I wouldn't start from here if I were you...

Lessons Learned From Pathfinders for Regional Back Office Mergers

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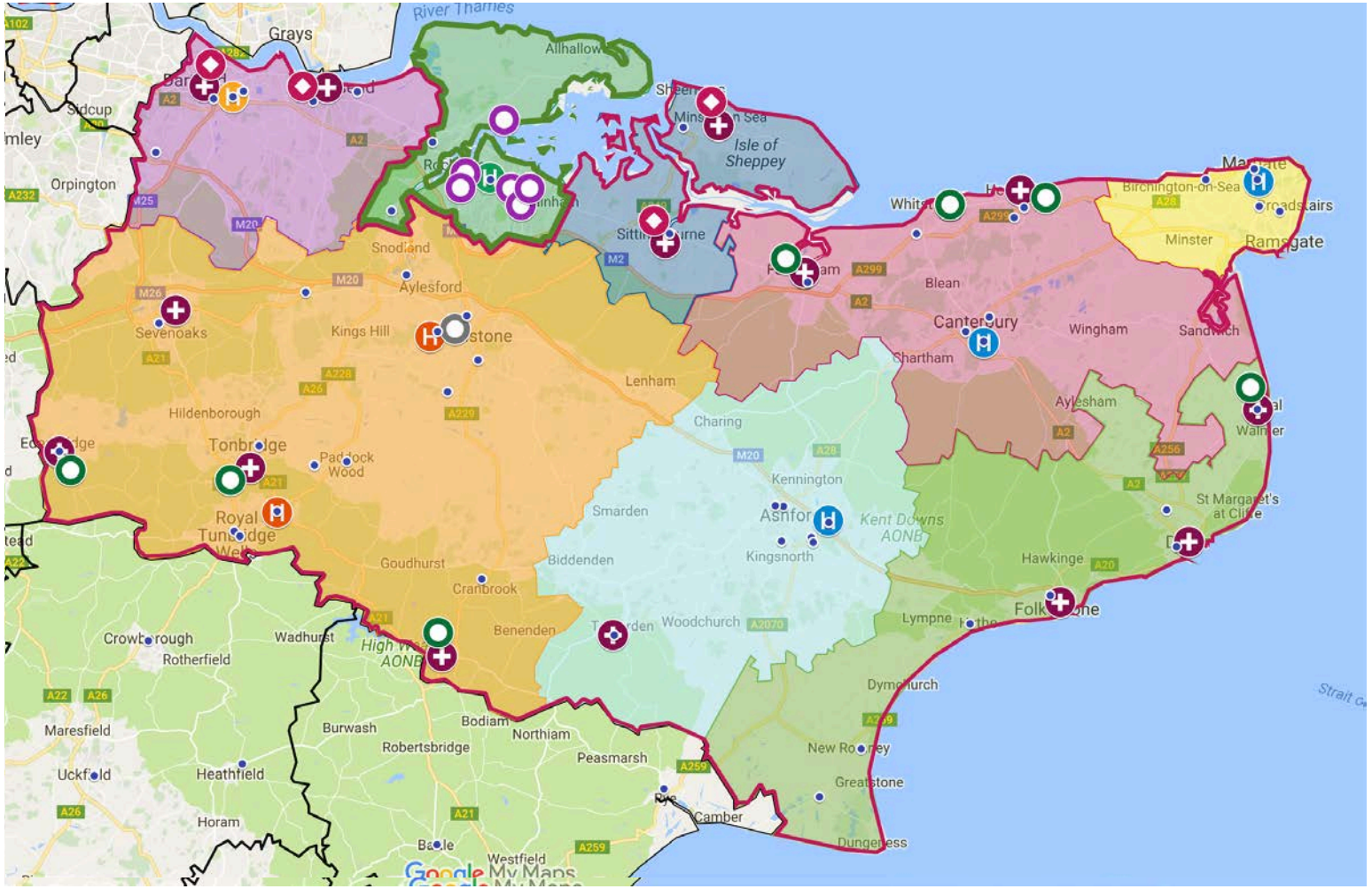
Kent and Medway STP, SRO for Provider Productivity Workstream

Lost

We are 7 NHS providers – 4 Acutes, 2 Community providers and a Mental Health Provider - joining together with other partners, to transform Corporate Services in Kent & Medway



- D&G NHS Trust
- EKHU NHS FT
- Medway NHS FT
- MTW NHS Trust
- Kent community hospitals
- Kent and Medway NHS and Social Care Partnership Trust
- Medway Community Healthcare services
- Kent Community Healthcare Foundation NHS Trust
- Virgin Health
- South East Coast Ambulance Service NHS Foundation Trust

Local Authorities:

- Kent County Council
- Medway Council

Corporate Services Context

- There are currently no Kent and Medway shared service arrangements across the patch, with any services that exist made up of a maximum of two or three partners at most.

- In fact, we have a history of reducing shared service models, with the recent dissolution in March 2016 of a county wide Health Informatics service.

- The majority of corporate back office services are currently provided partially or wholly in-house within the STP including Finance, Procurement, Human Resources and Payroll, Information Technology, Information and Legal, Risk and Governance services.

- Some Estates & Facilities services are outsourced across the patch, in particular there are two major Acute PFI contracts and some Mental Health facility PFIs.

- Finance and Accounting services for all the CCGs within the footprint and two providers are provided by NHS SBS. Two providers run a combined shared service model and the remaining Providers have in-house services using the same software product in variety of different arrangements.

- Three of the footprint Providers have their Payroll (Employment Services) provided by SBS, as do the CCGs. All the remaining Providers have in-house services.

