


# CAPITA



Health Advisory

A photograph of four healthcare professionals in blue scrubs walking through a hospital corridor. They are engaged in conversation. The man in the center is holding a red folder. The man on the far right is adjusting his stethoscope. The background shows a typical hospital hallway with a sign for 'Nurse Bay' and various medical equipment. The image is framed by a yellow bar on the left and a blue bar on the right.

Our purpose is to be a  
trusted partner to the NHS  
in healthcare transformation

# Capita Health Advisory



“We can’t solve problems by using the same kind of thinking we used when we created them.”

Albert Einstein

At Capita Health Advisory we are passionate about the NHS and about making a difference.

Operating at the heart of NHS organisations struggling under the weight of increasing healthcare demand, financial and quality performance targets and media scrutiny, we support boards, clinicians and managers to transform what they do and achieve.

We work in long term partnerships with health commissioners and providers and across health and social care systems. We support our clients to transform their performance and make step change improvements in service quality, efficiency, safety and patient outcomes.

By combining deep NHS experience with Capita group’s track record in scale transformation across local government and the wider public and private sectors, we offer our health clients proven approaches and innovation in equal measure.

# A track record of delivering results

Increasing financial and quality pressures demand a strategic rather than tactical response; and successful transformation depends on innovative thinking and outstanding execution.

We work system wide across health and social care, modelling future demand and capacity and engaging key stakeholders whose support is critical to delivery of service change and transformation.

We are a multi-professional team of over 60 consultants who work exclusively in health, part of a team of over 2,000 staff within Capita Health & Wellbeing. In our advisory work with NHS clients we also draw upon experience and insight from an additional 250+ Capita consultants who deliver transformational change across the wider public and private sectors.

Together we provide a powerful combination of senior clinical and operational NHS expertise and broad management and transformation capability.



# A focus on outcomes

We support our clients to deliver results.

These examples are a small sample of the outcomes achieved in recent engagements with NHS clients.

e-enabled education services delivering savings of **20%**

over **£10m** additional QIPP opportunities identified

**25%** improvement in average length of stay

development support for over **40%** of CCGs

over **260** staff trained in leading change

programme to deliver **£27.8m** efficiency benefits

# Delivering transformation

We create effective transformation partnerships with NHS organisations that are designed to deliver sustainable change through encouraging innovation, improving safety, quality & value for money in healthcare. We achieve this through organisational alignment, capability development and results-focused delivery using our proven, industry leading tools and methodologies.

We offer challenge and practical support to clients, harnessing knowledge and creative thinking.

We deliver sustained impact by linking people, innovative thinking and proven change methods/tools across a range of capability areas:

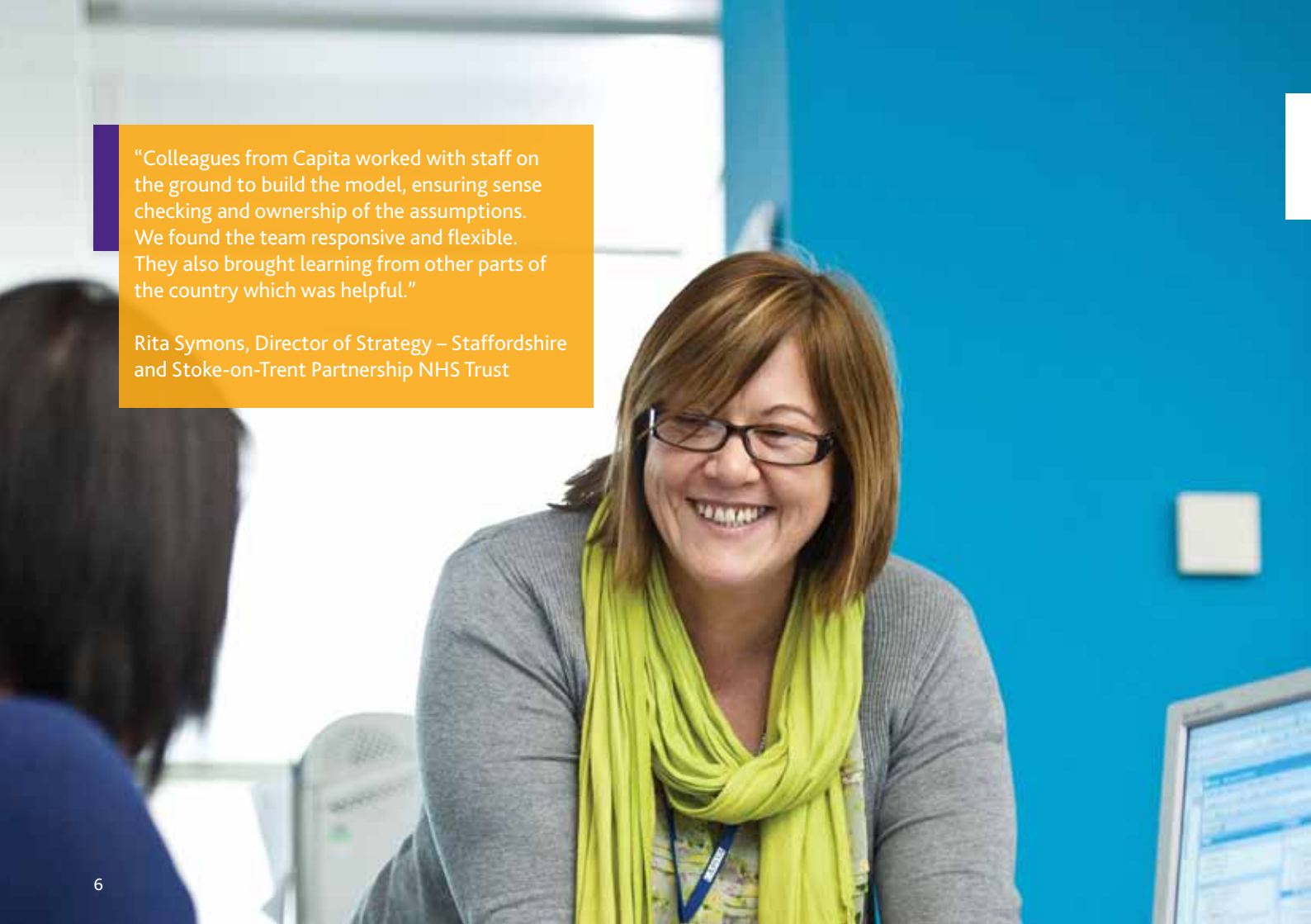
- Analytics and finance
- Operational improvement
- People and change
- Informatics
- Estates transformation

