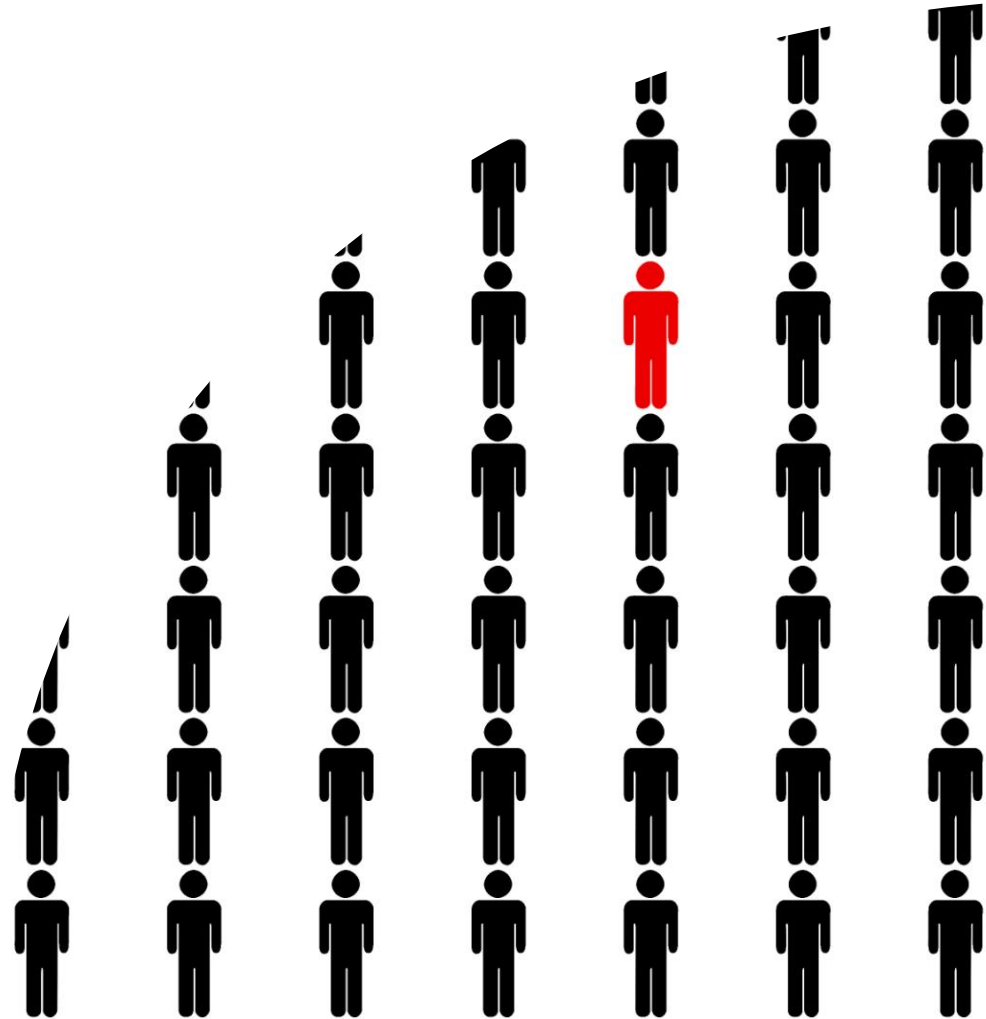


“Chomping on Reform”

Dental Access Programme

Melbourne June 2010



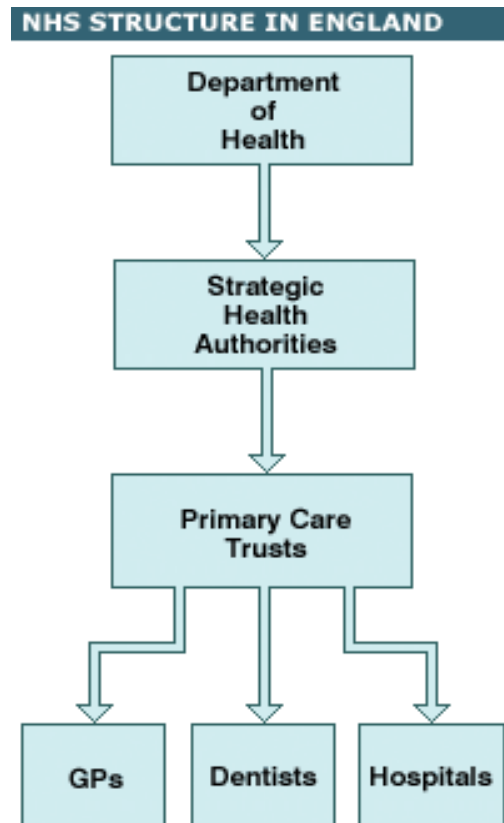
Overview of today's presentation

- Provide a description of how dentistry fits into the wider NHS system
- Update you on the Dental Access Programme and changes in Dentistry in the UK
- Inform you of the programme's progress so far and lessons learnt



