



# Welsh Value in Health Centre



Our Strategy to 2024

Enabling a whole system approach to value-based healthcare for Wales.

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## FOREWORD FROM DR SALLY LEWIS

There are many ways to deliver increased value for patients across the system and everyone has a part to play in improving outcomes: patients, clinical teams, operational management, informatics and finance, in our healthcare organisations.

Some of these value-based approaches are relatively small and straightforward, being within the power of patients and their clinicians to achieve on their own. Others require large transformational change. For example, we know that radical changes to the way we deliver healthcare will be necessary if we are to deliver the outcomes that matter to people with the resources that we have.

New models of care frequently require not only cultural, professional and organisational change, but also the building of infrastructure and policy levers to allow those changes to be enacted and embedded.

Over the last 18 months, we have all faced challenges because of the Covid-19 pandemic. Value-based healthcare was important prior to the pandemic, but we now face a healthcare system that is under unprecedented levels of pressure and has many people who have suffered non-Covid related harm due to having difficulty, accessing healthcare through the pandemic.

Embedding a value-based approach across the entire healthcare pathway is vital. We need to focus on how we use our resources wisely to get the best possible outcomes for as many people as possible over the coming months and years.

A positive that has emerged through the pandemic is the acceleration of digital transformation throughout NHS Wales. We have seen the exchange and use of information operate at a scale like never before. We have seen new uses for existing systems and the emergence of new systems to best support our response to Covid-19 here in Wales.

This offers some real opportunities for us at the Welsh Value in Health Centre. We are now able to utilise more data to answer the questions that can be the catalyst for improved patient outcomes. Digital literacy has improved amongst the population as a whole, which creates more opportunities for us to introduce the use of patient reported experience and outcome measures to more healthcare pathways, further embedding value-based healthcare across NHS Wales.

As the Welsh Value in Health Centre, we will continue to work with key stakeholders across the healthcare sector in Wales and Welsh Government, to facilitate all of the necessary changes to health and care infrastructure to make this happen.

### Dr Sally Lewis

Director of the Welsh Value in Health Centre,  
National Clinical Lead for Value Based and  
Prudent Healthcare and Honorary Professor  
at Swansea School of Medicine



## FOREWORD FROM PAUL MEARS

I would like to welcome the Welsh Value in Health Centre to Cwm Taf Morgannwg University Health Board. The programme has made great progress over the last few years, embedding value-based healthcare across NHS Wales. Hosting a programme which has already been recognised internationally for its work is really exciting for Cwm Taf Morgannwg University Health Board and I have no doubt that the team led by Dr Sally Lewis, will continue to go from strength-to-strength as they deliver the areas of focus outlined in this strategy.

Many Health Boards and Trusts in Wales have already set up dedicated teams to focus on value-based healthcare. Under the stewardship of the Welsh Value in Health Centre, these teams will be delivering initiatives throughout the healthcare pathway that improve the outcomes that matter most for patients, staff and the wider population.

I look forward to working with the team and providing strategic guidance and support, as the importance of value-based healthcare to the success and sustainability of our system is further realised.

Thank you.

### Paul Mears

CEO Cwm Taf Morgannwg University Health Board and  
Strategy Lead for Prudent and Value Based Healthcare



## INTRODUCTION

The Value in Health programme set out an initial Action Plan in 2019 with the aim of embedding value-based healthcare across healthcare delivery in NHS Wales. Since then, considerable progress has been made creating an environment with a focus on outcomes that matter to patients along with changes to infrastructure to create a more data-driven system. The programme encompassed the national PROMs programme from July 2019 and is now able to take the implementation of value-based healthcare in Wales to the next stage with the creation of the Welsh Value in Health Centre, under the sponsorship of the Director of Technology, Digital and Transformation in the Welsh Government's Health and Social Services Group.

In April 2021, Cwm Taf Morgannwg University Health Board was formally requested by Welsh Government to host the Value in Health programme, its Director and core staff. This request was acknowledged by the Cwm Taf Morgannwg University Health Board on 1 July 2021, subject to final agreement. The CEO of Cwm Taf Morgannwg University Health Board will also Chair the Value in Health Strategy Board.

## OUR VISION, MISSION AND PRINCIPLES

### Our Vision ●●●●●

To achieve World leading health outcomes for the people of Wales in a financially sustainable way.

