



Service Line Review in Community Services

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The split of commissioning and providing within PCTs and the evolution of world class commissioning present a new set of challenges. What does each service provide? What are the outcomes? How much does it cost to deliver?

Service line strategies – including reporting, analysis and re-design – are creating a baseline in the acute sector. We call this holistic approach Service Line Review. If carried out in the right way it will deliver the optimum shape of services to meet patient needs. But will it work in community services where there are no tariffs and limited data?

What is clear is that without a baseline the objective of the NHS world class commissioning programme, *‘to achieve the greatest health gains and reductions in health inequalities, at best value for current and future service users’* will be difficult to deliver.



“For the first time you will be able to create a rich picture of provider services.”

Ian Barratt
Senior Consultant
The Consultancy
Company

Understanding current provision

The first stage of any cohesive world class service is to obtain a clear understanding of current provision from three perspectives:

- The needs and experience of patients.
- The confidence and satisfaction of GPs and other practitioners.
- The value (financially and in terms of patient outcomes).

This picture is essential for commissioner and provider alike and is a key element of service line review.

Why create a baseline for world class service?

A baseline will enable you to build a rich picture of provider services, creating a shared knowledge base for future:

- Benchmarking
- Commissioner strategies
- Provider service planning and development
- Contract negotiation
- Performance reporting
- Monitoring and management.

Defining commissioning and delivery strategies

Expert analysis is the essential first step towards world class commissioning and delivery; helping to answer such questions as:

- Is the service meeting the needs of the population?
- Is the service providing good value and can it be offered more widely as a commercial service?
- Is it strategically important that the service is provided directly? Does it provide good value as currently delivered?
- Can better value be achieved by alternative delivery?

The answers to these questions start to provide the basis on which you can:

- Determine commissioning and delivery strategies.
- Understand and stimulate the market, in line with the eleven competences of ‘world class commissioning’.



'Excellent knowledge of primary care means your consultants are always fully up-to-date with our current agenda.'

Laura Sharpe
Chief Executive
City & Hackney PCT

Delivering Service Line Review in Community Services

The method we apply follows a process of review of each current service. Ideally this includes all service lines in both adult community services and children and family services, but with care, outcomes will not be invalid if a subset is selected.

Our approach includes satisfaction surveys of both GPs and patients, as well as representative activity data collection and assessment of financial data. This information is then delivered in a range of reports, presentations and interactive workshops that will define options for the development of each service.

Once the outcomes are clear we are well placed to support a range of change activities from Lean to commissioning, communication to team building.

Our Approach

The philosophy of The Consultancy Company is to customise an approach framework to identify and reflect the specific needs, circumstances and working style of our clients. Once the scope is agreed we work as part of a joint team. This will start with a joint Project Initiation Workshop to set out responsibilities, expectations and milestones, and defines how the project will be reviewed, judged and communicated.

To provide the holistic understanding of each service, our consultants will lead the following programme of work:

- **Activity data collection**
Using templates, customised as appropriate, to collect anonymised activity data for each service. This will provide clarity about each service; what it delivers and how.
- **Financial data collection**
Breaking down costs by service, using a range of proven spreadsheet and database tools to create a detailed picture of direct, indirect and overhead costs for each service.
- **GP and patient satisfaction surveys**
Collecting both qualitative and quantitative data from patients, GPs and other practitioners by the use of telephone and written surveys.
- **Processing information**
Collating the individual inputs creates a rich picture of each service. Validating findings with commissioners and deliverers will identify focused analysis to answer specific questions until a unified view of the service is created.

Our facilitation and reporting will provide the forum for debate and will enable high level strategies to be defined for each service and a plan of action agreed to move to world class standards of commissioning and delivery, providing the highest level of value to the community.

Service Line Review: delivering world class standards

Our initial analysis is a stepping stone and will require a wide range of inputs to deliver its full potential. Service Line Review as a programme is about using the rich picture yielded to ask intelligent questions that will enable you to take your services forward.

Delivering the benefits

Our approach does not advocate one particular solution to the service line challenge, as the circumstances of individual PCTs will differ. Applying our tailored methodology will challenge the current provision of primary care services. The findings will enable you to move towards a clearer view of how services should be specified, commissioned and delivered in the future.

Once the way forward is agreed, The Consultancy Company is well placed to support the diversity of challenges that emerge. We are staffed with experienced practitioners drawn from senior NHS roles, with complimentary skills from our team of private sector consultants.

Our team of consultants are all focused on “making strategy happen” and offer a strong track record in:

- Lean
- Procurement
- Commissioning – joint/practice-based
- Primary care contracting/informatics
- Partnership relationships
- Project/programme management
- Change management
- Workforce development
- Communication
- Leadership
- Interim operational management.



“The range of work that we have delivered into PCTs is extensive and we continue to win new client work due to our track record.”

Tim Richardson
Managing Director
The Consultancy
Company

Can we help you?

If you think that our Service Line Review will help you plan your services, then contact:

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