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# Putting Value at the Centre of Health and Care in Wales

## A Three Year Action Plan 2019-2022



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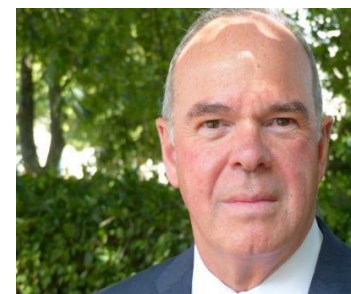
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# Foreword: NHS Wales Leadership

*A Healthier Wales*, the Welsh Government's Plan for Health and Social Care sets out the need for services to transform so they can meet the challenges of the future and help deliver the best results. Changing the way we do things is important because our population is changing with more people developing complex health needs and this, in turn, places services under pressure. The problem is not the fact that people are growing older and living longer. Rather, it is because health and social care services have been slow to adapt and we are now at a point where we must do things differently, or face a very uncertain future.



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Professor Chris Jones  
Deputy Chief Medical  
Officer

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We already spend a huge amount on health and social care in Wales, and employ thousands of staff. This shows we are prepared, as a country, to invest in people's health and well-being. Unfortunately, however much we spend; it never seems to be enough. Based on our experience so far, the answer is not likely to be to keep doing things the same way and make health and care services even bigger. Instead we must find new, flexible and smarter ways of providing services that make the very best of the existing resources and deliver the outcomes that matter to people.

Outcomes are the results people want to see from their treatment, taking into account the circumstances of their own life. By talking to people about what they want, and what a treatment might or might not be able to achieve, health care can become much more personalised and people will feel more involved in decisions about their own care. When this happens, people often choose more conservative treatment options because they feel that is right for them.

At the same time, we must also look at how we currently deliver services and whether everything we do contributes to the best outcomes for people. Surprisingly, not everything does. We therefore need to do less of the things that don't help, and reinvest that money into doing more of the things that do.

This is what we mean by **'Value Based Health Care'**.

*A Healthier Wales* said that we would do more to embed the Value Based Health Care approach as part of making Prudent Healthcare philosophy a reality. This plan sets out how we will do this over the next three years. It also links into the six areas set out in *A Healthier Wales* which have been identified for further quality improvement. Ultimately, all of this work will be drawn into a longer term Clinical Plan which will guide the way services are provided well into the future.



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# Introduction and Background

Value in health care is realised when we achieve the best possible health care outcomes for our population with the resources that we have, outcomes which should be comparable with the best in the world. Prudent healthcare has provided a strong foundation for healthcare improvement in Wales. Through the actions outlined in this plan we can develop the tools to fully harness the principles of Prudent Healthcare and embed them in everyday care.

Outcomes are the important milestones in the lives of patients that matter to them and so we should measure them, to assess and meet their needs, to understand their experience of care and to improve services. We should also be measuring the costs of health care at a system level and making those visible to clinical teams, in doing so allowing them to be stewards of resource by influencing high value care for the populations for which they are caring.

In Wales we will support the implementation and development of outcomes and costing measurement and analysis in Wales, using a collaborative approach to sharing and using the data to support the improvement of healthcare services and value for patients. Value-Based Health Care (VBHC) encourages us to focus on meeting the goals and preferences of our patients through involving them in decision making, supported by the best evidence to hand. It means that we should discard low value practices and reduce unwarranted variation in care, reallocating resource into high value interventions in support of better outcomes.

If we are to improve outcomes and experience of health care we must communicate more effectively with patients and embrace digital technology to help us to do that, finally enabling us to create a truly data-driven approach to decision-making and developing new models of care that meet the evolving needs of our population.

