What's the value in that? Quality Management during a pandemic and beyond

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The Value Management Collaborative: Background
Healthcare Improvement Scotland, in partnership with NHS Education for Scotland and the Institute for Healthcare Improvement, is delivering the Value Management Collaborative with six participating NHS Scotland boards.

Aim:
By March 2023, the Value Management approach will be embedded at team level within six NHS boards and national resources will be available to support the spread of Value Management to other teams and NHS Boards.

Methods:
We are taking a Breakthrough Series Collaborative approach(1), with the collaborative being designed and delivered across three core components:

1. Creating the conditions for managing quality through organisational culture, leadership and infrastructure interventions
2. Supporting teams with quality and value improvement interventions
3. Building quality improvement and coaching capacity and capability

The Value Management Approach: Benefits
The structured approach to data collection, analysis, and problem-solving serves to organise improvement activities and support sustained improvements over time. It enables teams to focus on aligning strategic priorities and team goals to support the improvement of outcomes whilst increasing value.

By implementing value management, boards will be better equipped to:
• embed processes for quality management
• quality plan through understanding the needs of their service users
• identify key areas for improvement informed by data, and
• develop the knowledge and skills to apply quality improvement methods to address these.

The Value Management Collaborative: Benefits
Participation in the Value Management Collaborative supports NHS boards to:
• improve quality and delivery of evidence-based care at better value
• adopt a whole team approach to improvement
• increase time for care delivery, as well as the number of people seen
• support the reduction of variation and improvement of outcomes
• manage multiple improvement or assurance programme that teams may be involved in.

“When the Value Management Collaborative offered us the tools that we needed; that we can convert our theory, our desire to be high performance into something tangible...we've really had that experience, we've seen the benefit.” (3)

Medical Director, NHS Forth Valley

Results and outcomes:
Implementation of a Value Management approach has resulted in the following examples of positive impact over the course of the Value Management Collaborative:

- An increase in coach knowledge and skills. (4)
- NHS Tayside's catering team improved efficiency in the supply of milk at Ninewells Hospital, resulting in savings of 15% while ensuring that people received enough. (4)
- The Easter Ross Community Mental Health team in NHS Highland reduced referrals returned to GPs by 15%. (5)
- NHS Forth Valley’s Day Medicine Unit helped patients to receive care closer to home, and also reduced the cost of its provision by £69,720. (6)

An interim learning and impact report has been published at ihub.scot/value-management

Value Management has a role in recovery
The challenges due to the impact of the COVID-19 pandemic cannot be underestimated. The Value Management approach, which originated in acute care settings, has already demonstrated impact in other areas including community, mental health and non-clinical settings. Value Management offers the health and care system a method of quality management to support the recovery and remobilisation of services.

Access the value management resource pack to support implementation by scanning the QR code:

References:
2. NHS Forth Valley - Value Management Virtual Learning Event, 12 May 2021