

Workshop 8: The Commissioning Perspective

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The framework as evidence of competence and effectiveness

Working over the medium term with patients on a 1:1 basis, this Hull based service will employ the framework as evidence of how they meet the requirements of Commissioners securing their future and continuing to make a difference.

Can you evidence your competence?

Case study story

Active Lifestyles is a Service that aims to help the people of Hull increase their physical activity, lose weight and improve their lifestyle. Clients are referred into the service by their GP, Nurse or Health Professional and are offered free consultations at a suitable venue with one of 5 Active Lifestyles Advisors.

The service focuses on working with clients on a 1-1 basis to change health related behaviours and specifically focusing on increasing physical activity levels and losing weight while working toward client health goals. Clients are supported for up to six months on a 1:1 basis and during that time are signposted to a range of different physical activity options. Using the Framework to map against this service will enhance the offer to both the people who use the service and for those delivering it.

There are currently 5 Active Lifestyles Advisors, 1 full time administrator, 3 part time administrators and 1 Service Manager. The recruitment of Active Lifestyles Advisors is based strongly on their skills in communicating and working with various populations. This is evident in the diversity of advisor backgrounds and experiences. The main attribute all advisors share is the ability to engage and communicate with a wide variety of client groups. Identifying the levels that staff are working at, against the framework will support the staff and help identify additional learning and development that may be required.

The Active Lifestyles Service is dedicated to providing quality care for all clients. Staff training and development is at the forefront of its continual development and success. All Advisors have attended the following behaviour change related training within the last 18 months which is equivalent to Level 4 intervention based competences:

- Motivational Interviewing level 1
- Motivational Interviewing level 2
- Introduction to CBT and NLP
- Solution Focused Brief Therapy
- Service specific (tailored) Solution Focused Brief Therapy

The staff have undertaken this programme of training as they are required to support individuals who are sedentary and overweight/obese and who have been referred to the Active Lifestyle Service via their GP. The clients require intensive 1:1 support over a period up to six months to enable them to maintain a more active lifestyle.

We now need to map this against the Framework to evidence where we are and support the commissioning of this and similar service as we move forward.

Implementation

Implementing skills and techniques and applying knowledge that has been acquired as a result of training has played a key role in service development. Active Lifestyles Advisors are encouraged to be creative, adapting and changing practice (with direction from management) to allow the use of behaviour change tools and techniques. Advisors have the freedom to develop their own style of working with guidance and supervision from their peers and management alike.

Frequent meetings are arranged to discuss possible changes/development and advisors have a major influence on how consultations are structured and delivered. These changes are evident in the way present day consultations are conducted compared to those conducted 2 years ago.

This approach enables advisors to incorporate behaviour change resources and techniques such as:

1. Motivation scales
2. 2 possible scenarios
3. Pros and cons to change
4. Miracle question
5. Reflective Listening
6. Anchoring

Flexibility within a consultation gives the advisor an opportunity to build a rapport with each client enabling them to use appropriate behaviour change techniques that are relevant to the client's needs.

Ongoing staff support

Current:

- Advisors attend monthly supervision/1-1 with their Service Manager to discuss their work and performance.
- Group peer supervision is held once a month for advisors to practice techniques, discuss difficulties/ successes and develop resources with fellow advisors. This is co-ordinate by one of the advisors and management are not present.
- Consultations are shadowed by the service manager.
- Advisors shadow each others consultations.
- Advisors are encouraged to carry out self assessment.
- A Dictaphone is available for advisors to use.

Planned for the future:

- Mapping the service and training to date against the Framework to identify what addition learning is required to be commissioned to develop the staff and the service. This will go hand in hand with adding value to the service and encourage continued commissioning of the service as it develops.
- Ongoing use of techniques within a role play situation.
- Ongoing refresher/update training sessions.
- Staff development working towards accredited qualifications.

