Implementing transformational change

Background

Capita supported the University Hospital of North Staffordshire NHS Trust (UHNS), in working with commissioners to implement the Fit for the Future programme - a complex programme of health service transformation across health and social care in North Staffordshire delivered by the Acute Trust, PCTs and wider partners in primary, community and social care, aiming to deliver integrated, leading edge care.

The programme was created against the backdrop of poor levels of health in a challenging financial environment, requiring savings through productivity improvement or by delivering services differently moving care from the acute to the community setting.

The programme was subject to a high level of scrutiny, both internally within the NHS and also by the public as the programme will change the way health care is delivered and will impact both on patients and the NHS provider organisations.

It included substantial capital development across the economy and is premised on the development of new care pathways, requiring the treatment of many patients in a community and primary care setting and a transfer of outpatients. This included a new Acute hospital and community hospitals.

What we did

Capita supported multi disciplinary teams in the Trust providing advisory and delivery services, from Board level to individual clinicians, providing expert advice and delivery resources across a range of areas including:

- **Programme Management** – Working with clinical teams, operational managers within the Trust, commissioners, patients and the local authority to deliver the programme successfully together.
- **Organisational Change Management** – Working in joint teams across multiple stakeholders to design and implement new care pathways, ensuring clinical, operational and patient support.
- **ICT Advice** – We provided expert informatics advice for an informatics business plan, driving forward the informatics programme to deliver the IT systems to support and enable change in the new Acute settings.
- **Financial** – Providing detailed activity, capacity and income models to enable the implications of the pathways to be considered and provide an evidence base to support and inform pathway re-design. We also used the capacity and income models to input into the design of the new (but smaller) Acute hospital.
- **Benefits Management Realisation and strategic planning** – working jointly with Trust teams to implement a benefits management system to manage and deliver outcomes, benefits, change projects and enablers.
- **Estates** – Supporting a major reconfiguration of services including capital investment. Capita provided support from concept through to the opening of the facilities including: project management; strategic planning; capacity; health and manpower planning; and preparation of business cases and specifications for procurement.
Stakeholder engagement

As the programme involved multiple stakeholders across multiple organisations, developing a shared vision across organisational and professional boundaries was essential to enable and implement sustainable change. All stakeholders were affected, including Board level, clinicians, managers and local care staff, some of whom had to be re-deployed to undertake care in a different care setting.

A dedicated ‘Hearts & Minds’ workstream was created to address the concerns of stakeholders, staff and patients. Early engagement across the health economy was vital in communicating and gaining achieving a successful buy-in at all levels. Demonstrating a clear link to improvement in care was a key success factor in winning over the doubters.

On-going support

We then worked with Trust clinical teams across the whole of the medical division to design a model of care to realise the required improvements. Key changes included; streamlining the pathway, re-distribution of capacity across speciality teams to ensure patients to go directly to the right speciality, increased divisional role in site management, clear process for outlier management and the embedding of standardised processes across wards and clinical support services. At the same time we undertook a further piece of joint work with the both UHNS and the local community provider to identify issues at the interface between the two organisations and develop a joint action plan.

Outcomes

We supported UHNS throughout the duration of the implementation through; additional capacity, extensive staff engagement, subject matter expertise and programme management. Putting in place robust processes for accountability, measurement and benefits tracking, which the Trust can continue to use. These measures increased confidence that they will deliver on internal efficiencies, reducing the cost of additional winter capacity. We also supported the organisation to evidence this to commissioners and partners to support system-wide planning.

We supported UHNS throughout the duration of the implementation through; additional capacity, extensive staff engagement, subject matter expertise and programme management. Putting in place robust processes for accountability, measurement and benefits tracking, which the Trust can continue to use. These measures increased confidence that they will deliver on internal efficiencies, reducing the cost of additional winter capacity. We also supported the organisation to evidence this to commissioners and partners to support system-wide planning.

"As an organisation we have really benefitted from the work programme Capita undertook with us over the summer of 2013. As a result, we have seen improvements in both A&E and capacity in the organisation... the Capita team were knowledgeable about patient flow, very logical, and worked well with our divisional team (finding the right balance of support and challenge). Their approach is patient focussed, engages with staff, and encourages local ownership, which has led to our ability to effectively continue the programme and sustain the change”

Vanessa Gardener, Former Chief Operating Officer, University Hospital of North Staffordshire NHS Trust.