

Health and care system responses to the Covid-19 pandemic

How real time evaluation can help you improve outcomes for individuals, organisations, partnerships, localities & systems

June 2020



Summary

Overview

- The Covid-19 pandemic is placing unprecedented pressures on services, systems & society.
- Cordis Bright has identified five system behaviours in response to the pandemic, many of which can manifest simultaneously:
 - Revert
 - Status quo
 - System improvements
 - Rapid adoption
 - Innovation & transformation
- Real time evaluation rapidly generates valuable insight that can be used to take-stock & support decision-making (see right).
- Cordis Bright's approach to real time evaluation is multi-method & multi-stakeholder, creating a robust evidence base. It is quick to deploy, provides rapid learning, & focuses on outcomes for citizens.
- Our approach is delivered by trained, highly experienced evaluators with a successful track record of undertaking evaluations on complex, whole systems change involving multiple partners.

Advantages of real time evaluation

- Identifies how systems have changed.
- Provides an independent, objective perspective.
- Assesses the scale & nature of impact (positive & negative, expected & unexpected).
- Understands what has worked, what hasn't, & what might in the future.
- Explores how decisions were made under-pressure.
- Supports decision-making for ongoing investment decisions & future improvement programmes.

Further information

- For further information contact: Jane Harris, janeharris@cordisbright.co.uk or Dr Stephen Boxford, stephenboxford@cordisbright.co.uk.

The pandemic has placed unprecedented pressures on services, systems & society

PM: 'Stay at home, this is a national emergency'

Women's Aid calls for emergency cash injection during Covid-19 crisis

Virus patients more likely to die may have ventilators taken away

DEATHS LEAP 381 IN A DAY

Chancellor's furlough plan risks a summer of job cuts

Murder inquiries to be axed if virus hits police numbers

VIRUS PANIC HITS SCHOOLS
++ Pupils and staff sent home all over UK ++ Contagion strikes across Europe ++ Britons warned: Avoid north Italy

Coronavirus deaths twice as high in poorest areas
Most deprived parts of London suffer worst tolls, figures reveal

The Daily Telegraph
Life put on hold

Covid-19 crisis could lead to 18,000 more cancer deaths, experts warn

Care home deaths set to overtake hospitals

UK coronavirus death toll is now the worst in Europe

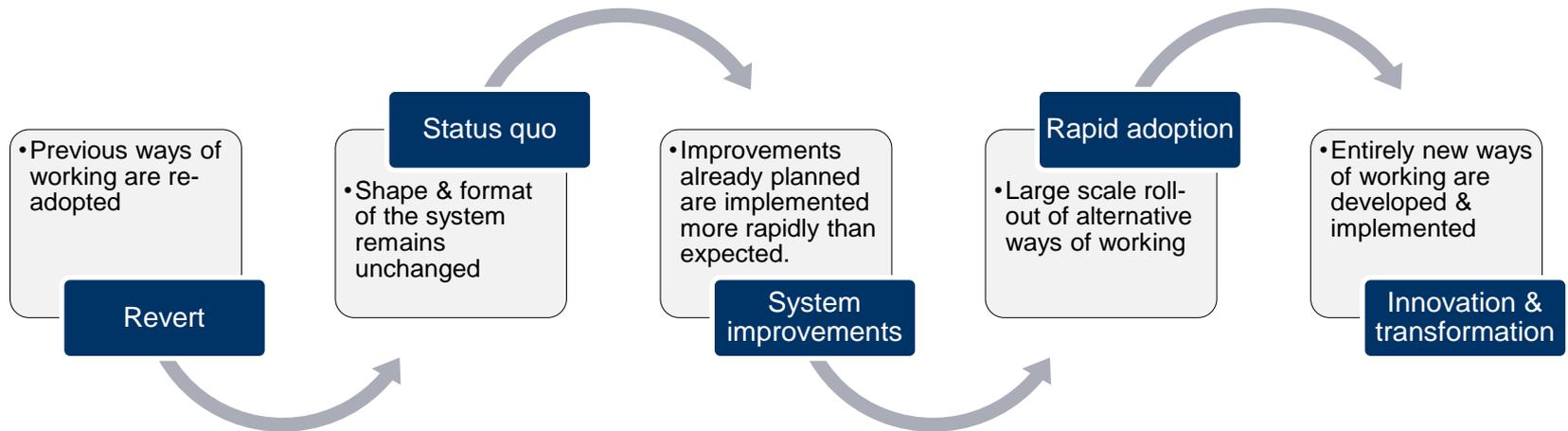
Half of disadvantaged pupils could stay at home as schools reopen, education leaders say
Education | Coronavirus

