial commitment.

Attendees will:
- Run a project they can apply learning to, and extract learning from.
- Champion the spread of PHM
- Commit to the programme, participate and engage with all sessions
- Share knowledge back in their team / organisation

STPs will:
- Support and enable the chosen project to run
- Give attendees the time to attend PHM sessions and work on their project
- Provide opportunities for attendees to share learning
- Support attendees in the wider implementation of new approaches

The Academy will:
- Challenge traditional ways of thinking
- Create an environment where attendees can build networks and relationships, support each other and share best practice across systems
- Provide opportunities to learn with internationally renowned experts

Links to the Analyst programme

The Analysts development programme runs in parallel to the Core teams' programme, led by Professor Mohammed A Mohammed and Steven Wyatt

Also six workshops – including linked sessions between Core Teams and analysts - covers:

- Overview of PHM
- The science of improvement
- Population needs assessments
- Identifying improvement opportunities
- Modelling and evaluating impact

- Population segmentation
- Risk modelling and prediction
- Actuarial science and modelling
- Problem structuring
- Communicating analytical results

Analysts from Core Teams should also attend

PHM Core Team Academy

NHS England and NHS Improvement

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Overall purpose of the PHM Core Team academy is:

Through training, coaching and sharing, the PHM Core Teams will develop skills and insights to improve population health. We focus on personal and population value.

Why? Because it is the core goal of an ICS

"In an ICS, NHS organisations, in partnership with local councils and others, take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve."

NHS England

Learning objectives for the Core Team

Apply the principles of PHM to levels of ICS, Place and PCN

Engage colleagues in Population and Personal Value and how they relate to the provision of health and social care

Establish the intelligence-gathering necessary for the higher-value management of population health, including:

- identification of unwarranted variation – underuse, overuse and the point of optimality – spot issues in their own area

- assessment of the relationship between spending and population outcomes, and the causes of higher spend but poorer outcomes

- investigation of the causes of poor personal value

- the use of multiple data sources to identify people at risk in the population, especially people from deprived areas, people whose voices are seldom heard or people who have poor access to health and care services

Define their role as leaders in shaping the culture for higher value management of population health and healthcare

Ascertain the range of interventions (and have tried some) appropriate and effective for population health management, thereby enabling them:

- To identify how best to invest resources to deliver value at the levels of the ICS, Place and PCN

- To be able to use a series of tools and approaches to increase personal value

- To have the skills to engage and learn from the people they serve, especially about outcomes that matter to the people receiving care

Content of the Core Team sessions

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2nd July *Thinking Population Health*

First 2 hours, participants will split into two groups – for those without PHM understanding: Introduction to Population Health Management, Population and Personal Value. PHM as a tool vs PHM as an approach.

Full day will cover:

- Revisiting PHM aims

- Succinctly presenting your project

- Defining population sub groups generally and for your project;

- Introduction to designing Value Frameworks for your project;

- Identifying stakeholders and developing a plan for Value Framework completion; and

- Narrative development for Atlas of Value.

Tasks before next session: Agreeing population taxonomy in STP; finalising population sub-group definition in STP; engaging with stakeholders; completing value framework; engage with analytical team to develop first cut Atlas of Value; meet with STP leadership

High level programme outline 2 of 4

18th and 19th September *Accelerating Population Health*

- Teaming and Leading for a Culture of Stewardship

- Using the Atlas of Value to promote the Culture of Stewardship*;

- Value Framework feedback, sharing and refinement;

- Measuring what matters to all the people with a need; tools and developing real time feedback from the people we see, and the people we should see

- Network establishment and Population Health Improvement Project (PHIP) planning

- Reflections on what support they need from their leadership

Tasks before next session: plan how to initiate real-time feedback from the people in need, network recruitment; PHIP refinement and initiation; testing approaches to leading and teaming for stewardship; using the Atlas of Value for culture of stewardship; meet with STP/ ICS leadership to report and ask (and test new approach to leadership)

*Analyst teams to join for Culture and STAR sessions

19th and 20th November *Continuous Population Health improvement*

- Reflecting on leading and teaming for culture; learning, sharing and progressing

- Progress on measuring what matters to all the people with a need; learning, sharing and progressing

- Progress on PHIP; learning, sharing and progressing

- Deepening Networks; how might we engage with communities?

