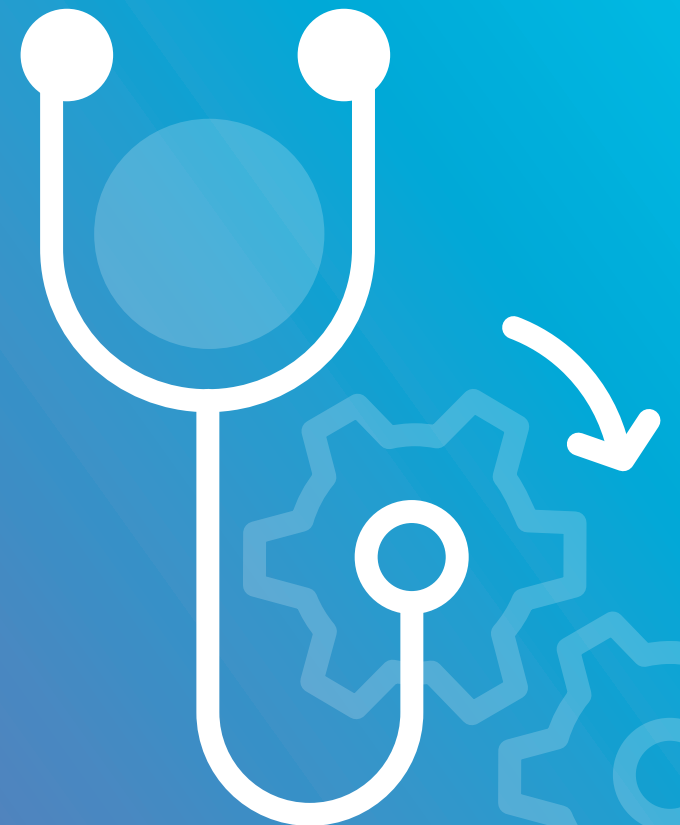




NHS efficiency map

A tool that promotes best practice in identifying, delivering and monitoring cost improvement programmes (CIPs) and quality, innovation, production and prevention (QIPP) schemes in the NHS

Updated December 2019



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Introduction

The HFMA and NHS England and NHS Improvement have worked in partnership to update and revise the NHS efficiency map. The map is a tool that promotes best practice in identifying, delivering and monitoring cost improvement programmes (CIPs) and quality, innovation, production and prevention (QIPP) schemes in the NHS.

NHS organisations continue to work hard delivering savings through improving efficiency and reducing waste. The *NHS long-term plan*¹, published in January 2019, includes a clear aim of achieving the greatest possible value out of every pound of taxpayer’s investment. Building on the foundations of NHS England’s *Five-year forward view*², productivity growth and reducing unjustified variation in performance remain key components of how the NHS intends to improve care for patients over the next 10 years.

Alongside this, Lord Carter’s operational and productivity reviews identified potential savings in every area of hospital³, ambulance⁴, and mental health and community⁵ service delivery. As recommended by Lord Carter, these can be delivered through better staff job planning and rostering, strong leadership and collaboration across the system and effective use of tools and digital technology.

Implementing Lord Carter’s recommendations is a priority that NHS Improvement is helping providers to deliver, and was backed by NHS England through its 2017 10-point efficiency plan⁶. It is unsurprising, therefore, that reducing unwarranted variation is

identified as a core responsibility of integrated care systems in the *NHS long-term plan*. The continued national focus on improving efficiency and productivity will mean taking local action to deliver savings remains a priority for all NHS organisations. Aimed at finance directors and their teams and other NHS staff with an interest in the delivery of CIPs, the purpose of the *NHS efficiency map* is to highlight existing resources and best practice on eliminating waste, increasing efficiency and at the same time improving quality and safety.

The map is split into three sections: enablers for efficiency, service efficiency and system efficiency. The map highlights the successes of some NHS organisations in delivering specific efficiency schemes and provides signposts to existing tools and reference materials. It also includes updated definitions for different types of efficiency. This map will be updated as new tools and case studies are produced.

In addition to the *NHS efficiency map*, the HFMA also produces an *NHS corporate governance map*⁷, bringing together the key guidance and models to support effective corporate governance within the NHS.

1 www.england.nhs.uk/long-term-plan/

2 www.england.nhs.uk/publication/nhs-five-year-forward-view/

3 www.gov.uk/government/publications/productivity-in-nhs-hospitals

4 improvement.nhs.uk/about-us/corporate-publications/publications/lord-carters-review-unwarranted-variation-nhs-ambulance-trusts/

5 improvement.nhs.uk/about-us/corporate-publications/publications/lord-carters-review-unwarranted-variations-mental-health-and-community-health-services/

6 www.england.nhs.uk/five-year-forward-view/next-steps-on-the-nhs-five-year-forward-view/funding-and-efficiency/

7 www.hfma.org.uk/docs/default-source/publications/Briefings/nhs-corporate-governance-map.pdf?sfvrsn=0

Explanation of terms

Cost savings can be measured using different methodologies. NHS trusts and NHS foundation trusts have previously measured CIP savings on a different basis, but NHS England and NHS Improvement now define cost savings using the former Trust Development Authority's method, namely by including revenue generation as a saving and using total expenditure as the denominator, rather than total controllable operating costs. We have produced clear definitions for the following different types of efficiency improvement.

Cost reduction means providing a service at the same or better quality for a lower unit cost, through new ways of working that eliminate excess costs. The costs that are reduced could be ongoing or future pay or non-pay expenditure. A simple example is the use of a different orthopaedic prosthesis offering the same or improved clinical quality for a lower unit cost. Cost reduction savings are typically savings that are cash-releasing. Cash can be released on a recurrent, ongoing basis (if, for instance, staff costs are reduced) or a one-off, non-recurrent basis. They differ from non-cash-releasing savings, which result in more activity or services for the same cost or for an additional contribution.

Cost avoidance is a type of cost reduction but refers specifically to eliminating or preventing future costs arising. Cost avoidance measures may involve some expenditure but at a lower level than the expected future costs to be avoided. They may typically not formally be part of the CIP programme but instead avoid future cost pressures. Examples are the avoidance of using locum doctors by making substantive appointments, reducing (non-budgeted) premium pay spend, or increased use in the future of nursing bank staff to avoid higher cost agency premium pay.

