



Thames Valley & Wessex CCGs — acute commissioning for London

Since 2009 Optum has been working in partnership with a collaborative of 18 Thames Valley and Wessex (TV&W) Clinical Commissioning Groups (CCGs) to commission activity from 17 London trusts. In 2016/17 the approximate total contract value for this activity was £55m. The contract represents a significant flow of acute activity into London, where higher prices are charged due to the Market Forces Factor (MFF) — on average 10 percent across all London trusts.

Referrals into London have been driven by a number of factors including capacity issues and reduced confidence in local services. Increasing demand for London services had led to an unsustainable pressure on commissioning budgets.

Embedding a multidisciplinary team of commissioning and contracting experts, data analysts, clinical pharmacists and nurse practitioners, Optum has developed robust commissioning strategies and data analysis. The team works alongside the CCGs to deliver efficiencies and alert them to performance pressures, identifying potential demand management options and coaching to support them through implementation.

Our UK resources also leverage international best practice to deliver this partnership (we commission healthcare services for more than 38 million people in the US) taking innovations from across the globe, making them relevant to the NHS and bringing greater efficiency and enhanced quality to health economies.

Optum has delivered **£27m** in QIPP. This represents between 2-5% of the annual contract portfolio.

Benefits

Since 2009, Optum has delivered £27m in Quality, Innovation, Prevention and Productivity (QIPP) savings through initiatives. This represents between 2–5% of the annual contract portfolio. QIPP initiatives include:

- Sophisticated contract negotiation and performance management
- Pathway validation
- Price challenge
- Utilisation management techniques drawn from our comprehensive US experience
- Clinical audit
- High-cost drugs challenge
- Establishment and implementation of best practice care pathways

Our work has been described as ‘forensic commissioning.’

The work we have undertaken has also led to quality improvements and innovative clinical programmes.



Service highlights

- Used UK and international guidelines to develop best practice pathways for key services — ensuring the patient receives the optimum care
- Embedded our own nurses within trust discharge management teams to ensure any pre-operative or post-operative blockers to best care are removed
- Performed data diagnostic and audit of associated patient case notes
- Reinforced contractual requirements (for example, ensuring London trusts provide data as stipulated in their contractual agreements)
- Issued progressive commissioning intentions including reductions in readmissions, targeted prior approval processes and thresholds for high-cost drugs
- Developed monthly reporting and liaison with each of the 18 CCGs to enable a full understanding of London activity and referral sources

Each of the 17 London providers managed by Optum is monitored using a performance dashboard. This includes a written synopsis and tracks financial performance against plan, both overall and by individual.

Activity and finance

The provider has had a £100k improvement in forecast this month, predominantly due to the removal of risk.

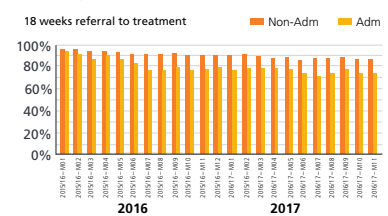
CCG 3 was informed that the long-stay patients it received notification of have been discharged, and most attributed to NHSE. The highest spending PoDs are outpatient follow-ups (single professional consultant led) (£508k YTD spend) and patient transport (£245k YTD spend). Alternative options to reduce costs for patient transport are being investigated across the TV&W portfolio, this particularly relates to CCG 18, who have had a block cost arrangement this year for transport. There was no particular high-cost activity to note at the trust this month. The host has also agreed to discuss inserting the PLCV list into their contract which could also ease some cost pressures.

Quality — No current quality concerns to report.

