



Mapping care and support pathways for long-term conditions, a resource analysis: Hardwick case study

Contents:

| | |
|--|----------------|
| Introduction | Page 2 |
| Scope and limitations of the analysis | Page 2 |
| Summary of the paper | Page 3 |
| Practice 1 | Page 4 |
| Practice 2 | Page 6 |
| Practice 3 | Page 9 |
| Practice 4 | Page 11 |
| Practice 5 | Page 14 |
| Practice 6 | Page 19 |
| Practice 7 | Page 22 |
| | |



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Background

ICF and Clare Walker (Hardwick project manager) have collaborated to produce a comparison of practice-level costs, prior to and after the introduction of care and support planning. The research undertaken had two key aims:

- To map 'pre' and 'post' pathways of care in order to illustrate how CVD/long term conditions care is organised and delivered at a practice level, which staff are involved, and how long different care processes take.
- Based on the above, to assess the cost impact of introducing care and support planning for a defined patient population. Costs were calculated on a per patient basis.

This analysis is not intended to provide a holistic assessment of the outcomes – economic or non-economic – of implementing the House of Care. Instead, it is a simple, easy to complete snapshot of how routine pathways of care differ pre and post the House of Care. The limitations of the analysis are outlined below.

The analysis can fulfil several different functions, evaluative and developmental. Practices in Hardwick have found the process of mapping the 'pre' and 'post' care pathways useful in itself, both to confirm how care and support planning is being delivered and to highlight where efficiencies or improvements could be made. The CCG is also supporting practices to share and compare their findings as part of its wider work to support primary care development. The analysis also points to where and how the House of Care may bring about cost savings at a practice level, contributing to both project and programme learning.

Sites may also want to consider how they use, and share, this analysis locally. In particular, learning around efficiencies and improvements might usefully be shared between practices (including those who have not done the cost analysis). Sites could consider hosting a local learning event, or a practice development session.

Scope and limitations of the analysis

The analysis is based on all contacts patients receive that can be defined as 'routine care'. It does not analyse the impact the House of Care on patients' overall service utilisation or track longer term changes in how care and support planning is offered.

What patients received routinely before the House of Care programme differs from condition to condition. Some conditions (eg. diabetes) involved a standard annual review, others only a medication review; for some conditions there was no routine contact. What this means is that, in some cases, the House of Care may have increased the amount of time staff spend with patients, with costs increasing accordingly.

Furthermore, some practices may have already made steps towards holistic management of long term conditions before the House of Care programme (eg. offering integrated clinics rather than single condition reviews). These practices will appear to have made fewer cost savings or might even have seen costs increase, compared to those who provided a more 'traditional' model of long term conditions care – highlighting that this analysis should not be used to benchmark practices' performance against one other. As the analysis presented below shows, cost savings are most likely to arise where practices i) move from single condition to integrated long term conditions clinics and/or ii) where they make better use of skill mix to deliver long term conditions care.



But to focus on costs in isolation from wider programme impacts would be misleading. The chief aim of the programme is to establish better conversations which support self-management and enable people to be more in control of their lives. In all sites, the goal to improve the quality and experience of care is paramount. Therefore any information about cost impacts must be viewed alongside evidence about changes in the quality and outcomes of care. This evidence will become available as the programme progresses.

A further consideration is that practices may make further changes to the way in which they deliver care and support planning which could have knock-on effects on costs. For example, if the programme is successful in its aims, then patients should feel more confident and supported to self-manage. If this happens, we may see practices experimenting with shorter or less frequent appointments, or even telephone appointments, in subsequent years. It is our intention to return to the practices who have participated in the Hardwick cost analysis towards the end of the programme to explore whether any changes have been made in how care and support planning is offered/provided. We would advise any site that undertakes an analysis of this kind to do the same. The findings presented below are for a point in time, they are not necessarily for all time.

Summary

In summary, the purpose of this exercise is to produce a simple analysis of the differences in routine care, pre and post the introduction of the House of Care. It is intended to complement evidence about how the programme has impacted on the quality and outcomes of care.

The remainder of this document presents costed 'pre' and 'post' pathways for five Hardwick practices. Other sites who wish to carry out cost analysis with their practices should contact their ICF lead for further details. We have produced a detailed guidance note to support the data gathering and analysis, and the calculation of staffing costs.

