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Delivering Financial Sustainability

Why Procurement Collaboration and Supply Chain Resilience is Key

Andrew New, CEO - NHS Supply Chain

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Andrea Smith, ICS Procurement Director – Sheffield Teaching Hospitals NHS FT

The Role of NHS Supply Chain



“ NHS Supply Chain is part of the NHS, we deliver a **resilient** supply chain of **clinically assured** goods and services to **health and care providers**.

We are proud to continue to develop a **modern, flexible supply chain** that is **resilient and flexible by design**.

”

Breadth of Value Creation

We deliver a targeted value proposition to the health service nationally

Efficiency

We channel **revenue and capital savings** back to frontline NHS services to provide taxpayer value and support the NHS on a **sustainable financial path**

Productivity

We enable healthcare professionals to spend **more time caring for patients** and less time ordering products through **simplifying the order process** and deploying effective **inventory management**

Resilience

We deploy capital across our supply chain to ensure **resilience**, mitigate global supply chain challenges, and manage inflationary pressures, to meet the needs of new NHS care models

Net Zero

We work on behalf of all NHS Trusts to deliver **NHS England's Net Zero Goal**, **reducing single use plastics** and working with suppliers to **reduce the total carbon footprint**

Modern Slavery

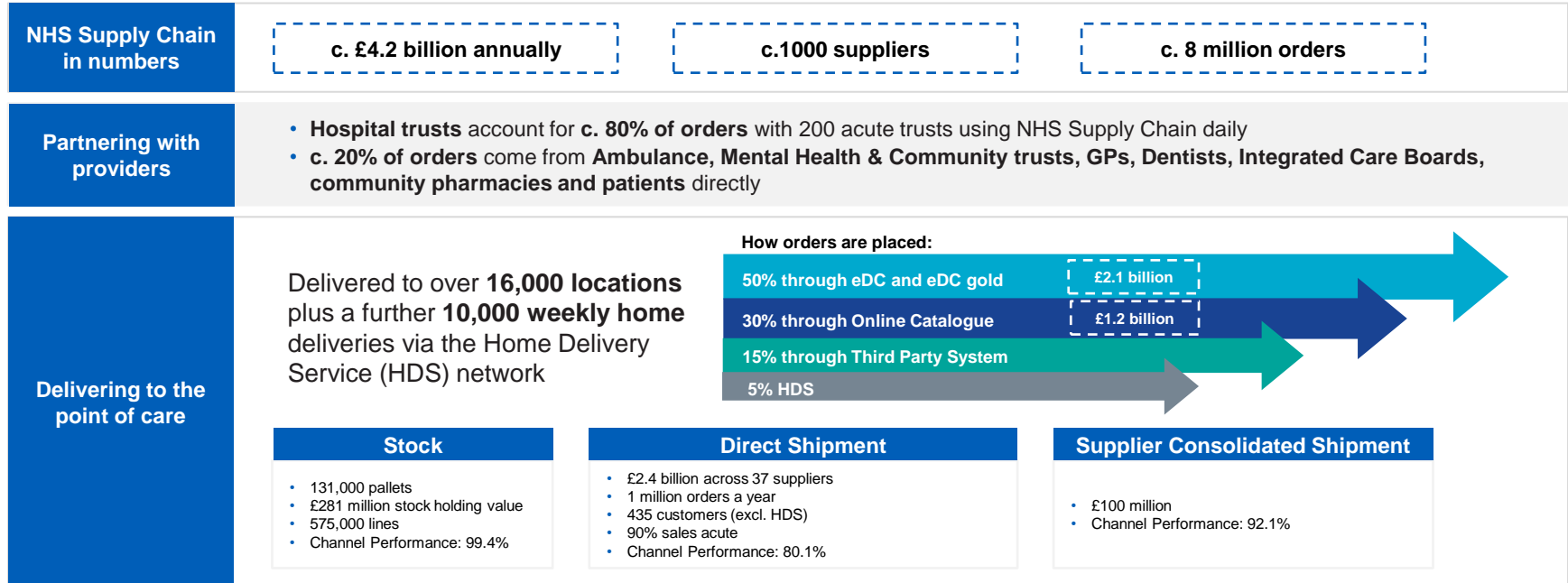
We **provide labour standards** and **modern slavery assurances** through our framework agreements with suppliers, and **implement proportionate risk management**

Patient Outcomes

We embed product **safety and quality assurance processes** across the health and care system; ensure **clinical input** into our procurement activities, and support **digitally enabled care** through our data strategy

An Overview of NHS Supply Chain Operations

We operate across a wide product range: our products are grouped into **4 medical** and **2 non-medical categories**, covering **134 awarded category frameworks**.



