

Macmillan Health and Wellbeing Clinics pilot

**Economic assessment case studies:
Lincolnshire, Milton Keynes and Velindre**

August 2011

Introduction

This report is part of the evaluation by OPM of Macmillan's health and wellbeing clinics pilot. Economic assessments of three of the participating pilot sites have been conducted in order to contribute to an early assessment of the economic case for the clinics, alongside the evidence of wider impacts as presented in the main evaluation report¹. The three sites are Lincolnshire, Milton Keynes and Velindre. For each site the report sets out a brief description of the service model and delivery, a summary of the outcomes, and the economic evidence (where available) and cost calculations.

The cases are presented in the form of a cost consequence approach (CCA). A CCA does not require all costs and benefits to be measured in the same units (e.g. monetary units). The approach sets out the costs, both direct and indirect, involved in setting up and running the clinics, and reports the types of benefits accrued as consequences of the costs incurred. For categories of services in which usage reduced, and for which unit costs have been identified, illustrations of cost savings resulting from a reduction in use of one unit of the service per patient are presented for each site.

This approach accommodates the ability to present different types of benefits in different measurement units, including being presented as categorical headings. The assumption is that different decision makers will assign different levels of importance to the different cost and benefit profiles depending on their perspectives and needs.

1. United Lincolnshire Hospitals Trust

Service summary

Eight clinics held in a 'market stall' **format**, with stalls providing information on a range of aspects of health and wellbeing; optional one-to-one session with a clinician available.

Non-clinical **settings**, including a football club and a country club.

Initially aimed at all-male **tumour types**, later clinics were open to male and female patients with any tumour type.

Organised and run by the Lead Cancer Nurse and the Health & Wellbeing Co-ordinator (who is the Macmillan Cancer Information and Support Services Lead).

Staffed by clinical and non-clinical, in addition to volunteers (already recruited as ULHT volunteers; have had a CRB check and Trust induction programme and undertake a 3-hour training session and optional Cancer Awareness Training).

Costs and benefits summary

- Eight clinics cost £9,533
- 53 patients attended
- At least £5,317 of monetisable savings through reduced service use
- Quality benefits to patients in terms of ability to self-manage and enhanced wellbeing

United Lincolnshire Hospitals NHS Trust



BENEFITS

INPUTS

Investment

- ✓ Macmillan Cancer Support: £6,691
- ✓ ULHT: £1,805
- ✓ Lincs County Council: £656
- ✓ Macmillan/St Barnabas: £380

Set up costs: £2,499 (Macmillan)

Running costs: £7,034 (of which Macmillan £4,193)

Staffing

- ✓ Project lead: Macmillan Information and Support Lead
- ✓ Macmillan Information Facilitator
- ✓ Physiotherapist
- ✓ Occupational therapist
- ✓ Psychologist
- ✓ Cancer Nurse Specialist
- ✓ Therapy Radiographer
- ✓ Carers' team
- ✓ Benefits advisor
- ✓ Trained volunteers 

Facilities


- ✓ Non-clinical settings, including local football club and country club

THE SERVICE

Referral routes

- ✓ Drop-in basis
- ✓ Posters
- ✓ GP and MDT encourage attendance

Delivery volume

- ✓ 8 clinics
- ✓ 53 patients
- ✓ Male patients 

Services

- ✓ Market stalls providing information
- ✓ Option of one-to-one clinician appointment
- ✓ Advice and information from clinical staff including:
 - Physiotherapy
 - Occupational therapy
 - Psychology service
 - CNS
- ✓ Advice and information from non-clinical staff including:
 - Carers' team
 - Benefits advice

Benefits to patients

Self management

- ✓ Increased awareness of treatment and support options
- ✓ Increased knowledge of signs and symptoms of recurrence
- ✓ Increased confidence to question or challenge health information
- ✓ Increased confidence that managing their own health will reduce the need to see a doctor

Quality of life

- ✓ Increased confidence to manage physical discomfort, fatigue and emotional distress

Benefits to the healthcare system

- ✓ Monetisable savings identified through reduced use of hospital services, district nursing, social care, counselling and complementary therapies
- ✓ Total monetisable savings through reduced use of services: £5,317

Overview of service costs

- **£2,499 in set up costs**, provided by Macmillan
- **Running costs of £7,034** during the pilot, provided by Macmillan, United Lincolnshire Hospitals Trust, Lincolnshire County Council, and Macmillan/St Barnabas.