There are several excellent examples now emerging of Welsh health organisations working in this way, although at this stage the position is inconsistent. Wales is also starting to be seen as a leader internationally in the way we are taking up VBHC approaches and the potential we have to do well in this area. We now need to embed the approach systematically so that it becomes part of the way in which organisations routinely work

Health and care organisations in Wales are very keen to develop VBHC approaches and a number of actions have already taken place, including:

- Working with the International Consortium for Health Outcomes Measurement (ICHOM) to build knowledge and capacity in this area;
- Better collection and reporting of outcome data for a range of medical conditions; and
- A better focus on unwarranted variation in services and outcomes to reveal the under and over-use of different aspects of health care.



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# The Vision

“We seek to improve the health outcomes that matter most to the people in Wales.”

“We will support this by asking people about their outcomes and creating a data-driven system which seeks to provide the timely information to citizens, clinical teams and organisations to inform the decision-making that leads to those outcomes in a way that is financially sustainable.”



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# Strategic Framework

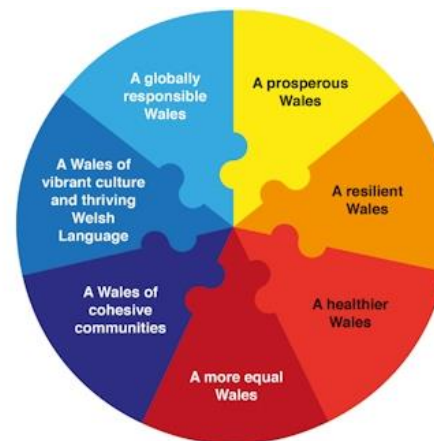
## Strategic framework for improved outcomes and value in health and social care

Creating a system that is focused on value in this way requires a significant change in both culture and processes. Citizen and patient engagement is vital to the success of this approach, particularly in developing new models of care to improve patient experience and outcomes. The highest value to patients is in promoting their wellbeing and we can learn much about how to support that through the insights gained from patient-reported outcomes and experience of their care. The achievement in full of those outcomes will often require collaboration across sectors as detailed in The Wellbeing of Future Generations Act:

### ***A Healthier Wales***

*'A society in which people's physical and mental wellbeing is maximised and in which choices and behaviours that benefit future health are understood.'*

### ***The Wellbeing of Future Generations Act***



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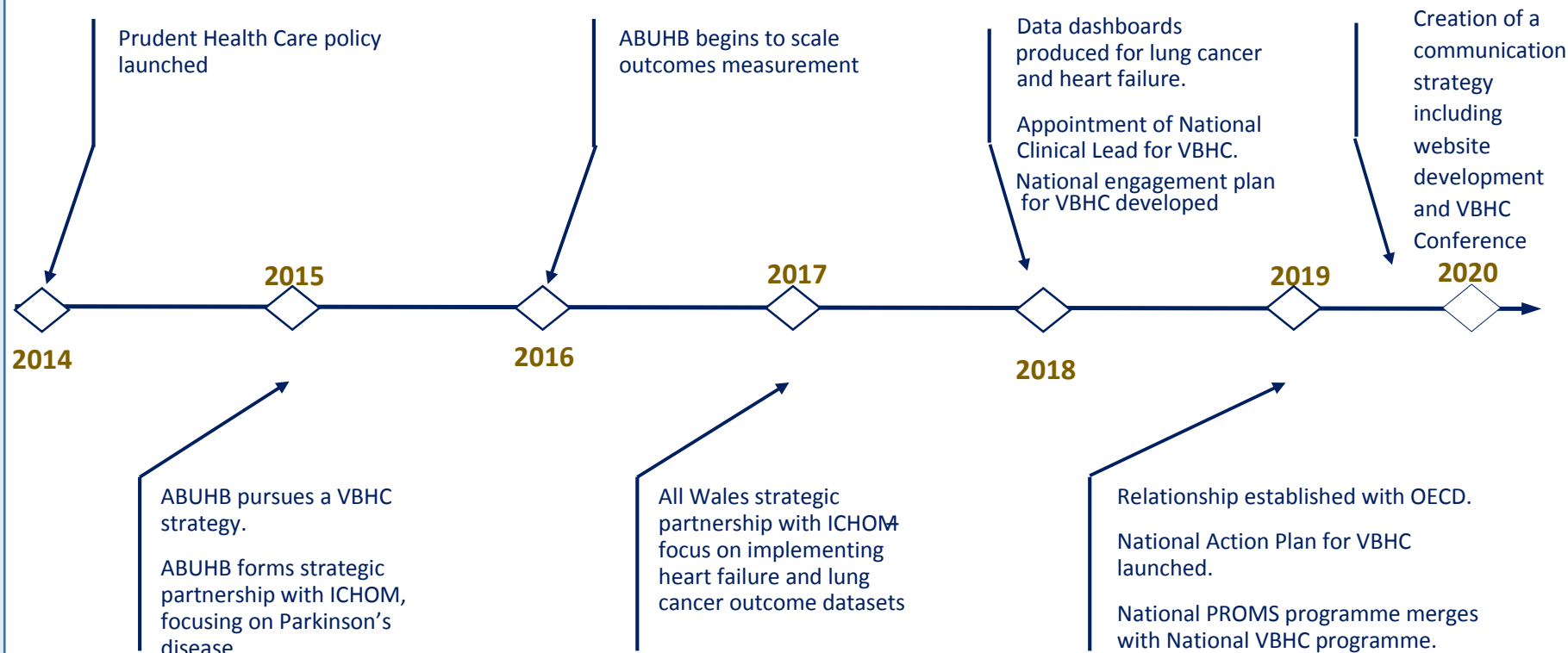
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# VBHC in Wales – A Maturing System