We align these capabilities to local client needs within an overall transformation framework developed from our experience: the Sustainable Transformation Journey.

We can deploy this as an end-to-end service across whole systems or provide targeted support in to individual organisations or teams.

# The Sustainable Transformation Journey



A woman with shoulder-length brown hair, wearing glasses, a grey cardigan, and a bright green scarf, is smiling broadly. She is in an office environment with a blue wall and a computer monitor visible in the background. The image is partially overlaid by a yellow text box on the left.

“Colleagues from Capita worked with staff on the ground to build the model, ensuring sense checking and ownership of the assumptions. We found the team responsive and flexible. They also brought learning from other parts of the country which was helpful.”

Rita Symons, Director of Strategy – Staffordshire and Stoke-on-Trent Partnership NHS Trust



# Our Capabilities

## Analytics and finance



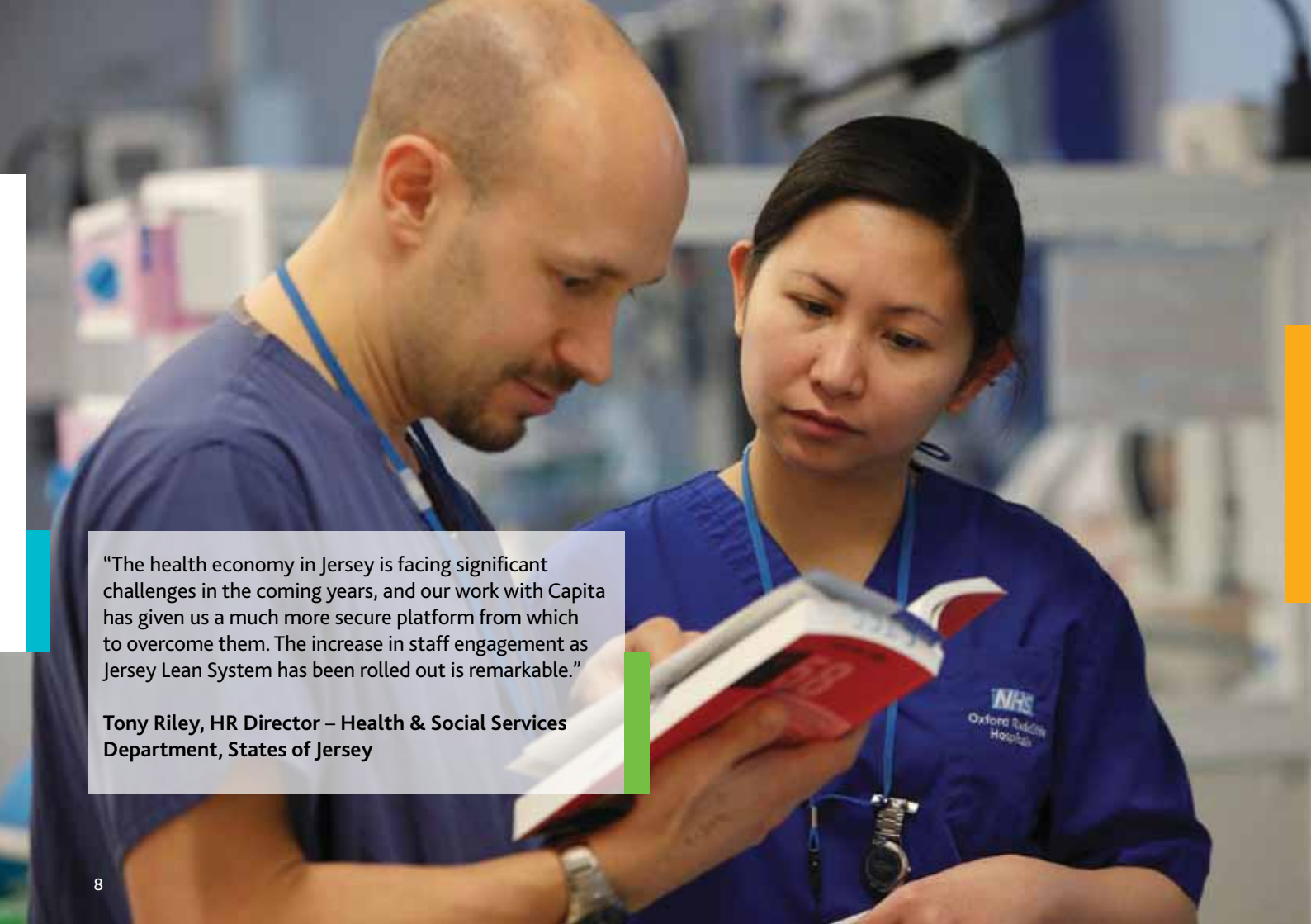
We work with organisations to develop robust plans for change.

We provide insight to our clients, supporting them to clearly understand their current situation and challenges then identify and quantify opportunities for improvement. We help to create a vision of the future that considers a range of scenarios and options based on accurate and meaningful evidence that underpins operational and strategic planning. All in the context of maintaining and improving patient safety, satisfaction, quality of care and financial stability.

We do this by deploying proven, market leading tools that can be flexed to meet specific client requirements:

- ACI – future (5 year) activity, capacity and income modelling for providers
- StratComm – demand, capacity and financial planning for commissioners, simulating the impact of demographic changes and future commissioning intentions/service re-design
- CAPA – a tool to support care appropriateness/ utilisation reviews

Our people are technical experts who interpret and advise as well as analyse.

