

LSE Works: LSE Health and Social Care public lecture

STAR: using visual economic models to engage stakeholders to increase value in the NHS

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Professor of Policy Analysis, LSE

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*Consultant in public health, Oxford University Hospitals NHS Trust
Director, Better Value Healthcare Chair*

Suggested hashtag for Twitter users: **#LSEworks**

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STAR: using visual economic models to engage stakeholders to increase NHS value

- ❑ Gwyn Bevan
 - ❑ *Can STAR fix broken dreams?*
- ❑ Siân Williams & Mara Airoidi
 - ❑ *Using STAR to prioritise guidelines for COPD*



Knowledge
Exchange
HEIF 5

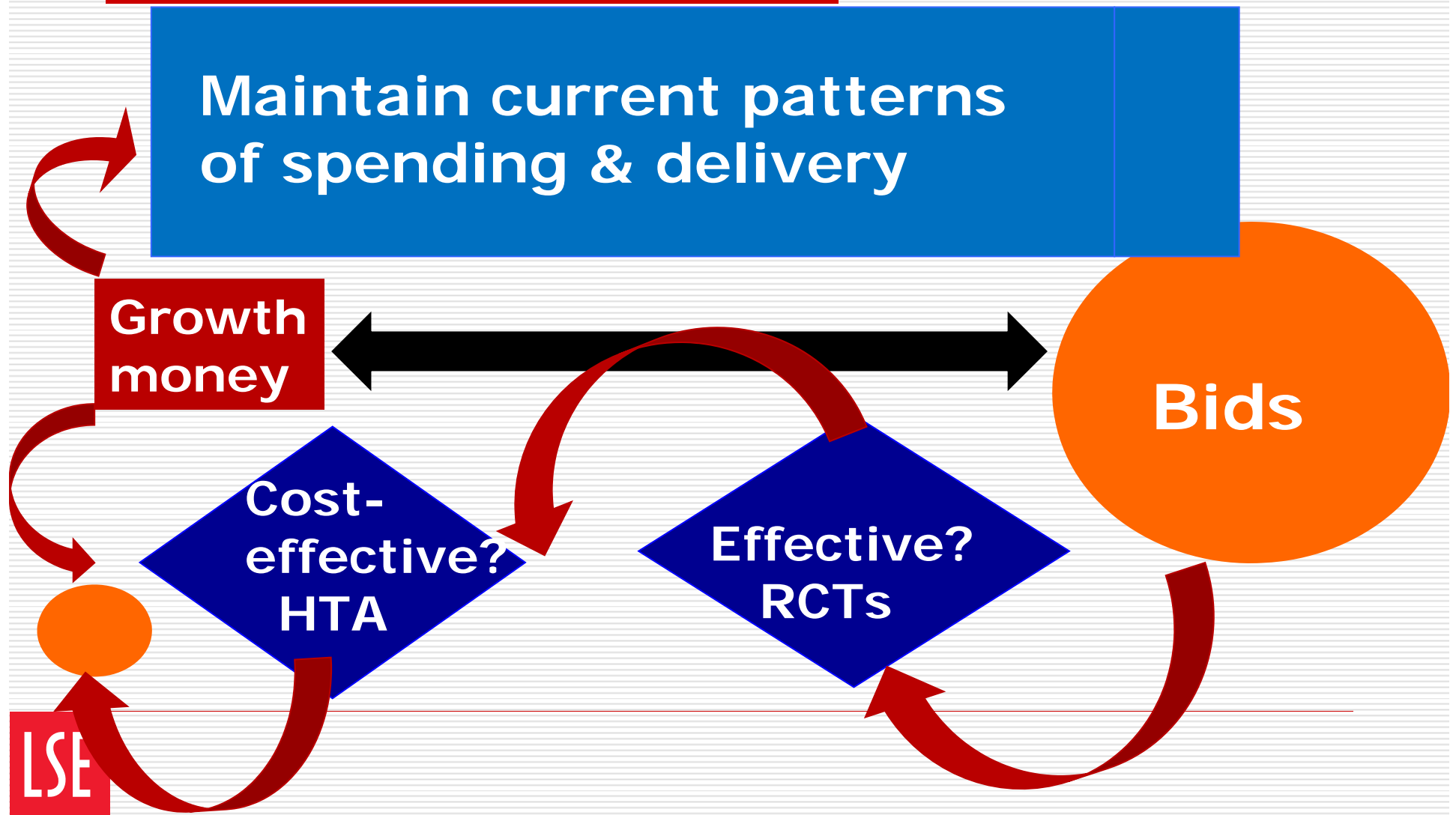


The
Health
Foundation
Inspiring
Improvement

Can STAR fix broken dreams?

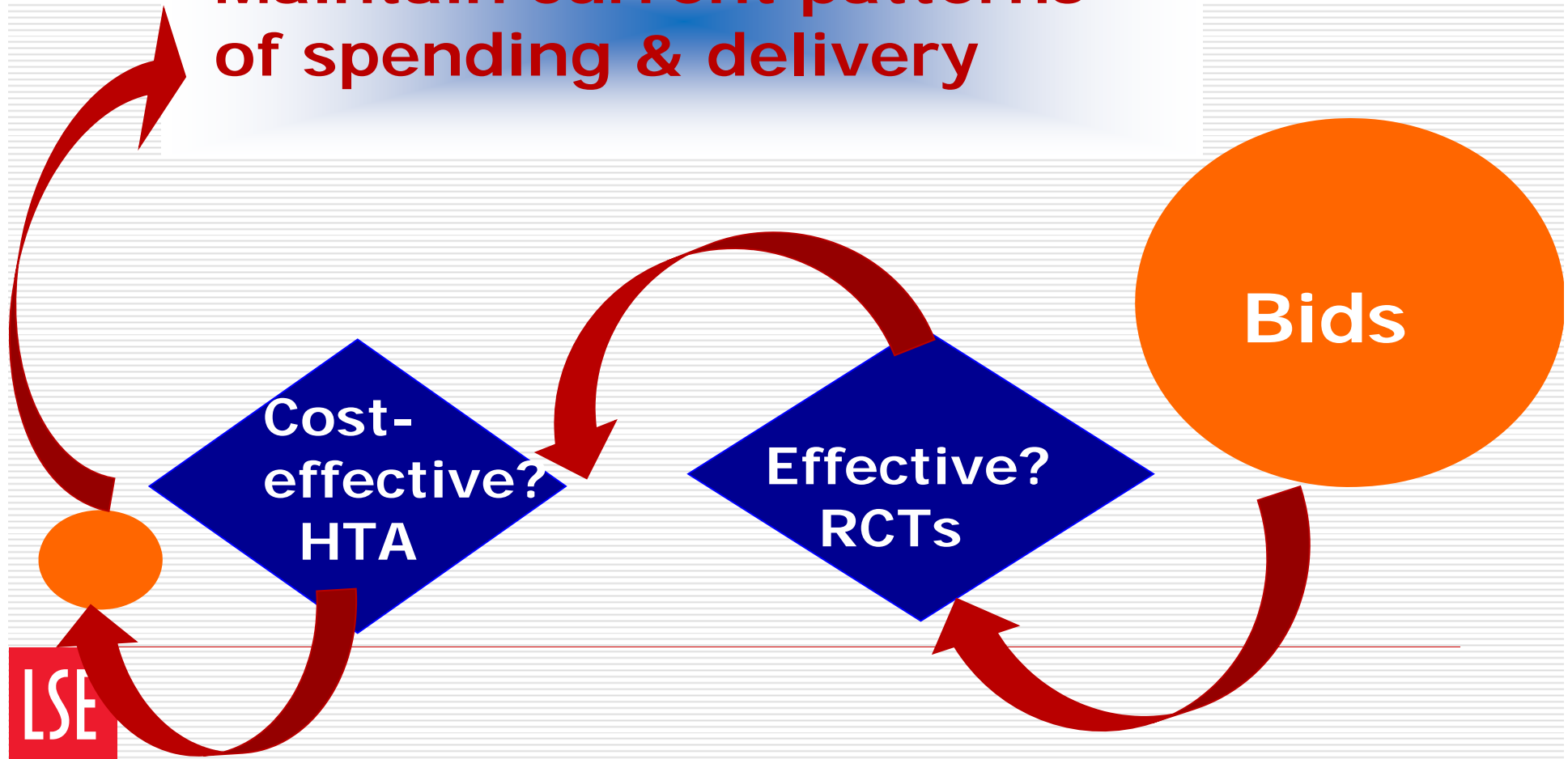
- ❑ ET, STAR & horse & rabbit stew
- ❑ Applying STAR to a care pathway
- ❑ HEIF developments

