

COMMISSIONING DIAGNOSTIC SERVICES

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What is Commissioning?

“Commissioning is the process of ensuring that the health and care services provided effectively meet the needs of the population.”

What is Commissioning?

Commissioning is the means by which we secure the best value for patients and taxpayers, meaning (i) the best possible health outcomes, (ii) the best possible healthcare, (iii) within the resources made available by the tax payer.

Commissioning is not

procuring

purchasing

contracting

Elements of Commissioning

do they apply to diagnostic services?

- Locally lead the health service
- Work collaboratively with partners
- Partner with patients and communities
- Partner with clinicians
- Manage knowledge and assess need
- Identify investment requirements and opportunities
- Influence provision to meet demand and secure outcomes
- Drive continuous innovation and improvement
- Deploy procurement skills to ensure appropriate contracts
- Manage finances

The Commissioning Cycle



Framework for Commissioning Pathology Services

“...commissioners will focus on the impact of pathology upon health outcomes rather than health processes and inputs.....”

“....outcomes have supremacy over inputs...”

Framework for Commissioning Pathology Services

“The contribution of pathology to health outcomes will need to be aligned to further work on outcomes measures in accordance with the implementation of the NHS Outcomes Framework by the NHS Commissioning Board”.

Commissioning a Diagnostic Service

four stages of commissioning

I assess health care need
- *and expected outcomes*

II specify services required
- *and resource requirement*

III secure services
- *plus practice and resource changes*

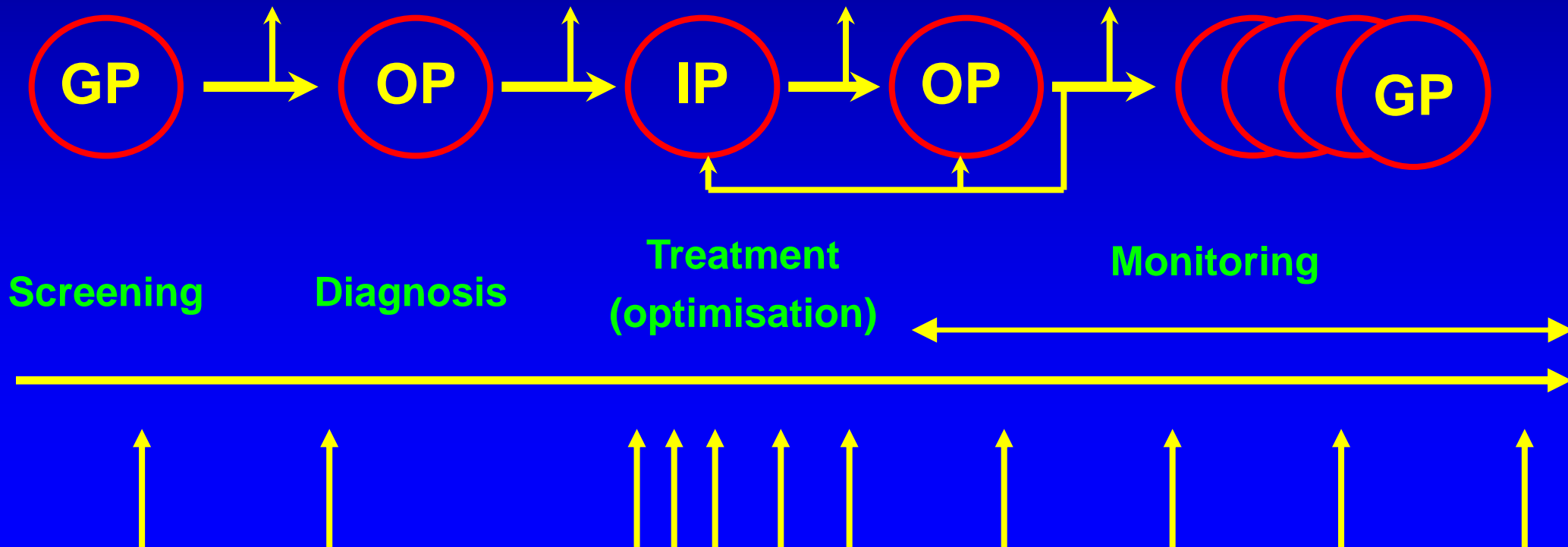
IV monitor and evaluate outcomes
- *including resource allocations*

