The National Musculoskeletal (MSK) NHS Lanarkshire Pilot

Dr Sarah L Mitchell – National Programme Manager Rehabilitation Framework
The Scottish Government

Policy Background

Why are we re-designing our MSK services?

- 1 in 4 GP consultations MSK related (1 in 3 for over 75’s)
- More than 10 million GP consultations (MSK) each year costing £141M (UK).
- 30,000 patients sitting on Orthopaedic waiting list in Scotland, with conversion to surgery as low as 11%.
- 7.6 million working days lost due to MSK related conditions.
- 40,000+ MSK referrals into Lanarkshire AHP Services.

Patient Variation Experiences

Access…Management…Outcomes…Waiting Times
Current Systems in Scotland

- Current pathway of GP to Consultant results in approx. 35% conversion to surgery
- Current MSK self referral services not efficient
- Large variation in referral rates into services and long waits
- No system in place to assist workless into employability services
- No systematic approach to support self management
- Large variation in practice across NHS Boards
- No robust data collection to evidence impact
What are we Proposing?

- A National MSK Triage and Referral Management Service for NHS Scotland utilising the technologies of NHS 24
- Local referral management hubs within boards
- Direct referral into WHSS for those working in SME’s
- Development of Interdisciplinary pathways using evidence based outcome measures
- Development of algorithms within pathway to ensure correct service provision
- Early identification of employability issues, anxiety depression scores
- Greater utilisation of leisure facilities

What does that mean for each of us?

- Increased or Decreased workload for some of us.
- Better use of clinical skills and resources.
- Better patient clinical outcomes. Right Patient, right place, right time.
- Some of us may have to grow our current skill set.
- We *all* need to place high value on clinical evidence and patient outcomes.
- We all need to be prepared to be held to account more as leaders.
Current referral pathway

- Patient visits GP 1.8 times on average before being referred to AHP service
- GP completes written referral or patient self refers
  - 18 days
- Referral received by local AHP service and put onto waiting list
  - 20 (2) days
- Patient contacted and offered appointment
  - 68 (50) days
- Patient attends
  - 78 (60) days

Proposed referral pathway

- Patient calls NATS*, triaged and referral sent to local MSK Hub
- Patient contacted and offered appointment
  - 5 days
- Patient attends
  - Within 40 days
Proposed Patient Journey - MATS

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**Implementation dependant on Pilot Sites Evaluation**

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### MSK Key Performance Indicators

- Total MSK demand
- Patient DNA rates
- **Referrals to Orthopaedics**
- Waiting times
- GP consultations
- Investigations
- Prescription charges

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Referrals to Leisure services</strong></td>
<td><strong>Referrals to Employability services</strong></td>
</tr>
<tr>
<td><strong>Mental Health referrals</strong></td>
<td><strong>Patient experience &amp; Satisfaction (inc self-management grp)</strong></td>
</tr>
<tr>
<td><strong>Functional Improvement Outcomes</strong></td>
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</table>

- Assess equity of access for patients to appropriate management options - consistent high quality information, advice and treatment
- Full cost benefit and economic analysis
- True health / employability pathway
The Role of NHS 24

What?
It will run a national advice and triage telephone based management resource for MSK conditions.

Why?
- Reduce inequity
- Provide speedy access to advice and information
- Consistent triage of callers
- Realise efficiencies and release frontline capacity
MUSCLE OR JOINT PROBLEMS?

Do you have a muscle or joint problem?
Is it interfering with your life or your work?
Do you want to know how you can help yourself?

Not sure if you need to see a healthcare professional?

CALL US ON 0845 604 0001
MONDAY TO FRIDAY 2PM - 8PM
visit www.nhsinform.co.uk/msk

The non-emergency help service for advice, information and assessment of muscle and joint problems.

CALL US ON 0845 604 0001
MONDAY TO FRIDAY 2PM - 8PM
visit www.nhsinform.co.uk/msk

Promotional material for use by the pilot health boards Lothian and Lanarkshire
MATS 2012 YTD Data

Data Source:
MATS National Data Base

Database is split by board and rolls up to National Figures

- Avg Talk Time per Call – 8.21 mins
- Clinical Supervision – 8%
- SLA % - 93%
- Web Hits YTD 39,000
- TV Hits YTD 2,000
Milestones Achieved
NHS Lanarkshire Pilot

- Local Communication Strategy
  - GP regular updates.
  - Relationship established with LMC

- SOPs (Standard Operating Procedures) being developed and standardised for all elements of pilot.

- Direct links made with Pain Services.

- A&C Review in process.

- Pre-Pilot Patient Satisfaction Survey completed.

- Podiatry Pathway from Referral HUB in development.

- Pathway work initiated in NHS Ayrshire & Arran. On-going in NHS Lothian.
NHS Lanarkshire (MSK) Redesign Programme

Improve access to the most appropriate MSK management and treatment pathways: better clinical outcomes and experience.