Deliberative decision making with growth money



Deliberative decision making *without* growth money

Maintain current patterns
of spending & delivery



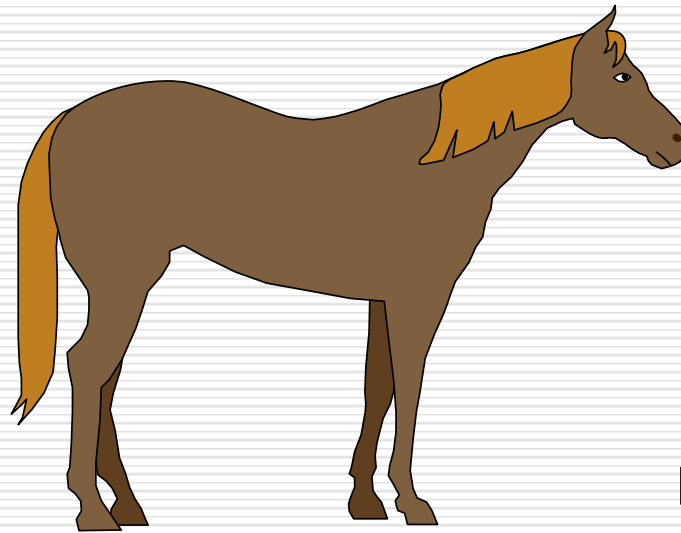
Empirical-Technical (ET)

Data → Model → Decisions

Model available data



horse & rabbit stew

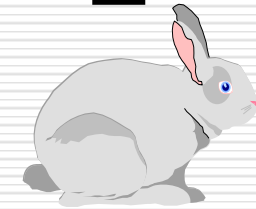


No data collected on value

Decisions



HTA Model



Evidence on value
from RCTs

It's all very well in theory...

Empirical-Technical (ET) theories

- ☐ Evidence-Based Medicine
- ☐ Health Technology Assessment

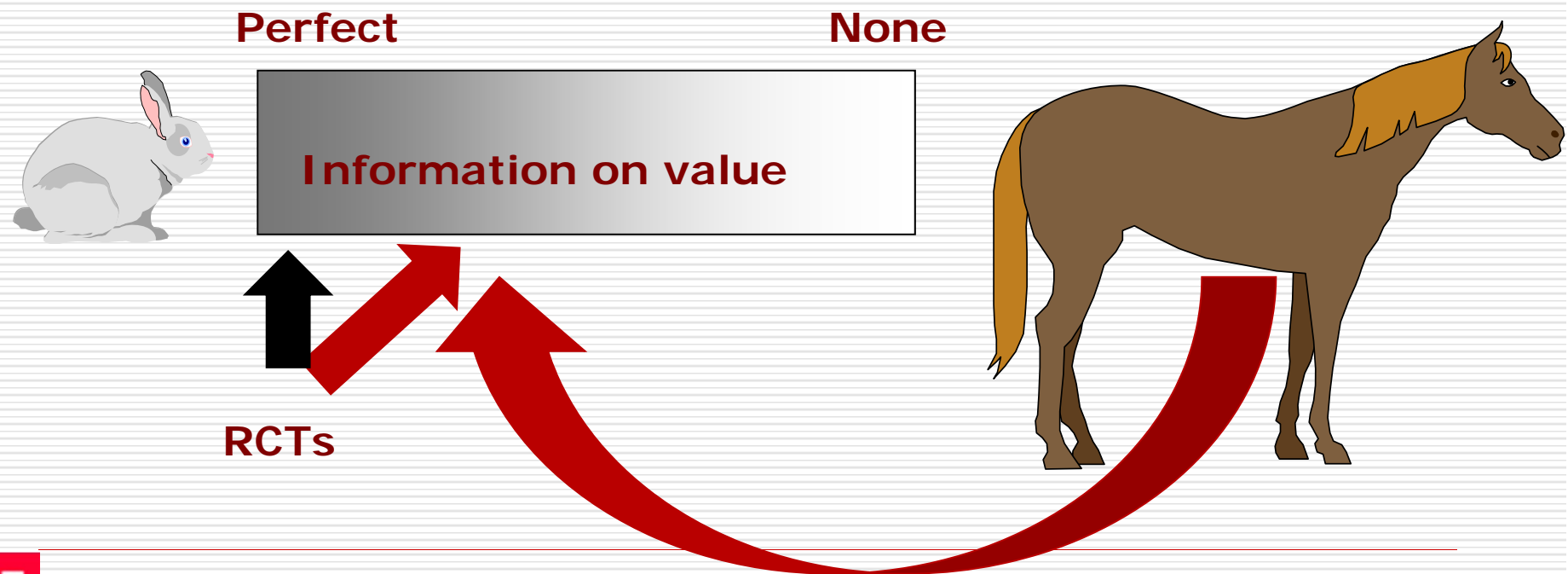


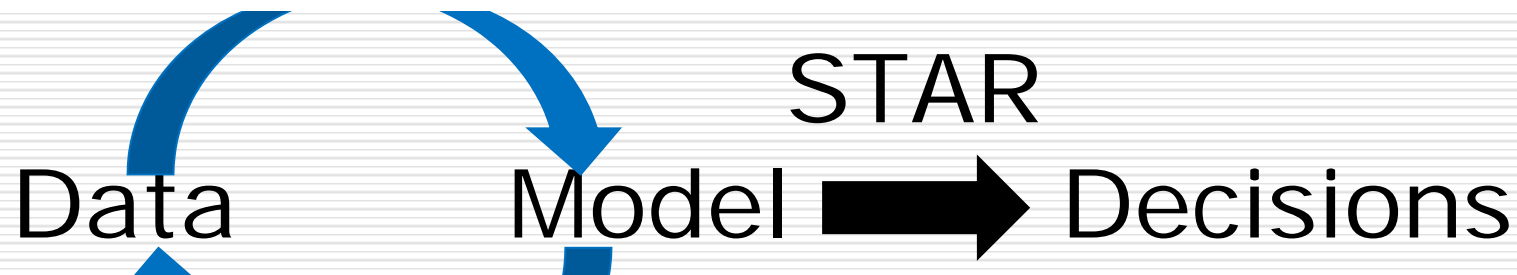
Kurt Lewin



“There is nothing so practical
as a good theory.”

