

# Bridgewater Community Trust

## Bridgewater Community Trust (Associate Support to KPMG)

### Introduction

The Trust's participation in NHSI's Financial Improvement Programme was borne out of the necessity to rapidly develop a standalone CIP plan for FY17/18 following the decision by NHSI not to continue with the Trust as the preferred acquirer of Liverpool Community Health. Liverpool would have focused the Trusts' efforts on efficiencies across a larger footprint. With that opportunity gone the Trust has had to focus on its core business, placing itself at the centre of the health economy plans in each borough and playing a role as the leading community provider. The position left the Trust with an immediate financial challenge and a CIP of over £7m for 17/18 as previous plans were focused on that larger footprint. In April the Trust identified £3.3m of potentially viable CIPs against the FY17/18 £7m target. The £3.7m balance of unidentified CIPs was allocated to individual budget holders as a % of total budget against non pay. KPMG were commissioned to support the Trust to develop a robust CIP programme resulting in the identification of £7.6m in savings.

### Support Provided

An approach was designed to identify the best improvement opportunities, make changes happen at pace and make the improvements stick to maximise the Return On Investment. This was split into 3 key phases:

Phase 1: Identifying the best opportunities for financial and operational efficiency, and how to deliver them

Phase 2: Achieving readiness for rapid delivery. Identifying the risks to delivery and how to remove them, ensuring sustainable implementation continues. Assessing operational readiness for change and how to address the gap

Phase 3: Embedding initiatives that make a permanent change to culture, delivering sustainable improvement

As an associate to KPMG, Transforming Care provided support in the following key areas:

**Identifying divisional CIP schemes for Adult Services (Wigan, Warrington and St Helens)** – this involved facilitating a series of workshops that blended service level information, benchmarking, clinical manager input and experience from elsewhere. A long list of opportunities were identified which were explored and

converted into a smaller number of achievable schemes. Working in collaboration with the Trust's clinical managers Project Overview Documents were developed for the schemes which included a clear plan for delivery, quality impact assessment and a financial delivery profiles. Each of these schemes were RAG rated accordingly as they moved through the CIP development process. Support was also provided to embed regular reporting into the Trust CIP oversight group.

**Contracts Review** – Working in collaboration with a small project team, a contracts review framework and process was designed and implemented. This involved two stages:

1. Shortlisting services based on a number of qualitative and quantitative criteria e.g. profitability, WTE, quality issues
2. Appraising the shortlisted services to address long term sustainability issues resulting in either a focus on improvement, divestment/engagement with commissioners for additional funding or growing the service

In parallel a detailed analysis of the services (at a place, commissioner and commissioner type) was presented to the Executive Management Team in order to inform a more strategic discussion about the Trust's commercial strategy.

**Rollout of Electronic Patient Records** - Following a review of the current position to identify the potential savings that could be delivered, key challenges regarding achievability of both financial and qualitative benefits were surfaced. These challenges included the need for senior leadership direction, refreshed governance arrangements and additional resources to be employed in the project. Support was provided to move the project forward by redesigning the governance and mobilising a number of Working Groups.

### Value Delivered To Client

- Identification of achievable CIP schemes that contributed to the £7m target
- Development of shared understanding of the Trust's contract portfolio across the Executive Management Team
- Embedding an effective reporting process
- Skills and knowledge transfer with Scheme Leads and SROs
- Increasing the likelihood