NOW OVER-70S FACE STAY AT HOME ORDER

Five system behaviours in response to the Covid-19 pandemic

- Real time evaluation identifies how your system is responding under pressure
- Our team has identified five likely behaviours: revert, status quo, system improvements, rapid adoption, innovation & transformation

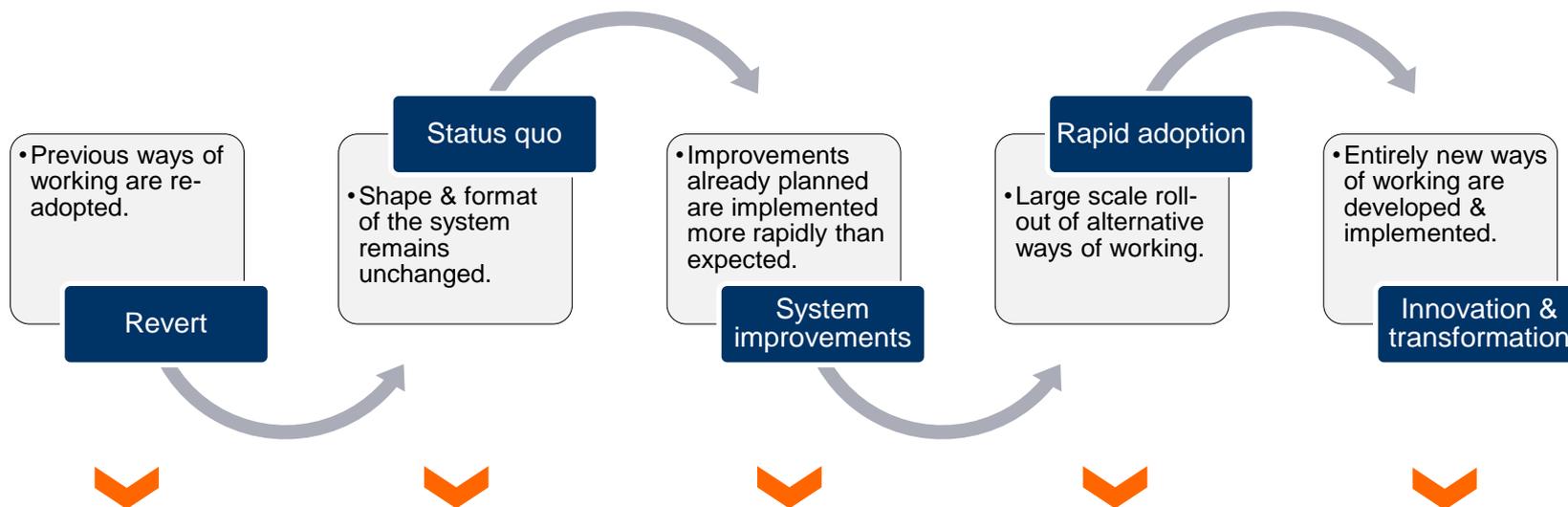
Five system responses to the Covid-19 pandemic



