Cost-effective Commissioning For Continence Care

All Party Parliamentary Group For Continence Care Report
A guide for commissioners written by continence care professionals
“When I go to bed, I try to stay awake as long as I can by digging my nails into my hands. I dread waking up in a wet bed....”

Male aged 18 years

Acknowledgements

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Supported by

The following organisations have given their endorsement to this document:

Association for Spina Bifida and Hydrocephalous (ASBAH)

Association for Continence Advice (ACA)

Association of Chartered Physiotherapists in Women’s Health (ACPWH)

Bladder and Bowel Foundation (B&BF)

British Society of Urogynaecology (BSUG)

Education and Resources for Improving Childhood Continence (ERIC)

International Continence Society (ICS)

International Longevity Centre - UK (ILC-UK)

Multiple Sclerosis Society

Paediatric Continence Forum (PCF)

Patients Association (PA)

PromoCon

Royal College of Nursing (RCN)

Royal College of Physicians (RCP)

United Kingdom Continence Society (UKCS)
Baroness Sally Greengross OBE
Chair of the All Party Parliamentary Group for Continence Care

“This timely and useful guide illustrates the importance of continence care and sets out how to commission and deliver a quality integrated service which meets patient’s needs and is cost-effective to the NHS. Continence problems can affect any member of the population, young or old. Incontinence can have a profoundly negative impact on a person’s quality of life creating isolation, loss of dignity and other health and emotional problems. The wider cost implications of not providing adequate continence care are significant. Patients should be able to expect and receive prompt assessment and care to enable them to carry on living full and active lives. At a time of great change in the NHS we feel it is vital to bring this issue to the attention of all commissioners and policy makers.

This guide has been written and supported by a team of individuals and organisations who are passionate about ensuring quality continence care services are available and effectively delivered. On behalf of all Members of the All Party Parliamentary Group for Continence Care, I congratulate them on an excellent document.”

Dr Clare Gerada
MBE, FRCP, FRCGP, MRCPsych
London-based GP and Chair of Council of the Royal College of General Practitioners

“This document from the APPG is a timely report in an area of healthcare which affects all ages. Incontinence impacts on all aspects of a patient’s life and is costly to the NHS if the symptom is not pro-actively identified, diagnosed and treated. I welcome the APPG report and would encourage commissioning bodies to give GP’s the option to refer patients to an integrated continence service as described in this commissioning guide.”

Tim Harvey
Trustee and Patient Representative of the Bladder and Bowel Foundation

“Incontinence is a degrading symptom for the individual without having to cope with the indignity of poor or inadequate health care. Over the last few years continence care has slipped below the standard of care expected as has been reflected in recent reports identifying the distressing consequences. The comment above on the right highlights the difference access to a specialist Continence Service can make. Please let this report become a benchmark for moving forward.”

Dr Julian Spinks
BSc (Hons), MBBS, DGM
Kent-based GP with an interest in continence care

“As GP consortia prepare to take on the commissioning of services for their patients it is vital that they have the right tools to ensure that their decisions result in effective and appropriate services. This report will be an important resource for GP consortia and will enable them to ensure that their population receives the better quality, comprehensive and patient-centred continence services that are so sorely needed.”

“When the Continence Nurse visited me she found the reason for me always being wet. I now empty my bladder with the small tube (catheter) a few times a day which keeps me dry. My daughters no longer have to take my soaked bedding away every morning and wash it. This has given me back my dignity and that part of my life I had lost.”

Female aged 78 years
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Executive Summary

Dr Sarah Brewer MSc, MA, MB, BChir, RNutr, MBANT
GP, Medical Author and Journalist

This commissioning guide provides a framework for implementing and monitoring a truly integrated continence service. It outlines the essential elements needed during each phase of the commissioning cycle.

Continence care pathways are only effectively delivered through an integrated continence service that is clinically-driven, patient-sensitive and treatment-focused.

