



Better Data project phase two report: Applying public health data to build the business case for your service **May 2016**

Background to the 'Better Data' agenda

In the UK, the third sector comprises a wide variety of organisations including registered charities, housing associations, self-help and community groups, social enterprises, mutual and cooperatives. The sector is a key driver for social and economic progress with a track record in supporting community based, person centred solutions that focus on building capacity, resilience and empowering individuals. Services are effective in impacting upon health inequalities, both through addressing wider social determinants, and by engaging with so called 'hard to reach' groups and those who may not access traditional, mainstream services, often within the most deprived communities.

However, despite the sector's potential to transform public service delivery, third sector organisations (TSO) receive just a small percentage – estimated at 2% or £13.7bn in 2011/12 – of government service delivery spend. It would appear therefore that the potential for value added that the sector affords in tackling key cross organisational priorities such as narrowing health inequalities, building social capital, and contributing local intelligence to inform needs assessment and service design, is perhaps not fully articulated by the sector, or indeed understood by public sector partners.

The relatively small third sector market share also implies that whilst some third sector organisations are already well

placed to deliver public service contracts, and have done so successfully for many years, other organisations need support to be in a position to tender for contracts. In recent times, economic factors and the context of austerity have presented additional and particularly complex challenges for the sector. The advent of the Health and Social Care Act 2012 has served to increase the complexity of the situation facing TSOs with typically limited resource and funding to navigate and compete within new commissioning and delivery structures.

As a consequence, the third sector is not effectively harnessed as a resource. Given the widening gap in health inequalities, and the drive for financial efficiencies across the health and social care system, it is crucial that public sector partners and TSO explore opportunities to work better together to strengthen local involvement services, drive system wide efficiencies, increase patient choice and improve quality.

To address the issues outlined above, One East Midlands (OEM) and Public Health England East Midlands (PHE EM) worked together to design and deliver two 'Better Data' events in May 2014. By showcasing freely available resources from presenters representing PHE, NICE, local government and Fit for Work Leicester, the events aimed to boost learning around data and intelligence, and to demonstrate how use of such resources could enable the

sector to better demonstrate impact to make their business case.

These events revealed a significant appetite on the part of third sector organisations to explore the potential of publically available tools and resources to use within the development of business cases to deliver health and wellbeing services.

This appetite was equally matched by statutory sector partners and analysts skilled in the use of resources like Public Health Knowledge and Intelligence gateway and NICE guidance tools. The Better Data project represents a meaningful opportunity to contribute to the 'integration and transformation' of health and social care services in the UK the increasing the awareness and application of tools to help organisation evidence need, impact and service effectiveness.

To explore this agenda further it was agreed that a second phase of the project should be centred on the development of a small number of case studies with a small number of third sector organisations. These case studies would involve the development of closer working relationships with Public Health knowledge and intelligence analysts and NICE Implementation Consultants to explore the relevant tools and resources that could be used to support a range of business development applications including commissioned contracts, business planning, grant funding and Social Return on Investment (SROI) methodologies which were identified at the end of phase one of the project.

Further information surrounding the development phases of the Better Data project over the time period 2014-2016 can be found on the [Better Data](#)

webpages hosted by One East Midlands.

Methodology

Identifying appropriate organisations

To commence the second phase of the project a process was established to help identify a small number of third sector organisations providing health and wellbeing services who might benefit from the use of publically available resources to develop business cases.

Potential organisations were assessed against the following criteria

- Evidence of service provision in areas aligned with available Public Health intelligence and NICE guidance
- Evidence of service provision in areas matched with either PHE outcomes framework or NHS priorities
- Evidence of organisational capacity and commitment to work in partnership

As a result organisational profiling exercise and discussions within the project team it was decided that 3 third sector organisations would form the base of the case studies. These organisations consisted of:

Derbyshire Alcohol Advice Service (DAAS) – An organisation providing services against a key NHS and Public Health priority area. DAAS were keen to review how they might use available resources to enhance their business planning and tendering capabilities in view of expected opportunities to be released by Derbyshire County Council.

First Steps (Derbyshire) – An organisation providing services to tackle eating disorders. First Steps were

committed to accessing resources to consider how services could be developed to help reduce the prevalence of obesity issues across Derby and Derbyshire.

Healthy Futures c/o Derventio Housing Trust - The Healthy Futures project was established to help reduce the growing problem of emergency, unplanned hospital admissions associated with some of the most vulnerable people living in Derby. The service is designed to reduce the prevalence of 'bed blocking' issues and costs associated with long inpatient stays. Derventio's expertise within the housing sector provides a complementary source of expertise to support the work of Royal Derby Hospital.

