Evaluating and analysing integrated service development

Local Clinical Commissioning Groups (CCGs), in collaboration with providers, are currently developing programmes of transformational change, with a particular focus on strengthening integrated health and social care initiatives. These programmes aim to be evidence-based and include research and evaluation workstreams. These workstreams, led by Professor Billings, Director of the Integrated Care Research Unit (ICRU), demonstrate a commitment to ensuring an evidence-based approach, alongside the generation of local evidence of the effectiveness of the integrated care initiatives. Such evidence has the potential to provide a body of transferable knowledge to support the programmes as they roll out across the CCGs and influence developments in the rest of Kent.

Researchers are applying the Evidence Integration Triangle, which is based on the methodological approach of “implementation science” (Glasgow et al 2012). This approach is centred on involving a multi-agency stakeholder group from the onset to support the design and evaluation of a specific service through the use of best-practice evidence supplied by the researchers. A key part of this approach is to determine what works for whom, in what circumstances, and with what effects.

The overall aim of this methodology is to:

- Develop realistic person-centred and service-level outcomes
- Create and source a menu of appropriate indicators for the evaluation and monitoring of interventions
- Use a participatory approach that focuses on speedy results of processes and outcomes

As part of this methodology, the researchers have developed and validated an evaluation framework (the Kent Evaluation Framework) that is relevant to integrated care initiatives being developed and implemented across Kent.

ICRU has been supporting the development and evaluation of the following integrated health and social care services:

**Integrated Intermediate Care (IIC) pathway**

A bespoke IIC KPI and monitoring framework has been developed which consists of indicators from the Kent Evaluation Framework and local KPIs. This framework is being used by providers to feed the relevant data to the CCG who are compiling the information in order to address any issues within the pathway. Focus groups with staff and managers have been conducted to investigate staff perceptions of the pathway and to highlight areas for improvement.

**Multidisciplinary Teamwork**
In Deal, researchers have worked with GP practices, the CCG and other stakeholders to develop an evaluation framework for an integrated multidisciplinary team (MDT) initiative to improve the care of frail, older people who are high users of health and social care services. This initiative involves referrals to a Town GP who leads an MDT involving health, social and voluntary care organisations. A bespoke evaluation framework has been developed based on the Kent Evaluation Framework and the availability of local data. A patient survey has also been developed to determine the extent to which care is perceived to be integrated and person-centred.

End of Life Care (EOLC) Pathway

Two literature reviews were carried out to inform the development of the pathway and researchers worked with stakeholders to develop the KPI and monitoring framework to support the evaluation of the pathway. This framework has been agreed by the steering group and is now in use for providers to collect the data, which will be analysed by the CCG. This will enable the CCG and the providers to identify areas of EOLC, which require further development within the pathway.

The Acute Response Team (ART)

This clinical team operates from the Emergency Department at QEQM Hospital in Margate and Westbrook House. The service focuses on older people with long term conditions, preventing hospital admissions and keeping people in their homes for as long as possible. Researchers at ICRU are working with ART and other stakeholders to co-design and deliver an evaluation strategy, which measures the patient experience with respect to person-centred, co-ordinated care, and the experiences of a wide range of professionals and managers associated with the service.

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(who’s involved – Jenny Billings, Julie MacInnes, Sabrena Jaswal, Rasa Mikelyte)