PRACTICE 1

Was offering integrated long term conditions reviews prior to the House of Care being introduced

Target group: people with diabetes and hypertension

PRACTICE 1: PRE HOUSE OF CARE PATHWAY

| Task | Person and time | Cost per hour | Cost per task |
|---|--|---------------|----------------------------|
| Recall, invitation and appointment | | | |
| Recalls identified each month using READ codes (patients recalled by birth month) | Band 2 administrator (5 minutes) | £23 | £1.92 |
| Mail merge information onto letter template, print and post letters | | | |
| Letters sent out 2 nd class post | | 54p | £0.54 |
| Patient calls and books appointment | Band 2 administrator (5 minutes) | £23 | £1.92 |
| Tests ordering, taking and reviewing | | | |
| Tests appointment | Band 3 Healthcare assistant (30 minutes) | £25 | £12.50 |
| Test results reviewed | Band 5 practice nurse ¹ (2 minutes) | £47 | £1.57 |
| Annual review consultation | | | |
| Option 1: 10 minute call (where tests are normal / as expected) | Band 5 practice nurse (10 minutes) | £47 | £7.83 |
| Option 2: 20 minute face-to-face appointment (where a longer discussion is needed). | Band 5 practice nurse (20 minutes) | £47 | £15.67 |
| Receptionist calls patient to set up appointment time | Band 2 administrator (5 minutes) | £23 | £1.92 |
| Follow up | | | |
| Some patients may have 3 or 6 month appointments, between annual reviews, depending on need | | | |
| | Total minutes (Opt. 1) | 52 mins | Total cost (Opt. 1) |
| | Total minutes (Opt. 2) | 67 mins | Total cost (Opt. 2) |

¹ I have gone with the PSSRU estimates, which is for the middle of the band. I am excluding the cost of qualifications, and using the overall cost per hour, not the cost per hour of face to face contact

PRACTICE 1: POST HOUSE OF CARE PATHWAY

| Task | Person and time | | Cost per unit | Cost per task |
|--|--|----------|---------------------------------|-----------------|
| Recall, invitation and appointment | | | | |
| Recalls identified each month using READ codes (patients recalled by birth month) Mail merge information onto letter template, print and post letters | Band 2 administrator (5 minutes) | | £23 | £1.92 |
| Letters sent out 2 nd class post | | | 54p | £0.54 |
| Patient calls and books appointment | Band 2 administrator (5 minutes) | | £23 | £1.92 |
| Tests ordering, taking and reviewing | | | | |
| Tests appointment | Band 3 Healthcare assistant (30 minutes) | | £25 | £12.50 |
| Test results reviewed | Band 5 practice nurse (2 minutes) | | £47 | £1.57 |
| Results letter and preparation material sent to patient | Band 2 administrator (5 minutes) | | £23 | £1.92 |
| Letters sent out 2 nd class post (large letter) | | | 74p | £0.74 |
| Care planning consultation | | | | |
| Care planning consultation | Band 5 practice nurse (30 minutes) | | £47 | £23.50 |
| Follow up | | | | |
| Some patients may have 3 or 6 month appointments, between annual reviews, depending on need | | | | |
| Conclusion The new pathway of care took longer, and cost more than both Option 1 and Option 2. The new pathway is £16 more expensive per patient than Option 1, and £9 more expensive than Option 2. | Total mins (Opt. 1) | 52 | Total Pre HOC (Option 1) | £28.19 |
| | Total mins (Opt. 2) | 67 | Total Pre HOC (Option 2) | £36.02 |
| | Total mins (post HOC) | 77 | Total Post-HOC | £44.60 |
| | Difference (Option 1) | +25 mins | Difference (Option 1) | + £16.41 |
| | Difference (Option 2) | +10 mins | Difference (Option 2) | + £8.57 |

PRACTICE 2

Was offering separate annual reviews for diabetes and CHD prior to the House of Care being introduced

Target group: people with diabetes and CHD

PRACTICE 2: PRE HOUSE OF CARE PATHWAY

CHD review process

| Task | Person and time | Cost per hour | Cost per task |
|--|---|---------------|---------------------------------------|
| Recall, invitation and appointment | | | |
| Recalls identified each month using READ codes (recall based on previous review date) | Band 2 administrator (3 minutes per month) | £23 | n/a – negligible |
| GP reviews list and decide which tests are required for each patient | GP (1 minutes) | £171 | £2.85 |
| Letter sent with date of test appointment (for those needing tests) or date of annual review (for those who don't) | Band 2 administrator (5 minutes) | £23 | £1.92 |
| Letters sent out 2 nd class post | | 54p | £0.54 |
| Tests ordering, taking and reviewing | | | |
| Tests appointment | Band 2 Phlebotomist (7 ½ minutes) | £23 | £2.88 |
| Patient makes appointment for annual review | Band 2 administrator (1 minute) | £23 | £0.38 |
| Test results reviewed | GP (£171 per hour) or Band 6 practice nurse (2 minutes). Assume each take 50% of cases. | £171 or £55 | £1.80 or £5.70. Average cost is £3.75 |
| Annual review consultation | | | |
| Annual review appointment | Band 6 practice nurse (20-30 minutes). Assume 25 minutes. | £55 | £22.92 |
| Follow up | | | |
| Patient recall is 3, 6 or 12 months depending on need | | | |
| | Total minutes | 44.5 | Total cost CVD |
| | | | £35.23 |

