

“Providing best in class medical equipment and service to patients demanded we update our asset base as a priority.”

David Brettle, Head of Medical Physics and Engineering,
Leeds Teaching Hospitals NHS Trust



Partnership helps Leeds Teaching Hospitals NHS Trust deliver medical equipment replacement programme within limited time frames and budget.

Challenge

Leeds Teaching Hospitals NHS Trust recognised the need to meet rapid advances in medical technology across multiple clinical areas in order to future proof their patient services for the long term. They had to overcome budget restraints, and needed to reassess requirements, and prioritise replacement within challenging timescales.

Storage of the equipment once on site, also presented a challenge for the Trust as they would be taking delivery of large quantities that would need electrical compliance testing before being delivered to clinical areas for commissioning.



I knew that there were significant challenges to delivering this project to the timescales that were in place. The management of the stakeholder expectation and requirements were key, as was the process of costing and ordering the required equipment. It was vital that we used collaborative working.



Richard Spurdens, Quality Manager, Department of Medical Physics,
Leeds Teaching Hospitals NHS Trust

Objectives of the replacement project

- Replacement of obsolete and aging medical equipment
- Maximise benefits to patient services across the Trust
- Introduce new innovative technologies to future proof patient services for the long term
- Optimise savings to ensure best value
- Deliver the programme within budget and fixed timescales.



Solution

The Trust worked in partnership with NHS Supply Chain to benefit from their framework agreements, that are compliant with EU Public Procurement regulations, gain access to the Department of Health (DH) Capital Equipment Fund, and extend potential savings by leveraging national demand with multiple Trusts (multi-trust aggregation or MTA).

By engaging in this partnership approach, the Trusts supplies procurement team and Bert Jackson, Regional Capital Planning Coordinator from NHS Supply Chain, were able to work in collaboration with a number of stakeholders from the Trust, including Medical Engineering, Business Unit Managers and Finance.

They adopted a project management approach to scope out the requirements and prioritise based on equipment needs across the Trust, lead times, trial end dates, and the need to ensure equipment orders were raised, delivered and commissioned by 31st March 2015.

An extensive list of equipment was required for services delivered across ten departments. The main pieces were:

- Mobile X-Ray
- Neonatal Incubators
- Anaesthesia and Ventilators
- Operating Tables
- MRI Scanners
- Ultrasound
- Diathermy
- Endoscopy
- Decontamination
- Ophthalmology.

To ensure momentum was maintained and key milestones achieved progress was monitored and perceived risks were identified, discussed and mitigated in weekly meetings. Throughout the project, trials and evaluations were carried out to ensure clinical needs could be met and decisions supported. To avoid any potential delay in orders being placed until these elements were complete, NHS Supply Chain's buying teams interacted with the end users to ensure the process was streamlined.



Bert was embedded with the team from the outset; he wasn't seen as an outsider but accepted as an additional resource which was fundamental to the delivery of this project.



David Brettle, Head of Medical Physics and Engineering,
Leeds Teaching Hospitals NHS Trust

Results

DH and MTA Savings

£106,954.44

6%
Savings

Framework Savings

£1,261,414.00

21%
Savings

Total Savings **£1,368,368.44**

Key achievements:

- Achieved £1.3m in total savings from MTA, the DH Capital Equipment Fund and framework discounts
- Volume discounts of 19% through NHS Supply Chain's Flexible Endoscopy and Rigid and Semi Rigid Endoscopes and Associated Equipment Frameworks
- Utilisation of savings realised by reinvestment back into clinical areas with budget limitations, to procure additional equipment which would not have otherwise been purchased
- Innovative equipment and technologies rolled out Trust wide
- Utilisation of NHS Supply Chains frameworks and procurement expertise reduced costs and time by avoiding a formal tender process
- Delivery of project objectives and specified timeframes.

“NHS Supply Chain supported the project by providing costing and lead time information on the specified equipment. This helped to ensure that what was being asked for would be within budget and on site before the deadline.

There was a requirement for flexibility regarding the number of items that might be purchased. Therefore negotiations with some suppliers needed to build this in with the final numbers required. This was handled well and the project came in within the allocated budget.

The whole project was achieved with good collaborative working from all.”

Richard Spurdens, Quality Manager,
Department of Medical Physics, Leeds Teaching Hospitals NHS Trust

Conclusions and Learnings

By adopting a partnership approach with NHS Supply Chain and providing a dedicated working group with the power to make decisions, Leeds Teaching Hospitals NHS Trust, successfully delivered the project with minimal difficulties.

NHS Supply Chain were always on hand and approached the project in a pragmatic way, understanding the needs and requirements completely to ensure the Trust had full confidence in the process. Combining their procurement arm, with NHS Supply Chain's knowledge, insights into routes to market and access to additional savings opportunities, opened up new possibilities.

This provision of information, dialogue across multiple stakeholders and NHS Supply Chain's engagement enabled maximisation of savings through framework volume discounts, the DH Capital Equipment Fund and MTA; alongside the evaluation and delivery of "best fit" equipment. All of which adding value to the Trust, enabling successful project delivery.

Through Leeds Teaching Hospitals NHS Trust sharing their equipment plan data, NHS Supply Chain were able to cross check this with other Trusts nationally, and identify trends and requirements that could be aggregated to achieve additional savings.

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I quickly became aware of the importance of ensuring that the available funds were used in such a way as to benefit patient care and reduce any associated risks due to aging equipment.

I found the whole process to be supportive and collaborative. Clear objectives were set for delivery and the previously agreed processes and levels of communication were of a high standard throughout. It felt very much like a team based approach for assessment, action and service delivery.

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Mathew Armstead, Service Manager, Theatres and Anaesthetics,
Leeds Teaching Hospitals NHS Trust

About Leeds Teaching Hospitals

Leeds Teaching Hospitals is one of the largest NHS Trusts in England, offering a range of both general and specialist Hospitals services, with excellent clinical outcomes for patients. They have an international reputation for excellence in specialist care, research and academic training.

St James's University Hospitals (one of the six Leeds Teaching Hospitals sites) is a major centre for high-tech patient care, teaching and research, and its network of buildings are a landmark visible for miles across the city. It is also one of the leading cancer centres in the England, providing some of the most advanced cancer treatment and care in the world for over 12,500 patients.

About NHS Supply Chain

NHS Supply Chain is a national contract for procurement and logistics and was formed from the NHS Logistics Authority and parts of the NHS Purchasing and Supply Agency (PASA). It is operated by DHL (DHL Supply Chain Limited) and acts as agent to the NHS Business Services Authority (NHSBSA).

Supporting you in reducing your costs on supplies, we have nearly halved the size of the catalogue, down from 600,000 lines to 315,000, helping customers realise £100m cash releasing savings since April 2013. In addition, we can help you plan investment in medical capital equipment such as MRI scanners, linear accelerators and patient monitors.

As part of the extension agreement for NHS Supply Chain we will work closely with the NHSBSA, building on the savings already achieved to deliver £300m cash releasing savings and opportunities for savings highlighted in Lord Carter's interim report: Review of operational efficiency in NHS providers.

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NHS Supply Chain has the skill and flexibility to deliver savings. They are best placed to flex their muscles and have the skills to negotiate MTA deals.

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David Brettle, Head of Medical Physics and Engineering,
Leeds Teaching Hospitals NHS Trust

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*Savings figure calculated from collated information from MTA statistics and DH information