Evidence-based clinical pathways can deliver cost savings by reducing:
- unnecessary catheterisations and associated urinary tract infections (UTI)
- pressure ulcers linked to poor continence care
- acute hospitalisations for UTI, urinary retention, renal failure and faecal impaction
- care home admissions precipitated by incontinence
- the use of incontinence products through low-cost interventions such as bladder retraining, pelvic floor muscle training and the appropriate use of medications for incontinence

Planning:

Share data to assess local needs, review current services, identify priorities and avoid duplication. Ensure the Joint Strategic Needs Assessment has at least one indicator for bladder and bowel incontinence. Involve those who will use the service and listen to their views: children, young people and adults, including disadvantaged and vulnerable groups. Forge strong partnerships with providers and the voluntary sector so they know how to access services when supporting someone with continence needs. Access to specialist continence nurses and therapists will promote screening, assessment and treatment practices that take into account the emotional, psychological and mental well-being of patients. There needs to be clarity in the primary / secondary care interface to achieve consistent referral patterns and transition management between paediatric and adult services.

Procurement:

As a minimum, a high quality, cost-effective continence care service requires: an expert clinical leader responsible for strategy, service improvement, education, research and audit activities; one whole time equivalent specialist practitioner per 100,000 population, plus access to designated medical and surgical specialists, investigation and treatment facilities. Define contract criteria to include: on-going education and training of all staff (including pre-registration students and GP registrars); an agreed staff competency level and skills mix; patient choice (e.g., for incontinence pad provision); agreed qualitative and quantitative outcomes. Ensure on-going demands are appropriate. Take account of factors which may affect demand management, such as an ageing population, transfer of secondary care services to the community, price fluctuations of disposable products, and guidelines from organisations such as NICE.

Monitoring:

An effective monitoring regime is needed to ensure activities meet the quality and level required. Set performance indicators to ensure contracted continence services are delivered, and determine how these are measured and the frequency of monitoring. Set thresholds to ensure commissioners are alerted of budgetary pressures if patient numbers or treatment costs increase by 5%. As well as monitoring patient pathways and outcomes, performance indicators are also needed for invoicing, data validation and audit.

The fundamental aim of this report is to maintain dignity and relieve physical and emotional suffering in the millions of patients with continence issues. Using individual assessment and appropriate treatment and management regimes, the risk of the costly consequences listed above will be reduced. This is best achieved through the effective commissioning of good quality, evidence-based, integrated continence services.
How movement up the Pyramid can be delayed or prevented by an Integrated Continence Service

The Prevention Pyramid demonstrates the risks and rising costs of untreated incontinence using the traffic light system, and how an effective integrated continence service can reduce the risks and therefore costs.

Prevention Pyramid

- **Lowers risk in range of care settings**
- **Reduced length of hospital stay and delayed entry into long term care from coordinated continence services**
- **Reduction in the inappropriate use and spend on products using clinical needs assessment**
  - When required, provision to clinical need and allowing user choice in provision
  - Savings in nursing time from systematic and integrated services
- **Prevalence of urinary incontinence (UI) and faecal incontinence (FI) reduced from increased screening, assessment and treatment from an integrated continence service (ICS)**
  - People with UI, FI and lower urinary tract symptoms (LUTS)
- **Prevalence of children with idiopathic constipation requiring secondary care greatly reduced with pro-active assessment and treatment**
- **Prevention campaign to reduce the risk of incontinence throughout life**
- **Catheter associated urinary tract infections (CAUTI’s)**
- **Pressure ulcers**
- **Acute hospitalisation**
- **Care Home placement**
- **Users of containment pads/products**

Controlled Spend and Value for Money

- Catheter associated urinary tract infections (CAUTI’s)
- Pressure ulcers
- Acute hospitalisation
- Care Home placement
- Users of containment pads/products

Prevention Campaign to reduce the risk of incontinence throughout life

People with UI, FI and lower urinary tract symptoms (LUTS)
Urinary and faecal incontinence in general population - highly prevalent but under-diagnosed and under-treated

- An ICS provides higher quality of care to older people and is dependent upon well-organised services with personnel who have the appropriate training and skills to deliver the care.
- Pelvic floor muscle training (PFMT) for stress urinary incontinence (SUI) (up to 64% cure rate), minimally invasive surgical treatment (Tension-free Vaginal Tape 95% cure rate), antimuscarinics in overactive bladder (cost effective in >90% of cases, based on QALY and pad costs).
- Prevention in high risk groups (e.g. PFMT for pregnant women, dietary and fluid advice in patients with long-term conditions).
- Continence care pathways - conservative measures will cure the majority of people with incontinence, but proceeding when appropriate to further assessment and possible diagnostics/surgery is only effectively managed through an Integrated Continence Service.
Commissioning integrated continence services is a dynamic way forward to achieve quality improvement while reducing wasteful and inefficient use of NHS resources\textsuperscript{22}. The NHS Commissioning Board requires commissioners to involve relevant cross-sector health and social care professionals in designing care pathways and packages that meet quality and productivity outcomes.

