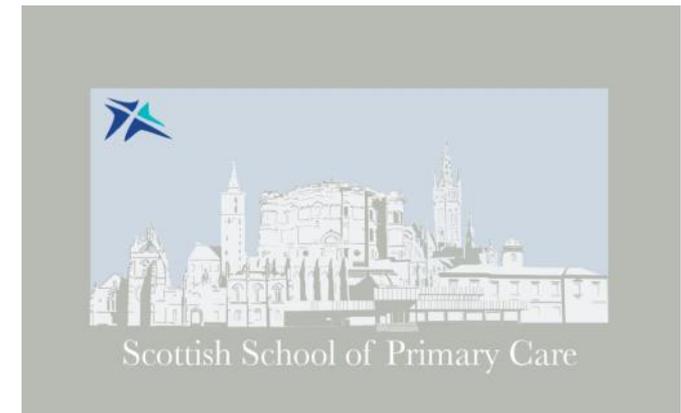


**NHS Tayside Deep Dives:** or everything you wanted to know about evaluating NHS Transformation projects, but were afraid to ask.

**Frank Sullivan**  
**Kathryn Cunningham**  
**Katrin Metsis**



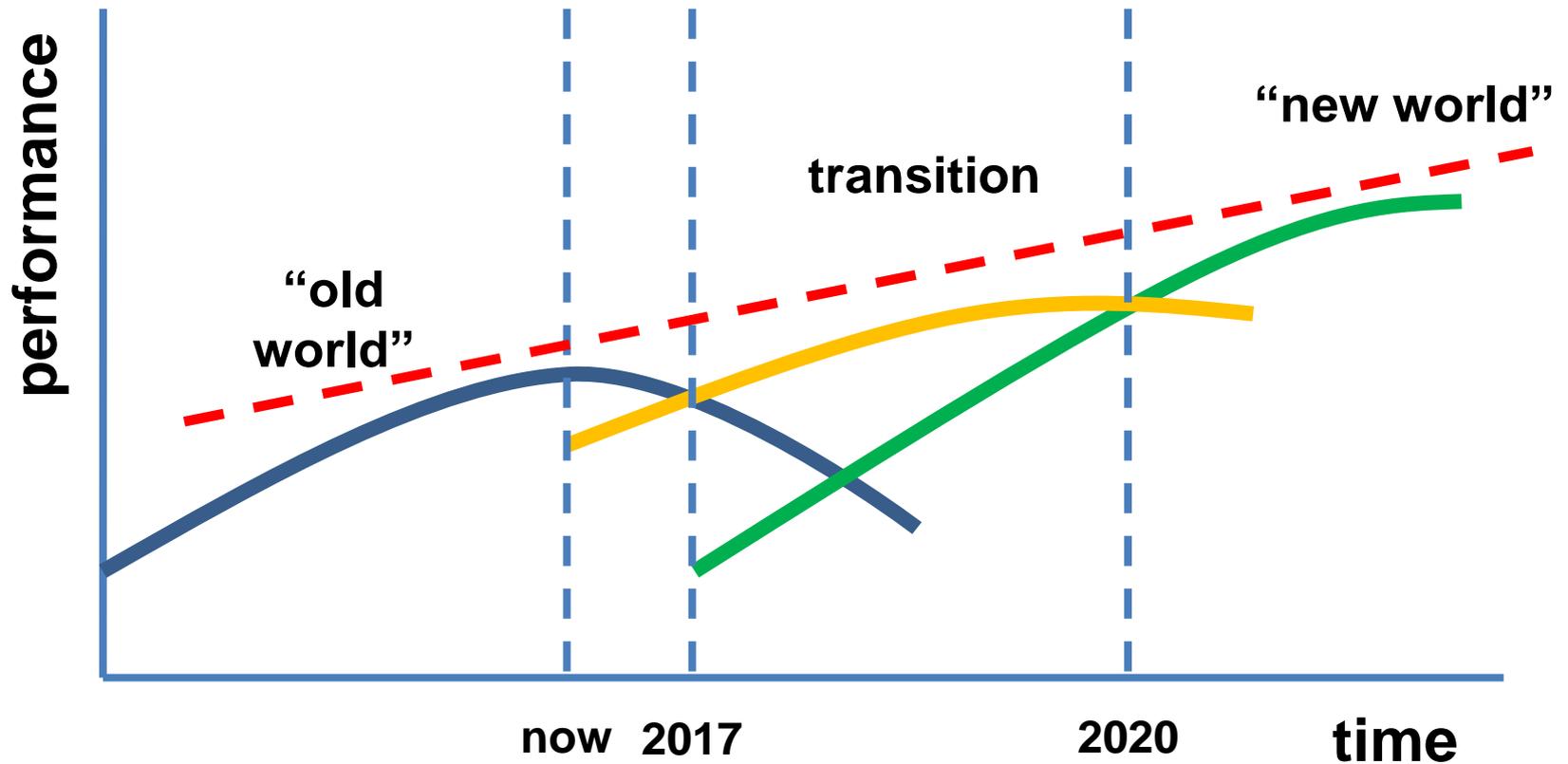
@primarycare\_sta

# Scottish School of Primary Care

## Evaluation of Primary Care Transformation

- The Primary Care Transformation Fund (PCTF) is now spending £20 million on testing new models of primary care (part of a £60 million fund covering additional aspects of care such as mental health, community pharmacy, and out-of-hours care)
- The Scottish School of Primary Care (SSPC) is helping to evaluate these new models of primary care (2017 – 2018)

# Transforming primary care



From a prescriptive contract to an enabling contract

## Discussion point 1

What would you like to know before agreeing to evaluate a health system change?

- Methodological framework
- Current stage of the transformational projects
- Existing data

# By the end of this workshop attendees will be able to discuss:

1. Framework used in SSPC evaluation
2. Data required for evaluation of a health system change
3. Deep Dives into three changes in health provision in Tayside during 2015-18
4. Key learning and recommendations for future health system changes
5. How to analyse future health system changes

# SSPC Evaluation Framework

Phase 1: Programme Theory and  
Expectations of Impact

Phase 2: Impacts, Learning,  
Spread and Sustainability

# Phase 1: Intervention Theory and Expectations of Impact:

*The key questions include:*

- What are the planned projects and how do they build on previous work?
- What are the key components of the projects?
- Are these likely to change?
- What are the expected impacts?
- How are these impacts going to be achieved?
- What is the evidence to support this?
- Who are the key stakeholders in terms of future sustainability and spread and what evaluation information do they require?

# Phase 2: Impacts, Learning, Spread and Sustainability

*The key questions include:*

- What impact(s) has the intervention/project/programme had, in relation to the expected impacts, to date?
- Has the intervention, and the expected impacts, changed over time?
- Have there been any unintended negative consequences?
- What is the key learning that needs to be shared?
- Which interventions seem worth scaling up and spreading?
- How easily can these be implemented?
- How sustainable are these likely to be in the long-term?

## Discussion point 2

What type of data would you require?

- Interviews with stakeholders
- Documentation
  - Project protocols
  - Minutes of meetings
  - Internal evaluations
- Process data
- Outcome data

## Discussion point 3

How would you identify stakeholders to provide you with the data you would require?

- Key Informants
  - Senior stakeholders
  - Project leads
  - Project staff
- Snowball