Socio-technical: Engage stakeholders best way to estimate value





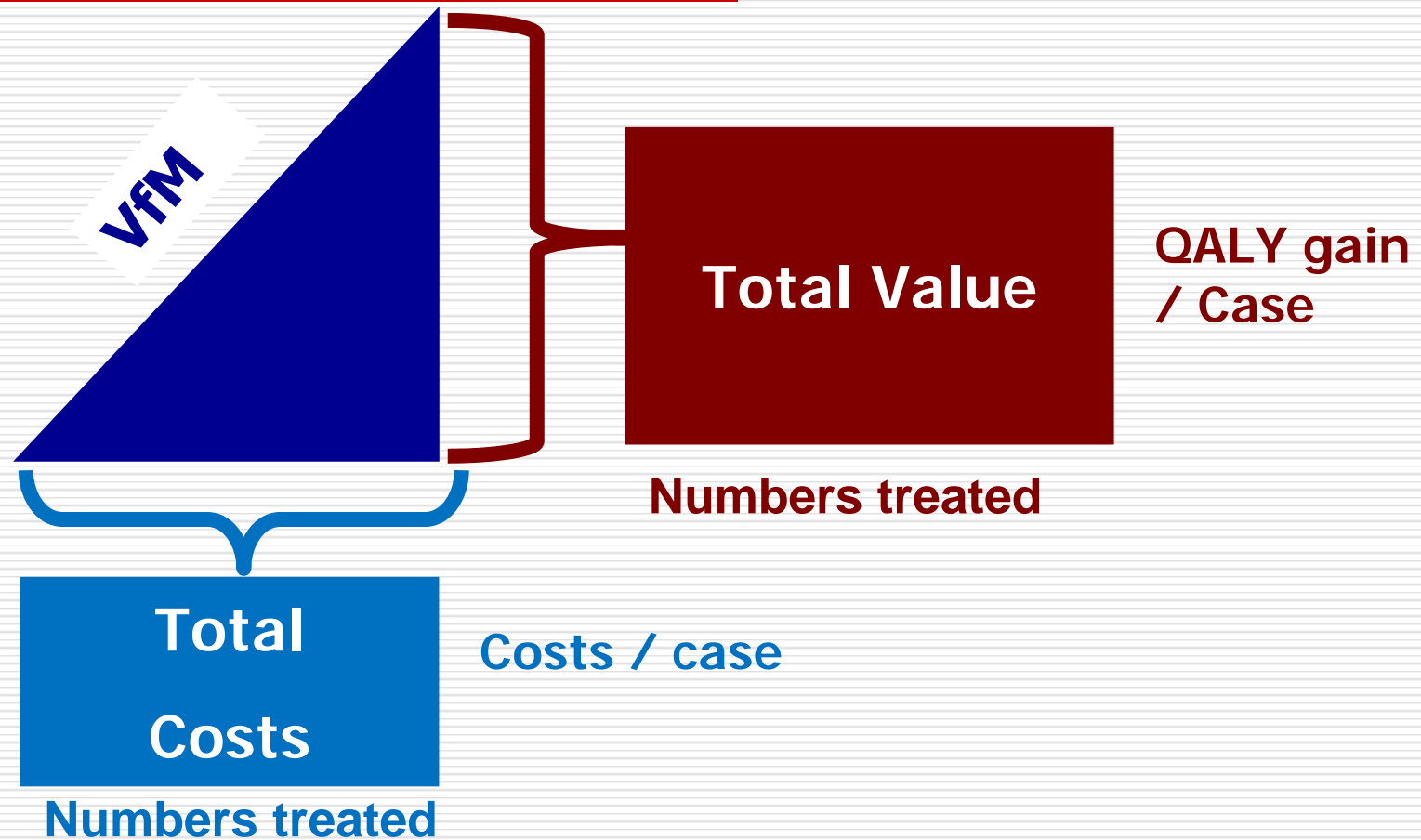
Data

- Scale
- Costs
- Value

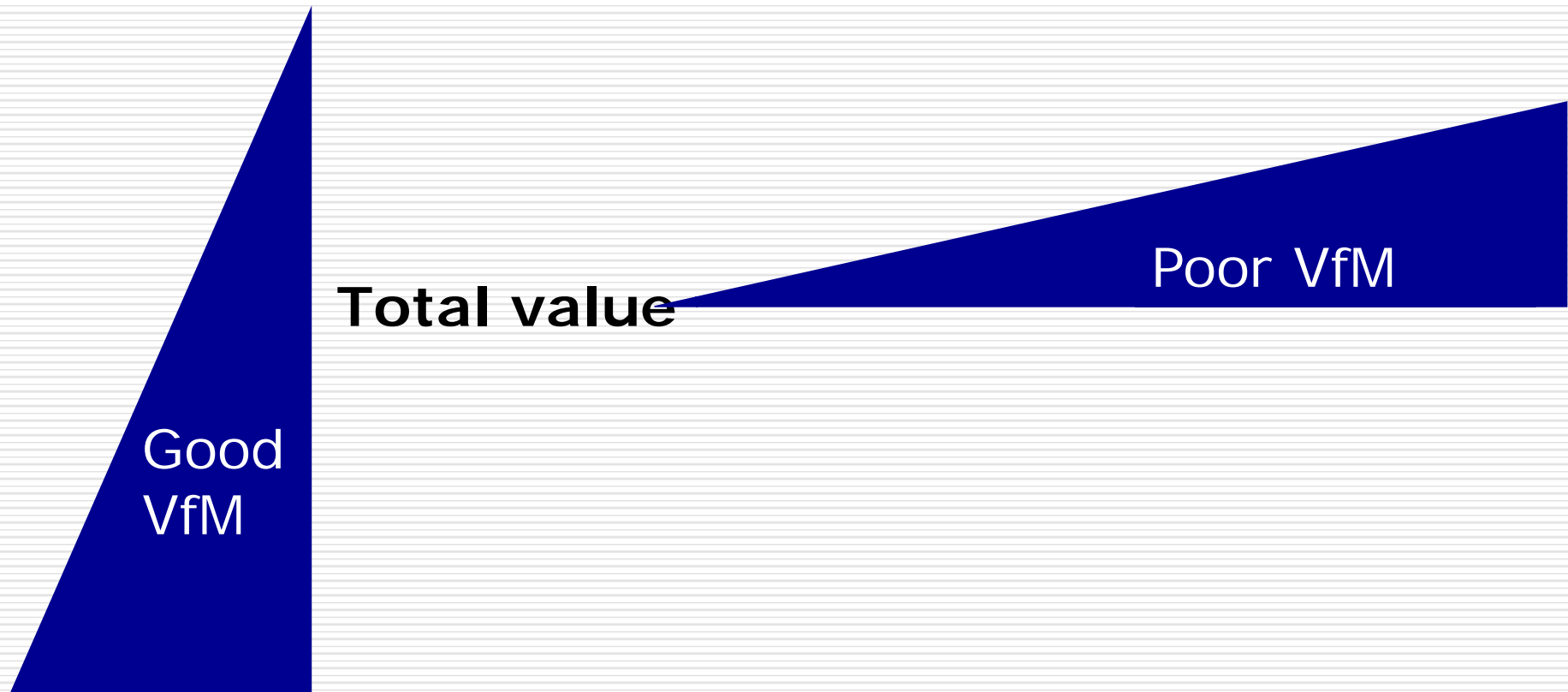
**Stakeholders: managers,
clinicians, patients & carers,
agencies**

