

Developing Musculoskeletal Services in Oxfordshire – a briefing on engagement activity

Introduction

This brief contains an outline of engagement activity undertaken to date to support Oxfordshire Clinical Commissioning Group's Musculoskeletal Services project and planned engagement activity for the next phase of the project.

Background

Musculoskeletal (MSK) services in Oxfordshire are commissioned by Oxfordshire Clinical Commissioning Group (OCCG). One of the largest contracts in MSK services in the county for the Musculoskeletal Triage and Tier 2 Treatment Service is held by Oxford University Hospital NHS Trust (OUHT) and is due to expire in 18 months. OCCG is required to develop a commissioning strategy within the next 12 months for an MSK service that is future fit, meets patient need, is efficient and provides a quality service for Oxfordshire patients. To do this we need input from patients, the public and clinicians. The project is being managed in two phases:

1. Phase one: Strategic Outline Business Case (Current state analysis and 'what constitutes a good service'). To be presented to the OCCG Clinical Executives on 23rd September 2014.
2. Phase two: Full business case (future state analysis with recommendations for change). To be presented to the OCCG Clinical Executive on 25th November and OCCG Governing Body on 27th November 2014.

As part of the current state analysis OCCG has explored feedback from both patients who have used the service, GPs and hospital clinicians. The CCG has also conducted data analysis to understand the current demand for the service and patient and clinician experience.

As part of this work OCCG has identified an increasing number of referrals and rising expenditure with the service. The financial impact of this rising demand cannot continue to be met within the current service model.

Patient Advisory Group (PAG)

An invitation was circulated to patients with experience of MSK services in Oxfordshire within the last two years to join the MSK PAG; via Talking Health (OCCG's online public consultation tool which has a membership of more than 2,500 Oxfordshire residents), via our locality Patient Participation Groups; via our Equality and Access Commissioners and our stakeholder networks.

The PAG consists of 14 Oxfordshire residents. Among these members, 13 are MSK patients and one is a carer of an MSK patient. The PAG have nominated a representative who also sits on the CAG and MSK Project Steering Group.

Clinical Advisory Group (CAG)

The membership of the MSK CAG include Clinicians from across OCCG's localities, those with an MSK specialism and MSK clinicians from provider organisations in Oxfordshire.

Both PAG and CAG groups met weekly for four weeks to discuss the MSK pathway, to explore and understand what works well highlight delays, issues and inefficiencies that occur and exist between services and providers as well as discuss what constitutes a good service.

Communications and Engagement Aims

The aims of the communication and engagement strategy are;

- To provide clear, timely information about the need to make changes to Musculoskeletal services in Oxfordshire, to improve patient experience and meet the financial challenges the NHS is collectively facing
- To provide communications on involvement opportunities to maximise engagement in the project
- To ensure that feedback from patients, key stakeholders and the public on the current service is captured and opportunities are offered to help shape the future service.

Phase One – Engagement Activity To Date

OCCG have just completed the first phase of engagement to help inform an outline strategic business case proposal for the future of MSK services in Oxfordshire.

A Patient Advisory Group (PAG) and a Clinical Advisory Group (CAG) was established to explore MSK services in Oxfordshire. These groups fed into an overarching MSK project steering group.

The OCCG MSK project team have identified the following opportunities;

- Review of MSK services to ensure value for money
- Improve referral quality to reduce the number of patients who are treated in secondary care
- Make sure care pathways are integrated and efficient
- Maximise opportunities to deliver care in the most appropriate settings

Phase One – Key Findings

Some of the key themes that emerged during the Patient Advisory Group and Clinical Advisory Group meetings were:

- Good quality treatment once seen by the appropriate clinician
- Issues with accessing services in a timely manner
- System is confusing for clinicians and patients
- Delays between referral and appointment booking
- Delays between assessment and treatment
- Some patients are not being seen in the right place first time
- Inefficiencies in communication and exchange of clinical information between clinicians and providers – not integrated
- Need for patient information about care, treatment and care pathway at the outset
- Need for facility for patients to track their referrals and appointments throughout the pathway

Phase two – Engagement Activity Planned

The next phase of engagement will inform the full business case. Activity will engage patients, stakeholders and the public on key findings and test the plans. Two engagement activities will take place during this phase, a public survey on MSK services and a second series of PAG meetings.

PAG and CAG meetings

We are working to both increase and broaden the membership of the PAG. We will be holding four PAG meetings and four CAG meetings. These will once again inform the project Steering Group during the next three months of the project. The fourth and final PAG and CAG meeting will be held together to agree the solutions proposed in the business case.

Public Survey

We will be running a public survey on Talking Health (OCCG's online consultation platform) and via our Equality and Access Commissioners taking the survey out to community groups and networks to get a broad range of views on the survey. The survey will be publicised throughout Oxfordshire.

The survey will test some of the key findings identified in phase one which include access issues, communication and information issues amongst a wider audience. The results of the survey will provide additional data and evidence to support the PAG, CAG and Steering Group and help inform decisions.

Experience Based Co-design

The CCG are also making tentative arrangements for using filmed experience based co-design (involving patients and clinicians) within the design methodology.

Evaluation

A report will be produced to present the findings and views of the patients and wider public during the engagement period. Results will include quantitative and qualitative feedback, media and social media coverage, web hits on Talking Health and numbers engaged.