Imagine an NHS where you have highly engaged staff who are delivering high quality care for patients whilst reducing costs, today and in the future...

Read inside to see how Unipart can help you achieve this.
Unipart Expert Practices (UEP) helps organisations to deliver performance improvements through engagement of people. We help NHS organisations reduce costs and improve quality of services delivered to patients, as well as develop the capability of their people, so they can continue to deliver sustainable improvements in the future.

Our team of practitioners works alongside NHS staff to unlock their ideas, acting as a guide by their side to help them with a new way of thinking and working. As a result of this, staff feel confident, empowered and capable of delivering improvements, and start to take ownership of solving problems at their own level.

Our unique approach helps organisations to deliver safe, repeatable, reliable and capable processes which are adding value to patients, under control and continuously improving. All this is delivered through capable and engaged people. Teaching people how to use the tools and techniques alone is not enough, UEP coaches the teams to understand why they are using them.

With over eight years’ experience, and having worked with over 30 organisations in the NHS, we are confident with Unipart’s proven approach that we can help your organisation to:

- Deliver the rising demand for care and the need to improve quality outcomes
- Develop and improve your capability and capacity to implement change at pace
- Deliver quality services to patients while reducing costs
- Design and move towards an integrated and sustainable health and social care system
- Develop a workforce aligned to the effects of an ageing population with long term conditions.

To meet these challenges, we draw on our extensive first-hand experience, utilising the Unipart Way and our skills in customer insight, process improvement, employee engagement, capability building and leadership development.

All of these elements work to deliver significant performance improvements and cost savings for our partners in the NHS.

“Leaders recognise the need and are planning for change, but 70% are not confident in their organisation’s ability to achieve it.”*

*Source: NHS confederation 2014 leadership survey
Group strength, specialist expertise

Unipart
For more than 25 years we’ve been continuously building capabilities, systems and solutions for the world’s most demanding clients. We manage end-to-end, global supply chain solutions that include sourcing, procurement, technical services and business support for a wide range of clients such as Vodafone, Jaguar Land Rover, Sky, Waterstones and Homebase. We manufacture components for several prestige vehicle makers. And we are the largest service and product partner for the UK rail industry.

Why does it matter?
Our core competence is how we deliver performance from people within complex supply chains. And ‘The Unipart Way’ has succeeded in lowering costs and increasing performance time and again for organisation of all kinds, including our partners in the NHS.

We don’t just write reports...
...We help your people solve the problem. We work alongside our partners to own the problems they face, drawing on our wealth of knowledge and experience to truly unlock the potential in their biggest asset – their people.

What can you expect?
In short, it’s increased performance that sticks. ‘The Unipart Way’ delivers an engaged workforce, empowered and enabled at every level to affect continuous, daily step-change improvements. It’s these continuous streams of Innovation that build to create a staggering effect to your organisation – lower costs, increased efficiency and better patient care.
Proven results in the Healthcare Sector

Delivering benefits to over 50 Healthcare customers

- **54% Reduction in outpatient cases waiting**
- **71% of suppliers offered improved contract terms and cost savings**
- **23% reduction in operations cancelled due to bed availability**
- **More than £9 million in product and efficiency gains for one NHS trust**
- **£2,000,000 reduction in operating costs**
- **£1.5 million reduction in A&E treatment times**
- **21% reduction in hospital cancellations**
- **47% reduction in late starts and patient waiting times**
- **25% improvement in productivity**
- **No same sex ward breaches during winter**
- **32% drop in patient non attendance**
- **42% improvements in room turnaround**
- **AN INCREASE OF PATIENT SATISFACTION FROM 84% TO 94%**

**Creation of teams of ‘Capable transformation practitioners’**

The facts and figures we have provided all relate to the work we have done with The Yorkshire Ambulance Service, Sherwood Forest Hospitals NHS Foundation Trust, the Countess of Chester NHS Foundation Trust, Wrightington Wigan and Leigh NHS Foundation Trust and University Hospitals Coventry and Warwickshire.
Our case studies
Returning a world class trust to greatness