Visual Models

Visual model: Value for Money (VfM) Triangle

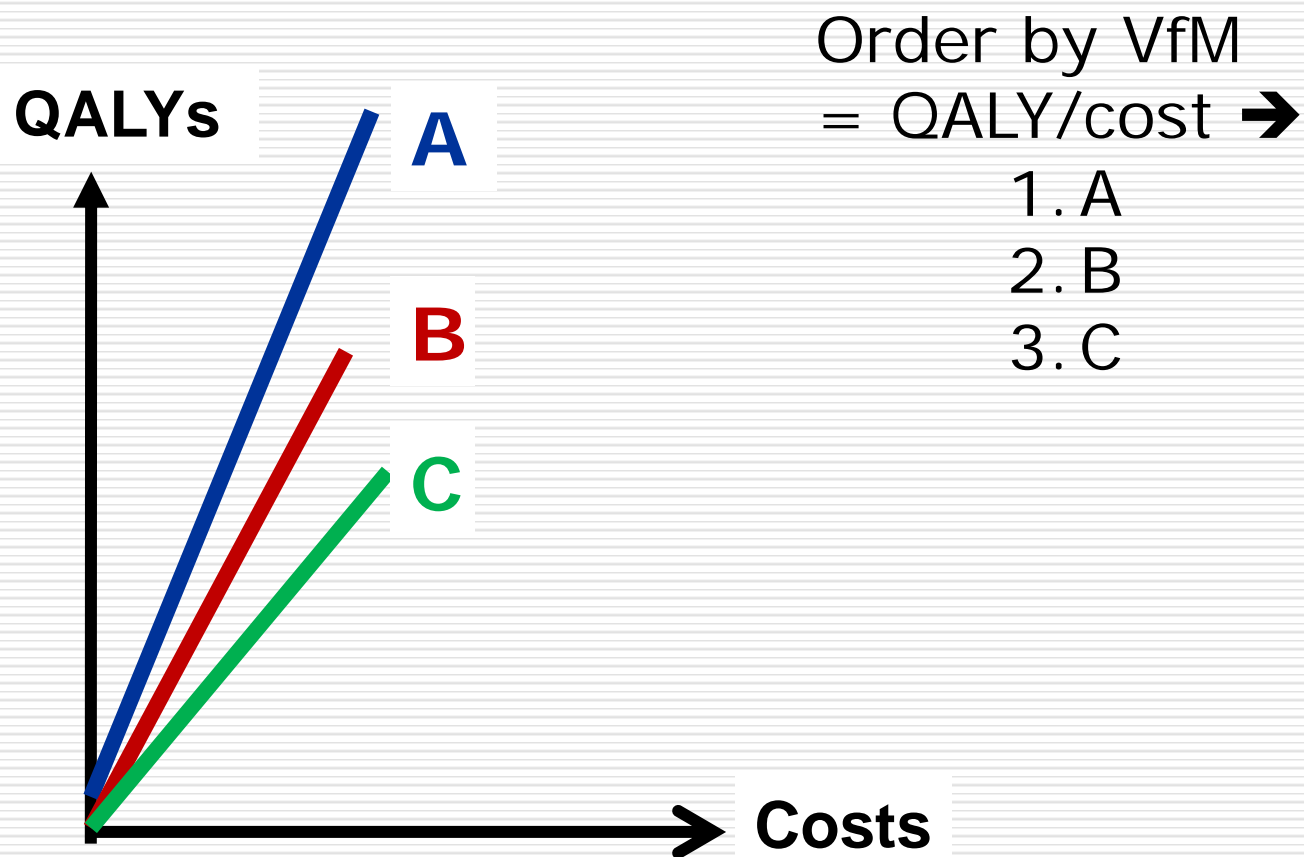


Slope of hypotenuse → VfM

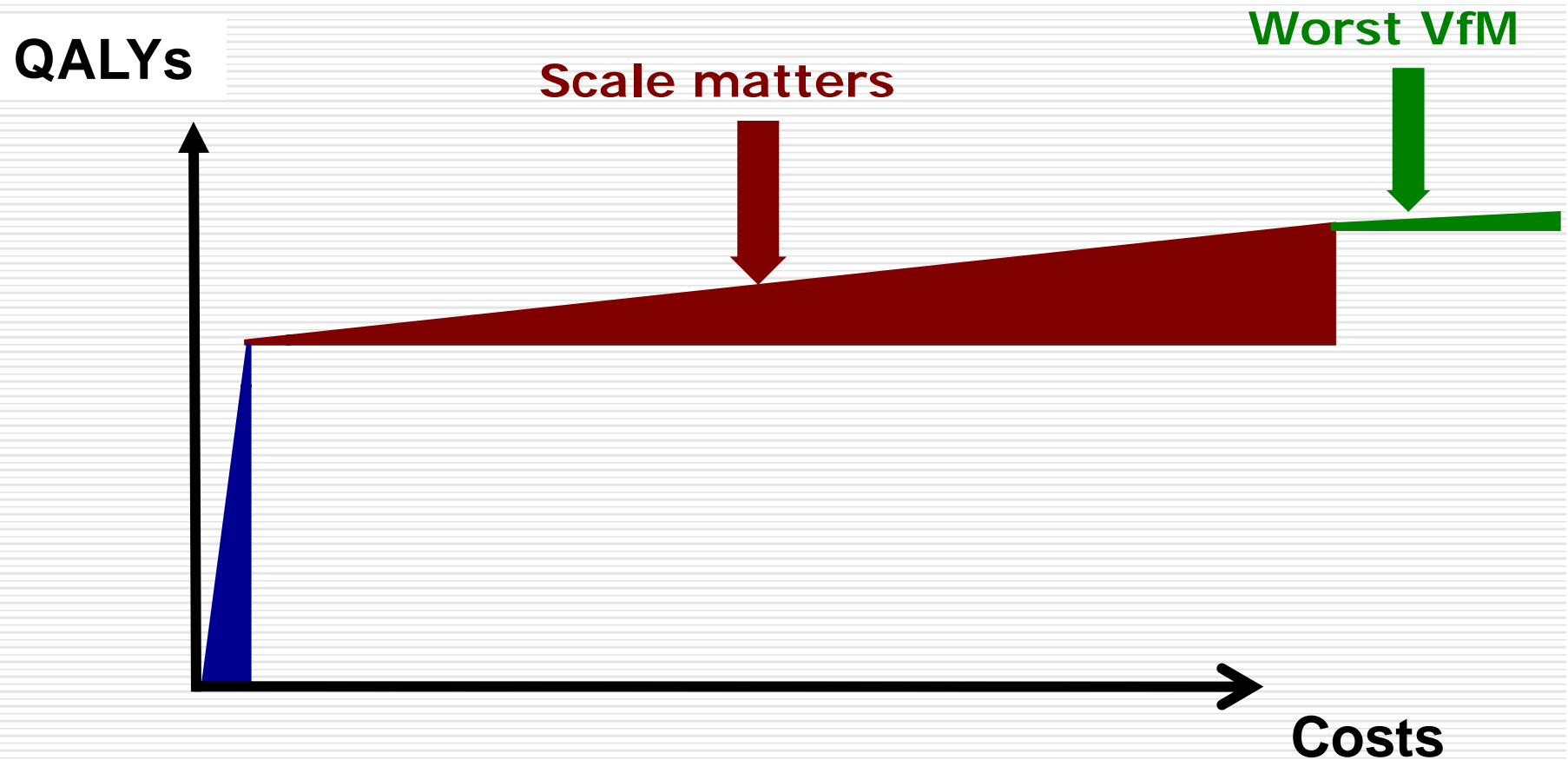


Total Costs

Efficiency frontier for care pathway by VfM

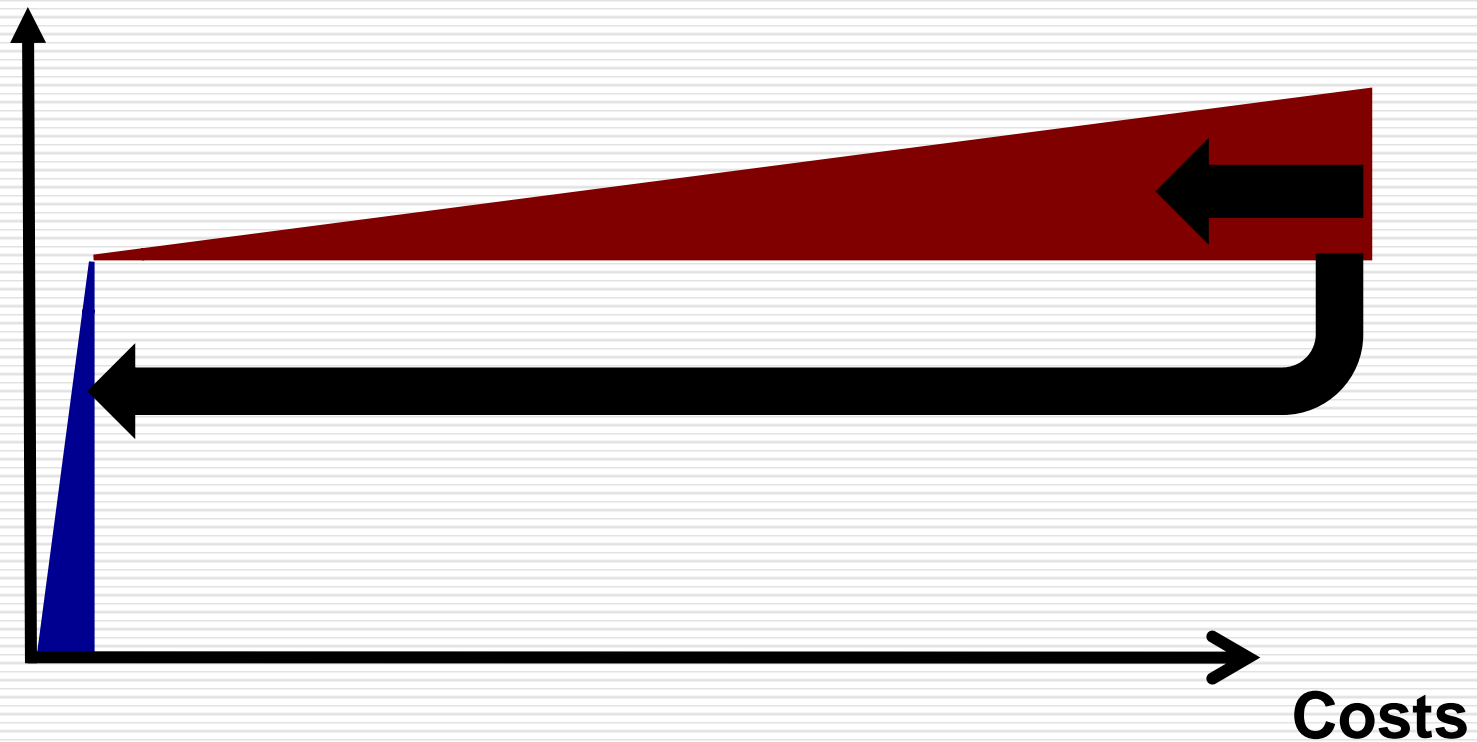


Efficiency frontier over care pathway