Scottish School of Primary Care

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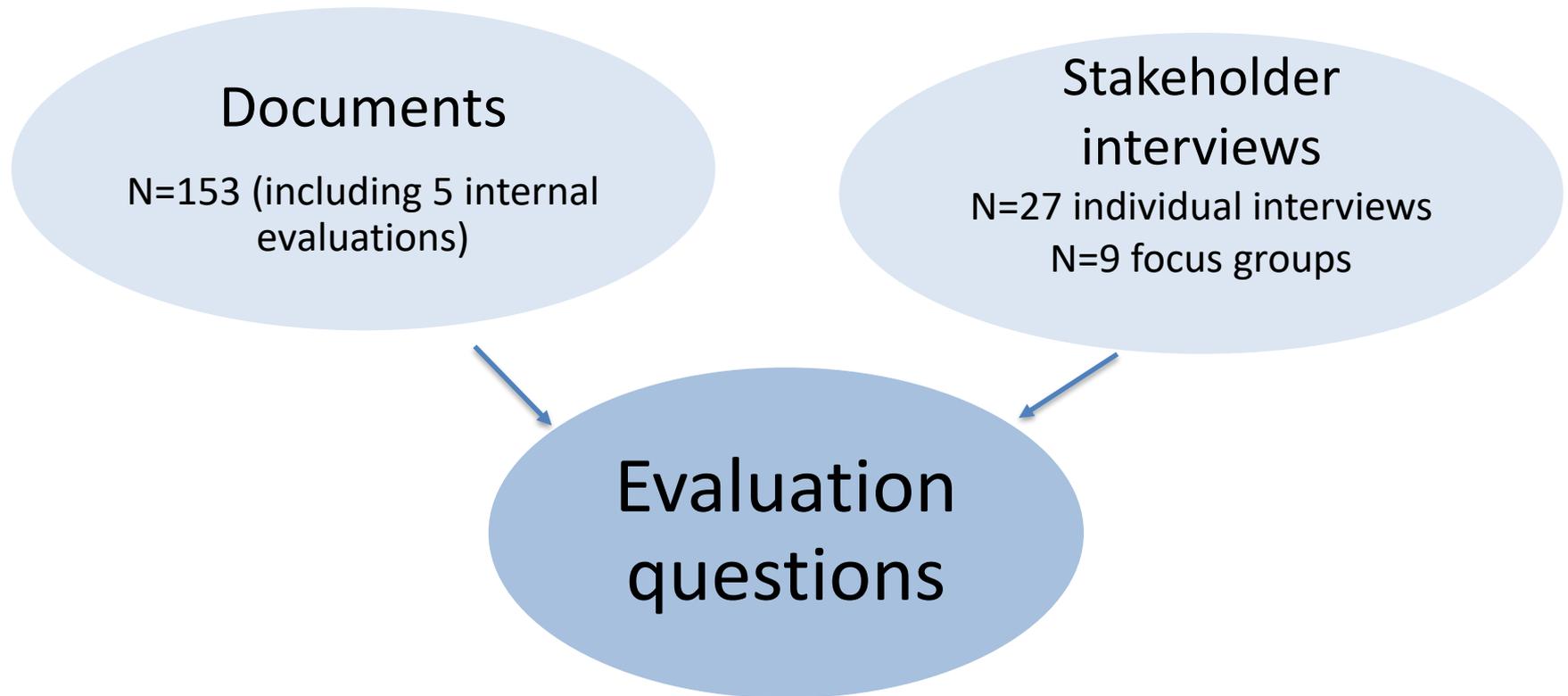


Evaluation of New Models of Primary Care in Scotland

# Tayside Case Study

January 2019

# Data for the Tayside Case Study



# Phase 1 Scoping Process

- **8 programmes of work**
- **23 individual projects**
  - **14** up and running
  - **8** in planning phase
  - **1** stopped