Income generation This applies to non-NHS contract funding schemes that provide a contribution to an NHS body that can be used for improving health services. Examples include charging for certain patient services or facilities such as a private room and television or telephone. NHS bodies can also enter into commercial ventures with private companies to generate income from specific services. The Department of Health provides further details⁵. Income generation schemes are typically cash generating schemes as opposed to cash-releasing cost reduction schemes.

Service productivity improvements These schemes aim to improve patient care by changing the way services are delivered so that productivity is increased and financial benefits can be delivered. Service productivity improvements often involve joint working between clinical, operational and finance staff, sometimes across different organisations, to develop new ways of working. Improving service quality and safety are the main priority with the intention of identifying ongoing, recurrent efficiency savings and productivity gains through delivering services in the best way. These schemes can make cost savings or can generate an additional contribution.

Enablers for efficiency

The first section of the map focuses on good management at all levels of an organisation, from boards to service teams. Organisations need to be well-led at board level so that the right decisions can be made about prioritising and developing savings plans, using the best evidence and by working across the whole organisation or in partnership with others in the local system.

Service managers must also have the right tools to help them plan properly, collect the right data for benchmarking and monitoring performance and make sure savings plans are delivered by team members.

Underpinning any savings programme should be a system of robust internal control that allows managers to report and monitor performance with confidence and take assurance that new systems and processes are operating as planned. Using digital technology is an increasingly important part of delivering services in new ways to improve productivity and is covered in this section.

Enablers for efficiency

Improvement area	Case study	Links to tools	Further reading
<p>1. Board capability and governance Appropriate board capability and structures are a key requisite for sustainability. This area links to tools to help boards benchmark their skills and review where there are capacity gaps</p>	<p>Click here for a case study from NHS Leadership Academy of 32 GP surgeries in South Worcestershire and their board development work with South Worcestershire Healthcare</p>	<p>NHS Institute board development tool This challenges boards to consider how they operate as a corporate entity</p> <p>NHS Improvement: Developmental reviews of leadership and governance using the well-led framework Sets out how providers should carry out developmental reviews of their leadership and governance using the CQC well-led framework</p>	<p>NHS Leadership Academy: The healthy NHS board Report outlining principles for good governance</p> <p>Audit Commission: Taking it on trust Report looking at how NHS boards gain assurance about the effectiveness of the internal control environment</p> <p>NHS Improvement: Single oversight framework Provides the framework used for overseeing trusts, setting out how individual provider support needs are identified</p> <p>NHS Improvement: Making the case for quality improvement 10 lessons for NHS leaders seeking to embed quality improvement in their work</p> <p>NHS Improvement: Use of resources assessments Information on the CQC/ NHS Improvement use of resources assessments on how effectively and efficiently trusts are using their resources</p> <p>HFMA E-learning module: NHS Governance This module provides a helpful overview of what governance is, why it is important and how it has evolved</p>

Enablers for efficiency

Improvement area	Case study	Links to tools	Further reading
<p>2. Management capability The right management structures and engagement are key to delivering service improvements and cost savings</p>	<p>Click here for a case study on one trust's approach to engaging staff with the efficiency agenda</p>	<p>Monitor: Service-line management Service-line management (SLM) is a combination of management and business planning techniques designed to improve the way healthcare is delivered</p> <p>NHS Institute quality and service improvement tools Gives an overview of performance management and other tools you can use in conjunction with it</p> <p>NHS England: Planning, assuring and delivering service change for patients A good practice guide for commissioners on the NHS England assurance process for major service changes and reconfigurations</p> <p>NHS IQ project and performance management One of the eight components of the NHS IQ Change Model</p> <p>HFMA NHS operating games A game-changer for NHS finance, this training tool transforms clinicians' and non-clinicians' interactions in their daily decision-making by increasing their financial awareness through game play</p>	<p>NHS National Institute for Health research: How do they manage? A qualitative study of the realities of middle and front-line management work in healthcare</p> <p>King's Fund: Future of leadership and management Report summarising the work of the King's Fund 2010 commission set up to investigate and report on management and leadership in the NHS</p> <p>NHS Improvement: Engineering better care Report describing a 'systems approach' for improvement designed collaboratively between engineers, clinicians and managers</p> <p>NHS Improvement: Leading improvement An introduction to what leadership is and its importance in increasing quality and patient/service user experience at lower cost</p> <p>HFMA Academy A range of qualifications to assist both finance and non-finance professionals through their NHS career path</p>

Enablers for efficiency

Improvement area	Case study	Links to tools	Further reading
<p>2. Management capability (continued) The right management structures and engagement are key to delivering service improvements and cost savings</p>		<p>NHS Improvement: Leading improvement framework A model setting out the knowledge, skills and capabilities that leaders need to achieve relevant and sustainable improvements</p> <p>NHS Improvement: Embedding quality improvement skills Guides for NHS organisations seeking to begin or build on their improvement capacity and capability</p>	<p>HFMA Coaching and mentoring Further support in developing individual skill sets</p>

Enablers for efficiency

Improvement area	Case study	Links to tools	Further reading
<p>3. Best practice CIP management Good approaches to managing, recording and tracking are key. This area looks specifically at best practice cost improvement programmes (CIPs)</p>	<p>Click here for a case study on one trust's approach to CIP management</p>	<p>NHS Improvement: Reducing expenditure on NHS agency staff Guidance for trusts on agency spending controls</p> <p>NHS Improvement: NICE savings and productivity collection A suite of resources from NICE that will help identify cost savings and improve productivity</p> <p>NHS Improvement: 10 ways for NHS providers to find savings and make cost improvements A number of opportunities to help trusts deliver in-year savings, improve their finances and meet their control totals</p>	<p>Audit Commission and Monitor: Delivering sustainable CIPs Guidance on the use of programme management offices (to help plan, identify and deliver CIPs and to successfully manage the overall CIP programme)</p> <p>HFMA E-learning module: NHS cost improvement programmes – how quality can be improved or maintained while saving money This module provides an introduction to cost improvement programmes in the NHS</p> <p>King's Fund: Approaches to better value Learning and insight from three NHS hospital trusts that have developed organisation-wide strategies for value improvement</p>

