Integrated Pathways and Telehealth

Transforming care for patients with long term conditions by integrating pathways to reduce acute pressure, increase productivity and improve quality and independence, all enabled by Telehealth, to save £2bn for the NHS.

Over a quarter of people in England have a long term condition. These patients account for a proportionally high use of resources – 52 percent of GP appointments and 65 percent of outpatient appointments, and only 5 percent of inpatients account for 49 percent of all inpatient bed day usage.

Improved condition monitoring and management can support early, appropriate intervention and help avoid the ‘revolving door’ nature of many long term conditions, which is often caused by poor condition management and a lack of viable alternatives to acute admission – and which places increased pressure on the workforce, beds and costs incurred across the health and social care economy.

Telehealth can save the NHS many billions of pounds, while also improving quality of life and the management of health for millions of patients. It can only achieve this as part of a wider change in health and social care with greater focus on primary, preventative and integrated care. Those prepared to embrace this approach can benefit from a truly patient-focused service that empowers professionals and makes better use of the limited resources available.

“As living with a long-term condition becomes the norm the use of technology will be essential to negotiate a way through the system in an informed, responsive way rather than the passive paternalism of today. Telehealth and Telecare offer autonomy and self determination to patients and the best physicians will foster that opportunity.”

Hilary Thomas, Professor of Oncology and KPMG Health Team
KPMG’s ‘Integrated Pathways’ approach incorporates three years of hands-on learning from the Department of Health’s Whole Systems Demonstrator programme. The approach combines end-to-end care pathway redesign with Telehealth to quickly drive cost and quality benefits for the whole health and social care economy.

KPMG has supported clients through the entire process of implementing effective Telehealth services which uniquely positions us to support you throughout your pathway redesign work.

Building the business case
Given the current financial climate, there is even more focus on ensuring that transformational change in the NHS is supported by a robust evidence base that engages both clinicians and managers to build ownership. Quick wins are essential to maintain momentum and commitment, and all professionals involved will need to see tangible benefits being achieved early in the process.

Redesigning end-to-end care pathways
To maximise the benefits delivered by Telehealth, it should be considered as part of a care pathway redesign programme. The management of long-term conditions is complex, with a mixed economy of care provision and if this is not fully integrated and co-ordinated it can increase costs and reduce quality. Unnecessary costs are incurred through duplication of administrative tasks such as case notes, and through often long travel times. These add no benefit to the patient as their primary concern is to receive the care they need, regardless of organisation.

We will support you in redesigning your care pathways jointly with clinicians and other stakeholders across the health and social care economy, bringing our deep understanding of the elements required for integrated services and Telehealth. We have seen first hand where and how Telehealth can have the greatest impact, we understand the services requirements for example monitoring and response systems, and we have experienced how a joint approach builds an engaged, patient-focused community of professionals.

Implementing new service models
When changing services it is essential to have both a vision and a detailed understanding, to ensure each of the building blocks is in place to support the new system. This will include, for example, a deep understanding of case identification mechanisms, redesign of assessment and case management and training. Our experience will help ensure common challenges are identified early and, more importantly, plans are in place to avoid or minimise their impact. For example, data quality, availability and sharing are often a challenge, and language and information can significantly impact clinical and patient acceptance. Rigorous but pragmatic project management will help ensure a timely rollout of the new services and help avoid additional, unplanned costs which could undermine your business case and disengage stakeholders.

Post implementation review
For many organisations, taking a decision to redesign care pathways and implement Telehealth can seem to be a leap of faith. Hence, they initiate small pilot schemes which may not achieve their full intended benefits resulting in a loss of momentum. As we have worked for 3 years with clients who have introduced Telehealth we understand the critical success factors. This experience allows us to support you at any stage of your planning, implementation or review. We can assess the impact of your planned change, how you are managing your programme, and quickly suggest adjustments that will help to increase your chance of success and maximise the benefits you achieve.
Credentials

**Department of Health Whole Systems Demonstrator programme**

KPMG were programme management partners to the Department of Health on this high-profile initiative promised in the White Paper ‘Our Health, Our Care, Our Say’. Four PCTs, with very different population bases and geographies, explored integrated health and social care supported by Telecare and Telehealth.

The programme is believed to be the largest randomised control trial (RCT) of Telehealth and Telecare technologies in the world, and was designed to build a robust evidence base and benefits case.

KPMG supported the DH and the four PCT areas with their relevant local authorities on the range of activities needed to plan and implement redesigned care pathways with Telehealth. We supported the redesign of assessment processes, the procurement of the technology, case finding, patient recruitment, technology installation and the review of benefits.

Throughout our work we engaged with a range of clinical and professional stakeholders, ensuring commitment and ownership.

Our ‘hands on’ approach, and our understanding of the critical elements required to support the redesigned services, helped to recruit more than 6,000 patients onto the programme – and, crucially, our management skills helped to maintain the pace and progress.

Exploiting advanced assistive technologies

![Diagram showing the scale of benefits and maturity of assistive technologies](image-url)
“Telehealth can help the 15 million people with a long term condition to be monitored and treated at home, supported by redesigned services integrated across care settings. From our detailed work in this area, KPMG knows how to make this happen, and how to release benefits of c20 percent across the health economy.”

Roberta Carter, KPMG Partner

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“We have made a commitment to mainstream Telehealth services in order to improve self care and provide services that enable patients to be more informed, keep them out of hospital and enhance their overall well being. This is fundamental considering our demographics and cost of services in an ageing population, 25 percent of whom will be over 65 nationally in the next 25 years.”

Carol Williams, Director of Service Improvement and Professional Practice at NHS Cornwall and Isles of Scilly

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