Allied Health Professions – Essential Guides

Managing Money, Measurement and Marketing in the Allied Health Professions

Edited by
Robert Jones
and
Fiona Jenkins

Series Foreword by
Penny Humphris

Foreword by
Karen Middleton

Radcliffe Publishing
Oxford • New York
AHP Management Quality Evaluation Matrix
- Standard 1 strategy
- Standard 2 activity
- Standard 3 patient and service user experience
- Standard 4 finance
- Standard 5 staff resources
- Standard 6 staff management, education and development
- Standard 7 information and metrics
- Standard 8 leadership and management development
- Standard 9 clinical excellence
- Standard 10 communication and marketing
- Standard 11 service improvement and re-design
- Standard 12 risk management
- Standard 13 corporate governance
- Standard 14 top five key performance indicators

References

14 Evaluating clinical performance in healthcare services with data envelopment analysis

_Evaluation of Clinical Performance in Healthcare Services with Data Envelopment Analysis_ by Jon Chilingerian

Introduction
DEA methodology
How DEA works
Using DEA to benchmark clinical performance: three examples
Hospital hip replacement teams
Benchmarking cost effective physical, occupational and speech therapy
Evaluating and benchmarking cardiac surgeons
Summary and conclusions
A future agenda and new leadership challenge
References

15 Project management for AHPs with real jobs

_Project Management for AHPs with Real Jobs_ by Janice E Mueller and Ian S Rowe

Overview
Why are projects so difficult?
What is a project?
Project management and change management
Before starting
Doing the right project
What to do and when to start
Plan the project
The plan
Risk register
Issues register
Establish a sense of urgency
Form a powerful guiding coalition
Create a vision
Communicate the vision

Empower others to act the vision
Project execution
Plan and create short-term wins
Consolidate improvements and keep momentum for change
Institutionalise the new approaches
Help! I have been put on a project...what do I do?
How to structure a large project
Conclusion
References
Further reading

16 Marketing for AHPs

_Marketing for AHPs_ by Julian Glover

Introduction
So, what is marketing?
Customers
Customers or consumers?
Requirements
Goods and services
Profitability
Competition
Competitive advantage
Branding
- Brand definition
- Brand awareness
- Branding and non-commercial organisations
Managing the brand
Touch points
Creating and managing touch points
What next
Summary and conclusion
References
Further reading

17 Effective report writing

_Effective Report Writing_ by Julie Shepherd and Natalie Beswetherick

Introduction
Background
Planning the report
Presentation of the report
Example of a report in outline
Executive summary
Background
Methodology
Results and presentation of data
Financial information
Conclusion
18 Demonstrating worth: marketing and impact measurement – self-referral

Lesley Holdsworth

What do we mean by marketing? 264
The growth of autonomous AHP practice 265
The pre-marketing phase 267
Marketing self-referral services 267
The internal focus 267
Intelligence gathering 268
Knowing your population 268
Why is this important? 268
Knowing your service 269
Preparing the workforce 270
The external focus 270
Who are ‘critical friends’? 270
The direct marketing phase 271
Publicising the service change 271
Marketing options 271
Targeting publicity 273
Publicising the service at launch 273
Measuring and demonstrating impact 273
Measuring impact 274
Information collection 274
Utilising information to demonstrate impact 275
Reporting impact results 275
Who is the ‘audience’? 275
What should be reported? 276
References 277

19 Improving access to services: a practical approach to understanding demand and capacity to support service re-design

Zak Arif and Elizabeth Roberts

Re-designing the service 278
The present state 278
Staff workshops 279
Some reasons for poor access 280
Demand, capacity and patient flow 281
Demand 282
Capacity 282
Monitoring and evaluation 283
Scheduling 283
Reasonable referrals 283
Objective outcomes 283
Interview stakeholders 285
Instructive information 286
Objective outcomes 287
Reasonable referrals 288
Scheduling 288
Making it happen 288
Monitor and evaluate 289
References 289
Further reading 290
Index 291
List of contributors

**Professor Gerry McSorley** PhD
Senior Leadership Fellow NHSI
Interim Programme Director NHS National Leadership Council Board Development Workstream
Visiting Professor, Healthcare Management and Leadership, University of Lincoln
Former President of the Institute of Healthcare Management
Head of Board Level Development
NHS Institute for Innovation and Improvement
University of Warwick Campus
Coventry

**Professor Rosalie A Boyce** PhD, MBus, BSc, Grad Dip Dietetic, Grad Dip
Principal Research Fellow
Centre for Rural & Remote Area Health
University of Southern Queensland
Toowoomba
Australia

**Professor Alan Gillies** PhD, MA, MILT, MUKCHIP, Doctor Honoris Causa
Professor in Information Management
University of Central Lancashire

**Margaret Hastings** MBA (Dist), BA, FCSP
Physiotherapy Manager West Dumbartonshire CHP
NHS Greater Glasgow and Clyde Clinical Information/eHealth Lead
Chair National Clinical Data Development Programme NHS Scotland
AHP Information Advisor to Scottish Government Health Department
Chair of AHP eHealth Leads in NHS Scotland

