

NHS Recovery and Integrated Care Systems

IQVIA's programmes to support Integrated Care Systems with the delivery of the NHS Recovery and Long Term Plans

As reflected in the NHS Operational Planning and Contracting Guidance 2022/23¹ (see page 2) which sets out NHS England's Priorities for the year, the NHS has been significantly impacted during the pandemic and must prioritise workforce investment, COVID-19 recovery and the elective care backlog.

Further details about the operational route map are identified in the UEC Recovery Action Plan² and the Cancer Services Recovery Plan.³

These urgent issues must be addressed in a way that not only delivers on the current health challenges but enables the health service to build resilience and progresses the ambitions – themselves now believed to be under review – of the 2019 NHS Long Term Plan.⁴

RECOMMENDATIONS FOR FUTURE PLANNING

As the Health and Care Bill⁵ progresses through Parliament, IQVIA is building an evidence base through views from Integrated Care System (ICS) leaders to understand what is needed to support NHS restart and rebuild.

IQVIA PROGRAMMES

In the 2022/23 priorities and operational planning guidance, 10 main priorities were clearly set out (labelled as A-J). These priorities underpin the founding principles of the ICS⁶ including the original triple aims and two additional aims (labelled in the following pages as 1–5). The following pages dive into how each IQVIA programme can support the delivery of the NHS Recovery Plans.

IQVIA has identified the challenges and plans to address waiting times, capacity and patient experience issues at pace and scale.



Areas of priority for NHS England

NHS Operational Planning and Contracting Guidance, ten areas of priority by NHS England, as set out in December 2021:

- A Invest in our workforce** – with more people (for example, the additional roles in primary care, expansion of mental health and community services, and tackling substantive gaps in acute care) and new ways of working, and by strengthening the compassionate and inclusive culture needed to deliver outstanding care.
- B Respond to COVID-19 ever more effectively** – delivering the NHS COVID-19 vaccination programme and meeting the needs of patients with COVID-19
- C Deliver significantly more elective care to tackle the elective backlog**, reduce long waits and improve performance against **cancer waiting times standards**
- D Improve the responsiveness of urgent and emergency care (UEC)** and build community care capacity – keeping patients safe and offering the right care, at the right time, in the right setting
- E Improve timely access to primary care** – maximising the impact of the investment in primary medical care and primary care networks (PCNs) to expand capacity, increase the number of appointments available and drive integrated working at neighbourhood and place level
- F Improve mental health services and services for people with a learning disability and/or autistic people** – maintaining continued growth in mental health investment to transform and expand community health services and improve access
- G Continue to develop the NHS approach to population health management**, prevent ill health and address health inequalities – using data and analytics to redesign care pathways and measure outcomes with a focus on improving access and health equity for underserved communities
- H Exploit the potential of digital technologies to transform the delivery of care and patient outcomes** – achieving a core level of digitisation in every service across systems
- I Make the most effective use of our resources** – moving **back to and beyond pre-pandemic levels of productivity** when the context allows this
- J Establish ICBs and collaborative system working** – working together with local authorities and other partners across their ICS to develop a five-year strategic plan for their system and places

Integrated Care System objectives

Next steps to building strong and effective ICSs across England, including original triple aims and two additional aims.

- 1 Enhance experience of care
- 2 Improve the health and wellbeing of the population
- 3 Reduce per capita cost of healthcare and improve productivity
- 4 Address healthcare inequalities
- 5 Increase the wellbeing and engagement of the workforce

IQVIA programmes that can support Integrated Care Systems with the delivery of the NHS Recovery Plans

Given the emergence of the COVID-19 Omicron variant and continued pandemic pressures on the NHS over the winter of 2021/22, IQVIA has re-listed the ten NHS priorities with a focus on urgency. Therefore

B *Respond to COVID-19 ever more effectively* is listed as the most urgent priority.