EVIDENCE

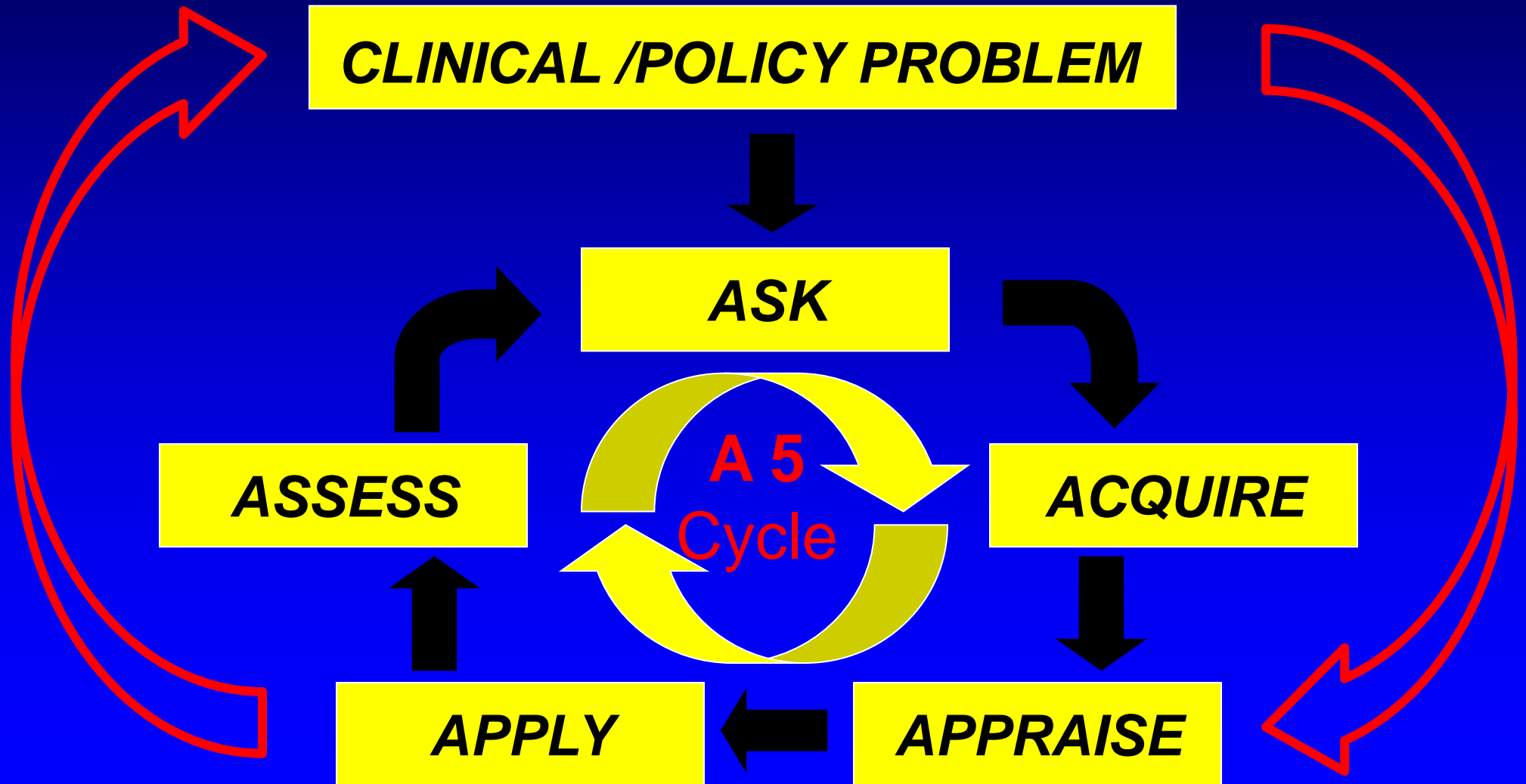
PRACTICE

Assessing Health Care Needs

asking questions: e.g. I want the BNP test



Evidence and Commissioning the EBLM cycle



Diagnostic Services

all test results require action?