A photograph of two healthcare professionals, a man and a woman, both wearing blue scrubs. They are looking down at a book held by the woman. The man is on the left, and the woman is on the right. The background is a blurred hospital setting with medical equipment. There are decorative colored bars on the left and right sides of the page: a teal bar on the left and an orange bar on the right. A semi-transparent grey box contains text, and a green vertical bar is positioned to the right of the text box.

"The health economy in Jersey is facing significant challenges in the coming years, and our work with Capita has given us a much more secure platform from which to overcome them. The increase in staff engagement as Jersey Lean System has been rolled out is remarkable."

**Tony Riley, HR Director – Health & Social Services  
Department, States of Jersey**

# Operational improvement



Our operational improvement team is passionate about working with NHS clients to achieve service improvement, clinical improvement, cost improvement and transformation of services.

We have a relentless focus on delivering projects and programmes that address operational challenges and yield demonstrable benefits to clients and patients. The patient is at the centre of everything we do: from patient experience to patient outcomes and delivering quality and value.

During design and delivery we work with clients and stakeholders to ensure that they have full ownership of any proposed change. We combine proven change methods – lean, six sigma – with our own A3X service change prioritisation tool.

We provide clients with the methods, skills and confidence to deploy benefits realisation management. These two elements combined provide the basis for transferring skills to the client and ensuring that continuous improvement is embedded and enduring.



“The Capita approach and methodology has really captured and energised the operational teams, this is fantastic to see. I am witnessing – and supporting – the challenge of corporate norms that is coming from front line staff.”

**Clair Tripp, Chief Operating Officer –  
Papworth Hospital NHS Foundation Trust**

# People and change



We help healthcare organisations to accomplish major and sustainable change through supporting their people to lead, manage and develop to reach both personal and organisational success.

