



# GOVERNMENT OUTCOMES LAB

## **INNOVATION IN OUTCOMES-BASED COMMISSIONING: Managing long-term conditions**

Social prescribing for people with long-term  
conditions in the west of Newcastle

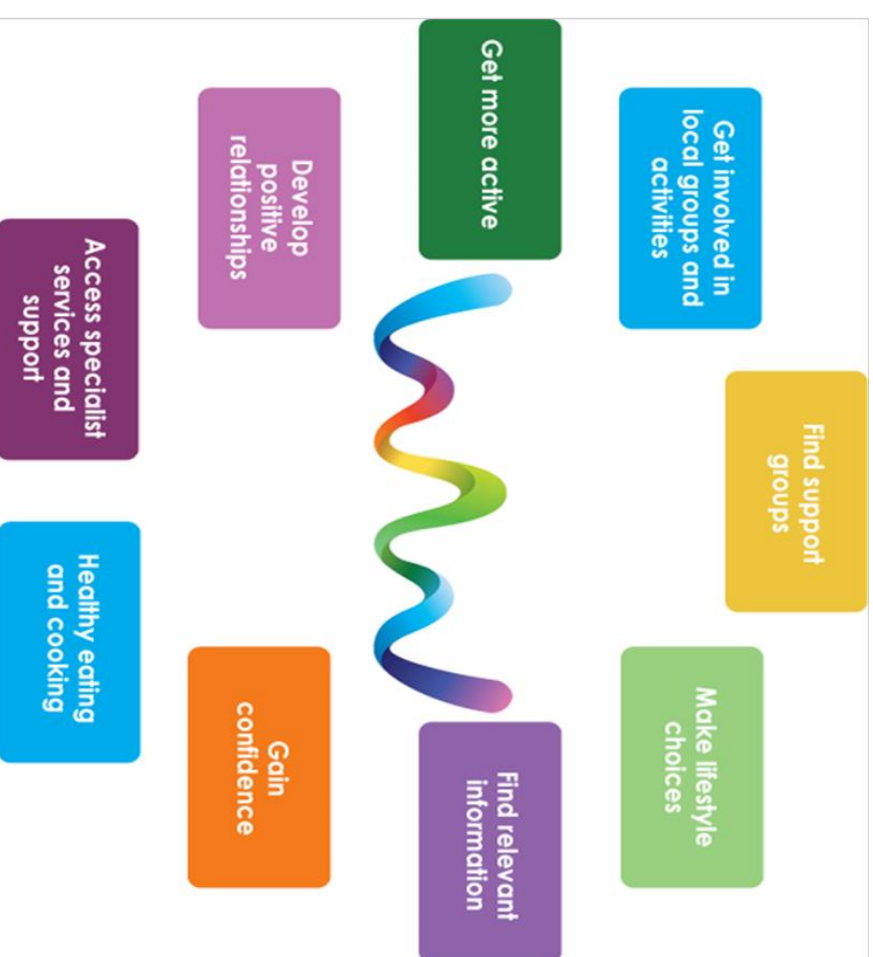


*Ways to Wellness*



# What is Social Prescribing?

- Social prescribing is the use of non-medical interventions to achieve sustained healthy behaviour change and improved self-care through:
  - addressing social, emotional or practical needs
  - employing a person-centred approach
  - Motivating and promoting behavioural change
- Link Workers provide support and signposting to help patients to achieve their goals and address their concerns or issues
- Ways to Wellness aims to improve the health and wellbeing for patients living with long-term conditions and, as a result, reduced NHS costs related to their care



# Why Ways to Wellness?

## Need

- Long term conditions (LTCs) account for 70% of health and social care costs in England; 55% of GP appointments are with patients with LTCs
- Providing effective care for patients with long term conditions (LTCs) is one of the biggest challenges facing health care systems
- Newcastle West has high rates of deprivation, unplanned admissions for LTCs, lower life expectancy

## Benefits

- Supporting people to manage their long term conditions is more effective than conventional medical model approach alone
  - There is a strong and constantly growing body of evidence that demonstrates benefits for people's attitudes and behaviours, quality of life, clinical symptoms and use of healthcare resources.
- Supported self-care is now accepted best practice for people with long term conditions
  - Promoted by NHS policy leaders, professional primary care leaders, and independent health policy think tanks