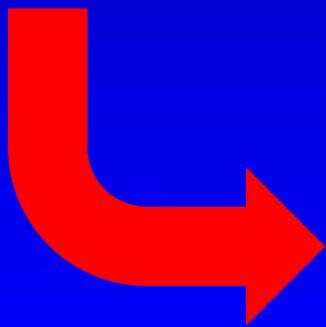
PATIENT  OUTCOME

question

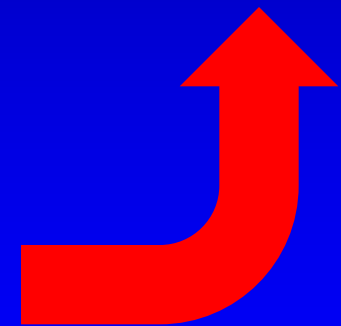
test

decision

action

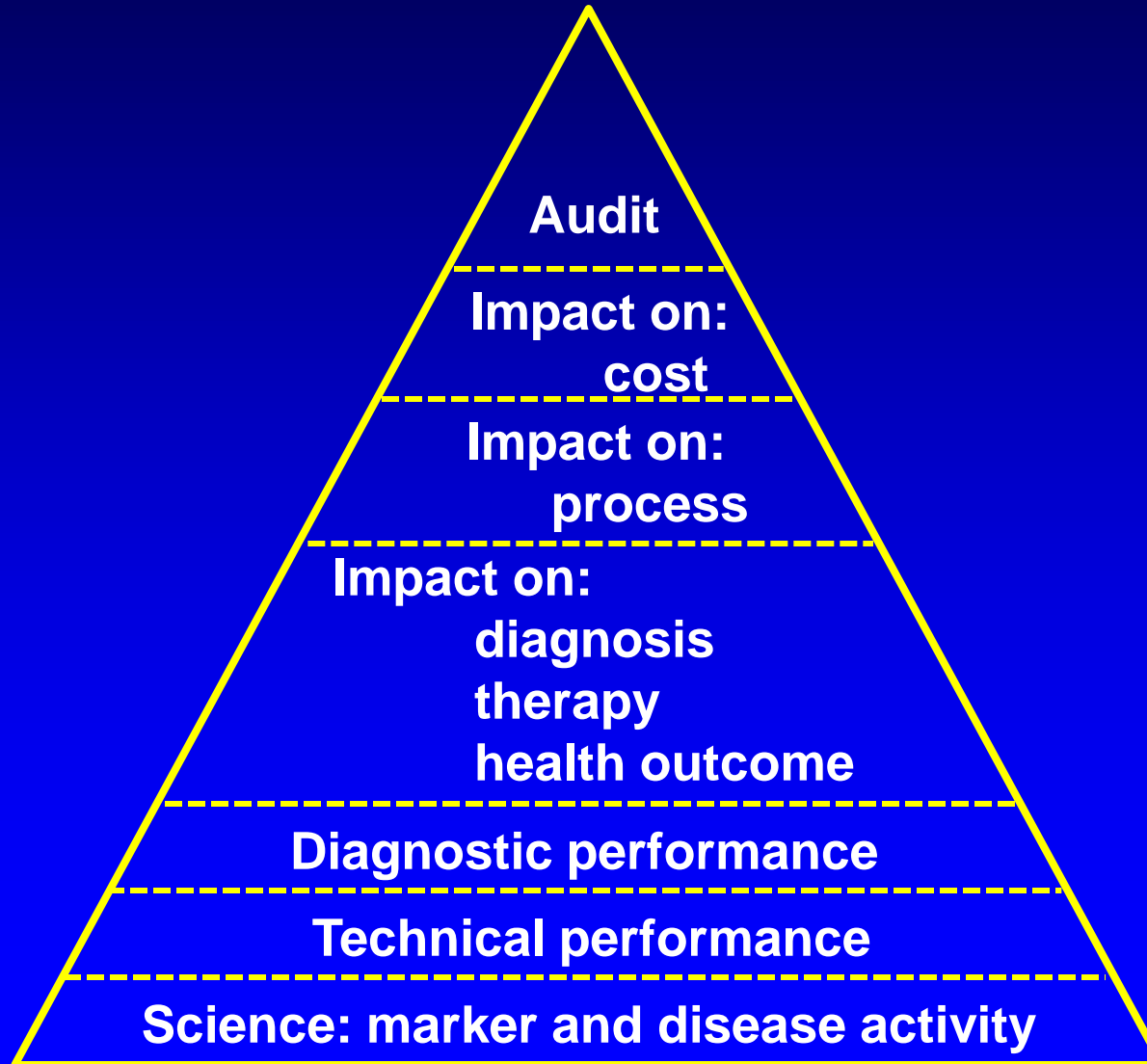


- Screening
- Diagnosis
- Prognosis
- Treatment
- Monitoring



Commissioning a New Test

evidence requirements



Commissioning a New Service

the business case questions

- Why do you want the test?
- Is the test any good?
- What will you do with the result?
- What decision will you make?
- What action will you take?
- What outcome would you expect?
- (What will be the cost?)

