

A circular logo with a yellow background and a dark blue border. It features a white plus sign in the top left corner. The text "HEALTH TRANSFORMATION PROGRAMME" is written in white, bold, uppercase letters on a dark blue rectangular background. The background has a pattern of yellow dots forming arrows pointing right.

**HEALTH  
TRANSFORMATION  
PROGRAMME**

# **HTP General Update**

8<sup>th</sup> August 2024

10.00am -12.00pm

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# Welcome & Introductions



## Using Microsoft Teams

- If you have a contribution or a question you can raise your 'hand' by clicking on the hand icon or feel free to pop any questions in the chat.
- There will also be a chance to ask questions at the end of the session.

## Aims of this session are:

- To introduce the New PIP Service Office
- To provide some insight into the Case Manager Decision Making test
- To provide an update on the new assessment provider contracts

# Agenda

**10.00 – 10.10**

Introduction and HTP Overview

**10.10 – 10.20**

New PIP Service Office

**10.20 – 11.00**

Decision-making without an assessment

**11.00 – 11.40**

Transition to new assessment contracts

**11.40 – 11.50**

Training & Guidance

**11.50 – 12.00**

Questions and AOB

# Health Transformation Programme Story



The scope of HTP is to:

- Transform the **Personal Independence Payment (PIP) service** by building an end-to-end service. We will replace the PIPCS service used by our staff and make improvements to the full claimant journey from finding out about benefits through to decisions and payments. This includes introducing an option to apply for PIP online.
- Introduce a new **Health Assessment Service (HAS)** delivering streamlined, customer-focused health assessments across all benefits.
  - Develop the new HAS within the **Health Transformation Area (HTA)**, providing a stand-alone, safe space to test and develop our new approach.
  - Procure **new assessment provider contracts (Functional Assessment Services – FAS)**, bringing together all assessments under single geographic contracts and providing the foundation for the new Health Assessment Service.

PIP

HAS

HTA

FAS

# Health Transformation Programme Overview



The HTP has 5 Strategic Outcomes:



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**New PIP Service Office**

# New PIP Service Office

- **Background**
- **Current Work**
- **Looking to the future**



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**Decision-Making  
without an assessment**

# Why Decision-Making tests?

Aligning with the ambition to improve the PIP journey from finding out about benefits through to **decisions** and the HTP strategic outcomes to...



We are designing and running a series of tests, aimed at understanding what a transformed decision-making experience & operating model could look like for the future PIP service.

# What we believe



**We believe that the transformed decision making model in the future PIP service will enable DWP decision makers to make quality decisions on some new claims without a health assessment, leading to increased customer trust, reduced customer journey time and increased efficiency with reduced demand for health assessments.**

# What have we done so far?

- We have reviewed wider work relevant to enabling DWP decision-making
- We are working with a wide variety of internal stakeholders and started sharing knowledge and learnings with the Scotland ADP team
- December 2023 pilot
- February 2024 1<sup>st</sup> test
- June 2024 2<sup>nd</sup> test

# What are we doing now?

We have begun testing some of the enablers of decision making that we believe will be in the future PIP service, including evidence provided with the PIP 2 and decision maker consultation with health care professionals.

## Who are the test participants?

- Case Managers
- Health Care Professionals
- Clinical Auditors
- Service Assurance Managers

## Where are we testing?

- Health Transformation Area's in Tresco and Handsworth
- New PIP Service Office in Ty Taf

## How are we assuring the decisions in the test?

- Service Assurance Manager (SAM) checks
- Clinical audit

# Overview of the first test

**Objective:** To understand if Case Managers (CMs) could make decisions on new PIP claims without a health assessment and understand if consultation with a Healthcare Professional (HCP) would help make a decision

## Assumption

- Some decisions can be made based on available evidence & without a health assessment
- Consultation with an HCP will be needed for some

## Methodology

Case Managers reviewed randomly allocated PIP2s and supporting evidence, taken from the live service, to see if they could make a shadow decision

## Location

HTAs – Tresco & Handsworth  
NPSO – Ty Taf

## Participants

6 CMs  
2 HCPs  
1 Clinical auditor

## Duration

3.5 weeks, starting from 12/02/24 (originally estimated as 6 weeks)

## Target number of cases

250 cases (exceeded by 7)

## Research and analysis approach

- Analysis of qualitative data from surveys, interviews and observations
- Comparing test decisions with initial decisions in the live service

## High level insights

- CMs made decisions on 35% of cases
- Parity was not very good at 57% match with initial live decisions
- There was low take up of HCP support by CMs

# Overview of the second test

**Objective:** To understand if collaboration with Healthcare Professionals would enable Case Managers make more varied and better-quality decisions using existing quality assurance measures.