Costs of managing change: Scale matters

QALYs



Costs of managing change: Scale matters

QALYs



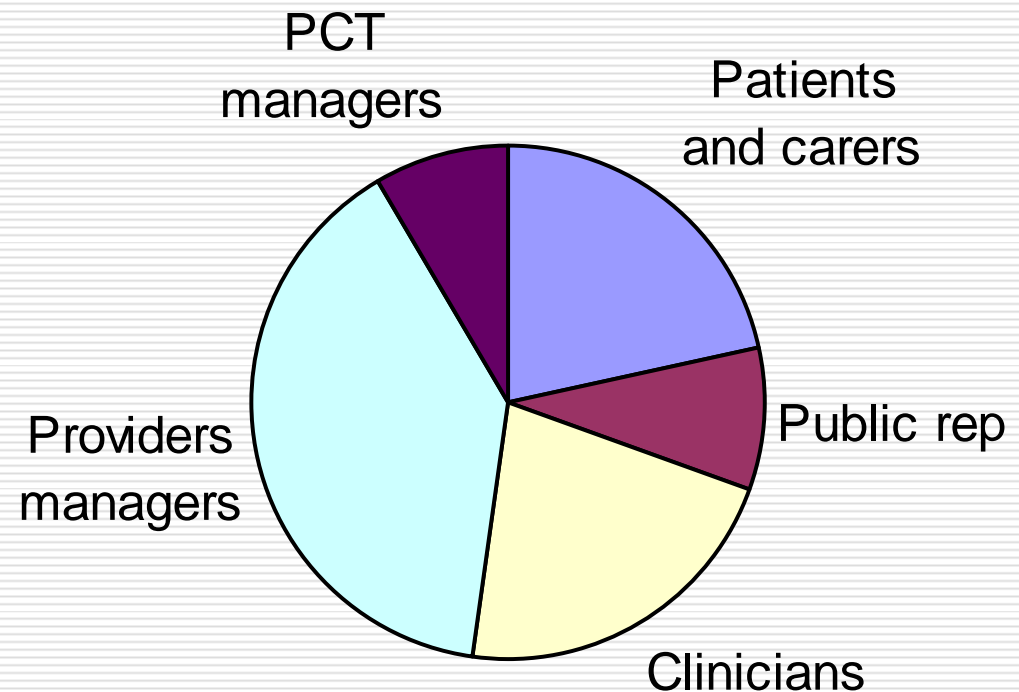
Costs

Structure

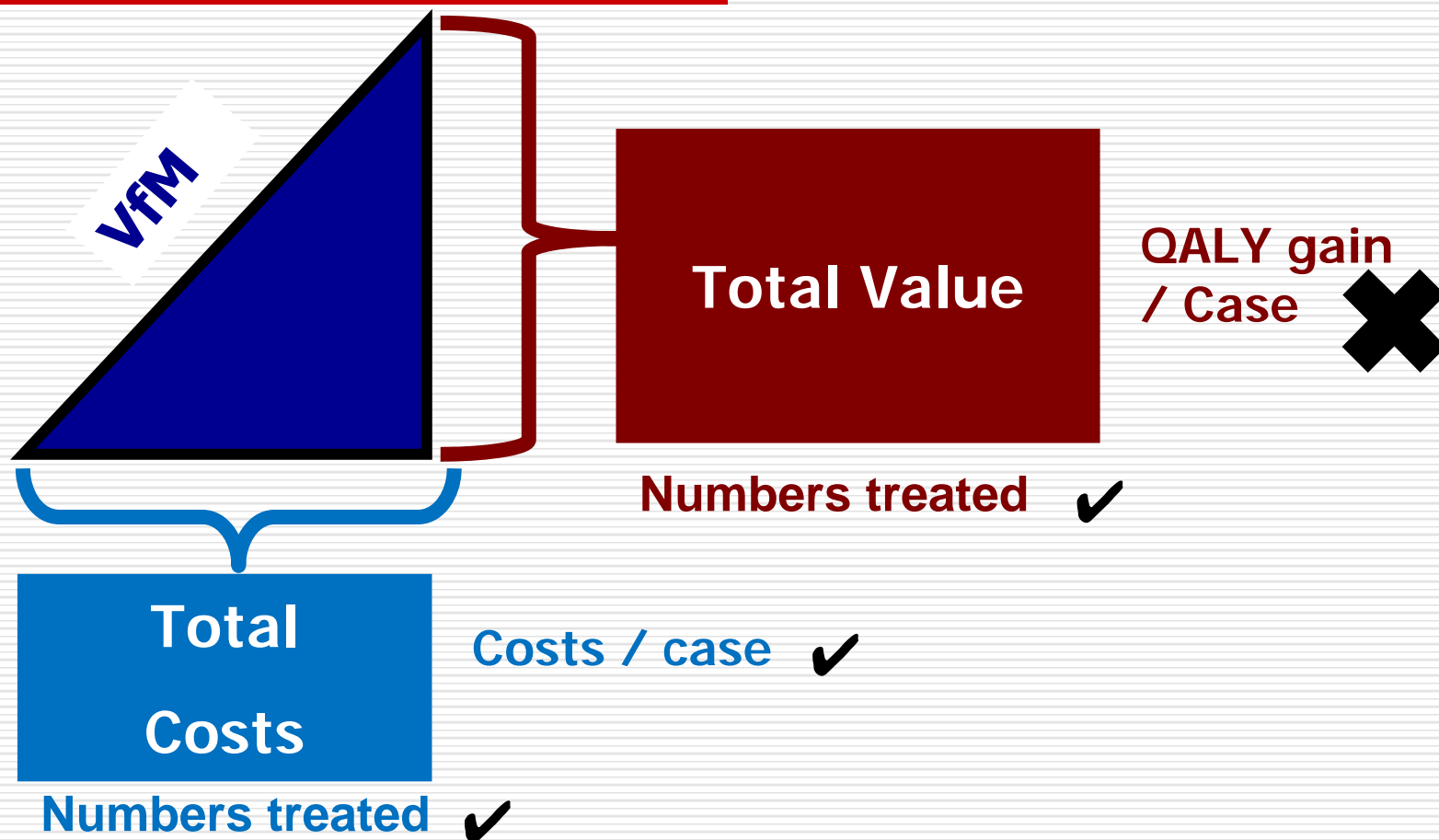
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Sheffield PCT: eating disorders