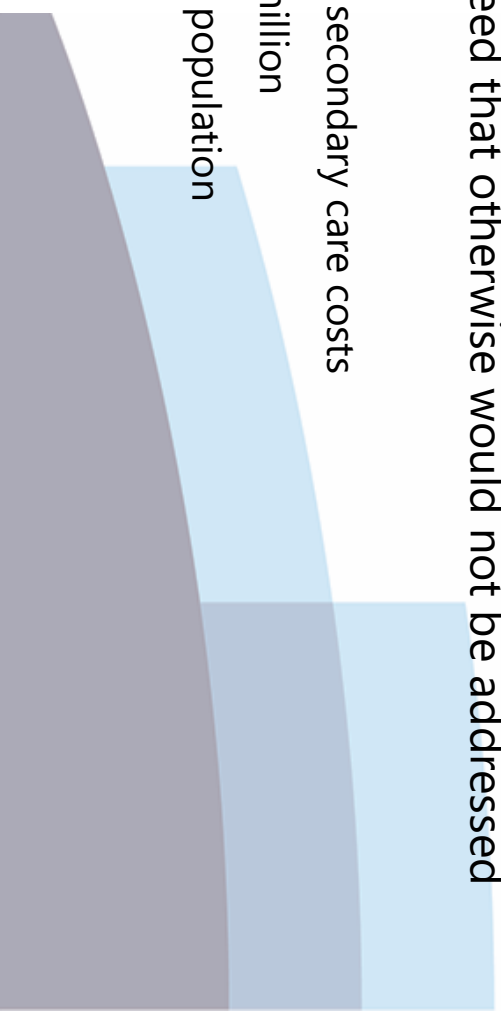
# Why Ways to Wellness (cont)?

## Road Blocks

- Until recently social prescribing has not been offered as a sustained service and to scale.
- Investment in preventative interventions is needed however CCGs and NHS England struggle both to fund the up-front investment of new services and take the risk that it might not work
- The promise of innovations 'paying for themselves' has been worn thin over recent years with many innovations predicated on reduced demand

## Solution

- A unique approach to funding which addresses a need that otherwise would not be addressed
- Projected benefits of Ways to Wellness service
  - WtW intervention is predicted to save £10.8 million in secondary care costs
  - Further predicted savings to public services of £13.6 million
  - Additional social and economic benefits of a healthier population



# Eligibility Criteria

1. People registered with a GP practice in the west of Newcastle
2. With a diagnosis of one or more of the following long-term conditions:

• COPD	• Diabetes (Type 1 or 2)	• Coronary Heart Disease
• Asthma	• Epilepsy	• Congestive Heart Failure
• Osteoporosis		

3. And between the ages of 40 to 74 years at the time of referral

➤ Other key characteristics or concerns that Ways to Wellness can help with:

• social isolation	• anxiety or depression	• frequent attender at GP or hospital	• poor English literacy
• poor understanding of condition	• poor health but with scope to improve with lifestyle change	• poor adherence to prescription	• obese or inactive

# Unique Characteristics

- The **first** Social Impact bond (SIB) funding behind a health service in the UK
- Scale
  - 7 year length of contract
  - Approximately 10,000 patients are expected to be referred
  - Duration clients on program approximately 21 months average
- High degree of integration with GP practice teams
- Long-term, comprehensive, 'gold level', one-to-one social prescribing approach
- 'Special purpose vehicle' of Ways to Wellness created to hold contracts with commissioner, investor and community and voluntary sector service providers allows for focus on:
  - rigorous monitoring and evaluation of service delivery metrics (KPIs)
  - service improvement to optimise achievement of outcomes, other impact and quality
  - creating conditions for collaboration across sectors for service development, shared learning and systems change

