Introducing
NHS SCW

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Foreword

Foreword from our Chief Executive, Sir Julian Hartley – NHS Providers

A wide range of consultancies work with the health care sector as partners to help drive progress and deliver complex change.

Through our NHS Providers Commercial Partnerships programme, we bring together some of the best to share their thought leadership with you. All our partner members have a proven track record of working with trusts and are committed to giving back and adding value to our members' work.

NHS South, Central and West (NHS SCW) is a non-profit NHS organisation and public sector consultancy, staffed by NHS experts and colleagues with wider commercial experience, and one of our valued 'Collaborate' partners.

Introducing NHS SCW

Connecting people, patients and services

NHS providers are currently grappling with significant complex issues including financial and operational challenges, reducing the care backlog, and managing workforce shortages. This is at a time when Trusts are increasingly being expected to look beyond organisational priorities, to work as part of evolving collaboratives, and to focus on system-wide objectives and participate and deliver on four key system-wide aims:

1. Improving outcomes in population health and care
2. Tackling inequalities in outcomes, experience, and access
3. Enhancing productivity and value for money
4. Helping the NHS to support broader social and economic development.

NHS SCW is an organisation providing support and transformation services to partners in health and care systems, helping them achieve the best possible outcomes for people, communities and populations.

With deep roots in the health and social care system, we have a clear perspective on both current and future challenges and a passion for supporting our partners to address them.

We are non-profit-making and dedicated to meeting the support and transformation needs of NHS Trusts, Integrated Care Boards, health and care providers, Local Authorities, and NHS England.

Our support comes in the form of:

- Consultancy advice
- Transformation delivery
- Service support; and,
- The sharing of best practices.

With people and offices across England, we're already providing support and expertise for more than 200 NHS and non-NHS customers nationally, regionally, and locally – joining the dots across health and care.

Introducing NHS SCW

Connecting people, patients and services

Preventing people from getting ill
Helping systems improve physical and mental health outcomes, promote wellbeing and prevention and reduce health inequalities

Supporting the transformation and development of workforces
Helping systems transform and develop their organisations and workforce to deliver on the LTP

Helping tackle the elective backlog
Helping systems reset and recover following the pandemic and tackle the outstanding backlog

Improving care quality and enabling better outcomes for all
Helping systems enhance quality of care and health outcomes across all major health conditions

Enabling better value through operational efficiencies
Helping systems de-duplicate and maximise the value of every pound spent

Helping reduce carbon footprints and increase social value
Working together to achieve changes in our environment and lower carbon emissions

Take a look at some of the work we have been doing to support Trusts

Case study

How NHS SCW has supported Provider Collaboratives

01

Working with: Acute Hospital Alliance

Challenge

The BSW AHA is a collaborative arrangement among hospitals in Bath, Swindon, and Wiltshire. Their mission is to address local challenges, enhance patient outcomes, and strengthen resilience. The Acute Hospital Alliance (AHA) was established by the BSW Together integrated care system in spring 2018, bringing together Royal United Hospitals NHS Foundation Trust in Bath, Great Western Hospitals NHS Foundation Trust in Swindon, and Salisbury NHS Foundation Trust. As the AHA developed its programme of work, requirements emerged for capacity and expertise in several areas including programme management, strategy development, business intelligence and support to produce specific data packs. >

🔗 How NHS SCW has supported Provider Collaboratives

Case study

How NHS SCW has supported Provider Collaboratives

01

What we did

To support the AHA in 2022 we:

- Delivered a comprehensive programme plan to establish its clinical strategy workstream, drafted the Collaborative's first clinical strategy and established an ongoing series of regular, in-person clinical summits to build relationships and enable development work across the three Trusts.

- Coordinated a clinical stocktake process where each Trust evaluated and compared its services to identify priorities for earliest collaboration.

During 2023 our support continued with:

- Programme management support to continue the delivery of the programme that emerged from the clinical strategy work in the previous year.

- Expertise to set up and run the AHA's corporate services workstream from June 2023 to the end of March 2024, covering the main corporate services from across the three Acute Trusts: finance, HR, legal, governance, communications and engagement, estates, and facilities.