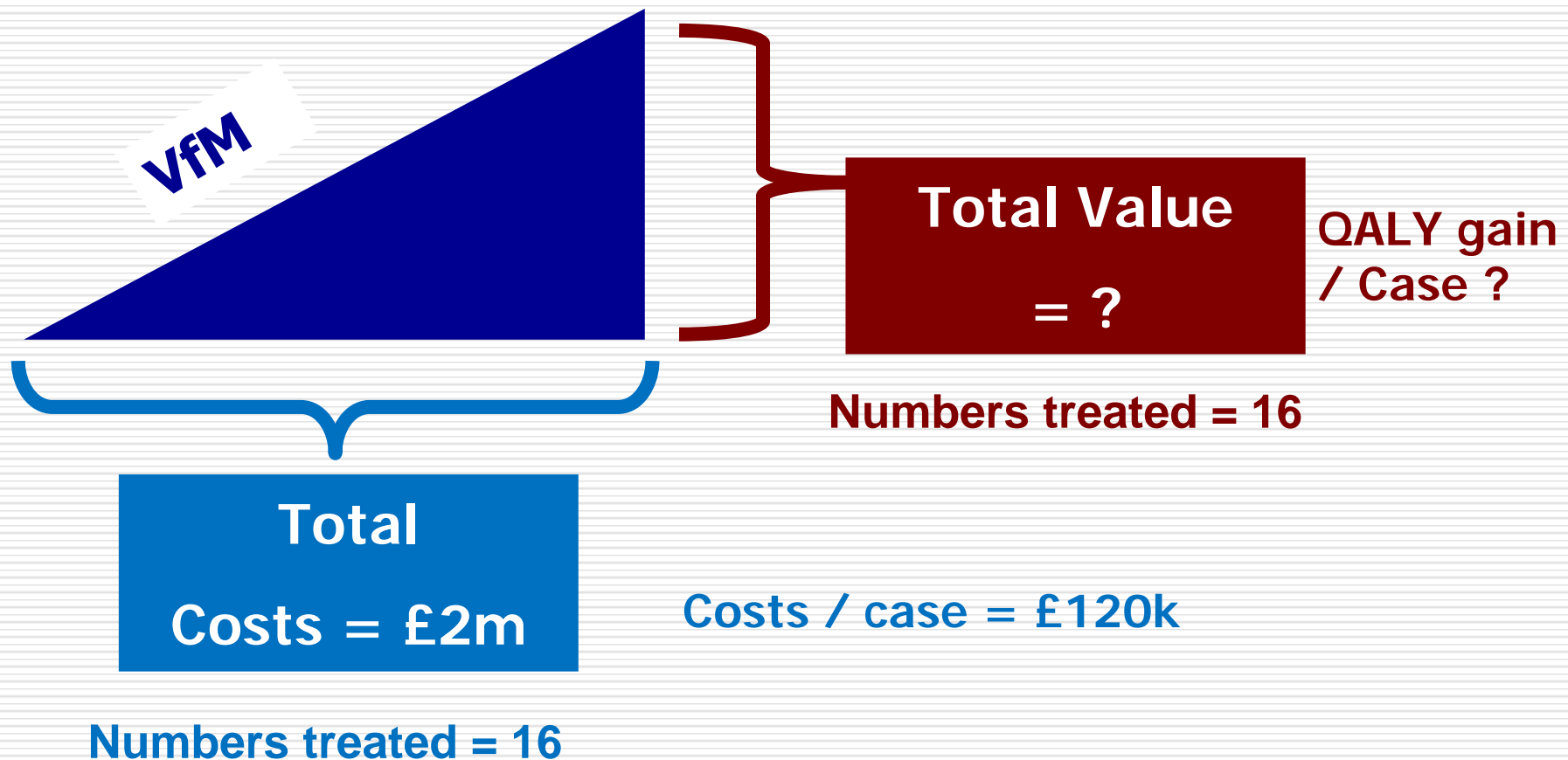
- ☐ Two one day meetings
- ☐ 20 participants
- ☐ Care pathway
- ☐ Data each service:
 - Numbers?
 - Costs?
 - Benefits / person?