Diabetes review process

| Task | Person and time | Cost per hour | Cost per task |
|---|--|---------------|------------------------------------|
| Recall, invitation and appointment | | | |
| Recalls identified each month using READ codes (recall based on previous review date) | Band 2 administrator (3 minutes per month) | £23 | n/a negligible |
| Letter sent with date of test appointment and a letter inviting them for an annual review | Band 2 administrator (5 minutes) | £23 | £1.92 |
| Patient calls to set up date for annual review (or does this in clinic after the tests appointment) | Band 2 administrator (1 minute) | £23 | £0.38 |
| Letters sent out 2 nd class post | | 54p | £0.54 |
| Tests ordering, taking and reviewing | | | |
| Tests appointment | Band 2 phlebotomist or Band 5 treatment room nurse (7 ½ minutes). Assume each take 50% of cases. | £23 or £47 | £2.88 or £5.88. Average cost £4.38 |
| Test results reviewed | Band 6 practice nurse (2 minutes) | £55 | £1.83 |
| Care planning consultation | | | |
| Annual review appointment (including diabetic foot check) | Band 6 practice nurse (20-30 minutes). Assume 25 minutes. | £55 | £22.92 |
| Follow up | | | |
| Patient recall is 3, 6 or 12 months depending on need | | | |
| | Total diabetes mins | 43.5 | Total diabetes cost |
| | Total CVD and diabetes mins | 88 | Total CVD and diabetes cost |

PRACTICE 2: POST HOUSE OF CARE PATHWAY

| Task | Person and time | Cost | |
|---|---|-------------|----------------------------------|
| Recall, invitation and appointment | | | |
| Recalls identified each month using READ codes | Band 2 administrator (3 minutes per month) | £23 | n/a negligible |
| Letter sent out to patient with appointment times, initial patient questionnaire and a leaflet | Band 2 administrator (5 minutes per patient) | £23 | £1.92 |
| Letters sent out 2 nd class post | | 54p | £0.54 |
| Tests ordering, taking and reviewing | | | |
| Tests appointment, including foot checks | Band 2 Healthcare assistant (22.5 minutes) | £23 | £8.63 |
| Test results reviewed | GP or a band 6 practice nurse (2 minutes per patient) | £171 or £55 | £5.70 or £1.80. Average is £3.75 |
| Results letter and preparation material sent out to patient | Band 2 administrator (3 minutes per patient) | £23 | £1.15 |
| Letters sent out 2 nd class post | | 54p | £0.54 |
| Care planning consultation | | | |
| Care planning consultation (Consultation now includes more time on care planning because nurses are not having to do the foot check) | Band 6 practice nurse (30 minutes) | £55 | £27.50 |
| Follow up | | | |
| Patient recall is 3, 6 or 12 months depending on need | | | |
| Conclusion The new pathway takes around 20 mins less of staff time, and results in a cost saving of £23. | Total mins pre HOC | 88 | Total pre HOC £67.20 |
| | Total mins post HOC | 65.5 | Total post HOC £44.02 |
| | Difference | -22.5 mins | Difference -£23.18 |

PRACTICE 3

Was offering integrated long term conditions reviews prior to the House of Care being introduced

Target group: people with diabetes and CHD

PRACTICE 3: PRE HOUSE OF CARE PATHWAY

| Task | Person and time | Cost per hour | Cost per patient |
|---|--|---------------|---------------------------------------|
| Recall, invitation and appointment | | | |
| Recalls identified through IT system (recall based on previous annual review) Letter sent out to patient, including date of nurse appointment. | Band 2 administrator (5 minutes) | £23 | £1.92 |
| Letters sent out 2 nd class post | | 54p | £0.54 |
| Patient calls and books tests appointment | Band 2 administrator (2-5 minutes). Average is 3.5 minutes | £23 | £0.77 to £1.92. Average cost is £1.34 |
| Tests ordering, taking and reviewing | | | |
| Tests appointment (The appointment doesn't include foot checks, which the practice nurse does in the annual review appointment) | Healthcare assistant (10 minutes – not banded; £11.58 per hour including 'on' costs) | £11.58 | £1.93 |
| Test results reviewed | Band 7 practice nurse (1 minute) | £65 | £1.08 |
| Care planning consultation | | | |
| Annual review appointment | Band 7 practice nurse (30 minutes) | £65 | £32.50 |
| Follow up | | | |
| Patient recall is 3, 6 or 12 months depending on need | | - | - |
| | Total mins | 49.5 | Total cost £39.32 |



