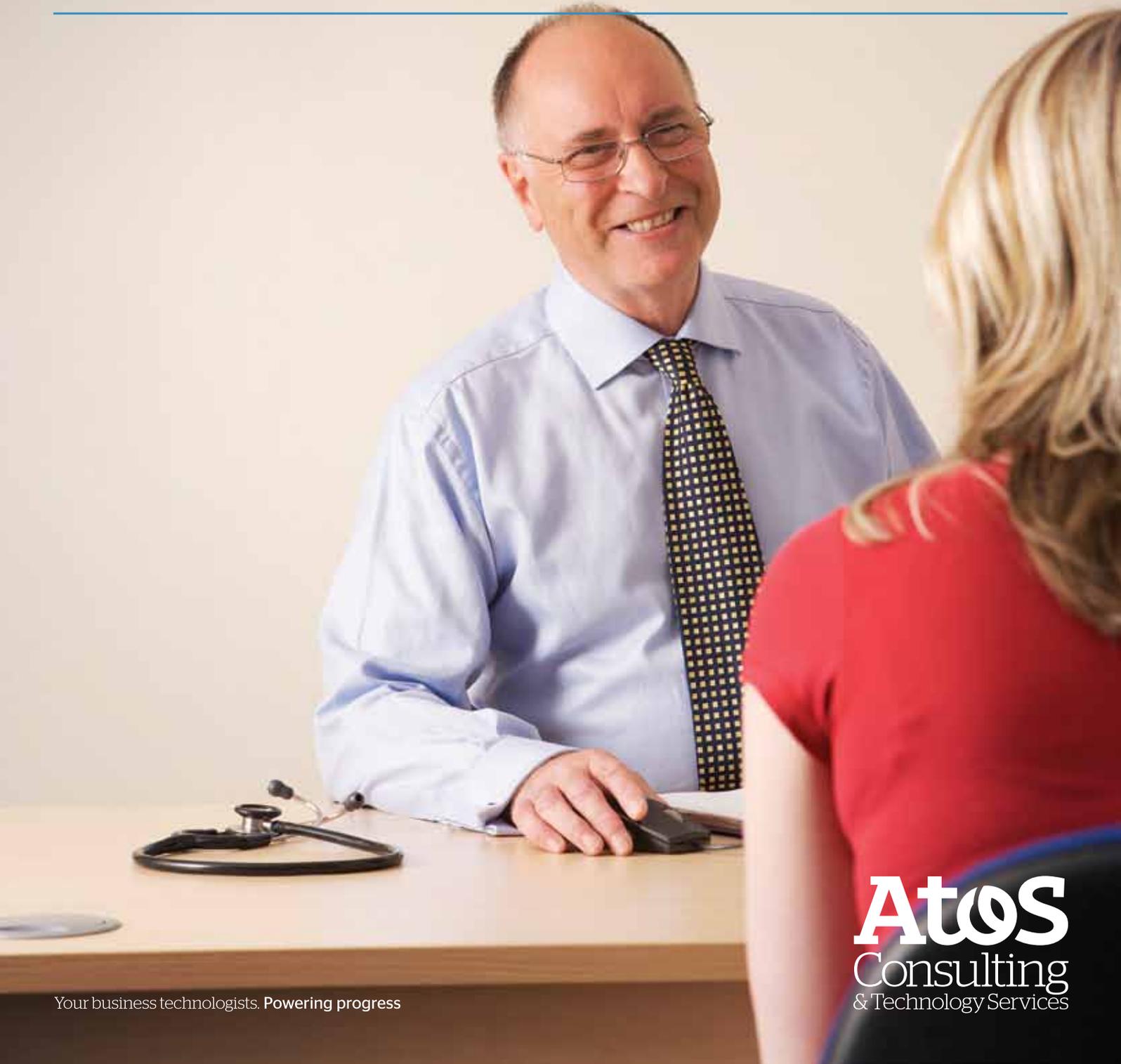


commissioning support units development



Unrivalled in health

Responding positively to achieve the cost savings, patient safety and improved patient experience that are demanded of NHS organisations.

NHS organisations are being asked to do even more in pushing forward the Department of Health strategy. The demands include improved clinical safety with the emphasis on quality, efficiency savings in the billions, and improved patient experience based on greater public consultation.