Turning performance around within outpatients in this centre of excellence for orthopaedics

Wrightington, Wigan and Leigh NHS Foundation Trust

Setting the scene

Wrightington, Wigan and Leigh NHS Foundation Trust is a major acute Trust serving the people of Wigan and Leigh. Innovative and forward thinking, the Trust is dedicated to providing the best possible healthcare for the local population in the Wigan Borough and surrounding areas. The hospital also provides specialist orthopaedic services at the Wrightington site. Innovative and forward thinking, the Trust is dedicated to providing the best healthcare for the local population while determined to sustain its reputation as a hospital at the leading edge of both practice and research.

The Challenge

The hospital faced a significant financial challenge through lack of activity and ineffective flow across the orthopaedic patient pathway. The Trust was determined to elevate the service back to great heights by improving the quality and efficiency of services offered to patients.
Returning a world class trust to greatness

How we helped

Our experience, from our own company, told us that a high degree of employee engagement would be the key to unlocking success, so our team spent the first month working closely with staff, at all levels, to identify the underlying issues.

Both management and local teams were working in silos with little personal accountability, while all staff had little confidence in their ability or impact when suggesting improvements for their own processes. The clinicians possessed a real sense of pride in the unit’s reputation but they too were becoming tired with the systems that were letting their service and their patients down. Given this context, a major priority was to bring the staff together and help develop team based problem solving.

With Unipart support, the clinical and operations teams now started working as one in order to identify the root causes of problems and then design their own solutions. For example, X-ray requests, which were being written on the day of an Outpatient appointment, were contributing to the longer waiting times for patients. This was replaced by a new system which identified patients’ needs in advance and provided them with a specific X-Ray appointment time two weeks before their visit, resulting in better forward planning and less waiting time.

In addition to resolving process problems such as these, the team worked to re-design the layout of the department and change the way space was used to gain extra capacity.

The results

The programme was successful in finally overcoming the longstanding problems and delivering significant increases in performance:

- A 35% increase in activity
- A 54% reduction in patient waiting providing improved patient experience
- £1m additional revenue generated
- A 35% reduction in access times
- Patient experience and adherence to the pathway improved
- Staff felt empowered to own and have influence over the processes and outcomes.

This autonomy staff now feel is the legacy we leave behind, as they continue to improve the service and patient experience.
A new approach to bed management makes huge improvements in patient flow and capacity

King’s Mill Hospital

Setting the scene

King’s Mill Hospital in Sutton-in-Ashfield is one of two district general hospitals operating within the Sherwood Forest Hospitals NHS Foundation Trust. The centre’s unpredictable demand, particularly during the peak winter months, meant staff were forced to shift their focus from patient care to simply finding them a bed. This was causing widespread problems right across the hospital, impacting staff morale, key quality and performance targets and the Trust’s financial position.

The Challenge

We were approached to help address long waiting times in the Emergency Care Centre (ECC), which includes an Accident & Emergency Department (A&E) and a 56-bed Emergency Assessment Unit (EAU).
A new approach to bed management makes huge improvements in patient flow and capacity

How we helped

We engaged people across the Trust, to identify issues affecting patient flow and best practice. With this insight, the programme objectives were widened to managing patient flow and capacity through the entire care pathway. We then worked with staff from all specialties at all levels, seeking to nurture openness, collaboration and an ability to devise and implement their own solutions.

Six areas for strategic improvement emerged, requiring the right people to be in the right place at the right time. New processes ensured accurate data, clarity of individual roles and responsibilities and communication of all decisions and outcomes. New information from external support services meant demand trends and potential service issues were identified and resolved, using Standard Operating Procedures. A single point of access scheme ensured that patients not needing acute care were redirected elsewhere.

A patient flow and capacity control room was established, where daily meetings, supported by visual management, provide a clear, real-time view of performance. It also helps speedy resolution of new issues arising using a Lean problem solving model to identify root causes. The meetings are conducted in a structured and blame-free environment where all attendees can make a proactive contribution.

