

Transforming Urgent and Emergency Care

The NHS England Channel Shift Model

The Challenge

Every area in England, every Sustainability and Transformation Plan footprint, every A&E Delivery Board needs to make sure that it is implementing the right transformation initiatives locally to relieve pressures on the system and provide the maximum possible high-quality care for patients. This means understanding how Urgent and Emergency Care (UEC) activity might be affected by particular local interventions and the implications for system financial flows.



NHS England have provided the Channel Shift tool to enable System Leaders to quantify the potential impact of change initiatives. System Leaders are now encouraged to make use of the tool and the methodology around the tool to make decisions which optimise resources to provide the highest possible quality of urgent or emergency care for people when they need it.

The Channel Shift Model Innovation

Catalyze has developed an approach that builds on the NHS England tool to facilitate a system wide system decision conference that brings system leaders together to co-productively plan the transformation of urgent care. What makes this approach different? There are three significant innovations in this approach:

- 1. System wide effect.** Understanding how changes in one part of the system impact on other parts. For example: how changes to the ambulance service impact on community services or social care; or how several different changes combine to produce an overall “system effect” on the emergency bed requirement in the acute trusts.
- 2. Price vs Cost.** How are the financial flows are shifted as activity is displaced from one setting of care to another? What might this imply for commissioners? Stranded costs for providers mean that they are often left with an impossible challenge to realise cashable savings from only the non-fixed cost base. How can this be resolved? Put together with the system wide effect, the model shows how investments in one part of the system yield cashable savings elsewhere so that leaders become sighted on how to best make system efficiencies actually happen.
- 3. Focus on effectiveness.** Working with operational teams to appreciate and to quantify what difference they can make to the patient journey given the resources at the teams’ disposal. Developing a set of sympathetic KPIs for the team to make them as effective as possible.

The Benefits

The Catalyze method engages the senior leaders within the system and generates a shared understanding of the pressures and the opportunities for transforming services. It works with operational teams and finance teams to provide a realistic assessment of what can be achieved in terms of activity shift and what this means in terms of investment and cashable savings.

Improved Accountability	Improved System Efficiency and Effectiveness	Greater realism	Evidence Base for improved decision making	Intuitive and transparent
<ul style="list-style-type: none">• Can be used to define, drive and improve system accountability.• Leaders can use the model to prompt the right system conversations.	<ul style="list-style-type: none">• Improved focus on Cost of Care.• Builds confidence among system leaders to share “commercial information” and avoid defensive behaviours which are organisationally driven• Provides increased focus on efficiency and effectiveness.• Clear routes to cost out of the system	<ul style="list-style-type: none">• Provides realistic appreciation of what can be achieved through new interventions• Greater clarity on what an intervention must achieve and set performance indicators which drive right results.• Combines interventions to gain a realistic appreciation of overall system impact.	<ul style="list-style-type: none">• Contains an evidence base built up from research and evaluation on what has worked elsewhere in England and further afield.	<ul style="list-style-type: none">• Intellectual Property belongs to NHS England. Developed collaboratively with all UEC Vanguards• Model is transparent - users can track all inputs, all calculations and all outputs• Technical support may be desirable

Catalyze is a strategy consultancy, helping clients to prioritise and make robust sustainable decisions. We believe the best results are delivered through effective decision-making that engages people and aligns organisations. We have an established track record of enabling our clients to achieve results, whether it's improved shareholder value, a better planet or both.

Catalyze was founded in 2001 in conjunction with the London School of Economics and Political Science, applying techniques built on robust and validated decision theory. We support global clients from offices in the UK, USA, Australia and New Zealand.

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