Analysis of ELC™ Programme Data

‘Achieving and maintaining a healthier weight in North Lincolnshire’

Background

Public Health commissioning is moving rapidly to an outcomes based approach. This is set to change the way Local Authorities work and necessitates a more collaborative way of engaging with local people, communities and service providers.

North Lincolnshire Council has made a commitment to commission tier 2 weight management services in an outcomes based way. It recognises that it has a gap around experiential outcomes and is keen to enrich its outcomes based approach to reflect what matters to local people and families, in addition to the front line teams whose lived experience of delivering services directly influences the quality of care and outcomes.

North Lincolnshire Council recognises that in order to set outcomes in a meaningful way, it needs to gather insights so that it can articulate experiential outcomes that matter and add value to its local community. The intention is that by at the end of this work, North Lincolnshire Council will have gathered deep insight to inform it’s commissioning and will have a compelling narrative for change, developed with its stakeholders, about weight management services.

Programme Aims

To understand the views of people and staff that either access or deliver weight management services/support by utilising the accelerated Experience Led Commissioning Outreach Process.

The commissioning question

All ELC™ Programmes are driven by a commissioning question. The commissioning question for this Programme is -

“What needs to happen so that people are able to achieve and maintain a healthier weight”

We are asking this question because excess weight especially in adults is a significant public health issue. Adult (16yrs+) excess weight prevalence is higher in North Lincolnshire compared with both

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the regional and national averages. Recent estimates suggest that 70.1% of adults are above a healthy weight in North Lincolnshire, with 38.1% overweight (BMI 25-29.9) and a further 32% obese (BMI 30+). Currently North Lincolnshire has the 3rd highest excess weight prevalence in Yorkshire and Humber.

Excess weight especially obesity, presents a significant health and financial burden for individuals and wider society. Significantly, local adult obesity prevalence is expected to increase further over the next 15 years in line with national trends if effective action isn’t undertaken.

North Lincolnshire Council is intending to commission a service to support adults who are significantly above a healthy weight i.e. obese (BMI ≤ 30), to achieve and maintain a healthier weight. If North Lincolnshire Council succeeds in commissioning effective and person centered weight management services both people who use services and their families will benefit.

The ELC™ Programme Methodology

ELC™ is an evidenced based commissioning and quality improvement approach that draws on a range of well-researched methodologies, including and not limited to Experience Based Co Design². The ELC™ process itself has also been independently evaluated³ and found to be an effective engagement approach that resonates with people, communities and front line clinicians and teams.

The ELC™ approach enables all stakeholders to work together as equals and simplifies complex system redesign issues in a positive way that builds on current community assets and is focused on improvement.

ELC™ processes create a safe space for the community to work alongside senior managers within the NHS and clinicians as equals, with everyone feeling empowered to do their best work and thinking together. This generates clarity around what matters, well thought through, sustainable solutions that everyone owns and that have the potential to deliver best value for the community – in ‘value’ terms that the community has led development of and defined.

The ELC approach adopted for this commissioning project was the accelerated Experience Led Commissioning Outreach Process. The accelerated ELC Outreach Process delivers ELC through combing a standard 5 stage ELC approach.

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² www.kingsfund.org.uk
³ http://westminsterresearch.wmin.ac.uk/10257/
For this project;

- Co-design events 1 and 2 were delivered through outreach with identified stakeholder groups
- Co-design 3 PATH planning event ensured all stakeholders were invited to participate in the creation of a vision for North Lincolnshire

The findings and resultant insights gathered from this process are summarised in this report. Insights will enable North Lincolnshire Council to set a robust experiential outcomes framework for its weight management services to be included in outcomes based contracts. The primary rational for adopting an ELC accelerated Outreach Process were time constraints that surrounded the commissioning of adult weight management services. The accelerated ELC outreach process was delivered between November 2013 and February 2014.

Key milestones for this project were to:

- Map the current, existing services and support that is working well
- Map the desired, understand what a great experience of weight management services would be
- Describe what great weight management services will be like in 2017 and describe how we will work together to achieve this
- Commission where it is identified services that will support this achievement

The ELC™ team conducted an extensive review of existing insights into people’s experiences of weight management to inform the commissioning project. This is summarised in the ELC™ Commissioning Insights Report. Based on that report, we’ve benchmarked the insights gathered locally.

Set out in emerging findings and analysis are high level outcomes that providers can be held accountable for delivering. Holding providers accountable for delivering common outcomes supports integration and collaborative working. A high level framework of experiential outcomes is a prerequisite for robust outcomes based contracting.