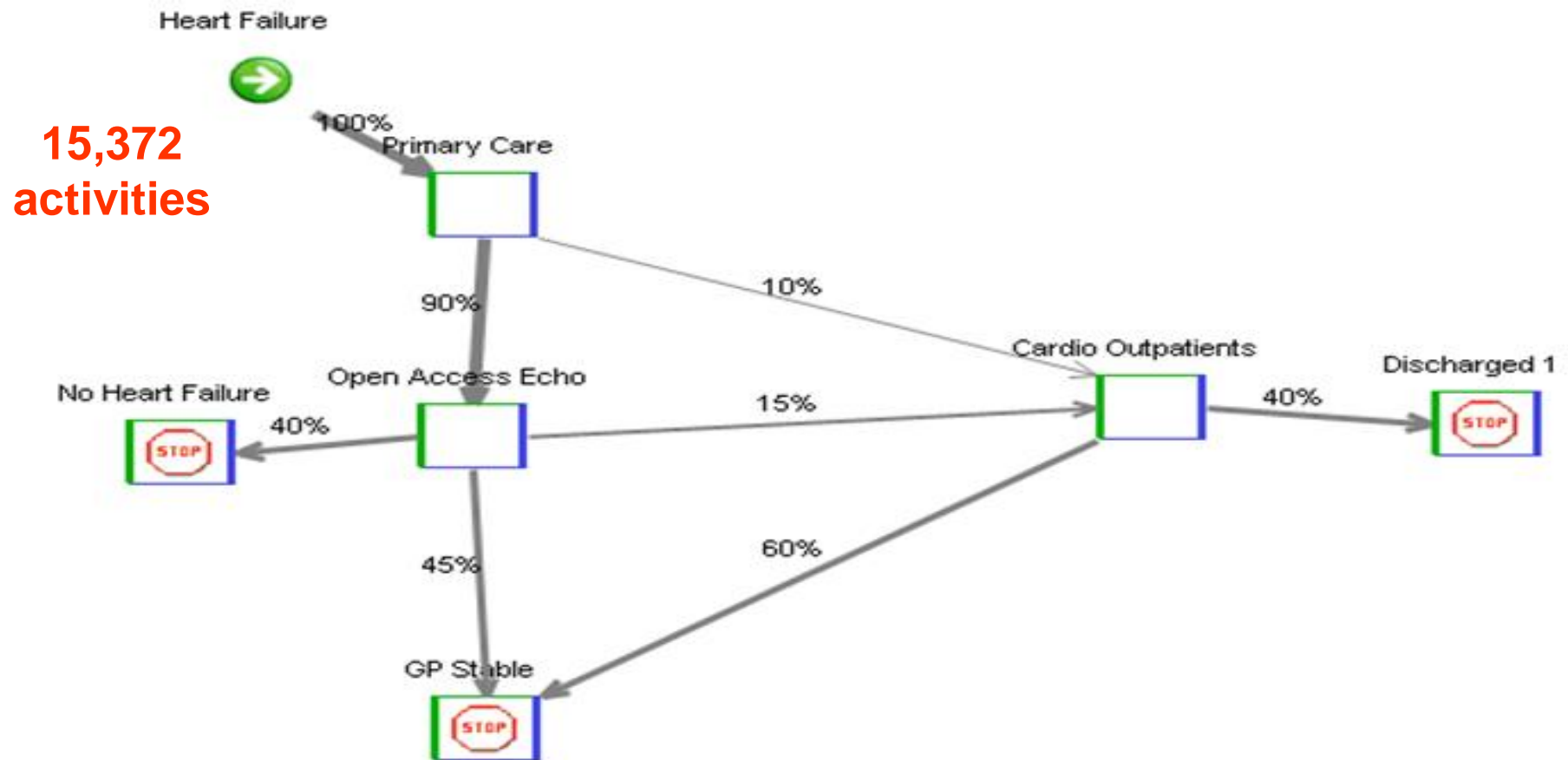
Commissioning a New Service

the practical questions

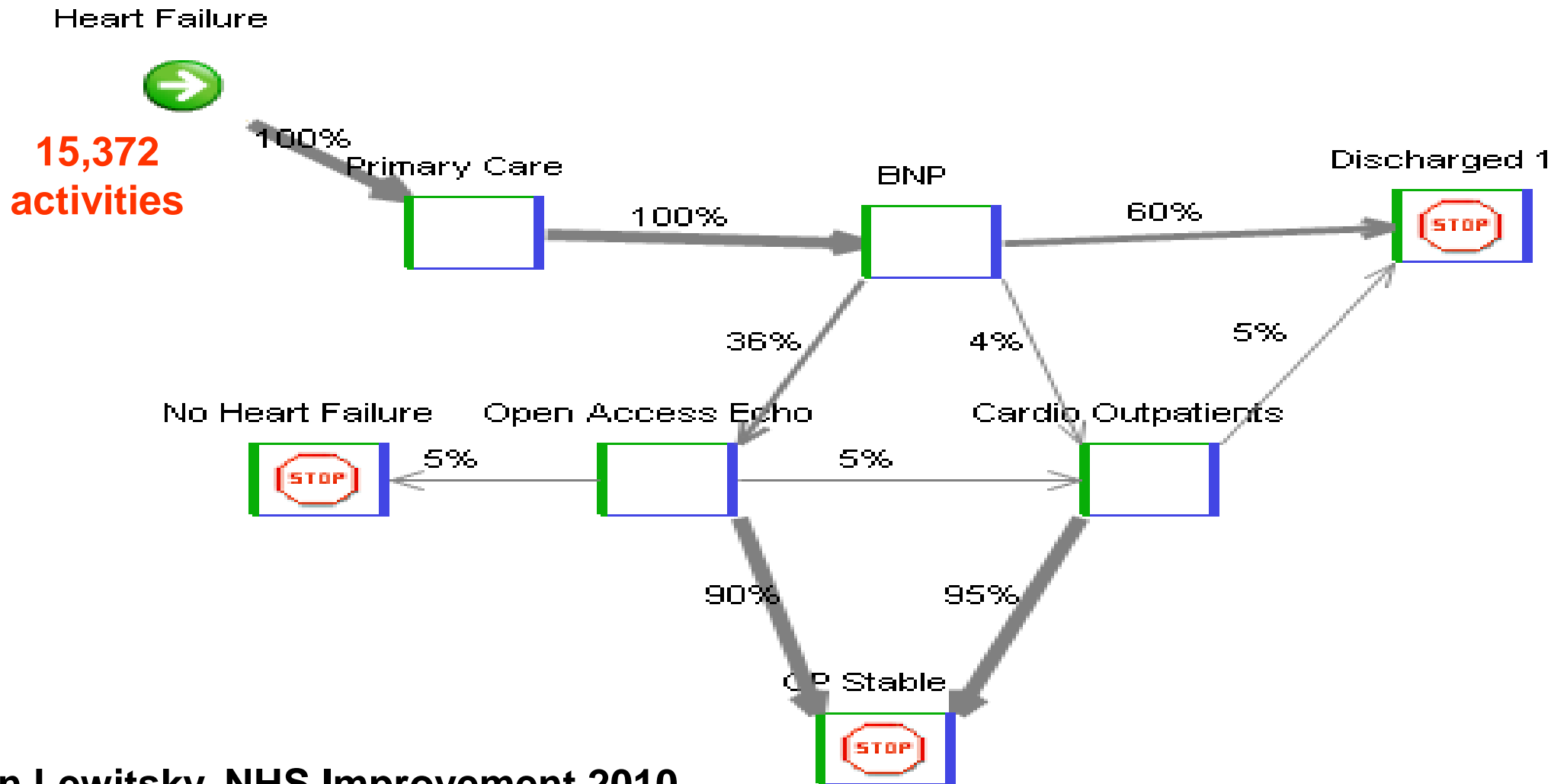
- Research question (clinical need)?
- Test? *has it been approved?*
- Turnaround time? *what is the care pathway need?*
- Decision? *Has this been thought through?*
- Action? *Is it feasible?*
- Process change? *Is it achievable?*
- Resource requirement .. and disinvestment? *!!!!!!*
- Outcome expected? *Do we need a pilot? Should we model?*

Heart Failure Diagnostic Pathway

prior to access to natriuretic peptide service



Heart Failure Diagnostic Pathway with access to natriuretic peptide service