The NHS outcomes framework\textsuperscript{23}, NICE quality standards\textsuperscript{24} and commissioning guidance\textsuperscript{25} will act as levers to facilitate this in addition to drivers such as the Quality Innovation, Productivity and Prevention (QIPP; 2010)\textsuperscript{26} challenge and Commissioning for Quality and Innovation (CQUIN; 2010)\textsuperscript{4}. Measuring outcomes will form a key indicator of success, and implementing effective care pathways and services is fundamental in achieving this.

This commissioning guide sets out the justification for an integrated continence service and provides a framework for implementation and monitoring. It was prepared by a wide stakeholder group including healthcare professionals and patient associations. The fundamental aim of this publication is to relieve suffering in millions of patients via the commissioning of good quality continence services. It directs commissioners towards the essential elements which make up such a service. An integrated continence service does not exist to give out pads, nor should a GP send patients with incontinence to the ‘nurse’ just for pads. A dynamic service is one which involves all practice professionals in prevention, recognition, assessment and treatment. According to NICE guidelines, it is the responsibility of primary care to deliver an initial assessment of all patients with incontinence.

Many services relate to patients during specific periods in their lives, but bladder and bowel care is a service which impacts on those of all ages, throughout their lifespan.

Symptoms of bladder and bowel dysfunction affect men, women, young people and children; those without any other disability or illness, and those with varying degrees of learning or physical disability or illness. Lower urinary tract symptoms (LUTS) have a significant impact on men; pregnancy, childbirth and multiparity are some of the contributing factors for women; while constipation and bedwetting can significantly affect children’s acceptance at school and their socialising with peers.

Effective management of the bladder and bowel is essential for those with spinal injury, associated congenital disorders, neurological illness, stroke, diabetes, dementia and end-of-life care, to name a few. Many people rely on effective management of symptoms to enable them to work, take part in sport, socialise and lead as normal a lifestyle as possible. Cost savings in effective assessment and treatment will allow for an adequate and appropriate provision of products when required.

The health and social care challenges associated with an ageing population and the increasing prevalence of treatable incontinence in older people substantiate the need for a vibrant approach to promoting well-being and continence in this group of individuals. Incontinence affects not only people who reside in their own homes, care homes or hospitals, but other vulnerable groups such as the homeless and those in prison, therefore services must be available and responsive to the needs of all.

To reduce significant risk to patient health, promote well-being and demonstrate value for money, some of the benefits of an integrated service include:

- Early identification and treatment of symptoms
- Improved access to specialist assessment, investigation and treatment
- Agreed referral pathways to specialists
- Reduced hospital admissions and re-admissions
- Reduced risk of avoidable pressure ulcers
- Reduction in falls
- Reduced rates of catheter associated infections
- Reduced rates of urinary tract infection
- Cost-savings associated with therapeutic interventions rather than containment
- An improved quality of life, social function and dignity for the patient
- Protection of those most vulnerable in society
- Cost-effective provision of optimal product for management / containment where required

Overall, commissioning an integrated continence service, facilitated by high calibre clinical leadership, will help to improve service quality, patient dignity, patient experience and patient safety, and lead to reduced health and social care costs alongside a reduction in the economic impact of absenteeism and carer burden.
1. Involve people in planning and developing services
It is essential to work closely with those who will receive services, or who are receiving them already, at the planning and designing stages. This includes offering more choice and control about services where feasible, and having honest conversations about what is possible. What is really important is that people are listened to and their views taken into account. This also provides opportunities to talk about the importance of self-care, access to good information and advice to help make the right, informed choices, and aids with self management strategies, making a transparent case for levels of funding and limits on provision.

2. Understanding the needs of populations and individuals
Joint strategic needs assessment by councils and commissioners will promote better understanding of the needs of individuals. Data is crucially important because it helps commissioners identify trends, plan services accordingly, and then govern and monitor those services.

3. Sharing and using information more effectively
Information needs to be used and shared effectively. To achieve this, it must be clear what information can be shared and under what circumstances.

4. Assuring high quality for all
Commissioners should develop effective, strong partnerships with providers and engage them in needs assessment. This includes strong partnerships with other involved parties, such as the voluntary sector, to ensure they know how to access services and provide appropriate information when they are supporting someone with continence needs.