For breakdown of costs see Appendix 1.

Benefits to the healthcare system: prevention

✓ Patient-reported reduced service use in most categories of services

Increased	Decreased	
<ul style="list-style-type: none"> • Hospital based specialists • Community based / Allied Health Professionals • GP • Financial advice 	<ul style="list-style-type: none"> • Other hospital services • District nursing • Social care • Counselling • Information centres 	<ul style="list-style-type: none"> • Employment advice • Community support groups • Online resources • Complementary therapies

✓ Monetisable savings from patient-reported reduced service use: at least £5,317

Service category	Net % change in service use ²	Cost saving ³
Hospital	-13%	£126.60
District nursing	-50%	£715
Social care	-43%	£2438.53
Counselling	-14%	£526.82
Complementary therapies	-67%	£1509.18
Total		£5316.63

For breakdown of savings see Appendix 2.

Benefits to patients: quality

✓ Self management outcomes

- Increased awareness of the treatment and support options available, and of what symptoms or changes to the body to look for.
- Increased confidence to question health information, and confidence that managing own health will reduce the need to see a doctor.

✓ Wellbeing outcomes

- Increased confidence to manage physical discomfort or pain and to manage fatigue.
- Increased confidence to manage emotional distress.

2. Milton Keynes Hospital Foundation Trust

Service summary

Three clinics held: one on a 'traditional' **model** (presentations and market stalls); two using market stalls only, followed by dedicated clinics held after the event by specific services (e.g. dietetics). An assessment of need is produced for each patient.

Non-clinical **setting**: the Macmillan Unit.

Male and female patients affected by haematology **cancers**.

Organised and run by the Macmillan Support and Information Nurse.

Staffed by clinical and non-clinical staff, in addition to volunteers who are trained to help patients complete a self-assessment and action plan.

Costs and benefits summary

- Cost to set up the clinics and to run the first clinic was £7,523
- 26 patients attended three clinics
- At least £2,418 of monetisable savings through reduced service use
- Quality benefits to patients in terms of ability to self-manage and enhanced wellbeing

Milton Keynes Hospital NHS Foundation Trust

INPUTS

Investment



Note: investment for first clinic only

- ✓ Macmillan Cancer Support: £7,523

Set up costs: £5,000 (Macmillan)

Operational costs: £2,523 (Macmillan)

Staffing



- ✓ Project lead: Macmillan Lead Cancer Nurse and Macmillan Information and Support Lead
- ✓ Administrative support
- ✓ Macmillan Haematology Nurse
- ✓ Citizen Advice Bureau Advisor
- ✓ Trained nurse and complementary therapist
- ✓ Dietician
- ✓ Clinical Psychologist
- ✓ Trained volunteers

Facilities



- ✓ Non-clinical setting, within Macmillan Unit at Milton Keynes General Hospital

THE SERVICE

Referral routes



- ✓ Letter of invitation and follow-up phone call by Macmillan Unit lead
- ✓ Posters in Macmillan Unit

Delivery volume



- ✓ 3 clinics
- ✓ 26 patients
- ✓ Haematology patients

Services



- ✓ Market stalls providing information
- ✓ Outcomes Star Chart and action plan completed with support of volunteers
- ✓ Advice and information from clinical staff including:
 - Haematology nurse
 - Dietician
 - Clinical psychologist
 - Trained nurse / complementary therapist
- ✓ Advice and information from non-clinical staff including:
 - Citizens Advice Bureau
 - Local Lymphoma Support Group and National Lymphoma Association



BENEFITS

Benefits to patients



Self management

- ✓ Increased confidence to make health related decisions

Quality of life

- ✓ Increased confidence to manage emotional distress
- ✓ Increased ability to take part in social activities

Benefits to the healthcare system



- ✓ Monetisable savings identified through reduced use of hospital based specialists and other hospital services, community-based specialists and Allied Health, and GP
- ✓ Total monetisable savings through reduced use of services: £2,418

Overview of service costs⁴

- **£5,000 in set up costs**, provided by Macmillan
- **Running costs of £2,523** for the first clinic, provided by Macmillan.

