

# Steele Implementation Programme: Briefing Pack

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## **Why was the Steele Implementation Programme set up?**

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The NHS Dentistry Review (The Steele Review) was commissioned in December 2008 in response to concerns raised by the Health Select Committee in July 2008. The Review was led by Professor Jimmy Steele and was supported by 2 other expert dentists, Eric Rooney and Janet Clarke, and a PCT Commissioner, Tom Wilson. It was published in June 2009.

The Review made 38 recommendations. These recommendations were based on a need for:

- Clear care pathways for patients, incorporating oral health maintenance and management of health risks as well as emergency and complex treatments.
- Clearer information for the public on how to access NHS dentistry, and their entitlements, including a right to register with a dentist for continuing care.
- Clear national guidelines for dentists on care pathways, quality and on what the NHS offers
- Greater responsibility for all parties involved in NHS dental services, including dentists and commissioners

Ministers broadly accepted the recommendations and in order to take these forward, a programme was set up.

## What is the Steele Implementation Programme?

The Department of Health has established the Steele Implementation Programme as the vehicle to pilot and support the recommendations. The Programme aims to ensure that NHS dental services meet the oral health needs of the population effectively.

### Programme objectives and outcomes

The overarching objectives of the programme and desired outcomes that the programme is seeking to achieve through delivery of the objectives are as follows:

Strategic Objective	Desired outcome
To ensure that patient needs (routine, urgent, complex, advanced, specialised) are catered for and that all parties are clear on their responsibilities	A patient pathway that assesses and provides for patient needs and provides appropriate access to care if required
To develop a service that is focused on oral health improvement and quality care	Satisfied patients with better oral health
To ensure that patients understand what NHS dental services are on offer and how to access them	Satisfied patients that understand the NHS dental offer and how to access it
To ensure that quality services offer the best value and are commissioned and delivered as efficiently and effectively as possible	A system that is outcome based, cost-effective for patients and the NHS, sustainable and focused on local needs
To create a system that enables dentists to deliver high quality services to patients	A system where dentists deliver high quality, appropriate treatment to their patients

## **What is the scope of the programme?**

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Workstreams have been set up to deliver the recommendations identified in the Review. The scope and key deliverables of each workstream are explained below.

### **Pathway and Quality**

This workstream is responsible for helping to define what the aim of NHS Dentistry should be; what the service offering needs to be in order to deliver that aim; and how to measure whether the aim is being achieved. This will involve:

- Developing a clearly defined clinical pathway for the new service offering - including routine, urgent, continuing and advanced care to support the overall patient pathway;
- Refining and finalising the process and outcome measures for the clinical pathways – in order to develop a clearly defined set of quality indicators.

### **Contract Pilots**

This workstream is responsible for trialling and developing a contract model that drives the appropriate clinical behaviours to deliver the desired new service offering for NHS dentistry focussing on oral health. This will involve:

- Developing one or more potential contract models based on the clinical pathways, process and outcome measures designed to deliver the new service offerings
- Establishing a framework for piloting the new contractual model
- Establishing and supporting pilots of the potential contract models in a range of dental practices across different PCTs
- Monitoring and evaluating the pilots and refining the contract model as necessary throughout the pilot period

## **What is the scope of the programme? (2)**

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### **Commissioning Development and Business Support**

This scope of work in this workstream includes:

- Ensuring commissioning of NHS Dentistry is prioritised appropriately in the NHS;
- Encouraging clinical leadership to support the new dental service offering;
- Supporting improvements in the commissioning capability of PCTs to deliver greater quality and efficiency of service provision;
- Strengthening clinical input to local commissioning;
- Ensuring information systems provide insightful information to support commissioning, contract management and research and development initiatives.

### **Finance**

This workstream is responsible for:

- Ensuring that the financial impact on providers and commissioners of each of the pilot contract models is understood
- Assisting with the shortlisting of pilot contract models through the development and application of financial assessment criteria
- Ensuring that the long term impact on providers and commissioners, as well as nationally, is understood and that future models are affordable and sustainable. This includes understanding the volatility of payments by commissioners to providers.