“Access to data from the warehouse has been invaluable for both developing CCGs and front line clinicians to understand activity. The interface tools, especially Qlikview have made information accessible to those that need it”

Dr Steve Fawcett
Clinical Director, Stoke CCG

Positive partnerships

All of our healthcare work is focused on creating streamlined systems that give NHS organisations the tools they need to move forward with confidence. We create solutions based on clinical engagement, real working conditions and requirements; and we consult with NHS staff at all levels because we believe that inclusive, consensual partnership is the only way to ensure that practical change is sustainable.

Consulting

Transformational change and reconfiguring services for providers and commissioning organisations

- ▶ Providing cost improvement programmes and service reconfiguration incorporating QIPP targets and linked to the foundation trust application process, e.g. development of integrated business plan and long-term financial model
- ▶ Working with providers and commissioners to provide more integrated care models
- ▶ Redesigning major end-to-end patient pathways and services, e.g. urgent care and paediatric
- ▶ Transforming whole hospital programmes and integration of community services
- ▶ Reviewing community services, redesigning services and implementing new working models, e.g. community nursing, paediatric services
- ▶ Setting up commissioning support organisations to provide services to clinical commissioning groups and other regional care providers
- ▶ Implementing organisational design and workforce efficiency programmes
- ▶ Creating demand and capacity planning applications
- ▶ Training and coaching employees from the board to the front line in a variety of skills and techniques

Health IT

Focusing on information management and technology (IM&T)

- ▶ Developing information management and technology investment strategies to support provider and commissioner organisations in achieving their business priorities
- ▶ Providing IM&T investment case advice and development, e.g. strategic fit, demonstration of value, risk management, achievability and implementation
- ▶ Transforming IM&T organisations and developing action plans for service reconfiguration, value enhancement and IT cost savings
- ▶ Advising, delivering and reviewing project and programme management
- ▶ Supporting the implementation of complex, enterprise-wide clinical information systems
- ▶ Developing and implementing provider and commissioner performance reporting and business intelligence solutions
- ▶ Implementing Electronic Document Management (EDM) to enable better care management processes whilst reducing significant costs
- ▶ Advising CIOs in the adoption and delivery of new ways of sourcing business-IT services, e.g. enterprise architecture, mergers and acquisitions, cloud adoption and strategy, mobile working technologies and online transactions

Managed Services

Integrating our core capabilities in consulting, end-to-end systems integration and the infrastructure in managed services

- ▶ Managing Europe's largest healthcare outsourcing partnership in Scotland
 - 63 systems across the country
- ▶ Each year, on behalf of NHSScotland, our technology processes:
 - Over 2.4 million health screening invitations
 - Despatches over 10 million pre-school and child health reports and 1.5 million ophthalmic and dental payment information letters
 - Operates the electronic transmission of 900,000 prescriptions every week which is used by GPs and pharmacies
- ▶ Ground-breaking information management player in patient record services across various health organisations in France, Germany, Netherlands and Spain
- ▶ Transforming businesses with our IT outsourcing

We will deliver transformation to your organisation through integrated solutions, to time, to quality and to budget. Clinical engagement, quality improvement, patient safety and the patient experience throughout the healthcare journey are integral to our solutions, just as the delivery of benefits and the management of risk are fundamental to our approach. Our depth and breadth of capability in delivering this transformation will provide you with unparalleled expertise in business change, programme management and technical implementation.

How we can help you create a leading edge Commissioning Support Unit

The NHS is changing, and “business as usual” is no longer a viable option. Political, economic and social changes, technological advances, environmental challenges and market demands all require agile commissioning groups, that can respond quickly and competently in order to optimise patient experience and deliver sustainable and equitable services across the health economy.

The Commissioning Support Units (CSU) offers the best professional support to Clinical Commissioning Groups (CCGs) and other customers to allow improved commissioning decisions, which will lead to better patient care in a manner which is affordable for the local health economy

Atos Consulting has extensive experience in CSU development. We have a tried and tested approach which develops highly efficient, customer focused services which centre on patients which will in turn enable you to provide flexible and innovative services so that your CCGs can achieve the best possible healthcare for the population they serve.

The approach

We will commence by running a comprehensive planning event. This will involve a status check against best practice to allow a detailed understanding of where your organisation currently sits against the best in the business. This will allow us to assess priorities and determine resource requirements. From this we will generate a project charter, risk assessment and mitigating actions, and a full project plan. This is the stage where ownership and responsibilities will be defined.