**What we have done so far**

Over the course of this work programme so far, local people have invested significant time to tell us their stories and help us to understand what matters and how things can be improved. The total amount of time invested by the community is 364 hours of work.
This breaks down as follow:

<table>
<thead>
<tr>
<th>Programme element</th>
<th>Participants</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviews</td>
<td>5</td>
<td>.5 x 5 = 2.5 hours</td>
</tr>
<tr>
<td>Co Design 1&amp;2 - Outreach</td>
<td>5 groups (approx. 93 people)</td>
<td>1.5 x 75 = 139.5</td>
</tr>
<tr>
<td>Co Design 3 - PATH</td>
<td>37</td>
<td>37 x 6 =222</td>
</tr>
<tr>
<td><strong>TOTAL COMMUNITY INVESTMENT IN THIS WORK</strong></td>
<td></td>
<td><strong>364 hours</strong></td>
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</table>

North Lincolnshire Council would like to thank each person and organisation, who were part of the process and contributed very significantly to this work. This wouldn’t have been possible without the time, energy and effort they contributed. North Lincolnshire Council would also like to acknowledge the hard work of the ELC™ Practitioner team who undertook this programme.

The ELC team:
- Jane Ellerton, Marie Hancock and Natasha Philips

And the following facilitators that supported the PATH event:
- Emma Howard Drake, Greg Gough, Sajda Shah and Fiona Phillips

**Emerging findings**

Over the course of the accelerated Experience Led Commissioning Outreach Process, we engaged with a total of 135 people. The insights generated from these conversations described what the community said needs to change to improve outcomes. This process enabled invaluable and previously unobtained local insights to be gained, related to –

1. The current and desired experience of people who have accessed weight management services and the staff (professionals) who deliver the services – the essence of great care

2. What matters most to people and staff and what one thing they would change in order for people to be able to achieve and maintain a healthier weight

3. What is the shared local vision of great care – reflecting on the PATH event

4. What needs to happen next in order to translate findings into meaningful experience led outcomes – i.e. the implications for commissioning
**Current and desired experiences**

We captured people’s feelings in relation to 12 emotional touch points (rationale of choice of touchpoints – available from ELC™ Coach). The emotional maps generated (see Appendix 1), identifies the emotional journey that different people and staff experienced related to the chosen touch points.

The touch points are then reflected upon again in order to identify what the desired experience for peoples and staffs emotional journey would be.

**Current experience**

*People’s perspective*

At the beginning of the journey people told us that they felt frustrated, embarrassed and unhappy. Once people had made the decision to do something about their weight issue and have engaged with services (this is across the spectrum currently available in North Lincolnshire) then they began to feel supported, confident and encouraged.

*Staff’s perspective*

Service providers that we were able to engage with said that they felt confident, competent and enthusiastic about the services they delivered. However, that being stated they expressed concerns and frustrations when it comes to the relationship they establish with their client group, especially when it comes to advising them on emotional well – being, when the stated feeling scared.

**Desired experience**

*People’s perspective*

When expressing feelings about the experience people would like to receive, the clear feeling was a desire to feel accepted. Furthermore, people desired to feel supported and encouraged by a weight management services and the wider system.

Critical to their desired experience in a weight management service would be a provider’s ability to ensure that people with weight issues feel confident, in control and positive about the choice they are making to seek support/make changes to their lifestyles.
**Staff’s perspective**

In the desired state, staff would like to feel confident, competent and capable to deliver weight management services, particularly when they are required to provide emotional support in order to support a client to achieve and maintain a healthier weight.

In addition, staff would like to feel supported, encouraged and empowered in order to effectively motivate, guide and advise people to achieving and maintaining a healthier weight.

**What matters most to people**

People told us that the following would make the biggest difference to them achieving and maintaining a healthy weight:

- More family centric and one to one based support
- Time (or better time management) to be able to plan meals and do physical exercise
- Support from people who genuinely understand and emphasise
- Having greater knowledge and understanding about the whys, how’s, when’s, what’s related to weight management, food and physical activity
- Where all else has failed, timely clinical intervention

**Change one thing data**

We asked people and staff taking part in outreach sessions to tell us what one thing would make a real difference to their experience and outcome of achieving and maintaining a healthier weight. They told us:

- That services need to be flexible and accessible i.e. run evenings, weekends, in the local community and online (utilising technology)
- More support should be available to develop peoples emotional well-being i.e. resilience, coping strategies
- Services need to be non-judgemental and listen to individual needs
- Greater 1:1 support needs to be available – particularly in relation to emotional wellbeing
- Make healthy options available and affordable (supermarkets, restaurants, gyms etc)
- Create more family friendly and family focused options – gyms/cooking/services
- Education for all to improve knowledge about healthy food choices particularly cooking sessions

PATH

At the PATH event (Planning Alternative Tomorrows with Hope), people, partners and professionals came together to share experiences and insights related to the healthier weight agenda. An open and supportive environment provided attendees the opportunity to explore what our positive possible future could be for weight management services in North Lincolnshire by 2017 (3 years time). By reflecting on the now and ascertaining the steps required to achieve our 3 year vision, a meaningful plan built on mutually agreed actions was formed (see Appendix 2).