## **What is the scope of the programme? (3)**

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### **Communications, Patient Empowerment and Information**

This workstream is responsible for helping to communicate the impact of any changes in the NHS dental services to key stakeholders, in particular, to the patient population. This includes:

- Producing a communications strategy
- Producing an implementation plan for how to implement the communications strategy and the oral health strategy.

### **Workforce Development**

The programme will link with the Dental Programme Board of the Medical Education England Programme to ensure that workforce matters are addressed in line with the recommendations of the Steele review. This will include:

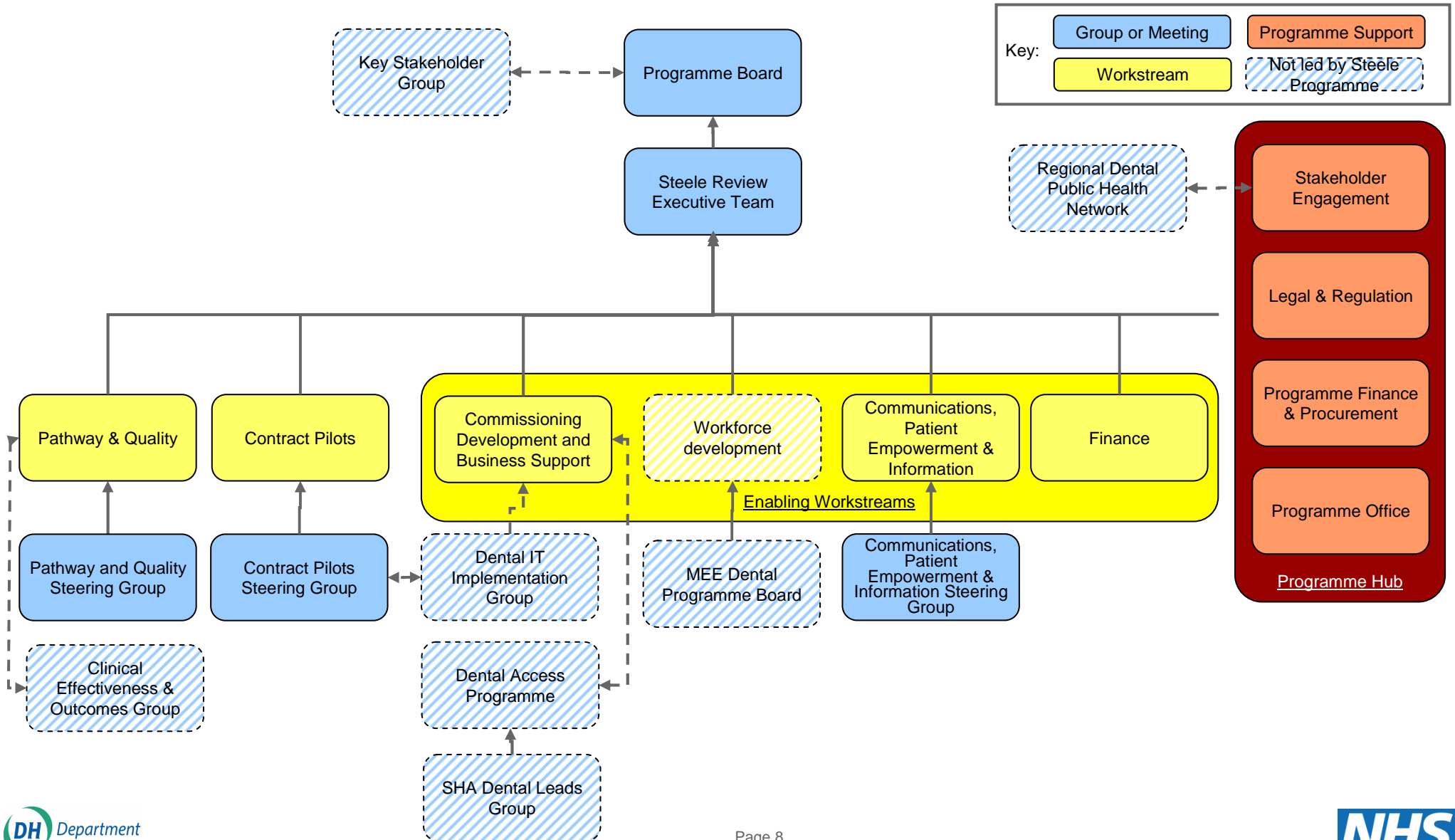
- Promotion of clinical leadership
- Ensuring the best use of the available workforce
- Ensuring that PCTs and Deaneries work together to align educational programmes to support the future models of service delivery
- Ensure that workforce issues are considered during the design, running and evaluation of the contract pilots.