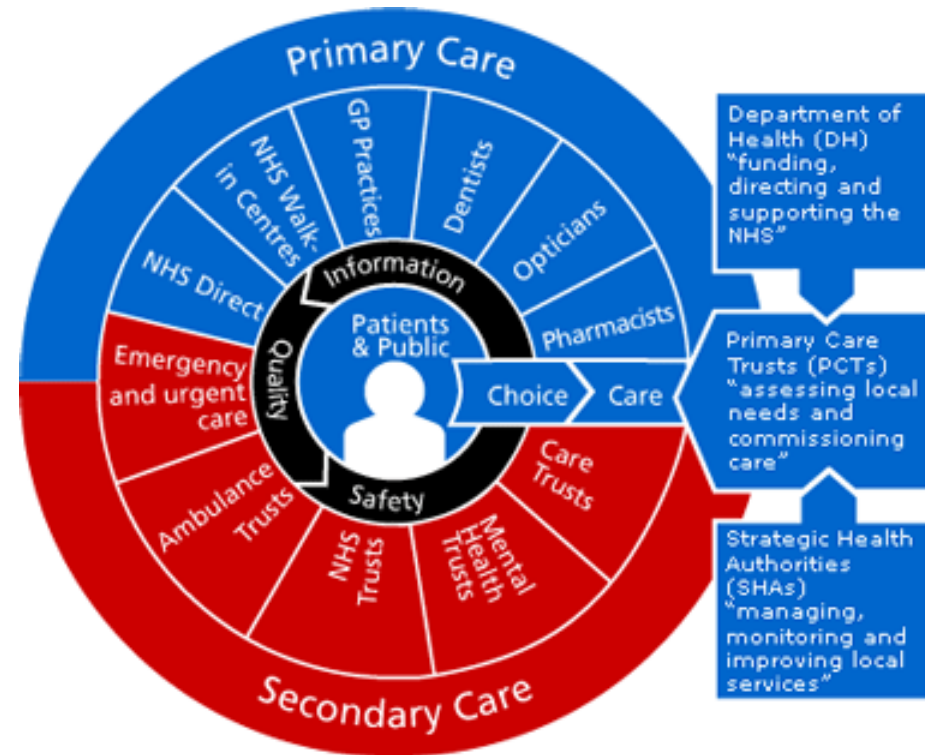
Structure of the NHS in England

- Department of Health
- Strategic Health Authorities (SHA)
 - 10 Regions-each 4-10m population
- Primary Care Trusts (PCT)
 - 152 which vary in size from 150k to 1m population
 - Commissioners of care
- Providers including:
 - Acute trusts – Hospitals
 - GPs
 - Dentists
 - Community and Mental Health Services



Structure of the NHS in England – primary and secondary care

- NHS divided into primary and secondary care.
- **Primary care** - first point of contact for people
- **Secondary care** - acute healthcare and can be either elective care or emergency care



- The Department of Health has seen over **10 years** of investment and reform
- The initial focus on was predominantly on Access, Hospital services & GP services- **18weeks**
- Primary focus now is on **Quality**
 - Clinical Effectiveness
 - Safety
 - Patient Experience
 - Access
- From 2010/11 onwards, **public spending reduction of £15bn**
- **Quality and Productivity Agenda**
- The Department of Health policy - Key Dental priorities are:
 - **Steele Review and Steele Implementation Programme**
 - **Dental Access Programme**



Key facts about NHS Dentistry in the UK

- NHS dental services will available to everyone
- Total NHS spend **£2,700m pa (A\$4,500)** for **65% of Popn**
- **£600m (A\$1000m)** of this is paid for from patient charges
- There are **21,300 dentists** in primary care
- Contracts have a fixed contract value and an associated amount of dental service to be provided (**units of dental activity**)
- There are **7,000 practising dentists** who hold contracts. Some corporates/companies
- The average contract is worth an average of about **£300,000pa, (A\$500,000)** covering income and expenses Most dentists do both NHS and private work: about half of dentists' earnings comes from private work; about 30% of dentists' time is spent on private work
- Average earnings of primary care dentists is about **£90,000pa (A\$150,000)**
- Average hours worked is about **37 hours**
- Dentists who are contract holders have the highest earnings: an average of about **£127,000pa (A\$212,000)**
- Other dentists have average earnings of about **£66,000pa (A\$100,000)**



Key facts about NHS Dentistry in the UK

- **Private sector** Lack of reliable data about the number of dentists working in the private sector and the amount of work they do
 - Denplan, the largest private provider of dental care with 1.9 million patients registered, estimated that the private dental market was worth up to £3 billion and that it contributed around 40% by volume.
- **Skill Mix**, Increasing role of other professionals
 - e.g. Dental Therapists -
 - Prescribed work by dentists that includes;
 - Oral Health prevention
 - Scale and Polish
 - Restorative Work- Simple fillings
 - Currently Approx 300 per year in training and a greater role expected in the future
 - Scope of Practice at www.gdc-uk.org



Key facts about NHS Dentistry in the UK

Oral Health

- **Adult Oral Health steadily improving**
 - In 1968 35% had no natural teeth - reduced to 11% by 1998
- **Child Oral health**
 - Older Children - best Oral Health in Europe,
 - In 1973 DFMT 5, in 2004/5 DMFT 0.6
 - Still 50% higher in lowest Socio economic class
- **Action**
 - Fluoride - use of fluoride toothpaste, applications-only 10% access to fluoridated water
 - Dietary advice, smoking and Prevention



