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# Shropshire Healthcare Procurement Service

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## Entry details

### Summary Overview

The Shropshire Healthcare Procurement Team has developed and matured over recent years to bring a high degree of professionalism and integrity.

Operating in a challenging and highly scrutinised organisation subjected to often intense media and external attention the procurement team has overcome these challenges to open-up opportunities to work at even deeper levels with healthcare colleagues to deliver significant performance, savings and service levels, thus improving patient outcomes.

The team has developed a strong analytical and metric driven approach for reviewing its procurement data and utilises this to its full extent. Working in collaboration with NHS and Local Authority partners and stakeholders to deliver opportunities, even in these multiple challenging times. Savings have been achieved of 3-5% every year, over last 10 years.

With an emphasis on improvement, training and development, the team has embedded the practice of an annual Team Away Day for many years, where we take the opportunity to reflect on successes, challenges and opportunities. We also review and plan around feedback received from the procurement annual satisfaction survey that we undertake across the whole system.

The development across all areas of the procurement function illustrates how the team has matured and is now well advanced in terms of its partnership working as an ICS and its engagement on a proactive level with other system partners to deliver at a system level.

The success and broadening of the Clinical Nurse advisor role ensures that the link to patient care is maintained and continuously improvement is embedded in everything we do.

The importance the Procurement function plays is being increasingly recognised by the organisations we serve, as evidenced by the prominent roles the Team and its individuals continue to play in high profile and strategically critical activities such as the ongoing Vaccination Programme, the £300m+ Hospital Transformation Programme and other major capital and transformation schemes.

This Procurement function is one that actively wants to give itself the best chance to continuously improve for the betterment of its health system and the wider NHS procurement landscape. This can be demonstrated through recent investment in the team, supporting new proposals for procurement at ICS level.

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

Shropshire Healthcare Procurement Service

Nominees Job Title	n/a
Nominees Email Address	william.savage@nhs.net
Nominees Organisation	Shropshire Healthcare Procurement Service (c/o Shrewsbury & Telford Hospital NHS Trust)
Nominees Region	West Midlands
Nominees Telephone No.	+447879896881

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## Supporting Info

### Supporting Statement

#### SUPPORTING STATEMENT

o Adoption and implementation of the NHS Standards of Procurement

o Development and adoption of good practice

Government Commercial Function accreditation

The team were one of the first NHS Trust to achieve the Level 2 NHS Standard of Procurement, and in 2022, SHPS were one of the cohort members to pilot the new Government Commercial Function Operating Standards.

Maturity Ratings are classed as one of the following: In-development, Good, Better or Best.

SHPS were one of only 4 NHS Trusts in the pilot cohort (along with many other Government functions) and have been awarded a level 3 "Better" accreditation with a total score of 75%.

Amongst our cohort of 18 public bodies we were the 3rd highest rated submission and awarded Maturity Rating of "Better", and our score is significantly above average, as demonstrated in the Supporting Materials section of this submission.

The trust scoring and associated maturity bands for the process are as follows:

Summary by Theme and Rating for SHPS:

Theme 1 Commercial Strategy, Planning and Governance = BETTER

Theme 2 Commercial Capability and Resourcing = BETTER

Theme 3 Commercial Lifecycle Define: pre-procurement = BETTER

Theme 4 Commercial Lifecycle Procure: procurement and contracting = BETTER

Theme 5 Commercial Lifecycle Manage: contract management = BETTER

Theme 6 Managing Categories, Markets and Supplier Relations = GOOD

Theme 7 Commercial systems, reporting and information = BETTER

Theme 8 Policy = GOOD

OVERALL RATING = BETTER

In response to the Playback Report, Barbara Begg, Procurement Transformation Team, Commercial at NHSE said of our submission that:

"From an NHSE perspective, this is an excellent submission for an NHS organisation. The purpose is not to be the best at everything and for this process to be a supportive tool for the organisations to identify areas they wish to work on and improve as a continuous improvement process".

Shropshire, Telford & Wrekin ICS

Ahead of this year's creation of the Integrated Care System, an external review on Back Office functions and opportunities for collaboration reported back to Executives that

"Shropshire and Telford and Wrekin STP has an excellent procurement function which is hosted by SaTH and provided to RJAH and ShropCom".

#### o Delivery of financial and other benefits

Whilst working within a local healthcare system that is – and has long been - in substantial financial deficit, this could mean that back-office functions such as Procurement can come under scrutiny from our Trust leadership and beyond, however, SHPS Team has through stakeholder management and the maintenance of relationship has ensured continued delivery of the savings plan year on year.

To further demonstrate the continued delivery of genuine savings, the Director of Finance with SaTH has stated regularly to Trust colleagues that it is of significant reassurance to her and Executive colleagues that they can rely on the Procurement function to consistently deliver the savings targets, meaning they can focus energies on other operational areas.

The customer service focus has meant we have embedded Procurement Business Partner roles within the divisional and corporate structures of our NHS Trusts. This has ensured;

- we can manage our limited team resource in as effective way as possible
- we are more often than not in a position to be agile to stakeholders short, medium and long term needs, as well as being able to react to issues and risks along the way.

