



Discover a unique internal NHS consultancy



Joining the dots across health and care

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Discover the insights, perspective and expertise
a unique internal NHS consultancy brings to
your challenges

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The public healthcare sector has a very wide range of consultancies working with it to help drive progress and deliver complex change. Through our NHS Providers Panel Membership programme, we have brought together some of the best to share their thought leadership with you. All our panel members have a proven track record in working with trusts and are committed to giving back and adding value to our members' work.

NHS South, Central and West (SCW) is a non-profit making NHS organisation and public sector consultancy, staffed by NHS experts and colleagues with wider commercial experience.

They have a national presence across England, working at national, regional and local levels to help health and care organisations to achieve the best possible outcomes for people and populations.

Their teams have been involved in some of the most significant change programmes during the pandemic and beyond as the NHS tackles the challenges that lie ahead.

We are very pleased to be able to share this set of case studies with you, as they draw together the breadth and depth of SCW's expertise to give you a true flavour of the insight and value they offer.

Please do take a moment to take in the breadth of their experience and do look out for their thought leadership, which we will continue to share through our channels.

Chris Hopson

Chief Executive, NHS Providers

02 // Introducing NHS SCW



Discover the insights, perspective and expertise a unique internal NHS consultancy brings to your challenges.

We have all been affected by the seismic impact of COVID-19 over the last 18 months. This is a time of unprecedented challenge across the health and care sector and particularly for NHS Providers.

Introducing your internal NHS consultancy organisation

Prior to the pandemic NHS SCW provided support services across the health and care sector. We were focused on working with both commissioners and providers to join up health and care services. The collaborative goal being to improve outcomes, reduce health inequalities and make best use of limited resource.

We specialise in healthcare support and consultancy. To give you a flavour, we offer:

- Covid-19 response management, reset and recovery support
- Workforce and organisational strategy, development and transformational change
- Financial recovery planning and delivery, sustainability support
- Delayed demand and late presentation demand and capacity modelling, system PTL
- Analysis and insight including diagnostic assessments and deep-dive investigations to improve patient pathways and population health and address inequalities
- Digital strategy, solution design, implementation and benefits realisation
- ICS development, leadership and collaboration programmes.

When the pandemic hit we actively supported the response delivering the national COVID Clinical Assessment Service hosted by South Central Ambulance Service FT, the National Immunisation Service for Flu and COVID-19 vaccinations. By December 2020 we responded to more than 300 requests for additional support nationally from all types of health and care organisations.

As we emerge from the crisis - and we will - we are ready to support all parts of the health system to recover and reset. We have the skills, expertise and ability to bridge the divide between health and care. And we are passionate about supporting providers in even more ways as you recover from the crisis.

Being a consultancy panel member gives us a privileged opportunity to work closely with individual trusts to support you in delivering the best care for your patients and populations.

Explore how we've partnered with providers to deliver improved outcomes in a changing landscape.



03 // Recovery and continuous improvement



Delivering a Trust's CIP, transformation and COVID-19 initiatives through robust programme management.

Challenge

Weston Area Health Trust (WAHT) was struggling with significant sustainability challenges. It had a Cost Improvement Programme (CIP) target of £2.1m and needed support for a number of transformational projects.

Impact

Working alongside clinical and operational teams, we led a transformation / CIP PMO over a period of 18 months, which included:

- Maintaining CIP delivery momentum, supporting the transition into a new financial year, embedding both strategy and approach, and supporting the identification of schemes
- A range of transformational priorities such as a multi-agency Healthy Weston Programme and a clinically-led Urgent Care Transformation Programme
- Providing project support to the Weston IT project team's move to the Medway patient administration system, supporting the business change workstream
- Designing governance processes to reduce nursing agency expenditure across Weston General Hospital, to mitigate the impact of vacancies
- Supporting Weston's response to the COVID-19 pandemic, including PPE and ICU consumables management; planning for equipment requirements; and the roll-out of Attend Anywhere video consultations
- Planning for the safe reopening of the hospital following a COVID-19 outbreak, managing the re-opening plans and ensuring required processes were in place
- Providing programme support to the recovery of services impacted by COVID-19
- Successfully re-establishing CIP and transformation projects following the COVID-19 pandemic first wave, including progressing the Healthy Weston Programme at pace and developing CIP training and communications for the Weston Division of University Hospitals Bristol and Weston NHS Foundation Trust (UHBW)
- Supporting the transition of the Weston PMO to the new UHBW PMO, ensuring alignment and understanding of systems and processes.

