

outcomesbasedhealthcare



**All Together
Better**
Sunderland

Case Study

All Together Better Sunderland:

Pioneering in Population Health Management and Outcome Measurement

Executive Summary

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Introduction

This executive summary of the case study provides reflections on the progress of the All Together Better (ATB) 'Outcomes' programme, and shares learning from Sunderland's Population Health Management journey to date.

All Together Better (ATB) is an alliance that brings together all out of hospital providers and commissioning organisations in Sunderland to deliver the most personalised, proactive and joined-up care possible for people in the city. When established in 2019, Population Health Management was not a well recognised term. ATB knew that historically Sunderland had potentially overweighted improving 'performance', and wanted to refocus to get a balanced view with improving outcomes as well. So, it was agreed to adopt an 'outcomes based approach' to measure success as a whole system, rather than just restricted to individual providers. Outcomes were defined as the 'things that really matter to people', the end result of all care interventions and experiences in combination.

ATB made the decision to partner with Outcomes Based Healthcare (OBH) to develop capabilities and draw on expertise in outcome measurement. At the time, this was the chosen route due to a lack of local capacity and capability. OBH is a clinically-led, mission-driven, social purpose organisation that came together in 2013. OBH are experts in analysis of longitudinal data for population segmentation and measuring health outcomes. OBH support systems, commissioners and providers with specialist advice and advanced health analytics tools to support Population Health Management.

Segmentation

The first step in outcomes development was understanding the 'who', i.e. who are the local population and what are their common needs, priorities and circumstances. It is important to first understand the 'who', before defining the 'what' - i.e. outcomes and what 'good' looks like. Population segmentation is a core component of Population Health Management. Segmentation is a way of grouping cohorts of people with broadly similar or homogeneous sets of health needs, priorities, and circumstances.

Over the past four years ATB, working with OBH, have developed a unique linked longitudinal primary and secondary care dataset, and applied the internationally recognised 'Bridges to Health'

Segmentation Model to their population. The Bridges to Health model is a life course model that groups people within the Sunderland population into six core segments, from the 'Healthy/Generally Well', to populations at the 'End Phases of Life'. The 'segmentation dataset' provides information on the population at a daily level of granularity. Drawing on health and care data from birth onwards, it initially covered a 5 year period, and has now been extended to 8.5 years. It includes the entire GP registered population, and takes into account changing population dynamics over time (births, deaths and migration). This dataset now underpins one of the richest longitudinal records of whole population health outcomes data of its kind.