PRACTICE 3: POST HOUSE OF CARE PATHWAY

| Task | Person and time | Cost per hour | Cost per patient | |
|--|---|---------------|---------------------------------------|----------------|
| Recall, invitation and appointment | | | | |
| Recalls identified through IT system (recall based on previous annual review) | Band 2 administrator (5 minutes) | £23 | £1.92 | |
| Letter sent out to patient, with appointment time and a leaflet | Band 2 administrator (2 minutes) | £23 | £0.77 | |
| Letters sent out 2nd class post | | 54p | £0.54 | |
| Call to patient to make tests appointment | Healthcare assistant (2 minutes) | £11.58 | £0.39 | |
| Tests ordering, taking and reviewing | | | | |
| Tests appointment, including foot checks | Healthcare assistant (20 minutes) | £11.58 | £3.86 | |
| Test results reviewed | Band 7 practice nurse (1 minute) | £65 | £1.08 | |
| Results letter and preparation material sent to patient | Band 2 administrator (2-5 minutes); average is 3.5 minutes. | £23 | £0.77 to £1.92. Average cost is £1.34 | |
| Letters sent out 2 nd class post | | 54p | £0.54 | |
| Care planning consultation | | | | |
| Care planning consultation (Consultation now includes more time on care planning because nurses are not having to do the foot check) | Band 7 practice nurse (30 minutes) | £65 | £32.50 | |
| Follow up | | | | |
| Patient recall is 3, 6 or 12 months depending on need | | - | - | |
| Conclusion The new pathway takes around 15 minutes more of staff time than the previous pathway. It costs very slightly (£4) more. | Total mins pre HOC | 49.5 | Total cost pre HOC | £39.31 |
| | Total mins post HOC | 63.5 | Total cost post HOC | £42.94 |
| | Difference | +14 mins | Difference | + £3.63 |

PRACTICE 4

Prior to the introduction of the House of Care, diabetes patients were receiving an annual review, hypertension patients were receiving an annual medication review, and there were no routine reviews for all other conditions.

Target group: people with diabetes and one or more of the following: hypertension, myocardial infarction, ischemic heart disease, chronic kidney disease, stroke or TIA

PRACTICE 4: PRE HOUSE OF CARE PATHWAY

Diabetes review process

| Task | Person and time | Cost per hour | Cost per patient |
|--|--|-----------------|---|
| Recall, invitation and appointment | | | |
| Recalls identified through IT system (recall based on previous annual review). Two letters sent to the patient, for a tests appointment and their annual review. Two prompts sent to patients who DNA their appointments to set up a new time. Process managed electronically and using paper checklists. | Band 2 administrator (4 hours per month for a cohort of approximately 25; 10 minutes per patient) | £23 | £3.83 |
| Letters sent out 2 nd class post | | 54p | £0.54 |
| Tests ordering, taking and reviewing | | | |
| Tests appointment | Band 3 healthcare assistant (15 minutes) | £25 | £6.25 |
| Test results reviewed by a practice nurse or GP | GP or Band 6 practice nurse (10 minutes). Assume each take 50% of cases. | £171 or £55 | £28.50 and £9.17. Average is £18.80 |
| Annual review consultation | | | |
| Annual review appointment | Band 6 practice nurse (30 minutes) GP joins the consultation for the final 10 minutes to discuss medications (10 minutes) | £55 £171 | £27.50 for Band 6 nurse and £28.50 for GP. Total cost is £56 |
| Follow up | | | |
| Patient recall is 6 or 12 months depending on need | | - | - |

| | | | |
|---------------|---------|----------------------------|--------|
| Total minutes | 75 mins | Total cost Diabetes | £85.42 |
|---------------|---------|----------------------------|--------|

Hypertension medication review process

| Task | Person and time | Cost per hour | Cost per patient |
|--|--|---------------|---|
| Recall, invitation and appointment | | | |
| Review date is provided on the patient's prescription – no letters are sent out Patient calls to book appointment | Band 2 administrator (2 minutes) | £23 | £0.77 |
| Tests ordering, taking and reviewing | | | |
| Blood Test | Band 3 Health Care assistant (5 minutes) | £25 | £2.08 |
| Review of test results | GP (1 minute) | £171 | £28.80 |
| Medication review appointment | GP (10 minutes) | £171 | £2.85 |
| Follow up | | | |
| 12 months | | - | - |
| | Total hypertension mins | 18 mins | Total hypertension cost £34.50 |
| | Total hypertension and diabetes mins | 93 mins | Total hypertension and diabetes cost £119.92 |