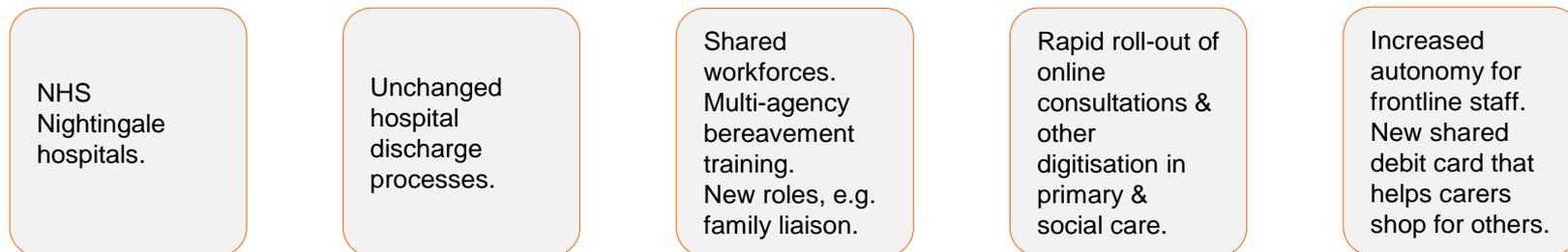


Examples of system responses in integrated health & social care

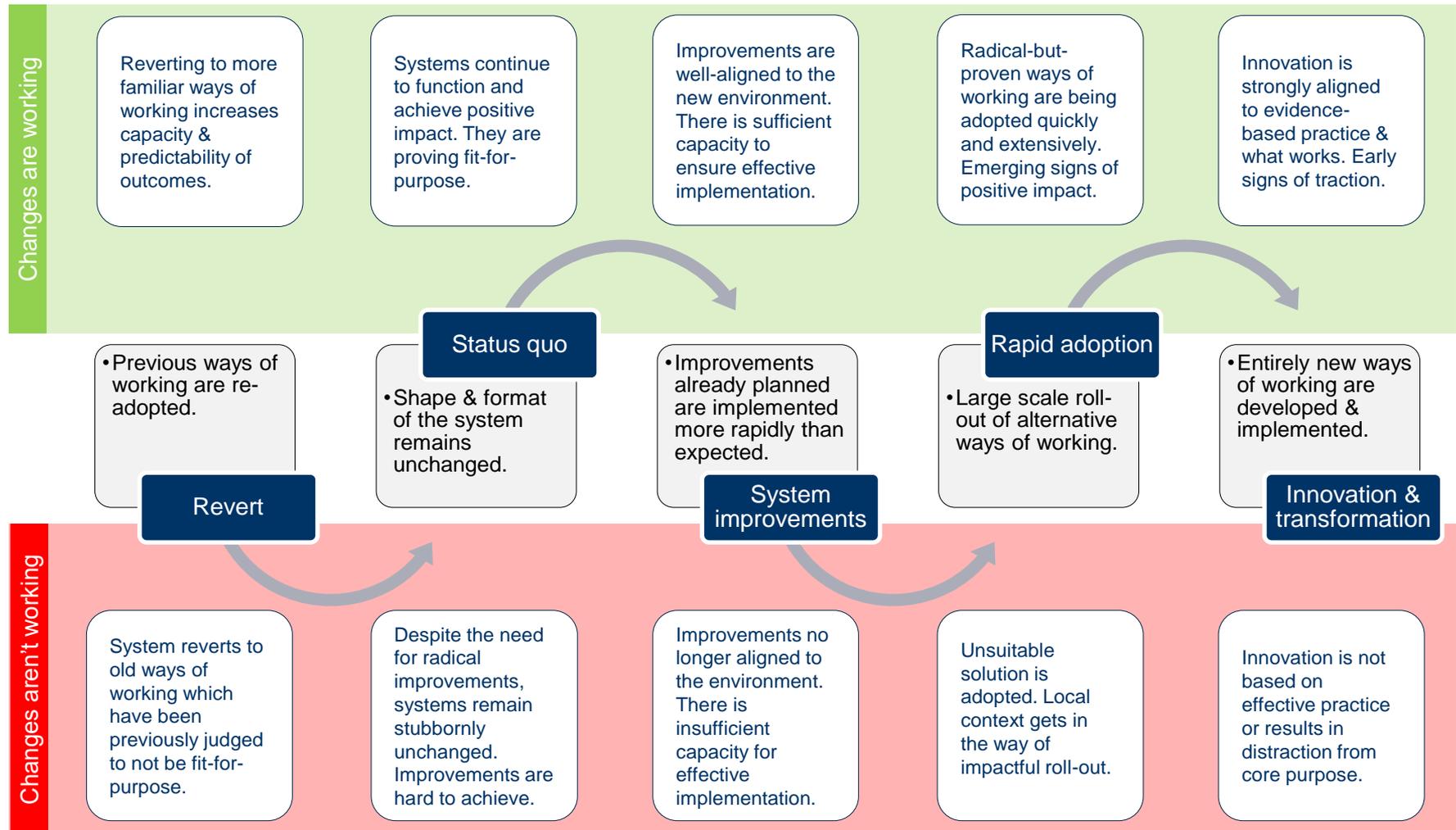
Five system responses to the Covid-19 pandemic