Enablers for efficiency

Improvement area	Case study	Links to tools	Further reading
<p>4. Controls and reporting Robust baseline provision of information and the control environment are important. This area highlights the resources available to help organisations review their key controls</p>		<p>NHS England: Data services for commissioners – conformed specifications Guidance on developing conformed data sets</p> <p>Future-Focused Finance: What a difference 1 day makes Case study on improving monthly financial reporting</p> <p>NHS Improvement: Using costing information to support better outcomes A suite of resources and outputs from patient level information systems and reference cost collections to support trusts in the use of cost data</p> <p>NHS Improvement: Tools for using costing data Tools to analyse patient level costing data and reference costs in order to improve efficiency</p> <p>NHS Improvement: Model Hospital Accessible to all NHS providers to identify opportunities and track progress against delivery</p>	<p>Audit Commission: Figures you can trust Briefing on data quality in the NHS</p> <p>King’s Fund: Service-line management Report on how SLM can improve productivity</p> <p>HFMA E-learning module: NHS costing – how understanding cost helps to deliver high quality services This module provides all the need to know basics about costing in the NHS</p> <p>HFMA: Exploring the role of the NHS finance business partner A report examining what it takes to be a business partner, and how they can help improve operational performance</p>

new

Enablers for efficiency




Improvement area	Case study	Links to tools	Further reading
<p>5. System leadership Delivery of system efficiency requires good external leadership and governance. Toolkits are available to help organisations plan and develop strategies more effectively</p>	<p>Click here to access how Suffolk CCGs transformed contractual incentives (case study 9 on the NHS England financial resilience support site*)</p> <p>Click here to access how West Kent CCG and Maidstone and Tunbridge Wells NHS Trust adopted a new aligned incentive contract (case study 48 on the NHS England financial resilience support site)</p> <p>Click here for a case study on an approach to an aligned incentive contract</p>	<p>NHS Improvement: Developing local system strategy Guide to help system leaders tackle the challenges of developing strategy across their local health systems</p> <p>NHS England: Effective service change toolkit Aims to give an overview of the support and guidance available to local organisations as they seek to progress service change</p>	<p>King's Fund: System leadership resources Website describing leadership programmes and other assistance</p> <p>King's Fund: The practice of system leadership Case studies of 10 senior leaders</p> <p>HFMA: System leadership in the NHS Considers practical steps finance directors can take to improve system leadership</p> <p>NHS England: Leading large scale change A guide to leading large scale change through complex health and social care environments</p> <p>new HFMA: How do you support effective system decision-making? A report that highlights key challenges, experiences and top tips in system decision-making</p>

* For further instructions on how to view these case studies, please turn to page 37

Enablers for efficiency

Improvement area	Case study	Links to tools	Further reading
<p>6. Digital maturity Organisation and system-wide digital agenda will assist efficiency, integration and self-care. Many organisations do not make best use of digital technology to support service change. This area highlights resources to help organisations improve the way they use technology to increase productivity</p>	<p>Click here for a case study on one trust's approach to developing an online service</p> <p>Click here to access how Surrey Downs CCG introduced a tele-dermatology service to support GPs in the management of skin lesions (case study 49 on the NHS England financial resilience support site)</p> <p>Click here to see how seven CCGs within the West Midlands area worked collaboratively to provide a voice over internet protocol telephony service to improve patient access to services (case study 55 on the NHS England financial resilience support site)</p>	<p>NHS England: Digital maturity assessment Measures the extent to which healthcare services in England are supported by the effective use of digital technology</p>	<p>NHS England: Digital transformation Webpage of resources</p> <p>Department of Health: Review of IT in the NHS Review will look at ways to improve NHS IT, including electronic health records, to achieve a paper-free health and care system by 2020</p> <p>NHS England: Technology enabled care services Resource for commissioners to help maximise the value of technology-enabled care services for patients, carers, commissioners and the health economy</p> <p>NHS Improvement: Digitalisation Section 8 of the series <i>Valued care in mental health: improving for excellence</i>, focusing on digital development for mental health services</p>

Enablers for efficiency

Improvement area	Case study	Links to tools	Further reading
<p>6. Digital maturity (continued) Organisation and system-wide digital agenda will assist efficiency, integration and self-care. Many organisations do not make best use of digital technology to support service change. This area highlights resources to help organisations improve the way they use technology to increase productivity</p>	<p> Click here for more than 20 CQC case studies illustrating developments in digitally enabled care</p> <p> Click here for a case study on how one trust is aiming to adopt digital technologies to improve service efficiency</p>		<p> Nuffield Trust: Achieving a digital NHS: Lessons for national policy from the acute sector A report investigating how national policy for digitisation is working from the perspective of acute trusts</p> <p> HFMA: Driving digital transformation in the NHS A briefing explaining enabling technologies and how to approach digital transformation</p> <p> NHSX website Outlining the digital transformation of health and social care</p>

Service efficiency

This section focuses on the efficiency and productivity improvements NHS organisations can make across their services. It provides links to tools, where available, and to background reading, with detail around the types of savings that can be expected.

The section covers all aspects of workforce cost savings, as pay costs are the largest area of a provider organisation's expenditure. Topics include managing staff absence, using mobile technology to improve staff productivity and approaches to clinical staffing to maintain service quality and patient safety. This section includes material about the flow of patients within and between various healthcare settings.

Provider organisations also make use of a range of support services – both clinical and back-office – and this section includes tools to help organisations make decisions about the best way to deliver those services.

Finally, in addition to cost savings and cost avoidance, this section covers income generation opportunities.

Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>7. Optimal use of workforce Getting skill mix right, managing staff absences, using technology to support mobile working and creating new roles are all methods to help improve productivity. There are several tools available to help managers optimise workforce planning</p>		<p>NHS Employers: Guidelines on managing sickness absence Steps to create healthy workplaces and minimise absence</p> <p>NHS Wales: Sickness absence management toolkit Resources to help minimise absence</p> <p>NHS Digital: Mobile technology investment toolkit Resources to support QIPP, from the former Health and Social Care Information Centre</p>	<p>NHS Employers: Sickness absence Online resource library</p> <p>National Quality Board: Supporting NHS providers to deliver the right staff, with the right skills, in the right place at the right time Report into safe, sustainable and productive staffing, produced in order to support local decision-making</p>

Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>8. Clinical workforce</p> <p>Good job planning, rostering and approaches to specialising can enable workforce productivity improvements. There are several tools available to help managers optimise clinical workforce planning</p>	<p>Click here for a case study on two trusts' approach to enhanced nursing</p> <p> Click here for more than 20 CQC case studies highlighting a flexible approach to staffing</p>	<p>NHS HEE West Midlands: Safe staffing tools mental health and learning disability Evidence-based tool to inform staffing</p> <p>Shelford Group: Safer nursing care tool One method used to assist chief nurses to determine optimal nurse staffing levels</p> <p>NHS Improvement: Staff workload tracker tool (elective care) Tool allowing staff groups to track key areas of their activity and time spent on each in a week</p> <p>Skills for Health Resources: Six steps methodology to integrated workforce planning A practical approach to planning that ensures you have a workforce of the right size with the right skills and competences</p> <p>NHS Improvement: Making effective use of staff banks Toolkit to help trusts maximise the use of staff banks and reduce agency spend</p>	<p>NHS HEE: Workforce planning resources Workforce minimum data set return</p> <p>NHS Employers: Medical workforce resources Information on medical workforce planning</p> <p>NHS Improvement: Allied health professionals job planning, a best practice guide Advice for trusts to ensure their job planning for allied health professionals is consistent with best practice</p> <p>King's Fund: Workforce planning in the NHS What is happening in the NHS workforce in mental health, GPs and community nursing</p> <p>NAO: Managing the supply of NHS clinical staff in England The NAO found that a more coordinated and proactive approach to managing the supply of staff could result in efficiencies for the NHS</p> <p>NHS Improvement: Clinical staff shortages Analysis of the causes and extent of current clinical staff shortages in acute hospitals, focusing on adult nurses and consultants</p>


Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>8. Clinical workforce (continued) Good job planning, rostering and approaches to specialising can enable workforce productivity improvements. There are several tools available to help managers optimise clinical workforce planning</p>		<p>NHS Improvement: Safe, sustainable and productive staffing in urgent and emergency care Resource to help providers implement safe staffing levels in urgent and emergency care settings</p> <p>NHS Improvement: Safe staffing risk assessment tool A tool for nursing and onsite/capacity teams to support decision-making and risk assessment process when staffing moves are clinically necessary</p> <p>NHS Improvement: Establishment Genie NICE-endorsed workforce planning tool, supporting healthcare providers to review, compare, remodel and report on their staffing care levels and costs</p> <p>NHS Improvement: Model Hospital Accessible to all NHS providers, the tool includes a series of doctors, nurses and allied health professionals metrics so trusts can compare themselves with their peers and identify areas for improvement</p>	<p>NHS Employers/BMA: A guide to consultant job planning Framework for the consultant job planning process</p> <p>NHS Improvement: A good practice guide to nursing and midwifery e-rostering Developed following a review of the rostering practices of the 32 trusts that took part in the Carter review programme</p> <p>NHS Improvement: Retaining clinical staff Best practice in staff retention</p> <p>NHS Improvement: Consultant job planning A best practice guide to help medical directors and consultants ensure consultants have appropriate job plans in place</p> <p>NHS Employers: Good rostering guide A guide setting out ways in which good rostering practice can be used to develop rotas</p> <p>NHS Improvement: Safe, sustainable and productive staffing Improvement resource for the deployment of nursing associates in secondary care</p>

Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>8. Clinical workforce (continued) Good job planning, rostering and approaches to specialising can enable workforce productivity improvements. There are several tools available to help managers optimise clinical workforce planning</p>		<p>NHS Improvement: Reducing expenditure on NHS agency staff: rules and price caps A suite of information and tools to support NHS providers to reduce their agency staff bills and encourage workers back into substantive and bank roles</p> <p>NHS Improvement: Improving staff retention A collection of practical resources to help NHS organisations to improve staff retention</p>	

Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>9. Clinical support services The Carter review suggests savings can be found by redesigning clinical support services. Collaborative working will enable pathology, radiology and pharmacy improvements</p>	<p>Click here to access how North East Essex CCG identified £1.4m of savings through GP practice-based pharmacist prescribing reviews (case study 11 on the NHS England financial resilience support site)</p> <p>Click here to access how Suffolk CCG redesigned its community equipment service (case study 38 on the NHS England financial resilience support site)</p> <p>Click here to access how Wandsworth CCG delivered £500,000 of savings through its pathology improvement programme (case study 41 on the NHS England financial resilience support site)</p> <p>Click here for a case study on one trust's approach to pharmacy support</p> <p> Click here for a webinar on driving down the costs of clinical correspondence</p>	<p>NHS England: Commissioning for effective service transformation This guide will help commissioners of health and care services to commission for service transformation</p> <p>NHS England: Effective service change toolkit Toolkit aims to provide an overview of the support and guidance available to local organisations as they seek to progress service change</p> <p>NHS Improvement: Pathology networks toolkit Tools and guides for developing high-quality good-value pathology services</p> <p>NHS Improvement: Model Hospital Accessible to all NHS providers, the tool includes a series of clinical support services metrics so trusts can compare themselves with their peers and identify areas for potential improvement</p>	<p>NHS England: Commissioning support services Advice on whether to make, share or buy</p> <p>NHS Improvement: Commissioning framework for biological medicines Equips commissioners with a collaborative approach to commission biological medicines, including biosimilars</p>

Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>10. Clinical quality and efficiency (Getting It Right First Time programme, GIRFT)</p> <p>This area looks at improvements to the quality of patient outcomes by identifying unwarranted variations in the way services are delivered</p>	<p>Click here for a case study on one trust's approach to redesigning mental health services</p> <p>Click here to access how the multi-agency atrial fibrillation advance programme aims to save £19m over three years across five STPs and 19 CCGs in the East Midlands (case study 22 on the NHS England financial resilience support site)</p> <p>Click here to access how Corby CCG increased the detection rate of hypertension, identifying a potential saving of £600,000 over three years (case study 23 on the NHS England financial resilience support site)</p> <p>Click here to access how North West Surrey CCG achieved an annual saving of £3.2m through its integrated musculoskeletal service (case study 47 on the NHS England financial resilience support site)</p>	<p>Getting It Right First Time programme</p> <p>A clinically led programme implementing recommendations locally and nationally across 35 clinical specialities to reduce unwarranted variation, improve the quality of patient outcomes and deliver productivity improvements and efficiencies</p>	<p>Click below for GIRFT national specialty reports on:</p> <ul style="list-style-type: none"> • Orthopaedic surgery • General surgery • Vascular surgery • Cardiothoracic surgery • Cranial neurosurgery • Urology • Oral and maxillofacial • Spinal services • Ear, nose and throat surgery <p>The reports include specific recommendations for improvements in the delivery of each clinical area.</p> <p>new Advice packs have also been published for Emergency Care and Leadership</p> <p>Care Quality Commission: Quality improvements in hospital trusts</p> <p>Highlighting trusts experiences of adopting and embedding quality improvement in their organisations</p>

Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>11. Procurement</p> <p>The Carter report makes recommendations about reducing unwarranted variation in prices, products and processes to deliver savings. This area looks at improved category management, collaboration and the GS1 standard</p>	<p>Click here for a case study on one trust's procurement strategy</p> <p>Click here for a case study on saving printing costs</p> <p>Click here for a case study on one trust's approach to managing blood</p> <p>Click here for a case study on eprocurement</p> <p>Click here for a case study on an ambulance trust's approach to fuel procurement</p>	<p>Department of Health: NHS procurement standards Standards for assessing NHS procurement performance</p> <p>GS1 UK website GS1 works with healthcare providers and suppliers to provide improved patient safety and greater regulatory compliance, and to drive operational efficiencies</p> <p>GS1 UK academy Offers training, webinars and e-learning</p> <p>NHS Improvement: Procurement league table An assessment of the relative performance of procurement departments in non-specialist NHS acute providers, highlighting opportunities for improvement</p> <p>London Procurement Partnership benchmarking service Benchmarking and analytics service</p>	<p>Department of Health: NHS eProcurement strategy This document follows on from <i>Better procurement, better value, better care</i> (Department of Health and NHS England, August 2013), which included a commitment to publish an NHS eProcurement strategy and mandate the use of GS1 product coding standards</p> <p>NHS Supply Chain: Nationally contracted products programme Purchases everyday hospital consumables on behalf of the whole NHS</p> <p>NHS Supply Chain: SCCL Information outlining the recent changes and planned savings in national NHS procurement</p>



Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>12. Estates</p> <p>The Carter report makes recommendations about reducing unwarranted variation in the management of NHS estates and the use of non-clinical space. NHS England and NHS Improvement have produced resources to help organisations manage their estates more efficiently</p>		<p>NHS Improvement: Model Hospital Accessible to all NHS providers, the tool includes a series of Estates and Facilities metrics so trusts can compare themselves with their peers and identify areas for potential improvement</p> <p>NHS Premises Assurance Model (NHS PAM) A management tool that provides NHS organisations with a way of assessing how safely and efficiently they run their estate and facilities services</p> <p>Strategic Health Asset Planning and Evaluation (SHAPE) An online application that supports the strategic planning of services and physical assets across a whole health economy</p>	<p>NHS Providers: Carter review briefing note Lord Carter's review of acute trusts' operational productivity: on the day briefing</p> <p>King's Fund: Time to think differently How the NHS estate could help to improve efficiency, move more care out of hospitals and exploit new technologies</p> <p>Sustainable development unit: NHS carbon reduction strategy The strategy shows the scale of reduction in carbon required for the NHS to meet its legal targets set out in the <i>Climate Change Act</i></p> <p>Naylor review: government response The government's response to Sir Robert Naylor's review of NHS property and estates</p> <p>Complete list of NHS estates related guidance Guidance covering all areas of NHS estates and facilities</p>




Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>13. Corporate services The Carter report makes recommendations about reducing unwarranted variation in the costs and quality in delivering corporate services</p>	<p>NHS Shared Business Services: Case studies Real-life examples of how NHS SBS has worked with organisations to implement the best solutions, including case studies in finance, employment services, procurement and also across multiple services</p>	<p>NHS Improvement: Model Hospital Accessible to all NHS providers, the tool includes a series of corporate services metrics so trusts can compare themselves with their peers and identify areas for potential improvement. The Model Hospital also includes a number of datasets from NHS Benchmarking</p>	<p>NHS Benchmarking Network Benchmarking Network provides core services to its subscribing members plus bespoke projects</p>

Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>14. Productive series</p> <p>The Productive Series, from the NHS Institute for Innovation and Improvement, is a good source of material applying lean methods to operational areas</p>	<p>Click here for a case study on a trust's approach to theatre management</p> <p>Click here for how Wolverhampton CCG has avoided inappropriate outpatient visits by implementing a clinical assessment service for gastroenterology (case study 37 on the NHS England financial resilience support site)</p> <p>Click here for a case study on a trust's approach to theatre reporting and utilisation</p> <p> Click here for a webinar on using AI to improve theatre use</p> <p> Click here for a case study on driving forward efficiency programmes using costing data</p>	<p>NHS Institute for Innovation and Improvement Productive Series Series supports NHS teams to redesign and streamline the way they manage and work, covering a range of topics</p> <p>Future-Focused Finance: Best possible value As part of the FFF programme, this workstream provides practical tools and resources to support NHS finance business partners and NHS organisations in delivering the best possible value for patients and the public</p>	<p>NHS England: Sustainable Improvement Team The SI Team (formerly NHS Improving Quality) is the driving force for improvement across the NHS</p> <p>Monitor: Improving productivity in elective care Gives support for NHS providers to improve productivity in elective care</p>

Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>15. The Model Hospital</p> <p>The Model Hospital is a digital information service designed to help NHS providers improve their productivity and efficiency. Providers are able to explore their comparative productivity, quality and responsiveness data, to identify opportunities to improve</p>		<p> NHS Improvement: Model Hospital/ Ambulance/Mental Health/Community Health The range of model provider tools are accessible to anyone who works for an NHS provider. Register through the landing page</p> <p> NHS Improvement: Carter efficiency guidance A tool to help identify recurrent CIP opportunities</p> <p> NHS Improvement: Efficiency plan development support pack 2019/20 Supporting trusts to translate the Model Hospital into productivity plans targeting cost efficiency</p>	<p>Carter report: Final report on operational productivity in English acute hospitals The Model Hospital forms part of the final Carter review report</p> <p>NHS Improvement: Lord Carter's review into unwarranted variations in mental health and community health services Helping mental health and community trusts understand what good looks like, as well as what improvements could be made to deliver good-quality, better-value services for their patients</p> <p>NHS Improvement: Lord Carter's review into unwarranted variation in NHS ambulance trusts Identifying unwarranted variation in the delivery of ambulance services</p>

Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>16. Patient flow</p> <p>How patients flow through NHS organisations has a dramatic impact on their efficiency. This area looks at ways of improving the flow of patients in order to maximise efficiency and deliver desirable outcomes</p>	<p>Click here for an NHS Improvement case study on whole system patient flow</p> <p>Click here to access how West Norfolk CCG has streamlined its CHC assessment process, saving almost £1m in one year (case study 01 on the NHS England financial resilience support site)</p> <p>Click here to access how North East Essex CCG has implemented a telecoms solution offering GPs immediate access to local specialty consultants, reducing referrals by 74% in the targeted specialties (case study 05 on the NHS England financial resilience support site)</p>	<p>NHS Improvement: Red2Green improvement tool A tool to support wards to reduce the number of ‘red days’ in favour of value-adding ‘green days’</p> <p>NHS Improvement: Emergency flow improvement tool Data visualisation tool giving NHS providers extensive information on patient flow through their emergency departments and beyond</p> <p>NHS Improvement: Delayed transfer of care improvement tool A tool to enable trusts, CCGs and local authorities to understand where delayed transfers of care exist in their area or system</p> <p>NHS Improvement: Quality, service improvement and redesign tools by stage of the patient pathway Suite of improvement tools relevant to each part of the patient pathway</p> <p>NHS Improvement: Mental health acute flow improvement tool Data visualisation tool that gives providers of NHS mental health services and stakeholders extensive information on flow through the adult acute inpatient pathway and case study</p>	<p>NHS Improvement: A guide to developing criteria-led discharge A guide including the rationale, approaches and principles in developing criteria-led discharge, and a review of related studies</p> <p>NHS Improvement: Flow in providers of community health services A report to help improve flow into and out of community health services</p> <p>NHS Improvement: Elective care guide How best to manage and deliver referral to treatment pathways and standards</p> <p>NHS Improvement: Rapid improvement guide: the SAFER patient flow bundle Practical guide to reducing delays for adult inpatients</p> <p>Nuffield Trust: Understanding patient flow in hospitals Briefing looking at why the 95% ED target has become more difficult to achieve and what can be done about it</p> <p>NHS Improvement: Allied health professionals supporting patient flow – a quick guide How NHS emergency care, in particular patient flow through the health and care system, benefits from allied health professionals (AHPs)</p>

Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>16. Patient flow (continued) How patients flow through NHS organisations has a dramatic impact on their efficiency. This area looks at ways of improving the flow of patients in order to maximise efficiency and deliver desirable outcomes</p>	<p>Click here to access how Coventry and Rugby CCG has introduced a referral and triage service streamlining patient pathways and reducing clinical variation (case study 08 on the NHS England financial resilience support site)</p> <p>Click here to access how a number of South East London CCGs reduced ophthalmology referrals by 25% through delivering a community minor eye conditions scheme (case study 43 on the NHS England financial resilience support site)</p> <p> Click here for a case study focusing on the benefits of criteria-led discharge from NHS Improvement</p>		<p>Health Foundation: The impact of integrated care teams on hospital use in North East Hampshire and Farnham Report examining the early effects on hospital use of introducing multidisciplinary integrated care teams (ICTs) in North East Hampshire and Farnham</p> <p>NHS Improvement: Guide to reducing long hospital stays Practical steps and tactics to support the NHS, and partners to use an optimal approach to managing hospital length of stay</p>

Service efficiency

Improvement area	Case study	Links to tools	Further reading
<p>17. Non-NHS income</p> <p>In addition to reducing and avoiding costs, NHS organisations can develop revenue generation schemes. This area covers overseas visitors and migrants cost recovery and other commercial income</p>		<p>NHS England: Overseas visitor cost recovery guidance Interim guidance for implementing risk share arrangements between providers and commissioners for chargeable overseas visitors</p>	<p>Department of Health and Social Care: NHS visitor and migrant cost recovery programme Summary of changes made to the way the NHS charges overseas visitors for NHS hospital care</p> <p>Department of Health: Income generation Guidance gives information and advice about income generation in the NHS</p> <p>NHS Identity: Commercial income guidance Further guidance on the NHS brand</p> <p>Department of Health and Social Care: NHS visitor and migrant cost recovery programme A range of resources to help recover the cost of healthcare where appropriate</p>

System efficiency

The final section of the map looks at how organisations can work together within their local or regional health system to deliver care in the most appropriate way to improve service quality, patient safety and patient satisfaction while achieving cost savings.

These savings require organisations to work in partnership with other providers, commissioners or local government bodies to redesign services using data to identify where improvements can be made and to benchmark existing services against best practice.

