

Improving Procurement The UHL Way

David Streets

Ben Shaw

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Purpose

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The purpose of this session is to:

- Explain how Procurement fits in to overall UHL Efficiency Strategy
- Share our approach to improving procurement and outline how we have worked to build:
 - Great people and effective teamwork
 - Effective and efficient Processes
 - Excellent partnerships with internal and external colleagues
- Outline some good practice and suggested next steps

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UHL Efficiency Strategy

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Our Trust



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£924m

3

£575m

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12,000

£375m



1,000,000

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At UHL we are striving to:

‘Build the most effective and efficient services possible to enable caring at its best’

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Our vision by 2020/21 is to:

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**‘achieve upper quartile productivity
across all areas of the Trust to
enable caring at its best for our staff
and patients’**

By doing so we will clear our financial deficit by 2021

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Where are we now:

We have made significant improvements to our Trust's efficiency over the last few years. There is however lots more to do!

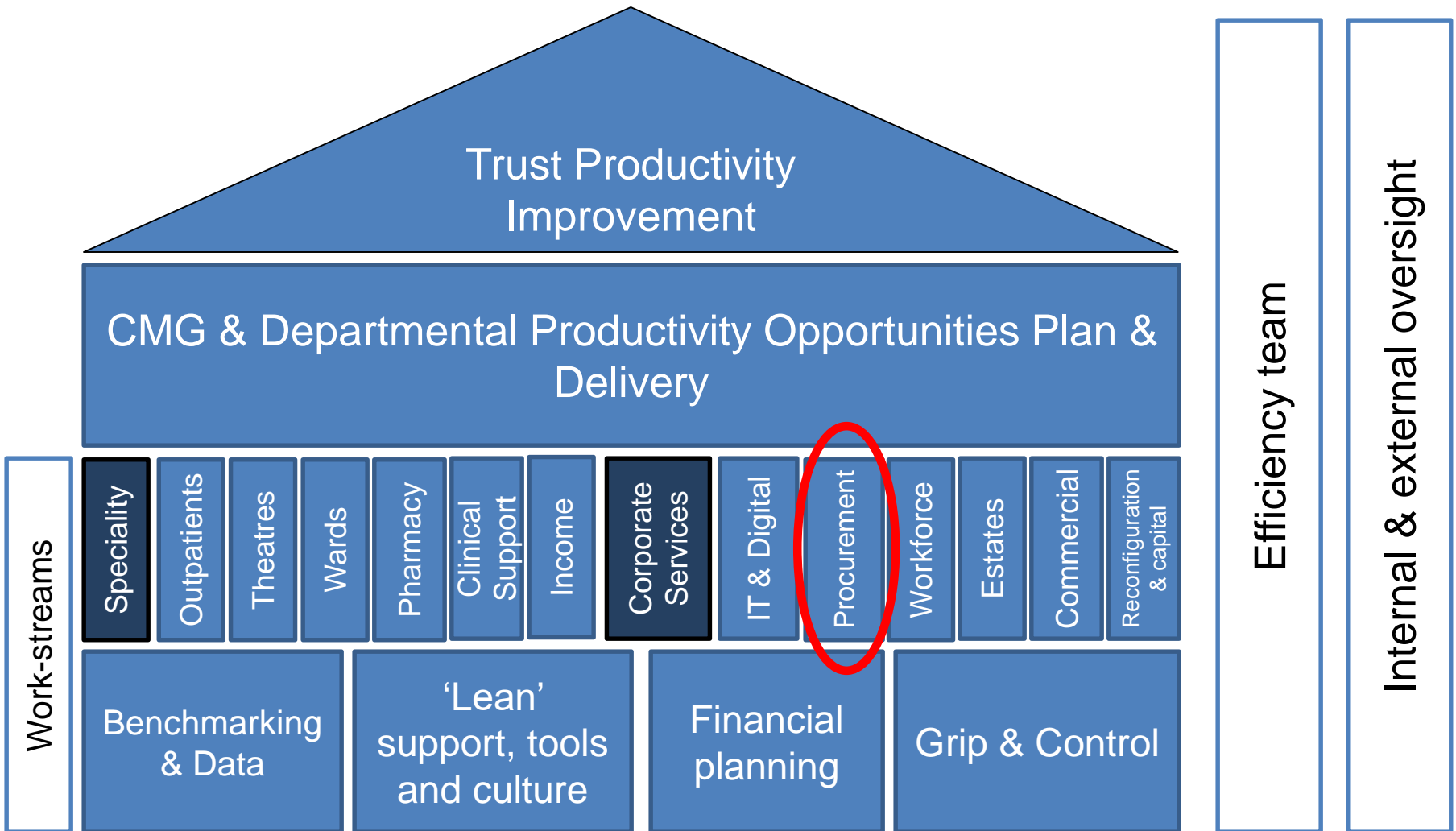