- Collaboratively delivering a series of 'deep dive data packs' for clinical specialties that had been prioritised as part of the AHA's clinical strategy work. These packs summarised data from all three Acute Trusts for each specialty, enabling clinical and management teams to learn more about how each specialty was being delivered across the whole system. **Our work included:**

  – user research and engagement expertise

  – research and engagement support

  – analytical expertise

  – geospatial analysis

Impact

- Our strategic development support ensured clinical leaders from the three collaborating Trusts could build relationships, learn together, and develop strategy and plans.

- The Collaborative was able to develop its first clinical strategy with our support and to understand prioritisation for resourcing as a result of the clinical stocktake we conducted. The series of clinical summit events helped Trust leaders to forge relationships, learn together and develop strategy and plans through coming together.

- We initiated and developed a corporate services workstream supporting leaders of services across the three Trusts in the AHA who were asked to develop plans for how they could collaborate, join up and share resources.

- We enabled learning and collaboration across the top clinical specialties identified through access to data packs for those selected. User-friendly automated dashboards were established to enable the Trusts to take over ongoing management. Trust leadership teams were able to use the data packs to understand their own service and performance, to compare their performance with the other two Trusts, and provided an important catalyst to conversations about what they could do together. Flexibility for subject matter experts to customise data for a specialty within the packs was highly valued.

- In 2023 BSW AHA was chosen to be part of NHS England's first Provider Collaborative Innovator scheme putting them at the forefront in accelerating the development of collaboratives for the benefit of patients.

Case study

Referral to treatment capacity support for
NHS Great Western Hospital

02

Referral to treatment capacity support for NHS Great Western Hospital

Working with: NHS Great Western Hospitals NHS Foundation Trust

Challenge

NHS Acute Trusts are facing constant pressure to recover and manage elective care and reduce the waiting times for patients by validating their entire waiting lists to reduce waiting times and outpatient follow-up appointments.

Waiting list validation helps Trusts understand the real demand for a service. Technical validation is defined as the administrative review of patient records to check where patients may have been treated and not been removed, and where diagnostics have been undertaken but the record not updated. The process allows a Trust to more accurately prioritise and deploy its resources in delivering patient care.

What we did

- We worked collaboratively with Great Western Hospitals NHS Foundation Trust (GWH) to deliver a flexible and adaptable technical and administrative validation service. Our Care Navigation Services (CNS) team delivered an off-site, remote workforce solution to check and validate waiting lists. >

Case study

Referral to treatment capacity support for
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- We worked closely together with the Trust to train CNS agents on the Trust's own local systems to validate and correct waiting lists with a high degree of accuracy, helping to reduce risk and provide a clearer operational view. The team established clear communications channels and provided timely and clear reporting including quality assurance of checks undertaken.

Impact

The accuracy of the Trust's waiting list was improved, giving a clear view of real demand that reflected the Trust's actual position, its performance against national targets, and contributed to its elective care recovery plans.

Over a three-month period, our team delivered 22,000+ pathway reviews at 97% accuracy rating, with 11% Clock Stop Rate.

Benefits from delivery included:

- supporting the pace of technical validation of waiting lists closer to real-time
- helping GWH achieve an effectively cleansed waiting list that reflected actual demand
- enabled appropriate clinical prioritisation of patients in accessing appropriate diagnosis and treatment in a timely way.

By the end of the project, GWH had achieved:

- 82% Validation of 12 week waits (an increase of 66%) against national ambition of 90%
- 73% Validation of 26 weeks waits (an increase of 49%) against national ambition of 90%.

This allowed the in-house team to focus on the patients at 52-week waits.