- Reflection on STP support and what else is required

- Making better use of resources; Socio-Technical Allocation of Resources (STAR)*

Tasks before next session: PHIP continuation, meeting; alongside analysts teams conduct STAR with stakeholder network; meet with STP/ ICS leadership to report and ask

*Analyst teams to join for Culture and STAR sessions

21st January 2020 *Looking forward- mainstreaming PHM*

(joined by STP leaders half way through day)

- Reflecting and planning: reviewing what has gone well; what barriers need changing; what STPs/ ICS need to do differently; what will they do next

- Celebrate

- Present to STP leaders on the above

Activities beyond the programme: building the right governance for Population Health, rolling out to other population sub-groups

You will learn by doing

Adults chiefly <u>learn by doing</u> so it is critical

- That you are well set up to succeed within your ICS/ STP,

- You have clearly defined your project, have enough time, and have enough support; we will provide a template to encourage you to think about your project.

We will be providing pre-reading- you will get more out of the programme if you read it

We will provide space for coaching and sharing in the sessions and in-between

At each session we will be presenting the Sir Muir Gray award for the biggest failure.
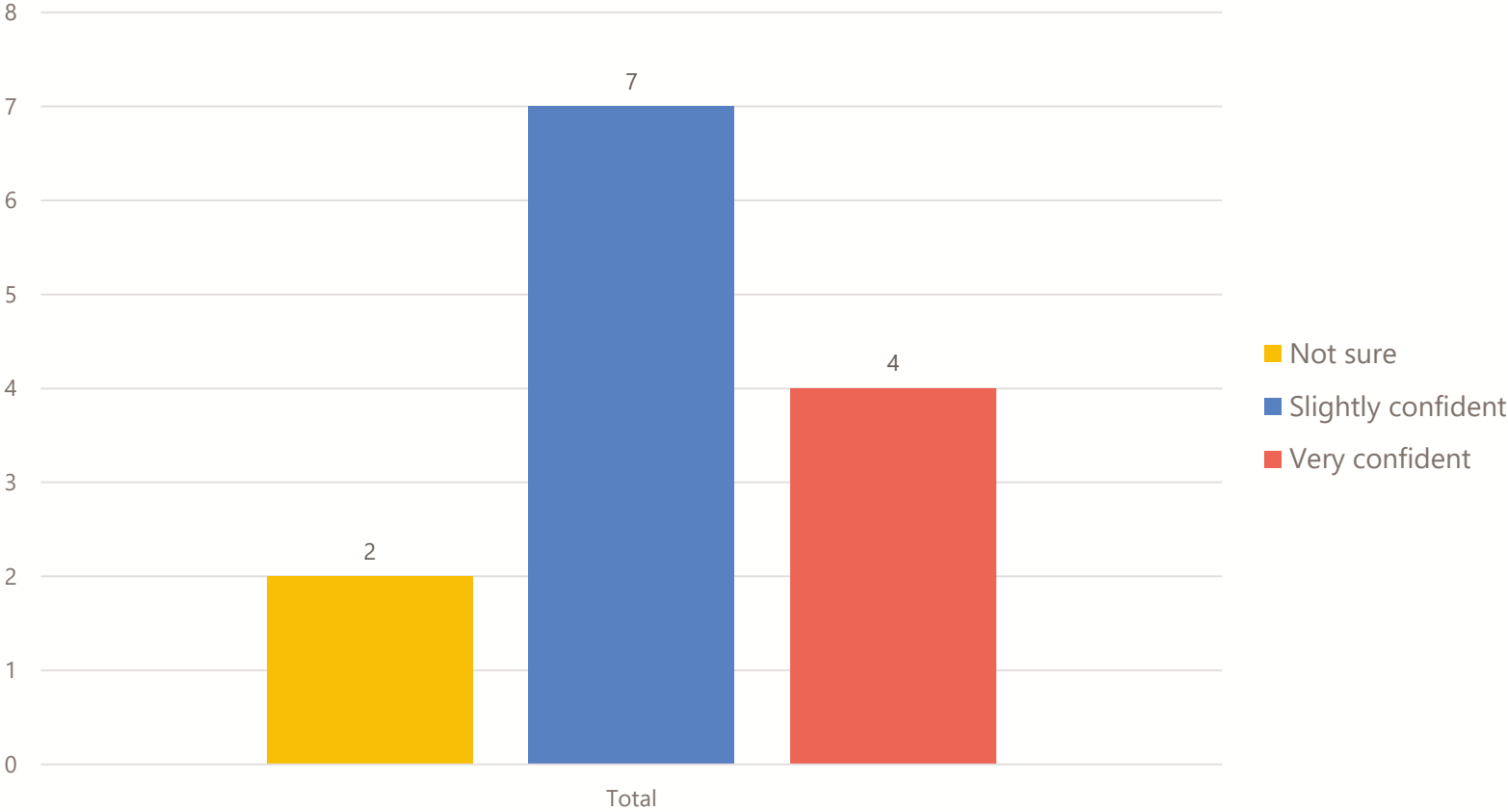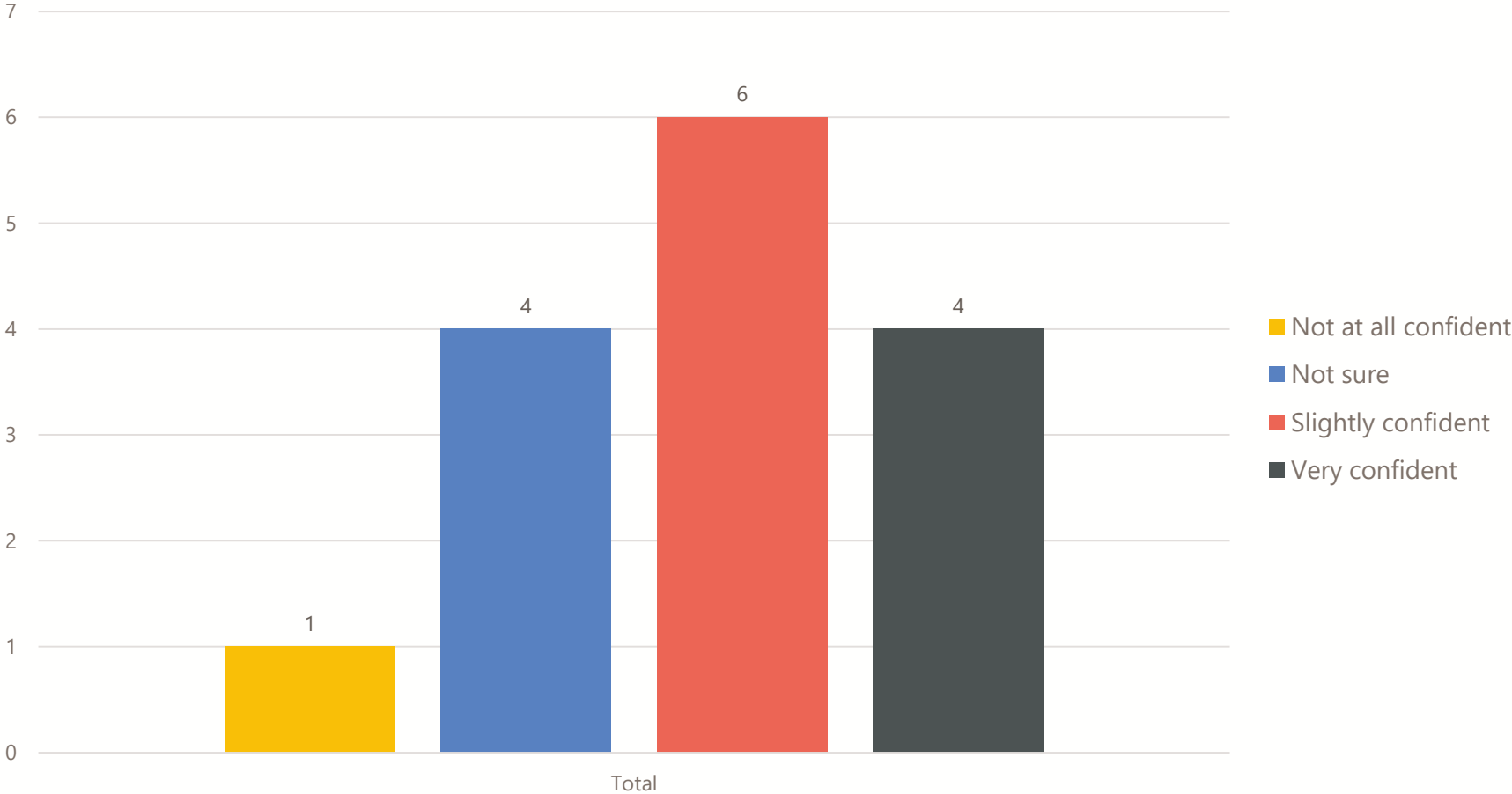
Where are we now?