Doing More to Support Care

Inventory Management and Point of Care Solution Programme

Accelerating Innovation into the NHS

Increasing the Capacity of our Distribution Network

Upgrading our Ordering Systems



Our Strategy

NHS Supply Chain's vision and purpose are clear. Our commitment is:


- To make it easier for the NHS to put patients first
- To help the NHS to save lives and improve health.

We do this through our strategy: Buy Smart, Supply Right, and Partner Expertly.

Buy Smart

Our Strategy focuses on:

Buying over £4 billion of devices and products on behalf of the NHS, embedding **value, innovation** and **patient outcomes** in our approach.

 Saving the NHS **£1bn**

How we will do it

We have expert commercial teams leading NHS procurement across **medical categories, capital categories, and non-medical categories.**

Supply Right

Our Strategy focuses on:

Building **resilience, sustainability** and **safety and quality** into our global supply chain, ensuring the NHS gets what it needs, when it needs it, to care for patients.

 Driving supply chain **resilience**


How we will do it

We oversee three supply routes into the NHS, covering **stock, direct shipment** and **supplier consolidated shipments**, and distribute 40,500 roll cages via 8,500 deliveries each week, to 16,700 delivery locations across the NHS.

Partner Expertly

Our Strategy focuses on:

Making it easier for NHS trusts to work with us, whilst developing the **care solutions** they need, and building our expertise in **data insight** to improve decision making internally, and generate shared insights for the NHS.

 Working as **One** NHS Supply Chain

How we will do it

We are investing in an ambitious **transformation programme**, whilst evolving how we work through our **Target Operating Model.**

Collaborative Working

NHS Supply Chain and South Yorkshire & Bassetlaw



South Yorkshire & Bassetlaw
Acute Federation

Collaborative Working in South Yorkshire & Bassetlaw

14 November 2023

Cathy Hassell, Managing Director, South Yorkshire & Bassetlaw Acute Federation
Andrea Smith, ICS Procurement Director



Purpose of the South Yorkshire & Bassetlaw Acute Federation

The Acute Federation is made up of the **5 acute** NHS Trusts in South Yorkshire.

We will use our collective expertise and resources to ensure the people of South Yorkshire & Bassetlaw have prompt access to excellent healthcare through:



Barnsley Hospital
NHS Foundation Trust

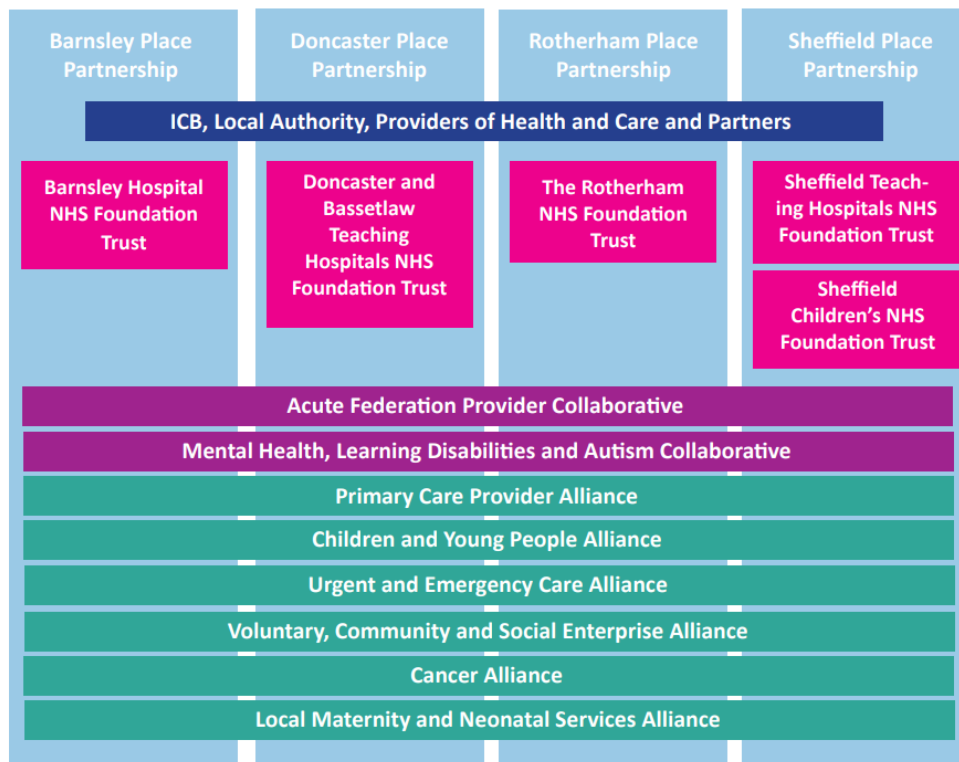
**Doncaster and Bassetlaw
Teaching Hospitals**
NHS Foundation Trust