# Outcomes-Based Payments

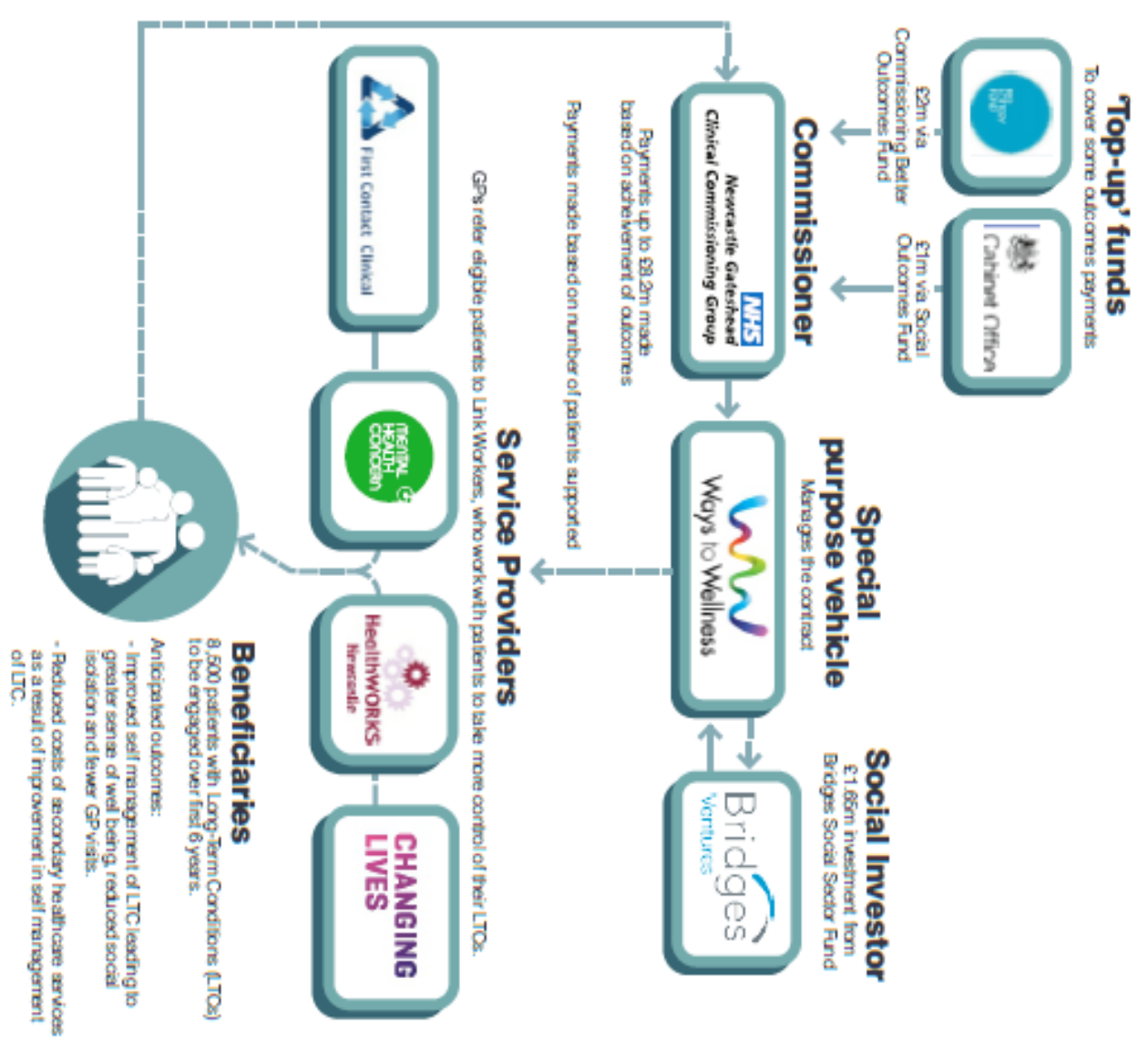
Payments are 100% outcome-based.