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- Outstanding trusts have higher productivity and more sustainable finances
- For UHL on average the national 'Model Hospital Portal' shows a 6% productivity opportunity across the Trust
- A number of our specialities are highly loss making and national productivity data similarly shows potential productivity improvements of 30% or more in some areas.

Procurement are an integral part of our Efficiency Strategy



They are also key to the success of many of our other work-streams

Enabling procurement to deliver...

To create an environment where the procurement team can excel we have implemented a number of key changes over the last three years:

- Moved to enabling CIP targets > improve team work
- Created a monthly Procurement CIP steering group
- Developed a departmental procurement engagement tracker
- Agreed performance metrics / targets and tracked progress monthly (with a quarterly update to the Board)

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Head of Procurement & Supplies

David Streets

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Our team

Our Purpose

‘Working together to deliver best value goods and services to enable caring at its best’

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Our team

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Our Vision

**‘To enable caring at its best by becoming the best
Procurement and Supplies team in the NHS’**

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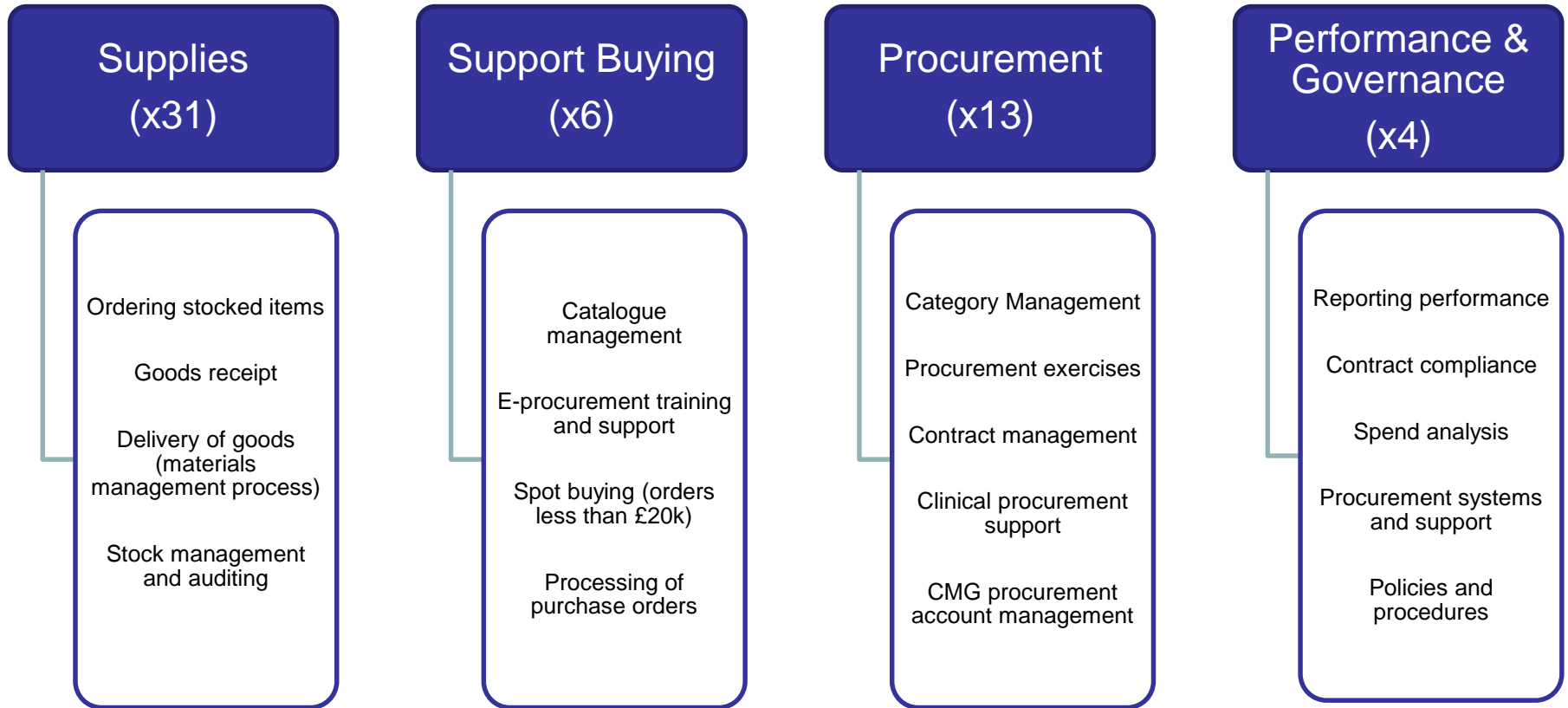