The Rotherham
NHS Foundation Trust

Sheffield Children's
NHS Foundation Trust

Sheffield Teaching Hospitals
NHS Foundation Trust

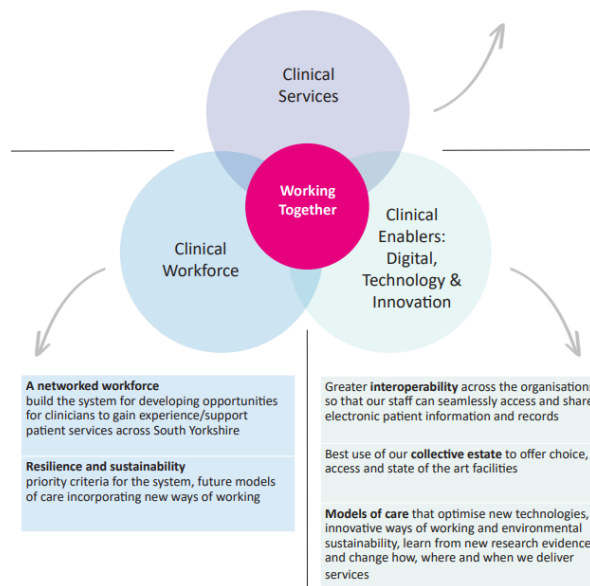
South Yorkshire and Bassetlaw Landscape



SYBAF Clinical Strategy – 5 Year Vision

Services at different hospitals across South Yorkshire play complementary roles as part of an acute federation collaborative model	Shared care to be developed further across primary and secondary care including Mental Health services. Everyone is clear on the contribution secondary care can make to prevention of ill-health	Life stages recognised as an important framework for end to end pathways, to support more proactive planning and working
Patients experience high standards of care , no matter which hospital they attend; with constant energy on driving down unwarranted variation across the system	Standardisation for better outcomes and patient experience , and taking action on health inequalities	Patients can move seamlessly from one hospital to another in order to access specialist care or faster treatment

Enabling clinically-led standardisation of best practice acute care across SYB



Delivering more coordinated care through maximising the opportunities for our collective workforce

Maximising digital transformation and partnership approaches to innovation

Acute Federation Priorities for 2023 / 24

1. **Elective & Diagnostic recovery** – Continue to work together to recover elective and diagnostic services and reduce waiting times for patients, with specific focus on orthopaedics, ophthalmology, ear nose and throat and general surgery
2. **Clinical strategy** - Implement the Acute Federation clinical strategy to deliver improvements in care quality for the people of South Yorkshire & Bassetlaw, reduce unwarranted variation between providers, address inequalities in access and improve our resilience and efficiency
3. **Innovative commissioning and financial models to improve efficiency and value for money** – Explore opportunities for collective financial improvement and integrated commissioning
4. **Flagship national innovator scheme: acute paediatrics innovator project** – Accelerate the design and implementation of the South Yorkshire & Bassetlaw collaborative model for acute paediatric services as part of NHS England's national innovator scheme
5. **Engagement to drive collaboration**

Barnsley Hospital
NHS Foundation Trust

**Doncaster and Bassetlaw
Teaching Hospitals**
NHS Foundation Trust

The Rotherham
[NHS Foundation Trust](#)

Sheffield Children's
NHS Foundation Trust

Sheffield Teaching Hospitals
NHS Foundation Trust



The Problem

Cost pressure on primary hip and knee joint replacement across the SYB Acute Providers of £0.5 million per annum



Changes needed

- South Yorkshire & Bassetlaw Strategy
- Standardisation
- Market Management



The Challenge

- 6 Suppliers providing Primary Hip and Knee Joint Replacement
- Annual spend of £5.6m
- No formal supplier support with Activity recovery
- Very little standardization had taken place
- No joined-up contract management
- No easy way to reduce the cost pressure



Actions

1. Every trust agreed to collaborate
2. A clinical lead was engaged for every trust
3. The supplier choice would be clinically led
4. Every Trust would agree one supplier for hips and one for knees
5. Engage the market to ensure they understood our intent
6. Stay strong as one with Executive Support

Implementation Plan





Result

- 3 Suppliers providing Primary Hips and Knees
- Efficiencies of £900k pa (£3.6m over 4 years)
- Standardisation resulting in improvements to overall efficiency
- SYB Service Level Agreements to manage collaboratively
- Supplier investment – stock, training, theatre support
- Innovative options now being implemented



Lessons Learnt



South Yorkshire & Bassetlaw
Acute Federation

What didn't go well

**Timescales – Complexity
of options meant it took
longer than anticipated!**



What went well

**Clinical peer to
peer discussions
& challenges**



What can be Improved?

**Simplifying the contracting
process by setting up an
Orthopaedic Alliance to
speed up governance.**



Questions?



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