5. Recognising the contribution of all partners
Commissioners can facilitate collaborative approaches with communities to improve advice and support for individuals. This is achieved by fostering the creation of links and resources at a local level, based on agreed universal services and access points. This effectively puts community and local leaders in control and hence accountable for effective delivery.
Assessing health needs and capacity planning

Understanding local health demographics will allow an integrated continence service to proactively meet the needs of each individual who is living with bladder and/or bowel incontinence. Commissioners must be clear about the population they are working with and:

- ensure that the Joint Strategic Needs Assessment\(^\text{27}\) has at least one indicator for bladder and bowel incontinence; for example,
  - number of females over 18 with urinary incontinence
  - number or males over 18 with urinary incontinence
  - number of females over 18 with faecal incontinence
  - number or males over 18 with faecal incontinence
- assess the specific health and social care needs of all patient groups, for example, children, young people and adults, including disadvantaged and vulnerable people

The Good practice in continence services (Department of Health 2000)\(^\text{28}\) advised that 'continence services provided for a specific population should be organised as integrated continence services. The various professionals providing care at different levels will be employed by different bodies but if services are to be integrated, in line with clinical governance principles, they should all:

- work to common evidence based policies, procedures, guidelines and targets;
- use agreed evidence based policies, procedures and guidelines;
- undertake group audit and review’

In 2011 this translates to requiring clear service level agreements between all providers across the patient pathway, with defined deliverables and standards of care from each sector.

Prevalence

Differences in study populations, definitions, measurements, and survey methods have resulted in a wide range of prevalence rates for urinary incontinence (UI). The EPIC study\(^\text{29}\) (2006) assessed the prevalence rates of overactive bladder and UI in 19,165 individuals, and 64.3% reported at least one lower urinary tract symptom (LUTS). In the adult female population, prevalence ranges from 5% to 69%, with most studies reporting a prevalence in the range of 25 - 45%.

In the UK for example, 9.4 million men are currently aged over 50 years, of which an estimated 35% experience LUTS\(^\text{35}\) (ProState of the nation report 2009). This corresponds to an estimated 3.2 million men with clinically significant symptoms\(^\text{35}\).
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for Continence Care

Capacity planning

Monitoring information from a range of national and local indicators, together with data on supply, resource use and need, should be considered when designing an integrated continence service. A dynamic understanding of future service demands is also required, using knowledge taken from a range of sources, and built around local outcomes.

Services should:

- Involve direct and indirect stakeholders
- Ensure the workforce has appropriate training, updating, skills and competencies to provide evidence-based continence care

| Urinary incontinence (UI) affects 1 in 3 women aged 18+ (35,000:100,000 women), but less than 20% are actively treated |
| Lower urinary tract symptoms (LUTS) affect 2.7% of men aged 18+ and 35% of men aged 60+ |
| UI and / or faecal incontinence affect 50-80% of care home residents |

Data in women aged 18+ suggest a 35% overall prevalence of UI, with an estimated 50% of these seeking continence help – approximately 17,500 per 100,000 women aged 18+ per year. Approximately 80% of the population in England is aged 18+, of which 51% are women. So for a practice with a list size of 10,000, the average number of women needing initial treatment for UI would be around 700 per year. The actual number depends on the help-seeking rate of the population, and how proactive practices are at identifying UI in their female patients.

Key questions for commissioners to understand capacity in continence services include:

- How are continence care services organised (including screen / assess / treat policies)?
- What services are provided by primary care, in a community setting or by secondary care?
- Is there duplication of services?
- What do patients, carers and the local community think about continence care services?
- Is there any evidence that some groups are not accessing services and if so, for what reasons?
- Are there any specific gaps in services provided against identified need, including necessary adjustments to ensure equity of access?

Reviewing current provision

In most localities, continence services are already being commissioned and provided. It is important to know:

- where services are delivered/available in the locality
- their current accessibility for the local population
- their current performance against quality indicators
- patient experiences of the service
- staff views of the service
- costs, including benchmarking

Identifying gaps and priorities

The delivery of an integrated service, requires a co-ordinated approach, taking into account the role of other agencies providing care as well as users and their carers/families. Services should:

- Be developed in an integrated fashion with a clear model of care, offering the right care, by the right person, at the right time
- Be aware of any specific gaps in services provided against identified need in primary, community and secondary care

“...I felt there was unnecessary delay in my referral. And there seems to have been a lack of communication between the clinic and the appointments system. This has resulted in my treatment being put back, which means it may now clash with my husband’s operation. If this happens I may be forced to postpone my treatment as one of us needs to be able to cope with everyday things, like hoovering, shopping etc. and we have no family nearby that could help out.”