To achieve this, we work with:

## **Individuals:**

Developing increased awareness and more effective use of self through coaching, psychometrics, leadership development, observation and feedback

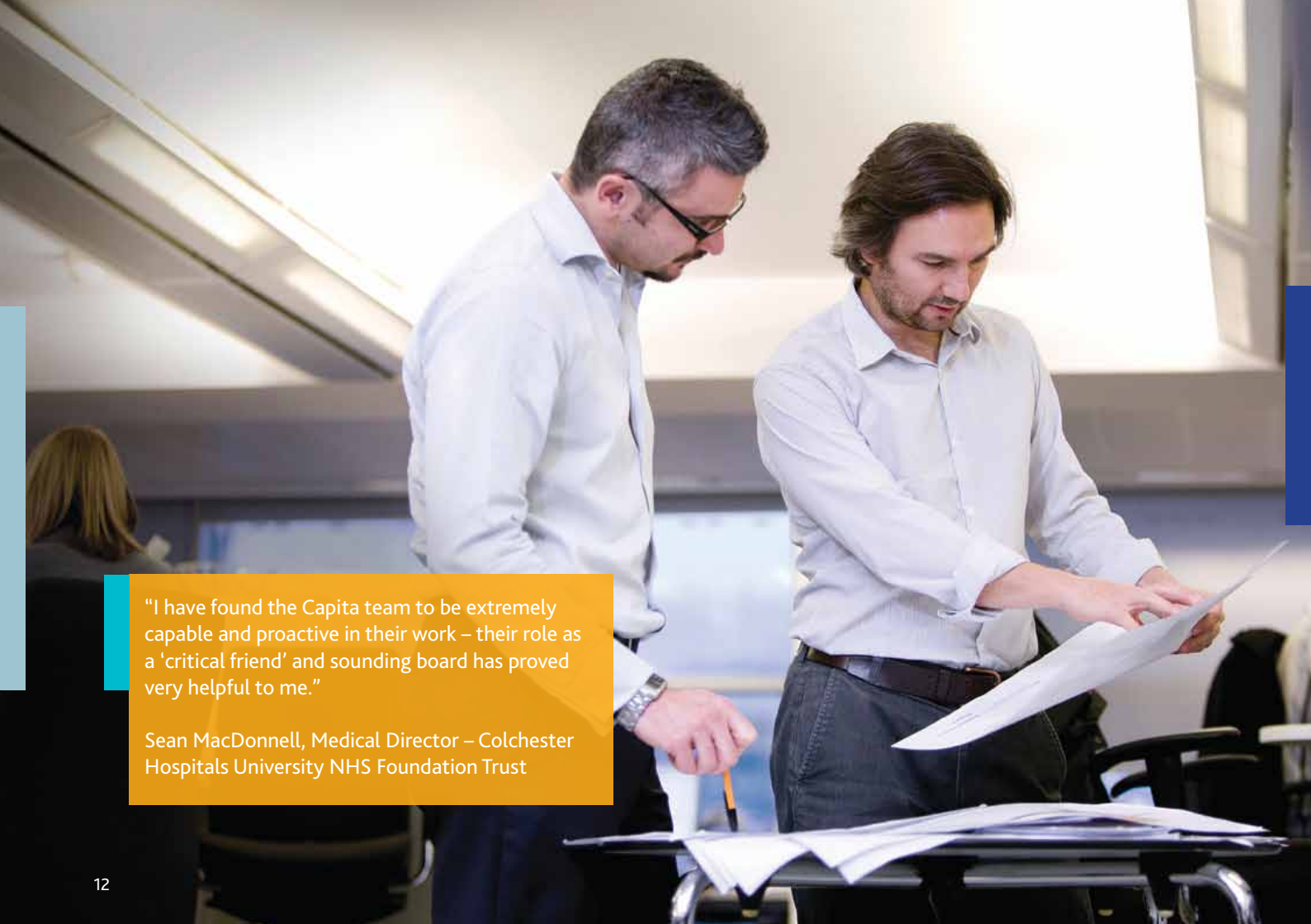
## **Teams:**

Improving team working and engagement by providing team coaching, team development, psychometrics and action learning

## **Organisations:**

Helping to create cultural transformation and a leadership culture that delivers results through leadership development and cultural/climate assessment

We will work with you to fully understand your vision, design the most effective interventions to achieve your goals and then help you to embed the changes so they become part of the 'fabric' of your organisation.

A photograph of two men in white shirts reviewing documents in a modern office setting. The man on the left is wearing glasses and has a mustache, while the man on the right has long hair and a beard. They are both looking down at the papers they are holding. The background shows a bright, modern office with large windows and a whiteboard.