## Assumption

- Mandatory collaboration with an HCP is an enabler to CMs making varied and quality award decisions, without a health assessment or contact with claimants

## Methodology

- Case managers review cases, collaborate with HCPs and determine if they can make shadow decisions on cases that they deem they have high confidence and certainty on

## Location

HTAs – Tresco & Handsworth  
NPSO – Ty Taf

## Participants

6 CMs  
2 HCPs (+1)  
2 SAMs  
1 Clinical auditor (+2)

## Duration

6 Weeks (+1 pilot week)

## Target number of cases

250 case samples

## Research and analysis approach

- Analysis of qualitative data from surveys, interviews and observations
- Comparing test decisions with historical decisions in the live service

# What have we learned so far?

- Evidence gathered so far indicates there is value in exploring this more fully
- Collaboration with an HCP improves the quality & parity of decisions made
- CMs could potentially make more decisions without a health assessment if they had more information
- It is feasible this can reduce customer journey times, but we cannot prove this until we test in live

# What are our next steps?

- Complete our current test, analysis, and findings
- Use those findings to develop a plan for the next test – possibly combining the collaboration model & enabling case managers to contact claimants to gather more information
- Developing the future model if proven
- Visit Social Security Scotland at the end of August

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**Transition to new  
assessment contracts**

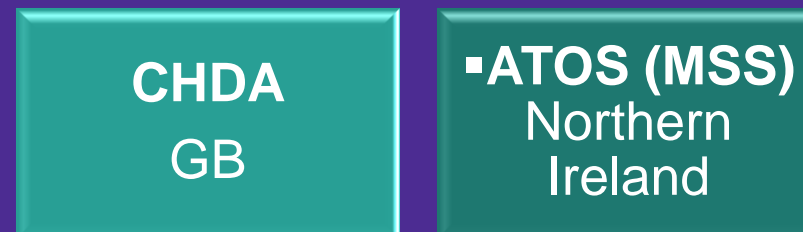
# How the current service looks



**PIP** - The delivery of health assessments is split across two assessment providers (Independent Assessment Services and Capita) and over 4 geographical LOTs:



**WCA** - The Centre for Health & Disability Assessment (CHDA) delivers work capability assessments (WCA) for Employment Support Allowance (ESA) / Universal Credit (UC) and Specialist Benefits. ATOS for Medical Support Services (MSS) delivers WCA for Northern Ireland.



Over 4,000 staff in these suppliers are involved in delivering health assessments. Over 2 million functional assessments happened last year across GB & NI.

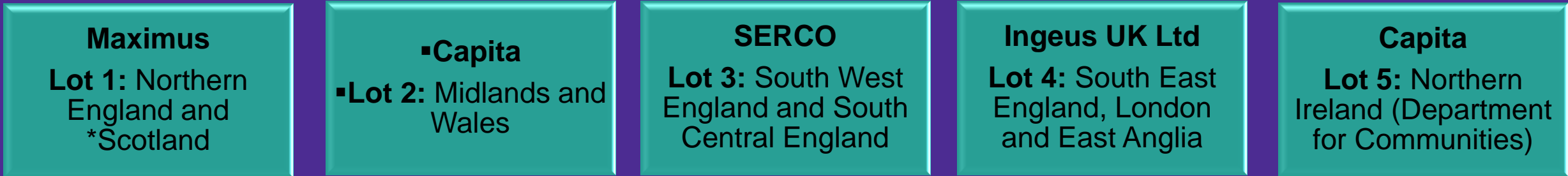
# Moving to a more straightforward approach

- Providers will deliver all functional health assessment services within their geographical area
- All providers will use the same DWP provisioned IT system
- The service they provide will be called the Health Assessment Advisory Service (HAAS).