# Deep Dives

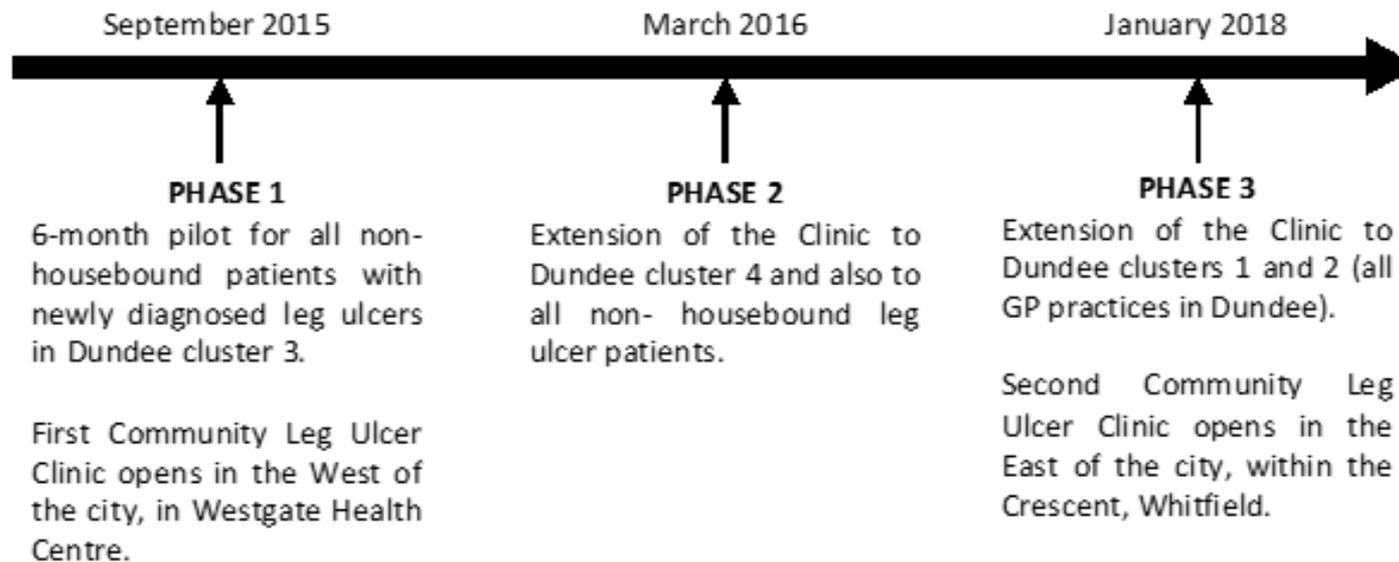
- **Community Leg Ulcer Clinic**
- **Welfare Rights in Primary Care**
- **Primary Care Staff Wellbeing**

Selection was based on the project's potential to be transformational, and whether there was evidence of attempts at evaluation.

# Overview of the Deep Dives

- **Problem**
- **Proposed solution**
- **Anticipated impact**
- **Implementation/Progress**
- **Actual impact**

# Community Leg Ulcer Clinic: Implementation timeline



# Primary Care Staff Wellbeing: Implementation timeline

- Ran from 1 February 2017 – 31 January 2018
- Cluster Leads and all 66 GP practice managers in Tayside contacted by email with information about Staff Wellbeing Service
- Service introduced in-person to 12 practices responding to email
- Service introduced at the Annual Conference of the Tayside Centre for General Practice in November 2017

# Welfare Rights in Primary Care: Implementation timeline

	Jan 2015	Jun 2015	Apr 2016	Jul 2016	Nov 2016	Jan 2018	Feb 2018	Mar 2018
2014								
Contact with Edinburgh Evaluate Edinburgh's model Discussions with local stakeholders	<u>Taybank</u> Medical Centre	<u>Lochee</u> Health Centre	Wallace- town Medical Centre	Douglas Medical Centre	Whitfield	Erskine	Mill Practice	<u>Maryfield</u> Medical practice

# Summary and Recommendations 1

- Detailed documentation of the **rationale** and the **steps** undertaken to develop and implement the project was essential for implementation and sustainability.

# Summary and Recommendations 2

To **change** the status quo and **transform** care:

- Strong local **leadership**
- **Project management** experience
- **Motivation**
- **Determination** and **perseverance**
- **Belief** that the test of change would improve care

- **Dedicated funding – facilitator** of the tests of change
- **Short-term funding - barrier** for achieving the expected impact
- **Uncertainty around funding - unwillingness** to change, and negative impact on future planning and sustainability of the project

## Lack of time, skills, and expertise to evaluate:

- Difficulties in generating evidence of clinical and cost-effectiveness.

## Support needed in:

- Designing evaluations
- Identifying outcome measures
- Establishing data collection systems

# We hope you can now discuss:

1. Framework used in SSPC evaluation
2. Data required for evaluation of a health system change
3. Deep Dives into three changes in health provision in Tayside during 2015-18
4. Key learning and recommendations for future health system changes
5. How to analyse future health system changes