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Our approach to improvement...



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FEBRUARY 10TH 2017

Leicester Hospitals Trust enjoy a team-building day with the Army Reserve



A Leicestershire based Hospital Trust have enjoyed a team building day with a difference, thanks to the Army Reserve.

Representatives from 203 Sqn with staff from the University Hospitals of Leicester

Press Release

Leicester's Hospitals leading the way for NHS Procurement in the East Midlands

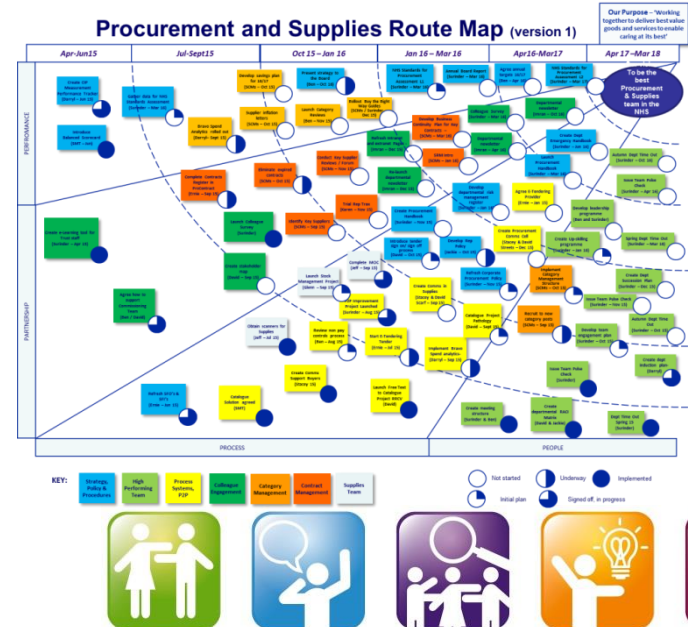
30/06/2016

Leicester's Hospitals has achieved Level 1 accreditation against the NHS Standards of Procurement, showcasing that we deliver high quality care whilst ensuring value for money. Leicester's Hospitals is the first of 17 NHS organisations in the East Midlands to be awarded Level 1 accreditation in the region.