### Our Mission ●●●●●

To provide leadership, support, expertise and strategic direction across NHS Wales that drives better outcomes for patients in a way that is sustainable in the long-term.

## Our Principles

Three main principles underpin who we are at the Welsh Value in Health Centre:

### We are connected

We cannot achieve our programme goals in isolation. We rely on other organisations, programmes and teams to achieve a value-based healthcare system for Wales. The need to connect, share and work together are key to our future success.

### We are positive

Improving outcomes for the people of Wales is at our core. Positivity, improvement and development are vital characteristics for the programme.

### We are strong

Our team is full of talented individuals, but our collective strength enables us to collaborate and work towards shared goals.

## OUR KEY PARTNERS

### ● Digital Health and Care Wales

Digital Health and Care Wales (DHCW) has a dedicated value-based healthcare team who work closely with the Welsh Value in Health Centre to give Health Boards and Trusts the mechanism to implement value-based approaches to healthcare within their own organisations. Our work with DHCW is focussed in two main areas. Firstly, the creation of data tools that bring clinical audit to life, along with other information products that support value-based decision making. Secondly, the development of an ecosystem for patient facing technology through the Digital Services for Patients and Public (DSPP) programme.

### ● Cedar

Cedar is supporting the Welsh Value in Health Centre by providing analytical and evaluation capacity, advising on PROMs selection, use, licenses and administration, and supporting the production of outputs and reports for presentations, conferences and publications. As the Welsh Value in Health Centre Research Group, their role requires collaboration with a broad range of stakeholders including patients, clinicians, Health Board and Welsh Government representatives for both local and national projects.

### ● Finance Delivery Unit

The Finance Delivery Unit (FDU) is playing a significant role at the heart of the Welsh Value in Health Centre. Their team is passionate about the principles of value-based healthcare and the part they can play in improving outcomes for patients. They are involved in value-based projects across all aspects of the programme and the wider healthcare system in Wales.

### ● Health Boards and Trusts

The programme has been working with Health Boards and Trusts since 2018 to establish a value-based approach to healthcare in Wales. Today, the programme has a whole system approach that is embedding value-based healthcare as the way NHS Wales optimises available resources. Using technology to measure what matters most to people, ensuring activity is data-driven and focussed on improving patient outcomes.

*Continued overleaf*

## OUR KEY PARTNERS

### ● The Value-Based Health and Care Academy

The Value-Based Health and Care Academy at Swansea University is the first of its kind, globally, dedicated to supporting leaders and organisations in the successful adoption of value-based healthcare. The Academy works alongside the Welsh Value in Health Centre and is affiliated with the European Alliance for Value in Health.

### ● Life Sciences Hub Wales

The life sciences sector has a key role co-growing the value-based healthcare ecosystem by supporting collaborative approaches to develop and implement innovative products and services into health and social care systems.

### ● Health Technology Wales

Health Technology Wales will contribute significantly by appraising the scientific evidence to inform technology adoption and disinvestment decisions. This will encourage best use of the scarce resources available to invest in health and social care technologies, and maximise the health gain they offer for the people of Wales.

### ● National Data Resource

Within Digital Health and Care Wales, the National Data Resource (NDR) programme is a strategic imperative for health and care in Wales and an essential component of the Digital Architecture Review. It underpins delivery of the commitments made in [\*\*A Healthier Wales: Our Plan for Health and Social Care \(2018\)\*\*](#) with goals to deliver a more joined up approach to health and care data across Wales. It will support the timely and seamless data flows required by the Welsh Value in Health Centre.

