Supporting a healthy system
Population Health Capabilities
October 2018
Capabilities for Population Health
Integrated Care Systems and New Care Models
Future Integrated Health System Capability Needs

As part of the 5YFV, the transition of health economies towards more accountable, integrated care delivery and payment models will necessitate the development of capabilities at the system level to manage outcomes and finances at the population level.
Integrated Care Systems and New Care Models
Future Integrated Health System Capability Needs

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System Leadership & Governance
- System Leadership and Governance
- Whole system capability

Population Health Care Model and Outcomes
- Whole Population Care Model Design
- Primary Care at scale (Primary Care Home)
- Population Segmentation

Organisational Form & Model (Transactions)
- Outcomes Framework
- System Operational Model Care Home
- Workforce Redesign

Planning and Outcomes
- Enablers: Information Technology and Estates
- Care Delivery and Coordination
- Financial and Risk Management

Population need driven care delivery model design and outcomes frameworks with strong focus on primary care
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Future Integrated Health System Capability Needs

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- Use of analytics and technology solutions to enable care integration across organisational boundaries and seamless patient pathways

- Workforce and Ways of Working
  - Clinical Service Strategy
  - Utilisation Management, Care Planning and Care Gaps
  - Point of Care Decision Support

- Care Processes and Workflow
  - Integrated Pathway and Workflow Management
  - Risk Stratification and Registries
  - Patient Self Management
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Deloitte Value Proposition

Supporting Health Systems’ journey towards population health
Deloitte’s Population Health Value Proposition

The roadmap

1. **Imagine**
   - Maturity assessments
   - Portfolio alignment with population health
   - Governance options
   - Strategic commissioning framework
   - System architecture
   - Organisational form/operational model options appraisal
   - Capital programme
   - Estates strategy

2. **Deliver**
   - Change Management/System development
   - Operational model roadmap
   - Capability implementation roadmap
   - Care model/PCH pilot support
   - LHCRE implementation
   - Back office consolidation

3. **Run**
   - On-going analytics support through licensed tools
   - On-going technology support through licensed tools
   - Recruitment and workforce managed services
   - Implementation and continuous improvement methodology
   - Ongoing Change Management support
Deloitte’s Population Health Value Proposition
Our approach to addressing health systems’ needs

Financial Strategy, Baseline and Performance
- Strategic cost reduction (quick wins)
- Capital investment and funding strategy
- Supporting understanding and maintaining BAU financial control and performance, the financial and activity driven case for change and strategic investment options
- Back office assessment and consolidation options appraisal
- Merger options appraisal

Estates
- Defining a fit for purpose estate to deliver clinical strategy (e.g. care closer to home), respond to population change (e.g. new homes) and support IT strategy (e.g. agile working) and workforce (e.g. Homes for NHS staff)
- Addressing transformational projects, backlog maintenance, utilisation and surplus land disposals
- See also financial strategy

IT, Data, Infrastructure and Interoperability
- Maturity assessment
- Integrated data and technology platform design
- Gap analysis and roadmap creation (staged IT investments)
- Business and user case development

Care Processes and Workflow
- Demand and capacity planning
- Patient flow analytics across the system
- Clinical and operational workflow mapping across the care continuum
- Operational and technology gap analysis for integrated care delivery
- Plan to reduce unwarranted variation

Workforce and Ways of Working
- Workforce and/or organisational development strategy
- Implementation plan/roadmap for the delivery of future workforce requirements
- Change impact analysis, highlighting how roles will change in the future
- Cultural diagnostic and develop the vision for the future workforce

System Leadership and Governance
- System development diagnostic
- STP/ICS board development (vision and purpose)
- Governance diagnostic and review
- Designing future governance

Organisational Form and Model (Transactions)
- Organisational form options appraisal Clinical and Operational model framework design
- Preparations for a Transaction

Population Health Care Model and Outcomes
- Outcomes framework design to support population health goals
- Population health analytics (high level segmentation, stratification)
- Multi-year demand and budget projections
- Population Health Management care model framework – design priority pathways
- Primary Care Home and network design model
- QIPP plan portfolio alignment to ICS/STP population health goals
- Wider determinants of health strategy

Financial Deal
- Managing risk for integrated care – education workshops
- Options appraisal of alternative high level designs
- Spend baselining and forecasting for target population
- Risk share design support
- Roadmap development

End-to-End Health Systems Support Capabilities
Deloitte’s Population Health Value Proposition
Our approach to addressing health systems’ needs

Financial Strategy, Baseline and Performance
- Whole system cost reduction
- Back office integration and efficiency implementation
- Construction and delivery of business care, identification of funding sources, support to due diligence and assurance
- M&A support

Financial Deal
- Support in preparation for negotiation/ISAP early development and CP1-2
- Shadow testing and appraisal
- Risk simulation of impacts from alternative designs
- Board discussion/sign-off templates and support
- Procurement and contract transitions to MCP support
- Design of data flows and operation

Organisational Form and Model (Transactions)
- Organisational form legal and tax support
- Delivery of Transaction
- Operational model roadmap, communications and implementation planning/delivery

Population Health Care Model and Outcomes
- Operationalise outcomes framework
- Population health analytics (segmentation, stratification) – deep dive
- Population Health Management care model framework implementation planning support
- Primary/Care Home and network roadmap
- Multi-year demand and budget projections (actuarial and predictive analytics)

