



**NHSELECT**



## 2011/2012 WORK PROGRAMME

### Contents

#### *On-site support available to members*

Service Improvement and Productivity	2
Marketing and Branding	3
Business of Healthcare	4
Events Calendar	7



## Service Improvement and Productivity

The challenge to deliver the QIPP agenda is considerable. At NHS Elect we have therefore designed a programme to support our members in delivering service improvement, improving productivity and identifying real cost savings. Here are some of our ideas and ways we can support your local QIPP programme:

### **Lean techniques improve quality and productivity**

NHS Elect can help members in the use of lean techniques, either through providing on-site training to local teams or working alongside teams in delivering lean projects.

### **New clinical models can improve clinical quality and deliver savings**

Many members are seeking to implement new clinical models as organisations change. NHS Elect has worked with members, most notably to redesign acute medical services to reduce waits and delays, length of stay and overall admissions of emergency patients and to integrate acute and community services.

### **In-depth service reviews can highlight opportunities for improvement**

NHS Elect can undertake in-depth reviews of service areas, benchmarking against known best practice and work in other members sites, making clear recommendations for improvement. NHS Elect can then work alongside clinical teams to plan an improvement programme focusing on specific service areas or pathways, to implement this programme and measure the results.

### **Implementing enhanced recovery saves money and improves patient experience**

The national Enhanced Recovery programme finished in 2010/11 and NHS Elect is thus providing bespoke support to sites implementing enhanced recovery locally.

This includes establishing the baseline, assessing progress to date, support to clinical teams across all specialties to ensure sustainable implementation.

### **Understanding and matching capacity and demand is essential in delivering QIPP**

We can train teams in capacity and demand tools and techniques and also analyse your local information to enable clinical teams to get a better understanding of local demand and capacity. When problem areas are identified, the NHS Elect team can help to delivery local change programmes to tackle these.

### **Coaching helps individuals and clinical teams to lead effective local change programmes**

Trained coaches from our team can provide one-on-one support and can lead learning sets across your organisation.

Lastly, having a good plan and some support in preparing this is also recognised as important and, at time, difficult. This year we are therefore launching a QIPP network for QIPP leaders from across the NHS Elect membership to help members design an effective QIPP plan and support one another in implementation. Led by the QIPP Director from one of our largest hospital members, this network will share ideas and experiences across the network, thus helping organisations to prepare effective local QIPP plans. The NHS Elect team can also review local QIPP plans and compare these with plans from different organisations.

For further details on any of these areas or to arrange a local work programme for your organisation, please contact:

**Eilis Parker** [eilis@nhselect.org.uk](mailto:eilis@nhselect.org.uk)

**Caroline Dove** [caroline@nhselect.org.uk](mailto:caroline@nhselect.org.uk)

**T: 020 3170 6315**

*Our staff (and therefore our patients) have benefitted by sharing learning from the diverse NHS Elect membership. We have thoroughly enjoyed the on-site support, workshops, events and study tours. The NHS Elect team are skilled, knowledgeable, accessible and always helpful.*

Lyn Hill-Tout, *Chief Executive*  
Great Western Hospitals NHS Foundation Trust

## Marketing and Branding

We help our member organisations to embed marketing into your business processes through:

- Embedding the marketing culture into your business plans, business cases and recruitment and retention policies
- Developing bespoke marketing / promotional plans by a chartered marketer to ensure that your services are selected under patient choice and drive positive patient stories onto NHS Choices
- Working in partnership with the National Social Marketing Centre to deliver social marketing training and competence to the NHS

### Marketing Plans

Marketing techniques can help patients and referrers to understand and navigate your services more easily. They benefit through ease of access while your services win through increased referrals and income. The same techniques can improve service development and productivity improvement by distinguishing what patients and GPs really value. Our programme has evolved to support staff at all levels in developing and implementing marketing plans and we provide training to staff in the use of market analysis software and reporting systems, including:

- Understanding your local health market with training on market analysis software and reporting systems such as Dr Foster 'Hospital Marketing Manager' and Experian
- Taking part in the Chartered Institute of Marketing accredited development programme to embed marketing skills at all levels of your organisation
- Understanding how to use patient experience measures to improve the patient journey

### Board Level Branding Programme

A strong brand can be immensely powerful in communicating values, reputation and reliability to

patients, staff and referrers. Used wisely a strong brand can minimise patient anxieties at a time when they might otherwise be worrying needlessly. It can attract best staff and help them hold each other to account on issues of quality, innovation and customer care. A growing number of NHS organisations are working to strengthen their brand and emulate the small number of healthcare providers who have developed a distinct brand identity such as Great Ormond Street and the Royal Marsden Hospital.

