

Background

Mid Essex Hospital Services NHS Trust (MEHT) commissioned Francis Group to support their transformation pipeline and foundation trust programme.

MEHT has an on-going transformation pipeline that requires appraisal of potential transformation schemes. Francis Group supports the options appraisal and implementation of this pipeline.

The foundation trust programme required the identification of five major service developments that the Trust would implement as part of its foundation trust application. This required an options appraisal of all potential service developments, which was led by Francis Group.

Our Role

Business case development

Francis Group continues to work with MEHT in developing business cases as part of its on-going transformation pipeline.

Any transformation opportunities are discussed with the Director of Business Development & Performance and Francis Group in the first instance. These include quick wins as well as major internal service and organisational change. Often they include service developments that are not offered within the local market.

Those that are deemed potentially viable are then scoped at a high level and concept documents are drafted. Viable concept documents then proceed to a business case, which includes full scoping of the opportunity.

Francis Group engages with the relevant staff to develop these business cases. Each business case sets out the current position of the service and market offerings, general objectives, options, changes needed, risks, benefits, outcomes and a cost/benefit analysis. The business cases also take into account the internal readiness of the service and Trust to deliver the new opportunity.

The business cases are then presented to the commissioners and internal Investment Group. If approved, Francis Group monitors the implementation of the preferred option.

Foundation trust programme

Francis Group engaged with every service within the hospital to identify each service's SWOT, PEST and service developments. Francis Group undertook a strategic alignment exercise to ensure all service developments aligned with the overall direction of the Trust.

The service developments were then evaluated and categorised as either a strategic issue, major service development, minor service development or

operational issue. Major service developments were then evaluated further against the following weighted criteria:

- Financial benefit – including EBITDA and cost benefit analysis
- Quality benefit – to patients, staff, stakeholders and the organisation
- Strategic importance – taking into account fit to market offerings and political agendas
- Activity impact – taking into account current market offerings
- Risk of implementation.
- An evaluation model was developed by Francis Group who led the overall evaluation process.

Francis Group then engaged with the relevant staff to develop business cases for the top ten service developments. As above, these business cases set out the current position of the service and market offerings, general objectives, options, changes needed, risks, benefits, outcomes and a cost/benefit analysis.

The business cases were then appraised by the Executives and five service developments were identified for implementation as part of the foundation trust programme.

Outcomes

MEHT has an established gateway process for developing, approving and implementing transformation schemes. Francis Group successfully secured £1m of transformation funds from the commissioners in 2011/12. This represented approval of all 12 business cases that were submitted.

MEHT has identified the service developments that will be taken forward as part of its foundation trust application. These service developments were identified through a robust options appraisal process that has never been undertaken by the Trust previously.

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