

# Healthier outcomes

This leaflet shares real stories about real lives saved, which give just a snapshot of how Matrix' commitment to better decisions can help you. If you are looking for that extra gear of performance, value or outcome quality, or you feel you need objective help with your prioritisation or focus, then please do get in touch with me or one of my expert team.

For the last 20 years, Matrix has been working with healthcare organisations, helping them to make decisions based on the best available evidence which contribute to better outcomes. Our team of healthcare experts is complemented by our economists, our modellers and experts in a wide range of methods. We work closely with our clients to ensure that we help transfer some of the knowledge and skills we bring, so that they can continue building on the work we have done together. We are proud of our tradition of being at the forefront of policy in a way which is truly grounded in the reality which individual organisations face.

The Matrix Knowledge Group now brings evidence to action across far more areas than health and social care, and we can bring insight into cross-over work with other sectors of public services as well as corporate and third sector partners and clients. Our health activity remains important to us and we are pleased to be able to strengthen this work through our international activity, with our first US contract working for Veteran's Affairs health, and our early discussions in India focusing on health. With the London School of Hygiene and Tropical Medicine complementing our own expertise, we have just secured a place as International Partner for NICE and look forward to supporting better decisions on a truly world stage.

I look forward to your call,

David Welbourn (Head of health and social care practice)

## Just a few examples of Matrix leading the way in practical application of evidence to new policy areas

- 1991 Developing evidence which underpins the Tomlinson review of hospitals in London
- 1996 Improving the Resource Allocation Formulae to take better account of needs
- 2002 Designing the process for CHI clinical audits
- 2005 Applying NICE appraisal method to Public Health interventions
- 2006 Operationalisation "Commissioning a Patient-Led NHS" at regional level
- 2008 Strengthening the case for greater diversity in leadership

If you are interested in commissioning support from Matrix across any of our areas of expertise, we can be contracted through the following frameworks:

- IDEA framework which is open to any public sector, governmental or voluntary sector organisation seeking support for innovation, performance or organisational improvement.
- NHS Institute research and evaluation framework
- Nice International policy contracting partners
- as well as through a range of local agreements and normal tendering processes.

For further information please contact David Welbourn or contact one of our offices:

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# Our Stories

## Realising the benefits of a more diverse leadership

The Next Stage Review focuses on the delivery of a high quality health service in the NHS. This comes at the same time as the development of a more devolved decision-making structure with local ownership, community engagement and priority setting. The same shift needs to happen in views towards diversity and leadership. Matrix was commissioned by the NHS Institute's "Breaking Through" team to find out how best practice organisations have achieved leadership diversity, how diverse leadership contributes to "business success" and recommend how such a change in leadership could be delivered in the NHS. This report is being considered by the Department of Health and will be published in December 2008.

## Delivering more accessible radiotherapy for cancer patients

It has been widely reported that cancer outcomes in the UK, whilst improving, are still lagging behind much of the developed world. Some of this difference can be attributed to difficulties experienced by large portions of the community in accessing radiotherapy services – which often necessitates substantial travel. New ways of working have meant that satellite radiotherapy units (centres run from a major cancer centre but placed with more convenient access for local populations) are now seen as a safe and effective way to deliver radiotherapy. Matrix was commissioned by one of these prestigious cancer centres to model the benefits of such a satellite service – to help understand how such a service may be designed, to identify who might benefit and, crucially to understand where would be the optimal service location to bring the greatest benefits to the most people. A satellite radiotherapy service is now being developed in the centre of one of our major cities. Following this success, Matrix has been supporting another hospital trust serving a large rural area to make a strong case for investment in similar services for its population.