Kent and Medway STP Pathfinder

- Corporate Services steering group set up under the Provider Productivity workstream in Summer 2016
- 7 sub groups, for each functional area, led by subject expert from each Trust supported by Finance lead mobilised in September 2016.
- Very quickly agreed a core principle that significant opportunities were available as a consequence of organisations working together.
- Selected to be a Pathfinder by NHSI due to approach being discussed with NHS SBS in regards to Finance, Payroll and Procurement
- The approach would see NHS SBS staff and “STP” staff working together in a local hub to further drive economies of scale, standardisation and enhanced service.
- Mixture of different approaches emerging, some areas already building on work to deliver benefits now and link to productivity benefits.

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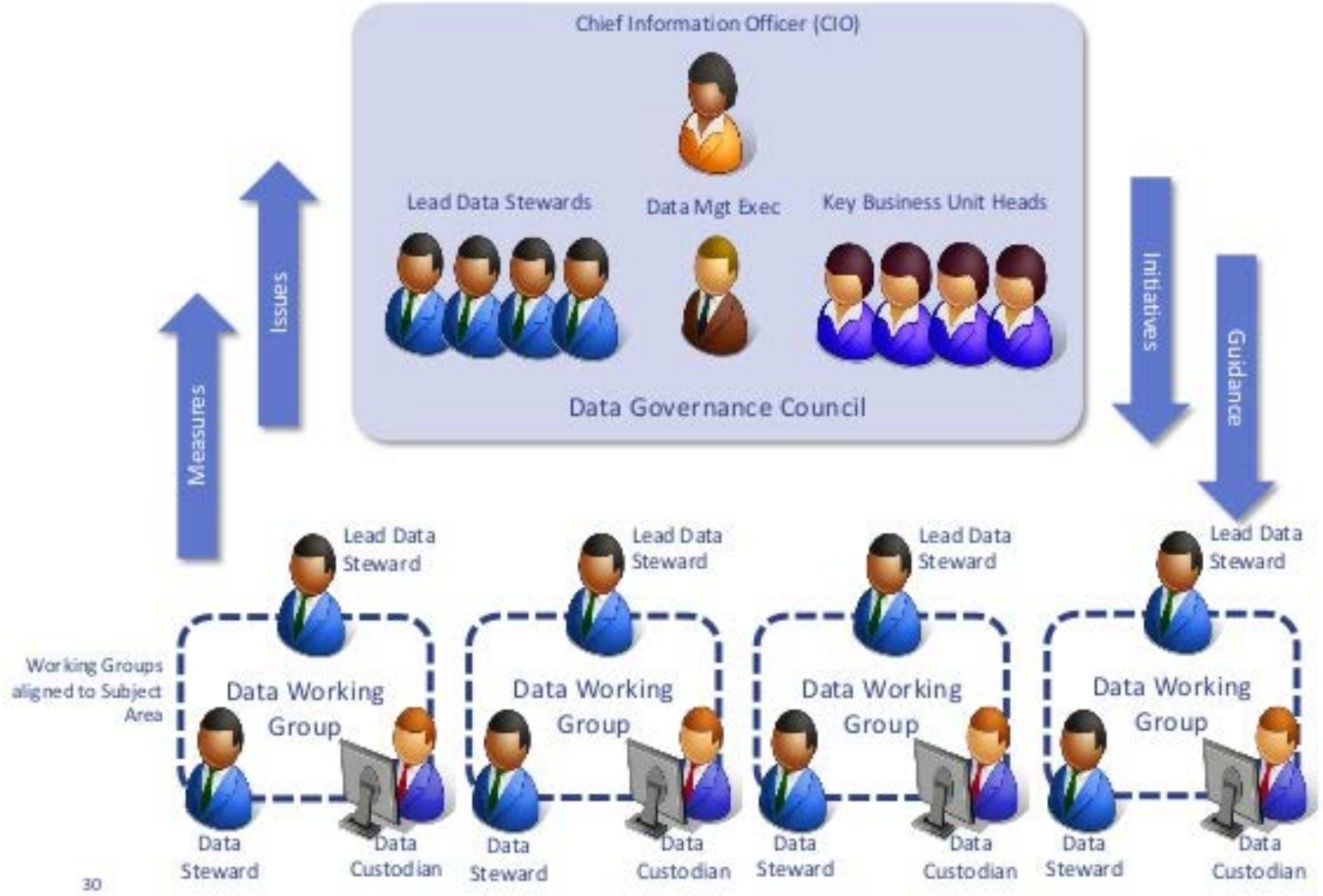
What are the lessons we learned along the way?

team
work

RED LINES

TYPICAL GOVERNANCE STRUCTURE



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Project Team Performance
How to put together a high-performance project team

WHAT DO YOU WANT?

keep satisfied
manage closely
monitor
keep informed
power
high
low
low
high
interest

Communication Matters

NHS Improvement

“What if, and I know this sounds kooky, we communicated with the employees.”

Exemplars® K–12

We Set the Standards!

WHATEVER YOU DO DO IT WELL

– Walt Disney

RISKS
AHEAD

Plan Risk Management
Identify Risks
Risk Management
Monitor & Control Risks
Perform Qualities Risk Analysis
Plan Risk Responses
Perform Quantities Risk Analysis

Conclusion

- We learned our lessons the hard way – we made mistakes in EVERY single one of those areas mentioned before, and had to move on from them.
- None of this is “rocket science” but its amazing how easy it is to fall down on the simpler elements of project management
- There is not a “one size fits all” answer in the corporate services areas
- Invest time early in the process with all stakeholders
- A strong , owned vision across the STP will help to sustain progress
- A clear and detailed vision of what you want will help you deliver a quality end product
- Do not underestimate the time and resource that projects will take to deliver
- Other NHS colleagues will be happy to help, don’t be afraid to ask