PRACTICE 4: POST HOUSE OF CARE PATHWAY

| Task | Person and time | Cost per hour | Cost per patient |
|---|---|---------------|------------------|
| Recall, invitation and appointment | | | |
| Recalls identified through IT system (recall based on previous annual review). Two letters sent to the patient, for a tests appointment and their annual review. Mail out includes information leaflet. Two prompts sent to patients who DNA their appointments to set up a new time. Process managed electronically and using paper checklists. | Band 2 administrator (4 hours in total per month; approximately 10 minutes per patient) | £23 | £3.83 |
| Letters sent out 2 nd class post | | 54p | £0.54 |

| Tests ordering, taking and reviewing | | | |
|---|--|------------------|--|
| Tests appointment | Band 3 healthcare assistant (15 minutes) | £25 | £6.25 |
| Test results reviewed by a practice nurse or GP | Band 6 practice nurse (10 minutes per patient) | £55 | £9.17 |
| Results letter and preparation material sent to patient | Band 2 administrator (2 minutes per patient) | £23 | £0.77 |
| Care planning consultation | | | |
| Care planning consultation | Band 6 practice nurse (30 minutes) GP joins the consultation for the final 10 minutes to discuss medications (10 minutes; £171 p/h). The medication review covers all conditions for which they have prescribed medications | £55 and £171 | £27.50 for Band 6 nurse and £28.80 for GP. Total cost is £40.83 |
| Follow up | | | |
| Patient recall is 6 or 12 months depending on need | | - | - |
| Conclusion The new pathway takes 16 minutes less of staff time than the previous pathway, amounting to a cost saving of around £43 per patient. | Total mins pre HOC | 93 mins | Total pre HOC |
| | Total mins post HOC | 77 mins | Total post HOC |
| | Difference | - 16 mins | Difference |
| | | | £119.92 |
| | | | £76.86 |
| | | | -£43.06 |

PRACTICE 5

Prior to the introduction of the House of Care, there were separate annual reviews for diabetes and COPD; patients received an annual medication review for all other conditions.

Target group: people with diabetes and one or more of the following: atrial fibrillation, stroke, TIA or heart failure; several of this cohort also have a diagnosis of COPD. The example below is based on a patient who has diabetes, atrial fibrillation and COPD.

PRACTICE 5: PRE HOUSE OF CARE PATHWAY

1. Pre House of Care

Diabetes review process

| Task | Person and time | Cost per hour | Cost per patient |
|--|--|---------------|---------------------------------|
| Recall, invitation and appointment | | | |
| Recalls identified through IT system Letter sent to the patient with tests and annual review appointment dates | Receptionist (3 hours in total per month; approximately 6 minutes per patient) | £7.20 | £0.72 |
| Letters sent out 2 nd class post | | 54p | £0.54 |
| Tests ordering, taking and reviewing | | | |
| Tests appointment | Healthcare assistant (10 minutes) | £7.20 | £1.20 |
| Test results reviewed by a GP | GP (2 minutes per patient) | £171 | £5.70 |
| Annual review consultation | | | |
| Annual review appointment | Practice nurse or advanced nurse practitioner (20 minutes; Practice nurse = £31,598, Advanced nurse practitioner = £57,135) Assume each take 50% of cases. | £42 or £55 | £14 - £18.33. Average is £16.17 |
| Medication review Option 1: the medication review is carried out at the same time as the annual review (if the practice nurse has the skills to do this) | | | No extra cost |
| Option 2: the medication review is a separate appointment with a GP | GP (10 minutes) | £171 | £28.80 |

| Follow up | | | |
|--|---------------------|---------|------------------------------------|
| Patient recall is 6 or 12 months depending on need | | - | - |
| | Total mins (Opt. 1) | 38 mins | Total Pre HOC (Option 1) £24.33 |
| | Total mins (Opt. 2) | 48 mins | Total Pre HOC (Option 2) £53.13 |

