

Stronger Together

HFMA, London Finance Academy &
SDN annual conference 2023

Lee Jackson

12 October 2023



A bit about me.....

North West London
Procurement Services



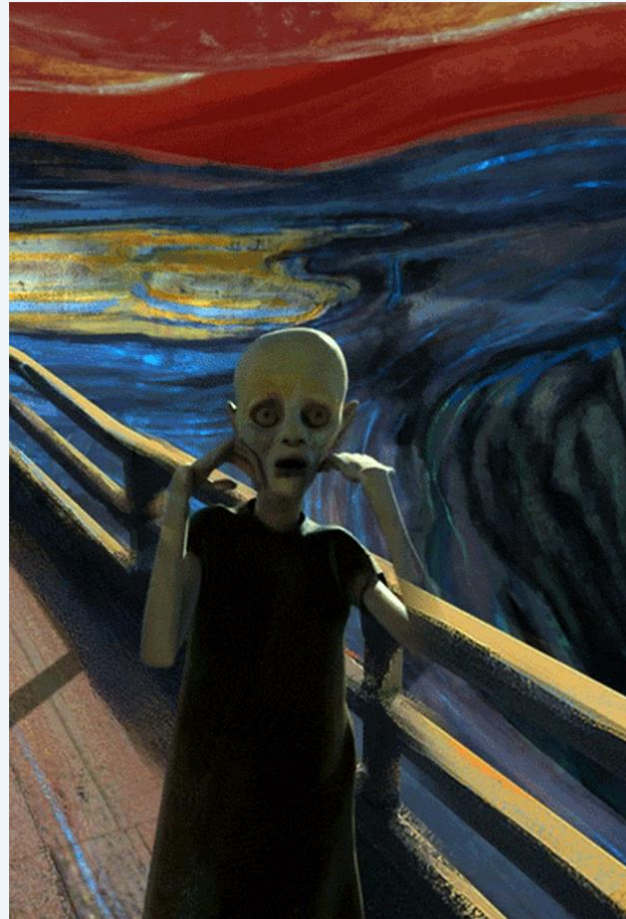
NHS Procurement

Deliver Net-Zero and
Social Value

Deliver YOY Cost
Savings

Improve Eco-system
Operating Costs

Improve patient
pathways and
healthcare outcomes



Improve Supply chain
Resilience

Enable the delivery of
NHS long-term Plan

Deliver best practice
services

Collaborate with
National, Regional
and ICS Partners

National, Regional and
ICS Partners

Central Commercial
Function (NHSE)

NHS Supply Chain
(NHSSC)

NHS Procurement
Hubs

Crown Commercial
Services

Suppliers

Commissioning
Support Unit

ICS Partners

Acute

Community

Mental Health

Ambulance

Specialist



Why we decided to develop an **ICS** shared service for **Procurement**

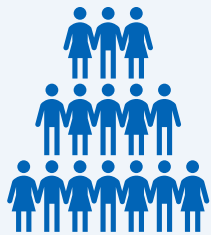
North West London in context



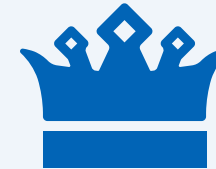
3 Universities: Imperial College London, Brunel University London, and Westminster University.



£6.6bn of spend (of which at least £1.4bn is addressable) with over 10,000 Suppliers.



One of the youngest and fastest growing populations in England comprising some 2.1m people, of 200 different ethnicities speaking over 100 languages.



Home to the King and Prime Minister.

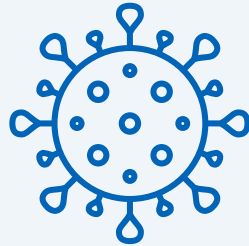


350 GP practices, over 250 care homes, 8 local authorities, 45 primary care networks, 12 acute hospital sites, 4 mental health acute trusts, 4 acute trusts.



8 London boroughs.

November 2021 – a ‘need’ to sharpen our TOM



Recovery from the Pandemic



Local Needs



Care System Reform



Resilience and Risk Management

Why start with Procurement?