# Health Assessment Advisory Service



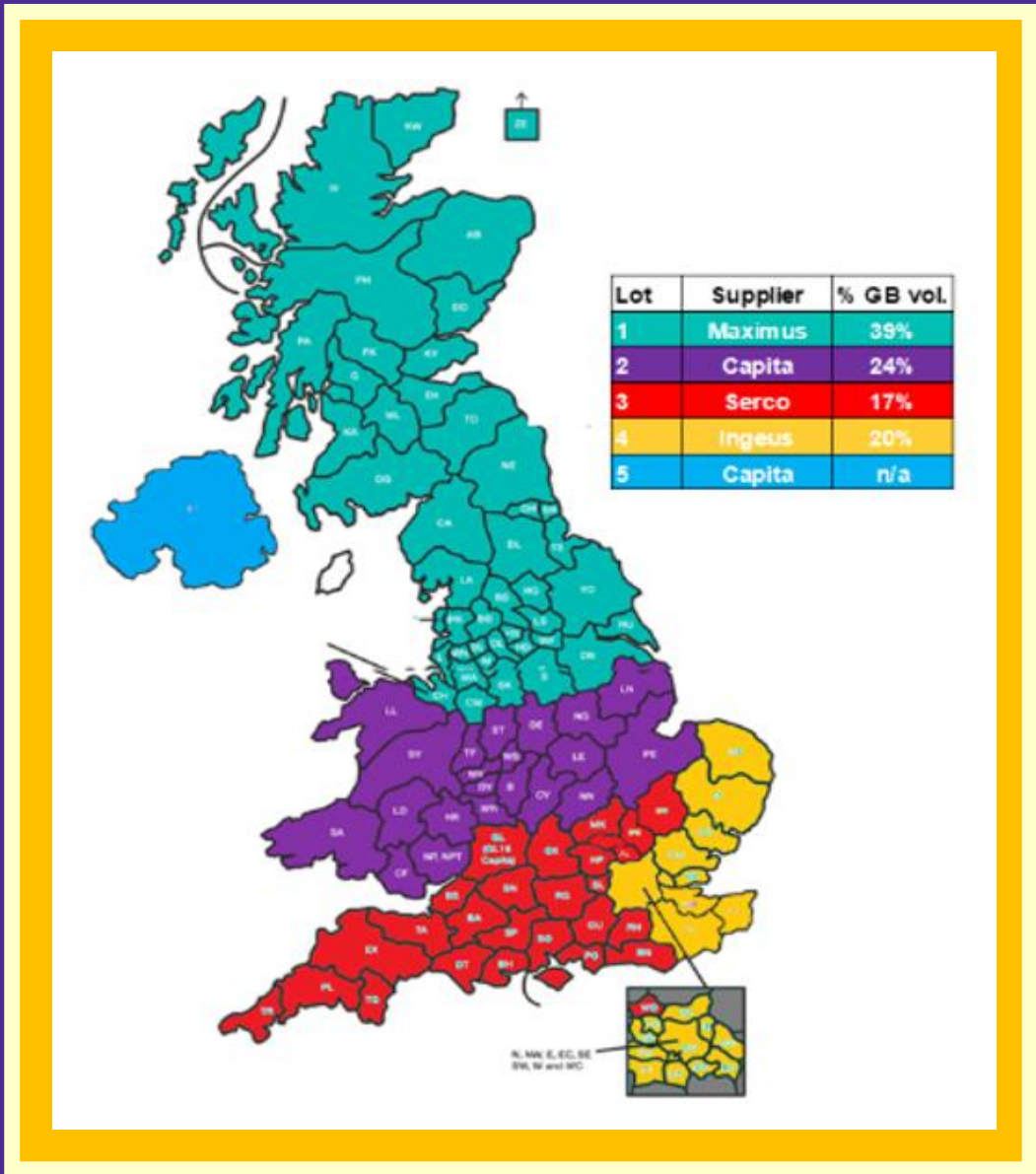
## How it will look



- Each lot provides a single **contractual** arrangement for **PIP and WCA** together for a **5-year term**
- All assessment services in a **geographical** area performed by a **single provider**, which will give the Department and Provider the opportunity to join up the claimant experience across different benefits
- All providers will utilise DWP IT provisioned systems to deliver assessments ensuring continuity and stabilisation of the service
- HAAS will provide the **flexibility** to roll out our new IT systems once they are fully developed

\*The Scottish Government will take responsibility for administering Adult Disability Payment, but we will still be delivering WCA and other assessment services for specialist benefits.

# Assessment provider locations following transition



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**HAAS**

**What Will Happen During Transition**

# Transition



The Health Assessment Advisory Service will start on Monday 9th September.

To transition as smoothly as possible, we have put the following in place:

- From tomorrow (August 9th) new telephone numbers in claimant communications
- Updated recordings on telephone lines (IVR) in place when existing telephone lines close on evening of 6th September
- Until transition, current providers can book assessments with themselves OR new providers to avoid unnecessary delay

# What a customer will see during transition

- Claimants who receive an **appointment letter** will also receive an **attached leaflet**
- Expense claims and complaints will continue to be processed throughout

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**What Will Happen  
Following Transition**

# Health Assessment Advisory Service



- The new Health Assessment Advisory Service will commence on 9<sup>th</sup> September.
- Telephone lines will open from 1pm on day one (09/09/24)

