

Case study – NHS Tayside National Treatment Centre - Apr 2020 to present (Nov 2021)



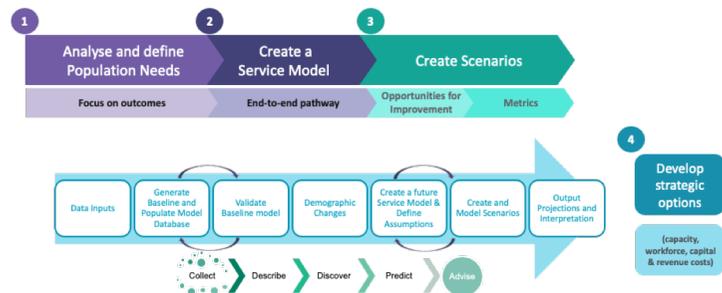
The Challenge:

NHS Tayside is one of 14 territorial Health Boards across Scotland and provides healthcare services for the populations of Angus, Dundee Perth and Kinross and North Fife. We have been working with the Board in reviewing elective care requirements for 11 specialties as part of a national Elective Centre Strategy and Programme specifically established to provide additional capacity for a growing population up to 2035 and infrastructure to meet the needs of an elderly population that will be 25-30% higher than at present.



Our Approach:

As the Board's appointed Healthcare Planner, our role incorporated a full operational review of elective care provision and the development of alternative delivery models to improve the clinical effectiveness and efficiency of the service, reduce waiting times and increase the proportion of care delivered within the NHS Board area. We worked with over 400 stakeholders (including a number of public partners) across a series of almost 70 workshops (all undertaken virtually as a consequence of Covid-19). Throughout the workshops we established an understanding of existing arrangements, identifying changing trends in service need and treatment, assessed future service demand and capacity requirements, establishing a service solution that transformed the delivery model and assessing the level of service and infrastructure investment required to support the proposed changes and deliver the anticipated benefits.



The Outputs produced:

The output of the initial phase of work was:

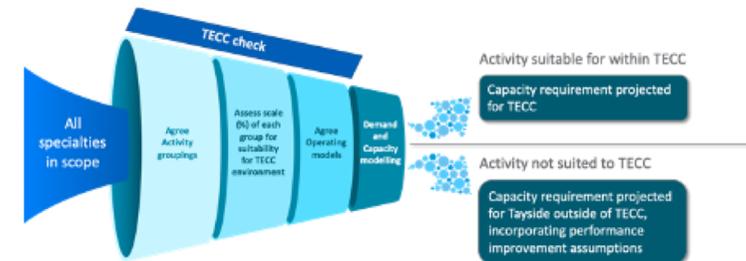
- A clearly defined clinical model endorsed by the clinical community across the specialties within scope;
- A robust set of Clinical Output Specifications; and
- A Schedule of Accommodation.

Subsequent to this we supported the Board in developing key aspects of the Outline Business Case (OBC) through the facilitation of a full non-financial benefits assessment involving a wide range of stakeholders including staff, members of the public and a range of delivery partners. This work encompassed:

- Setting out a long list of delivery options;
- Developing criteria to identify an option short list;
- Developing, ranking and weighting benefit criteria that linked back to the project Investment Objectives;
- Scoring the short listed options against the benefit criteria; and
- Fully documenting the process including drafting of relevant parts of the OBC.

The Outcomes achieved...

The work was underpinned by the development of a scenario planning model which set out the future service requirements needed to support anticipated demand up to 2035. The model focussed on key improvement opportunities including shifting inpatient care to day-case and outpatient treatments and improving theatre throughput and utilisation. As part of our work we considered the role that digital could play in supporting the review and improving the patient and staff experience - looking at such areas as patient initiated check-in and virtual criteria led discharge



"B+A led and delivered a very demanding schedule of over fifty workshops, to inform our Clinical Brief in building an elective care centre. They achieved this in the midst of COVID, using Microsoft TEAMS. The "virtual" approach worked incredibly well, and the way in which the sessions were facilitated using this platform enabled replication of many of the experiences of a traditional face to face approach and even some advantages. Throughout, the Buchan team were utterly dependable, highly informed and hugely professional. Their input to our process has been invaluable."

Dr Michael Forster, Clinical Lead, Tayside Elective Care Centre