



Healthcare transformation through innovation



Andy Gordon-Jones
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Northgate Public Services

Welcome to our new newsletter - **Health Data Matters**. We want to help keep our customers in touch with the latest developments in the health market, as well as share our thoughts and capabilities.

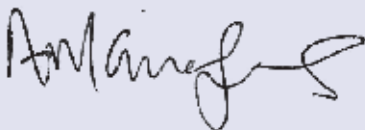
I believe passionately about making health data matter and have set our strategy in line with making this happen. We are focused on supporting key areas of policy including Payment by Results, World Class Commissioning and Service Line and Patient Level Reporting.

Our belief is that, for data to make a real difference to the provision of healthcare, it has to be focused on the needs of the local community, and should point to their commissioning needs. We are working with our customers to identify areas of best practice by benchmarking the performance of individual trusts against their peers.

With efficiency high on the agenda the provision of cost information has become crucial in the management of Trust finances. Trusts need to understand where their finances are being expended and on what services and we are working to link actual activity to costs so that service line managers can better understand where and why patients fall outside the standard tariffs.

I hope our newsletter will provide some thought provoking ideas that you can use within your organisation. If you wish to discuss, or indeed challenge, any of them we would be delighted to hear from you.

Best wishes,



NJR hits 600,000 entries for hip and knee



Since starting to collect data about hip and knee joint replacement surgery in April 2003, the National Joint Registry has collected information on 600,000 procedures, which makes it the largest register of its kind in the world.

The NJR was established to identify poorly performing implants, but as the quantity and quality of the data has improved, it has increased in scope to include the analysis of data and provision of key performance information back to its many stakeholders.

Northgate has been running the NJR since April 2006. We deliver all aspects of the service, including the national web-based system, hosting the infrastructure, maintaining the website, analysing the data and communicating with the large number of stakeholder groups, and have continued to expand and develop these services (*continued on back page*).



Service line reporting for Foundation Trusts

Northgate have just been awarded a contract with Taunton & Somerset Foundation NHS Trust to provide solutions for Service Line Reporting and Patient Level Costing.


As a Foundation Trust one of the key drivers set out by the regulating body is to provide service line reporting. The Trust, which only came into being in December 2007, serves a population of

over 340,000 and has the largest General Hospital in Somerset at Musgrove Park.

After a Catalist procurement Northgate were selected, in partnership with PSCAL, to provide a data warehouse and reporting tools to enable the Trust to provide its managers and clinicians with detailed financial analysis through management dashboards.


In this issue:

NHS Comparators Update
Page 3



New born screening programme
Page 2

World Class Commissioning
Page 3



City Hospitals Sunderland NHS Foundation Trust - measuring what matters with i4Health

City Hospitals Sunderland is a dynamic forward thinking Foundation Trust that over recent years has made significant investment in its Information Management & Technology (IM&T) infrastructure.

The Trust has an innovative approach to IM&T and recognises it as a foundation for improving patient care. City Hospitals has been working in partnership with all healthcare providers across the City to ensure their IM&T supports, amongst others, the Department of Health's policies on patient choice, Payment by Results and the new Referral to Treatment (RTT) programme.

"At City Hospitals, we are working with Northgate to unlock the valuable clinical data held in our operational systems, providing easy to use desktop access to clinicians to support clinical governance and to improve patient care."

Peter Sutton

Head of Performance and Information
City Hospitals Sunderland
NHS Foundation Trust



Newborn screening update

The Newborn Hearing Screening Programme (NHSP) will soon be able to automatically import data from screening devices into a central database, with the aid of InterSystems' Ensemble integration platform.

The NHSP has been using the eScreener Plus (eSP) system from Northgate Information Solutions since 2003 as a database for England's 182 NHS maternity trusts to input data on newborns from birth. Compulsory hearing screening tests are usually taken before a mother is discharged from a hospital.

Ensemble will be used to enable data to be fed directly to the eSP from the 2,400 pieces of hearing test equipment located at 182 NHS trusts. This will remove the need for manual importing or duplicate entry, leading to improved data quality and simplified processes.

Integrating the systems in this way should help the NHSP to overcome difficulties with duplicate entries and avoid data going missing from the system.

NHSP's head of communication and IT, Nick Waddell says "One of the big problems in the past has been the actual test equipment which the baby is screened with hasn't been able to integrate its test results fully with eSP, relying on manual input, and this caused some problems.

"There have been clinical instances where data has got lost and in some cases, data has been changed by screeners, either accidentally or on purpose. We wanted a system which would introduce safe clinical governance, securely storing data automatically, which cannot be tampered with unnecessarily."