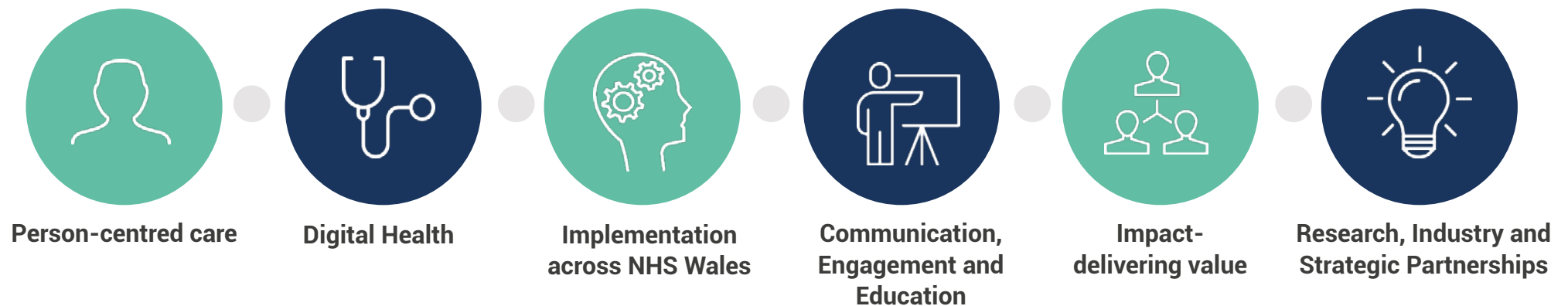


## OUR AREAS OF FOCUS

There are opportunities to embed a value-based approach at every stage of the healthcare pathway, many great examples of which have already been introduced by teams across Wales. Working with our partners, we will expand our programme reach to enable the delivery of value-based healthcare throughout the entire pathway, for the whole population of Wales, equitably.



Our initial programme goals have evolved over the last few years, so as we move forward and the proliferation of value-based healthcare grows, we will now have six key areas of focus.



# PERSON-CENTRED CARE

We are all unique individuals and each person is an 'expert in their own life' with different goals, preferences and aspirations for their care. Active involvement in our own care improves our outcomes whether that is through health behaviours or confident management of our chronic conditions. To do this we need to be able to access the information we need and be supported to make the choices about treatments that will achieve our health goals, whatever they may be and at every stage of life. We need to be able to navigate the healthcare system to access the help that we need at the right time.



## We will be focussed on:

- Training and embedding shared decision making into clinical practice.
- Patient education and information to support health literacy and healthy lifestyle choices.
- Patient-focused research into patient-reported outcome measures.
- Consulting with patient organisations.
- Understanding the impact on patients of new models of care.

# DIGITAL HEALTH

Value-based healthcare demands a data-informed approach to decision making at all levels, whether that is to support shared decision-making in the consultation, for quality improvement in a service, for resource allocation or for research.

A key aspect is the capture of patient reported outcomes. These structured and commonly codified questionnaires are important status reports about the symptom burden and quality of life of an individual on a given day. They can be an important tool to support care and therefore must be embedded technically across our healthcare information system to be accessed by patients and their clinicians in support of new models of care.



## We will be focussed on:

- Triangulating information – outcome, costing and process data together. This is so that we can understand what is happening in our system and find solutions to increase value for patients.
- Continuing to bring clinicians and analysts together to start answering some of the key questions affecting today's NHS, so that we may become effective stewards of finite resources and improve outcomes at an individual and a population level. Leveraging good quality data. We are already addressing the digital and technical issues associated with the capture of patient reported outcomes in direct care.
- Making data available in clinical systems and be able to be extracted and linked to other data for analysis in support of service improvement. This detailed work requires partnership working between the Welsh Value in Health Centre and our key partners to ensure a seamless approach to tackling all of the relevant issues including data standards, semantic interoperability and information governance.

# IMPLEMENTATION ACROSS NHS WALES

Many Health Boards have now formed their own value-based healthcare teams internally and much is to be gained through collaboration with them and sharing of good practice. Our Community of Practice is one channel that is already supporting this.

The Welsh Value in Health Centre has a role to play in providing leadership, advice and input on their selection of patient reported outcome measures (PROMs), translation requirements and licensing for the networks, as well as costing methodology.

The Welsh Value in Health Centre will also provide a 'train the trainer' approach to value-based project management for national networks interested in PROMs deployment along with advice on value-based approaches to pathway redesign.



## We will be focussed on:

- Growing the Community of Practice across Wales, capturing best practice and writing case studies from which others may learn and implement their own value-based healthcare approaches.
- Ensuring a coordinated approach to national PROMs through the expertise of Cedar within the Welsh Value in Health Centre Research Group.
- Maintaining close relationships with the Finance Delivery Unit to align costing activity with the strategic aims of the programme.
- Create a consistent set of toolkits, frameworks, models and case studies to support the implementation of value-based healthcare across Wales.
- Encouraging and embedding the use of data and raising data literacy for all.

# COMMUNICATION, ENGAGEMENT AND EDUCATION

Value-based healthcare is as much a cultural change as a technical one. It requires constant communication of the principles, so that clarity of purpose is understood and a common language, which draws together professionals from all disciplines, as well as patients and the public.

