The importance of data quality to the challenges facing the NHS

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CHKS Clinical Coding and Data Quality Conference 2016

Context - Then & Now

FYFV is no longer a statement of intent = In the middle of it!

Significant number of providers in deficit / low margins

- Now the majority (with support!)

Large number of commissioners predicting deficit

- NHS England aggregate deficit at Q1 2016/17

Specialist commissioning 'confused'

- Is it better yet?

Aggregate NHS financial position worse than 2012/13

- Got even worse 2015/16. This year is crucial.

Activity Metrics indicates greater demand

Performance indicates greater pressure

Focus on staffing and quality

- Use of Resources designed to rebalance

All the above requires improved data to manage the business response

- Even more so now!

Areas to discuss (Again)

- **Business Process**
- **Business Management**
- **Business Strategy**

Business Process

- **Elimination of Variation**
  - **Can't use 'standardisation' word**

- **Elimination of duplication and waste**
  - **Robust improvement methodology**

- **Improved productivity and comparability**
  - **Carter Impact**

- **Triangulation of data sets – activity, finance and workforce**
  - **Still shocking in many organisations**

- **Robust information governance**

Business Management

- **Clinical and financial data quality linked**
  - **Latest coding assurance audits still show variation / compliance issues**
  - **Culprits appear to be outpatient / non-acute settings and services**
- **Costing and Value: CIPs; Business Cases**
  - **Trust focus still on clinical coding and acute sessions to maximise billing – there's more to it than that.**
- **Decision support**
- **Clinician / Manager engagement**
- **Budget management and forecasting**

5

Business Strategy

- **National digital strategy: opportunity / distraction ?**
- **Investment / Disinvestment**
  - **STP decision alignment**
- **Response to 'policy'**
  - **Tariff**
  - **Staffing focus**
  - **7 Day Services**
  - **Next great idea**
- **(Development of policy!)**
- **Sustainability planning**

Final Thoughts

- **The need for good data has not gone away**

  - **The dependency gets higher**
  - **The reality remains variable**
  - **The necessity to improve increasingly imperative**
- **Fundamental in fast moving, 'doing', 'people predominant' business environment**
- **In a 'sealed' system, data alignment between parties is crucial**
- **Compounded by the changes to care models / oversight regimes / support local solutions**