"I have found the Capita team to be extremely capable and proactive in their work – their role as a 'critical friend' and sounding board has proved very helpful to me."

Sean MacDonnell, Medical Director – Colchester Hospitals University NHS Foundation Trust

# Informatics



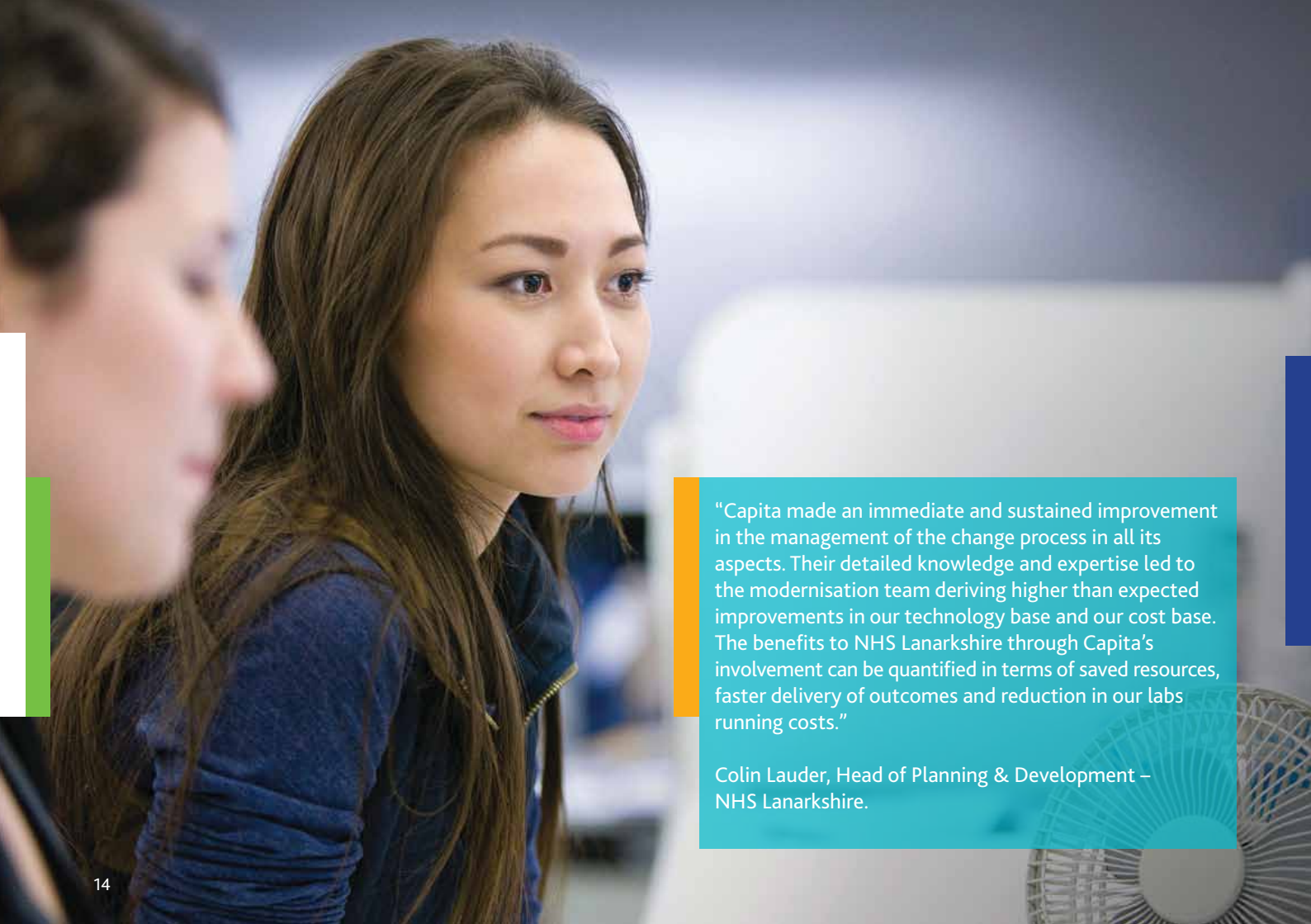
Our informatics team supports organisations in maximising the potential for information and technology to support sustainable and transformational service change. Our approach recognises that successful technology-enabled change must address the key components of people, processes and technology.

The core themes of our tools and products are:

- Information to make better decisions
- Appropriate systems and advice that enable the delivery of service change
- The management to link people, systems and processes effectively

Our hugely experienced health informatics team combines PPM and change skills alongside experts in system analysis and health data interpretation.

We help clients to understand the opportunities that the effective use of information can bring to their organisations and to implement practical solutions that lead to effective change and tangible benefits.



