

Key Messages

NHS Supply Chain Live

23 January 2024

Thank you to everyone who joined our first NHS Supply Chain Live event in Birmingham on 23 January 2024. The event gave us the opportunity to come together with ICS Procurement and Supply Chain leaders from across the country to discuss the ways we can collectively put patients first. This event was the start of a series of sessions which are designed as an opportunity to come together and discuss key themes for the system, ensuring we have an opportunity to listen to feedback, which will be used to shape our future strategies.

A summary of key points from the day is included below. Please use this document to share with colleagues in your local systems who were unable to attend on the day. We look forward to seeing you again soon.

Partnering Expertly with Care Systems

- Insourcing our procurement activity will create a simpler, more agile and consistent experience
- Our Commercial team will drive standardised processes, enhanced best practice and talent development, with increased capability in Supplier Relationship Management and Innovation
- Clinical skills will be embedded in the category teams providing enhanced clinical perspectives
- Customer Voice in Category Strategy will be redesigned strengthening the clinical voice and articulation of need
- Retendering of the logistic contracts will allow us to strategically develop logistic capabilities to meet your future needs, for example greater support for community and home delivery
- The new structures will drive greater focus and responsiveness to key customer issues such as eDirect
- Our Sustainability and Resilience teams will be strengthened, with greater focus on planning and forecasting over the medium term, underpinned by technology
- We will enable in trust Inventory Management and Point of Care capabilities to support inventory visibility locally, regionally, and nationally
- Reshaping the Customer Directorate will create capability to develop Out of Hospital solutions broadening our offer to health care providers
- We will build our Customer Directorate capability to hold greater strategic level interactions with ICSs to maximise impact
- Our Voice of the Customer team will be expanded to ensure our customers' needs are being captured and embedded in our strategy
- A Care Pathway team has been established to identify new opportunities to leverage value across the system
- Further focus on data, insight, technology, and capabilities will drive improved decision making internally, and generate shared insights

Digital Commerce

- We're putting in the foundations to deliver a truly customer centric digital strategy over the medium to long term

- Our immediate focus is developing the replacement catalogue, already adopting new ways of working to ensure we deliver a successful outcome
- The new catalogue will be delivered iteratively into pilot trusts to allow test and optimisation, with opportunities for additional trusts to join and gain early access in Summer 2024

Hospital Care

- The Hospital Care team will be the expert partners for our customers – holding influence and key relationships internally to source SME support
- We will deliver end to end value, including, but not limited to cash releasing savings as we focus on overall system value
- Our activity will be scaled to operate primarily at ICS level
- We will establish an advanced data capability, providing greater insight using our wealth of data to identify opportunities to unlock value
- We will share best practice across the system to enable implementation at pace and scale
- The team will continue to build strong relationships with ICS partners, beyond Finance and Procurement to support your strategic ICS priorities
- A baseline of service delivery to our customers will be developed with clear demonstrable value delivery

Out of Hospital Care

- The Out of Hospital Care team will understand system requirements to ensure we identify where we need to develop capabilities to create value for providers in this part of the health care landscape - for example, new operational requirements and framework readiness
- We will continue to develop relationships and establish a cadence of engagement with key stakeholders (clinical and non-clinical) across the Out of Hospital Care landscape
- We will establish patient pathway improvements to support early discharge and admission avoidance, enabling patients to receive care closer to home via the early availability of products and solutions
- Working in partnership with the Medical Technologies Directorate at the DHSC and NHS England, we will reduce variation to ensure best value is delivered to the NHS across Part IX Appliance areas
- We will develop solutions which focus on creating equitable access to NHS Supply Chain for Out of Hospital Care providers which deliver savings and efficiency across the entire health ecosystem

Care Pathway

- The Care Pathway team is entirely new to our organisation. Our vision is to support clinical and non-clinical stakeholders in delivering enhanced patient outcomes, whilst driving productivities and efficiencies across the system
- Building on value-based procurement (VBP) we aim to engage with you and your teams on adopting clinical practice change, evidenced in published case studies. We intend to deploy a data led approach to highlight potential unmet clinical need supported by

appropriate NICE and clinical best practice guidelines aligned with GIRFT recommendations

- Together, how do we start to explore system level VBP projects developed locally aligned to unmet clinical care pathway need or specific clinical care pathways challenges identified within your system
- We will have a role to play in supporting you with adopting MTFM Programme and Innovative Medical Products, Devices and Service available through the national model
- The team will support system-wide pathway re-design programmes, thereby enabling the adoption of best value innovations and in doing so help to transform the provision of patient care

Customer Voice

- The Customer Voice team will continue to facilitate working groups in response to business activities which impact you, ensuring customer needs are considered and embedded into our plan
- We will embed a Customer Insights Forum bringing the voice of the customer to life across the organisation, ensuring activity is centred on resolving customer challenges having the biggest impact on patient care
- We will continue to facilitate customer led panels such as the CPSN Weekly Support Call providing a forum for clinical colleagues to raise issues and gain quick resolution to prevent delays to patient care
- Through listening to our customers, in collaboration with our Communications team we will refine our communications providing access to critical information and clarity on key improvements impacting the customers group
- We will redesign our Customer Voice in Category Strategy, ensuring strategies are built in collaboration with the NHS, bringing the customer voice into the process earlier to truly impact outcomes