Female aged 80 years
Improving continence services - including transition

- An increasing number of children and young people with chronic illness are now surviving into adulthood.
- Transition into adult services takes place at great change in their lives both physically and emotionally.
- Without appropriate support there is potential for poor concordance to treatment which is risky for those with serious bladder and bowel problems.
- The need for adequate preparation for transition of young people requiring long term follow up into adulthood is well recognised.
- In order to understand long term outcomes of treatment, e.g. bladder augmentation carried out in childhood, it is vital to follow their progress through to adulthood.

Example of good practice

Collaboration between Alder Hey Children’s NHS Foundation Trust and Aintree NHS Foundation Trust has resulted in the development of a structured and fully integrated Adolescent and Reconstructive Urology Service which oversees the care of urology patients before, during and after the transition of their care to adult services. At Alder Hey age boundaries are loosely applied, with adolescent urological care tailored to the maturity, readiness and awareness of the individual patient. The age range spans from 11 to 19 years with a great deal of flexibility. It is important to foster a high degree of independent thinking and to involve the patient at the centre of decision making. The following case example of a young person can help illustrate the role of the transitional urology team in managing young people’s care, ongoing health and continence needs.

Case study

David was born with spina bifida and has been cared for by the urology team at Alder Hey since birth. At fourteen years old he saw the Adolescent Urologist at Alder Hey and a good rapport was developed between David, his family and the consultant. Developing an integrated model of care allowed David the opportunity to start taking on responsibilities for his own care and well being. Over time David began to lead the discussion in consultations and the team supported his parents in stepping back from being his direct care providers and also ‘managers’.

During the process, and within dedicated transition clinics, David had the opportunity to meet local higher education teams and explore opportunities for training, education and employment. In a familiar clinical environment he met the adult team of nurses from Aintree as well as community staff, such as physiotherapists and community continence teams. His transitional needs as a young adult were addressed and new links were built which focused around his ongoing care, independence and need to learn new problem-solving skills. During this transition process David and his consultant completed documentation together which addressed his physical, emotional, sexual and relationship healthcare needs.

We believe our approach complements the Department of Health philosophy of transitional care which is centred on helping to prepare young people and their families for the significant uncertainties and changes which accompany the move to adult healthcare.

(For confidentiality the patient name has been changed)
Designing and redesigning services

In designing the service (and any subsequent redesign) commissioners need to be aware of the various components of an integrated continence service. This is well described in the DH Good practice in continence services (2000)\textsuperscript{28}. This guidance was used as the gold standard for service organisation by the Royal College of Physicians National Audits of Continence Care for older people 2005, 2006 and National Audit of Continence Care 2010\textsuperscript{34}. The 2010 audit included over 18,000 cases and the majority of hospital trusts, PCT’s and Mental Health Care Organisations in England and Wales. In the 2010 audit only 4 participants reported that they met all the elements for an integrated continence service. Analysis of the audit data from 2006 showed that the better integrated a service was organisationally, the higher the standards of clinical care. The NICE commissioning guides (UI in women, LUTS in men, children and young adults) also give information on the essential elements of an effective service. It is therefore inherent on commissioners to ensure that services meet national guidance to ensure appropriate and effective care for their local population groups.

Services for patients in the community do not only consist of direct patient care. The majority of community nursing led services also have a role in provision of incontinence products. This part of the service is one of the main non-pay expenditures for community services and costs are rising due to increasing demands as well as product costs related to global increases in raw materials such as oil and fluff pulp. Sustainability in procurement however should not be at the expense of innovation.

Commissioners must remain aware of the financial impact that incontinence products will have on their budgets, and ensure their service design allows the most efficient and effective use of financial resources without compromise to the client’s dignity.