“Capita made an immediate and sustained improvement in the management of the change process in all its aspects. Their detailed knowledge and expertise led to the modernisation team deriving higher than expected improvements in our technology base and our cost base. The benefits to NHS Lanarkshire through Capita’s involvement can be quantified in terms of saved resources, faster delivery of outcomes and reduction in our labs running costs.”

Colin Lauder, Head of Planning & Development –  
NHS Lanarkshire.



# Estates transformation



Our estates transformation team supports clients in two distinct areas:

- Delivering operational improvement through effective and optimum use of use of estate in support of clinical services, providing a safe and fit for purpose environment, and linking clinical strategy to estate strategy.
- Supporting clients in the procurement of capital projects both in the UK and international markets, including conventional PPP and partnership procurement routes. We support the PPP process as part of a bid consortia or to a health care organisation from a strategic, operational and tactical level.

We use product based working practices focused on utilisation and capacity planning, schedules of accommodation, design development and review, production of briefing documentation, development of models of care and service delivery. These draw on Capita's sustainable transformation and lean healthcare methodologies to ensure consistency of approach.

# Our experience

In Capita Health Advisory we have worked with over 80% of NHS organisations including Acute, Community and Mental Health Trusts, CCGs, CSUs and at national level with NHS England, HSCIC, Monitor, National Services Scotland, Health Education England and the Welsh Assembly Government.

Our work with the NHS is strengthened by our ability to draw upon a broad range of translatable skills, methodologies and technology from Capita's work with over 20,000 clients including some of the UK's best known brands – M&S, O2 and John Lewis, leading charities such as Children in Need and Cancer Research UK and innovative joint venture partnerships with leading public sector organisations such as Birmingham City Council, Staffordshire County Council and the Cabinet Office.



# Partnerships

The NHS has recognised the need to fundamentally transform the way in which it commissions and provides services to patients to address challenges on multiple fronts. This involves changing complex health and social care systems, harnessing innovation and the ability to implement change on many fronts simultaneously.

However, finding the right support and investment for dynamic and transformational systems change through traditional routes can be difficult, time consuming and expensive. An alternative approach, new to Health but proven in other public sector markets, is a Partnerships/strategic relationship model.

Capita has experience of long term strategic partnerships with public sector organisations, focused on delivering complex and transformational change at scale. Here the relationship is founded on aligned long term objectives and values with a defined short term change agenda to start the journey and build confidence in the relationship. This is combined with an ability to invest and flexibility to develop the relationship on a mutually agreed basis.

We concluded our first NHS strategic relationship with Sussex Community NHS Trust in late 2013.

## Case study: Sussex Community NHS Trust

Sussex Community NHS Trust entered into a five year strategic relationship with Capita in December 2013. The relationship is the first of its kind in the health market, set up to identify efficiencies, better ways of working, and to accelerate the pace by which improvements are achieved by the Trust.

The delivery of change is initially focused in 3 areas – estates, procurement and Trust staff development – underpinned by an innovative commercial risk share and investment arrangement between the parties which mirrors Capita's experience of successful strategic relationships in other sectors.

“The strategic relationship will really help us move forward in our work to realise our vision of excellent care at the heart of the community and deliver our strategic objectives. The additional support that Capita can give will be essential in helping us accelerate this progress. We will work together as partners to build upon on our respective strengths and expertise and achieve tangible improvements for the health and care system in Sussex.”

Jonathan Reid, Deputy CEO and Finance Director – Sussex Community NHS Trust

# Providers

For providers, success in achieving operational targets is necessary but not sufficient. Providers must be building their brand, their market and their internal agility. To do this trust is key.

Externally providers must be trusted by patients, commissioners, partners and regulators. Internally there must be trust both ways right through the organisational structure. Trust enables honest conversations which drive innovation.

Trust is developed through the authenticity of its leaders. Capita Health Advisory has an award winning leadership and change capability. This is core to beginning any transformation by bringing clarity, focus, capability and energy to accelerate your transformation.

We have a world class analytics capability which brings together our own demand and capacity modelling capability with CHKS business intelligence and Cymbio's ability to work with live data.