The new arrangement will enable the eSP to interface with these devices and automatically feed the data collected to the system, eliminating the need for manual data entry.

Prof Adrian Davis OBE, for the NHS Newborn Hearing Screening Programme, on the extension of their partnership with Northgate said "A proactive approach to identifying deafness and hearing loss can have a major effect on the development of children throughout the country. Without early identification, babies are at considerable risk of not developing their communications skills, preventing them from reaching their full potential in later life.

Reinforcing our relationship with Northgate, we can ensure that the Newborn Hearing Screening Programme continues to work effectively as an invaluable public health service for clinicians, newborn babies and their families."



Ensemble will be used to enable data to be fed directly to the eSP from test equipment located at 182 NHS trusts.

NHS Comparators



Northgate is proud to be working closely with the Information Centre for Health and Social Care and Connecting for Health in the development and delivery of NHS Comparators.

NHS Comparators (www.nhscomparators.nhs.uk) is a national web-based service providing national comparator data for NHS commissioning and provider organisations, enabling users to investigate aspects of local activity, including 18 week comparators, costs and outcomes. It is designed to supplement information available by local systems, and has been developed with significant input from a panel of users / experts from across the NHS.

The emphasis is on alerting users to areas that might merit further investigation. It is not necessarily good or bad to be high or low. The comparators may indicate areas where activity or clinical practice is out of line with peers with possible quality of care implications, or areas where there are potential cost savings to be made. Local knowledge will be needed to help with interpretation.

The data feeding this site comes from a number of national sources, the most important of which is the Secondary Uses Service (SUS), but is supplemented with reported disease prevalence from the Quality and Outcomes Framework and population data based on patients registered with GP practices.

The site has over 4500 active users, across primary and secondary, and with the range of data available through the site continuing to grow the service is becoming an increasingly valued resource across the service. To register on the NHS Comparators site, send your name, e-mail, job title and organisation to enquiries@ic.nhs.uk or call The IC Contact Centre on 0845 300 6016.

World class commissioning - addressing the information deficit

As we move from the aspirational 'vision thing' phase of World Class Commissioning towards its implementation there is a risk that some of the enthusiasm and momentum that has been generated will be diluted by PCTs having to deal with the usual business of health care commissioning.

The sea change in ambition and capability that characterises much of what World Class Commissioning describes means that organisations will have to navigate a challenging transitional path whereby they begin the process of transformation whilst at the same time maintaining 'business as usual'.

Furthermore, at the heart of World Class Commissioning is an inbuilt tension whereby, as PCTs seek to engage with health and social care providers in a more sophisticated way, they must also empower other groups, namely citizens and general practitioners, to become more significant driving forces within the market, and where the PCTs lack the capacity and capability themselves they may be at risk of being 'franchised out'.

Much of the success of PCTs in becoming World Class Commissioners will depend on their powers of influence and persuasion, which in turn will be underpinned by their reputation and status within the communities they serve. Fundamental to this will

be the knowledge, expertise and professionalism they are able to demonstrate and deploy and this in turn will depend, to a significant extent, on the information they are able to utilise to direct their decision making processes.

Information; its quality, availability, accessibility and interpretation will be a key driver in the evidenced based, outcome based, return-on-investment world of World Class Commissioning. The problem is that much of the information that is routinely available is of variable quality, much of what is increasingly required is difficult to get at and almost all information is seen as not timely enough for the proactive operational management of an increasingly dynamic and time-sensitive service.

In the same way that World Class Commissioning will demand of commissioners radical new ways of working and thinking, it will also require access to new information, new ways of analysing and presenting information and in many instances presenting this information to new audiences (such as citizens).

The traditional approach from much of the data warehousing and 'business intelligence' world will no longer be sufficient to support these new requirements and audiences, nor can they best exploit the rapidly developing new streams of data that will emerge as health and social services become increasingly part of the same continuum of care. Tools based on data mining, predictive analytics, search engines and animated visualisation will become the norm as sophisticated commissioners and users of health and social care look to make truly informed choices about where they wish to invest their money.

The future world of World Class Commissioning will need both World Class Commissioners and World Class Information.