End-to-End Health Systems Support Capabilities

Estates
- PMO estates strategy delivery
- Space utilisation and One Public Estate approach
- See also financial strategy

IT, Data, Infrastructure and Interoperability
- Integrated data platform implementation
- LHCRE implementation
- GDE – Digital Enablement

Care Processes and Workflow
- Predictive patient flow analytics
- Clinical pathway and workflow prototyping using agile sprints
- Referral management using evidence based best practice guidelines
- Continuous and quality improvement – methodology and implementation
- Citizen empowerment and personalisation programmes

Workforce and Ways of Working
- Detailed workforce and/or organisational development plan
- New ways of working and case studies/user personas that make these changes tangible
- Delivery of quick win opportunities (e.g., agile working)
- Values, behaviours and moments that matter and engage staff and stakeholders in these changes

System Leadership and Governance
- Case for change and partner engagement in development
- STP/ICS development (ways of working and operating principles)
- Future governance and architecture (system, LCO/ICP and Hospital Group)
Deloitte’s Population Health Value Proposition
Our approach to addressing health systems’ needs

Financial Strategy, Baseline and Performance
• Back office integration and efficiency implementation
• Delivery of the business case and implementation support
• Back office automation through technology

Estates
• Estates and FM partnering opportunities (e.g. sharing expert services, scale sourcing strategies)
• Surplus land development and disposal strategies and use of surplus land for Homes for NHS Staff

IT, Data, Infrastructure and Interoperability
• Full system implementation
• Delivery partner throughout digital transformation

Financial Deal
• Support in transitioning towards further utilisation and outcomes risk transfer to provider partnerships
• Support in expanding the service and population scope over time
• Contract performance analytics as a service

Care Processes and Workflow
• Ongoing support in clinical workflow integration through technology e.g. Command Centres
• Predictive patient flow analytics
• Continuous and quality improvement – methodology and implementation
• Citizen empowerment and personalisation programmes

Organisational Form and Model (Transactions)
• Clinical and Operational model refresh (infrastructure and processes)
• Transaction integration support and business case benefits delivery
• On-going support with organisational form as integration between organisations increases

Workforce and Ways of Working
• Support the implementation of new ways of working, using data analytics and key insights to support adoption
• Ongoing ways of working support to care teams

Population Health Care Model and Outcomes
• Operating outcomes monitoring dashboards and tools as a service
• Prescriptive population health analytics as a service (stratification, gaps in care identification)
• New care model support as new priorities emerge from analytics
• Primary Care Home and network pilot/implementation support
• Multi-year demand and budget projections (actuarial and predictive analytics as a service)

System Leadership and Governance
• Bespoke STP/Delivery Board development programme
• STP/ICS Board development (impact)
• Implementing, reviewing and refining governance arrangements

End-to-End Health Systems Support Capabilities

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Strategic Partnership Principles
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What do we mean by a Strategic Partnership?
Deloitte would act as the strategic transformation and investment partner across a local health economy providing:

- **Upfront capacity and capability** to develop, standardise, implement and scale
- **Significant investment** in commercialising offerings through the development of standardised and deployable products and services
- **Support with early implementation** to demonstrate proof of concept in key priority and innovation areas, supporting priority, in-year initiatives, with a view to scale transformation across STPs/ICS
- **Long-term commercial relationship**, aligning transformational and BAU priority areas

The Strategic Partnership

Building on our experience as a Strategic Partner we have set out below some of the key attributes to a successful partnership

What are the key attributes of a Strategic Partnership?

- Multi-year relationship in which Deloitte would be your professional services provider of choice
- Senior resources embedded within the Group Executive and PMO to oversee Deloitte input across the programme and over the duration of the partnership, ensuring seamless delivery
- Multi-component fee models including a combination time and materials, risk/reward and profit share
- The fee that Deloitte is willing to put at risk is commensurate to the risk associated with each programme of work
- The more the partnership is utilised the greater the level of investment that Deloitte is able to make in the relationship
- Two way challenge so that partnership resource is only deployed where it adds the most value
- Deloitte will focus on higher value tasks in mixed teams with internal or contract resource in order to minimise the cost
- Lead client Partner aligned to Programme SRO to provide critical friend support and regular challenge throughout the duration of the partnership
Benefits of the partnership
The intention is to create a long term relationship that is mutually beneficial to both parties

Benefits to Health Systems
- Lower cost of procurement
- Lower or no upfront costs for guaranteed delivery resource
- Able to quickly scale and spread operating model across system partner organisations
- Able to deliver control totals, whilst also testing proof of concept for population health outcomes improvement
- Able to leverage Deloitte's network to their benefit
- Deliver scalable products that can form 'off the shelf' tools for system partners
- Reciprocal secondments and skills transfer to staff, including clinical and non-clinical staff
- Exec mentoring and critical friend support from our senior partners
- Able to benefit from Deloitte's investment in testing emerging technologies

Benefits to Deloitte
- Lower tendering costs
- Able to test ideas, proposals and new technology use cases with a friendly client
- Able to build credentials with a client that is well respected in the NHS
- Able to develop and test Intellectual Property with NHS input
- Potential longer term revenue stream through risk and gain share arrangements
- Reciprocal secondments and skills transfer to staff