### Customer care

We provide support to our members in creating a customer orientated culture:

- Improving delivery of services by front line staff with patient experience training to help change culture, retain existing patients and encourage new ones
- Capturing, listening and responding to customer feedback
- Branding for Success for Board / Executive Teams including customer facing metrics and how to develop your organisation's brand
- Improving your marketing strategies to GPs as a customer, a competitor and a collaborator
- Working with our learning partners to deliver effective social marketing programmes
- Using and developing your website and all communications processes as an integral part of your marketing mix

.....  
For further details on any of these areas or to arrange a local work marketing programme for your organisation, please contact either:

**Sue Kong** [sue@nhselect.org.uk](mailto:sue@nhselect.org.uk)

**Ljiljana Vucicevic** [ljiljana@nhselect.org.uk](mailto:ljiljana@nhselect.org.uk)

**Simon Jarvis** [simon@nhselect.org.uk](mailto:simon@nhselect.org.uk)

**T : 020 3170 6315**

## Business of Healthcare

The NHS Elect team have developed an extensive programme to support members in understanding health policy meeting the challenges of the new operating environment. These include:

### **Business Cases and Business Planning**

Our team have extensive experience of developing business cases and supporting business planning processes to help organisations plan for a 20% reduction in income over the next five years. We can either complete work independently or work alongside your teams to support skills and knowledge transfer to support a sustained improvement in the commercial culture of the organisation.



### **Organisational Integration, Merger & Acquisition**

Are you considering a merger, acquisition or integration? Are you unsure about how to scope the task, looking for a set of readily available project documents and briefing notes or simply seeking additional pairs of hands to support the process? The NHS Elect has supported numerous members through integration and M&A, including:

- Board briefings and guidance on regulation
- Development of partnering strategies
- Rationale for integration and getting the benefits out
- Agreeing Memoranda of Agreement with potential partners

- Developing due diligence specifications to support both internal and external diligence
- Creating organisational development strategies for the merged organisation
- Facilitating clinical collaboration and the development of new models of care

We have also worked with members looking to form less formal strategic alliances and have knowledge and experience of the available forms and the practical benefits and legislative or policy restrictions which apply to these forms. We also bring considerable experience of facilitating discussions between potential partners on an “honest broker” basis.

### **Responding to Tenders**

Tender response requires an understanding of procurement law, DH policy, the challenge of working with clinicians to develop new, cost effective models of care and the challenges facing commissioners when they try to translate their aspirations into tender documentation. Our team have extensive experience of supporting all elements of this process and have supported many members in making successful tender responses.

### **Developing commercial responses to competition and procurement**

We have supported our members (both commissioners and providers) to assess their local healthcare market, respond to competition from

*NHS Elect has been hugely helpful in enabling us to take forward a complex management and change agenda with only a very small management resource. The NHS Elect team are friendly, responsive and knowledgeable and we value both their business expertise and strong networks – I regard them now as part of ELIC’s ‘extended management team.*

Paul Haigh, Programme Director  
ELIC

other providers, developed a range of tools to determine the most effective procurement route to change provider behaviour, and helped with the establishment of joint ventures. This is backed up with detailed briefings for members on how the policy and law are used to facilitate local change, not block it.



### **Foundation Trust Applications**

NHS Elect has successfully supported a number of members through FT authorisation including contributing to the development of integrated business plans, service development plans, market and risk assessment and governance. In addition to working with our members in writing the IBP, we also provide a final ‘checking’ service where we ‘read through’ IBPs before final submission to Monitor and can stage mock Board to Board sessions to prepare Board members for the challenges these can present.

### **Transforming Community Services**

NHS Elect began working with community services providers as they first considered options for separation from PCTs and now have many providers of community services as members of the NHS Elect network. This work has included staff engagement, business planning, service redesign and implementation of transforming community services models. In addition to this we have supported the development of models for working in partnership, including with GPs and acute providers and have supported our members seeking full integration with other providers. This year we launch our first network of community services providers, designed to share learning and help those leading community services innovation to network together to deliver improvement and efficiency.

