

Quo Immus Ltd
Acute Services Modelling

Deliverable	Description
System capacity, configuration and financial modelling	Complete a reconciliation and testing of BSUHTs overall clinical strategy and use of 3Ts planned new build, including an assessment of all of the regional specialist work and local DGH work currently being referred to, and planned for BSUHT from its catchment areas. Identify whether or not BSUHT will have enough capacity in the new hospital to deliver this activity.
	Complete a review of the specialist activity being undertaken, within the footprint, at sites/providers other than BSUHT, the appropriateness of this activity and options for sustainable provision going forward.
	If BSUHT is unable to accommodate this referred activity what options can be considered across the STP footprint or wider to respond to this.
	Modelling the out-of-hospital and acute service provision across the STP footprint (this includes in relation to both physical and mental health): Identifying the potential number of patients that are currently supported in acute hospitals setting but could in the future be supported in out-of-hospital settings. Specifying solutions, cost of future service delivery, cost of transformation vs. current costs
	Assessing how changes in population demographics over the next 5 and 10 years will impact on the number of patients that could be supported in out-of-hospital settings and the number of patients that need to be supported in acute hospital settings
	Model the cost of supporting patients in the out-of-hospital setting who are currently cared for in acute hospital settings and compare this to the current cost of provision
	Identify potential models for acute service delivery across the STP footprint taking into consideration workforce, finance and geography.
	Model the potential net cost reductions associated with the options identified for acute infrastructure reduction detailed within the potential models and identify outline capital requirement
Take account of workforce availability to ensure the deliverability of service options, including efforts to implement the transformation	
Support to the development of the Programme Management Office (PMO)	Development of the PMO: short-term support), using an appropriate methodology (e.g. Managing Successful Programmes / Prince2 Lite)
Support for individual work streams	Flexible arrangements to call down support to align to work streams (where possible our intent is to use staff from within our organisations to support work streams but we recognise there may be some areas where we do not have the necessary capability or capacity), including support for clinical.

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Strategic financial framework and local care plans	The realistic baseline position for commissioners covering activity and finance, building on the October STP submission and the acute work to date. A population segmentation model based on the demographic characteristics of the population, the burden of disease, and the spend by POD for each CCG.
	A prioritised set of opportunities from a commissioner point of view, based on targeting specific segments of the population and application of impact assumptions based on analysis of local care patterns, benchmarks and a literature review of effective interventions;
	Reinvestment assumptions based on a combination of a “top-down” logic model that links the expected impact from opportunities to areas of intervention and likely reinvestment requirements and a “bottom-up” quantification of activity implications for new care models
	The expected financial impact for commissioners, including the expected recurrent benefits, recurrent costs and recurrent net benefits, phased over time.
Local care toolkit	Population segmentation model for each place that captures size, activity and spend
	Prioritisation of segments of the population to address

	Identification of changes in the local care models for the prioritised segments of the population
	Delivery requirements i.e. who does what, where and how
	Expected impact on activity and finance as a result of plans
	Expected reinvestment levels based on “logic model” and on activity based modelling
	Enabling requirements including changes in information, payment and governance
	A plan that sets out the activity and finance baseline and the implications of the plan, whether the gap will be closed and how recurrent and non-recurrent investment have been considered.

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Mental Health Modelling

Deliverable	Description
Case for change and baseline analysis	A PowerPoint set of materials that capture the case for change in mental health including the current state of provision and outcomes in mental health, informed by interviews, the analysis of data, literature review and a survey and workshop including service users and carers
	Establishing the baseline position of spending on mental health by area across each CCG and in comparison to complexity of the population and outcomes
	An assessment of performance against clinical standards across the pathway
	A population segmentation which maps resource consumption by condition.
Develop the mental health strategic framework	Future requirements in activity and spend modelled based on demographic and non-demographic change and meeting the 5-year forward view requirements
	Quantification of a set of opportunities to improve mental health delivery and cost effectiveness, with impact on activity and spend
	A financial bridge analysis of the net impact on spending on mental health
	A revised set of Trust priorities and their implications, thereby determining the strategic direction of SPFT and refresh of SPFT clinical strategy will be refreshed.
Development of a delivery roadmap	A confirmed set of short, medium and long-term priorities for the Trust and the STP, which have clinical, service user, carer, executive and financial input
	A set of initiatives to deliver these priorities
	A high-level delivery plan with critical delivery milestones identified
	Identification of the capital investments to be prioritised
	Proposed governance arrangements
	Recommended resourcing

2020 Delivery

Finance Group Support

Deliverable	Description
Handover	Use one-to-one sessions with key individuals for in-depth handover and Q&A
	Provide a written guide to the model illustrating the layout, methodology and assumptions
	Ensure transfer of all model files to a client server
	Hold two half-day workshops in the first two weeks of the internal team’s time (i.e. 19th Feb to 2nd Mar) to work through the detail of the model, and augment the team’s desk based review of the key documents and issues (note – we assume these staff may not be available full time during this two-week period but should be at least 60%)
	Provide “shadowing” opportunities when carrying out key tasks, particularly focussed on the model

Modelling and reporting	Refreshing the assumptions around impact of the STP programme workstreams and place-based plans
	Working with places to understand their revised activity and CCG spend projection to 20/21 following the work on non-elective acute activity interventions and 17/18 activity reconciliation
	Using the most recent view of projected activity to model required provider capacity and costs
	Updating the STP model to calculate a revised Do Something projection through to 20/21 for each organisation, place and for the STP in aggregate
	Developing the Strategic Financial Framework to include: <ul style="list-style-type: none"> i. The place-based financial risk framework ii. A standard interface between place-based activity and finance models and the STP model iii. The structure of the latest savings opportunities from STP workstre
Support to places and Developing the Finance Group as catalyst for transformation	Targeted delivery planning support
	OD-style workshops between the Place-based Finance Leads and Finance Group Chair and Deputy Chair covering:
	<ul style="list-style-type: none"> i. The standard nature and extent of the role of the place-based finance leads ii. The governance in place to support delivery of financial plans, contrasting between places and with best practice iii. The detail of delivery plans in place and capacity/capabilities to develop them
18/19 contractual planning	Development of system-wide financial submissions through a simple aggregation of the partner organisations' plans
	Using the revised Strategic Financial Framework to highlight variances in planning assumptions between organisations during the planning process
	Performing an analysis of the refreshed Operating Plans after a draft submission