High impact commissioning changes

Insight gained from undertaking the ELC approach and related processes, has enabled North Lincolnshire Council to draw together a number of high impact changes (see Figure 1), which were/are identified as being crucial if locally people are able to achieve and maintain a healthier weight. The changes identified, relate to both the future commissioning of weight management services and the wider system of supporting people to achieve and maintain a healthier weight.

<table>
<thead>
<tr>
<th>Figure 1 - High Impact Changes – ‘Achieving and maintaining a healthier weight’</th>
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<tbody>
<tr>
<td>1. Commissioned weight management services are coordinated and integrated across the system led by a multi-agency NL wide steering group</td>
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<tr>
<td>2. Pathways related to the healthier weight agenda are mapped. Partners, providers and professionals are aware of the pathways and their role within them. People know where, when and how to access services within each part of the pathway</td>
</tr>
<tr>
<td>3. Person centred, outcome focussed and flexible services across the pathway are commissioned and providers are continuously working to secure a great experience of care that translates into sustainable health outcomes from people</td>
</tr>
<tr>
<td>4. The profile of positive emotional well-being related to people’s ability to achieve and maintain a healthier weight is raised. Access to meaningful guidance and support for developing a person’s positive emotional well-being is secured through commissioned weight management services</td>
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<tr>
<td>5. A virtual presence and community is developed, marketed and is being well used by the population engaged in weight management services as well as those in the population managing their own weight</td>
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<tr>
<td>6. Workforce development is connected and consistent – e-learning package, CPD. The workforce are providing clear and consistent messages about the healthier weight agenda, that the population are able to understand</td>
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<tr>
<td>7. Community champions who have the empathy, experience and understanding related to the healthier weight agenda are recruited, trained and in operation across NL</td>
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**Experience Led Outcomes**

In addition to identifying high impact changes, the Experience Led Commissioning Outreach Process enabled North Lincolnshire Council to obtain a clear set of experience-led outcomes that characterise great care within weight management services.

Embedding experience-led outcomes into service specifications and contract monitoring processes, holds both commissioners and providers accountable for delivering what actually matters to people’s experience locally. This approach, supported by NHS England, supports integration, collaborative working and will soon be demanded for all public sector commissioning.

The experiential outcomes related to achieving and maintaining a healthier weight, have been benchmarked against findings from National Insights and ELC™ Programmes conducted. Figure 2, presents the experience-led outcome measures to be embedded into future commissioning activity.

<table>
<thead>
<tr>
<th>Experiential-led outcome measure</th>
<th>Who’s experiential desire?</th>
<th>How will this be realised?</th>
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<tbody>
<tr>
<td>1) In relation to achieving and maintaining a healthier weight, I feel –</td>
<td>People who use services - services that exist across the 4 tiers of obesity pathway&lt;br&gt;(Taken from emotional maps, what matters most/change one thing data, thank you letters and PATH)</td>
<td>Development of robust outcomes-based service specifications and contract monitoring processes&lt;br&gt;Multi-agency partnership working across the whole system&lt;br&gt;Continual dialogue with people in North Lincolnshire about their experiences of services</td>
</tr>
<tr>
<td>• Accepted &lt;br&gt;• Supported &lt;br&gt;• Encouraged &lt;br&gt;• Confident &lt;br&gt;• In control &lt;br&gt;• Positive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2) In relation to delivering services that support people to achieving and maintaining a healthier weight, I feel –</td>
<td>Staff/People who care - Front line staff delivering services across the 4 tiers of obesity pathway&lt;br&gt;(Taken from emotional maps, what matters most/change one thing data, thank you letters and PATH)</td>
<td>Development of robust outcomes-based service specifications and contract monitoring processes&lt;br&gt;Multi-agency partnership working across the whole system&lt;br&gt;Continual dialogue with staff and services delivering weight management provision to people in North Lincolnshire</td>
</tr>
<tr>
<td>• Confident &lt;br&gt;• Capable &lt;br&gt;• Competent &lt;br&gt;• Supported &lt;br&gt;• Encouraged &lt;br&gt;• Empowered</td>
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Moving Forward

Realising high-impact commissioning changes and experiential-led outcomes across the whole system will require a systematic and robust approach. The North Lincolnshire Obesity Steering Group, led by North Lincolnshire Council’s Public Health team, will be the body responsible for driving these changes forward and ensuring action is achieved. Required changes and identified steps to achieve the local vision will be embedded into the North Lincolnshire Change4Life Strategy and Action Plan (2013-2018) – our strategic approach for tackling obesity locally.

The dialogue established through the ELC process with people, partners, providers and professionals will be expanded and maintained to ensure whole system accountability and contribution to the achievement of the above high impact changes.

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Appendix 1

Emotional Maps (People and Staff’s current and desired experiences)

Current experience - People who use services
Current Experience - Staff
Desired experience - People

Slimming World Desired Experience Part I

Slimming World Desired Experience Part II
Appendix 2 – PATH ‘Your loss, Your Gain’