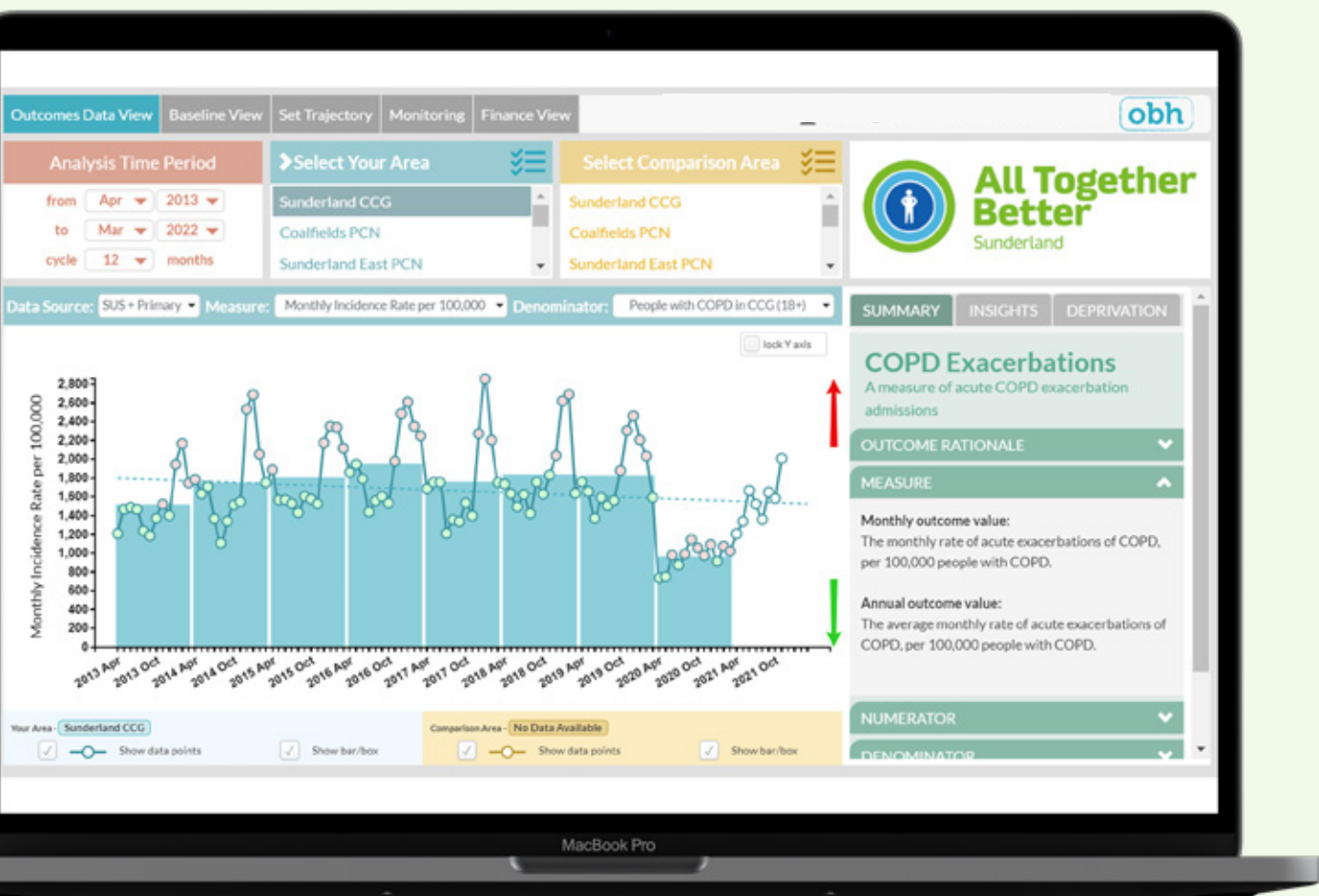
Outcomes measurement

ATB have built a comprehensive Outcomes Framework, aligned to key strategic areas of the CCG's transformation programme and scope of services. To agree the Framework, ATB held co-production workshops to prioritise the top 30 local outcomes most aligned to their population health improvement programmes. Clinicians, public health leads, and the programme team selected and configured outcomes to measure Sunderland's priorities, population needs, and areas of clinical focus.

The Framework includes a range of segment and cohort-specific measures, such as condition-related incidence, avoidable complications and exacerbations, alongside, more person-centred measures such as reducing daily disruption by care. ATB also agreed to pilot a suite of outcome measures that can show whether people are in

good health, and for what portion of their lives. Population-level healthy life span, or 'HEALTHSPAN®', is an objective whole population measure of the amount of time individuals spend in good health, usually described as a proportion of their overall lifespan. Measuring HEALTHSPAN is a unique and novel way to use existing structured health and care data, to objectively measure the success of health and care systems in helping keep people healthy.

In total ATB agreed 28 outcome measures and 4 HEALTHSPAN measures to use in their system. The selected outcomes were translated into a digital Outcomes Platform, an online tool which allows clinicians and those working in the ATB to continuously review health outcomes across populations.



Current use and progress to date

The Outcomes Platform is part of ATB's growing Population Health Management (PHM) programme. Insights are used to understand the health and care needs of the local population and to proactively plan services for different groups of people within the population.

For example, the Outcomes Platform is used to analyse the success of system wide transformation programmes through a cohort-specific lens in near real time, allowing for baselining, tracking, and monitoring of outcomes following interventions and service redesign across care settings.

ATB is particularly focused on monitoring the impact of deprivation on outcomes, as well as being able to model out different outcomes-based

shadow contracting arrangements by varying outcomes weightings and trajectories of improvement.

The ATB Executive Group uses the data and insights from the Outcomes Platform to facilitate discussion and understand what factors are driving poor outcomes in different population groups. This information is used to co-design interventions with frontline teams and help to plan services which will meet the tailored needs of the population in Sunderland.

Next steps and forward look

The Outcomes Framework is now the driver for all ATB projects, and measures of success are determined by their ability to deliver against the strategic outcomes framework. Going forward, ATB continue to build Population Health Management capabilities and capacity across the ICS, using outcomes to inform the post-COVID recovery and how to reduce health inequalities in the population.

Whilst ATB were very early adopters of outcomes based approaches, in recent years there has been a growing number of national drivers for all ICSs to establish programmes to improve outcomes, tackle inequalities and develop approaches to Population Health Management. These include the NHS Long Term Plan, ICS White Paper and 2022-23 priorities & operational planning guidance. It is hoped that examples such as ATB's can demonstrate the value in adopting these approaches more widely.

*This is the executive summary of the case study.
Please read the full report for more detail*