Future Service Offer Development Plan

- Further customer workshops are being arranged to walk through key outputs and proposed timelines

Technology Transformation

- We have a complex suite of legacy systems which have had a lack of investment over an extended period, this means a larger gap to bridge through modernisation
- Technology is interlinked with Service Offer and is a key enabler for our future plans and strategy
- A mix of 'big boulder' programmes and multiple 'smaller rock' initiatives are needed to move us forward
- It continues to be complex and will require ongoing focus and investment for the next three to five years to deliver
- This is not just an NHS Supply Chain challenge as change is also needed across the wider system

Sustainability

- We have a crucial role in delivering a greener NHS that is both sustainable and resilient for the future
- We have been working hard over the last year to enable us to be able to give customers the assurance and information needed to inform decision making
- We know that listening and understanding is key. We are working closely with you to understand the needs and wants from a cross section of the NHS
- Signalling to the market is essential. We are preparing our supply base for a Net Zero NHS
- Underpinning all of this is data. By being clear about what we measure, what it means, and how it can be impactful will make a material difference

Buying Smart to Meet the Needs of the NHS

- The Commercial team will focus on the standardisation and improvements of processes, technology, and data to provide category teams with the best tools and insight in a complex environment
- The Commercial team is now working as one across the categories, with an ongoing recruitment programme underway
- We are developing our category teams capabilities via our Commercial Academy
- We have an opportunity to maximise savings through the value stream / patient pathway. This relies on cross functional working across the system
- We recognise that there is an opportunity to standardise the view of value and how this is aligned to customers

During the afternoon, we held three breakout sessions. The topics were Category Management, Value Based Procurement, and ICS Engagement. Key points discussed included:

Category Management

- A national approach to contracting is required, we will need to work closely with our NHS partners to achieve this
- We will build our category teams capabilities via our Commercial Academy and share best practice across the wider system
- We need to engage with a broad range of customers at category strategy development stage as well as throughout the whole category lifecycle to ensure our frameworks meet the needs of our customers
- Customers need early visibility of our category strategies to ensure they can plan ahead
- A consistent approach to managing suppliers across the system is required. Our Supplier Relationship Management team will need to work closely with NHSE and DHSC to ensure an aligned approach

ICS Engagement

- There is a requirement to explore ways to present opportunities for collaboration, beyond ICS boundaries, clearly identifying potential efficiencies to aggregate spend
- The opportunity to utilise GIRFT findings to demonstrate clinical efficacy, bringing clinical and commercial benefits together in one
- Increase the use of case studies to demonstrate 'proof of concept' in other NHS organisations and highlight realistic opportunities
- Engagement and activity shouldn't just be ICS focused as there is still a requirement for provider focused activities
- There is a need to define a toolkit of requirements, identifying what needs to be in place to ensure successful project completions across an ICS / Region, for example alignment with medical director, ICS wide clinical governance structures in place, infection control alignment
- The opportunity to leverage the £1 billion target to bring it to life at ICS / Regional Level, building a mutually beneficial workplan to help the NHS reach its goals
- There is a need for us to work strategically engaging key stakeholders at ICB level, acting as consultants, identifying opportunities, gaining their commitment to support and allocate resource at c-suite / board level

Value Based Procurement

- There is a need for a clearer understanding of what VBP is and what is meant by it
- There is a need for clarity on roles and responsibilities. Procurement teams will be enablers of VBP. This point draws on the mind-shift from cost down to value, discussions were had regarding the deployment of resources of a Procurement and Supply Chain team when CIP appears to be the greater focus and value unlocking benefits tend to be non-CIP
- There is a need to demonstrate whole life cost reductions

- Challenge associated with quantifying the pre and post clinical change benefits - for example, the value and for whom the value is delivered too which then links back to the data and resource limitations and the need for clinical baseline audits pre and post implementation
- There is a need to try and reduce the number of pilots in the system post VBP case study. How can case study evidence be used to expediate adoption of the same clinical practice within other providers / systems
- Importance of linking VBP case studies to GIRFT and NICE recommendations to support clinically led activities
- VBP training and education for clinicians is required
- Dedicated VBP implementation resources are required – although most NHS providers / systems will have dedicated quality / transformation / productivity teams with a similar remit
- There is a need to switch from supplier led to customer / clinically led VBP case study examples
- Engagement with MDT clinical teams, Medical Directors, Clinical Directors, Finance Directors and ICB stakeholders is needed to support VBP clinical change management
- There is a need to invest in quality to unlock clinical value and enhance patient care outcomes
- We need to work in partnership with local NHS Procurement and Supply Chain teams to pursue VBP clinical change management activities
- Importance of engaging with ICPs on VBP