Atrial fibrillation medication review process

| Task | Person and time | Cost per hour | Cost per patient |
|--|---|----------------|------------------------------------|
| Recall, invitation and appointment | | | |
| Recall reminder is included in patient's repeat prescription Patient calls and books appointment | Receptionist (2 minutes) | £7.20 | £0.24 |
| Medication review | | | |
| Medication review appointment | GP (10 minutes) | £171 | £28.80 |
| Following the medication review, there are two possible courses of action: Option 1 (if everything is stable): no further action | | | No extra cost |
| Option 2 (if there are any issues): Patient books appointment with the phlebotomist Phlebotomist appointment | Receptionist (2 minutes) Healthcare assistant (10 minutes) | £7.20 £7.20 | £0.24 £1.20 |
| Patient books appointment with GP GP appointment | Receptionist (2 minutes) GP (10 minutes) | £7.20 £171 | £0.24 £28.80 |
| | | | Total = £30.48 |
| Follow up | | | |
| 12 months | | - | - |
| | Total mins (Opt. 1) | 12 mins | Total Pre HOC (Option 1) £29.04 |
| | Total mins (Opt. 2) | 36 mins | Total Pre HOC (Option 2) £59.52 |

COPD review process

| Task | Person and time | Cost per hour | Cost per patient |
|---|--|---------------|--------------------------------|
| Recall, invitation and appointment | | | |
| Recalls identified through IT system | Receptionist (1 minute per patient) | £7.20 | £2.43 |
| Nurse practitioner reviews patient list and identifies which letter is required | Advanced nurse practitioner (2 minutes per patient) | £55 | |
| Letter sent to patient requesting them to book a spirometry test | Receptionist (2 minutes) | £7.20 | |
| Patient calls to book test appointment | Receptionist (2 minutes) | £7.20 | |
| Letters sent out 2 nd class post | | 54p | £0.54 |
| Tests ordering, taking and reviewing | | | |
| Tests appointment | Healthcare assistant or practice nurse (20-40 minutes); average time is 30 minutes. Assume each take 50% of cases. | £7.20 or £42 | £3.60 - £21. Average is £12.30 |
| Annual review consultation | | | |
| Annual review appointment | Advanced nurse practitioner (20 minutes) | £55 | £18.33 |
| Follow up | | | |
| Patient recall is 6 or 12 months depending on need | | - | - |
| | Total minutes | 57 mins | Total cost COPD review |
| | | | £33.60 |

PRACTICE 5: POST HOUSE OF CARE PATHWAY

| Task | Person and time | Cost per hour | Cost per patient |
|--|--------------------------------|---------------|------------------|
| Recall, invitation and appointment | | | |
| A list of patients to be recalled for that year is generated | Receptionist (1 hour in total) | £7.20 | N/A |

| | | | | |
|--|---|-----------------|--|----------------|
| Letter sent to the patient with a date for the tests appointment | Receptionist (5 minutes per patient) | £7.20 | £0.60 | |
| Healthcare assistant rings patients due for their appointment that month to reduce DNAs | Healthcare assistant (1 minute per patient) | £7.20 | £0.12 | |
| Letters sent out 2 nd class post | | 54p | £0.54 | |
| Tests ordering, taking and reviewing | | | | |
| Nurse practitioner reviews patient list to determine which tests are needed | Advanced nurse practitioner (4 hours in total for the year; 1 minute per patient) | £55 | £0.92 | |
| Tests ordered | Healthcare assistant (2 minutes per patient) | £7.20 | £0.24 | |
| Tests appointment Option 1: appointment excluding spirometry and foot check Option 2: appointment including spirometry and foot check | Healthcare assistant (15 minutes) Healthcare assistant (30 minutes) | £7.20 | Option 1: £1.80 Option 2: £3.60 | |
| GP reviews results | GP (5 minutes per patient) | £171 | £14.25 (£7.58) | |
| Results letter sent to patient | Receptionist (5 minutes per patient) | £7.20 | £0.60 | |
| Care planning consultation | | | | |
| Consultation is between 20 and 50 minutes depending on the number of long term conditions. The majority of appointments are 20-30 minutes. For most patients, the consultation includes a medication review. Complex patients have a separate medication review with a GP in addition to the care planning consultation | Advanced nurse practitioner (20-30 minutes) Average is 25 minutes GP (10 minutes) | £55 £171 | £22.92 + £28.80 (15.5) In total, £36.25 | |
| Follow up | | | | |
| Patient recall is 6 or 12 months depending on need | | - | - | |
| Conclusion The new pathway will save between 40-60 minutes of staff time, with a consequent cost saving of between £15 and £75. | Minimum time overall pre-HOC | 107 mins | Minimum cost overall pre-HOC | £86.97 |
| | Maximum time overall pre-HOC | 141 mins | Maximum cost overall pre-HOC | £146.25 |
| | Total post HOC mins (Opt. 1) | 69 mins | Total Post-HOC (Option 1) | £70.82 |



| | | | | |
|--|------------------------------|----------------|----------------------------------|---------------|
| | Total post HOC mins (Opt. 2) | 84 mins | Total Post-HOC (Option 2) | £72.62 |
| | Minimum difference in time | - 38 mins | Minimum cost difference | -£14.35 |
| | Maximum difference in time | - 57 mins | Maximum cost difference | -£75.43 |



PRACTICE 6

Prior to the House of Care, the practice was offering a diabetes annual review. Other conditions received a medication review either as part of the diabetes annual review or separate to the annual review depending on their needs and who they were seen by.