#### o Customer service excellence

Beyond maintaining and developing strong stakeholder/customer relationships and using our softer skills, we also ensure we maintain our technical and transactional excellence through use of Key Performance Indicators, agreed by our Trusts.

- Examples are that year on year we maintain >95% requisition turnaround within 5 days
- We undertake annual customer surveys to identify successes and areas to build on

In addition, we have consistently demonstrated the ability to adapt to different ways of working to be effective.

Adoption of Lean Methodology; SaTH (therefore SHPS) were one of just 5 successful Trusts to be a part of the adoption of the Virginia Mason Institute 'Transforming Care' initiative.

The result of which led to the Head of Procurement gaining Advance Lean Practitioner status, further enabling a presence within the wider Trust by coordinating 'rapid-improvement' workshops – this has raised the profile of Procurement staff in areas that they traditionally have never worked in and enabled the various procurement functions and processes to be reviewed and improved, continuously.

Clinical engagement is an established and important part of how the team integrates.

An example of this this was the attendance of the Deputy Director of Nursing and a Head of Nursing to our recent annual Away Day to talk about their clinical perspective in relation to Procurement and the service we provide to colleagues, how we can work better together to ensure we add value to the patient experience, and how we can get them what they want, when they want it. As well as them understanding how procurement works and how we can all adapt to get what is needed when its needed.

This year our Clinical Nurse Advisor was awarded with a 'Covid19 Hero' Award and the Head of Procurement was given a Leadership award recognising work and excellence during and since the Covid pandemic outbreak.

#### o People development and succession planning

A focus over the last 12 months has been around the understanding of the teams' skills and areas for development.

Using the GCF People Development & Skills strategy and the analysis tool to identify skills gaps and development opportunities has helped the Head of Procurement secured additional funding at ICS level to ensure SHPS staff training meets the demands of the changing ICS landscape.

A positive development has seen an apprenticeship position established this year for the first time within procurement, and several staff members have seen their hard work acknowledged through internal promotions.

#### o Collaboration with NHS, private, public and third sector organisations

SHPS have been a shared service for over 12 years and is continuously looking to improve and establish best-practice within a collaborative delivery model.

With the establishment of Integrated Care Systems, it has meant that SHPS has truly embedded collaboration within the NHS and with Local Authorities and that future areas of collaboration can be pursued with confidence and already embedded policies and procedures. Local authority and other stakeholders within NHS not traditionally involved in collaborative procurement activities are now working together with the NHS to ensure maximisation of opportunities, be it financial, performance, sustainability or patient pathway.

With the maturity of our collaborative relationships, we have been able to take a lead on the spend profiling across the ICS. The SHPS Head of Procurement is chair of a bi-monthly Procurement Working Group encompassing NHS and Local Authorities, this was maintained as a direct result of successes established the height of the Covid19 response.

The ability to work collaboratively has ensured we can progress activities with organisations beyond our local footprint such as Worcester Acute, Black Country Alliance and University Hospitals Birmingham. Working closely on projects like implants, where collectively we have contracted with a sole supplier and financial benefits have been achieved by numerous trusts across the West Midlands, SaTH alone achieving over £250k.

Nationally, SHPS has been a pilot team in various instances (including the development of the original NHS Standards of Procurement and the procurement process of Category Tower Service Providers).

Currently work is well underway as a pilot site for the ICS logistics and supply chain review in conjunction with NHS Supply Chain and Unipart.

We are also participating in the NHSEI / NHSSC working group reviewing the standardisation of Savings Methodologies and reporting.

#### o Strategic focus

Whilst maintaining CIP/Savings delivery and a high standard of transactional procurement provision has always been a fundamental part of our service delivery, ensuring the team is well-led and managed with a strategic focus has been at the forefront of our team leadership.

For example, we see the importance, where possible of the early adoption of national programmes and metrics such as spend analysis and Model Hospital and the adoption of NHS/GCF Procurement standards.

More locally, the strategic context is very challenging – with significant regulator scrutiny, negative publicity (Maternity/Ockenden Report) and workforce issues meaning high turnaround of staff and interims at all levels.

This has led to sustained periods of scrutiny and oversight from NHSE and has often impacted on the way the Team has seen itself and has meant the regular need to adapt to different ways of working.

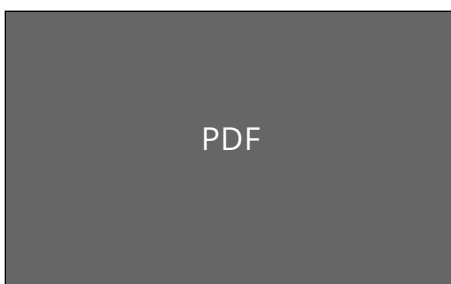
The regional oversight from NHSEI Regional Head of Procurement has supported our case that we provide an effective procurement function and has alleviated unnecessary scrutiny because of our ability to continuously improve.

We hope this submission has conveyed the level of commitment that the SHPS team has shown over the last year but also for a sustained number of years, and that we represent the NHS Procurement family with pride and a satisfaction that we are supporting our colleagues in the NHS to the best of our ability.

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Your Organisation	Shropshire Healthcare Procurement Service (c/o Shrewsbury & Telford Hospital NHS Trust)

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