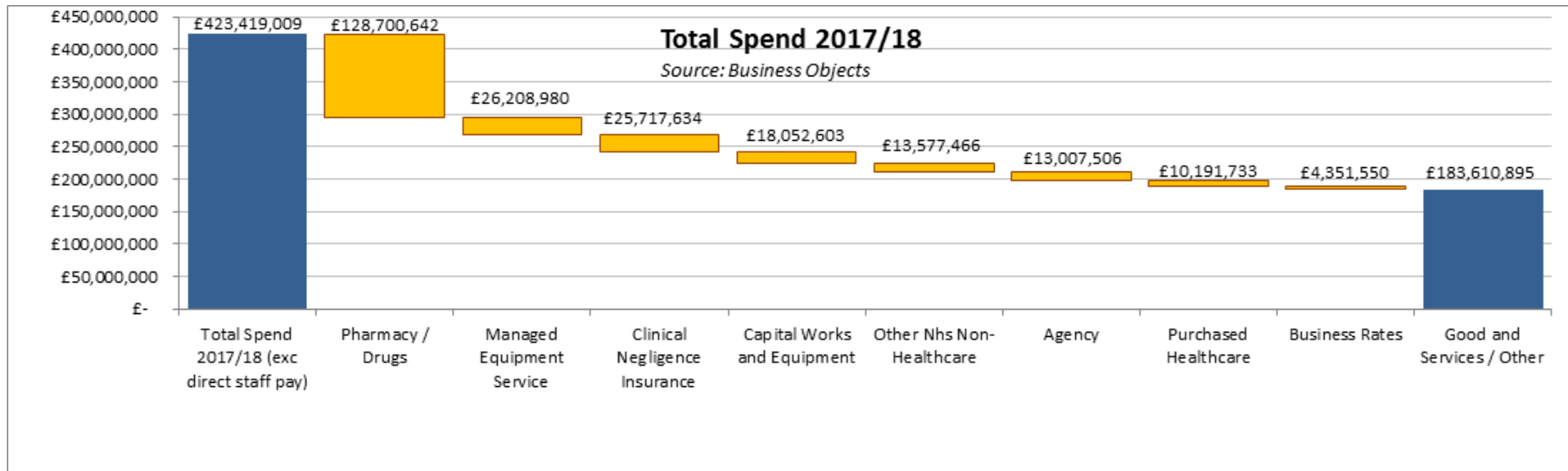
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Procurement and Supplies Route Map (version 1)



Building to achieving – growing our influence (internal)

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Building to achieving – growing our influence (internal)

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Boards & Committees



- Trust Board
- Financial Investment Committee
- Capital Monitoring & Investment Committee
- Revenue Investment Committee
- Audit Committee
- Executive Performance Board
- Reconfiguration Programme
- Medical Devices Management Committee

Procurement Led Groups



- Clinical Procurement Group
- Best Value Group
- Non-pay CIP
- Procure 2 Pay

Large Contracts



- IBM Project Board
- Asterol Joint Investment Committee
- Asterol Consumables Group
- NHS Supply Chain – Implant and Partnership approach
- Bunzl
- Synergy

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Building to achieving – growing our influence (internal)



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- Estates & Facilities
- Purchased Healthcare
- I&MT
- Major Projects
- Capital Reconfiguration programme
- Best Value Groups

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Building to achieving – growing our influence (internal) – Procurement Measures

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Procurement Engagement Measures

Each section is scored out of 5, RAG rating based on total score (<35%,35-70%,>70%)

For the Financial Year 2018/19

Month:

CMG	CIP Meetings with Procurement	Best Value / Consumables Group	Attendance at Clinical Procurement Group	Addressable Free Text Volume %	Overall Score	RAG Rating	Score movement (Mth on Mth)	Performance against target
	In the last month (5) In the last 2 months (3) in the last 3 months (1) More than 3 months (0)	Yes (5) Planned (3) No (0)	In the last quarter (5) In the last 6 months (3) More than 6 months (0)	0-5 (5) 6 - 10 (4) 11-15 (3) 16-20 (2) 21-25 (1) 26+(0)				
CHUGGS	1	3	0	5	45%	●	➡ 0%	➡ 0%
CSI	1	5	5	4	75%	●	➡ 0%	➡ 0%
ESM	0	5	0	4	45%	●	➡ 0%	➡ 0%
ITAPS	5	5	5	5	100%	●	➡ 0%	➡ 0%
MSS	5	0	0	2	35%	●	➡ 0%	➡ 0%
RRCV	1	5	0	3	45%	●	➡ 0%	➡ 0%
W&C	5	5	5	3	90%	●	➡ 0%	➡ 0%
Trust Wide	3	4	2	4	62%	●	➡ 0%	➡ 0%

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Building to achieving – growing our influence (external)