## Key Lessons Learnt

- Early pilots have informed how to scale and the support needed from informatics across the system
- Working with patients we know that outcomes measurement must be embedded in direct care
- We understand how key partnerships have accelerated learning



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# VBHC in Wales – Component Parts

## Clinical and Patient Reported Outcomes

It is necessary to build a healthcare system based on clinical and patient-reported outcomes. In order to do this it is necessary to embed the capture and use of outcome data into the everyday care of people accessing services.

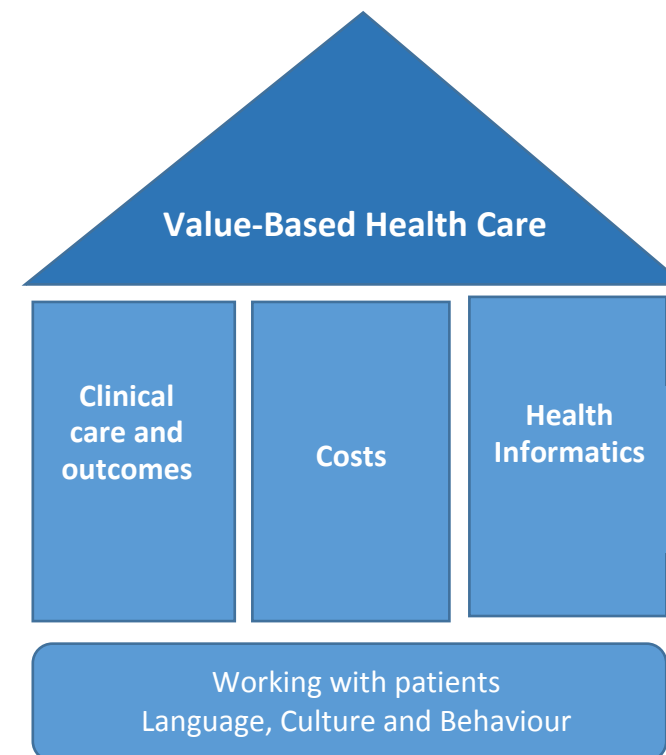
## Understanding costs

A national programme of costing supported by the Finance Delivery Unit with combined approaches of patient-level and time-driven activity based costing will support decision making on allocation of resources and help clinical teams in understanding how to improve value for patients. Joint approaches to learning are established between the VBHC team, the clinical networks and the Finance Academy.