The model of an integrated continence service team will depend on local requirements
However, at a minimum the service requires:

- An expert clinical leader who is responsible for strategy, service improvement, education, research and audit activities, including proper resources and linkages to academic institutions; high-level collaborative working and the development of care pathways across the health and social care community

- One whole time equivalent specialist practitioner per 100,000 population in order to cover the broad population in need (children, young people, adults, patients with disability, care home residents etc)

- Access to designated medical and surgical specialists, investigation and treatment facilities (as per NICE recommendations)

Commissioners need to be particularly mindful of:

- Providing effective, evidence based care so the patient’s experience delivers the best possible experience in terms of value and quality
- Measuring service outcomes to ensure patients receive high level care provided by the most appropriate professional
- Avoiding duplications in local services, especially with new ways of provision where a number of providers might have similar care packages
- Maintaining economies of scale and a critical mass to deliver care
- The need to investigate innovative ways of providing incontinence products that preserve dignity and autonomy while remaining cost-efficient
- Supply of incontinence products should include an appropriate range of cost effective products for all patients, enabling patient choice where possible
- Commissioning both clinical continence services and product services taking local demographics and their impact on future delivery into account
- Together with other relevant criteria, tendering processes should take into consideration value-added services such as educational materials and training

“Over the years, my body and home have become shrines to plastic to protect my skin and my furniture. The medical profession explain to me that this (incontinence) is a common condition affecting many thousands of people. Why then do I feel dirty, isolated and alone? A common condition yes, but one that condemns the long-term sufferer to a ‘half-life’ ruled by it.”

Female aged 64 years
Case Study

Liverpool Community Health NHS Trust has a lead Paediatric Continence Adviser, who works across primary and secondary care to provide a comprehensive service that includes assessment, treatment, awareness raising and training for all staff. This has transformed the service from a fragmented continence-supply (‘free-nappy’) service to a fully integrated Paediatric Continence Promotion service in line with NICE guidance.

The outcome is that health visitors and school nurses are more confident in dealing with children and young people with wetting and soiling problems, such as bedwetting and constipation. They are proactive in instigating first line treatments and appropriately refer on to the Paediatric Continence Service in a timely fashion. Since the service was introduced in 2005 there has been a drop in the number of children and young people receiving free nappies from nearly 700 to less than 300 per year. The need to refer children and young people with idiopathic constipation to secondary care has also been virtually eliminated.

Defining contracts

Recent findings from the Royal College of Physicians National Audit of Continence Care 2010 suggest that the majority of hospital services were commissioned as a block, including gynaecological and urology services. Community services were also block commissioned (by activity), however, there was little detail about the exact services to be delivered and the majority of commissioning organisations had little idea of what service levels they were contracting for.

Contracts need to have defined criteria:

- Education and training to ensure that all staff, including pre-registration students and GP registrars, keep up to date
- Defined competencies for all staff linked to evidence based practice
- A set skill mix that commissioners are willing to pay for
- Qualitative and quantitative outcomes
- Highly refined activity data
- Descriptions of patient’s choice in their care
- Outlines of any tendering processes that need to occur e.g. for incontinence pad provision

Procuring a ‘fit for purpose’ continence service

When procuring appropriate services, a number of recommendations need to be considered to ensure the provision of high quality, cost effective continence care. As well as considering quality through CQUIN and the new NHS Outcomes Framework, other recommendations specific to continence care need to be considered. NICE quality standards are a set of specific, concise statements that act as markers of high-quality, cost-effective patient care, covering the treatment and prevention of different diseases and conditions.

NICE has made a number of recommendations regarding the implementation of their guidelines and it may be useful to consider procurement of new contracts for specific services such as Paediatric Continence Promotion to provide services in an improved, cost effective way.

Managing demand

In managing the demand for continence services it is important to take note of factors which can affect demand such as:

- An ageing population
- The opening of new-build, large care homes who will require a steady supply of expertise and products
- The transfer of some secondary care services to the community e.g. LUTS assessment services for men
- Potential price fluctuations of disposable product as a result of external factors such as raw material / transport costs
- The optimum use of care pathways and treatment plans which can help control the inappropriate use of products and ensure appropriate use of resources and services
- Guideline treatment recommendations from organisations such as NICE
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Monitoring and evaluation

Monitoring activity and quality

An effective monitoring regime is needed to ensure that all activities are of the quality and level required. Thresholds to alert commissioners to possible effects on the budget when the volume of activity increases (for example through a rise in new referrals) must also be included.