The Steele Programme

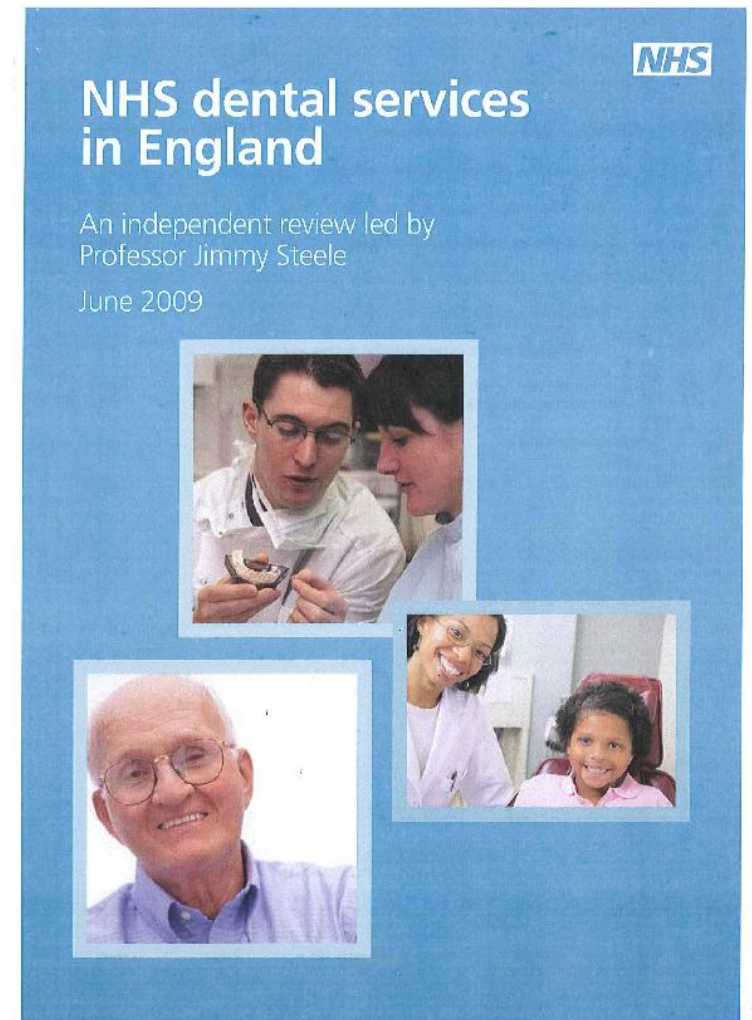
‘Making the transition from dental activity to oral health as the outcome of the NHS dental service will be a challenge for everybody, but it is essential if NHS dentistry is to be aligned with the modern NHS.’

Steele: 22nd June 2009



We recommend:

- That dental contracts have clearer incentives for improving health, access and quality
- That PCTs demonstrate senior leadership on Dentistry and strong clinical engagement
- That patients can register and have a right to a continuing care relationship
- A free replacement period for restorations for up to three years
- That we communicate to patients how to find a dentist and what to expect



The Access Goal



That all patients who wish to access NHS dentistry can do so



NHS support Programme



Why is improving access to NHS Dentistry a priority for the NHS?



Top

health priority for patients - Access to Dental Services (MORI Regional Polls, 2006)

£2.7 billion spend on NHS Dentistry

**11% &
8.5%**

increases in ring fenced funding in last 2 years

Why is improving access to NHS Dentistry a priority for the NHS?



