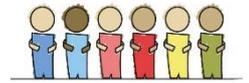




# BEST POSSIBLE VALUE

MAKING PEOPLE COUNT



**FUTURE  
FOCUSED  
FINANCE**

## SURREY HEARTLANDS HEALTH AND CARE PARTNERSHIP BEST POSSIBLE VALUE CASE STUDY

### Highlights

What was the situation?

- Surrey Heartlands devolution trilateral agreement signed in June 2017
- The trilateral agreement proposed that an Investment Framework be agreed for the application of transformation monies.

What action was taken?

- A local investment framework was developed which adopted the Best Possible Value (BPV) principles.
- Four workshops were held for individuals involved in the development of business cases, including clinical, financial and operational leads.
- The workshops explained the local Investment Framework and underpinning BPV principles, as well as providing direct support to the development of individual business cases from the facilitators and peers.

What was the result?

- A total of 46 people across Surrey Heartlands are now familiar with the principles of BPV and their application within the Surrey Heartlands Investment Framework
- The workshops created a supportive environment in which individuals charged with the development of business cases could discuss and develop their business cases, several of these have now been approved and awarded Transformation Funding.

What was the longer term outcome or impact?

- Implementation of the Surrey Heartlands Investment Framework will ensure that resources are invested in a way that maximises value.
- Engagement with a number of business case developers via the workshops has allowed for feedback on the local Investment Framework and its development for 2018/19 and beyond.

What did participants think?

- The development of the local Investment Framework itself has been received positively across all partners in Surrey Heartlands.
- Attendees at the workshops have been positive about the Investment Framework and its usefulness in improving the quality of business cases
- There is recognition that the use of the Investment Framework will allow future decisions on business cases and the relative priorities to be made in a consistent and objective way.

### The Situation

Following publication of the Surrey Heartlands Sustainability and Transformation Plan in October 2016, the local health and care organisations worked to develop the Surrey Heartlands devolution proposal with NHS England and NHS Improvement. Devolution sought to establish Surrey Heartlands as an integrated and devolved system. In June 2017 a trilateral agreement was signed between the Surrey Heartlands health and care commissioners, NHS England and NHS Improvement.

Under this agreement the responsibility for allocating resources lies with the new joint arrangements. This includes deployment of transformation funds within Surrey Heartlands. These funds totalled £15m in 2017/18, of which £6m is to be invested in support of national priorities and the balance of £9m is to be invested in line with Surrey Heartlands' priorities.

The trilateral agreement proposed that an Investment Framework be agreed for the application of these transformation monies. There was a tangible commitment by the leadership of Surrey Heartlands to reflect the roles of the key governance groups in their terms of reference to ensure alignment with the agreed Investment Framework.

Surrey Heartlands needed to quickly:

- Progress the development of a local Investment Framework, approved by NHSE;
- Implement the Investment Framework to identify, develop and assess investment opportunities and allocate the transformation funding accordingly; and
- Develop, across Surrey Heartlands, an understanding of and experience in working with and applying the local Investment Framework, underpinned by the Best Possible Value (BPV) principles.

## **Action Taken**

### **1. Overall Aims**

In developing the Investment Framework, the overall aims were to:

- Describe an evidence based methodology to enable transformation funding decisions by the devolved Surrey Heartlands
- Support the vision, objectives and principles of the Surrey Heartlands trilateral agreement
- Promote securing public value, transparency, achieving best outcomes taking in to account national priorities and fulfilling any agreed conditions attached to particular funds
- Evaluate decisions using value and the evidence-based outcomes for the citizens of Surrey Heartlands
- Make and enact value based investment decisions with the involvement of key groups across Surrey Heartlands
- Make collaborative decisions, transparent and demonstrate good governance
- Ensure effective use of time, effort and resources when making decisions
- Adopt a consistent and comparable approach developing and evaluating success

### **2. Investment Framework Development Approach**

There were three prerequisites for the Investment Framework, it had to:

- Align to the existing governance arrangements (with 2017/18 being the shadow year for devolution);
- Be "future proofed" to accommodate potential governance arrangements from April 2018; and
- Involve partners appropriately in the development and assurance of proposals and in making recommendations for approval.

The investment framework was developed in a relatively short period of time and:

- Aligns with existing good practice already embedded in Surrey Heartlands;
- Adopts the NHS recognised national Best Practice (including the BPV Framework); and
- Builds on the lessons learnt from the investment framework developed and implemented in Greater Manchester.

