

Borders NHS Board



QUALITY AND EFFICIENCY PROGRAMME 2016/17 - CLINICAL PRODUCTIVITY WORKSTREAM

Aim

To provide the Board with details of the procurement exercise to secure external support to the Clinical Productivity workstream this forms a critical component part 2016/17 Quality and Efficiency Programme.

Background

Members will be aware that an approach to improving the quality and efficiency of services has been tested during 2015/16 within Mental Health services and Learning Disability services.

When preparing the 2016/17 Quality and Efficiency programme a commitment was made by senior clinical staff and managers to roll out the learning from this initial programme and apply more widely across a range of clinical and clinical support services across NHS Borders. Discussions to date with the Director of Nursing & Midwifery/Acute Care and Chief Officer have identified a number of services who they would wish to be programme in for a review as part of this programme. A savings target has been allocated to this programme of £1million cash releasing recurring savings.

In order to support and deliver on a workstream of this size additional capacity using external providers is required. This would bring into NHS Borders the additional capacity and expertise to support a rapid initial change programme, but also create the impetus for change. The work within the Mental Health and Learning Disability services demonstrated that this external support is critical in mobilising the initial change; although in order to be sustained it must be driven by the internal senior teams within the service.

The external providers will work in partnership with NHS Borders to support the management and facilitation of a programme of service reviews. They will provide the additional capacity, knowledge and analytical skills to support the review of current working practices & processes within a range of service areas, co-producing recommendations for improvement. This will involve supplying hands-on facilitation and implementation services to deliver the improved processes, systems and behavioural change.

The programme will run for 12 – 18 months, and the learning gained from the Mental Health and Learning Disability programme will be incorporated into the project plans.

A robust procurement exercise utilising Frameworks and in line with NHS Borders Code of Corporate Governance commenced earlier in June 2016. The Board's Scheme of

Delegation requires that the award of tenders for management consultants over £25,000 is approved by the Board.

The timescale for tender award falls outwith the cycle of NHS Borders Board meetings, therefore to enable tender award in a timely manner a request is being made for the Board to authorise that delegated authority for the award of the tender be given to the Chief Executive, a Non Executive Board Member and the Director of Finance.

Summary

The Clinical Productivity workstream is being undertaken as part of the 2016/17 Quality and Efficiency programme. In order to progress this work a procurement exercise is being undertaken to appoint external providers to give NHS Borders the additional capacity and expertise to support a rapid initial change programme, but also create the impetus for change.

The timescale for tender award falls outwith the cycle of NHS Borders Board meetings so a request is being made for the Board to authorise that delegated authority for the award of tender be given to the Chief Executive, a Non Executive Board Member and the Director of Finance.

Recommendation

The Board is asked to **approve** delegation of authority for the award of the tender to the Chief Executive, a Non Executive Board Member and the Director of Finance and **nominate** a Non Executive Board Member to approve the tender award.

Policy/Strategy Implications	The Clinical Productivity Project sits within the NHS Borders Quality & Efficiency Programme 2016/17.
Consultation	This will be subject to ongoing discussion with the Clinical Executive Strategy Group, Board, Heads of Clinical Services, Financial Position Oversight Group, and Area Partnership Forum.
Consultation with Professional Committees	See above.
Risk Assessment	The recommendation ensures compliance with the Board's Standing Financial instructions. Consideration of issues and risks within the project will be a continuous process as part of a rigorous project management approach.
Compliance with Board Policy requirements on Equality and Diversity	The programme will be delivered in line with Board Policy requirements on Equality and Diversity.
Resource/Staffing Implications	This will be supported by existing resources, and approval from the Board is being requested to secure additional support from an external company through a procurement exercise in line with the

	Code of Corporate Governance.
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Approved by

Name	Designation	Name	Designation
June Smyth	Director of Workforce and Planning	Carol Gillie	Director of Finance, Procurement, Estates & Facilities

Author(s)

Name	Designation	Name	Designation
Stephanie Errington	Head of Planning & Performance	Joanne Craik	Planning & Performance Officer