



QPPNPNnW

NECS Healthcare Procurement and Market Management Team

Entry details

Summary Overview

In recognition of our current work and the 13+ years of excellent service we've provided to NHS customers, the NECS Healthcare Procurement and Market Management Team should be considered for the HCSA Procurement Team of the Year Award.

As a team, we have significantly increased our customer base and grown from supporting local Clinical Commissioning Groups in the North East to delivering all direct commissioned healthcare service procurements for NHS England North Region. We provide additional support to CCGs (now ICB's) and NHS England across the Vale of York, Manchester, Peterborough, and the South East and South West.

We have a highly skilled workforce of 19 team members, all qualified procurement professionals with a vast portfolio of delivering large scale, complex projects across both private and public sector categories. We have put apprentice programmes and training and qualification opportunities in place to address succession planning, skills growth and team member career aspirations. New staff are provided with a comprehensive induction process including mentorship for their first months of employment. Our team excels at supporting each other and sharing knowledge and experience; we have a real team spirit that shines through in our dealings with customers.

Continuous improvement, collaboration and sharing of best practice are at the core of our culture, with a continuous improvement group where staff present their quality and cost saving improvements. We share best practices across our team via meetings, development days and training events, and our team has a portfolio of standard operating procedures, standard process documents and advice and guidance materials for all aspects of the functions we deliver.

Our team members possess skills in market management, engagement and analysis, and detailed knowledge of national and local legislation and policy. We have extensive experience in issuing tenders for health care services, experience of delivering collaborative, high value, complex procurements and have evidenced over £50million in direct savings over a 3-year period. In addition to providing end to end procurement support, we also provide guidance, advice and recommendations on commissioning strategies through our knowledge base of existing and developing markets.

We have developed engagement events to educate markets in the procurement process with the aim of increasing competition and quality; this has been realised specifically within Primary Care Dental and Medical services.

The ethos of our service offering is to increase quality and achieve value for money. We are acutely aware that our services have a direct impact on future patient care, and we understand the importance of the strategies and recommendations we provide to our customers and how it helps them achieve their future commissioning intentions to improve patient outcomes.

Just as important to our service is our commitment to consistently going the extra mile to provide support to our customers. As such, we are proud to share that we consistently achieve a high customer satisfaction score and have received countless compliments and acknowledgements. To also be recognised with the HCSA Procurement Team of the Year Award, would be an honour for our dedicated team.

I wish to nominate the following person (or group/organisation) for award. I understand that by submitting this nomination I declare that the information I have provided is – to the best of my knowledge – accurate and complete. ✓

Nominee	NECS Healthcare Procurement and Market Management Team
Nominees Job Title	organisation
Nominees Email Address	maxine.elstob@nhs.net
Nominees Organisation	NECS
Nominees Region	North East
Nominees Telephone No.	+441642746911

Supporting Info

Supporting Statement

Established in 2013, the Healthcare Procurement and Market Management Team within NECS delivers end to end market management and procurement support. Our customers include NHS England across the North supporting the following healthcare categories; Public Health, Health & Justice, Primary Care and Specialised Commissioning. We also work to support North East and North Cumbria Integrated Care Board across a wide range of healthcare services. Our support portfolio has extended to include a number of NHS organisations across the country.

We have 19 highly qualified professional team members with a track record of delivering large, complex projects across a variety of industries and sectors. Our team provides robust procurement options, advice, recommendations and guidance in relation to legislation and policy requirements supporting our customers to determine commissioning strategies for future services.

Services and Support Provided

- Local healthcare market analysis, engagement and development using a range of tools and techniques to identify and produce market development strategies in new, emerging or established / mature markets. Delivery, analysis and reporting for market engagement activities.
- Proving procurement options/recommendations for delivery of future services.
- Supporting completion of business cases.
- Procurement overview training for commissioners.
- Advice and guidance on the application of Social Value.
- A comprehensive end to end procurement service including development of procurement and evaluation strategies, tender documentation, using e-tendering systems for publication of tenders, direct management of bidder communications, procurement outcome reports and adherence to legislation requirements.
- Advice, support and resources to identify procurement solutions, including identification of issues and managing potential areas of risk.
- Management and co-ordination of Regional Procurement Groups made up of commissioners from various categories areas across the North locality.

- Ensuring sound governance arrangements are in place to support the statutory obligations of governing bodies, boards and executive groups.