As the programme has developed, more formal approaches to education have become necessary. This has resulted in the creation of the Intensive Learning Academy for Value-Based Health and Care at Swansea University.



## We will be focussed on:

- The evolution of our website as a single access point on all value-based healthcare activities in Wales, and highlighting the work of value-based healthcare teams across our Health Boards and Trusts. The website will be our content hub for all things related to the Welsh Value in Health Centre. It will also play a key role in enabling people to access our standard reporting tools (dashboards) and toolkits to support value-based healthcare implementation.
- Growing our communication channels and delivering content to our audiences that is engaging, relevant and exciting. Content that highlights the work of the Welsh Value in Health Centre and the value-based healthcare projects being delivered by Health Boards and Trusts in Wales too.
- Enhancing our schedule of events throughout the year to include webinars, seminars and conferences. This is to celebrate value-based healthcare exemplars, launch new data products, create discussion about value-based healthcare issues such as data management and technology, and to lead cultural change.
- Introducing a memorandum of understanding and close working relationships with the Intensive Learning Academy (ILA) to ensure the ethos of the Welsh Value in Health Centre is maintained and the ILA has a pipeline of Welsh case studies to draw upon and teach.
- Leading and creating the momentum around a culture of stewardship amongst all professional groups in NHS Wales.

# IMPACT - DELIVERING VALUE

The implementation of value-based healthcare is a large cultural and transformational change that has grown from the grass roots in Wales, as a delivery mechanism for ***Prudent Healthcare***. The principles are important in underpinning the way we reshape our services to meet the evolving needs of our population in Wales. As we learn and evolve the way all parts of the system will have a part to play, from policy through to clinical encounters. The value-based approach underpins the delivery of the ***National Clinical Framework*** in supporting the creation of a Learning Health and Care system.

This area of focus will determine the success of the value-based healthcare approach in Wales.



## We will be focussed on:

- Publishing evidence of improved outcomes and/or optimised resource allocation across the whole pathway (prevention through to end of life).
- Offering support for exemplar projects which demonstrate how cultural and infrastructural change to a value-based healthcare approach can improve outcomes and create a more sustainable healthcare delivery that meets the evolving needs of our population.
- Developing new approaches to 'financing for value'.
- Undertaking evidence based evaluations of new models of care prior to scaling.
- Evidencing the use of an outcome-focussed approach to planning and service configuration.

# RESEARCH, INDUSTRY AND STRATEGIC PARTNERSHIPS

Implementing value-based healthcare across a system is difficult and is a long-term endeavour. Strategic partnerships are necessary and helpful to create momentum for change and to provide support for overcoming barriers to delivering value, which may be universal.

There are still many unknowns worldwide regarding the implementation of value-based healthcare. In Wales, we are well placed to collaborate academically and conduct research into multiple aspects of value-based healthcare. Some of this will be led in house by our experts at Cedar, some will be conducted by the Intensive Learning Academy at Swansea University, and some will be carried out with other academic partners across Wales, the United Kingdom and worldwide.



This is important both to ensure we take an evidence-based approach to the implementation of all aspects of value-based healthcare in Wales and to maintain Wales' reputation as a leader in this field.

A key part of value-based healthcare is the optimum positioning of drugs and medical devices to support pathways of care. In an ideal world, procurement of these products should be based on the outcomes delivered. This is a true aspiration across Wales but turning enthusiasm into commitment is a problem that is being grappled with around the world. We have found it helpful to link these conversations to the research and innovation agenda.

Partnerships with Life Sciences Hub Wales, Health Technology Wales and the National Data Resource are essential to ensure that new medical devices are shown to be of high value in the Welsh context as the outcomes achieved are intrinsically linked to how clinical pathways should be configured.

*Continued overleaf*

# RESEARCH, INDUSTRY AND STRATEGIC PARTNERSHIPS

## We will be focussed on:

- The Welsh Value in Health Centre Research Group providing in-house capacity to lead service evaluations and research projects across Wales. This will facilitate evidence-based decision making and build strategic links with research and industry partners.
- The Welsh Value in Health Centre (Partnering for Value) group, providing advice and guidance, around a 'single front door' into Wales, a clear roadmap on how to develop, innovate and design strategic partnerships based on value.
- Continuing to work in partnership with the World Economic Forum and the Organisation for Economic Co-operation and Development (OECD).





Thank you