“

The plan was that they would support the planning and delivery of the transformation programme in lieu of an established team. The COVID-19 pandemic has required them to rapidly switch their focus to supporting, establishing and running new processes and services to enable the hospital to manage the pandemic. The team has done this professionally and with great diligence, rising to the challenges of working in what has often been a stressful environment and providing strong support to the staff. They have been greatly appreciated by the many staff they have worked with.

Associate director of improvement and innovation, UHBW NHS Foundation Trust

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04 // Digital development



Gaining clinician support for video appointments.

Challenge

NHS England and Improvement needed support to win over health and social care teams to video consultation. COVID-19's arrival meant getting video consultation access into secondary care had become an urgent priority.

We were asked to work with NHSE/I and NHS Digital to get 16 south west foundation, community and mental health NHS trusts trained and set up in the Attend Anywhere video platform. Our aim was to get them set up in five working days.

Impact

The programme was launched on 25 March 2020. By mid-April, each had conducted their first video consultation.

By October 2020 there had been 235,872 consultations in the south west reflecting 130,420 consultation hours.

We provided direct support to each trust to get them up and running with video consultations. Our small team overcame challenges with equipment, connectivity issues, clinicians having to work in a new way and some cultural resistance. External clinicians recognised in their fields were brought in to share their successful experience to combat this reluctance.

Increasing the uptake of video consultation is a key commitment in the Long-Term Plan to enable transformation of outpatients and other services. It will remain a huge enabler as we move forward to recovery, post COVID-19. It also ties in with NHS carbon neutrality ambitions.

“

Emma Pace, our lead for the project explained:

In the end, some of the clinicians who were the most sceptical ended up using it the most. On a personal level, it was really nice to be involved in something truly transformational.

”

05 // Strategy alignment and goal delivery



Pioneering BI review shows Acute Trust the way forward.

Challenge

Helping North Lincolnshire and Goole FT (NLaG) to identify the gaps in its BI service and develop an approach to meet its future strategic goals.

A red flag was raised for the new CIO of North Lincolnshire and Goole FT when she found little handover information on her Business Intelligence (BI) function and anecdotal evidence confirmed that the service was struggling. A thorough investigation was needed into her new hospital's approach to BI, and whether it was fit for purpose.

We explored the areas that were impacting BI, its infrastructure, technology, data warehouse and staffing structure, people, processes, structure and culture. This culminated with a look at organisation-wide strategy and whether BI was meeting the strategic goals for the hospital both for today and for tomorrow. We highlighted problematic areas and provided evidence so that they could evaluate it themselves. Our open and honest feedback enabled them to see the cause and effect. And we provided evidence to support all our conclusions including comprehensive feedback from staff at all levels. The result was an honest but quite critical report.

Impact

The NLaG information team was well regarded but the service was unable to meet the users' needs.

Inefficient processes and systems reduced the capacity for the team to contribute to more strategic planning and predictions that could make a difference. Where they were meeting requirements this was at a great cost in terms of staff effort.

Data showed that people still thought operationally and not about the part they played in achieving the organisational strategy. The result was that consumers of data didn't have the right information to respond to the strategy.

NLaG used almost every recommendation from our report for their data warehouse planning and modernisation, including our financial proposal.

We gave them a path out of their current problem that didn't disrupt BAU or massively stress staff already close to breaking point. They saw this as an innovative approach. Looking across the organisation rather than just at the BI department showed how the information was landing with the customers they served.

We emphasised a common thread to enable them to see they needed a system approach rather than trying to solve individual problems. Following the completion of this project, NLaG is keen to work with us again and we have been asked to bid for further work.

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The SCW team were very professional. They worked well with the NLaG Information Services team and I have had positive comments about the process and engagement.

Chief information officer, Northern Lincolnshire and Goole NHS Foundation Trust

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06 // Transformational change

Meeting the outpatient challenge in Cornwall and the Isles of Scilly.

Challenge

Instigating a transformation programme to reduce outpatient waiting times and generate efficiency savings.

Outpatient (OP) waiting times in Cornwall and the Isles of Scilly's (CIOS) dispersed health community, had been consistently longer than their required target, with consequential risks to patients. Previous improvement programmes had been unsuccessful, resulting in a worsening financial situation. This had been caused by funding and capacity issues as well as system inefficiencies.