The results

By the end of our implementation, the following results had been achieved:

- 57% reduction in A&E treatment times
- 56% fewer patients exceeding 48 hours in EAU
- 22% decrease in average length of stay in EAU for medical speciality patients
- 72% year on year cost reduction
- 23% reduction in operations cancelled due to bed availability
- A&E 4 hour wait target achieved despite activity 21% above plan
- More than £2m increased contribution with a £430k reduction in winter expenditure
- 31% of GP admissions were avoided enabling commissioners to re-invest more than £1m.

Senior nursing time spent managing flow and capacity dramatically reduced, restoring focus on the quality of patient care, boosting their morale.
Creating a ‘world class theatre’ for Wrightington, Wigan and Leigh NHS Foundation Trust

Wrightington, Wigan and Leigh NHS Foundation Trust

Setting the scene

Wrightington, Wigan and Leigh NHS Foundation Trust is a high performing trust that is keen to build on its strong record and deliver further improvements in patient safety and quality. However, they were also facing a substantial challenge to deliver their £12.6m CIP targets.

The challenge

Unipart were asked to help identify an area of activity offering both the potential for improved patient and staff experience and the opportunity for significant financial benefits.

Theatres were identified as a suitable area, as streamlining the patient pathway and delivering a better patient experience would also result in an increase in patient volumes and therefore deliver the required savings.
Creating a ‘world class theatre’ for Wrightington, Wigan and Leigh NHS Foundation Trust

How we helped

From our own experience in delivering organisational change in our own company we know that gaining input and engagement from all teams is vital if the benefits are to be sustained.

We therefore engaged with all stakeholders, from the scheduling teams and theatre staff, right through to the senior management team, to examine the current processes. We then supported them as they began working as a team to identify potential improvements and opportunities, which could lead to a higher quality of patient and staff experience as well as boosting revenue.

Collectively the team identified 150 ideas and with the help of our facilitation and coaching they began to take ownership of the development of these opportunities. Starting by identifying the root causes and then designing solutions, the team worked to implement their new ideas while resolving any difficult issues with the support of the Theatre and Surgery Division leadership team.

This shift in culture towards empowerment has been the key to sustaining the improvements. The operating theatre team now challenge each other to find solutions and then work together to implement them, rolling out the methodology to the other elective theatres.

The results

- Reduction in late starts by 20% compared to May – July 2012
- Reduction in late finishes by 27% compared in May – July 2012
- In May, June, and July there were 41 less unplanned patient cancellations in all specialities.
A trust-wide transformation at The Countess of Chester NHS Foundation Trust

Countess of Chester NHS Foundation Trust

Setting the scene

The Countess of Chester NHS Foundation Trust is a high performing Trust and one of only five Trusts to receive the UK Top 40 Hospitals award for 12 consecutive years.

The Challenge

However, given the challenges now facing the NHS, the Countess recognised the need to transform its culture and introduce new ways of working while delivering the highest quality of patient care through committed and capable people.

In order to help achieve its objectives it appointed Unipart Expert Practices to help develop this new approach that was to be called the Countess Way.
A trust-wide transformation at The Countess of Chester NHS Foundation Trust

How we helped
In order to understand how the Countess operated from a cultural and process perspective, a trust-wide diagnostic was completed, which involved us engaging with some 350 employees, at all levels, in the process. As a result of this initial work, we worked with the Trust to prioritise a number of activities that would help embed the Countess Way, whilst at the same time delivering immediate benefits to both performance and patient care.

Among the priorities identified were: the transfer of skills and capability to trust employees; leadership development and management skills training; pathway and process improvement and the redesign and implementation of a new organisation structure.

Critical to success would be placing the quality of patient care at the heart of any transformation and ensuring the engagement of staff and the wider health economy at all levels, if the benefits were to be sustained and continuously improved.

