



Mrs Rose Gallagher

United Kingdom

*The contribution of procurement to a
safe care environment*





The contribution of procurement to a safe care environment

Rose Gallagher, MBE

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Royal College of Nursing

#smallchanges

Small changes, big differences

Clinical supplies – quality, safety and value at the frontline

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NHS Supply Chain



Presentation themes

- Why procurement matters
- The role and value of nursing in procurement decisions
- RCN Small Changes campaign
- Adding broader value

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What is procurement?

Procurement involves a number of processes including the selecting suppliers, organising payment methods, setting strategic criteria , selection of products, negotiation of contracts and purchasing of items.



Quantifying the problem

‘Some trusts are not getting value for money because they are buying many different types of the same product. For example, trusts bought 21 different types of A4 paper, 652 types of medical gloves and 1,751 different cannulas. There is also a large variation between trusts: one bought 13 different types of glove, whilst another bought 177 different types’ *National Audit Office 2011*



The need

Right product, for the right purpose, at the right time for the right cost

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Procurement – risks for NHS

- Variation in product, its use and quality
- Cost – variation and excess ‘additional extras’
- Supply routes and contract management
- Product description/claims inaccurate or misleading
- Safety implications (compatibility, quality)
- Meets required standards
- Sheer scale of NHS needs



The role and value of nursing in procurement decisions – everyday consumables

- Nurses are the largest users of consumables
- Driven by quality and safety not cost
- Clinical experience creates unique knowledge based on patient and nurse need
- Ability to identify and report risks/incidents
- Ability to identify wastage and solutions



RCN Small Changes campaign

RCN Small Changes campaign

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Thinking strategically

- Nursing representation and activity at the national level – defining our need and vision
- Aligning RCN activity with national productivity review (England)
- RCN collaboration with Office for Public Management (OPM) / Burdett Trust on ‘demonstrating value’
- Development of a short life campaign to empower and enable nurses to engage and procure for efficiency and quality

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Shaping Small Changes resources

Building on the RCN contribution to date

- What would be helpful for nurses and midwives now?
- How can we capture the impact of working differently?

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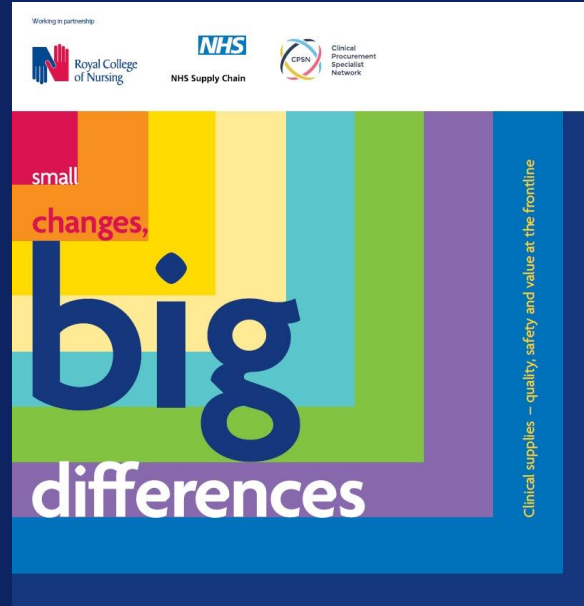


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Key considerations

- The word procurement is not widely recognised within nursing
- We need to engage all roles and seniority within nursing
- This is an issue for all care settings
- Procurement levers should be safety and patient experience, not just cost
- Nursing wants to be part of the solution - Boards need to support nurses to engage and contribute

The first step – capturing experiences



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The value of Nurse leadership

Evidence shows that nursing involvement can be particularly valuable. Their position on the frontline of patient care, using a vast range of clinical products on a daily basis, leaves them uniquely qualified to offer detailed insight on what items do and do not work.

Mandle Sunderland, Chief Nurse, Nottingham University Hospitals NHS Trust and member of NHS Supply Chain's Customer Board

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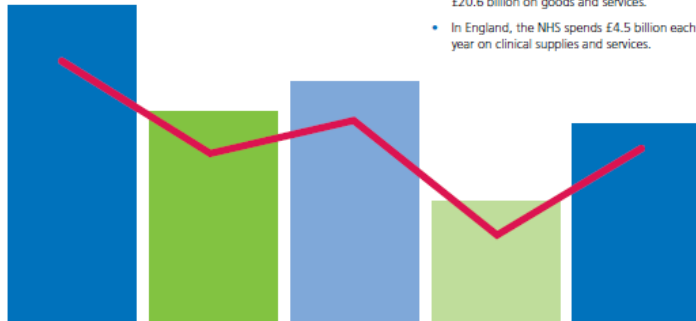
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Developing resources - Hints and tips

Best practice guidelines

What does good practice for efficiency savings look like in the NHS? How can you make sure that your organisation is doing the best it can? Use our checklist to help identify any areas that might need improvement.