Costs are presented for the **first clinic only**, because: a) the patient data on which the calculations of quantitative benefits are based was collected only from patients attending the first clinic, and b) the first clinic was run as a ‘traditional’ model; while the later two clinics took a different approach, as described above. Please note that three clinics were delivered in total, i.e. the set up cost is spread over all three clinics.

For breakdown of costs see Appendix 3.

Benefits to the healthcare system: prevention

- ✓ **Patient-reported reduced service use in many categories of services**

Increased	Stayed the same		Decreased
<ul style="list-style-type: none"> • Complementary therapies 	<ul style="list-style-type: none"> • District nursing • Social care • Counselling • Financial advice 	<ul style="list-style-type: none"> • Information centres • Employment advice • Community support groups 	<ul style="list-style-type: none"> • Hospital based specialists • Other hospital services • Community based / Allied Health Professionals • GP • Online resources

- ✓ **Monetisable savings from patient-reported reduced service use: at least £2,418**

Service category	Net % change in service use	Cost saving
Hospital-based specialists	-100%	£1323.40
Other hospital	-50%	£238.88
Community-based specialists and AHPs	-50%	£511.33
GP	-25%	£345
Total		£2418.11

For breakdown of savings see Appendix 4.

Benefits to patients: quality

- ✓ **Self management outcomes**
 - Increased confidence to make health-related decisions.
- ✓ **Wellbeing outcomes**
 - Increased confidence to manage emotional distress.

3. Velindre NHS Trust

Service summary

Seven clinics held, delivering a volunteer-led rehabilitation self-management programme and a relaxation session, designed to promote self management and signpost to other services.

Non-clinical **settings** including a library.

Male and female patients affected by any **tumour type**.

Organised and run by the Consultant AHP.

Attended by one clinical staff member, led by trained volunteers.

Costs and benefits summary

- Seven clinics cost £29,538
- 34 patients attended seven clinics
- At least £1,678 of monetisable savings through reduced service use
- Quality benefits to patients in terms of ability to self-manage and enhanced wellbeing

Velindre NHS Trust

INPUTS

Investment

- ✓ Macmillan Cancer Support: £13,283
- ✓ Velindre NHS Trust: £16,275

Set up costs: £4,625 (of which Macmillan £2,000)

Operational costs: £24,913 (of which Macmillan £11,263)

Staffing

- ✓ Project lead: Consultant AHP
- ✓ Trained lead volunteer and supporting volunteers

Facilities

- ✓ Non-clinical, community-based settings, including library

THE SERVICE

Referral routes

- ✓ Self-selecting
- ✓ Advertising in local media (newspapers and radio)
- ✓ Posters and leaflets in community and healthcare settings

Delivery volume

- ✓ 7 clinics
- ✓ 34 patients
- ✓ Patients with any tumour type

Services

- ✓ Volunteer-led self management programme, based on 8 domains of care (physical, nutritional, psychological, spiritual, social and financial, practical and cancer/treatments)
- ✓ Self-management care plan completed with support of volunteers
- ✓ Relaxation session



BENEFITS

Benefits to patients

Self management

- ✓ Increased awareness of treatment and support options
- ✓ Increased knowledge of signs and symptoms of recurrence
- ✓ Increased confidence to challenge health information and to make health-related decisions
- ✓ Increased confidence that managing own health will reduce the need to see a doctor

Quality of life

- ✓ Increased confidence to manage fatigue and emotional distress
- ✓ Increased ability to take part in social activities

Benefits to the healthcare system

- ✓ Monetisable savings identified through reduced use of hospital based specialists and services, community-based specialists and AHPs, GP, district nursing, social care, counselling and financial advice
- ✓ Total monetisable savings through reduced use of services: £1,678

Overview of service costs

- **£4,625 in set up costs**, provided by Macmillan and Velindre NHS Trust
- **Running costs of £24,913** during the pilot, provided by Macmillan and Velindre Trust.

For breakdown of costs see Appendix 5.