Two outcome measures trigger payments:

1. Well-being Star improvements™ (30-40% of total payments)
  - Payments from Cabinet Office (Social Outcomes Fund), Big Lottery Fund (Commissioning Better Outcomes Fund) and Newcastle Gateshead CCG
2. Reductions in secondary care (hospital) costs compared to a control group (60-70% of total payments)
  - Payments from Newcastle Gateshead CCG







# Ways to Wellness Financing & Contracting Structure



# Outcome Achievement



## Patient Referrals

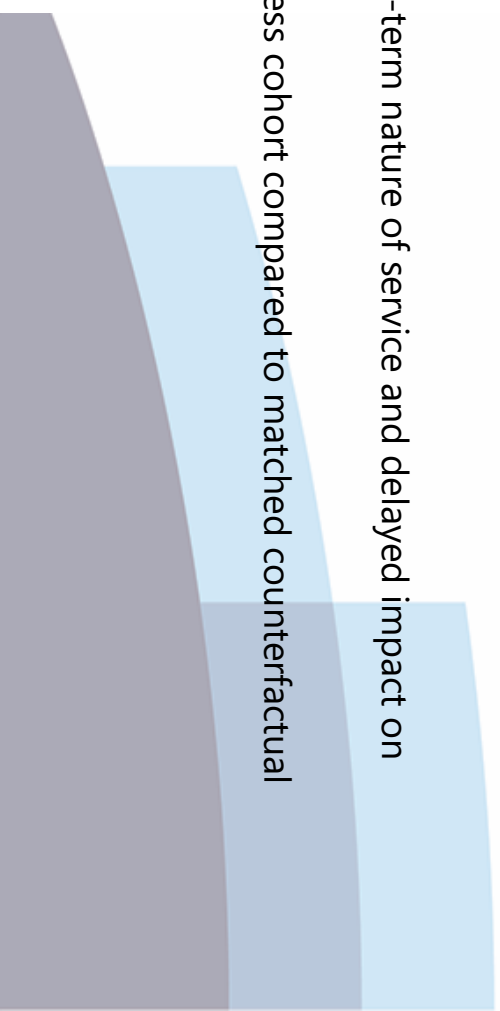
- Ways to Wellness has received over 4,500 referrals has engaged and supported 3,400 patients since the service started (April 2015 – April 2018)

## Well-being Stars™ – Outcome A

- Almost 2,000 patients outcome measure Well-being Stars™ have been completed with patients who have been with Ways to Wellness for six months or more
- Average Ways to Wellness improvement = 3.3 points (target is 1.5 points)
- The top three areas of patient improvement in wellbeing are: (a) lifestyle, (b) work, volunteering and other activities, and (c) feeling positive.

## Secondary Care (hospital) cost reduction – Outcome B

- Payments started in the autumn of 2017 due to expected long-term nature of service and delayed impact on hospital use
- Early data shows approximately 11% savings in Ways to Wellness cohort compared to matched counterfactual group but no long-term trend is evident yet



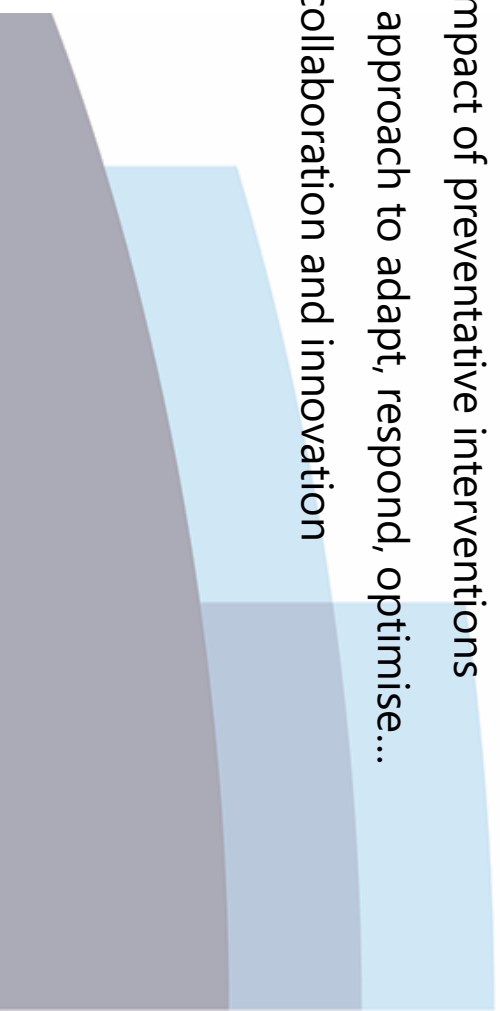
# Ways to Wellness as a SIB

## Focus on impact

- Outcome measures are chosen to best capture impact with payments are aligned directly to outcome measures
- All parties are incentivised contractually to demonstrate and optimise achievement of outcomes