How confident are you that you understand the topic chosen and purpose of your project?
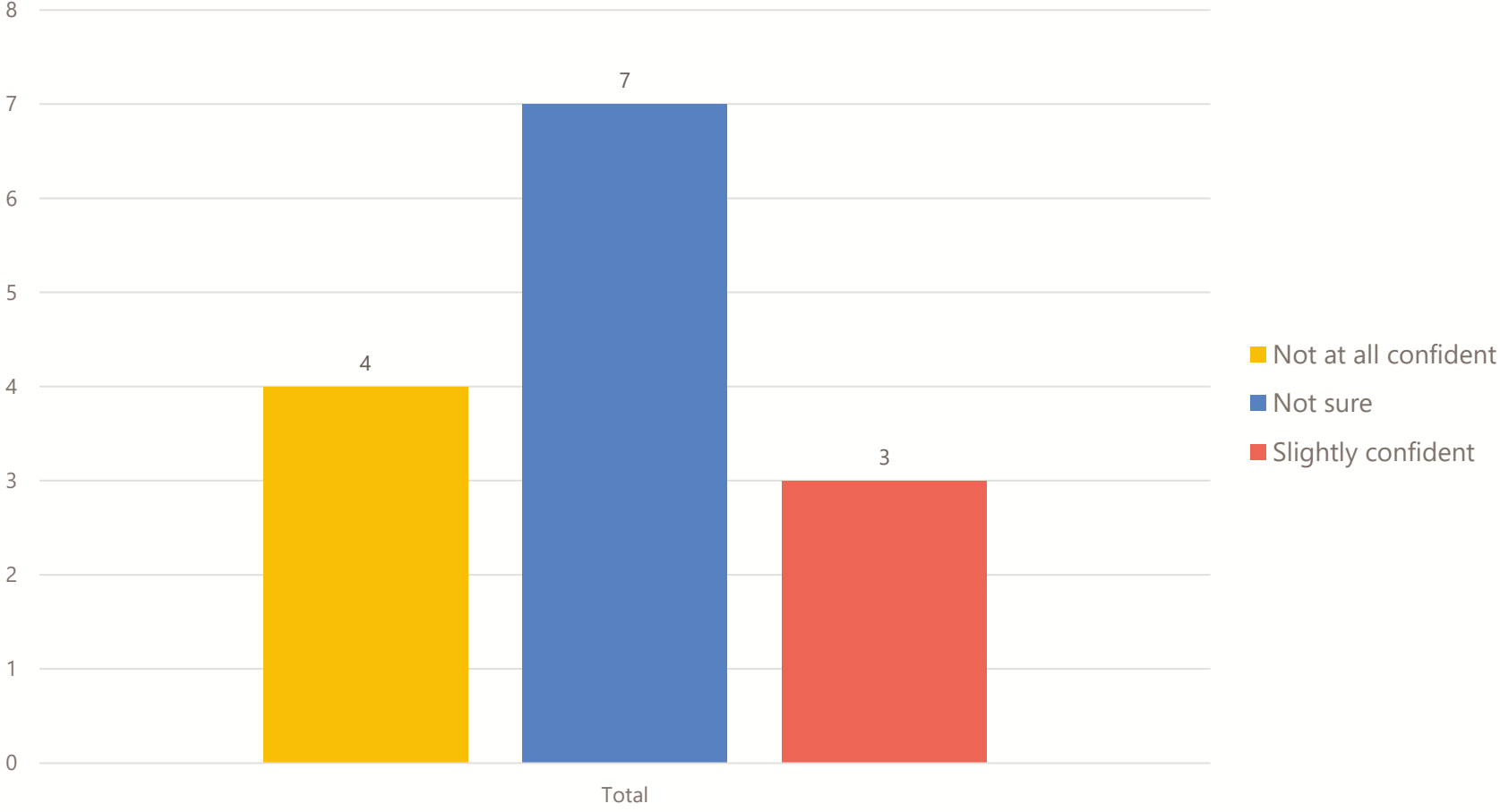
How confident are you that your STP/ICS board understands and supports your project?