This will be complimented by a PESTLE analysis, which will assess environmental factors relating to the regional and national context your CSU operates in. From this we will gain an understanding of the Political, Economic, Social, Technological, Legal, and Environmental factors that need to be considered when designing your target operating model.

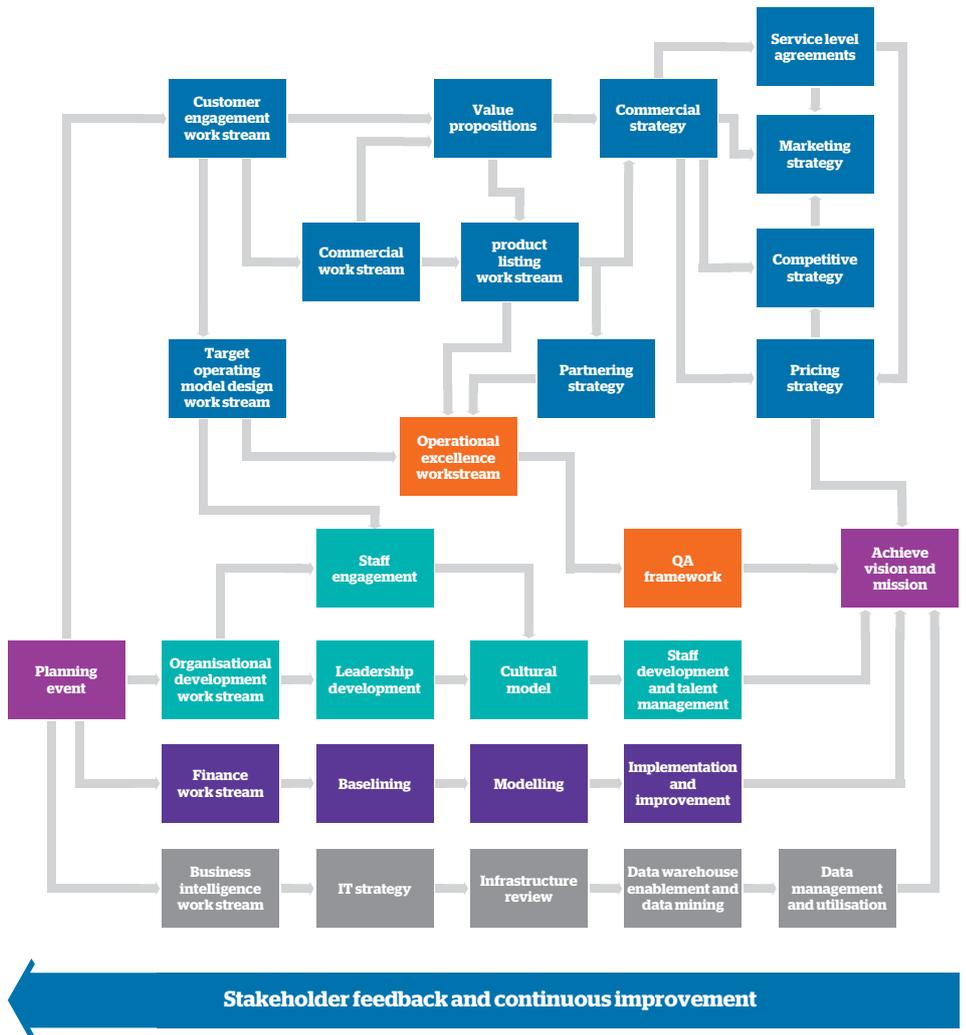


Figure 1: A structured and pragmatic approach to developing a leading edge CSU

“The Atos team’s balance of first class commercial acumen and in depth knowledge of the local health economy, together with their integrated approach to team working has been instrumental in the Staffordshire CSU’s rapid development.”

Derek Kitchen

Managing Director, Staffordshire Commissioning Support Unit.

Our focus areas

We can support your acceleration to become a successful and sustainable CSU of the future by providing the following support.

Customer Orientation

We will ensure we build a detailed picture of all of your current and potential customers, their needs and requirements. This stage will involve facilitation of Voice Of The Customer workshops, Strengths, Weaknesses, Opportunities and Threats (SWOT) assessment, and customer segmentation analysis. This will then allow us to collaboratively develop your Value Proposition, which in turn will steer us through the following work streams: Commercial Development, Organisational Design & Development, Operational Excellence, Business Intelligence and IT Transformation and Financial Management.