IQVIA PROGRAMME 1

ANALYTICS TO STRATIFY URGENT AND NON-URGENT PATIENTS ON WAITING LISTS

NHS PRIORITIES: **B C E G I**

ICS OBJECTIVE: **3** Reduce per capita cost of healthcare and improve productivity

IQVIA RECOVERY CASE STUDY

- Since 2021, IQVIA's capacity and demand programmes are being used across multiple NHS trusts
- IQVIA is helping trusts stratify the patient waiting list according to urgency and anticipated resource use
- Uniquely, this programme draws from IQVIA's Patient Level Information Costing System (PLICS) derived benchmarking database from over 40 NHS trusts to build a highly accurate view of resource use per procedure performed from across the peer benchmark
- Enabling NHS operational teams to take direct action to optimise inbound demand with available capacity per patient and procedure type

IQVIA PROGRAMME 2

IMPROVING PATIENT ACCESS TO HIGH-QUALITY CANCER CARE

NHS PRIORITY: **G**

ICS OBJECTIVES: **2** Improve the health and wellbeing of the population

3 Reduce per capita cost of healthcare and improve productivity

IQVIA RECOVERY CASE STUDY

The Christie NHS Foundation Trust 2020:

- Following examples set by IQVIA, ABPI and NHS Cancer Vanguard, IQVIA provide an innovative platform to optimise cancer service provision and medicines for available resources to be used to transform how care can be most efficiently delivered
- IQVIA analysis found:
 - 17% of patients are seen at 2 or more trusts before receiving care from The Christie team
 - In one locality only 2/3 of patients reach Christie Care
 - Clear variation in the grade of cancer at the point of diagnosis depending on the diagnosis trust
- IQVIA's work has supported programmes that enable cancer care to be delivered closer to home and routinely used to provide a safety net for patients who have undergone recent treatment

IQVIA PROGRAMME 3

UTILISE APPSCRIPT TO IMPROVE PATIENT CARE AND EXPERIENCE THROUGH DIGITAL HEALTH

NHS PRIORITIES: C H I

ICS OBJECTIVE: 1 Enhance experience of care

IQVIA RECOVERY CASE STUDY

- IQVIA have extensive experience combining app-generated data with more established health analytics. This innovative study combined digital patient-generated data with health records on 112 patients with back pain in UK primary care, where patient experience is key.
- This combined view (App + Electronic Medical Records (EMR)) showed that basic characteristic data matched (such as age and sex). Bringing in the app data crucially demonstrated a difference between the number of patients reporting acute back pain versus chronic back pain, across the two sources.
- The study showed digital patient-reported data digitally via smart-phones can be linked to EMR data in an efficient manner, and each component adds insight. Such an approach is transferable to other chronic conditions in primary care and can help support referral management, as well as improve patient experience

IQVIA PROGRAMME 4

PATIENT AND STAFF EXPERIENCE SURVEYS TO GAIN INSIGHT AND FOCUS IMPROVEMENTS

NHS PRIORITIES: A C G

ICS OBJECTIVE: 5 Increase the wellbeing and engagement of the workforce

IQVIA RECOVERY CASE STUDY

West London NHS trust 2020:

- Conducting surveys to gather insights from over **8,000 NHS staff** has led to consistent improvements in staff engagement
- Nearly **70% of respondents** now recommend others to work in the NHS (up from 50% in 2016)
- This IQVIA Solution is currently in place at **90% of NHS organisations**

IQVIA PROGRAMME 5

COVID-19 INFECTION SURVEY (CIS), IN PARTNERSHIP WITH THE OFFICE FOR NATIONAL STATISTICS (ONS)

NHS PRIORITY: B

ICS OBJECTIVE: 2 Improve the health and wellbeing of the population

IQVIA RECOVERY CASE STUDY

- From March 2020 to January 2022, IQVIA's COVID-19 Infection Survey in partnership with the ONS has completed:
- Over **531,000 UK citizens** who have also consented to future research

- Over **7.3m swab** and **1.6m blood tests completed in 3.8m households**
- Tracks the extent of infection, transmission of COVID-19 as well as antibody status among the population and analyses the variants of COVID-19 to inform UK Government R rates and public health decision making

This programme tracks the extent of infection, transmission of COVID-19 as well as antibody status among the population and analyses the variants of COVID-19 to inform UK Government R rates and public health decision making

SCALE: Over 531,000 UK citizens, who have also consented to future research

PACE: This UK-wide project was set up at scale in a manner of weeks

DEPLOYMENT: IQVIA were able to mobilise a large field team to deliver on sampling in the community

PARTNERSHIP: This programme required a complex partnership framework which IQVIA were the central partnership engine behind