Outcomes

Clients:

- Clients accessing the service are generally from deprived areas within the city with many experiencing social isolation and unemployment.
- The client's Suitability for the service has been assessed by the referrer, so the majority of clients are in contemplation stage.
- Active Lifestyles has a commitment to addressing health inequalities and provides a free service that offers equal opportunity regardless of SES/wealth. Appointments are conducted at local, accessible venues across the city. Many exercise sessions offer reduced rates and free physical activity options are also available.
- This supports the health inequalities agenda connected to the framework

Prevention Benefits:

Active Population – Hull's statistics - Only 29% of men and 24% of women in Hull meet the recommended guideline for physical activity. (Hulls Health and Lifestyle Survey 2007)

Benefits to NHS

The cost of physical inactivity in England, including direct costs of treatment for the major lifestyle related disease, and the indirect costs caused through sickness absence, has been estimated at 8.2 billion a year. (BHF physical activity and health)

Saving

- Studies in Canada, Australia, the United States, Northern Ireland and more recently Scotland have attempted to estimate the potential savings in human lives, health care costs and industry costs if physical inactivity was reduced.
- It is estimated that if the Northern Ireland Physical Activity Strategy meets its target of reducing the sedentary proportion of the population from 20% to 15% then at least 121 lives could be saved each year among those under 75 years. The value of the associated economic benefit would be £131million
- In Scotland it is estimated that £85.2 million could be saved if levels of inactivity were reduced by 1% each year for the next five years. These economic benefits are associated with the number of life years saved due to preventing 2,162 premature deaths from coronary heart disease, 128 deaths from strokes and 117 deaths from colon cancer.

Partners:

Active Lifestyles has a commitment to working in partnership with Local Authority, Private Sector and third sector organisations to deliver quality care and service whilst offering client choice. The service has a strong relationship with primary care and has expanded to include referrals from services such as:

1. Physiotherapy
2. Rheumatology
3. Pain management
4. Mental Health Services
5. Dietetics

All partners adhere to the guidelines for partner's document which outlines the roles and responsibilities of all interested partners. This multi-professional collaborative approach is supported by the Framework as it encourages working together focused on 'Starting where the Patient is'. When the Framework is mapped against Social Care then the opportunity to widen the base of partners will also support the development of the service.

Education:

In the first 9 months of 2009 the Active Lifestyles Service has cascaded health messages updating and educating the following:

1. 776 health professionals
2. 150 members of the general public (not including consultations)
3. 91 clients already involved in the programme.

Active Lifestyles advisors are committed to helping clients improve all aspects of their health and so internal referrals/signposting to other health services such as smoking cessation, Health Trainers, CVD screening, Weight Management Services and Single Point of Access are an important part of their role.

The Framework mapping will evidence the level of educational level of this intervention and support the design any future education.

Financial aspects:

- Active Lifestyles has a cost of £225 per head
- Value for money is achieved not only with the way in which the service addresses client's ambivalence to change but also in the way the team engages in other aspects of health promotion
- Mapping against the Framework will encourage the production of data to identify future cost benefit analysis.

Active Lifestyles Advisors are heavily involved in:

- Cascading key health messages to health professionals
- Delivering training e.g. walk leader training
- Gathering and distributing information on physical activity sessions in the area
- Attending and facilitating public events to raise awareness of the benefits of physical activity
- Strengthening partnerships with Local Authority, Private Sector and Third Sector organisations
- Continually looking at ways to deliver more for less and quality care

Patient stories

Stacey: Female, 27 years, referred by GP, weight = 89.5kg. Reason for referral: Weight loss, panic attacks.

Stacey had specific goals relating to her weight, self esteem and confidence. Over a period of 12 months Stacey attended regular appointments with a determination to lose weight for her children as she did not want to be a 'fat mum'.

It was apparent that Stacey viewed her consultations as the 'last chance' to do something about her weight and how she felt and that if it didn't work she would have to resign herself to being a 'fat mum'. Consultations were predominantly solution focused with positive reinforcement of present and previous achievements with a view to working toward Stacey's goals.