We will also guide your organisation through the Investors In Excellence standard, which provides a proven framework for achieving continuous improvement as well as on-going success and sustainability.

Throughout each element of the engagement, we will transfer skills and knowledge to your team and coach you through each stage to ensure you become equipped with the necessary skills to continuously develop your CSU in the future. All outputs will need continual review and development to reflect market changes and as we progress through each work stream, Atos will ensure full ownership, accountability and capability to perform each task is transferred into the CSU.

Within 6 months, we will ensure the following activities are undertaken and outputs delivered.

Commercial Development

Creating a commercially focussed, viable CSU, that is fit for the future.

Develop commercial orientation for the leadership team	<ul style="list-style-type: none"> ▶ Stakeholder mapping ▶ Brand values ▶ Critical success factors ▶ Unique selling points ▶ SWOT analysis ▶ Leadership benchmarking ▶ Leadership development program
Analysis of competitors, regional and national markets	<ul style="list-style-type: none"> ▶ Commercial and marketing strategy and implementation plan ▶ Risk assessment and contingency plan
On-going assessment of customer and market requirements	<ul style="list-style-type: none"> ▶ Full product listing and Service Level Agreements
Assessment of supply chain requirements	<ul style="list-style-type: none"> ▶ Supply chain and partnering strategy & implementation plan
Continual assessment of customer requirements	<ul style="list-style-type: none"> ▶ Customer engagement plan ▶ Customer relationship management strategy ▶ Customer contact matrix ▶ Customer surveys and improvement plans
Design of optimum business architecture, functions and enablers	<ul style="list-style-type: none"> ▶ Target operating model ▶ Customer contact matrix
Financial modelling of the CSU to allow planning and risk management	<ul style="list-style-type: none"> ▶ Business growth scenario plans ▶ Business reduction scenario plans ▶ Pricing strategy

Organisational Design and Development

Here we develop the optimal structure, matching the right skillsets and people into future roles, developing learning and talent strategies to ensure a more commercially oriented organisation. Management coaching and mentoring will feature throughout.

Undertake transformation readiness assessment	<ul style="list-style-type: none"> ▶ Cultural values ▶ Defined behaviours and ways of working in line with commercial strategy
Engage all staff through facilitation of OD workshops	<ul style="list-style-type: none"> ▶ Organisational development strategy ▶ Engagement of staff ▶ Co-design of organisational improvement plan
Assessment of talent management approach	<ul style="list-style-type: none"> ▶ Talent management strategy & plan
Evaluate governance arrangements, performance and management processes throughout the organisation, with training and coaching as required.	<ul style="list-style-type: none"> ▶ Governance plan ▶ Performance management framework ▶ Management forum structure ▶ Staff development sessions
Workforce modelling, transition planning and analysis of roles and responsibilities required to deliver your target operating model. Specialist HR resource can be provided to support any necessary consultation processes that may be required as a result	<ul style="list-style-type: none"> ▶ Optimised structures ▶ Job descriptions ▶ Job specifications ▶ Communications and consultation plans ▶ Specialist HR support for transition to receiver organisations
Assessment of current skills, knowledge, attitude and behaviours needed to equip your CSU for the future	<ul style="list-style-type: none"> ▶ Learning and development strategy ▶ Training needs analysis ▶ Individual and team training and development plans ▶ Competency framework

Operational Excellence

This work stream will see us deploy lean principles to ensure waste is removed and processes are as efficient as possible, creating a culture of continuous improvement.

Use input from Voice of customer exercise and benchmarking of best practice processes across sectors to develop process design and improvement programme	<ul style="list-style-type: none"> ▶ Customer expectations and priorities. ▶ Process model ▶ Process redesign workshop framework and plan ▶ Data analysis plan
Engage staff in process optimisation workshops where we will map current ways of working, identify waste and design optimised future state processes	<ul style="list-style-type: none"> ▶ Current state process maps with all wastes and issues identified ▶ Corrective action plans to reduce waste and resolve other process related problems ▶ Future state process maps ▶ Implementation plans ▶ Process measures / KPIs
Create standardised ways of working, which are fully risk assessed, and sustainable	<ul style="list-style-type: none"> ▶ Standard Operating Procedures ▶ Failure Mode & Effect Analysis (FMEA)
Introduction of a CSU wide quality management system	<ul style="list-style-type: none"> ▶ Quality assurance framework & plan ▶ Investors in Excellence ▶ ISO9001 implementation plan

Business Intelligence and IT Transformation

Developing systems that support CSU development and business intelligence solutions that provide accurate, timely information across the local health economy.