System efficiency

Improvement area	Case study	Links to tools	Further reading
<p>18. Urgent and emergency care The Keogh Review made recommendations about urgent and emergency care. Redesigning urgent and emergency care services could improve patient care and reduce costs</p>	<p>Click here for one trust's approach to palliative care, which has improved the quality of services and reduced emergency admissions</p> <p>Click here to access how Ipswich and Suffolk CCG improved patient access to GPs and reduced growth of A&E and non-elective activity by introducing urgent appointment only hubs (case study 17 on the NHS England financial resilience support site)</p> <p>Click here to access how Rushcliffe CCG introduced community care technicians to improve links to community services and GPs and reduce conveyances to hospital settings (case study 29 on the NHS England financial resilience support site)</p>	<p>RCGP: Urgent and emergency care toolkit Clinical audit toolkit, applicable across a wide range of urgent and emergency care situations, and one which supports the implementation of a system of routine clinical audit along all urgent care pathways</p> <p>NHS Improvement: Emergency department (ED) patient safety checklist Resource to support providers to maintain patient safety and reduce overcrowding in emergency departments</p> <p>NHS England: Clinical streaming principles Principles for clinical streaming in A&E departments to support local planning and decision-making to achieve comprehensive front-door clinical streaming service</p> <p>NHS Improvement: Improving patient flow through urgent and emergency care A collection of practical resources to help health and social care systems achieve the ambitions related to urgent and emergency care in <i>Next steps on the NHS five-year forward view</i></p>	<p>King's Fund: Transforming our health care system summary Developing an integrated approach to urgent and emergency care, involving hospitals, community, primary and ambulance services via joint service planning and sharing clinical information</p> <p>NHS England: Transforming urgent and emergency care services in England Safer, faster, better: good practice in delivering urgent and emergency care. A guide for local health and social care communities</p> <p>NHS England: Quick guides: transforming urgent and emergency care services in England Practical tips, case studies and links to useful documents that can be used to implement solutions to commonly experienced issues</p>

System efficiency

Improvement area	Case study	Links to tools	Further reading
<p>18. Urgent and emergency care (continued)</p> <p>The Keogh Review made recommendations about urgent and emergency care. Redesigning urgent and emergency care services could improve patient care and reduce costs</p>	<p>Click here to access how Luton CCG implemented a range of interventions to reduce demand on its emergency department (case study 32 on the NHS England financial resilience support site)</p> <p>Click here to access how North Staffordshire and Stoke on Trent CCGs redesigned their paediatric urgent care pathway (case study 35 on the NHS England financial resilience support site)</p> <p>Click here to access case studies from both ECIP (emergency care improvement programme) and non-ECIP systems</p>		<p>Health Foundation: Redesigning urgent and emergency care in Northumberland Report considering the early impact of changes to urgent and emergency care services in Northumberland following the opening of the country's first bespoke emergency hospital in 2015</p> <p>National Audit Office: Reducing emergency admissions The report examines progress that the Department, NHS England, NHS Improvement and other stakeholders are making in reducing the impact of emergency admissions on acute hospitals</p>

System efficiency


Improvement area	Case study	Links to tools	Further reading
<p>19. Chronic disease and frailty</p> <p>Patients with chronic diseases and frailty account for much NHS spending. More outreach and monitoring models for high-risk patients are needed to avoid preventable crises and hospital attendances. Highlights the available resources</p>	<p>Click here to access how Solihull Together has developed a frailty and advice support team to support patients in the community wherever possible to reduce avoidable hospital admissions (case study 19 on the NHS England financial resilience support site)</p> <p>Click here to access how Harrow CCG worked with an end-of-life service provider to design and deliver a service supporting patients to die at home or in their usual place of residence (case study 39 on the NHS England financial resilience support site)</p> <p>Click here to access how Tower Hamlets CCG delivered annual savings in excess of £3m through an integrated model of care (case study 42 on the NHS England financial resilience support site)</p>	<p>Johns Hopkins: Diagnosing frail patients Online tool eliminates guesswork from diagnosing frail patients</p> <p>NHS England: Toolkit for general practice in supporting older people with frailty Achieving the requirements of the unplanned admissions enhanced service (2014)</p> <p>Department of Health and Social Care: Pressure ulcers: productivity calculator This tool will help NHS organisations understand the productivity issues and cost associated with pressure ulcers</p> <p>NHS England: End of life care commissioning toolkit A toolkit for health and social care professionals</p>	<p>NHS England: Safe, compassionate care for frail older people Practical guidance for commissioners, providers and nursing, medical and allied health professional leaders</p>

System efficiency

Improvement area	Case study	Links to tools	Further reading
<p>20. Integration with social care Working with social care providers can improve patient care and result in significant cost savings. Key areas to focus on in this area include delayed transfers of care and the need to better integrate health and social care provision</p>	<p>Click here to access how one CCG improved patient outcomes and achieved earlier discharges through commissioning a hospice to provide domiciliary fast track services (case study 4 on the NHS England financial resilience support site)</p> <p>Click here to access Walsall CCG's proactive and holistic care home model enabling a reduction in acute admissions from nursing homes, saving £742,000 over a 12-month period (case study 10 on the NHS England financial resilience support site)</p>	<p>NHS Clinical Commissioners: Health and care integration Toolkit to help local health and care leaders move further and faster on achieving their vision of integration</p> <p>LGA/ADASS/NHS England: Integrated care value case toolkit Toolkit should enable health and wellbeing boards and local partners to understand the evidence and impact of different integrated care models on service users, as well as the associated impact on activity and cost to different parts of the health and care system</p>	<p>Department of Health: health and social care integration policies What the government is doing about health and social care integration</p> <p>Monitor: Delivering better integrated care Summary of what delivering better integrated care means</p> <p>Nuffield Trust: What is integrated care? Research report investigates what is meant by integrated care and explores the concepts that underpin it</p> <p>Skills for care: Workforce integration Supporting you to make the change to integrated care delivery</p> <p>HFMA E-learning module: Integrated healthcare – how services can be improved by putting the patient at the centre This module provides an introduction to the concepts behind integrated healthcare and how they are applied across the UK</p> <p>CIPFA: The practicalities of integration Report looking at the problems and solutions to effective integration and the potential efficiencies that can be achieved</p>

new

System efficiency

Improvement area	Case study	Links to tools	Further reading
<p>20. Integration with social care (continued)</p> <p>Working with social care providers can improve patient care and result in significant cost savings. Key areas to focus on in this area include delayed transfers of care and the need to better integrate health and social care provision</p>			<p> CIPFA and HFMA: Guidance for chief financial officers working across health and local government Considers the implications for a CFO working a dual arrangement</p> <p>King's Fund: A year of integrated care systems: reviewing the journey so far Report outlining the developments and lessons to be taken from the first wave of ICSs</p> <p>National Audit Office: Developing new care models through NHS vanguards This report examines whether the NHS is well placed to get value for money from its investment in developing new care models through vanguards</p> <p>Health Foundation: The impact of providing enhanced support for Sutton Homes of Care residents Examining the effect of the vanguard on hospital use for new residents who moved into one of 28 Sutton care homes between January 2016 and April 2017</p> <p>Health Foundation: The impact of providing enhanced support for care home residents in Rushcliffe This briefing looks at the impact of a package of enhanced support for older people living in care homes</p>

