

# Case Study

## National Health Service

### Organisational Design & Implementation

#### Background

The National Health Service (NHS) is the umbrella term for the £130bn publicly-funded healthcare systems of the United Kingdom (UK). Clinical commissioning groups (CCGs) are NHS organisations set up by the Health and Social Care Act 2012 to organise the delivery of NHS primary care services in England, replacing the role of the Primary Care Trusts (PCT's).

#### Challenge

- Transitioning the 'SHIP' cluster responsibilities and resources of 4 PCT's (1,600 staff) to 8 newly forming CCG's
- Define & implement governance and working practices for individual CCG's
- Design and agree 'Make, Share, Buy' profile across SHIP cluster
- Ensure CCG's 'fit for purpose' by end of the year

#### Solution

- Defined and agreed the 'end to end' commissioning pathway, identifying key themes and priorities
- Mapped key stakeholder understanding of revised roles, responsibilities, business systems and processes deployed in the delivery of commissioning
- Engaged stakeholders in the change process; being focused on optimised patient outcomes
- Embed process improvement capability within CCG structure.

“(Libra) Collaborative and pragmatic approach delivered practical and highly effective solutions to the complex challenges we faced”

Richard Samuel, CEO - NHS South



#### Results



Lean Organisation structure with highly trained GP board



High performing CCG consortium of 3 local CCG's sharing governance and support services



Integrated Commissioning Solutions aligned to Acute service provision