<p>Undertake diagnostic evaluation of current infrastructure capacity and capability</p> <p>Engage with other NHS organisations and local authorities to understand their IT objectives</p>	<ul style="list-style-type: none"> ▶ IT and information strategy which is aligned with local partners ▶ Information governance strategy including inter-agency information sharing ▶ Use of mobile technology for remote access to data ▶ Validated compliance with data security and protection issues ▶ Reduction in variation of systems and applications ▶ Validated compliance with licencing requirements
<p>Review of data warehouse facilities</p>	<ul style="list-style-type: none"> ▶ Data warehouse optimisation plan ▶ System wide definition of data requirements, frequency of use and user access
<p>Capture customer data requirements and design and implement data delivery solutions</p>	<ul style="list-style-type: none"> ▶ Real time access to data to monitor performance and enable commissioning decisions ▶ Improved data quality through the use of data quality facilitators ▶ Automated generation of reports for external agencies ▶ Preventive and corrective action mechanisms, ensuring evidence based approach to problem solving

Financial management

In depth analysis of your organisation's financial situation in order to build a financial plan to ensure the CSU becomes a sustainable, viable business.

<p>Data collection and base-lining exercise</p>	<ul style="list-style-type: none"> ▶ Clear understanding of existing cost base including direct, indirect, overheads and cost drivers ▶ Agreement of how costs are treated, allocation and apportionment methodologies and service line costing
<p>Construct bespoke model to allow financial planning and modelling to be completed over the planning horizon</p>	<ul style="list-style-type: none"> ▶ Populated model with data and iterative review process ▶ Statement of underlying assumptions ▶ Scenario plans and "what if" analysis ▶ Sensitivity analysis ▶ Cash flow projections ▶ Service line costing ▶ Product pricing strategy and return on capital ▶ Balance sheet analysis ▶ Revenue per head calculations
<p>Financial analysis, planning and recommendations</p>	<ul style="list-style-type: none"> ▶ Interpretation of modelling results and key financial metrics ▶ Financial approach aligned with corporate strategy ▶ Reporting of results

Benefits

Through our extensive NHS experience, our expertise in being a commercial enterprise and our proven track record of business and technology transformation, we will ensure your CSU benefits from:

- ▶ Accelerated development of the leadership team
- ▶ Effective, evidence based decision making
- ▶ Optimised use of business intelligence and health informatics
- ▶ Integrated development of business strategies, including partnering
- ▶ Becoming a valued employer within the local community
- ▶ Independent commercial challenge, advice and guidance, which will encourage you to think differently
- ▶ Structured approach to staff engagement, retention and development
- ▶ Proven approach to process optimisation, reducing waste and variation
- ▶ Compliance with statutory and regulatory requirements
- ▶ Confidence in costing and pricing
- ▶ Achieving customer satisfaction
- ▶ Building a platform for growth

"From my perspective I find it very encouraging that effective relationships are already built with the CSU, and that performance in key areas (such as the Contract Monitoring Teams and Finance support) is good and enabling the CCG to drive forward its agenda of more effective commissioning. I look forward to continuing to receive such good performance and building a long term relationship"

Dr. David Hughes

Executive Chairman, North Staffordshire Clinical Commissioning Group

About Atos

Atos is an international information technology services company with annual 2011 proforma revenue of EUR 8.5 billion and 74,000 employees in 48 countries. Serving a global client base, it delivers hi-tech transactional services, consulting and technology services, systems integration and managed services. With its deep technology expertise and industry knowledge, it works with clients across the following market sectors: Manufacturing, Retail, Services, Public, Health & Transports; Financial Services; Telecoms, Media & Technology; Energy & Utilities.

Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. It is the Worldwide Information Technology Partner for the Olympic and Paralympic Games and is quoted on the Paris Eurolist Market. Atos operates under the brands Atos, Atos Consulting & Technology Services, Atos Worldline and Atos Worldgrid. For more information, visit: www.atos.net.