Continued pressure and extended waiting times, led to Kernow STP coming under increasing scrutiny and review from the CQC, Health and Safety Executive and NHS England. We were appointed to make recommendations for a transformation programme to significantly reduce OP waiting times and generate savings across the service.

We considered all elements of current performance by each of the 35 OP facilities, benchmarking against RightCare data from 10 similar CCGs across England.

Impact

The analysis of performance identified nine OP clinical specialist areas for investigation. presented as a 'Heat Map', identifying where each specialisation needed to make improvements. This indicated where they should focus their resources to reduce waiting times.

We provided the board with transformation plan recommendations which included OP pathway re-design, contractual changes with providers and suppliers, and actions to encourage the improvement of patient self-care in CIOS as a whole.

The transformation programme anticipated generating an estimated saving of £160k in Q4 of 2018/19 and an additional £600k in 2019/20. Better OP pathway management across the county was expected to provide further efficiency gains through better planning of OP clinics saving consultants travel expenses and making better use of their time.

As a result of our recommendations, we were asked to return and assist as consultants in the implementation of the programme.

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We wouldn't have been able to get where we are now without your input, thank you.

Project manager, Royal Cornwall Hospitals NHS Trust

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07 // System change and partnerships



Turning challenging contract negotiations into trusted relationships.

Challenge

Assertive transactional contract management had always been the way providers and commissioners had operated across Sussex, despite little evidence of its success. Very often providers and commissioners took opposing positions, viewing things from their own organisational view, rather than what was best for the system.

Western Sussex Hospitals NHS Foundation Trust (WSHT) reached a position in 2018, after many years of robust discussion regarding each year's contract value, where formal dispute resolution was required. Relationships between commissioners and providers suffered as a result, with a consequential erosion of trust. Following the dispute resolution, Western Sussex Hospitals and its commissioners came to a collective decision that there had to be a better way.

Impact

Looking to their neighbours, Portsmouth Hospitals NHS Trust, they learned of a novel contracting approach, supported by SCW, and adopted from a Bolton innovation.

The three major providers in Sussex - Western Sussex Hospitals NHS Foundation Trust, Brighton and Sussex University Hospitals Trust (BSUH), closely followed by East Sussex Healthcare Trust (ESHT), moved to an Alliance Incentive Contract. This provided a different basis of payment from simply counting activity, a move that had the backing of NHSEI.

This was as much a contract of behaviours as of activity, with the approach of 'we will think well of each other' enshrined in the contract. Through this approach, they would avoid any antagonistic behaviours or perceived game playing. By fostering a relationship based on trust and respect, they would find solutions together within the constrained budget.

The new approach would enable Sussex to deliver better services and outcomes for people. Organisations would shift from focussing on transactions to innovation, which would support the delivery of their priorities, prevention and out of hospital care.

With the change to the new way of working, relationships between providers and commissioners improved significantly. Although not easy, trust has been rebuilt between providers, commissioners and SCW's contract managers. There is joint working and shared goals.

The culture change needed should not be underestimated. This new way of working created a foundation for Acute Providers to work together as a Collaborative. The Sussex Acute Care Collaborative is chaired by the WSHFT/BSUH Chief Executive Officer and is a key initiative to facilitate system-wide collaboration and acute transformation across Sussex.

This joint way of working set Sussex up well for working as an STP. The creation of the Integrated Care System in April 2022 will just be a consolidation of what they are already doing.