Examples of responses in integrated health & social care



Real time evaluation looks at what has changed & what has worked & what hasn't

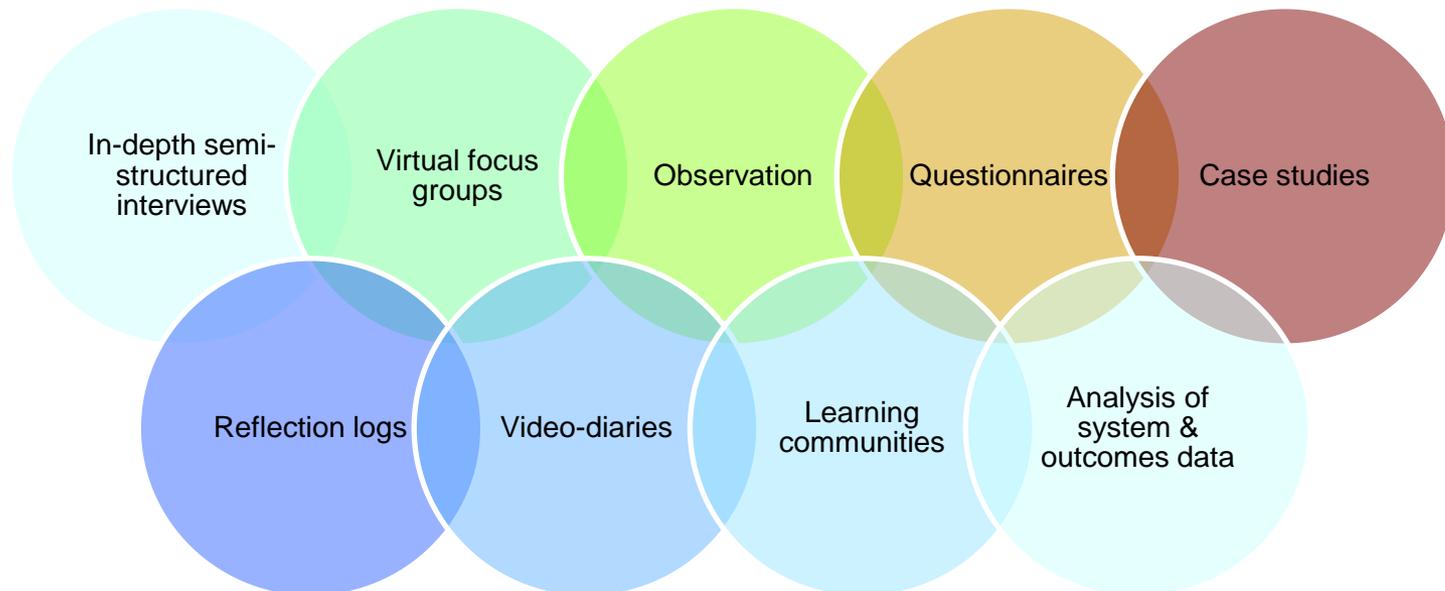


Role of real time evaluation

Role of real time evaluation		Example for integrated health & social care
Understand how systems are responding under pressure		How has integration changed during coronavirus? Where has it stayed the same?
Assess the scale of impact achieved		What impact has been achieved? For structures, governance, accountability; for leadership & relationships; for the population & service users; for the workforce; for the system as a whole?
Explore levers & barriers to effective change		What has worked? What hasn't worked? Why is this? What are the levers & barriers to effective integration? How do we avoid repeating mistakes in future?