## Health Informatics

We will accelerate the development of locally-driven electronic communication between patients and healthcare providers with a focus on digital inclusion and citizen engagement. There will be an emphasis on patient-reported outcome measures as a tool for enhancing communication with patients to support their care. We are developing a national approach to data linkage and analysis, supported by robust information governance standards

We aim to create a data driven approach to support person-centred care and population health in sustainable ways



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# Primary Goals – 2019-2022

## Goal 1 - Working with patients

- Involve patients in service design and use of new technology.
- Ensure that patient-relevant outcome measurement is embedded in direct care and useful to patients.

## Goal 2 - Health Informatics and Analytics

- Encourage use of patient-reported outcome measures (PROMs) to support the delivery of care and to influence the digital transformation necessary to achieve this.
  - Work in partnership with the National Data Resource to develop information products to support decision-making from patients' homes to the Board.

## Goal 3 – Outcomes and Costs

- Build the skills, capacity and capability necessary to implement outcomes measurement across NHS Wales.
- Work in partnership with colleagues in finance to understand the costs associated with our services, and support new models of care

## Goal 4 – Communication, Education and Engagement

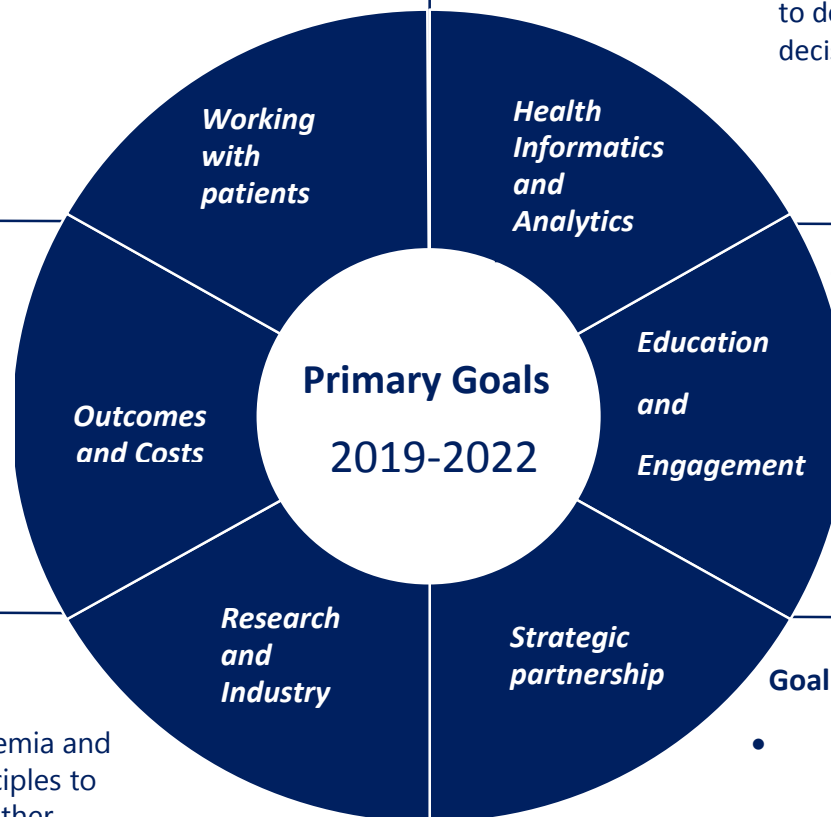
- Embed a culture of value in NHS Wales supported by formal and informal education and engagement mechanisms.
- Develop an approach to evaluating progress across Wales and an inventory of case studies and educational resources.

## Goal 5 – Research and Industry

- Work in collaboration with partners in academia and the Life Sciences to apply Value-Based principles to the use of medicines, medical devices and other technologies
- Grow the research base into VBHC in Wales

## Goal 6 – Strategic Partnerships

- Build national and international strategic partnerships to accelerate the delivery of the VBHC national plan and enhance Wales' growing reputation as a leader in this field of healthcare transformation.



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