

Seizing the Future

Approach to and development of criteria to assess
future service options

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Purpose of session

- Explain who developed the criteria.
- How it was done.
- What they are.
- Give background information required for the breakout session.

Assessing options

- **Reviewing objectives for the decision to be made**
- **Identifying related benefit criteria**
- **Assigning relative weights (which indicate relative importance of each to the decision)**

And the next steps will be:

- *Judging the contribution of each option to the criteria*
- *Comparing options together with the financial analysis*
- *Undertaking a sensitivity analysis*

Why do it this way?

- Adds consistency to complex subjective decision making
- Open and explicit
- Flexible and facilitates sensitivity analysis
- Provides an audit trail of decision making
- Compliments the appraisal of financial benefits in identifying a preferred option

Developing criteria

From stakeholder workshop:

70 suggested criteria proposed



11 headings



3 hurdle criteria & 4 appraisal criteria

Hurdle criteria

Those options which do not satisfy the hurdle criteria will be eliminated as 'not viable'

- Ensure the delivery of clinically safe service
 - Critical mass, relevant service co-location, national standards
- Efficiency and 'broad affordability'
 - Use of PFI sites, improve efficiency, harmonising practice ...
- Feasible implementation: changes in service provision can be made within a reasonable time scale
 - Timing, duration, minimising disruption to services

Appraisal criteria

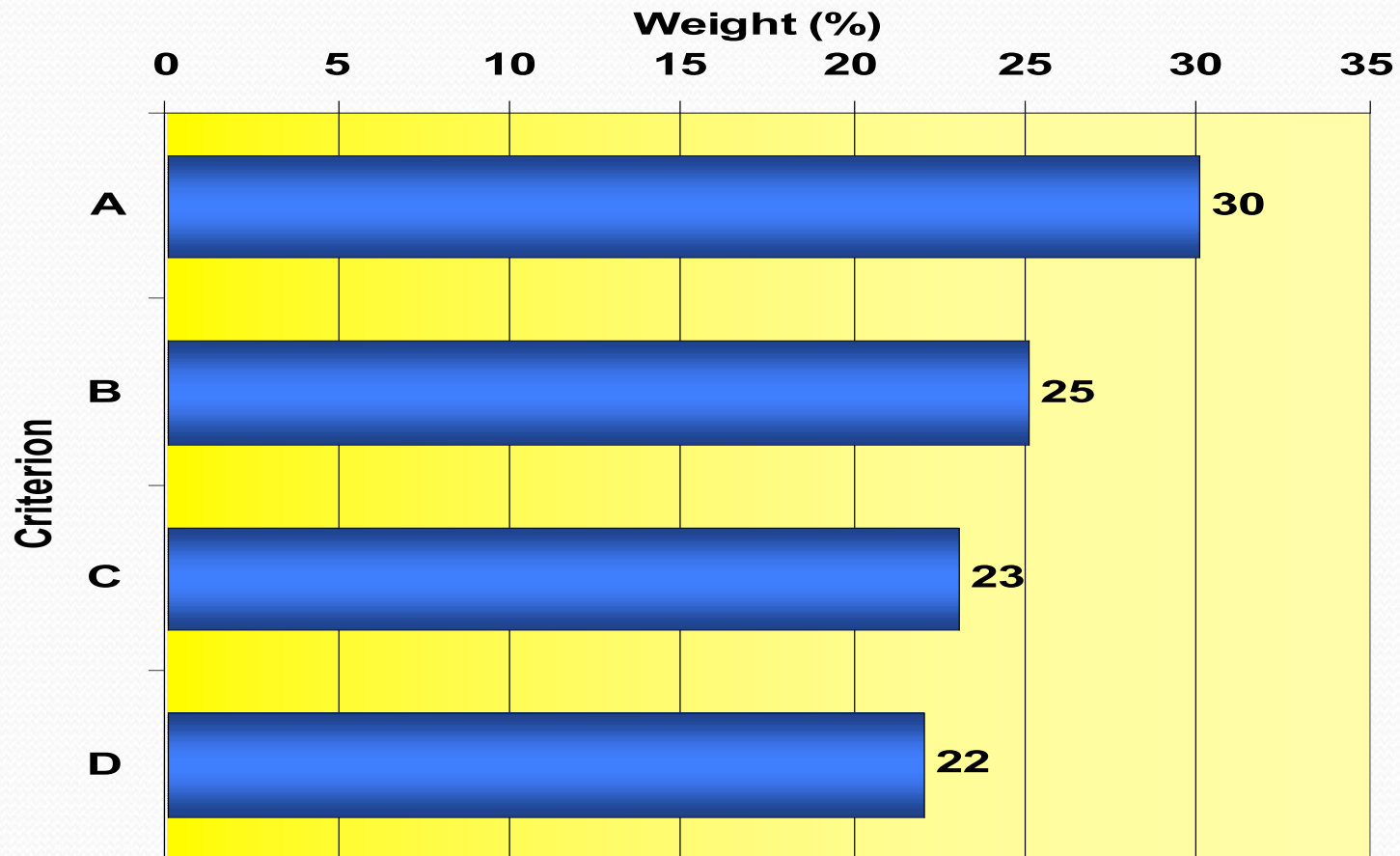
Criteria against which each option will be scored

- A. Integrated models of care and patient focus** (does this model of care improve the patient experience)
(partnership/clinical networks)
- B. Access** (closer to home and one stop services travelling time, parking)
- C. Workforce/staffing:** right skills, right place, attractive place to work, preserving environment for education
- D. Sustainability, innovation and flexibility:** are we being modern? Better position for market growth. Partnership

Scoring and weighting

- 15 people including governors, clinicians and managers developed criteria and agreed their relative priority
- Three hurdle criteria and four appraisal criteria were defined
- The extent to which an option supports **patient-focused care in an integrated way was voted most important.**
- In weighting the criteria, they were ranked closely together, ranging from 30% to 22%.

Weighting the criteria



Integrated models of care and patient focus (1a)

Supports evidence based integrated care pathways delivered across sector boundaries by appropriately skilled staff

- Provides opportunities to develop integrated care pathways
- Facilitates the implementation of effective acute care

Integrated models of care and patient focus (1b)

Supports and improves the patient experience

- Better physical environment
- Minimises hospital attendance
- Minimise length of stay in hospital

Access

Improve access to services and ensure equity of access (2a)

- Minimise waiting times
- Supports the delivery of one stop clinics
- Location of services to address needs of hard to reach communities
- Supports high levels of patient satisfaction

Provide easy access to patients, public and staff (2b)

- Availability of parking
- Transport links
- Travel time

Workforce/staffing

Facilitates recruitment and retention of high quality staff

- Supports new ways of working
- Offer greater opportunity for role development and extension
- Retain training accreditation
- Develop best practice in recruitment and retention
- Supports research

Sustainability, innovation and flexibility

Sustain innovative healthcare services

- Maximise use of assets
- Promotes the use of technology and fosters innovation
- Provides opportunity for market growth
- Promotes partnership working within the local health economy



Break out session- the criteria

Discuss at your table

- Are they the right ones?
- What benefits are they representing?
- Are there any others we should include and have missed?