**Total month demand in NHS Lanarkshire**

<table>
<thead>
<tr>
<th>Appointments</th>
<th>Attendances</th>
<th>DNAs</th>
<th>DNA Rate</th>
<th>Return To New Ratio</th>
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<tr>
<td>New</td>
<td>2,514</td>
<td>8,035</td>
<td>2,053</td>
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<tr>
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<td>687</td>
<td>687</td>
<td>18%</td>
</tr>
<tr>
<td>Return</td>
<td>461</td>
<td>687</td>
<td>687</td>
<td>18%</td>
</tr>
<tr>
<td>New</td>
<td>18%</td>
<td>11%</td>
<td>2.4</td>
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</tr>
<tr>
<td>Return</td>
<td>18%</td>
<td>11%</td>
<td>2.4</td>
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</table>

**MATS (NHS 24)**
- Electronic referrals received via Sugar system by NHS Lanarkshire.
- WHSS referrals still sent to NHS L
- New style sheet from Sept
- Referrals from NATS to WHSS to be sent directly from Sept

**Admin & Clerical**
- AHP MSK Physio HUB continues in Hairmyres primarily staffed by bank staff.
- Admin review ongoing with transfer of admin resource to be finalised
- HUB location may alter with outcome of this review

**Pathways**
- Spinal, Shoulder and Knee Pathways finalised.
- Physiotherapy MSK staff training on use of pathways
- Information session arranged to inform WHSS physios of pathway process
- Foot and Ankle Pathway awaiting decision from DMT

**IT Issues**
- 28 tablets available for use
- Treatment outcomes with IT dept
- Wifi scoping underway
- Outcome measures analysis with IT dept

If you require any further information please contact: Ruth Currie, Physiotherapy MSK Manager: ruth.currie@lanarkshire.scot.nhs.uk>
Successes to Date

- High Profile within National Networks and Forums
  - Single Point of Access for all MSK Patients within NHSL
    - MSK Electronic Referrals for GPs and other HC professionals introduced
      - Interface between NATs and NHSL
    - Creation of Self Management Resources
      - Evidence based outcome measures on TRAK
      - Call Handlers Trained in MATs
        - All NHSL physiotherapy clinics now on TRAK
      - All NHSL physiotherapy staff trained on TRAK
  - HUB Admin Staff appointed
    - Key aspect of Ministerial Debate on rehabilitation.
Capacity & Demand
Clinical (AHP) Capacity & Demand Calculator

- Identifies actual capacity versus demand and clinic utilisation (RAG status)
- Sets clinic templates in line with time available to meet actual demand (standardisation)
- Appointment slot times set as variables to show impact on capacity if times adjusted
- Sets workforce planning rules (the expected way to work)
- Matches resource to individual clinic demand
- Provides Waiting list predictor based on current queue and workforce planning
Referral Numbers
Average of 3167 total referrals per month over the first seven months.

Waiting Times
Add comment if required?

NHS Lanarkshire – 2012 Data YTD
NHS Lanarkshire - Orthopaedic Demand
Low back pain 2009-2011

- Over 3000 Ortho Patient Demand Reduction
Pathway Development – NHS Lanarkshire

Pathways now in place for:

- WHSS
- Mental health
- Employability services
- Leisure services
- Pain services
- Rheumatology services
- Orthopaedic services
- Older people / falls services
WHSS INTEGRATION & MSK

EMPLOYED PATIENTS VIA NHS24, NHSL, GPS

EMPLOYERS

RAPID ACCESS TO THERAPY

WHSS SERVICE CENTRE (4000 PATIENTS PER ANNUM)

UNEMPLOYED PATIENTS “EQUALLY WELL” VIA NHSL, NHS24

JOBS BROKERING VIA REMPLOY

RETURN TO WORK

MENTAL HEALTH SUPPORT

GAIN EMPLOYMENT
- NHS 24 Referral Form adapted to highlight WHSS requirement more visible.
- Change of Inclusion Criteria for WHSS to accept all SMEs, irrespective of being off sick
- Created spread sheet in Fristport to simplify referral from HUB to WHSS
- Work continues with SCi Gateway to directly refer WHSS patients from NHS 24
- NHSL awareness training event to be held in March.
<table>
<thead>
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<th>KPI</th>
<th>Status</th>
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<tr>
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<td>Sex</td>
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<td>Functional Outcomes (Questionnaires) Date &amp; Score</td>
<td>Roland Morris on TRAK Able to extract data eta Oct ‘12</td>
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<td>Source of Referral (Joint)</td>
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<tr>
<td>Demand Specialist Secondary MSK Services</td>
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<tr>
<td>New DNA</td>
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<tr>
<td>Return DNA</td>
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<td>Average/Range Waiting Times - Urgent &amp; Routine</td>
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<tr>
<td># Investigations</td>
<td>Investigate Service Data **</td>
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Notes:
- Paul Mathieson to advise all demographic data available and team to advise if any additional required.

* Data is captured in TRAK but not currently by joint. Stuart Wallace EHealth Lead NHSL investigating solution.
** Paul Mathieson to investigate current system investigation are logged on and advise.
Major Deliverables

- Equitable access for MSK patients to appropriate management options
- Consistent, high quality information and advice
- Information developed and adopted across NHS Scotland
- Enhanced user experience
- True health/employability pathway
- Wider Cost Benefits – Full economic analysis