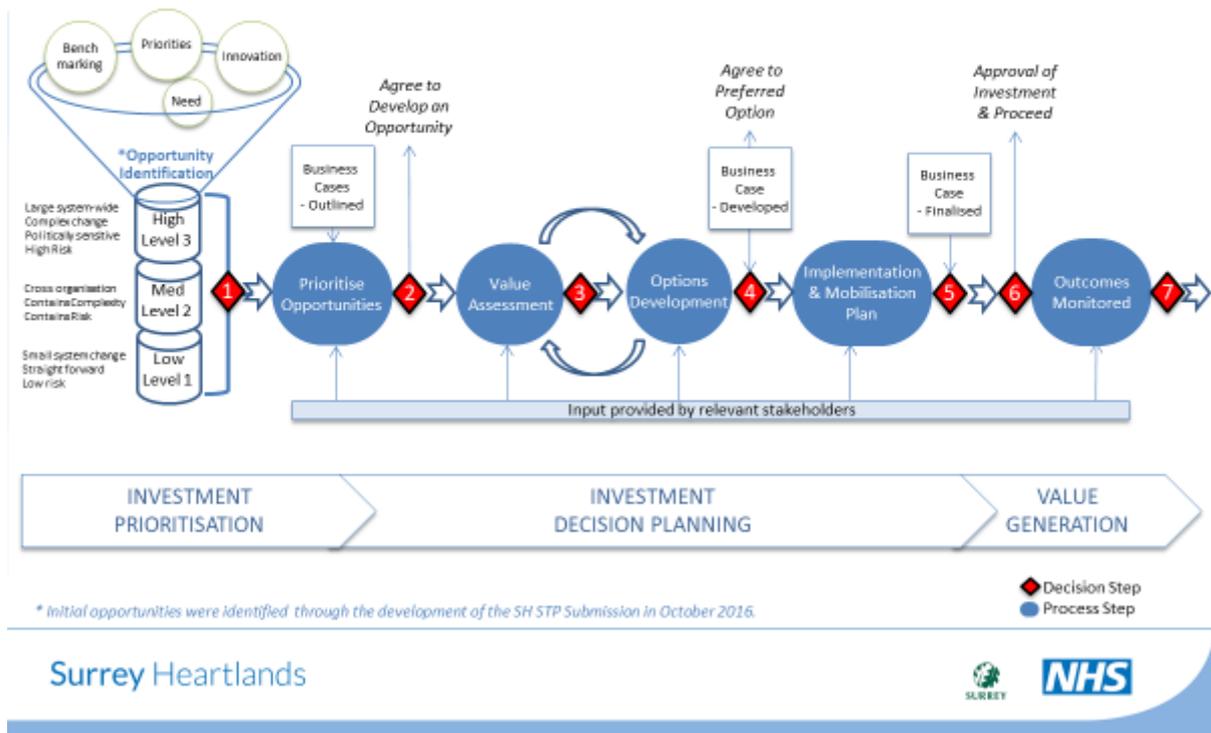
### **3. The Investment Framework Process and Decision Making**

The BPV decision framework was used as the basis for the development of the local Investment Framework, customised to take account of the developing governance arrangements across Surrey Heartlands.

The diagrams below show the Investment Framework process that has been developed.

The seven red diamonds represent the decision steps that each investment proposal must pass through, in line with the Best Possible Value principles.

## Investment Framework – The Process (All Levels)



#### 4. Differential Investment levels

Although a consistent process is applied to all levels of investment, the framework recognises the need to tailor the approach depending on the proposed level of investment.

Three levels of investment have been categorised as a guide to help identify the level of governance required and confirm the amount of detail expected within the Business Case to support an investment decision.

- Level 3 – High value investment over £1m, large system wide complex change, high risk of non-delivery
- Level 2 – Medium value investment between £250k and £1m, cross organisation, contains complexity, moderate risk of non-delivery
- Level 1 – Low value investment up to £250k, small system change, relatively straight forward, low risk of non-delivery

Different versions of the Business Case template have been developed and can be found via the following links:

Outline business case - <http://surreyheartlands.uk/download/2409/>

Level 1 - <http://surreyheartlands.uk/download/2400/>

Level 2 - <http://surreyheartlands.uk/download/2403/>

Level 3 - <http://surreyheartlands.uk/download/2406/>

In addition, the Investment Framework describes the governance group at which key decisions will be made for each level.

## **5. Training, Development and Implementation of the Investment Framework**

In addition to developing and agreeing an Investment Framework and governance structures to support the prioritisation and approval process for the investment of transformation funds, it was recognised that it was critical that those charged with drafting and presenting the supporting business cases have sufficient knowledge and awareness of the local Investment Framework and BPV principles. Surrey Heartlands therefore sought assistance from a BPV facilitator to establish a cohort of individuals within the system who were both knowledgeable and experienced in the application of the local investment framework and BPV principles.

The individuals involved in the development of business cases were invited to participate in a workshop designed to explain the local investment framework and provide direct support to the development of the individual business cases.

In total four workshops took place with a total of 46 participants, including clinical, financial and operational leads. The workshops covered:

- Overview of the Surrey Heartlands Health and Care Partnership
- The Benefits of using an Investment Framework
- An overview of the Surrey Heartlands Investment Framework
- Investment Framework Decision Making including:
  - Decision Making Steps,
  - WHO and an explanation of RAPID roles,
  - HOW and the Decision Making Checklist.
- Direct support time for each business case 'team' to work on the development of:
  - Value Measures,
  - Options Development and
  - Implementation Planning

A number of business cases were supported in these workshops and the following have subsequently been approved and awarded transformation funding:

- GPs in A&E
- Maternity Transformation Chief Midwife Proposal
- Alcohol

### **Results**

The results from the development of the investment framework and running the series of workshops have been:

- A collection of diverse value driven business cases developed using a common investment framework that could be evaluated and prioritised to allow effective investment of available resources to be made.

- A supportive environment in which individuals charged with the development of business cases could discuss and develop their business case with both the workshop facilitators and their peers.
- A cohort of 46 individuals who are now familiar with the principles of BPV and their application within the Surrey Heartlands Investment Framework

### **Maintaining Momentum**

Having completed the development of the local investment framework and its application to business case proposals for 2017/18 funding, attention will now be moving on to 2018/19 and the continued drive to ensure that the finite resources that are available in Surrey Heartlands are invested in the most effective way to maximise the patient benefit.

Areas of work include:

- The refinement of the local investment framework incorporating feedback and experience from the 2017/18 process;
- The continued development of business cases using the local investment framework and the embedded BPV Principles; and
- Developing monitoring of approved business cases from both an outcomes and financial perspective.