Half the country hasn't got an NHS Dentist

Front Page, Daily Mail April, 2008

1m fewer are treated by NHS dentist

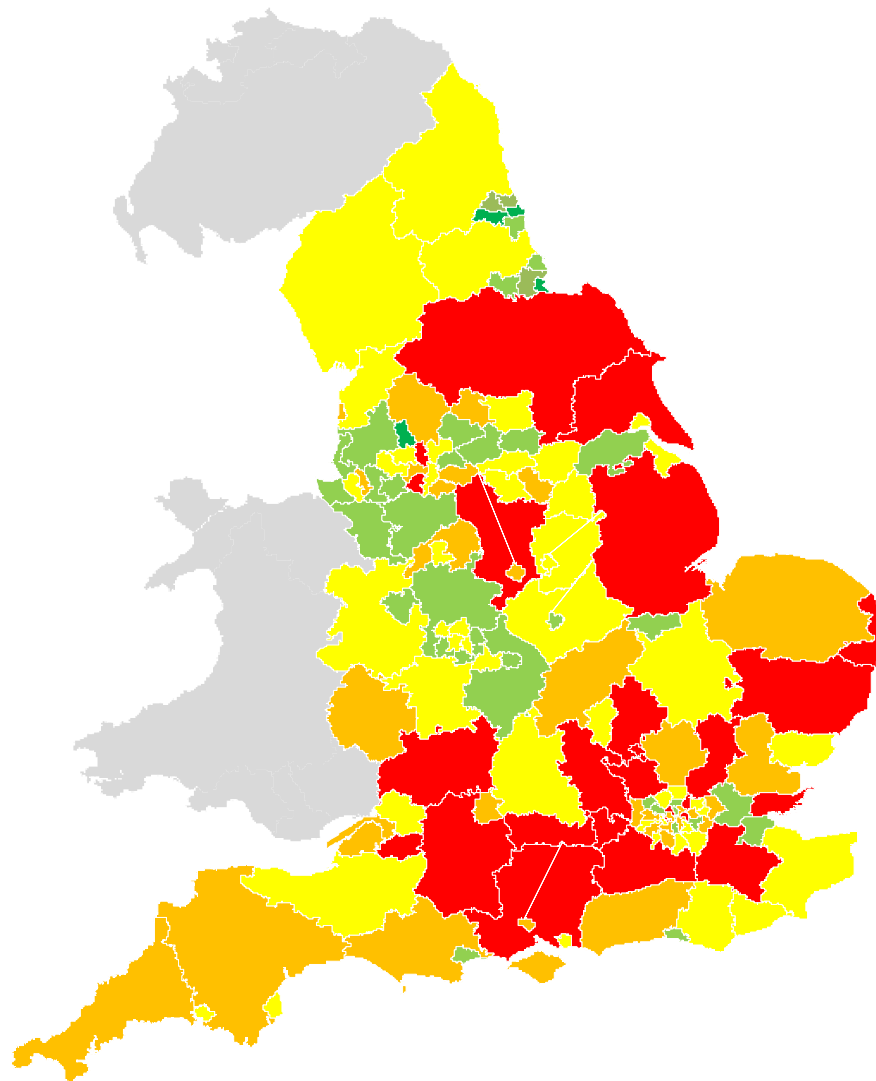
Daily Telegraph May 22, 2009

Teeth agony man's anger

Mirror June 4, 2009 Thursday. A man suffering toothache threatened hospital staff after claiming 30 NHS dentists refused to see him.





The gap in demand is generally greater in the south of England and equates to approximately 5.8 m new patients

The size of the gap...



The map shows the variation in the PCTs self-reported percentage gap in NHS demand and capacity as at Dec 08

Key

-  Gap to meet demand greater than 20%
-  Gap to meet demand between 15% and 20%
-  Gap to meet demand between 10% and 15%
-  Gap to meet demand between 5% and 10%
-  Gap to meet demand less than 5%

There are four areas of opportunity

New Investment

- £ 145 m

Under-spend

- Nationally £80 -120 M under-spent

Delivery against contract

- 47% of providers delivered less than 96% of contracted activity,
 - £158M under-delivery

Re-attendance

- NICE guidance recommends recall intervals of 12, 18 or 24 months for dentally fit adults,
- 10% reduction in frequency of attendance for this cohort would provide additional access for 0.8 million people
- Approx 70% of patients are seen again within a 9 month period

The Dental Access Programme will enable the delivery of improved access to NHS dentistry through four key areas



Developing a **measure** for dental access

Develop a measure for dental access, ensuring that there is clarity about what the programme is aiming to achieve

Supporting additional **procurement** of dental services

Develop the packages of support required by PCTs to effectively procure and bring online new capacity to meet need locally

Supporting possible gains through **contract management**

Ensure that available capacity from PCT contracts is being utilised effectively to deliver required dental services and provide the support to achieve this end

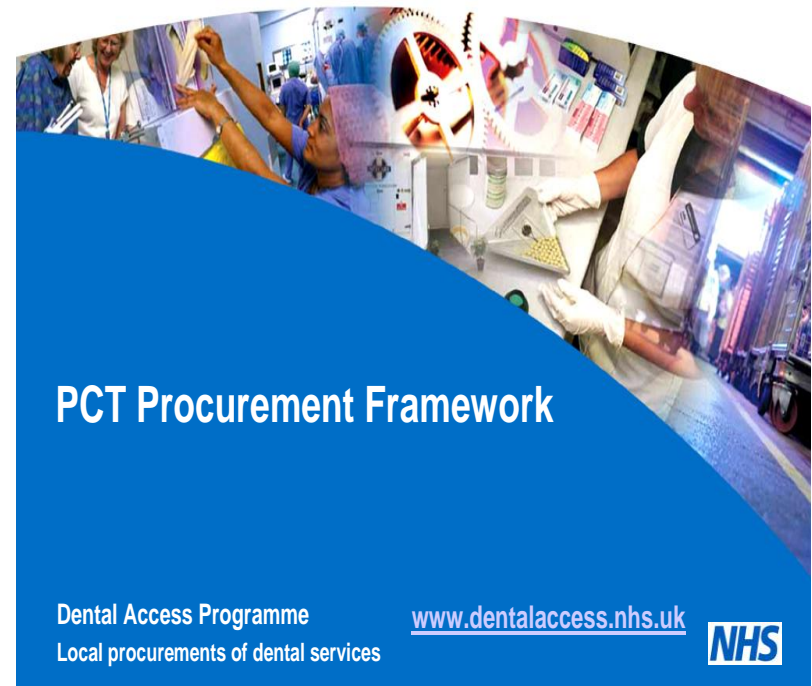
Communications and stakeholder engagement

Ensure that the programme benefits are recognised by the public; support the delivery of greater patient understanding of the scope and availability of NHS dental services

The procurement workstream is responsible for enabling PCTs to procure new dental capacity