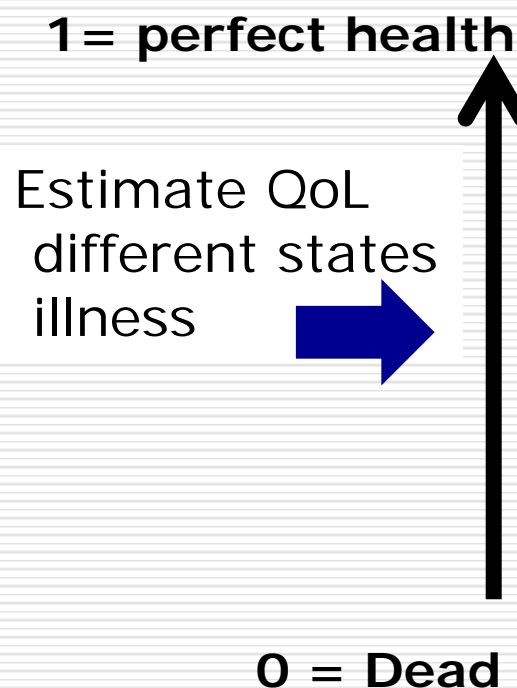
Using visual models in Sheffield



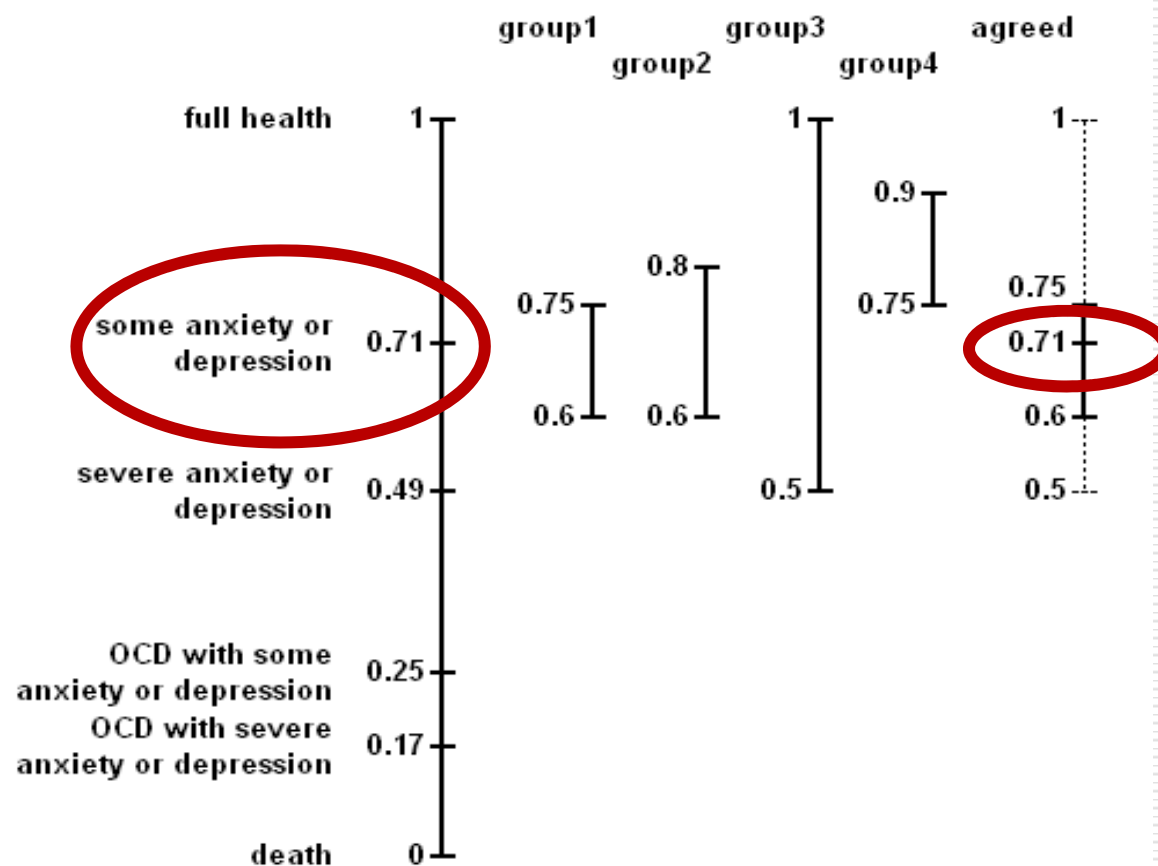
Visual model: intensive residential care



Stakeholders estimate QoL for states of illness



Quality of life weights - MILD ED



Estimating benefit / person treated by STAR

**Intensive residential care
benefit / person = 0.46**

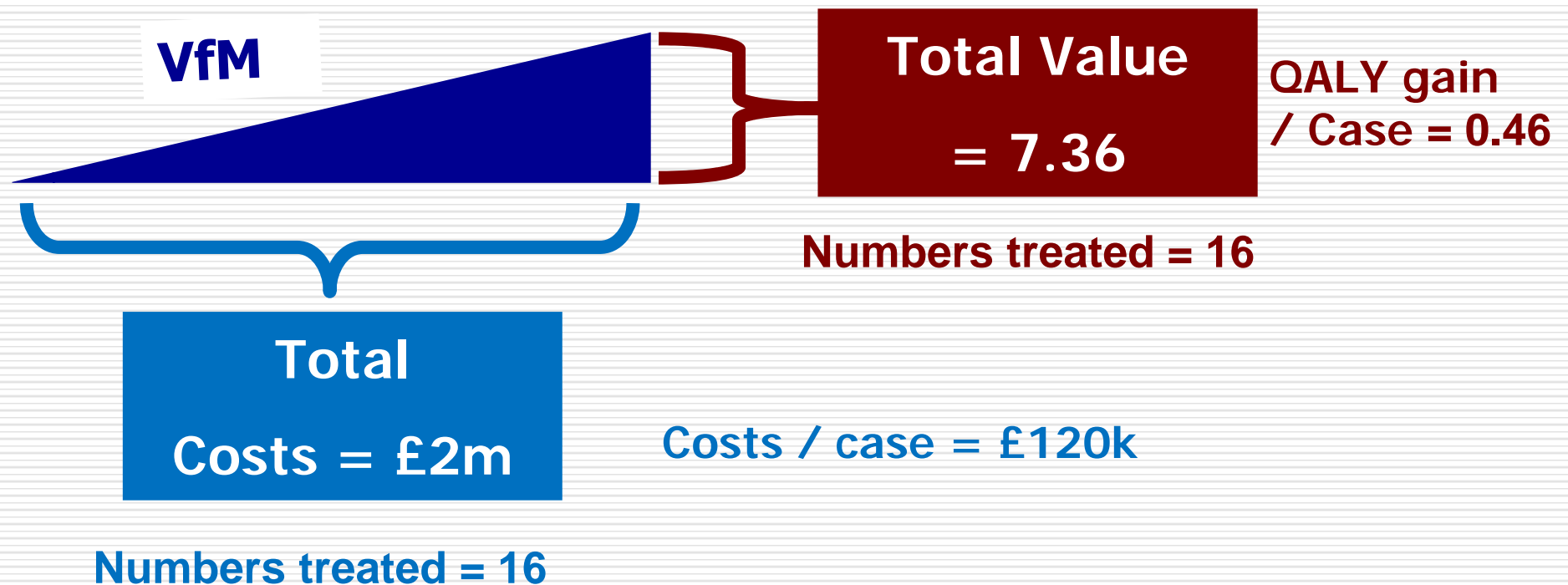
**Change in QALYs
with treatment
benefit / person =
0.61**