Initial meetings

Initial meetings were held with all three providers during December 2014. These sessions were designed to further assess each organisations business planning capabilities and existing awareness and usage of publically available tools. All three organisations could see potential the value of the project and were keen to explore available resources in greater detail. Each organisation was asked to consider specific questions to enquire about the available tools and resources to either evidence need or the effectiveness of their services.

Development of a workshop clinic day

The initial findings from the meetings were fed back to the project team. At this stage the team review the individual needs of each organisation and how the next steps of the project might be organised to assist organisations to learn how to use specific tools to access

data and resources that were appropriate to the circumstances of each organisation.

The workshop clinic day provided each organisation with an opportunity to access specialists using Public Health intelligence and NICE guidance. Sessions were designed to be interactive and provide each organisation with a greater awareness and working knowledge of the tools and resources on offer.

The feedback from the three provider organisations on the day was very positive with all three rating the day as 'extremely useful'. Specific feedback from organisations participating included:

"The workshop clinic day will help us strengthen our business plan and it has given us ideas for development". **Cathy Cleary, CEO First Steps.**

"Rich sources of guidance are available to support development of plans" **Chris Gillespie, Volunteer Advisor First Steps.**

"All sessions were incredibly useful as it save us time in data analysis and heavily supports us in what we do". **Laura Cain, DAAS**

"It will provide us with great evidential support for future services". **Laura Cain, DAAS**

"The day taught me how to utilise the data I have and map it to evidence against national and regional statistics". **Kate Gillespie, Derventio Housing Trust.**

Feedback from workshop hosts

Feedback from the workshop hosts on the day revealed that different organisations got different things from the day. One organisation was very

advanced in their thinking with the sessions revealing that they quickly grasped the value of PHE and NICE resources and how they could be applied. Alternative organisations could see the concept of the data but perhaps needed more time to appreciate how to apply it to make a business case.

All three work shop hosts felt that the organisation typically understood the relevance of some of the resources after taking the time to consider how the resources could be used to build a business case

Key quotes from the day

‘Different resources are applicable to different organisations’ – **Deborah O’Callaghan, NICE**

‘Workshops were incredibly diverse with different needs and relationships with local authorities and NHS commissioners. It will be incredibly difficult to tailor a single resource to meet all these requirements. Generic PHE training would be preferable’ - **Andy Muirhead, Derby City Council**

‘The organisation hadn’t seen any of the resources previously but could quickly

see the relevance of many of the indicators even if they were not directly related’ – **Natalie Cantillon, PHE**

Development of a Regional Learning Event

The encouraging feedback received from the workshop clinic day was used to shape the agenda for a Regional Learning Event in Derby on 19th March 2015. The purpose of this event was to share project learning and promote awareness an application of available tools and resources for third sector organisations to use to support their business planning, fundraising or tendering activities.

During the day delegates heard from specialists in Public Health intelligence, NICE guidance and Local Authority and Clinical Commissioning Group commissioners. These speakers were complemented by experts in grant funding and public sector procurement panels.

Further details of the agenda can be found at [Better Data event page 19th March 2016](#)

Feedback from the Regional Learning Event

Delegate response statements	Strongly agreed or agreed
A greater understanding of how to access resources available through NICE	93%
A greater understanding of how to use NICE resources to evidence a need and impact of the services I provide	86%
A greater understanding of how to use NICE resources to improve the quality of the services I provide	79%
A greater understanding of how to use NICE resources to help my organisation fundraise	57%
A greater understanding of how to access public health data available through Public Health England	93%
A greater understanding of how use public health data to evidence a need for the service I provide	90%
A greater understanding of how to use public health data to evidence the impact of the service I provide	80%

Proposed next steps

The success of the workshop clinic day and the associated regional learning event indicates the on-going potential of the Better Data project to support third sector organisations utilise publically available data to effectively evidence need and the effectiveness of local service provision.

There are a number of potential options for consideration to develop a range of support resources to upskill third sector organisations to access, understand and apply relevant tools and resources for the purposes of business planning.

- Development of PDF based 'How to Guides' for circulation
- Development of webinars
- Development of regional or local training sessions on data usage
- Development of chargeable training courses developed in conjunction with local public sector and third sector partners
- Development and promotion of third sector case studies to showcase good practice in the use of data for the purposes of business development activities.
- Development of a third sector data web portal to assist signposting of organisations onto

relevant key resources and appropriate training support.

Developing third sector training resources on PHE knowledge intelligence and NICE guidance

To effectively develop the programme further the feedback from both events would indicate that there is an emerging requirement to develop a training resources to assist third sector organisations in two distinct areas.

The training programme has to be able to assist organisations to learn how to appropriately navigate available Public Health and NICE guidance resources to access materials which are of relevance to their work.

The training programme also needs to illustrate how these tools and resources could be applied within a diverse range organisational development scenario's including – business planning, business development, tendering for contracts or grant funding applications.

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