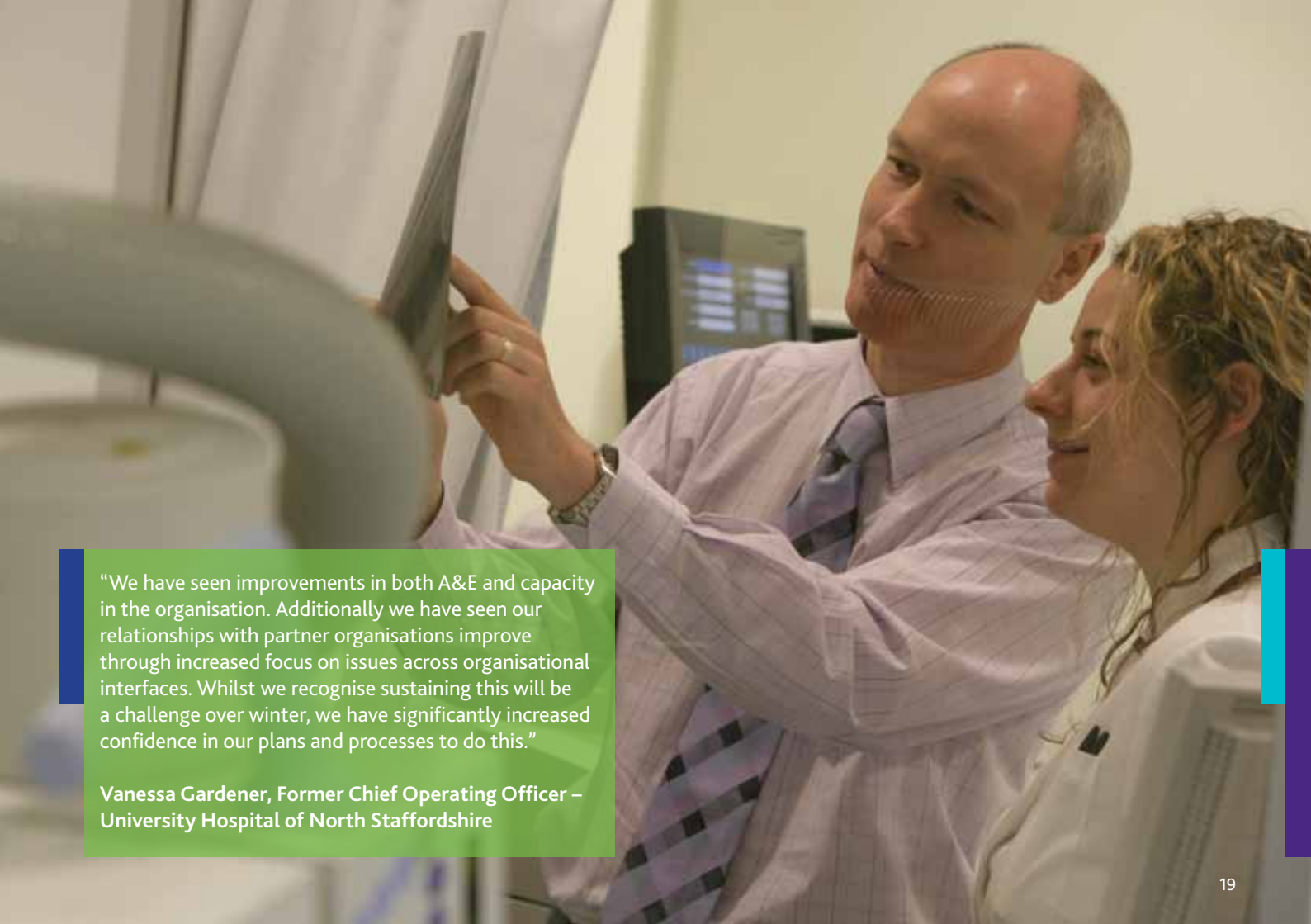
Our operational improvement and estates capabilities enable us to manage complex programmes, redesign patient flows and optimise estate configuration.

All this sits alongside Capita Health and Wellbeing's ability to form strategic partnerships with clients who are truly looking to transform. This is where we can really make a difference. Working together and linking our capabilities with that of our clients we can make every penny work for the benefit of patients.

## Case study: University Hospitals of North Staffordshire (UHNS)

We worked with UHNS to implement an urgent care improvement programme. This ensured that the Trust could meet winter demand by implementing improved patient flow and care processes that released capacity. Critical to the success of the programme was engagement of key clinical and operational staff in the design and delivery of the solutions.

Key changes included: identification of efficiency opportunities in A&E, increased ambulatory care pathways to avoid hospital admissions, new site management operational processes, new HAS triggers, escalation policies and ward admission criteria and development of patient placement guidelines to control patient flow and reduce unnecessary patient moves.



“We have seen improvements in both A&E and capacity in the organisation. Additionally we have seen our relationships with partner organisations improve through increased focus on issues across organisational interfaces. Whilst we recognise sustaining this will be a challenge over winter, we have significantly increased confidence in our plans and processes to do this.”