Procurement has a unique perspective of the business



Procurement delivers Collaborative advantage



Procurement is a Catalyst for change



The Powerful Team



Suppliers untapped resource and vital partners in the success of our organisation

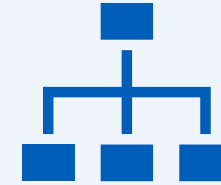


A new target operating model and implementation journey

Journey towards Collaborative Advantage



Functional Maturity



Enhanced Operating Model



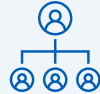
**Rebalance Resources and
Capabilities**



**How we Communicate and
Collaborate**

Towards collective intelligence

Transforming how we communicate and collaborate



As is Model



PTOM+

Top down and Directive	Approach	Agile and Connected
Formal Structure (Concrete)	Organisation	Matrix and networks (Dynamic)
Top Down or Centre out	Communication	Collective dialogue, expert led and cross functional
Push / Power / Authority / Fear / Loyalty	Individual	Enabling / learning / Trust / co-creation and innovation
Process and Compliance	Focus	Value and Outcome

Machine Like
Linear Change

Viral and Emergent
Catalytic Change



A few of the **benefits**
we are seeing

4 Key Result Areas

Economies of Process

Streamlined processes
Leveraging new technology

New Skills and Capabilities

Category SMEs
SRM Capabilities
Systems and Spend Intelligence



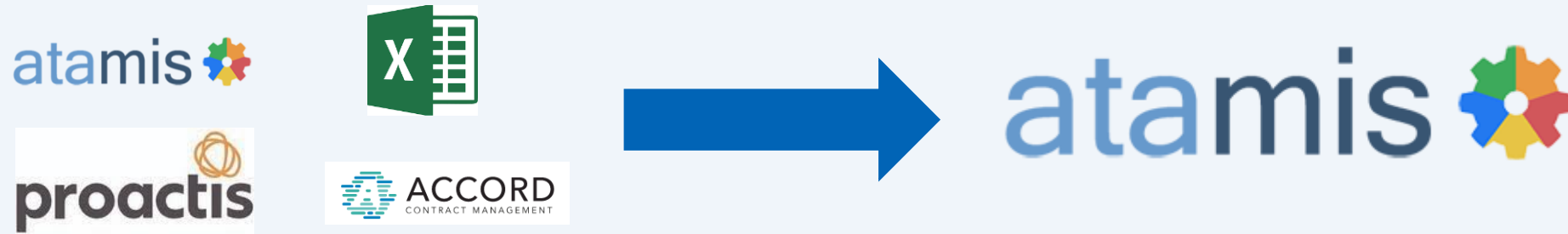
Partner Organisations

 Central and North West London NHS Foundation Trust	 London North West University Healthcare NHS Trust	 Imperial College Healthcare NHS Trust
 Central London Community Healthcare NHS Trust	 North West London Clinical Commissioning Group	 The Hillingdon Hospitals NHS Foundation Trust
 Chelsea and Westminster Hospital NHS Foundation Trust	 West London NHS Trust	

**22/23 £12.6m
Delivered**

On track to deliver
the £43m business
case savings target

How we have changed Contract Management / Workplan / e-Sourcing



January
2022

Pre-transition

- Multiple systems in use across our organisations.
- Manual processes in place.
- Local working practices, not aligned to national guidelines.
- Lack of reporting and visibility of contracts, workplans and projects across all organisations.

June
2022

Post-transition

- Single integrated platform - all data successfully migrated to the one solution (Atamis).
- Aligned several systems / manual processes to one technology solution.
 - Aligned to national guidance.
 - Full visibility of contracts, workplans and projects across all organisations.

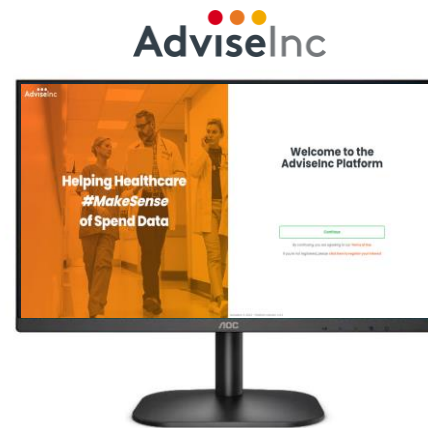
A single view of spend & opportunity across the ICS



North West London
Procurement Services



All Purchase Orders, Invoices,
Contracts & Catalogues
(Refreshed Monthly)

