

## **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**

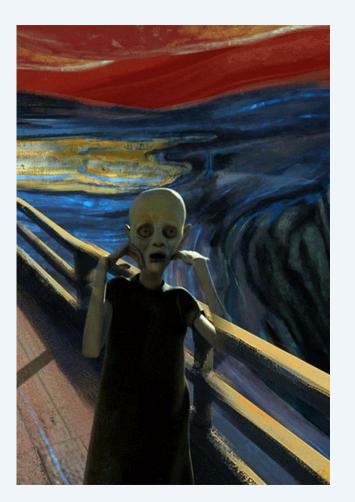
North West London Procurement Services

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

North West London Procurement Services



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, 8local authorities, 45 primary care networks,12 acute hospital sites, 4 mental health acute trusts, 4 acute trusts.





## November 2021 – a 'need' to sharpen our TOM

North West London Procurement Services



**Recovery from the Pandemic** 







**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

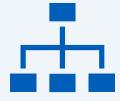


## **Journey towards Collaborative Advantage**

North West London Procurement Services



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

North West London Procurement Services





# 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





#### 22/23 £12.6m Delivered

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

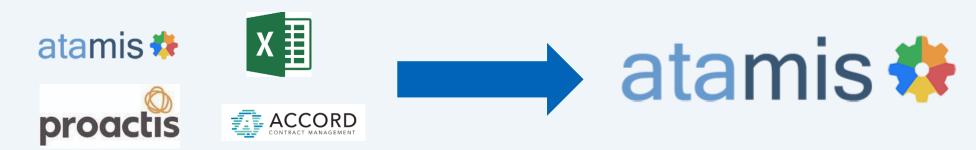


June

2022

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

North West London Procurement Services



#### 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.

#### **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**



#### **Custom (self serve) Analytics**



#### month

114 registered users £7.2b on Orders

£8.5b on Invoice New insights every

- Create your own tables & charts
- Export back to Excel
- Helpful for Fol, 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**

North West London Procurement Services

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

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- 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.

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







Q&A