**Davis Ballestracci** BS, MS
Harmony Consulting
Portland
USA

**Professor Ann P Moore** PhD, FCSP, FMACP, Grad Dip Phys, Cert Ed, Dip TP, ILTM
Professor of Physiotherapy and Director of the Clinical Research Centre for Health Professions
University of Brighton

**Professor Stephen E Chick** PhD
Professor of Technology and Operations Management
The Novartis Chaired Professor of Healthcare Management
INSEAD Fontainebleau
France

**Professor Christoph Loch** PhD
Professor of Technology and Operations Management
The GlaxoSmithKline Chaired Professor of Corporate Innovation
Dean of PhD Programme
INSEAD Fontainebleau
France

**Professor Doctor Arnd Huchzermeier**
Chair in Production Management of the WHU – Otto Beisheim School of Management
Wissenschaftliche Hochschule für Unternehmensführung in Vallendar near Koblenz, Germany
www.whu.edu/cms/index.php?id=535&L=1

**Professor Jon Chilingerian** PhD
Adjunct Professor of Organisational Behaviour
INSEAD Fontainebleau
France

Brandeis University
Heller School for Social Policy and Management
USA

**Janice E Mueller** NZRP, MNZSP, MNZCP, ADP(Paediatrics), MBA (Dist)
Director of Allied Health, Scientific & Technical
Auckland District Health Board
Auckland
New Zealand

**Jan S Rowe**
Management Consultant
Orion Health
Auckland
New Zealand

**Julian Glover** MA, BA Hons, DipIM, CIM
6X6 Creative Ltd
Canterbury
Kent
### List of abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp;E</td>
<td>Accident and Emergency</td>
</tr>
<tr>
<td>AHP</td>
<td>Allied Health Profession</td>
</tr>
<tr>
<td>BAU</td>
<td>Business as Usual</td>
</tr>
<tr>
<td>BPPF</td>
<td>Best Practice Performance Frontier</td>
</tr>
<tr>
<td>BPM</td>
<td>Business Performance Management</td>
</tr>
<tr>
<td>CABG</td>
<td>Coronary Artery By-pass Graft</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CHI</td>
<td>Commission for Health Improvement</td>
</tr>
<tr>
<td>CIP</td>
<td>Cost Improvement Programmes</td>
</tr>
<tr>
<td>CQC</td>
<td>Care Quality Commission</td>
</tr>
<tr>
<td>CRES</td>
<td>Cash Releasing Efficiency Savings</td>
</tr>
<tr>
<td>DEA</td>
<td>Data Envelopment Analysis</td>
</tr>
<tr>
<td>DH</td>
<td>Department of Health</td>
</tr>
<tr>
<td>DNAs</td>
<td>Did Not Attends</td>
</tr>
<tr>
<td>DRG</td>
<td>Diagnostic Related Groups</td>
</tr>
<tr>
<td>EBITDA</td>
<td>Earnings Before Interest, Taxes, Depreciation and Amortisation</td>
</tr>
<tr>
<td>ECDL</td>
<td>European Computer Driving Licence</td>
</tr>
<tr>
<td>EPR</td>
<td>Electronic Patient Record</td>
</tr>
<tr>
<td>FT</td>
<td>Foundation Trust</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>GP</td>
<td>General Practitioner</td>
</tr>
<tr>
<td>HIS</td>
<td>Hospital Information Systems</td>
</tr>
<tr>
<td>HPC</td>
<td>Health Professions Council</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>HRG</td>
<td>Healthcare Resource Groups</td>
</tr>
<tr>
<td>ICD</td>
<td>International Classification of Disease</td>
</tr>
<tr>
<td>ICD-10</td>
<td>International Classifications of Diseases 10th Revision</td>
</tr>
<tr>
<td>ICF</td>
<td>International Classification of Functioning, Disability and Health</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Computer Technologies</td>
</tr>
<tr>
<td>IEA</td>
<td>Industrial Excellence Award</td>
</tr>
<tr>
<td>IHTSDO</td>
<td>International Health Terminology Standards Development Organisation</td>
</tr>
<tr>
<td>IM</td>
<td>Information Management</td>
</tr>
<tr>
<td>IM&amp;T</td>
<td>Information Management and Technology</td>
</tr>
<tr>
<td>IP</td>
<td>Internet Protocol</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
</tr>
<tr>
<td>MFF</td>
<td>Market Forces Factor</td>
</tr>
<tr>
<td>MOH</td>
<td>Ministry of Health</td>
</tr>
<tr>
<td>MQM</td>
<td>Management Quality Matrix</td>
</tr>
<tr>
<td>NHS</td>
<td>National Health Service</td>
</tr>
<tr>
<td>NICE</td>
<td>National Institute for Health and Clinical Excellence</td>
</tr>
<tr>
<td>NLH</td>
<td>National Library for Health</td>
</tr>
</tbody>
</table>