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<th>Method of measurement</th>
<th>Frequency of monitoring</th>
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<td>Number of patients with a care pathway</td>
<td>If number increases by 5% commissioners to be alerted to cost pressure</td>
<td>Clinical outcome measures: discharged, cured, referred to secondary care</td>
<td>Quarterly</td>
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<tr>
<td>Number of funded patients agreed as per contract / SLA for the supply of disposable / reusable products</td>
<td>Number of patients with a care pathway</td>
<td>If number increases by 5%, commissioners to be alerted to cost pressure</td>
<td>Number of patients receiving products and cost per patient per day</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Number of children and young people funded as per contract / SLA to have on-loan bed wetting alarms</td>
<td>Number of children with a care pathway requiring an alarm to have prompt access to equipment</td>
<td>If cost increases by 5%, commissioners to be alerted to cost pressure</td>
<td>Number of alarms issued quarterly</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Cost of prescription only items e.g., catheters, anal irrigation and medications</td>
<td>Total prescriptions per item</td>
<td>If cost increases by 5%, commissioners to be alerted to cost pressure</td>
<td>Medicines management to monitor prescription costs</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Urodynamic and flowmetry studies</td>
<td>Number of urodynamic and flowmetry studies referred to community and / or secondary care</td>
<td>If cost increases by 5%, commissioners to be alerted to cost pressures</td>
<td>Data report</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Clinical audit using NICE Quality Standards / Essence of Care Benchmark</td>
<td>Audit plan including audit tools in place</td>
<td>One adult and one paediatric audit completed annually</td>
<td>Audit report</td>
<td>Annually</td>
</tr>
<tr>
<td>Competency frameworks for bladder and bowel problems in place for adults, children and young people</td>
<td>Bladder and bowel assessment, treatment and management. Catheterisation and care. Bowel care, digital rectal examination, anal irrigation and toileting programmes</td>
<td>100% staff have completed competency frameworks</td>
<td>Data report</td>
<td>Annually</td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Indicator</td>
<td>Threshold</td>
<td>Method of measurement</td>
<td>Frequency of monitoring</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Continence Specialist Nurse or Physiotherapist</td>
<td>Number of pelvic floor pathways for men and women commenced by nurse or physiotherapist in the community and secondary care</td>
<td>If cost increase by 5% commissioners to be alerted to cost pressures</td>
<td>Data report</td>
<td>Quarterly</td>
</tr>
<tr>
<td>GP to code all patients with bladder/bowel conditions</td>
<td>All patients coded</td>
<td>100%</td>
<td>Data report</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Number of new referrals seen and assessed in primary care</td>
<td>Patients referred have a full continence assessment that identifies the type of bladder and / or bowel problem; a care plan including treatment, management and / or containment</td>
<td>100%</td>
<td>Audit / Report</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Access to Occupational Therapist, Speech and Language Therapist or Dietician</td>
<td>Number of referrals related to bladder or bowel conditions to each Allied Health Professional</td>
<td>100% of referrals reported</td>
<td>Data report</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Secondary and tertiary referrals for bladder and bowel conditions</td>
<td>Number of referrals; length of bed days</td>
<td>100%</td>
<td>Hospital Episode Statistics Report (HES)</td>
<td>Monthly/Quarterly</td>
</tr>
<tr>
<td>Patient reported experience</td>
<td>Patient survey</td>
<td>10% to complete annually</td>
<td>Patient satisfaction audit report</td>
<td>Annually</td>
</tr>
<tr>
<td>Quality of Life following treatment</td>
<td>Questionnaire</td>
<td>100%</td>
<td>Quality of Life following treatment report</td>
<td>Annually</td>
</tr>
<tr>
<td>Unplanned hospital admissions for urinary tract infection, retention of urine, constipation and pressure ulcers</td>
<td>Number of admissions</td>
<td>100% to be reported</td>
<td>Hospital Episode Statistics Report (HES)</td>
<td>Monthly/Quarterly</td>
</tr>
<tr>
<td>Acquired pressure ulcers</td>
<td>Number of acquired pressure ulcers in community and acute settings associated with incontinence</td>
<td>100% to be reported</td>
<td>High Impact Indicator (HES) (data being collected by nursing), CQUIN</td>
<td></td>
</tr>
<tr>
<td>Infection control: number of urinary catheters in situ</td>
<td>Monthly nursing indicators report</td>
<td>100%</td>
<td>Number of catheters in situ for under 29 days and over 28 days</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
### Invoicing, data validation and payment