### **Programme Hub**

The Programme Hub is responsible for managing the Programme level and supporting workstreams to deliver. This includes:

- Managing the engagement of all stakeholders in the Programme
- Ensuring legal input into the programme
- Managing the programme budget

# What is the structure of the Programme?



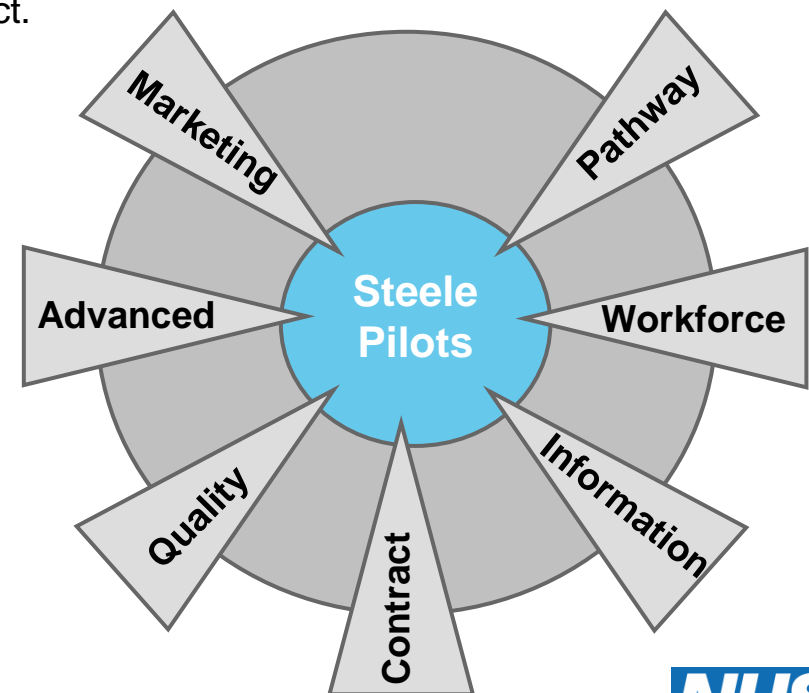


## What's happening now?

The Programme aims to ensure that high quality care can be delivered by dentists and commissioned by PCTs. This will require contracts that reward good quality and access to continuing care for patients. In order to ensure that any proposed changes are effective, it is important that any potential new model contract is piloted in order to understand the impact on oral health, the quality of services, the patient experience and the financial impact on dentists, patients and PCTs.