A Natriuretic Peptide Service

the business case

Screening Diagnosis Prognosis Monitoring



Rule out diagnosis of heart failure in primary care

Reduce demand for echocardiography

Reduce associated cardiology referral

Reduce time-to-diagnosis

Improve accuracy of diagnosis

Provide value-for-money

Commissioning a New Service

performance management requirements

- Background information e.g. disease prevalence
- Test utilisation
- Decision making
- Diagnoses made (disease registry)
- Therapeutic intervention initiated
- Resource utilisation inc. disinvestment
- Clinical outcomes (morbidity, mortality, surrogates)

Performance Management of Service

Laboratory service

- *number of tests performed, turnaround time*

Clinical application

- *test utilisation – normals, abnormal, repeats etc*

Change of practice

- *echo utilisation*
- *cardiology referrals*

Clinical outcomes

- *diagnoses made, diagnoses missed*

Economic outcomes

- *change in hospital contracts, disinvestment*

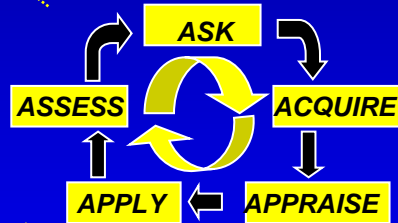
*Identify
clinical need*

AUDIT

EVIDENCE

Setting strategic
direction and
pathway design

Evaluating
impact/outcomes



Specifying
services

IMPLEMENTATION

RELEVANCE

Contracting