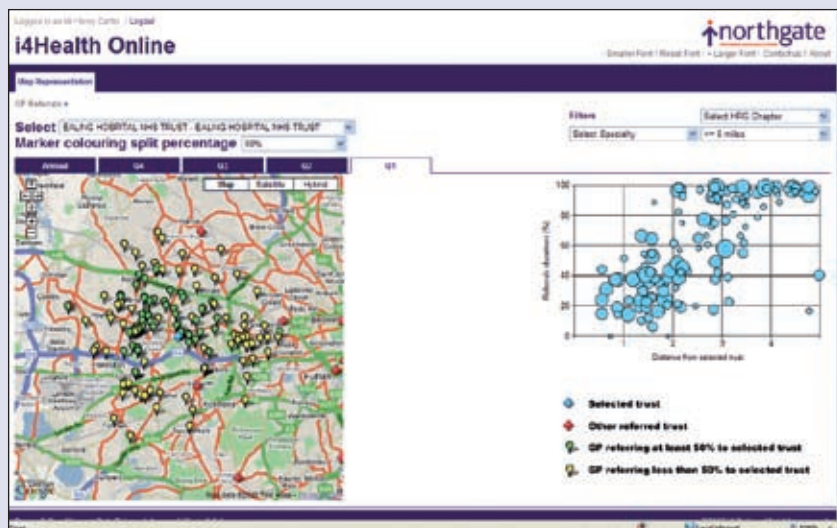
HOW OUR SOLUTIONS HELP

Informing the demand management agenda

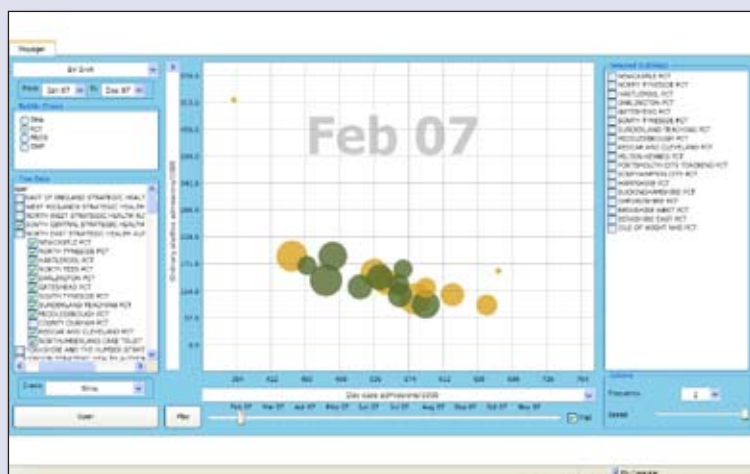
Demand Manager provides information based on routinely collected data in tabular, graphical and map-based formats to answer some important questions.

Commissioners

- What hospitals are your residents being referred to?
- What sort of ailments/treatments are they being referred for?
- Are referral rates significantly different compared to other similar PCTs?
- Are your GPs over or under referring?
- How much could you save by commissioning care in another setting?
- Are referral rates varying significantly between your practices?
- Are your referral patterns changing over time?
- Could you commission services closer to home?



Turning data into knowledge for World Class Commissioning



As commissioning is mainly the responsibility of primary care trusts, it is they that will lead the drive to deliver improvements. To do this, commissioners will require strong knowledge management and analytical skills to ensure they develop a long-term view of community needs.

The ocean of data that exists within health organisations can make it hard to visualise the trends that help you make smarter decisions. Northgate's new World Class Commissioning tool, Voyager, has been developed with the NHS, to deliver vital intelligence about contract and performance management through animated graphics that give a 3D representation of Trust data.

Northgate's **Voyager** delivers vital intelligence about contract and performance management

The value of information for local staff derived from routinely collected national data is finally being realised

“The right data in the right hands”

The value of healthcare data is well understood. In the right hands, the wide array of data captured in the delivery and management of healthcare can lead to significant improvements in quality and safety for the patient.

In his opening speech at the Healthcare Computing conference in Harrogate, then CIO at the Department of Health, Matthew Swindells stressed the importance of the NHS using information to make the service better.

He said: *“The future of information is pivotal for the future of the NHS. We must shift from our current approach to data, and instead look towards producing central pools of data, which can be easily accessed and understood by back office and front office workers alike, and importantly inform practice and improve services.”*

However, those perhaps best able to realise the value of this data, those at the front line of healthcare delivery, often feel like the last to see it.

According to Keith Tucker, Orthopedic surgeon at Norfolk and Norwich NHS Trust *“I am continually frustrated that whilst the NHS captures, stores and processes*

millions of records of health data each year, this appears to me to be used primarily to support financial management and Government statistics. I want this data to be used to advise me of clinical outcomes, inform practice and alert me to problems. The data is there, but I can't see it or use it.”

There is a growing appetite for addressing this gap.

Professor Lord Ara Darzi, is aiming at *“giving patients more say and staff more freedom to shape high quality care round patients' needs.”* Through his review, Darzi lays out the need for every provider of NHS services to measure, analyse and improve quality, displaying it to staff through 'clinical dashboards' to measure performance and to make continuous improvements.