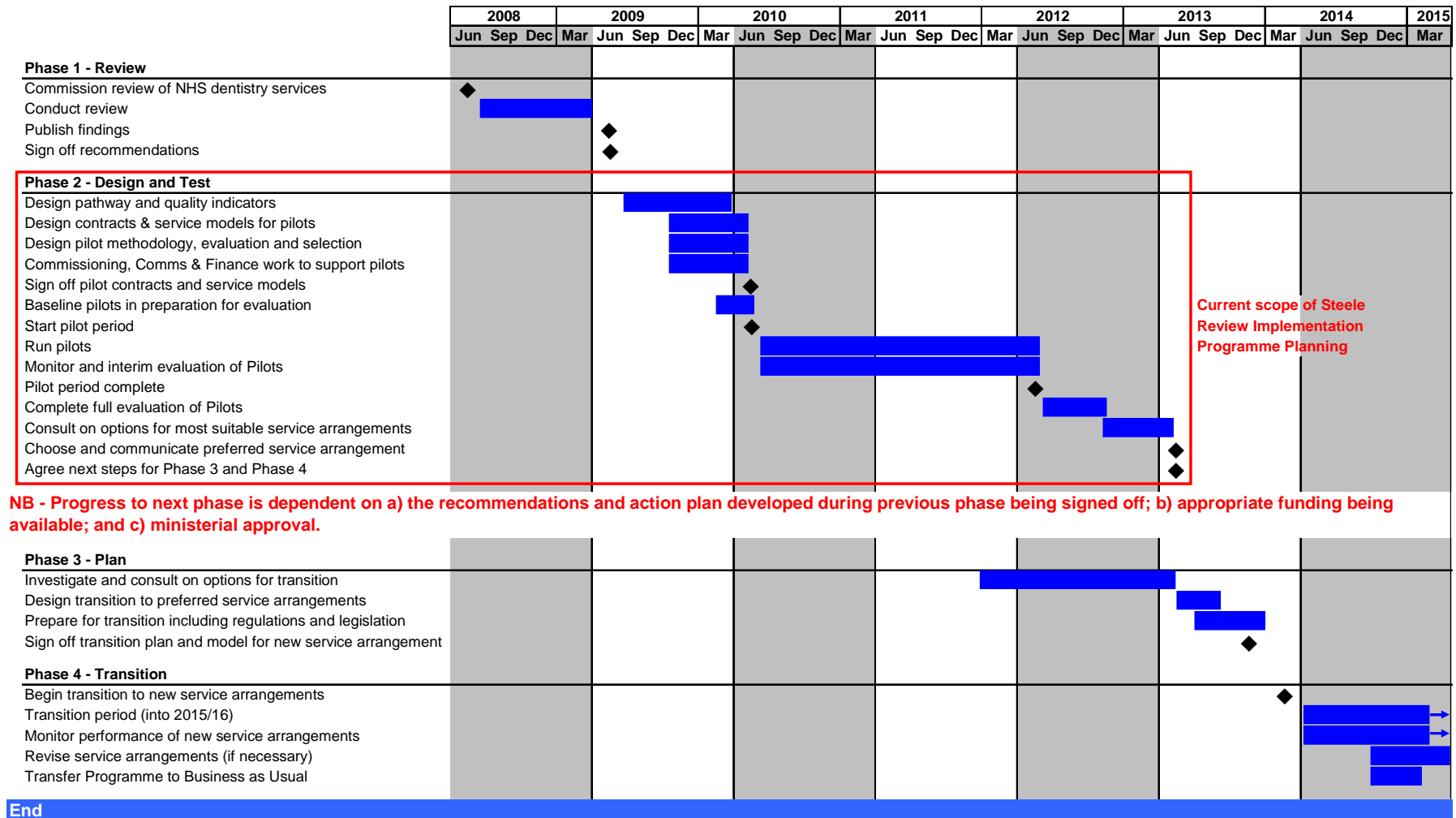
Work is currently underway within the programme to run a range of pilots. This includes initial work to agree the clinical pathway for patients and define what quality means along the pathway. This updated service definition will then be incorporated into a number of different model contracts for piloting. Clinical input, financial input, commissioning input, workforce information, information services requirements, regulatory requirements and patient communications will inform the design of the model contract.

The Programme aims to run a series of pilots that will test all aspects of a new service model. This will include identifying and monitoring the progress of existing ways of working to ensure that the innovation within PCTs for discrete aspects of new models is also explored. Pilots will be evaluated and findings will be used to produce suitable contract and service options. The programme team is currently working on defining the scope of the pilots and evaluation criteria with a view to launching the piloting phase in the Spring of 2010.



# What are the timescales of the programme?

## REFORMING NHS DENTAL SERVICES



**NB - Progress to next phase is dependent on a) the recommendations and action plan developed during previous phase being signed off; b) appropriate funding being available; and c) ministerial approval.**

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