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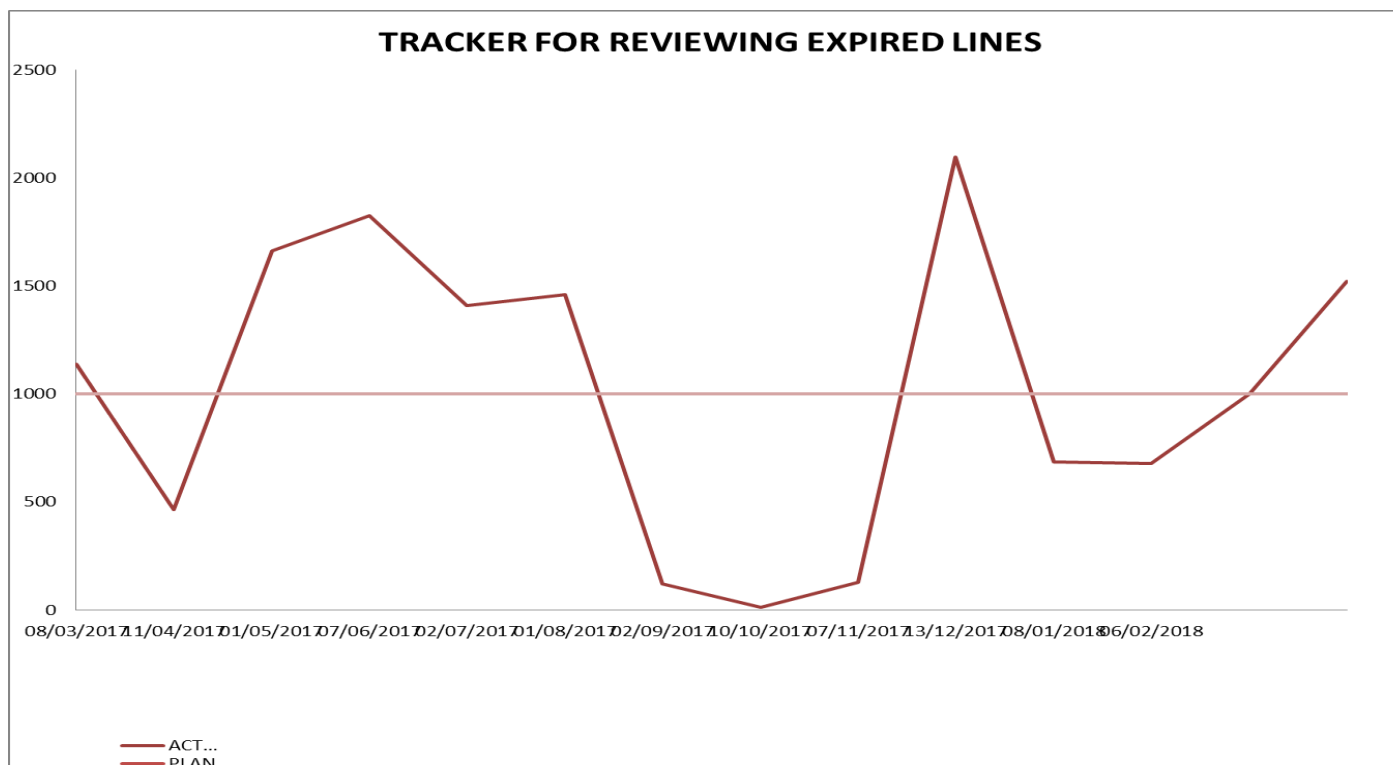


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Building to achieving - sustainable success