Benefits to the healthcare system: prevention

✓ Patient-reported reduced service use in most categories of services

Increased	Stayed the same	Decreased	
<ul style="list-style-type: none"> • Online resources • Complementary therapies 	<ul style="list-style-type: none"> • Employment advice • Community support groups 	<ul style="list-style-type: none"> • Hospital based specialists • Other hospital services • Community based / AHP • GP 	<ul style="list-style-type: none"> • District nursing • Social care • Counselling • Financial advice • Information centres

✓ Monetisable savings from patient-reported reduced service use: at least £1,678

Service category	Net % change in service use	Cost saving
Hospital based specialists	-7%	£121.14
Other hospital	-9%	£56.23
Community-based specialists/AHPs	-14%	£187.23
GP	-6%	£108.12
District nursing	-33%	£302.94
Social care	-14%	£509.32
Counselling	-11%	£265.54
Financial advice	-11%	£127.16
Total		£1677.68

For breakdown of savings see Appendix 6.

Benefits to patients: quality

✓ Self management outcomes

- Increased awareness of the treatment and support options available, and of what symptoms or changes to the body to look for.
- Increased confidence to question health information and to make health-related decisions, and confidence that managing own health will reduce the need to see a doctor.

✓ Wellbeing outcomes

- Increased confidence to manage fatigue.
- Increased confidence to manage emotional distress and ability to take part in social activities.

Appendices

Appendix 1. Lincolnshire cost breakdown

Cost type	Measure	Costs	Funded by	Total
Set up				
Staffing	Staff time	Macmillan Information and Support Lead (project lead) (band 7, £19.92/hr): £818	Macmillan Health and Wellbeing pilot budget	£818
Participation in pilot / evaluation	Travel expenses Cost of postage for evaluation surveys	Attendance of project leads at 3x Macmillan Learn & Share events: £1464 3 x evaluation survey postage costs: £14	Macmillan Health and Wellbeing pilot budget	£1478
Materials	Cost of display boards	2x display boards	Macmillan Health and Wellbeing pilot budget	£203
Running				
Staffing	Staff time	Macmillan Information and Support Lead (project lead) (band 7, £19.92/hr) administration of clinics 1 day a week over four months: £818 Physiotherapist (band 8a, £26.05/hr), attendance: £833 Occupational therapist (band 7, £20.59/hr), attendance: £700 Psychologist (band 8d, £45.48/hr OR band 6, £17.53/hr), attendance: £1083 CNS (band 7, £20.59/hr), attendance x 1 clinic: £80 <i>Subtotal: £3515</i>	Macmillan Health and Wellbeing pilot budget	£6356

		<p>Macmillan Information and Support Lead (project lead) (band 7, £19.92/hr), attendance: £637</p> <p>CNS (band 7, £20.59/hr), attendance x 7 clinics: £577</p> <p>Macmillan Information Facilitator (band 6, £15.90/hr), attendance: £509</p> <p>Therapy Radiographer (band 7, £20.59/hr), attendance: £659</p> <p><i>Subtotal: £1805</i></p>	<p>United Lincolnshire Hospitals Trust</p>	
		<p>Carers' Team (£40k/annum, £20.51/hr), attendance: £656</p> <p>Benefits Advisor (£11.88/hr), attendance £380</p> <p><i>Subtotal: £1036</i></p>	<p>Lincolnshire County Council</p> <p>Macmillan/St Barnabas</p>	
Venue / refreshments	<p>Cost of venue hire</p> <p>Cost of refreshments</p>	<p>Venue hire: £317</p> <p>Refreshments: £279</p>	<p>Macmillan Health and Wellbeing pilot budget</p>	£596
Materials	<p>Photocopy paper</p> <p>Posters, flyers etc</p>	<p>Photocopy paper: £11</p> <p>Provided by Macmillan, no cost to ULHT</p>	<p>Macmillan Health and Wellbeing pilot budget</p>	£11
Volunteer costs	<p>Volunteer expenses</p>	<p>Volunteer travel (mileage and parking): £71</p>	<p>Macmillan Health and Wellbeing pilot budget</p>	£71

Appendix 2. Lincolnshire savings breakdown

Service category	Net % change in service use, 2-3 months post clinic ⁵	Service unit cost ⁶			Cost saving ⁷ (for service categories with a range of professionals, the saving is calculated from the average of the range given)
		Professional	Service detail	Unit cost	
Hospital	-13%	Radiographer	20 min. clinic visit	£15	£126.60