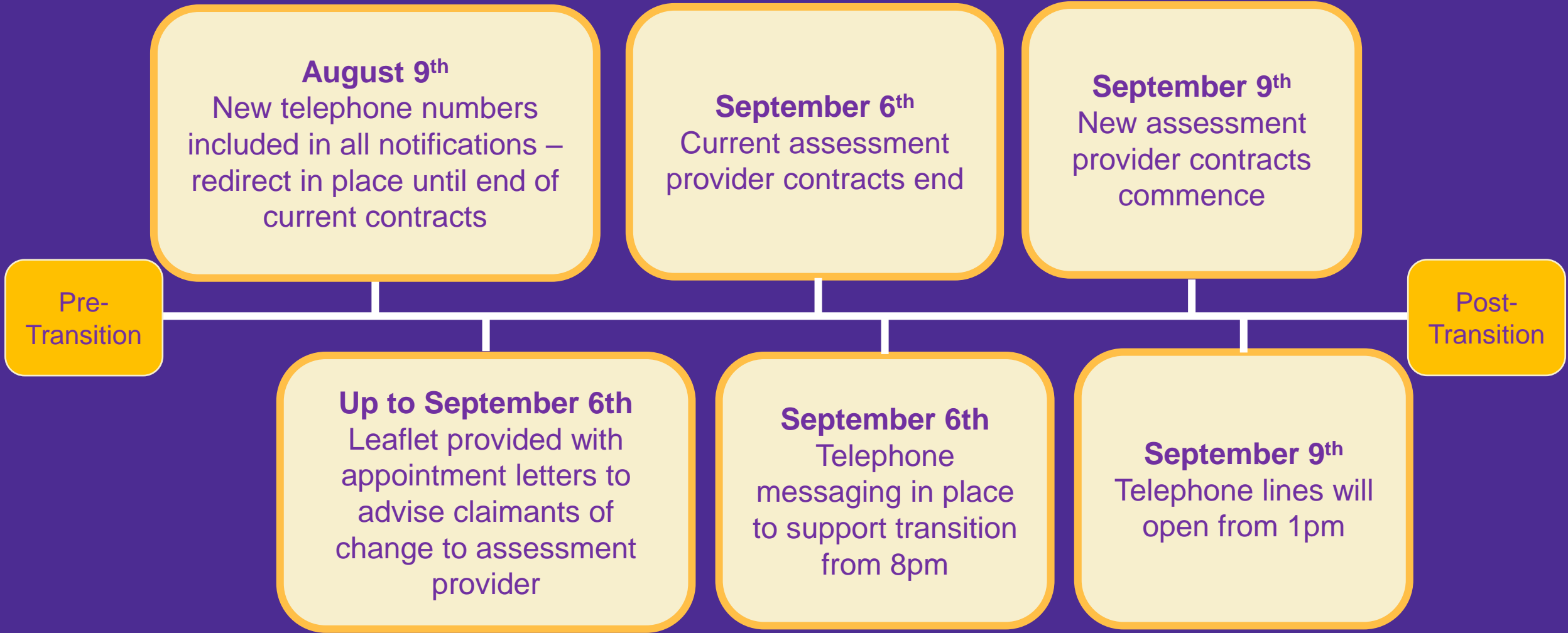
Assessments will be phased in from 10th September

- 10th September - Telephone assessments (all)
- 11th September – F2F (Specialist benefits)
- 16th September – F2F (PIP & WCA)
- 23rd September – Video assessments (all)

# How consistency will be achieved across the geographical areas

- New assessment providers will use one set of training materials owned by DWP
- There is a set of principles that all new assessment providers must follow to ensure consistency
- Each assessment provider will be held accountable to service delivery performance standards set by DWP. We will continually monitor providers to ensure these standards are upheld.

# Transition to HAAS - Timeline



Pre-Transition

**August 9<sup>th</sup>**  
New telephone numbers included in all notifications – redirect in place until end of current contracts

**Up to September 6<sup>th</sup>**  
Leaflet provided with appointment letters to advise claimants of change to assessment provider

**September 6<sup>th</sup>**  
Current assessment provider contracts end

**September 6<sup>th</sup>**  
Telephone messaging in place to support transition from 8pm

**September 9<sup>th</sup>**  
New assessment provider contracts commence

**September 9<sup>th</sup>**  
Telephone lines will open from 1pm

Post-Transition

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**HAAS**

**What claimants will see following  
transition?**

# What claimants will see following transition

- All claimants will now have a specific appointment time for their assessment. This will allow appointments to take place promptly and avoid unnecessary waiting.
- New branding on appointment letters
- GOV.UK and assessment providers websites will be updated to reflect changes
- The way we assess the impact that a health condition or disability has on the person making a claim will initially be the same, but contracts make provision for improvements to be introduced throughout the coming years

# What claimants will see following transition... continued

- Whilst all providers will be carrying out both PIP and WCA assessments, all HCP's will not do both initially. This will depend on their experience.
- Assessment recording remains opt-in at this time
- The ability to reschedule an assessment will remain as usual

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# **Functional Assessment Service Training & Guidance**

# How we will ensure HAAS suppliers deliver a quality service



- New contracts from September
- Quality and consistency
- Clinical Authorship Team
- Training and Guidance Editorial Board

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**Questions**

# Thank you!

**Any questions?**

If you would like any further information on today's presentation, please get in touch.

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# Evaluation

Please complete the evaluation for this session by following the link in the comments section.