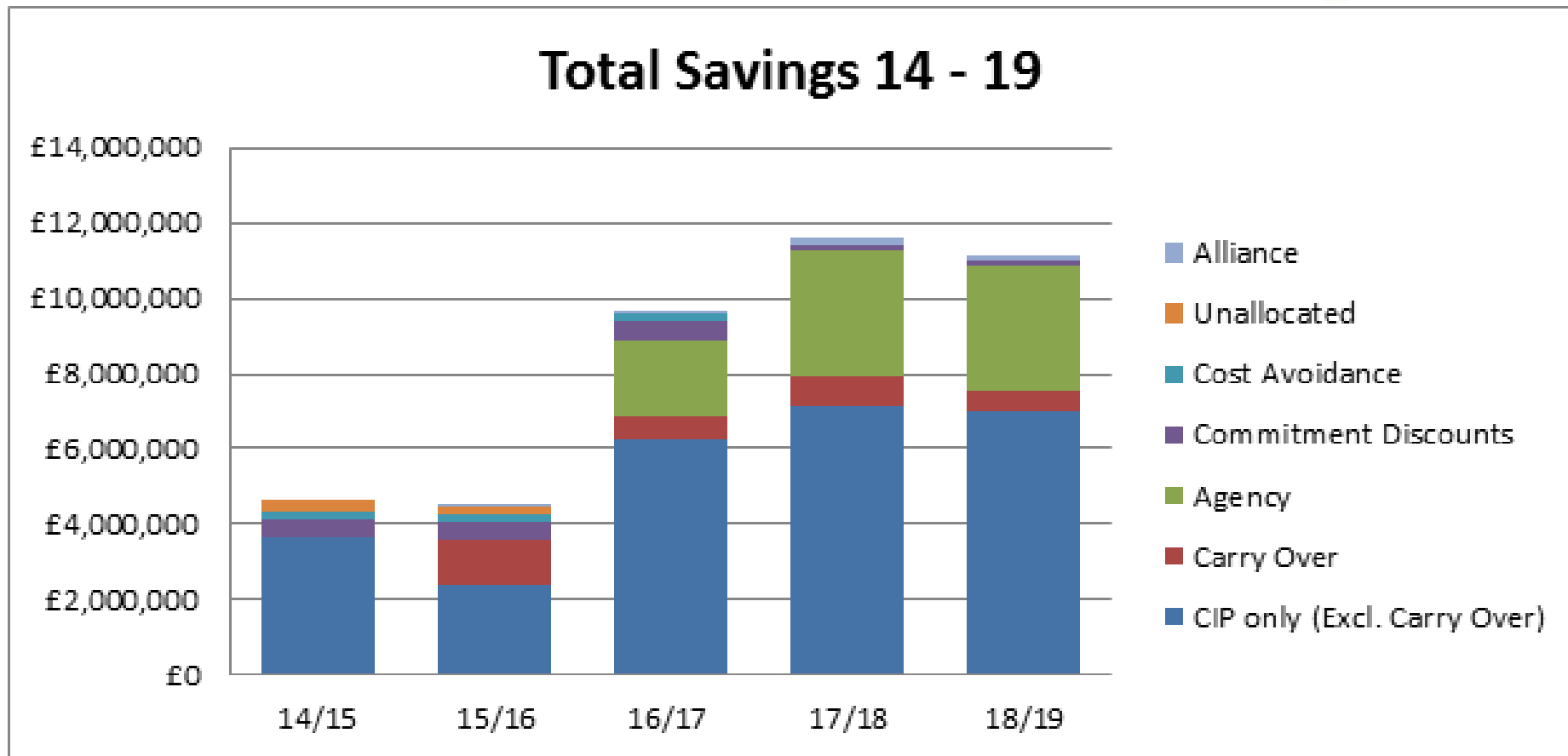
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Building to achieving - sustainable success



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Good practice

- Structure
- Growing your own
- Away Days / Team Building
- Performance Reporting
- Comms Cells
- Staff Surveys
- Stakeholder Surveys

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Tips and suggested next steps

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Tips and suggested next steps

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- Ensure your Procurement team is a key part of your efficiency / productivity improvement programme
- Align CIP targets and departmental incentives to ensure excellent teamwork across the Trust
- Develop agreed key performance indicators beyond CIP.
 - Whilst not perfect the Carter metrics are a good indicator of your procurement teams performance and opportunity
- Encourage the team to build an excellent partnership with NHS Supply Chain / Future Operating Model

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Discussion points

- How does procurement fit in to your overall CIP programme and how well is this working?
- How are you measuring the performance of your Procurement team?
- How do you think the FOM will impact your Procurement team?
- How does Procurement fit in to your STP thinking?

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Questions

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