## Improving confidence in difficult decisions

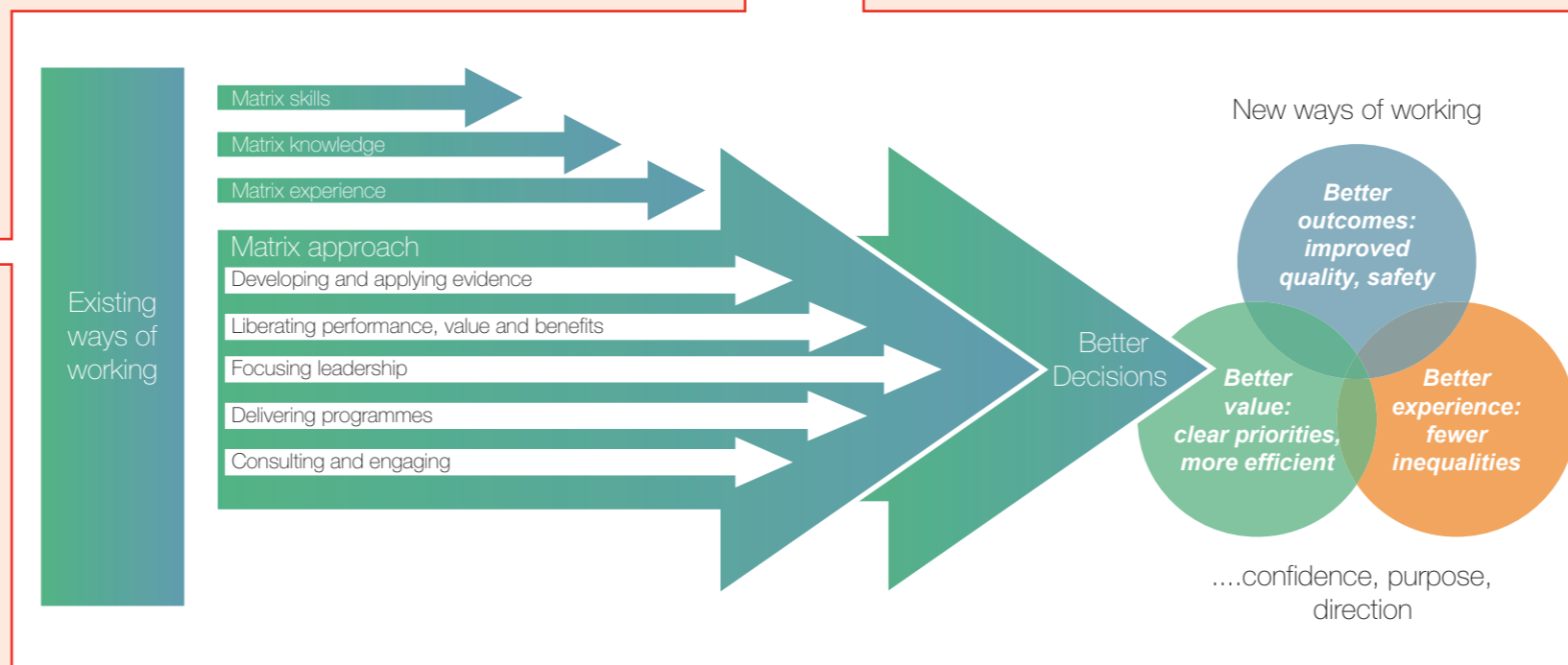
As leaders of the NHS locally, PCTs will inevitably have to take difficult and controversial decisions, especially in relation to the configuration of services, where they have a duty to ensure that the services they commission meet rising clinical standards of quality and safety, respond to the increasing expectations of their communities and offer the best value for money within constrained budgets. Matrix was approached by a PCT at the heart of such a controversial decision, and asked to conduct an independent review of the quality of the process of gathering and evaluating the evidence leading to their recommendation. This work had to be completed in 10 days from initial scoping to final report in time for the crucial board discussion, and it had to carry sufficient authority and credibility to provide value to the board. We interviewed all the key stakeholders, and completed our report within the deadline, confirming that good practice had been followed, but identifying key lessons both for the implementation stage and for any future review. The programme director commented "(Matrix) added value by bringing ideas and experience to the discussion, which as a client we didn't have, and the product (report) was confident and authoritative."

## Spotlight on performance

Organisations face a real challenge of drawing together clear information which helps the board to understand their performance challenges in a meaningful way. With our performance management hub in place, boards can easily identify and focus on their most important priorities at a fraction of the cost required to collate the usual monthly report. One of our clients used our dashboard to concentrate on their turnaround priorities, and the non-executive directors in particular found the combination of its simplicity and ability to support drill-down gave them much more confidence. The PCT recovered its financially position quickly and is now focusing on a wider range of board indicators.

## Prevention and cure – improving stroke outcomes

Improvements in diagnostics and treatment have meant that there is great scope for reducing risk and improving outcomes for people who have had a stroke. However many services have not kept up with these opportunities because of concerns about cost, and differing views of stakeholders. Matrix was commissioned by Bexley Care Trust to accelerate improvement in a cost effective way by delivering rapid improvements to stroke services, at minimal extra cost. Within six months new services had been implemented and lives are being saved in Bexley because of the reduced risk to stroke sufferers.



## Mobilising clinical leaders to improve service quality and financial sustainability

High quality clinical leadership is essential in driving improvements in service quality and outcomes. Over the last 20 years clinicians have been given leadership roles, but they have not always been given the support to drive change and make evidence-informed decisions. A large health community facing the substantial challenges of a predominantly rural population, multiple hospital sites and a poor financial situation asked Matrix to help unlock the situation. The Trust needed to reshape service delivery to meet the rising, modern quality standards. Over a period of four months Matrix worked with the health community's leaders to enable them to achieve a financially sustainable organisation and a clinically driven reconfiguration, which is now being implemented.

## Better evidence for commissioning

New expectations concerning the role of commissioners are being driven by the World Class Commissioning agenda and Assurance framework. To achieve effective commissioning, each organisation must tap into the information in a more meaningful way to create the evidence which helps to show which areas have the biggest priority for improvement and investment. As their roles change, a number of commissioning organisations discover that the alignment of their business functions may make it more difficult for them to collect and use the information in the best way to review the whole spend, identify whether the current investment is being used in the best way possible, and make decisions which optimise new investments. Several PCTs have commissioned Matrix to analyse the services they currently commission, to support a needs-assessment of current and future service demand, and understand health outcomes and service performance. Our client PCTs have used this analysis to drive the development of their commissioning strategy, which in turn leads to better commissioning of service quality and improved organisational alignment with health priorities.