In the last few months alone we at Northgate have seen a convergence of requirements across our health business around the presentation of clinically relevant data back to clinicians. Through work with the Information Centre and Aintree Health Outcomes Programme, a series of Clinical Comparators are now available to all gastroenterologists. The National Joint Registry has also embarked on a programme of work to provide orthopedic

activity and outcome data to surgeons who contribute data to the Registry. Similarly, the National Screening Committee is committed to the presentation of new born screening data back to staff at units to inform local decision making.

The climate is clearly moving away from data locked away in inaccessible central systems for the production of national statistics. The value of information for local staff – and in particular, clinical staff - derived from routinely collected national data the information is finally being realised.

As Swindells went on to say, *“We have a responsibility to arm the staff of the NHS with the information they need to do a good job, so I am calling on the Information Centre to move forward with the excellent service they currently provide, and provide more timely data, which they would be guardians of, and can be understood by all parties concerned.”*

He called for all involved in health IT to *“get on the front foot, engage with your staff, and ensure you know how we use data and prepare to receive new systems. The sooner you start, the cleaner the data, and the better the transition will go.”*

“We have the opportunity to drive forward the use of information to improve the quality of care. Be bold and build on what works, whilst being brave enough to get rid of what doesn't.”

A pledge on information will be included in the forthcoming NHS Constitution, the draft of which was launched alongside the Darzi Review. The constitution pledges that *“comparable information on every aspect of high quality care, including safety and cleanliness, patient satisfaction and outcomes, will be freely and openly available online, and will be reliable.”*

This is happening at the very same time that public sector organisations are at a heightened state of awareness about sensitivity of access to patient data, and exercising extreme caution. The challenge over this next year is addressing both these agendas, to ensure the appropriate use of health data in the best interest of the patient.

Richard Armstrong
Head of Health Solutions
Northgate Public Services



NJR *(continued from front page)*

The NJR is making a significant contribution to patient safety and clinical governance and is providing detailed information about clinical outcomes. NJR staff are working with the regulatory authorities, industry and hospitals on device alerts and product recalls, to help surgeons carry out clinical review much earlier than previously.

Realising the real benefits of linking NJR data to other sources of data, Northgate's NJR and HES teams have worked closely with the Royal College of Surgeons Clinical Effectiveness Unit, to expand the scope of analysis being undertaken. Linking the two datasets has enabled, for example, an analysis of the length of stay for various procedure types and the incidences of myocardial infarction, pulmonary embolism and deep vein thrombosis following hip and knee replacement surgery. With strong public focus on preventative medicine this analysis has much interest, and has been used to support professional representation at parliamentary sub-committee level.

Developments this year will see the delivery of comparative information to surgeons. Using our Data Analyser software we are implementing a comparators tool that will enable surgeons to monitor and compare their own performance against a number of defined comparators at local, regional and national level. This meets one of the key requirements of surgeons and represents a major milestone in the ongoing development of the NJR.

www.njrcentre.org.uk

The NJR is making a significant contribution to patient safety and clinical governance



National Frameworks: Catalyst & ASCC

Northgate has been awarded places on both the Catalyst and Additional Supply Capability and Capacity (ASCC) framework agreements. This lets our public sector customers buy solutions more quickly and easily, under pre-determined terms and conditions.

Quicker

The rigorous tendering process that Catalyst and CfH use to pre-select companies means that you can be sure that you can more quickly issue the right suppliers with an Invitation to Quote, and that you will get quality responses within pre-agreed timescales.

Easier

Catalist and CfH also negates the need to procure through the prolonged and expensive OJEU process. With standard contracts already agreed this will not only save you and your commercial team time and money, but the quicker procurement enables you to realise business benefits earlier.

Safer

One of the conditions for us being a supplier is that we guarantee compliance and assure quality of supply. If you are not happy with the service you receive you have the right to ask Catalyst or CfH to intervene on your behalf.

Value for Money

We recognise that if you chose to use Catalyst it will mean savings in time and effort for our commercial, sales and pre-sales teams. We recognise what this is worth to us and can pass savings on to you. A basic level of savings is pre-agreed but we also intend to provide special offers and discounts to those customers who choose to buy through Catalyst and the ASCC contracts.

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About Northgate Public Services

Teamwork, transformation, results. These three words summarise what you get from Northgate. Most of all results.

Northgate is a public sector and utilities specialist that operates within strategic client partnerships to make change work for you. We help you transform your business processes and customer experience cost-effectively.

Northgate works with every maternity hospital, every police force in the UK and 80% of UK local authorities. The company was founded in 1969 and has over 6,000 employees.

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