System efficiency

Improvement area	Case study	Links to tools	Further reading
<p>21. NHS RightCare</p> <p>NHS RightCare is also working alongside NHS England and NHS Improvement's Getting It Right First Time programme and the Elective Care Transformation programme to support system efficiency</p>	<p>Click here to access how two CCGs reduced non-elective admissions through additional community support for high-risk COPD patients (case study 34 on the NHS England financial resilience support site)</p>	<p>NHS RightCare: CCG where to look packs and CCG and STP focus packs Comprehensive data packs to support CCGs, STPs and ICSs</p> <p>NHS RightCare: Intelligence tools and support A range of support products and tools for health economies to use the RightCare Intelligence</p> <p>NHS RightCare pathways A set of resources to support local health economies to concentrate their improvement efforts on where there is greatest opportunity to address variation and improve population health</p>	<p>NHS RightCare: Casebooks Best practice examples from local health economies using the RightCare approach for implementation by other organisations</p> <p>NHS Institute: Measurement for quality and cost Library of case study examples</p> <p>NHS RightCare: Long term condition scenarios Resources that highlight potential improvement opportunities through fictitious but representative patient stories developed with experts in these areas</p>

System efficiency

Improvement area	Case study	Links to tools	Further reading
<p>22. Prevention and self-care Prevention and self-care approaches are examples of cost avoidance, where patients can avoid hospital admissions, for instance. The sustainability and transformation plan process will identify gaps in prevention services and where patients can be more involved in their own care</p>		<p>Monitor: Strategy development: a toolkit for NHS providers A toolkit to help all NHS providers develop clear strategies</p> <p>NHS Improvement: In it together: developing your local system strategy Summary of workshops on strategy development</p> <p>Department of Health: Self-care toolkit Information booklet offering handy tips and skills to support you along the way to managing your health and condition</p> <p>Nesta: Realising the value Tools and resources that enable people to take an active role in their own health and care</p> <p>Royal College of General Practitioners: Collaborative care and support planning toolkit A collection of relevant tools and information for implementing collaborative care and support planning</p>	<p>NHS England: Integrated care Background to integrated care systems and models</p> <p>HFMA: Emerging approaches, developing STP governance arrangements Explores the emerging governance arrangements to support STPs</p> <p>NHS England: Personalised health and care framework Set of resources on integrated personal commissioning and personal health budgets</p> <p>NHS England: Involving people in their own care Statutory guidance for CCGs and NHS England</p> <p>Royal College of General Practitioners: Stepping forward Commissioning principles for collaborative care and support planning</p> <p>NHS England: Personalised care and support planning handbook Introduction to personalised care and support planning, including links to practical guidance and case studies</p> <p>HFMA: How it works – personal health budgets and integrated personal budgets Personal health budgets from the finance department’s perspective and will be of interest to anyone involved in the development of personalised care approaches</p> <p>CIPFA and Public Health England: Evaluating preventative investments Framework for evaluating preventative investment across organisations, with a focus on sustainability</p>

System efficiency

Improvement area	Links to tools
<p>23. NHS financial resilience support site</p> <p>A shared site where systems can access and share good practice, lessons learned and successful case study material</p>	<p>The NHS Efficiency map includes a number of case studies that can be found in NHS England's financial resilience support site – which acts as the 'go to' place for CCGs to access a range of helpful information. In addition to a number of guidance documents and best practice materials, the site contains a library of more than 90 case studies and is designed to be a supportive commissioning-based tool to help CCGs and their health communities learn from good practice, other people's successes and lessons learned, to assist in the delivery of maximum efficiency and savings.</p> <p>The site is also accessible to provider organisations in the interest of enabling enhanced system working.</p> <p>To access the SharePoint site, please email the following details to the Financial Resilience Team at england.finance-resilience@nhs.net</p> <ul style="list-style-type: none"> • Full name • Job title • Organisation • Region • nhs.net email address • Telephone number <p>During the last quarter, the site has been updated to include 26 new case studies, including six specifically focusing on continuing healthcare, and a new section of implementation guides designed to help regions deliver at-scale system-wide efficiencies.</p>



About NHS Improvement

NHS Improvement is responsible for overseeing NHS foundation trusts, NHS trusts and independent providers. We offer the support NHS trusts and NHS foundation trusts need to give patients consistently safe, high-quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

NHS Improvement is the operational name for the organisation that brings together Monitor, NHS Trust Development Authority, Patient Safety, the National Reporting and Learning System, the Advancing Change team and the Intensive Support teams.

About NHS England

NHS England leads the National Health Service (NHS) in England. We set the priorities and direction of the NHS and encourage and inform the national debate to improve health and care. We want everyone to have greater control of their health and their wellbeing, and to be supported to live longer, healthier lives by high quality health and care services that are compassionate, inclusive and constantly-improving.

NHS England shares out more than £100 billion in funds and holds organisations to account for spending this money effectively for patients and efficiently for the tax payer.

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About the HFMA

The Healthcare Financial Management Association (HFMA) is the professional body for finance staff working in healthcare. For 70 years it has provided independent support and guidance to its members and the wider healthcare community.

It is a charitable organisation that promotes the highest professional standards and innovation in financial management and governance across the UK health economy through its local and national networks. The association analyses and responds to national policy and aims to exert influence in shaping the healthcare agenda. It also works with other organisations with shared aims in order to promote financial management and governance approaches that really are 'fit for purpose' and effective.

The HFMA is the biggest provider of healthcare finance and business education and training in the UK. It offers a range of qualifications in healthcare business and finance at undergraduate and postgraduate level and can provide a route to an MBA in healthcare finance. The association is also an accredited provider of continuing professional development, delivered through a range of events, e-learning and training. In 2019 the HFMA was approved as a main training provider on the Register of Apprenticeship Training Providers and will be offering and developing a range of apprenticeships aimed at healthcare staff from 2020.

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