**Change in QALYs
without treatment
benefit / person =
0.15**

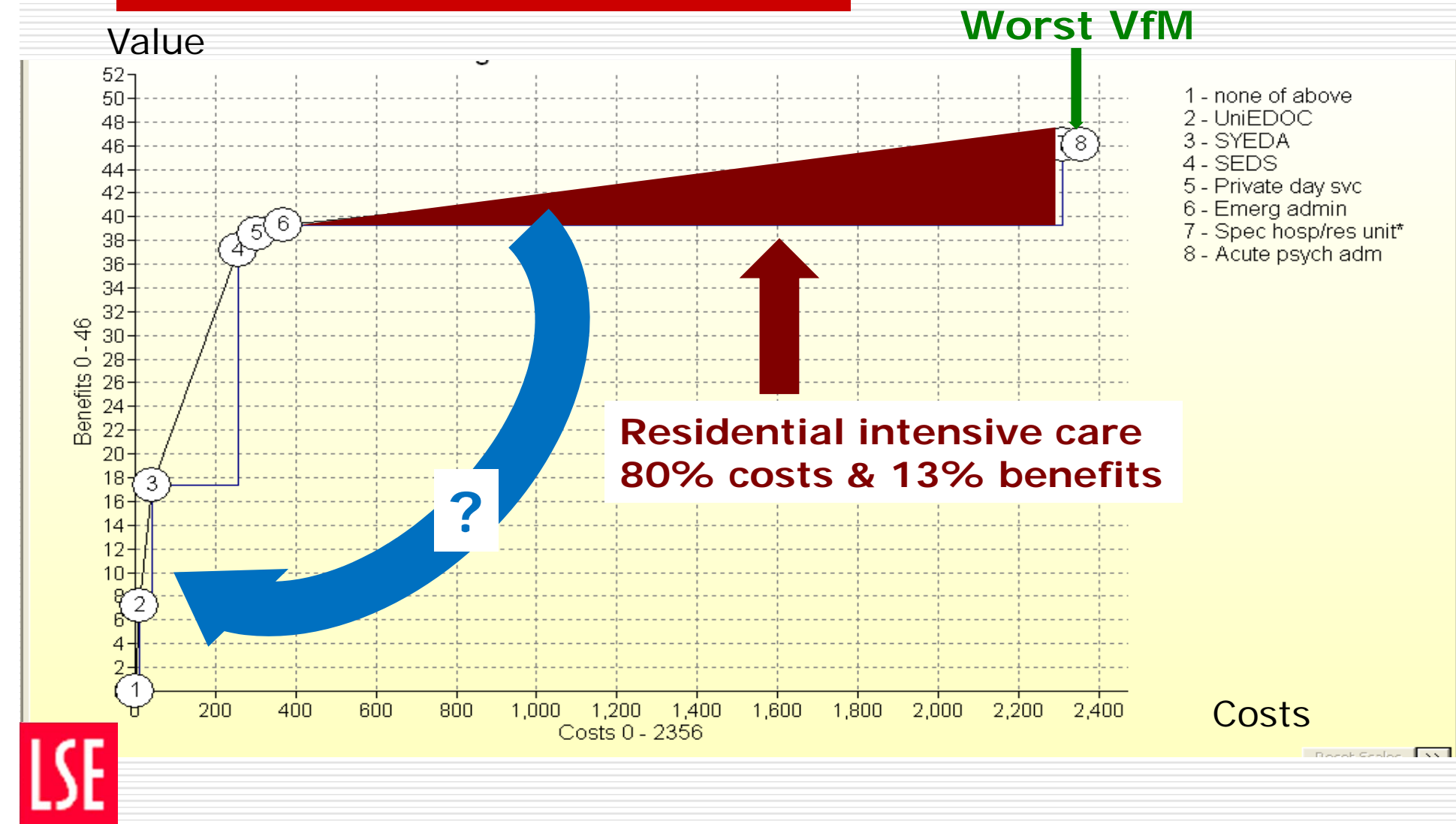
Benefit / person: intensive residential care

| | Worsen (QoL = 0.05) | Stay same (QoL = 0.1) | Little improve ment (QoL = 0.12) | Become moderate (QoL = 0.5) | Recover (QoL = 1) | <i>Average QoL</i> |
|---|------------------------|--------------------------|--|--------------------------------|----------------------|--------------------|
| After 1 year, if admitted | 0% | 25% | 0% | 33% | 42% | 0.61 |
| After 1 year, if <u>not</u> admitted | 10% | 30% | 50% | 10% | 0% | 0.15 |

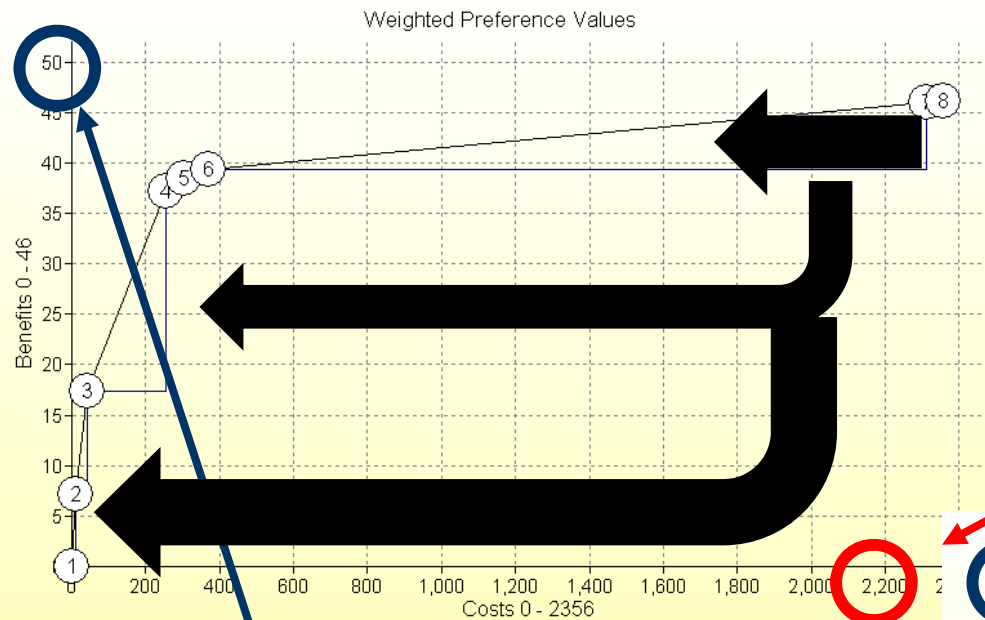
Visual model: intensive residential care



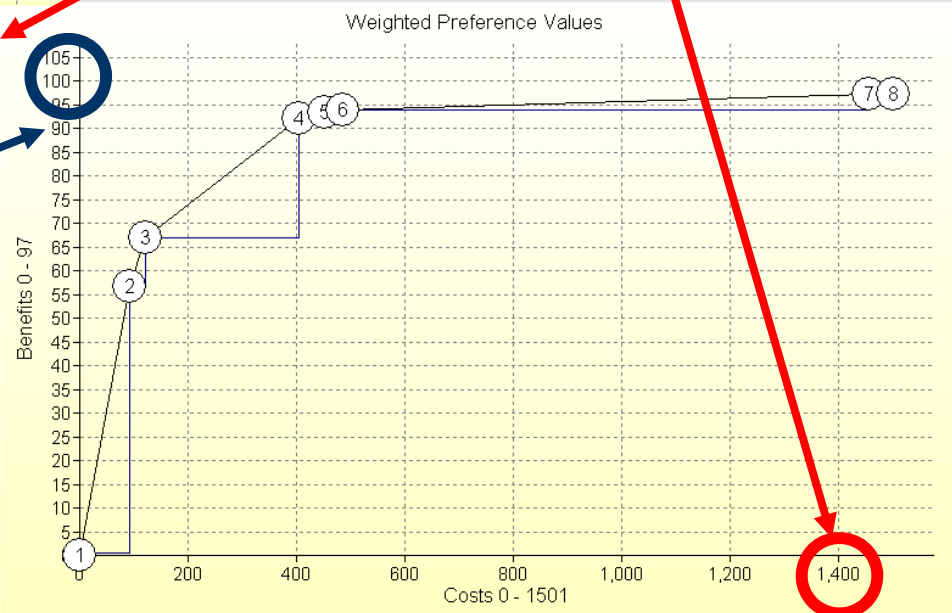
VfM triangles pathway for treatment of eating disorders



VfM for eating disorders



More benefit



Lower budget

Structure

- ET, STAR & horse & rabbit stew
- Applying STAR to a care pathway
- HEIF developments

HEIF developments

STAR

- Projects
 - Better Value Health Care
 - Diabetes (NIHR)
 - Dementia (Health Foundation)
- Training STAR analysts
 - Northern CSU
 - Health Foundation
- STAR tool on Ipad
 - Incuna

Websites

- <http://www.health.org.uk/learning/star/find-out-more/>
- <http://www.health.org.uk/learning/star/star-online-demonstration/the-star-tool/>
- <http://startool.org>

Contact: *R.G.Bevan@lse.ac.uk*

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