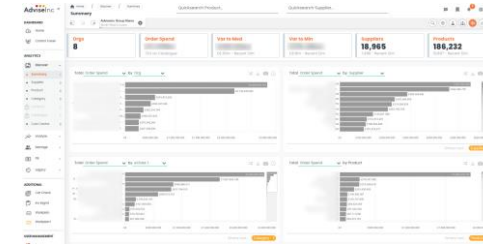


Healthcare Spend Analytics
140 NHS trusts - UK wide
In Depth category insights

NEW: P2P functionality coming soon

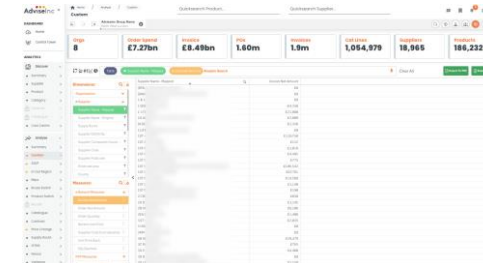


Guided Spend & Opportunity Identification



- 114 registered users
- £7.2b on Orders
- £8.5b on Invoice
- New insights every month

Custom (self serve) Analytics



- Create your own tables & charts
- Export back to Excel
- Helpful for FoI, Data Quality, Ad-hoc analysis

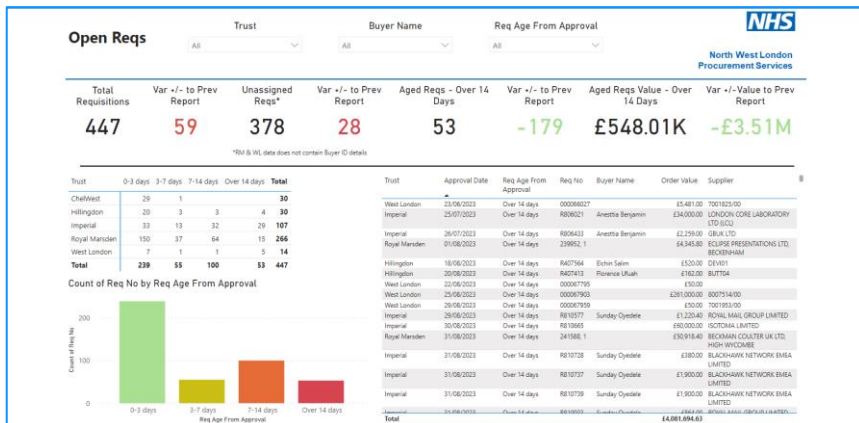
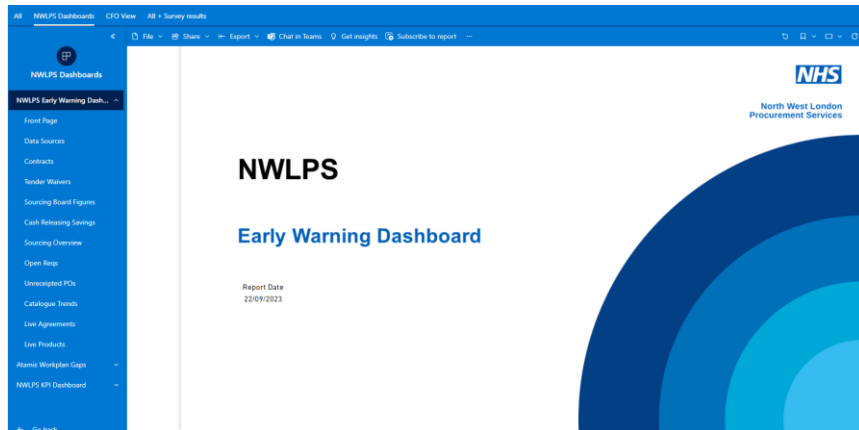
Insights Team Service



- 95 custom reports created in the last 12m for NWL
- £4m of opportunity identified, plus
- £500k of NHSE reclaims

Early Warning Dashboard

We have successfully launched a web-based PowerBi dashboard app, accessible to all NWLPS staff:



- **System and data transformation**, gives full visibility of gaps in the data to help form local digital priorities.
- Development of **harmonised ways of working**, to allow consistent and meaningful reporting comparisons across organisations.
- **Improved resilience of Procurement services** allowing early identification of issues or trends. Helping us to understand and focus on technical or resource based issues.
- **Continuous Improvement**, working with each team to standardise processes and implement automated data flows.

NWLPS Early Warning Das...

- Front Page
- Data Sources
- Contracts
- Tender Waivers
- Sourcing Board Figures
- Cash Releasing Savings
- Sourcing Overview
- Open Reqs
- Unreceipted POs
- Catalogue Trends
- Live Agreements
- Live Products

**If you think you are too
small to make a difference,
try sleeping with a mosquito
– Dalai Lama**



A decorative graphic on the left side of the slide, consisting of several concentric, overlapping curved bands in various shades of blue, ranging from light to dark.

Q&A

NHS