*We have worked with NHS Elect for several years now and they regularly provide support to the Trust in strategic planning and service redesign – their expertise and highly flexible approach is greatly valued.*

*Gerard Sammon, Director of Operations  
Dartford and Gravesham NHS Trust*

### **Organisational Development, Staff Engagement & Local Learning and Development Programmes**

Over a number of years NHS Elect has developed tailored learning and development programmes for in-house management teams, produced employee engagement strategies based on research by the CIPD and Roffey Park and developed overarching Organisational Development Strategies for member Trusts.

For more information on any of the above please contact:

**Jim Timpson** [jim@nhselect.org.uk](mailto:jim@nhselect.org.uk)

**Paul Thomas** [paul@nhselect.org.uk](mailto:paul@nhselect.org.uk)

**Elliot Howard-Jones** [elliott@nhselect.org.uk](mailto:elliott@nhselect.org.uk)

**T: 020 3170 6315**

# Client Testimonials

*Consultancy companies usually send in the trainee, pull the solution off the shelf and send the bill. NHS Elect's approach is genuinely different. You know who you are working with from Day One. That allows you to build a relationship and for them to really help you to address your challenges*

*Gareth Corser, Director of Strategy and Planning  
West Suffolk Hospitals NHS Trust*

*Our membership of NHS Elect gives us easy access to high value senior management expertise and allows us to share learning with other NHS colleagues with minimal impact on the budget available for clinical services. It has also supported our input into strategic developments with our NHS partners who are also learning to navigate new ways of working and commissioning'*

*Tina Swani, CEO  
St Mary's Hospice, Birmingham*

*NHS Elect spent time assessing our requirements, developing and delivering a bespoke customer care training programme for York. So far over 70 staff have completed the course which has given them credits towards an overarching qualification. We are really delighted with the flexibility and 'can-do' approach of the NHS Elect Team in developing this valuable course which is now firmly on our training agenda.*

*Gail Dunning, Corporate Development Lead  
York Hospitals NHS*

# Events Calendar

	Business of Healthcare	Service Improvement	Marketing
<b>APRIL 2011</b>	<b>6th April</b> The Behavioural Science of Decision Making		
<b>MAY 2011</b>		<b>10th May</b> Essentials of Project Management <b>11th May</b> An Introduction to Process Mapping, Demand and Capacity	<b>18th May</b> Marketing to GP Consortia and Practice Managers
<b>JUNE 2011</b>	<b>16th June</b> Project Management and the Internal Consultancy Cycle	<b>7th June</b> Conflict Resolution: Positive Conversations in Difficult and Challenging Circumstances	
<b>JULY 2011</b>	<b>7th July</b> Presentation and Presence	<b>6th July</b> Your Management Style and how to use it more effectively using MBTI	
<b>AUG 2011</b>	<b>25th August</b> Business Case Basics including Basic Influencing and Negotiating Skills		
<b>SEPT 2011</b>	<b>15th September</b> Procurement, Joint Ventures, Competition and Market Management		<b>22nd September</b> Foundation—Stepping Stones Basic Marketing Course
<b>OCT 2011</b>	<b>20th October</b> Finance, Contracting, QIPP and Lean Overview	<b>5th October</b> Mastering the Art of Influencing	<b>13th October</b> Internal Marketing and Staff Engagement
<b>NOV 2011</b>	<b>23rd November</b> Negotiating and Influencing Skills	<b>10th November</b> Essentials of Project Management	<b>17th November</b> Marketing to GP Consortia and Practice Managers
<b>DEC 2011</b>	<b>14th December</b> Corporate Positioning and the new market for FTs and non-FTs	<b>7th December</b> An Introduction to Process, Mapping, Demand and Capacity	<b>8th December</b> Delivering Great Patient and Customer Experience
<b>JAN 2012</b>	<b>26th January</b> New Commissioning Land-scape	<b>5th January</b> Conflict Resolution: Positive Conversations in Difficult and Challenging Circumstances <b>11th January</b> Essentials of Project Management	
<b>FEB 2012</b>	<b>15th February</b> Advanced Business Case Techniques including how Business Cases work within organisations, and Negotiating and Influencing Skills	<b>8 February</b> Managing Change and Dealing with Polarities: Unsolvable Problems	
<b>MAR 2012</b>	<b>21st March</b> Leadership	<b>7th March</b> Your Management Style and how to use it more effectively using MBTI	<b>22nd March</b> Foundation—Stepping Stones Basic Marketing Course

***NHSELECT***



NHS ELECT  
2 Orange Street  
London WC2H 7DF  
T: 020 3170 6315  
F: 020 3178 6101

[www.nhselect.nhs.uk](http://www.nhselect.nhs.uk)