- Typically, goods and services account for 30 per cent of an NHS hospital's operating costs (*Better procurement better value better care: a procurement development programme for the NHS*, DH, 2013, available at www.gov.co.uk).
- In 2011, the National Audit Office identified the potential for £500 million in savings by embracing more efficient purchasing within the NHS.
- In 2011-12, NHS trusts in England spent £20.6 billion on goods and services.
- In England, the NHS spends £4.5 billion each year on clinical supplies and services.



Quick wins checklist

When time is stretched, how can you quickly make improvements in your organisation? Here are some simple ideas that can have a big impact.

- Talk with your procurement and supplies team at the beginning of any review process that involves products or equipment.
- Develop a process for introducing new products into your organisation.
- Establish a clinical products review group to standardise practice and reduce variation.
- Encourage all staff to be responsible for managing clinical products in use.
- Make sure your staff know the cost of the products they are using and highlight any waste or inefficiency immediately.
- Share best practice with your neighbouring organisations and learn from each other.
- Work with your national contracting partners to identify new opportunities to review clinical consumables – for example, NHS Supply Chain, NHS Scotland Procurement and Welsh Health Supplies.
- Only order what you need.
- Get to know policies and procedures related to clinical supplies.
- Make sure you use products correctly and as intended.
- Become your team's champion working with the procurement and supplies team to simplify your ordering, storage and utilisation needs.
- Use productive ward or other methodologies to improve how products move around your organisation.
- Use good communication to make sure the introduction of a new product gets off to the right start.
- Get involved in supplier management with your procurement and supplies teams.



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Being practical – how to?

How to engage the nursing workforce on clinical supplies selection

Engaging the nursing workforce to provide input on patient safety, product quality, innovation and value for money helps to influence the diverse range of clinical products available to them for patient care.

A highly functioning health system has clinical and procurement staff working closely together with common goals and patients as the focus.

<ul style="list-style-type: none"> • Patient needs and experience first <p>Positive Impact on patient care</p>	<ul style="list-style-type: none"> • Align clinical goals with procurement work plan <p>Quality and savings</p>	<ul style="list-style-type: none"> • Embed clinical leadership <p>Clinical Input – expert advice</p>	<ul style="list-style-type: none"> • Engage experts for ideas and projects <p>Product review groups</p>
<ul style="list-style-type: none"> • Standardise across the trust for safety <p>Communicate to all</p>	<ul style="list-style-type: none"> • Listen and respond <p>Strong relationships built on trust</p>	<ul style="list-style-type: none"> • Share experiences and ideas <p>Evaluate innovative ideas</p>	<ul style="list-style-type: none"> • Partnership and shared responsibility <p>Respectful of procurement values</p>
<ul style="list-style-type: none"> • Clear processes • Clear roles • Responsibilities <p>Support clinical involvement</p>	<ul style="list-style-type: none"> • Inform • Consult • Involve • Collaborate <p>Empower nurses</p>	<ul style="list-style-type: none"> • Raise awareness of product cost <p>Traffic Light Support System</p>	<ul style="list-style-type: none"> • Small changes <p>Big differences</p>

The benefits



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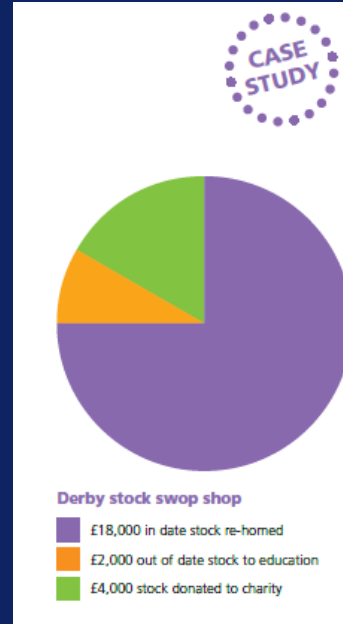
Valuable shared experiences

Continence care

£45,000
was saved between
November 2012 and
March 2013,
with a
projected
annual
saving of
£111,000.



Swap shops



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Working with procurement partners

The Traffic Light Support System for effective clinical product procurement



Think



Consider



Go

With £4.5 billion spent by the NHS each year on clinical supplies, and with constant pressure on budgets, NHS Supply Chain were keen to develop a process by which staff at all levels could be involved in better, more informed decisions around which products to use.

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The value of specialist nurses

How to build a case for a clinical procurement nurse role in your organisation

Liam Horkan, Clinical Procurement Specialist, Colchester Hospital University NHS Foundation Trust.