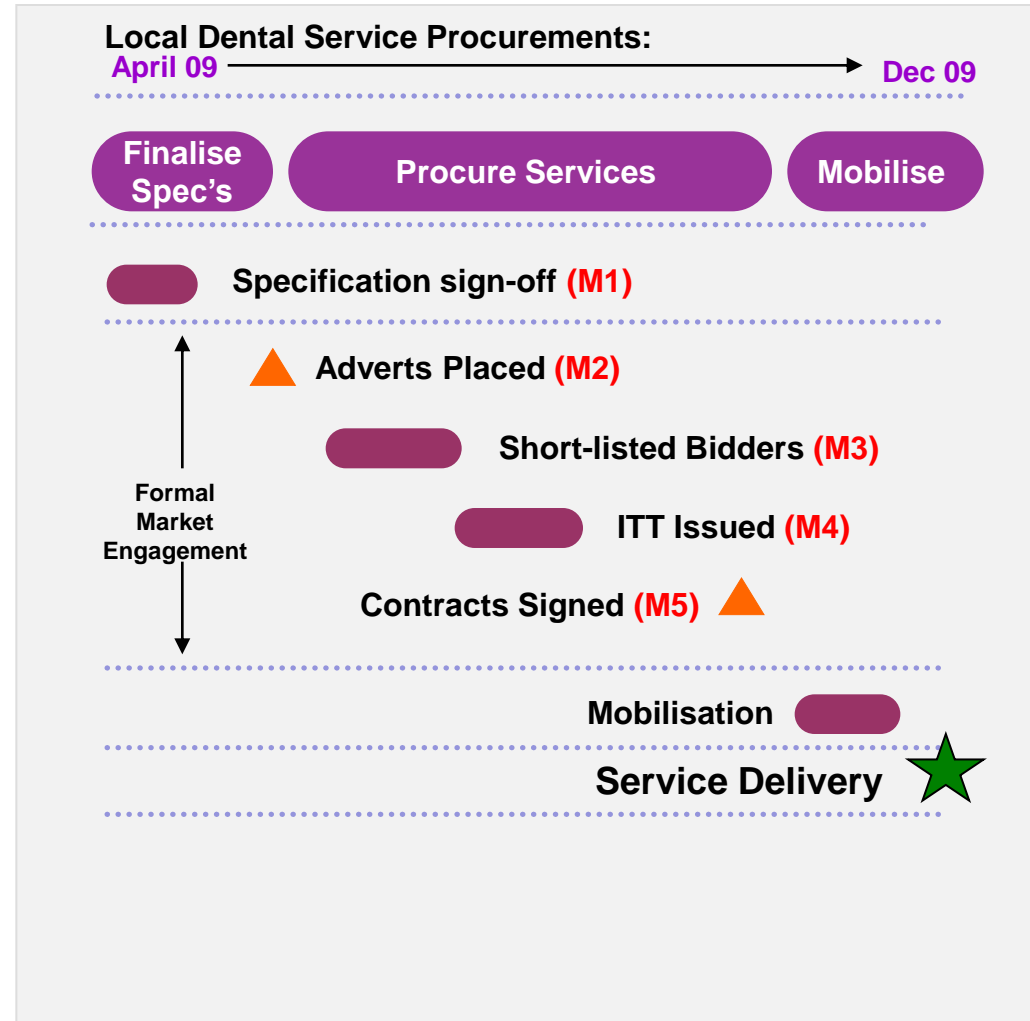


- The procurement framework enables PCTs to provide new dental surgeries
- The framework consists of series of supporting documents for PCTs:
 - an interactive procurement plan including a milestone tracker
 - a PCT procurement handbook
 - PDS plus template agreement
 - Template procurement documentation
 - procurement support



The procurement process

- Procurement: the best method of closing the capacity gap
- Bidder engagement central to successful procurements
- Importance of easy to use interactive web-site



New Contract that focuses on Access and Quality...

Listening to stakeholders:

- Even monthly payments with annual reconciliation
- KPIs – one year grace period – data still collected
- Enhanced service provisions – ‘pick & mix’ options
- Clear guidance on procurement, insurance, pensions, premises – in addition to contract user guide
- Contract term flexibility (e.g. 5-10 years plus 5-10 years)
- Access Payment based on patients seen



More effective contract management is key to ensuring we close the demand gap

- Contract Management is about better management of dental contracts, to secure best value for money
- Good contract management is about improving relationship between providers
- Capacity and capability are currently a challenge for PCTs
- Contract Management Handbook launched with series of highly effective training workshops across the regions – a practical guide



worldclasscommissioning
adding life to years and years to life



world class commissioning
an introduction

Reattendance is a key area to tackle for more effective contract management

- National Reattendance rate - 77% of patients return between 3-9 Months
- Only 15% people have significant oral health problems
- Extreme variation - not linked to patient demographics
- Financial incentive to follow up and perceived disincentive to take new patients
- Patient expectation
- Clinician behaviour

The programme going forward will focus on; tailored support supported by robust management information

1. Support for PCTs/SHAs

1.1 Understanding - Finding out what works.

1.2 Key Activities approaches include

- **Doing things once**
- Sharing best practice
- Exploring how to improve capacity issues.