Target group: people with diabetes and a combination of Atrial Fibrillation, Heart Failure and Coronary Heart Disease

PRACTICE 6: PRE HOUSE OF CARE PATHWAY

Diabetes Review Process

| Task (Describe the task) | Person and time (include what band/salary range are they and how long does it take to perform the task per patient) | Cost per patient (calculated from band/time taken). Include other costs such as postage | | |
|---|---|---|---------------------------------|---------------|
| Recall, invitation and appointment | | | | |
| Recalls identified each month using READ codes Mail merge information onto letter template, print and post letters | Secretary Band 2 (10 mins) | £3.83 | | |
| Letters sent out 2 nd class post | 37p per letter | £0.37 | | |
| Patient calls and books appointment | Receptionist Band 2 (5 mins) | £1.92 | | |
| Tests ordering, taking and reviewing | | | | |
| Tests appointment for Bloods only | Healthcare assistant Band 2 (7.5 mins) | £2.88 | | |
| Test results reviewed | GP £171 (1 min) | £2.85 | | |
| Annual review | | | | |
| Face-to-face appointment includes diabetic foot checks and eyes. If med review required then seen by GP tagged onto annual review | Nurse Band 8c or GP £171 (20 minutes) | £39.00 Or £57.00 | | |
| Follow up | | | | |
| Diabetic patients have 6 month appointment, between annual reviews | | | | |
| | Total mins (Opt. 1 PN) | 43.5 | Total Pre HOC (Option 1) | £50.85 |
| | Total mins | 43.5 | Total Pre HOC | £68.85 |



(Opt. 2 GP) (Option 2)

Medication Review-only Process

| Task (Describe the task) | Person and time (include what band/salary range are they and how long does it take to perform the task per patient) | Cost per patient (calculated from band/time taken). Include other costs such as postage |
|--|---|---|
| Review date is provided on the patient's prescription – no letters are sent out Patient calls to book appointment | Receptionist Band 2 (2 minutes) | £0.77 |
| Medication review appointment | GP £171 (10 minutes) | £28.50 |
| 12 months review | | - |
| | Total hypertension mins 12 mins | Total Pre HOC (Option 3) £29.37 |

PRACTICE 6: POST HOUSE OF CARE PATHWAY

| Task (Describe the task) | Person and time (include what band/salary range are they and how long does it take to perform the task per patient) | Cost per patient (calculated from band/time taken). Include other costs such as postage |
|---|---|---|
| Recall, invitation and appointment | | |
| Recalls identified each month using READ codes Mail merge information onto letter template, print and post letters | Admin Band 2 (5 mins) | £1.92 |
| Letters sent out 2 nd class post | 37p per letter | £0.37 |

| | | | | |
|---|--|--------|---------------------------------|---------------|
| Patient calls and books appointment | Administrator Band 3 (5 mins) | £2.08 | | |
| Tests ordering, taking and reviewing | | | | |
| Tests appointment (for all tests including diabetic foot checks) | Healthcare assistant Band 2 (30 minutes) | £11.05 | | |
| Test results reviewed by GP via electronic link. | GP £171 (1 min) | £2.85 | | |
| HCA prints and sends results information | HCA Band 2 (10 mins) | £3.83 | | |
| Results letters postage | 37p | £0.37 | | |
| Care planning consultation | | | | |
| Face-to-face appointment includes med r/v | GP £171 (15 minutes) | £42.75 | | |
| Follow up | | | | |
| Diabetic patients have 6 month appointment, between annual reviews | | | | |
| Conclusion The new pathway of care took longer than the previous pathway. The new pathway is £14.70 more expensive per patient than Option 1, and £3.63 less expensive than Option 2. | Total mins (Opt. 1 PN) | 43.5 | Total Pre HOC (Option 1) | £50.85 |
| | Total mins (Opt. 2 GP) | 43.5 | Total Pre HOC (Option 2) | £68.85 |
| | Total mins (Opt. 3 Med r/v only) | 12 | Total Pre HOC (Option 3) | £29.37 |
| | Total mins (post HOC) | 66 | Total Post-HOC | £65.22 |
| | Difference (Option 1) | +22.5 | Difference (Option 1) | £14.70 |
| | Difference (Option 2) | +22.5 | Difference (Option 2) | £3.63 |

PRACTICE 7

Prior to the House of Care, the practice was offering a combined annual review.