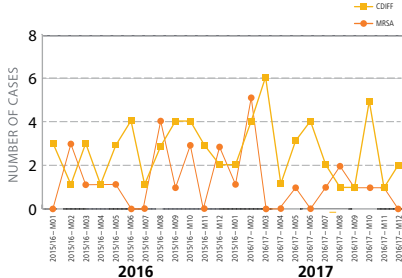
2016/17 plan vs. actual



Quality indicators



Infection control



Position as at M12 by CCG

CCG name	Annual plan	YTD plan	YTD actual	Variance	Forecast outturn	Forecast outturn variance	Monthly plan	Monthly cost
CCG 1	£154,909	£154,909	£187,376	£-32,467	£187,376	£-32,467	£12,909	£19,815
CCG 2	£57,799	£57,799	£31,430	£26,349	£31,430	£26,349	£4,815	£5,005
CCG 3	£131,381	£131,381	£64,114	£67,267	£64,114	£67,267	£10,948	£6,282
CCG 4	£34,255	£34,255	£18,368	£15,887	£18,368	£15,887	£2,855	£953
CCG 5	£21,938	£21,938	£11,643	£10,295	£11,643	£10,295	£1,828	£497
CCG 6	£7,987	£7,987	£7,008	£979	£7,008	£979	£666	£436
CCG 7	£43,383	£43,383	£36,367	£7,016	£36,367	£7,016	£3,615	£1,989
CCG 8	£13,537	£13,537	£32,574	£-19,037	£32,547	£-19,037	£1,128	£1,550
CCG 9	£12,604	£12,604	£13,874	£-1,270	£13,874	£-1,270	£1,050	£1,385
CCG 10	£152,161	£152,161	£153,553	£-1,392	£153,553	£-1,392	£12,680	£16,891
CCG 11	£15,698	£15,698	£6,962	£8,736	£6,962	£8,736	£1,308	£389
CCG 12	£50,844	£50,844	£38,629	£12,215	£38,629	£12,215	£4,237	£2,046
CCG 13	£15,262	£15,262	£12,033	£3,229	£12,033	£3,229	£1,272	£571
CCG 14	£43,492	£43,492	£47,567	£-4,075	£47,567	£-4,075	£3,624	£2,063
CCG 15	£61,218	£61,218	£61,109	£109	£61,109	£109	£5,102	£4,552
CCG 16	£65,972	£65,972	£24,909	£41,063	£24,909	£41,063	£5,498	£1,462
CCG 17	£67,233	£67,233	£114,292	£-47,059	£114,292	£-47,059	£5,603	£2,791
CCG 18	£1,239,862	£1,239,862	£1,132,163	£107,699	£1,132,163	£107,699	£103,322	£108,388
Total	£2,189,515	£2,189,515	£1,993,971	£195,544	£1,993,971	£195,544	£182,460	£177,065

Forecast out turn based on 1/12/17 projection

Top ten overspend against non-zero plan lines from SLAM aggregate reporting

Provider POD	Derived POD	Treatment function code	HRG code	Plan activity YTD	Actual activity YTD	Plan cost YTD	Actual cost YTD	Variance YTD
Day Cases	PSD	361	WA02W	8	10	£3,216	£4,280	£-1,064
AandE	AandE	180	VB03Z	20	23	£4,659	£5,405	£-746
Excluded Devices	HCD (devices)	811		0	0	£2,144	£2,814	£-670
OPPROC	OPPROC	120	CZ08Y	1	4	£192	£564	£-372
Direct Access	DA	320	RA60A	8	11	£600	£880	£-280
OPPROC	OPPROC	130	BZ32Z	2	4	£244	£520	£-276
OPNFTF	OPNFTF	361	WF01C	3	12	£67	£322	£-255
OPPROC	OPPROC	120	CZ02Y	2	2	£195	£252	£-57
Day Cases	PSD	361	JC27Z	2	2	£805	£852	£-47
OPNFTF	OPNFTF	303	WF01C	2	4	£66	£107	£-42

Top ten zero plan lines from SLAM aggregate reporting

Provider POD	Derived POD	Treatment function code	HRG code	Plan activity YTD	Actual activity YTD	Plan cost YTD	Actual cost YTD	Variance YTD
OPFASPCL	OPFASPCL	361	WF01B	0	222	£0	£71,262	£-71,262
OPFUPSPCL	OPFUPSPCL	361	WF01A	0	368	£0	£56,304	£-56,304
OPFUPSPNCL	OPFUPSPNCL	361	WF01A	0	267	£0	£41,174	£-41,174
NELXBD	NELXBD	361	AA26A	0	94	£0	£22,372	£-22,372
OPFUPMPCL	OPFUPMPCL	102	WF02A	0	50	£0	£15,909	£-15,909
OPFUPSPCL	OPFUPSPCL	361	WF01A	0	2,255	£0	£345,015	£-345,015
ACRIT	ACRIT	192	XC03Z	0	36	£0	£70,107	£-70,107
ACRIT	ACRIT	192	XC04Z	0	27	£0	£47,041	£-47,041
OPFUPSPCL	OPFUPSPCL	361	WF01A	0	186	£0	£28,458	£-28,458
OPFASPCL	OPFASPCL	361	WF01B	0	55	£0	£17,655	£-17,655



T 020 7121 0560 | E info@optum.co.uk | optum.co.uk
10th Floor, 5 Merchant Square, Paddington, London, W2 1AS

Optum® is a registered trademark of Optum, Inc. in the U.S. and other jurisdictions. All other brand or product names are trademarks or registered marks and the property of their respective owners. Because we are continuously improving our products and services, Optum reserves the right to change specifications without prior notice. Optum is an equal opportunity employer.