IQVIA PROGRAMME 6

ENABLING PATIENT CENTRIC CARE VIA INTEGRATED DATA AND COMMUNICATION AT AN ICS LEVEL

NHS PRIORITIES: **C F G H I**

ICS OBJECTIVE: **3** Reduce per capita cost of healthcare and improve productivity

IQVIA RECOVERY CASE STUDY

Challenges:

- With information spread across multiple systems, Clinicians at the Humber Foundation NHS Trust were unable to access patients' complete medical history when needed in a single place
- The trust needed a solution to ensure continuity of care services by empowering its 1000+ strong clinical workforce to provide consultation and counselling services virtually with all the relevant information immediately to hand and via telephone, to improve patient care and access to treatment as directed via patient pathway analytics

Solution:

- **Upstream Health**, an IQVIA UK solutions partner, was provided the contract to implement our Healthplug platform at Humber to overcome these challenges.



Key highlights include:

UNIFIED PATIENT RECORD – Healthplug integrates information from LORENZO, SystemOne and PCMIS creating a unified clinical repository of all patient records across care settings and clinicians at the Humber trust can now access unified patient records via the Healthplug Clinical Portal

UNIFIED PATIENT INFORMATION – As part of the YHCR programme, the trust is now able to make unified patient information available to other participating healthcare organizations on a consent driven access model in FHIR format

VIRTUAL CONSULTATIONS – The Healthplug solution now enables over 1,000 clinicians at Humber Foundation NHS trust to schedule and complete video consultations with their patients anywhere, anytime on any device

The consultation solution seamlessly integrates with the unified EMR enabling clinicians to access complete history during the consultation

IQVIA PROGRAMME 7

INTERFACE RESPIRATORY OPTIMISATION PROGRAMME

NHS PRIORITY: **E**

ICS OBJECTIVE: **3** Reduce per capita cost of healthcare and improve productivity

IQVIA RECOVERY CASE STUDY

Mid and South Essex Health Care Partnership 2020:

- In March 2020, the same month that The Royal College of General Practitioners (RCGP) issued their COVID-19 workload prioritisation guide; Mid and South Essex Health and Care Partnership partnered with Interface Clinical Services to design an enhanced asthma support service. The programme was delivered virtually through a team of experienced clinical pharmacists
- The key aims of the service include:
 - Provide additional support to patients with respiratory conditions and ensure they continue to receive the care they need
 - Ensure asthmatic patients were supported to achieve optimal management through full clinical review
 - Protect vulnerable patients, ensure continuity of care and prevent non-COVID related unplanned primary and secondary care encounters
- Patients were prioritised using RCGP workload prioritisation guidelines, clinical markers and best practices guidelines
- In excess of 16,000 patient consultation slots were created, with an average of 2.7 medicinal and non-medicinal interventions made per patient

IQVIA PROGRAMME 8

DEMAND & CAPACITY PLANNING PROGRAMME

NHS PRIORITIES: **C D E I**

ICS OBJECTIVE: **3** Reduce per capita cost of healthcare and improve productivity

IQVIA RECOVERY CASE STUDY

- A cloud-based system ideally suited to trusts and ICSs to help manage increasing backlog of activity due to the COVID-19 pandemic
- Bringing together capacity information (beds, theatres) and demand information (patients, activities), including a modelling capacity (impact of non-attendance, cancellations)
- Users assign priorities to each patient event and the system will calculate the potential bed usage and the session time
- A simple demand/capacity dashboard can confirm whether the proposed workload is manageable
- The system offers a full audit trail of activities throughout the process so you can see who made which decision and when

References

1. <https://www.england.nhs.uk/publication/2022-23-priorities-and-operational-planning-guidance/>
2. <https://www.england.nhs.uk/wp-content/uploads/2021/09/Urgent-and-emergency-care-recovery-10-point-action-plan.pdf>
3. <https://www.england.nhs.uk/coronavirus/wp-content/uploads/sites/52/2020/12/C0821-COVID-19-Cancer-services-recovery-plan-14-December-2020.pdf>
4. <https://www.longtermplan.nhs.uk/>
5. <https://bills.parliament.uk/bills/3022>
6. <https://www.england.nhs.uk/publication/integrating-care-next-steps-to-building-strong-and-effective-integrated-care-systems-across-england/>