Target group: people with diabetes and a combination of Atrial Fibrillation, Heart Failure and Coronary Heart Disease

PRACTICE 7: PRE HOUSE OF CARE PATHWAY

Combined Review Process

| Task (Describe the task) | Person and time (include what band/salary range are they and how long does it take to perform the task per patient) | Cost per patient (calculated from band/time taken). Include other costs such as postage |
|---|---|---|
| Recall, invitation and appointment | | |
| Recalls identified each month using READ codes Patient contacted by telephone to make app'ts (cost of call not included) | Administrator Band 2 (5 minutes) | £1.92 |
| Tests ordering, taking and reviewing | | |
| Patient attends app't – books in with reception | Receptionist (1 minute) | £0.38 |
| Tests appointment – Bloods only | Healthcare assistant (10 minutes) | £3.70 |
| Test results reviewed | Practice nurse Band 6 (5 minutes) | £4.58 |
| Care planning consultation | | |
| Option 1: PN review incl med r/v and diabetic foot check | Practice nurse Band 6 (20 minutes) | £18.33 |
| Option 2: PN review incl diabetic foot check. | Practice nurse Band 6 (20 minutes) | £18.33 |
| Separate app't made by reception for Med r/v by GP | Receptionist Band 2 (5 minutes) | £1.92 |
| Med r/v with GP | GP (£171) (10 minutes) | £28.50 |
| Option 3: PN review incl Diabetic foot check plus: PN discussion with GP re meds within appt | Practice nurse Band 6 (20 minutes) plus GP £171 (1 minute) | £18.33 £2.85 |

| | | | |
|---|----|---------------------------------|---------------|
| | | | |
| Follow up | | | |
| Some patients may have 3 or 6 month appointments, between annual reviews, depending on need | | | n/a |
| Total mins (Opt. 1 PN) | 41 | Total Pre HOC (Option 1) | £28.91 |
| Total mins (Opt. 2 GP) | 56 | Total Pre HOC (Option 2) | £59.33 |
| Total mins (Opt. 3 GP) | 42 | Total Pre HOC (Option 3) | £31.76 |

PRACTICE 7: POST HOUSE OF CARE PATHWAY

| Task (Describe the task) | Person and time (include what band/salary range are they and how long does it take to perform the task per patient) | Cost per patient (calculated from band/time taken). Include other costs such as postage |
|---|---|---|
| Recall, invitation and appointment | | |
| Recalls identified each month using READ codes Letter sent includes HCA & PN app't | HCA (10 minutes) | £3.70 |
| Letter sent | Postage 55p | £0.55 |
| Tests ordering, taking and reviewing | | |
| Patient attends appointment and books in with reception | Receptionist (1 minute) | £0.38 |
| Test carried out incl Bloods, BP, Diabetic foot check | HCA (30 minutes) | £11.05 |
| Test results reviewed | Practice nurse Band 6 (5 minutes) | £4.58 |
| Care planning consultation | | |
| Option 1: PN review incl med r/v | Practice nurse Band 6 (20 minutes) | £18.33 |
| Option 2: PN review. | Practice nurse Band 6 (20 minutes) | £18.33 |

| | | |
|---|------------------------------------|--------|
| Separate app't made by reception for Med r/v by GP for complex patient Med r/v with GP | Administrator (5 minutes) | £1.92 |
| | GP (£171) (10 minutes) | £28.50 |
| Option 3: PN review plus PN discussion with GP re meds within appt | Practice nurse Band 6 (20 minutes) | £18.33 |
| | plus GP £171 (1 minute) | £2.85 |

Follow up

Some patients may have 3 or 6 month appointments, between annual reviews, depending on need

Conclusion

The new pathway of care took 25 minutes longer than the previous pathway. The new pathway is £9.68 more expensive per patient for all Options due to extra appointment time for the HCA and the cost of postage of results.

| | | | |
|-----------------------|----|----------------------------------|---------------|
| Total mins (Opt. 1) | 66 | Total Post HOC (Option 1) | £38.59 |
| Total mins (Opt. 2) | 81 | Total Post HOC (Option 2) | £69.01 |
| Total mins (Opt. 3) | 67 | Total Post HOC (Option 3) | £41.44 |
| Difference (Option 1) | 25 | Difference (Option 1) | £9.68 |
| Difference (Option 2) | 25 | Difference (Option 2) | £9.68 |
| Difference (Option 3) | 25 | Difference (Option 3) | £9.68 |