> "The NHS SCW management team have been an absolute joy to work alongside as they are considerate, understanding, organised and efficient people to work with. By having regular meetings put in place there was a clear communication across both teams to assist in any queries. We would also like you to pass our thanks on to the NHS SCW validation team who were all really observant when going through processes.
> **Auditor & Trainer – GWH RTT**

> "For three months the NHS SCW team have been instrumental in assisting our Trust with validating over 45% of our PTL with the main-focus being on 12-30 week waiting patients. The NHS SCW team validated over 22,000 pathways with over 2,300 of those patients being clock stops.
> **Auditor & Trainer – GWH RTT**

Our service enabled the Trust to learn more about what drives the need for technical validation and to support changes in practice and processes to reduce the amount of technical validation required moving forward. >

Case study

Referral to treatment capacity support for
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For more on RTT waiting list validation – success of the pilot project:
An elective care workforce resourcing solution to support waiting list validation - NHS SCW Support and Transformation for Health and Care (scwcsu.nhs.uk)

Prior to the work at GWH, our CNS team worked in partnership with **NHS England South West Elective Care Team**, to pilot the off-site, remote workforce solution to check and validate waiting lists and give a clear view of real demand. The Trusts participating within the pilot were:

NHS
North Bristol **NHS Trust**

NHS
University Hospitals Dorset **NHS Foundation Trust**

NHS
University Hospitals Bristol **NHS Foundation Trust**

Working collaboratively with the Trusts, we technically validated 64,000 pathway reviews at 97% accuracy rating with a 14% Clock Stop Rate, meaning that 9,200 data quality errors could be accurately removed for the waiting lists. This reduced the waiting list for all three of the pilot Trusts and ensured an accurate reflection of the actual position with improved performance against national targets.

Case study

Mental health demand and capacity modelling for an NHS Trust

03

🔗 Mental health demand and capacity modelling for an NHS Trust

Working with: NHS Surrey and Borders Partnership NHS Foundation Trust

Challenge

Surrey and Borders Partnership (SaBP) were in a financial deficit as a result of increasing demand for children and young people's (CYP) mental health services throughout the COVID-19 pandemic and the following years. SaBP approached us for support with demand and capacity modelling for two of the services provided within Surrey:

- **The Access and Advice Team –** helps young people and their families to identify the best type of support for them and provides triage. Demand for this service had exceeded expectations and the service was provided by a high proportion of agency staff.

- **The Children and Young People's Community Team (CYPS CT) –** provides specialist assessment and treatment for those up to the age of 18 who are presenting with a mental health disorder. This service also had an excess agency spend and it was unclear if data was giving an accurate picture of caseloads. >

What we did

Using a blended team with subject matter expertise in workforce optimisation, analytics and CYP mental health services, we worked with SaBP, aiming to help them understand the demand for their services, and the workforce required to meet that demand.

To do this we delivered:

- A scoping review of single points of access (SPA) for children and young people's mental health services. This helped to build an understanding of the availability of evidence in relation to SPA and any learning from other areas.

- Process mapping of service pathways, including a revised pathway for Access and Advice based on findings from a workshop that we led to review the service.

- An analysis of referral and contact data, which led to our development of a flexible demand and capacity modelling tool that could be used to test and compare scenarios and to support future changes within the system, supporting sustainability.

- A workforce optimisation review using information gathered through qualitative interviews, submitted evidence and the demand and capacity modelling tool.

- A series of role profiles and skills maps to illustrate how teams could be designed to meet the function of the service whilst still reducing the budget.

Four final reports covered a summary and recommendations, outlined the analytics used, and set out workforce recommendations, together with a host of supporting documents and tools.

Impact

Using the evidence we provided the Transformation Lead, and the Director of the Children and Young People's Community Teams were able to make a case for increasing the budgets for both teams to meet the increased service demand. The findings and recommendations enabled them to present strong cases to the SaBPs Financial Recovery group, with the reports' also shared with the Executive Leadership team. The process also provided the opportunity for further consideration on implementation of the recommended team designs.

> "
> Collectively, they 'got' my vision and challenges, and were able to produce a usable, evidence-based document that adds a level of concrete thinking to something that had previously felt quite abstract.
> **Transformation Lead – Mindworks, Surrey**

> "
> The project has been received very well, personally, I think due to the evidence base and way in which it has been set out, with clarity as to what can be endorsed or not. The detailed work on workforce and suggested functions of roles will be taken forward, as will further analysis of the data anomalies identified. A level of relief, also, to not being able to endorse going 'back to budget'- being heard and listened to at senior level.
> **Transformation Lead – Mindworks, Surrey**

Joining the dots across health and care

For further information:

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https://www.linkedin.com/company/south-central-and-west-csu