Key Achievements

- Delivery of 182 contract awards influencing a spend of over £1.4 billion equating in direct savings of £50.7 million during the period 2019-2022 on behalf of NHS England North.
- Delivered a £250 million community services contract across Tees and County Durham using a competitive dialogue procedure.
- £1.3 million in savings for CCG customers resulting in 19 contract awards during a 12-month period 2019-2020.
- Savings of 1.7million for a collaborative Health & Justice procurement – see attached case study.
- Orthodontic Services - achieved over £23 million in savings for 74 Orthodontic Contracts across the North Region. This large and highly complex procurement was delivered in collaboration with 4 NHSE Area Teams delivering a large number of procurement efficiencies to be realised including the sharing of expertise and evaluator support. The procurement process was undertake using a Pseudo Dynamic Purchasing System allowing providers to be pre-qualified and 4 call off phases to allow staggering of mobilisation periods and service commencement.
- Successful in receiving recognition through HSJ and Go Awards for the use of service users in the evaluation process.
- Recognition through a highly commended Go award for the process and delivery of continuous improvement.
- A Senior Manager from the team led a project group to review the current financial evaluation criteria used in bid submissions and to consider any changes required. The group was made up of senior finance leads from across NHSE North and a procurement professional from NECS. The aim was to develop criteria which was reflective of the current markets delivering healthcare services whilst also adhering to the Public Contracts Regulations and local/national policy. See results and outcomes in the attached case study. NECS and NHS England were a finalist for a HSJ Award which celebrated collaboration across NHS Organisations.
- Following the outbreak of Covid our team was flexible and responsive using our transferrable skills to provided support in respect of:
 1. Purchase PPE equipment.
 2. Contract Management.
 3. Production of over 40 business cases to extend current services to ensure continuity of services to patients whilst commissioning resources were deployed on Covid activities.
 4. Capacity tracker – supporting real time data in respect of hospital beds and care beds available during the pandemic period.

Collaboration

The team has proposed the sharing of clinical resources between customers to mitigate conflicts of interest and remove the need to purchase expensive clinical support. This is now being taken forward by customers, with a view to establishing a resource register.

The team reviews contracts registers as part of category management alongside discussions with commissioner to determine opportunities to collaborate, we have delivered and are delivering a range of collaborative procurement exercises for the following services:

- Diabetic Eye Screening
- Orthodontic Services
- AAA Services
- Immunisation Services
- Child Health Immunisation Services
- Home Oxygen Services
- IAPT
- MSK

The Healthcare Team in NECS is part of a collaboration with other CSU procurement teams in the country. This collaboration has allowed each CSU to take a lead on a specific NHSE category area across all NHSE Area Teams which has supported:

- Knowledge of and ability to influence markets
- Analysis of current contracts
- Sharing of best practice
- Opportunities to collaborate
- Sharing of commissioning expertise to support efficiencies
- Sharing of evaluators
- Evidence and recommendations to support commissioning strategies

Market Engagement Activities

We offer and deliver a range of market engagement exercises with the aim of understanding the capability and capacity of providers to deliver services and to identify risks associated with service delivery. For example, affordability envelopes, whole service risk, mobilisation and staffing.

Activities provided include:

- Request for Information exercise
- 1:2:1 Provider sessions
- Group events with the aim of providing overviews of service aims, sharing of information, and promotion of collaboration between providers
- Education events which provide a procurement process overview including overview of the evaluation process, tender process, e-tendering system, financial assessments and details regarding legislation and local policy requirements. This approach has allowed us to help educate markets which have limited experience/knowledge in submitting bids to deliver NHS Organisations. The outcomes for these events have resulted in increased competition, improvements in the quality of bid submissions specifically across Primary Care Dental and Medical services, ultimately leading to improvements to patient care and increase in value for money.

The team is acutely aware of the proposed changes in procurement legislation due to come into place in April 2023 for goods and healthcare services and is in the process of designing toolkits and guidance to support commissioners in their future commissioning strategies. Our Senior Team are part of the national review group for changes to legislation for Healthcare Services under the proposed Provider Selection Regime. Our senior team ensure updates are provided to our commissioners and has delivered presentations to discuss the proposed changes and what this may mean for future commissioning.

In order to support our team, we have robust policies, standard operating procedures and standardised documentation. In addition, guidance documents and standard process documents are in place to guide team members with tasks/actions required as part of their role. This approach is fundamental in supporting the team on an on-going basis, and it also supports new team members joining the team. New team members are provided with a structured induction programme and assigned a buddy to support them through the first months of employment.

Training and development are key to the success of the team; procurement workshops and team development sessions are a regular feature which ensures that we share lessons learnt and best practices and help us keep up to date with legislation and policy updates. The majority of the team hold CIPS qualifications with the remainder working towards achievement.

Continuous personal development is key to ensuring that our team members are equipped with the essential skills and knowledge needed to support our customers and deliver a high-quality customer service focussed service while also helping individual team members achieve their career aspirations. Development needs are determined in 1:2:1 meetings and annual appraisals and all team members are supported in achieving CIPS qualifications. In the recent 12-month period our team has been provided the opportunity to achieve certification in project management via Prince 2 and NHSE Better Business Case Training and have had the chance to attend legislation workshops delivered by legal professionals.

We also have a succession plan in place to future proof our service; an example of this is an apprentice programme delivered in conjunction with CIPS. This programme resulted in our previous apprentice achieving the highest exams results in their cohort and being shortlisted to the next round of the National Apprentice Awards across two categories. Our former apprentice is now employed as a Procurement Officer and is working towards a CIPS Level 5 qualification.

Continuous improvement features as a high priority within the team with a dedicated CI group and is an annual objective for each member of the team. We have been able to demonstrate in excess of £30k savings and many quality improvements each year through improvements to our processes and practices. Updates to documents are supported by a master documents group and membership of the group is rotated throughout the team to embed the ethos of continuous improvement.

Your Name	Joelle Craddy
Your Job Title	Procurement Officer
Your Email Address	joelle.craddy@nhs.net
Your Contact number	+447771195366
Your Organisation	NECS

Log in to hcsa.awardsplatform.com to see complete entry attachments.