1.3 Robust management information.

1.4 Tailored support.

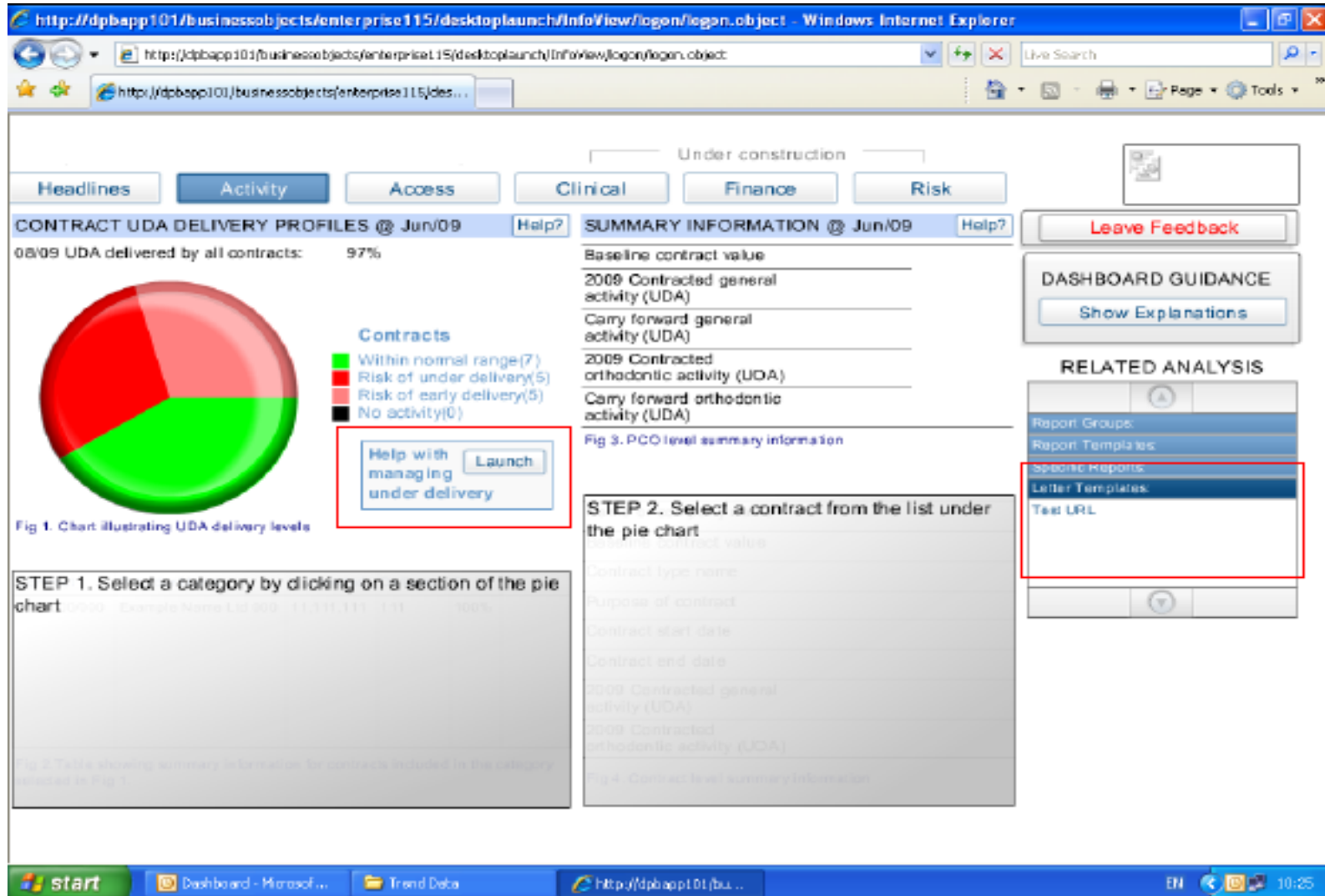
1.5 Procurement Support

1.6 Communications and stakeholder engagement.

2. Support for Providers

3. Support for Patients

E-reporting is a powerful new tool for commissioner use...



The screenshot shows a web browser window displaying a dashboard for "CONTRACT UDA DELIVERY PROFILES @ Jun/09". The dashboard includes a navigation menu with tabs for "Headlines", "Activity", "Access", "Clinical", "Finance", and "Risk". The "Activity" tab is selected, showing a pie chart and a table of summary information.

CONTRACT UDA DELIVERY PROFILES @ Jun/09
08/09 UDA delivered by all contracts: 97%

Fig 1. Chart illustrating UDA delivery levels

Contracts

- Within normal range(7)
- Risk of under delivery(5)
- Risk of early delivery(5)
- No activity(0)

Help with managing under delivery [Launch]

STEP 1. Select a category by clicking on a section of the pie chart

Fig 2. Table showing summary information for contracts included in the category selected in Fig 1

SUMMARY INFORMATION @ Jun/09

Baseline contract value
2009 Contracted general activity (UDA)
Carry forward general activity (UDA)
2009 Contracted orthodontic activity (UDA)
Carry forward orthodontic activity (UDA)

Fig 3. PCO level summary information

STEP 2. Select a contract from the list under the pie chart

Fig 4. Contract level summary information

RELATED ANALYSIS

- Report Groups
- Report Templates
- Specific Reports
- Letter Templates
- Test URL

Good communications and stakeholder engagement is vital



- National web-site hosts page about the Dental Access Programme and key work-streams
- Regular communication channels including monthly Access@newsletter, e-bulletin to dentists, Chief Dental Officer Update
- PR activities including case studies/interviews in the dental press
- Press briefings to the media
- Regular meetings with PCT dental leads and quarterly SHA leads meetings
- Engagement with key stakeholders such as British Dental Association (BDA), private providers, Local Dentistry Committees (LDCs) and at the Key Stakeholder Group

Communications toolkit developed to help PCTs raise awareness of dental access to the public

- Developed by PR specialists Bell Pottinger
- Professionally-produced, high-quality marketing materials, designed to help PCTs communicate
- Includes:
 - Designed materials such as leaflets, bus posters and information cards
 - Template PR materials such as radio scripts, press releases and media fact sheets
 - A guide to using and tailoring the materials, including example characters and quote placements.