The advisor engaged with Stacey using MI techniques such as reflective listening and summarizing, whilst rolling with resistance to ensure Stacey felt listened to and valued. Subsequently Stacey started attending a gym and her weight started to reduce. Consultations began to focus on the positive results that Stacey was experiencing and this led to Stacey's self belief, confidence and self esteem increasing dramatically.

In the space of 12 months, Stacey's weight has reduced from 89kg to 69kg and her dress size has dropped from a size 22 to a 12. She is a role model to her friends and family and is now encouraging them to change their lifestyles. Most importantly, Stacey's children are proud of their 'yummy mummy'!

John: Male, 38 years, referred by GP, Weight = 125kgs. Reason for referral: Weight loss.

Initially John wanted to lose weight and started attending a gym and walking regularly. This activity increased John's fitness and he started to feel better. John experienced a relapse due to bereavement and after 4 months had not lost weight.

The nature of the next consultation allowed John to discuss reasons for not achieving his health goal (weight loss). Subsequently it was established that John's reason for not losing weight was due mainly to emotional responses on returning his children to their mothers (he and his wife had recently divorced) resulting in emotional binge eating. This was happening twice a week. The possibility of using an NLP technique to anchor these emotional responses was discussed and on implementing this very simple technique, John returned to his next appointment feeling positive. John had managed to use the technique quite easily and said it was very successful as it stopped what had become an unconsciously competent behaviour. The weight reduction in a six week period due to this was 14.4kg!!

John is now 102kg and engages in regular badminton, swimming and gym activities. His children are now living with him.

Outcomes

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- The Active Lifestyles team are a resilient, enthusiastic determined workforce with a strong ethic to working within a cohesive environment.
- The current Service Manager was originally an Active Lifestyles Advisor as was the previous manager who has now progressed to manage a department within the Provider Services. This internal progression shows a commitment to career development that is well received by all staff.
- Retention of staff within the Active Lifestyles Service is good with a very low turnover of Active Lifestyles Advisors. This is mainly due to the fact that both advisors and administrators alike feel that they have molded the service and have a commitment and passion for their respective roles.
- Identifying the competencies that the staff are delivering at will support their professional development and also it helps identify other staff who can support the Behaviour Change approach of 'Making Every Contact counts'.
- The team's passion for physical activity is evident with the introduction of 3 minute workouts within the office at 11 o'clock and 3 o'clock respectively. These workouts are voluntary although all staff regularly participate.
- PLA allocation gives staff the opportunity to access training tailored to there role and personal development
- Advisors are supported monthly in the form of:
 - Peer supervision (team meeting without manager)
 - Supervision (1-1 with service manager)

Workforce implications:

The active Lifestyles Service has a long term commitment to:

- Offering more for less.
- Continually looking for new innovative ways of working.
- Piloting innovative schemes and ideas allowing staff to lead, gain experience and develop.
- Embracing change by improving the service to meet the demands of the population focusing on staff and client recommendations.
- Increasing productivity by improving quality of service and expanding staff knowledge and skills.
- Mapping against the Framework supports this whole system approach as it is clear that Behaviour Changes messages can and should be delivered at all levels within this and other services.
- Supporting and encouraging staff
- Ensuring all staff feel valued and are equally important within the operation of the service

Personal thoughts:

A recent business task in the style of BBCI's apprentice was recommended by The Active Lifestyles Service Manager. The task was to put together a presentation on how The Active Lifestyles Service moves forward into the next financial year. This task included staff being split into two equal teams.

Both teams embraced the task and were given the time within their working week to get together. Advisors and administrators alike were equally involved and both presentations were delivered at a team meeting with department heads present.

The level of work was exceptional and both teams enjoyed the experience.

As a result of the presentations, the service has seen many changes and improvements that can be attributed to the task. These have had a direct effect on the way the Active Lifestyles Services currently operates and have improved its quality of service.

The Framework connected to this work will support the QUIPP agenda for the whole community and again supports that Behavior Change is required at all opportunities as promoted by 'Making Every Contact Count'.