Understand where & how to direct future change management initiatives		What learning is there for a potential second spike, the Recovery Phase, winter pressures & implementation of the Long-Term Plan? Where & how should we direct future improvement initiatives on integration?
Understand relative costs & benefits		How & where have resources been invested? To what extent has this protected or enhanced outcomes & does this represent value for money?
Learn what & how to embed, sustain, roll-out or jettison		What aspects of integration should be embedded & sustained? What aspects of integration should be rolled-out to other areas? Are there attempts at integration that should be jettisoned?
Contribute to the evidence-base of what works, how, when & why		How can what we've learned contribute to the evidence-base on integration about what works, how, when & why?
Learn from things that didn't work as well as hoped. Prevent re-invention of the wheel		What can emerging ICSs learn in the run up to April 2021?

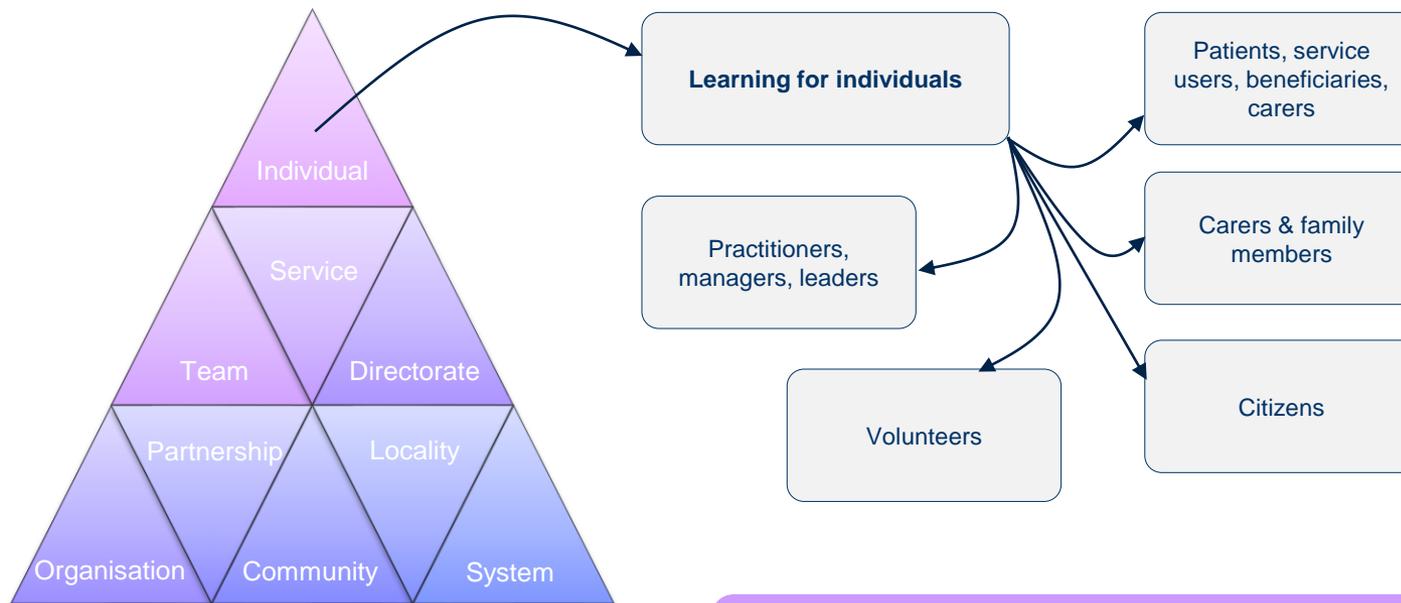
Real time evaluation: what is involved?