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Indicator</th>
<th>Threshold</th>
<th>Method of measurement</th>
<th>Frequency of monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial invoices paid within 30 days</td>
<td>% of outstanding invoices</td>
<td>5%</td>
<td>Reports from accounts payable</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Standing Financial Instructions (SFI)</td>
<td>Organisation compliant with SFI</td>
<td>100%</td>
<td>Audit</td>
<td>Annually</td>
</tr>
<tr>
<td>CQUIN payment framework</td>
<td>Organisation compliant with CQUIN</td>
<td>100%</td>
<td>Audit</td>
<td>Annually</td>
</tr>
</tbody>
</table>

### User and local authority views; patient choice

<table>
<thead>
<tr>
<th>Performance indicator</th>
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<th>Frequency of monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service user-group</td>
<td>Terms of reference, membership list. Evidence of users involved in service change, development and patient choice</td>
<td>2- 4 meetings per year</td>
<td>Minutes / notes of meetings</td>
<td>Annually</td>
</tr>
<tr>
<td>HealthWatch, Local Involvement Networks (LINks), Health and Wellbeing Boards</td>
<td>Membership of service user group; monitoring complaints and service concerns</td>
<td>2- 4 meetings per year</td>
<td>Minutes / notes of meetings</td>
<td>Annually</td>
</tr>
<tr>
<td>Information for all stakeholders</td>
<td>Service website / newsletter; services accessible to black, minority and ethnic groups</td>
<td>90% for debate</td>
<td>Audit of communication network</td>
<td>Annually</td>
</tr>
<tr>
<td>Self-help groups and associated charities</td>
<td>Information available for service users for example: ERIC, B&amp;BF, PromoCon, RADAR and other associated charities</td>
<td>100%</td>
<td>Audit</td>
<td>Annually</td>
</tr>
</tbody>
</table>

### Feedback on activity quality and projected budget outturn

<table>
<thead>
<tr>
<th>Performance indicator</th>
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<th>Method of measurement</th>
<th>Frequency of monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>NHS Commissioning Boards returns</td>
<td>Quarterly and annual reports; meetings to monitor quality and cost; service specific</td>
<td>100%</td>
<td>Minutes, financial reports, audit reports</td>
<td>Annually</td>
</tr>
</tbody>
</table>
19. NICE CG 49 Faecal incontinence in Adults http://guidance.nice.org.uk/CG49
21. NICE CG 40 Urinary incontinence in women http://guidance.nice.org.uk/CG40
34. Royal College of Physicians National Audits of Continence Care for older people 2005, 2006 and National Audit of Continence Care 2010 http://www.rcplondon.ac.uk/resources/national-audit-continence-care
Others suggested sources of information

The Expert Patients Programme
www.expertpatients.co.uk/

Patient Choice

Equity and excellence: Liberating the NHS White Paper 2010 (and associated documents)

The Mid-Staffordshire NHS Foundation Trust Inquiry 2010

The National service frameworks
Older people 2001
Long-term conditions 2005
Children, Young People and Maternity Services 2004
National Stroke Strategy 2007
www.dh.gov.uk

Implementing the Next Stage Review visions: the quality and productivity challenge (QIPP) 2009 (letter)
http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/Dearcolleagueletters/DH_104239

Essence of Care 2010

Map of Medicine
http://healthguides.mapofmedicine.com/choices/map/index.html

Constipation in children and young people: costing report 2010

Spending Review HMS Treasury 2010
www.hm-treasury.gov.uk/spend_index.htm

Abbreviations

AHPMA  Absorbent Hygiene Product Manufacturers Association
APPG   All Party Parliamentary Group
CAMHS  Child and Adolescent Mental Health Services
CAUTI  Catheter associated urinary tract infection
CAUTI's Catheter associated urinary tract infections
CQUIN  Commissioning for Quality and Innovation
FI     Faecal incontinence
GP     General Practitioner
HES    Hospital episode statistics
ICS    Integrated Continence Service
LUTS   Lower urinary tract symptoms (in men)
NICE   National Institute for Health and Clinical Excellence
PFMT   Pelvic floor muscle training
QALY   Quality-adjusted life year
QIPP   Quality, Innovation, Productivity and Prevention
SFI    Standing financial instructions
SLA    Service level agreement
UI     Urinary incontinence
UTI    Urinary tract infection
The APPG is grateful for the support of AHPMA in the facilitation and production of this document.