

CostMaster enables cost savings at the East Kent Hospitals University NHS Foundation Trust

Working with Civica, East Kent Hospitals are monitoring their costs whilst improving services and operational efficiencies.

East Kent Hospitals University NHS Foundation Trust (EKHUFT) needed to get more from their costing data to inform the board and ensure their clinicians have a better understanding of how their decisions impact the Trust's finances.

Engaging with all the specialty lead clinicians and extracting data from Civica's CostMaster solution, the costing team now produce 7 high profile service reviews, as well as all of the services receiving an in depth costing performance pack. These packs are service specific and cover PLICS, SLR, Ref Costs, Model Hospital and external benchmarking data. These have proven to be a powerful tool, stimulating the debate and influencing change within the organisation to make significant Cost Improvement Programmes (CIPs) while improving services for patients.

The Trust acknowledges that "if you don't know the costs of your business, how do you know your business". So were delighted to be just one of a few who received substantial assurance during the EY costing assurance programme on the accuracy of their costing information.

"CostMaster has helped inform key stakeholders of the value of costing and encouraged better, more efficient working and improved costs."

Philip Cave, Director of Finance and Performance,
East Kent Hospitals University NHS Foundation Trust

Outcomes

- ▶ The Board and finance & investment committee see PLICS/SLR as a key tool to give greater insight to make informed decisions
- ▶ Forging strong partnerships with like-minded costing teams such as East Sussex and working internally with departments to ensure reporting is fit for purpose
- ▶ Improved costing at a granular level including cost per tests and cost per theatre session is helping to change internal culture
- ▶ The costing team now has greater engagement from board level, clinicians to operational staff
- ▶ Comprehensive reporting packs are a powerful tool in stimulating debate and influencing change.

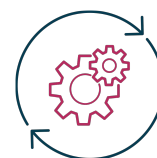
£4.6 million

of Cost Improvement
Programme savings



60%

automated processes



Considerable improvements

EKHUFT has made significant improvements to the costing process. Automation of SLR driven by PLICS has been a major step forward. They are currently at 60% automation with the aim to hit 90%, enabling them to move back to monthly PLICS/SLR reporting, to eliminate the "SLR in a day" process occurring in the interim months.

Another area of focus was to create a robust cost per test for pathology and move away from a cost per basket approach. Within a year the Trust now has a robust cost per test for 6 disciplines with the rest to follow. This has not only improved costing but meant the departments can easily have the cost per test to hand, negotiate contracts and gain additional work. This information has helped to safe guard the immunology service where cost effectiveness could now be demonstrated, as well as showing a Histopathology contract was a large loss-maker and enabled the contract to be successfully renegotiate.

Not only do the Trust now have a robust cost per test they can clearly and confidently produce costing reports identifying, usage and costs per consultant. As this is linked to the patient episode/ attendance they can model if consultants or their team are requesting more or less tests compared to their peers. This has started some interesting debates and helped change culture to review how tests are requested.

Through working with the service, theatre costings have improved and a robust cost per session by theatre created to identify the number of theatres' nurses within an operation; illustrating the cost of this valuable resource.

The Trust sees the costing process as a journey so have signed up for the Model Hospital Trust Ambassadors programme to ensure key data is cascaded through the Trust and used to its full potential.

Greater insights to make informed decisions

The Trust use their PLICS data to drive quarterly SLR dashboards and publish monthly SLR reports to divisions. The board receive a quarterly SLR report alongside a portfolio matrix. In addition service review packs are produced including SLR, PLICS, Model Hospital, Ref Costs and external benchmarking. These formed a wider formal service review for 7 services chaired by the NHSI turnaround director resulting in SLR action plans for these services with realistic deliverables. EKHUFT used this as a blue print to published 23 costing performance packs, one for each service, alongside a suggested and proven approach to managing the projects.

The Trust now uses a PLICS benchmarking tool to graphically show variations in the costs of patients and to quickly identify cost variation by HRG, OPCS or ICD10 by consultant.

Looking ahead

As EKHUFT continue on their journey toward full automation of PLICS and SLR to free up valuable time to work on value-added work, Civica's support is seen as key and our close relationship can only assist in achieving this goal.

The Trust are fully on board with CTP and, although the workload for this is a challenge, and due to the work over the last few years they are in a good place to be an early implementer.

They are keen for PLICS to become an integral part of the organisation in decision making and help shape not only the Trust but the local STP area.