		Physiotherapist	30 min. appointment (assumed, based on £40/patient related hour)	£20	
		Occupational Therapist	30 min. appointment (assumed, based on £43/patient related hour)	£21.50	
		Dietician	30 min. appointment (assumed, based on £34/patient related hour)	£17	
District nursing	-50%	District nurse	1 home visit	£27	£715
Social care	-43%	Social worker	30 min. visit (assumed, based on £213 per face to face contact hour)	£107	£2438.53
Counselling	-14%	Counsellor	1 surgery consultation	£71	£526.82
Complementary therapies	-67%	Acupuncture	Per session (assumed, calculated from mid-point of cost range identified by Cancer Research UK)	£50	£1509.18
		Reflexology	Per session (assumed, calculated from mid-point of cost range identified by Cancer Research UK)	£37.50	
		Aromatherapy	Per session (assumed, calculated from mid-point of cost range identified by Cancer Research UK)	£40	
Total cost saving:					£5316.63

Appendix 3. Milton Keynes cost breakdown

Cost type	Measure	Costs	Funded by	Total
Set up				
Staffing	Staff time, travel and training	Attendance of project leads at 3x Macmillan Learn and Share events Other estimated set up costs £5000 ⁸	Macmillan health and wellbeing pilot budget	£5000
Running				

	Staff time	Macmillan Lead Cancer Nurse (project manager) (band 8a, Saturday unsocial hours £44.47/hr; backfill £29.67/hr): £519	Macmillan health and wellbeing pilot budget	£2523
		Macmillan Information and Support Manager (band 7, Saturday unsocial hours £38.33/hr; backfill £25.48/hr): £447		
		Macmillan Haematology Nurse (band 7, Saturday unsocial hours £38.33/hr): £288		
		Macmillan / Citizen Advice Bureau Advisor (band 7, Saturday unsocial hours £38.33/hr): £288		
		Trained Nurse and complementary therapist (band 7, Saturday unsocial hours £38.33/hr): £288		
		Dietician (band 7, Saturday unsocial hours £38.33/hr): £288		
		Clinical Psychologist (band 8a, Saturday unsocial hours £44.47/hr): £334		
		Administrative and clerical support (band 3, £9.50/hr): £71		
Venue	Venue cost	Cost neutral as held in Macmillan Unit	N/A	£0

Appendix 4. Milton Keynes savings breakdown

Service	Net % change in service use, 2-3 months post clinic	Service unit cost			Cost saving (for service categories with a range of professionals, the saving is calculated from the average of the range given)
		Professional	Service detail	Unit cost	
Hospital based specialist	-100%	Consultant	20 min. appointment (assumed, based on £169 per patient related hour)	£56.30	£1323.40
		Assistant specialist	30 min. appointment (assumed, based on £89 per contact hour)	£45.50	

Hospital other	-50%	Radiographer	20 min. clinic visit	£15	£238.88
		Physiotherapist	30 min. appointment (assumed, based on £40/patient related hour)	£20	
		Occupational Therapist	30 min. appointment (assumed, based on £43/patient related hour)	£21.50	
		Dietician	30 min. appointment (assumed, based on £34/patient related hour)	£17	
Community based specialists or AHP	-50%	Physiotherapist	1 home visit	£47	£511.33
		Occupational Therapist	40 min. home visit (assumed, based on £82 per contact hour)	£54	
		Dietician	30 min. appointment (assumed, based on £34 per client contact hour)	£17	
GP	-25%	GP	17.2 min. clinic consultation	£53	£345
Total cost saving:					£2418.11

Appendix 5. Velindre costs breakdown

Cost type	Measure	Costs	Funded by	Total
Set up				
Staffing	Staff time for development	Consultant AHP (project lead) (band 8a, £35/hr), £2625	Velindre NHS Trust	£2625
Participation in pilot / evaluation	Staff time and travel expenses	Attendance of project leads at 3x Macmillan Learn and Share events: £2000	Macmillan health and wellbeing pilot budget	£2000
Running				
Staffing	Administrative staff time	0.4 WTE Administrative support (band 2, £10.92/hr)	Macmillan health and wellbeing pilot budget	£5241