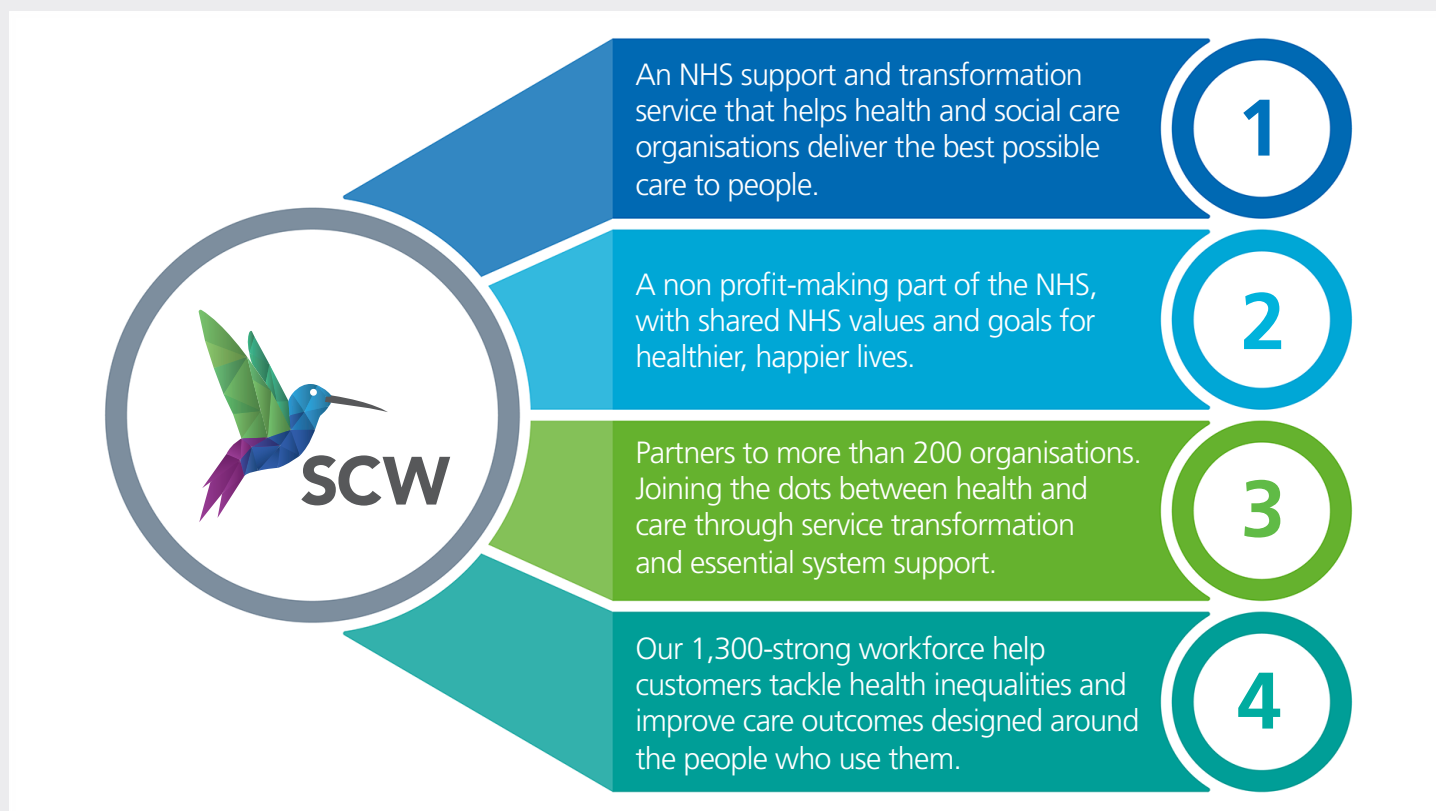
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The new solution will enable us to deliver better services and outcomes for people. We are able to improve direct patient care through closer working, improving communication and whole-system working to improve pathways.

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We are transformation specialists and support partners



Why we are unique

Part of the NHS family

As a non-profit making NHS organisation we put patients first. Our role is to enable health and care organisations to achieve the best possible outcomes for people and populations.

Unrivalled experience

Access to a unique skills set, delivered through a multitude of strong academic and commercial partnerships combined with our 8,500 years + collective NHS staff experience.

System Partners

We work hand-in-hand with you to understand your pains and pinch points so that, together, we co-create solutions that meet local needs.

Blended solutions

We can quickly scale up to meet your needs through our system wide partnerships to deliver integrated, transformational, efficient solutions.

Helping to develop and deliver across health and care



Prevention, self care and wellbeing

Helping you... improve physical and mental health outcomes, promote wellbeing and prevention and reduce health inequalities



Operational efficiency

Helping you... de-duplicate and maximise the value of every pound spent



Care quality and outcomes

Helping you... enhance quality of care and health outcomes across all major health conditions



Patient voice

Helping you... put the voice of patients at the heart of your organisation



Workforce transformation

Helping you... transform and develop your organisation and workforce to deliver on the Long Term Plan



COVID-19 reset

Helping you... reset and recover following the COVID-19 pandemic



For further information please contact:

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Our hummingbird was chosen for more than its aesthetic appeal

It represents determination, endurance, flexibility, adaptability, resilience and great courage.
The very characteristics we will demonstrate in our work with our customers.

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