In partnership with the executive team, clinical staff and the Countess Way Transformation Team, we worked in patient pathway improvement, theatres, patient administration, outpatient appointments, medical supplies and HR processes to deliver the initial priorities within 18 months.

From the outset, we jointly applied robust project management to achieving specific benefits. This approach enabled timely decision making and accountability to be managed; it also enabled the Trust to identify quantifiable benefits as a direct result of the introduction of the Countess Way Programme.

The results
Embedding the Countess Way programme has delivered:

- A cut of £2 million in operating costs, as a result of reduced lengths of patient stay, increased theatre utilisation and lower spends on medical supplies
- Success in building employee engagement resulting in improved absence rates that have helped boost productivity and reduce the need for overtime. The Trust now achieves the highest staff attendance levels of any hospital in their region and as a consequence, payroll costs have fallen by £1.5 million following the reduction in the need for temporary staff
- Length of patient stay has been reduced between 9% and 27%
- An increase in patient satisfaction from 84% to 94%.
Engaging with staff and patients to redesign an endoscopy pathway

Sherwood Forest Hospital

Setting the scene
As part of Sherwood Forest Hospital’s Achieving Best Care programme we were invited to support the application of Lean principles to the Trust’s Endoscopy Services.

The challenge
The aim was to improve the department’s capacity, productivity and planning to enhance patient experience, employee engagement and potential income.
Engaging with staff and patients to redesign an endoscopy pathway

How we helped

We began by engaging the department’s clinical and administrative staff with Lean thinking to ensure they understood the project’s objectives and how they would be empowered to achieve them.

Following staff interviews and patient focus groups, the department’s staff worked with us to analyse their current working practices to identify examples of best practice and areas for improvement. An 18-month implementation plan with targeted and measurable objectives was drawn up.

Joint daily communications meetings were introduced for clinical and support staff to ensure effective planning and the raising and resolving of operational issues. These meetings are supported by visual management to provide everyone with a clear, real time view of current performance. This allows problems to be quickly identified and solutions to be developed.

Best practice was captured and recorded in standard operating procedures to ensure efficient and accurate working, and clear audit trails established to ensure ownership and responsibility.

Customer quality of care was enhanced by the review of patient letters to align patient expectations with service provision, together with the enhancement of patient waiting areas and the introduction of text reminders to patients, ahead of their appointments.

At the communications meetings, each staff member is encouraged to suggest ways of further improving the service from both a quality and efficiency perspective. In addition, six monthly engagement surveys and patient focus groups were initiated to generate a further range of ideas.

The results

The following benefits have been achieved:

- 32% reduction in patient non-attendance (Did Not Attend or DNAs)
- 21% reduction in hospital cancellations
- 42% improvement in room turnaround times has helped deliver a 47% reduction in late starts and patient waiting times
- As a result of the excellent engagement achieved, the initial performance objectives are on track to deliver a 25% improvement in productivity and together with cost savings of £385k
- Endoscopy is now recognised as a flagship for using staff engagement to achieve operational excellence through the application of Lean and regularly takes part in Trust-wide presentations to share the success of ABC with other hospitals.
Why don’t you come and see for yourself?

Our philosophy
“To understand the real and perceived needs of our customers better than anyone else and serve them better than anyone else.”

The Unipart story has captured the imagination of individuals across the world when they come to see our way of working in a live environment. They get to experience the Unipart Way in action when they speak to our employees who are engaged and empowered to solve problems at their own level everyday. They leave inspired and excited about using the Unipart Way to help deliver step change within their own organisation.

This ‘Go and See’ approach is one of the guiding principles within our own business. When we visit our clients’ sites, we like to see their organisation in action for ourselves to get a deeper understanding of what is happening, listening to frontline teams to ensure that we truly understand the challenges they face.

Is your organisation ready for the 2015 Challenge? If not, we’d like to invite you to meet with us to see how we can help you. You can discover for yourself how using the Unipart Way can truly unlock the full potential of your employees and deliver the step change you require at pace.

To take the first step on your journey, please contact our Health Team:

[Links and contact information]

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