Venue / refreshments	Cost of venues	3 venues, charge between £16 and £30	Macmillan health and wellbeing pilot budget	£62
Materials	Cost of producing 2500 self-management handbooks (approx 100 used during pilot)	£5000 + VAT	Macmillan health and wellbeing pilot budget	£5000
Volunteer costs	Staff time for design of training workbook and deliver training and ongoing supervision of volunteers Training venue and materials	Consultant AHP (band 8b, £35/hr): £13,650	Velindre NHS Trust	£14,210
		Training venue, materials and refreshments: £560	Macmillan health and wellbeing pilot budget	
Advertising	Cost of marketing leaflets and advertisements in local media	2000 leaflets: £300 Free advertising in 4 local magazines and newspapers, charge of £100 for one.	Macmillan health and wellbeing pilot budget	£400

Appendix 6. Velindre savings breakdown

Service category	Net % change in service use, 2-3 months post clinic	Service unit cost			Cost saving (for service categories with a range of professionals, the saving is calculated from the average of the range given)
		Professional	Service detail	Unit cost	
Hospital based specialists	-7%	Consultant	20 min. appointment (assumed, based on £169 per patient related hour)	£56.30	£121.14
		Assistant specialist	30 min. appointment (assumed, based on £89 per contact hour)	£45.50	
Hospital, other	-9%	Radiographer	20 min. clinic visit	£15	£56.23

		Physiotherapist	30 min. appointment (assumed, based on £40/patient related hour)	£20	
		Occupational Therapist	30 min. appointment (assumed, based on £43/patient related hour)	£21.50	
		Dietician	30 min. appointment (assumed, based on £34/patient related hour)	£17	
Community-based / Allied Health Professional	-14%	Physiotherapist	1 home visit	£47	£187.23
		Occupational Therapist	40 min. home visit (assumed, based on £82 per contact hour)	£54	
		Dietician	30 min. appointment (assumed, based on £34 per client contact hour)	£17	
GP	-6%	GP	17.2 min. clinic consultation	£53	£108.12
District nursing	-33%	District nurse	1 home visit	£27	£302.94
Social care	-14%	Social worker	30 min. visit (assumed, based on £213 per face to face contact hour)	£107	£509.32
Counselling	-11%	Counsellor	1 surgery consultation	£71	£265.54
Financial advice	-11%	Welfare advisor	1 enquiry ⁹	£34	£127.16
Total cost saving:					£1677.68

Notes and references

¹ Evaluation of Macmillan Health and Wellbeing Clinics, OPM (2011)

² Net % change calculated from the difference between the number of patients reporting more use of a service and the number reporting less use, 2-3 months after attending a clinic.

³ Cost saving calculated by assuming that the same proportion of the total number of patients attending a clinic reduced usage as in our sample and multiplying this number by the unit cost for a service. E.G. a 20% net reduction in a sample of 20 patients is 4 patients; assumed same proportion of the total number of patients attending a clinic of 30 patients is 6 patients; 6 patients multiplied by a unit cost of £20 for a physiotherapist appointment = £120.

⁴ Costs are based on those presented in the Case of Need submitted by Milton Keynes to Macmillan prior to the commencement of the pilot, with some further information provided by a member of the service staff; therefore these costs represent an estimate, rather than actual spend.

⁵ Net % change calculated from the difference between the number of patients reporting more use of a service and the number reporting less use.

⁶ Service unit costs taken from PSSRU data (2010), see: <http://www.pssru.ac.uk/uc/uc2010contents.htm>, except for unit costs for complementary therapies, taken from Cancer Research UK, see: <http://cancerhelp.cancerresearchuk.org/about-cancer/treatment/complementary-alternative/therapies/acupuncture?script=true>

⁷ Cost saving calculated by assuming that the same proportion of the total number of patients attending a clinic reduced usage as in our sample and multiplying this number by the unit cost for a service. E.G. a 20% net reduction in a sample of 20 patients is 4 patients; assumed same proportion of the total number of patients attending a clinic of 30 patients is 6 patients; 6 patients multiplied by a unit cost of £20 for a physiotherapist appointment = £120.

⁸ Further breakdown of set up costs was not given in the case of need; project leads estimated that set up costs are likely to have come in at a lower figure than this.

⁹ Service unit cost taken from Evaluation of Macmillan Welfare Advice Project, Altnagelvin, Williamson Consulting (2009)