How confident are you that you have enough time and support to develop your project?

Preparation for first session (2nd July)

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'Teaming'

1. **Get to know your team** before the 2nd July (we'd suggest going out for a curry!)

2. **We want to get to know you too...**send us a 'pen portrait' of each team member with a short biography (example shown)

3. **Make time to meet with your STP Sponsor** to set mutual expectations

Name: *Lucy Hawkins*
Day job: *Senior Consultant, The Strategy Unit*
Role in project: *Programme Manager*
Career History: *Joined the SU in January 2018, previously an Operational Manager at Birmingham Women's and Children's*
"Profession": *Geographer*
Likes: *Being in the countryside / by the sea; running and cooking*

Whet your appetite:

Prof Sir Muir Gray https://youtu.be/00u1f2N0e4s

Prof Al Mulley https://www.kingsfund.org.uk/audio-video/al-mulley-reducing-unwarranted-variations

Prof Mohammed Mohammed – to follow

Consider signing up for 3V podcasts and blogs www.3vh.org/insights

The recording of this session and supporting materials will be circulated shortly

Session dates

Core Team:

- Day 1- **2 July**

- Days 2&3 – **18/19 September**

- Days 4&5 – **19/20 November**

- Day 6 – **21 January 2020**

A series of webinars will also run between these dates.

Analysts:

- Day 1 - **9 July**

- Day 2 - **3 September**

- Day 3 - **8 October**

- Day 4 - **12 November**

- Day 5 - **10 December**

- Day 6 - **14 January 2020**

Contact

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