- Our approach:
 - Is quick to deploy. Learning is shared rapidly & regularly so the system can adapt in real-time.
 - Avoids unnecessary burden. Stakeholders can engage easily & flexibly.
 - Benefits from being multi-stakeholder, capturing different perspectives across the system.
 - Captures evidence on outcomes for patients, service users, carers & the workforce.
 - Is ethical, theoretically & analytically robust & in-line with Government Social Research Unit guidance on effective evaluation practice.
 - Adds value by building on existing mechanisms you may already have in place to capture learning.
 - Adapts to the local context & is designed to deliver effectively during coronavirus and support recovery.
 - Provides an independent, objective & expert perspective.
- We can deploy a wide range of methods to ensure a robust evidence base:



Real time evaluation: what can it tell you?

- Real time evaluation can be designed to capture learning at a number of levels from individuals through to organisations, partnerships and systems.



Example outputs

- Fortnightly learning logs
- Monthly think pieces, blogs & articles
- Quarterly formative reporting
- Regular presentations: live & recorded to support dissemination
- Conference papers & articles

We have wide-ranging evaluation expertise for central government, NHS, local authorities, police & VCS

Evaluations of NHS New Models of Care: Multi-specialty Community Providers, Urgent & Emergency Care, Enhanced Health in Care Homes, Acute Care Collaboration

N A

Evaluation of the Health Foundation's Social Franchising & Licensing programme

N A

Evaluation of a pilot of the trauma recovery model in youth offending

N C J

Evaluation of a CAMHS Transformation Programme

N C

Evaluations of Department for Education Children's Social Care Innovation Programmes: domestic abuse, SEND, edge of care, mental health, residential provision

N A C J

Evaluation of the Greater Manchester Local Care Approach

N A

Evaluation of Integrated Care Approach across two London authorities

N A C J

Evaluation Living Well: an innovative model of community mental health provision

N A J

Evaluations of a range of local & national programmes for adults with multiple & complex needs

N A J

Evaluation of a Whole System approach to domestic abuse

N A C J

Cordis Bright specialises in...

- N** NHS
- A** Adult social care
- C** Children's services
- J** Criminal justice

To find out more about commissioning real time evaluation support, please contact...



Jane Harris

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Jane is a highly experienced qualitative and quantitative researcher, with a particular expertise in the evaluation of integrated health and social care and systems change. She has a successful track record in capacity building, co-production and economic evaluation. Recent projects include: evaluation of a number of integrated health & social care programmes; evaluation of system change for people facing multiple deprivation; evaluation of 'Living Well', an innovative programme to change the way mental health services are delivered in four areas; qualitative research with users of NHS111, & research into social prescribing & community navigation.



Dr Stephen Boxford

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Steve has a proven track-record of delivering high quality & practically useful research & evaluation across NHS, adult social care, criminal justice & children's services. Recently, he has delivered process, impact & economic evaluation projects for NHSE New Care Model Vanguards, Department for Education Social Care Innovation Fund projects, Clinical Commissioning Groups, Local Authorities, and Police & Crime Commissioners. He is currently working on evaluating a range of integrated health & care programmes including the Greater Manchester local care approach. Much of Steve's work focusses on delivering evaluation in the context of complex systems.

Visit our website for more resources...

The screenshot shows the CordisBright website with a navigation bar and a 'News updates' section. The featured article is titled 'Real time evaluation' and is dated '20 April 2020'. The article text discusses the impact of the COVID-19 pandemic on evaluation activities and the importance of real-time learning. A circular graphic with a sun-like pattern is visible on the right side of the article.



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