**Vanessa Gardener, Former Chief Operating Officer –  
University Hospital of North Staffordshire**

# Commissioners

Commissioners must radically reshape systems to achieve £20bn efficiency improvements in the healthcare system while at the same time ensuring the care delivers outcomes that patients are looking for.

We will support you as excellent commissioners of quality care, working in partnership with your providers and local authorities.

We deploy tools such as StratComm and health economic analysis to support the development of clinical strategies and two and five year plans and to re-energise QIPP delivery. We provide advice and support in whole systems transformation and service re-design, healthcare procurement and using information to improve decision-making and commission services that address the challenges ahead.

We will enable you to:

- Improve long term conditions management – reducing reliance on acute care
- Achieve QIPP objectives
- Develop and deliver whole systems plans for integrated care
- Prepare robust business cases to underpin change
- Develop new ways of commissioning services including outcome based contracts
- Develop patient focused outcomes – and support you in identifying these needs
- Develop and deliver a successful out of hospital strategy
- Evolve and develop as an organisation that can respond to future challenges
- Support the development of Primary Care including GP Federations



## Case study: East Riding of Yorkshire CCG

We worked with the CCG to develop a refreshed QIPP programme for the next three years, create a detailed plan to deliver the programme, analyse current on-going large scale QIPP schemes and identify additional opportunities to realise QIPP benefits. A key outcome of the work was a portfolio of QIPP schemes supported by a solid evidence base demonstrating improved service quality and potential to improve productivity.

Over £10M of additional savings opportunities were identified, including reduced Outpatient attendances and improved management in the community to reduce urgent care admissions.



**East Riding of Yorkshire  
Clinical Commissioning Group**

# Devolved governments

We provide a range of advisory services to health and social care organisations across Scotland, Wales and Northern Ireland.

Our advisory services are specifically tailored to reflect local circumstances and organisational structures, as well as the challenges of delivering health and social care in economies with a distinct mix of urban, remote and rural settings. We understand the pressures that all of these health systems face in sustaining clinically effective and person centred services in economically challenging times.



We can support you to:

- Ensure the highest quality service is delivered to patients and users by securing performance improvements and developing sustainable models of service delivery
- Develop service strategies that take into account local needs, without losing sight of established best practice within top performing organisations
- Manage and support organisations through major clinical and business change programmes
- Achieve effective engagement with both internal and external stakeholders – whose support in managing service change and transformation is critical



## Case study: National Services Scotland – National Services Division (NSD)

NSD appointed Capita to provide high quality, industry standard business consultancy, analysis and programme / project management services to several national screening programmes. Our team supported the design, development and delivery of several national screening programmes across NHS Scotland, covering all aspects of system lifecycle.

We worked with both national and local teams, including the NSD Programme Managers, NHS Board Screening co-ordinators and eHealth teams from NHS Boards. Our approach ensured effective buy-in from a comprehensive and multi-disciplinary stakeholder group, covering both clinical and business champions.



“Capita has made it their business to understand how screening services should be delivered, and have developed a sustainable partnership with NSD supporting a number of national screening programmes across NHS Scotland from initial concept through to post implementation management and support.”

**Ms Carol Colquhoun, National Screening Coordinator  
NSD – NHS National Services Scotland**

# Education in health

Excellent health and healthcare depends on a highly skilled and educated workforce, working together with compassion and respect for people. Health Education England and Local Education & Training Boards (LETBs) are charged with the key responsibility for transforming the commissioning and delivery of health education and training.

In Capita we are applying our expertise in commissioning, training and development and workforce planning to support this agenda.

We are working with the LETB in NHS South West to equip staff for service change through pathway based learning and with the NHS North West LETB in deploying a tool to support Values Based Recruitment.

## Case study: Learning4Health

Capita is delivering an innovative five year blended learning programme for NHS South West LETB structured around care pathways. Learning4Health is accessible by up to 120,000 local staff from bands 1 to 9, with education content and face to face delivery from a range of local and national academic partners.

The blend of on-line and traditional learning was designed to significantly reduce education costs while ensuring that NHS staff at all levels have the skills and competencies they need to deliver excellent care.

Learning content is structured around seven care pathways, including maternity and new born and long term conditions, and links learning directly to improved care delivery and outcomes. The online platform also offers peer networking facilities to allow frontline staff to collaborate around service improvement and other areas and to share learning and experiences with colleagues within and outside their own organisation.



“The Learning4Health platform is an innovative solution to delivering competence led training, to the healthcare workforce in the South West. The learning on the platform is driven by employer needs and fits well with the NHS Constitution, which is driving improvements in learning which will deliver better patient care in our region.”

**Derek Sprague, Director of Education and Quality – NHS South West LETB**



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