## Understanding the impact of change

How can the NHS benefit the most from capital investment programmes which take years to plan and deliver, when change happens on a much shorter time-span? Both the quality of care, and the whole patient experience are benefitting significantly from capital investment throughout the NHS, but organisations involved in significant building programmes know that change in healthcare is so rapid that service needs will change many times from the design through to the point when the services go live. It is financially crippling

to change schemes in mid-build, so the organisation's leaders need to have confidence that, as the build progresses, they can accommodate new practices and changes in demand. Matrix has been helping one major teaching hospital to build a comprehensive model which accounts for the changes following from Lord Darzi's review – more concentration of complex care into the hospital; the creation of polyclinic centres both on-site and in the community serviced; movement of simple care out into the community; adoption of new treatment technologies and improved pathways; and changing demographic demands from a growing community. This model is informing the development of an estate strategy so that the trust can understand how to maximise its use of the new facilities, and which parts of the old estate will be required for support services, so that it can release the value of unwanted buildings.

## Better Public Health commissioning

Influencing the behaviour of citizens is one of the major challenges for government, as the population ages and the link between lifestyle, health and well-being becomes clearer. This is a challenge for health service commissioners who need to understand what interventions will have the greatest impact on maintaining health and preventing ill health.

To support this evidence-informed approach, Matrix was commissioned by the Department of Health to identify those interventions which had evidence of being value for money. We identified that from more than forty interventions studied, that eight should be considered a priority by all commissioners. The evidence has been published and is being used by commissioning organisations to inform their commissioning strategies.

# Our Senior Health Team



**Dr David Welbourn** is head of the health and social care practice and Director of Operations and Risk for Matrix Insight. Following more than 20 years management experience in the corporate sector covering research, finance, IT, major programme delivery, marketing, and corporate strategy, David joined the NHS as an executive director of performance in a strategic health authority. As well as establishing the SHA as one of the few rated as high performing, David contributed to the chief executive's national working party on integrated performance and established the basis for close links between the SHAs and the healthcare commission. As Chief Operating Officer for the London Commissioning Support service, he created a new shared service organisation accountable to all 31 of London's PCTs, building the organisational governance and defining the early portfolio of intelligence products. Since joining Matrix, he has led on several major service reviews, and extended the work in leadership development and corporate governance. He is both a chartered engineer and chartered physicist.

**Andrew Beale** is an executive director at Matrix with overall responsibility for Sales and Marketing. He has worked as a researcher, consultant, and manager in health and social care services in the UK, internationally and in the public and private sectors for 16 years, including some time in the Pharma industry. His recent clients include most of the major bodies involved in healthcare in the UK, including Department of Health, National Institute for Clinical Excellence, the Healthcare Commission, NHS Institute for Innovation and Improvement, NHS Employers, the , as well as SHAs, trusts, private and third sector providers, and commissioners. He has also worked across government sectors, working for the Home Office, Community and Local Government and the Prime Minister's Strategy Unit. His international clients have included the European Parliament and the Inter American Development Bank, and two major US health insurers. Andrew has a Masters in Health Service Management and Information technology.



**Dr Myriam Lugon** is both Medical Director and Director of Knowledge Management for Matrix Insight. She spent 10 years as a trust medical director and has advised widely including as medical advisor to the Commission for Healthcare Improvement, and in adoption of best practice in community services in China. Myriam has a national profile, specialising in the development of quality systems and clinical services; skilled at managing complex agendas, understanding professional staff expectation and finding practical solutions. She is a creative, strategic and analytical thinker experienced in leading change and implementing clinical governance, and has drawn on her background as both senior manager and physician to evaluate and review services in the UK and the rest of Europe. Since joining Matrix, Myriam has developed a reference panel of clinical experts to provide broader clinical input into our quality assurance and service review processes.

**Jennifer Layburn** is a health partner in Matrix with over 20 years of health service experience, predominantly within the NHS. Her career to date has spanned leadership within both the clinical and managerial setting, with extensive experience of team leadership, service management, quality assurance and strategic planning. Jennifer first trained as a nurse and was the head of nursing for Haemato-oncology in a large London Teaching hospital prior to moving into senior management. She spent a number of years working in the public health team in a strategic health authority with a strong emphasis on clinical governance and improvement reviews. She has used this experience to support organisations and communities in the development of services



**John Newman** is a Managing Consultant with over 15 years of experience working in healthcare, both in the UK and in Australia. John began his career as a Physiotherapist working in large teaching hospitals in Australia and as a case manager for a major public sector insurance company, before moving into more general management and strategic planning roles. Since moving to the UK in 2002, John has worked in a number of senior leadership positions, including with the Healthcare Commission, North East London Strategic Health Authority, and most recently as the Director of Integrated Governance for Newham University Hospital NHS Trust in East London. John has a broad range of skills and experience which includes strategic planning and service redesign, corporate governance and risk management, health information, and performance management. John is currently a Member of the Chartered Management Institute in the UK and holds a Bachelor of Physiotherapy degree and an MBA in Business Law.

The senior health team is supported by a further 10 dedicated health experts with a wider team of 70 experts covering a diverse range of professional fields.