Communications toolkit - example materials

Marketing materials

Wolverhampton City **NHS**
Primary Care Trust

"How can I find an NHS dentist?"

"It's easy. There are lots of us."

There are 32 NHS Dental Practices working in your area, and they're all accepting new patients.

Everyone can make an appointment for a check-up, which is free for children and exempt adults (18, 50 if you're not exempt). You'll also be able to get up fast and advice on how to make care of your teeth.

Why wait? Call 01902 445378 or 01902 831831 and check out a check-up.
www.wolvespct.nhs.uk

Press ads and posters and 6 sheets

Wolverhampton City **NHS**
Primary Care Trust

"How can I find an NHS dentist?"

"It's easy. There are lots of us."

There are 32 NHS Dental Practices working in your area, and they're all accepting new patients.

Why wait? Call 01902 445378 or 01902 831831 and check out a check-up.
www.wolvespct.nhs.uk

KX100

Telephone kiosks

Click here to listen to Radio execution 1 – 'interpreter'



Click here to listen to Radio execution 1 – 'talker'



4pp Information card for pharmacies

Wolverhampton City **NHS**
Primary Care Trust

There are now 32 NHS Dental Practices working in your area, and they're all accepting new patients.

Everyone can make an appointment for a check-up, which is free for children and exempt adults (18, 50 if you're not exempt). You'll also be able to get up fast and advice on how to take care of your teeth.

Why wait? Call 01902 445378 or 01902 831831 and check out a check-up.
www.wolvespct.nhs.uk

"How can I find an NHS dentist?"

"It's easy. There are lots of us."

Find your nearest NHS dentist

North Staffs Alford & Albion T 01902 220273 WV10 9PG	Coalbrook Road Farnley SP T 01902 350379 WV11 7YJ	Langdonmore Cannock T 01902 220807 WV11 8AB	Parkside OP WV11 9PA T 01902 208276 WV14 4DQ	Blue Cross BC T 01902 220444 WV11 2AM	South Robert Leam T 01902 300002 WV14 9AG	Northwich Widley Heath OP T 01902 315948 WV10 9BA	St-Ruby DS T 01902 300440 WV10 9BA
Alford & Albion T 01902 220273 WV10 9PG	Coalbrook Road Farnley SP T 01902 350379 WV11 7YJ	Langdonmore Cannock T 01902 220807 WV11 8AB	Parkside OP WV11 9PA T 01902 208276 WV14 4DQ	Blue Cross BC T 01902 220444 WV11 2AM	South Robert Leam T 01902 300002 WV14 9AG	Northwich Widley Heath OP T 01902 315948 WV10 9BA	St-Ruby DS T 01902 300440 WV10 9BA
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NHS

There are more local NHS dentists than you think

There are now XX NHS Dental Practices working in your area and they're all accepting new patients.

Why wait? Call XXXXX XXXXXX or XXXXX XXXXXX and check out a check-up.
www.xxxxxxxx.nhs.uk

Wolverhampton City **NHS**
Primary Care Trust

There are more local NHS dentists than you think

There are now 32 NHS Dental Practices working in your area and they're all accepting new patients.

Why wait? Call 01902 445378 or 01902 831831 and check out a check-up.
www.wolvespct.nhs.uk

Bus Passenger ads

There are more local NHS dentists than you think

There are now 32 NHS Dental Practices working in your area and they're all accepting new patients.

Why wait? Call 01902 445378 or 01902 831831 and check out a check-up.
www.wolvespct.nhs.uk

today.

Ask inside now for more information on check-ups, oral health tips and charges.

Social Marketing techniques, that support raising awareness of new dental capacity