## Supports innovation and best practice

- Upfront funding allows for testing new approaches without commissioners or providers taking on risk of failure
- Longer term (7 year) contract allows time to realise impact of preventative interventions
- Outcomes-based contract allows for service delivery approach to adapt, respond, optimise...
- Multi-stakeholder approach supports engagement, collaboration and innovation



# Success Factors & Learning

## Development phase

- Stakeholder engagement (including early engagement with referral sources)
- Development of a detailed operational and financial model to underpin business case
- Clear logic model / theory of change
  - Well-defined target population, intervention and role descriptions (e.g. Link Worker)
- Simplicity of outcome payments
- Sharing of risk and alignment of incentives

## Delivery phase

- Enthusiasm and commitment to innovation and social impact objectives
- Use of a focused 'special purpose vehicle'
- Multiple service providers
- Bespoke IT management system
- Rigour in data collection and analysis to inform delivery approach

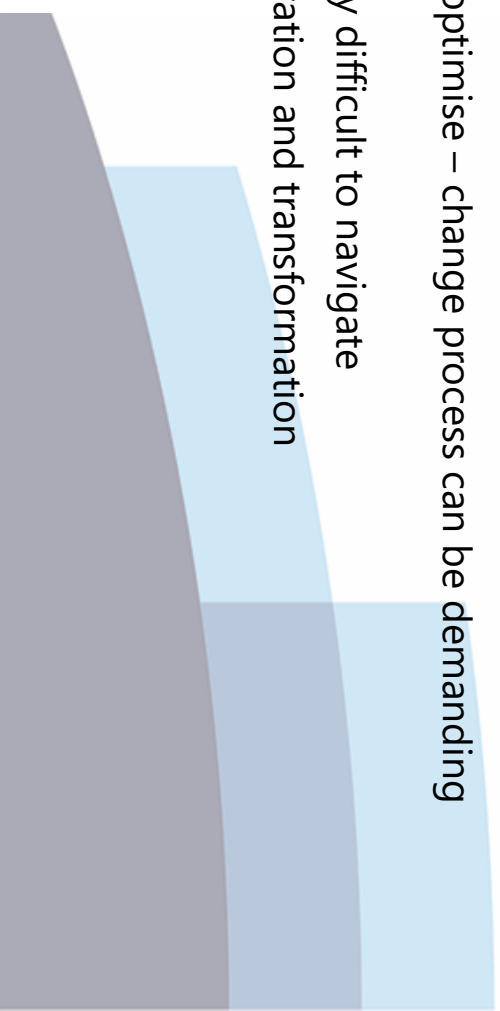
# Challenges & Opportunities

## Health and NHS factors

- Challenge in adapting OBC to NHS commissioning processes and Information Governance policies
- No new money to pay for the service but realising cashable savings in the NHS is not straightforward
- Health and economic benefits are often long term in nature
- Social prescribing approach requires cultural shift for some clinicians
- Financial model relies on high numbers of beneficiaries referred and engaged

## Innovation, Transformation & Partnerships

- Social Investment is often associated with innovation and transformation
- Innovation typically often requires multiple iterations to optimise – change process can be demanding on capacity and morale
- Uncertainty combined with complexity can be particularly difficult to navigate
- Effective partnerships are critical to success in such innovation and transformation



**Patient:** "I was grateful for any help to get well. Manageable targets and other useful suggestions helped me."

**Patient:** "I began to see there were ways to move forward regardless of my ongoing medical problems"

**Patient:** "I felt at ease with my Link Worker and she listened and offered advice to help my situation"

**Patient:** "The Link Worker had knowledge of activities and their benefits in my area. I wouldn't have known where to look for these."

**GP Practice:** "Excellent service – it has helped our patients in ways that other services have been unable to."

**GP Practice:** "The team are really friendly, approachable and adaptable; it has become an important service to many of our patients."