The delivery of clinical care requires an ever-expanding, diverse range of clinical products and devices for patient care. Many of these products and devices are used widely across organisations and therefore it is essential that where possible they are standardised to reduce clinical risk and improve patient and staff safety.

What is a clinical procurement nurse?

The development of a procurement nurse who can work across clinical teams and support procurement, finance and service management teams has become more common across the UK. The role of the clinical procurement specialist has become increasingly recognised in NHS trusts, collaborative procurement hubs and national procurement organisations.

The role acts as a bridge between clinical activity and the contracting/commercial requirements of a health care organisation. It requires a wide range of clinical experience, the ability to understand complex clinical treatments, and excellent communication and interpersonal skills.

Clinical procurement specialists can come from a range of clinical backgrounds including theatre, critical care, ward managers or other roles that require engagement across all levels of the multidisciplinary team.

What are the benefits of the clinical procurement nurse role?

The role can demonstrate tangible cost benefits along with improved clinical engagement and can provide a clearer link between trust objectives and patient care standards.

Clinical procurement nurse specialists lead nursing and other clinical teams through change management and decision making processes ensuring that quality, safety and value are delivered in procurement project outcomes.

A clinical procurement nurse can use their experience of delivering patient care to enhance procurement knowledge and support patient focus in the contracting and product selection process.

What functions does the role cover?

- Liaison between procurement and clinical teams to agree and control standardised products and devices across an organisation.
- Support and co-ordination of complex clinical procurement exercises where critical appraisal or formal clinical evaluation is required.
- Ensuring that legislative and regulatory health care laws and guidelines associated with medical devices and patient care are considered in the procurement process, communicated correctly across an organisation and included in future planning.
- Develop clinical networks and multidisciplinary input into a clinical products and devices review process through clear protocols, policies and product groups.
- Actively promote research activity to identify new innovations or technologies that can support business case development to improve patient care or outcomes.
- Observe product utilisation in practice, collecting staff feedback, identifying training needs and supporting cost improvement programmes.

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Procurement is part of safe effective care

- A conduit between clinical care delivery and procurement & commercial activity –
 - **‘Speaks the language’**
- Takes the lead on the review of clinical products & becomes the key contact point –
 - **‘Reduces multiple contacts & focus on projects’**
- Supports specialist clinical project groups and facilitates evaluation design, delivery and reporting
 - **‘Gathers the right evidence to make a decision’**
- Responsible for implementation, change management and on-going review
 - **‘Frees up clinical staff time and speeds up implementation’**

Liam Horkan, Clinical Procurement Lead

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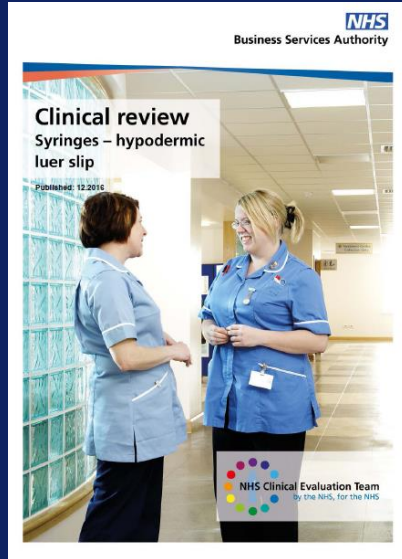
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Defining quality in products we use



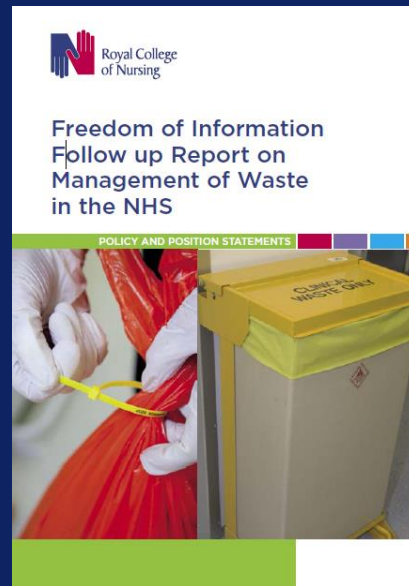
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Adding broader value



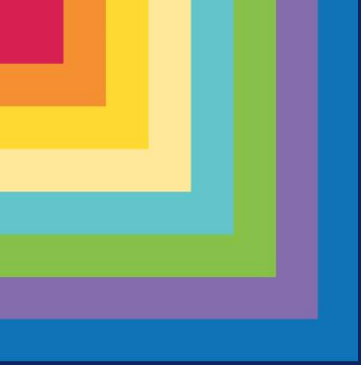
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Thank you
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