social marketing

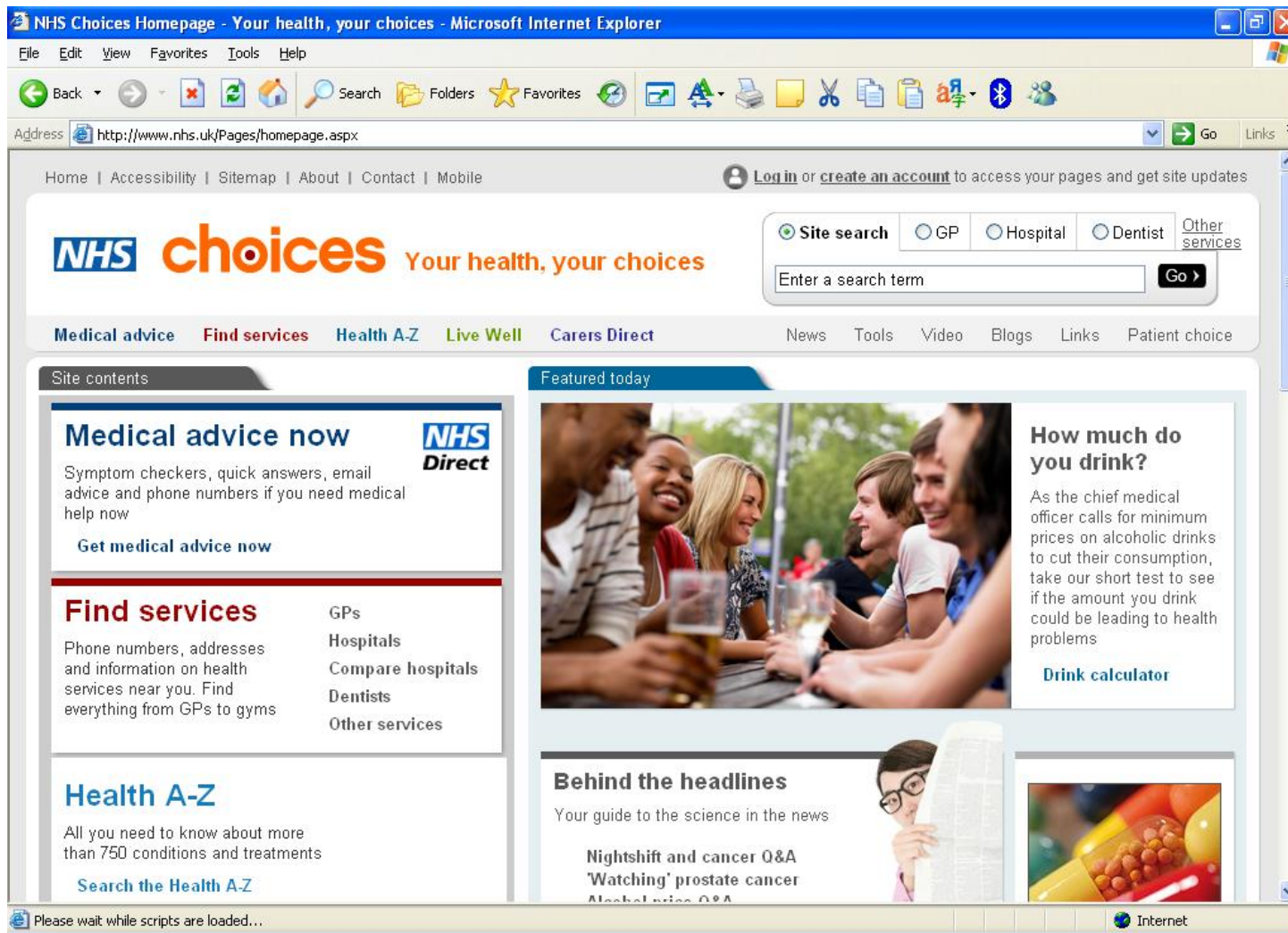
what is social marketing?



“social marketing is the systematic application of marketing along with other concepts and techniques to achieve **specific behavioural goals for a social good**”



NHS Choices vital source of information about dentists/GPs



NHS Choices Homepage - Your health, your choices - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Folders Favorites Refresh Print Copy Paste Paste and Style Bluetooth

Address <http://www.nhs.uk/Pages/homepage.aspx> Go Links >>

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- Dentists
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Health A-Z
All you need to know about more than 750 conditions and treatments
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Featured today

How much do you drink?
As the chief medical officer calls for minimum prices on alcoholic drinks to cut their consumption, take our short test to see if the amount you drink could be leading to health problems
[Drink calculator](#)

Behind the headlines
Your guide to the science in the news

- [Nightshift and cancer Q&A](#)
- ['Watching' prostate cancer](#)
- [Alcohol price Q&A](#)

Please wait while scripts are loaded... 

- Guidance issued for SHAs to advise PCTs how to keep NHS Choices up to date

Key factors in the context that support success

“You have to recognize when the right place and the right time fuse and take advantage of that opportunity. There are plenty of opportunities out there. You can't sit back and wait”

Ellen Metcalf

New Money

Local patient pressure

Political focus and national support

Senior NHS leadership at DH & SHA

Inefficiency in current contracts

In its first year, the programme has achieved a lot...



We have reached end of the first phase of the programme and have achieved the following:

- A new contract
- A contract management handbook to support PCT
- A new public experience dental access indicator
- A set of communication tools and resources to support the most effective ways of communicating availability of NHS dentistry
- Additional 1.4m new patients seen, with a further 2m places commissioned this year

- Listening to front line staff, interpreting their views and dealing with their issues
- Understanding the importance of stakeholders contributions
- Supporting the whole system, commissioners, providers and patients
- **'Just Do it Once'** – do the things that everyone needs to do once
- Developing non-hierarchical relationships with all stakeholders
- Seeking high-level strategic communications advice from the start
- Using innovative approaches that are sometimes untried- take a few risks

And what could do better next time...

- Earlier engagement with clinicians
- More robust measure of demand at the beginning of the programme and better programme management information
- Stricter monitoring of spend on dentistry

Useful resources



1. Procurement resources - <http://www.pcc.nhs.uk/dap-procurement>
2. Comms toolkit - <http://www.pcc.nhs.uk/dap-communicating-with-the-public>
3. Contract mgt handbook - <http://www.pcc.nhs.uk/dap-contract-management-handbook>
4. Example of access newsletter - <http://www.pcc.nhs.uk/access-at-dental>
5. Steele review - http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_101137
6. Scope of Practice at www.gdc-uk.org for skill mix
7. Questions after today please contact me - Mike.Warburton@dh.gsi.gov.uk

We will be most effective by working together – Providers, Patients and Commissioners



Thank You