

CASE STUDY

FROM CONTRACT CHANGE TO A SUCCESSFUL TRANSFER OF SERVICE



SUMMARY

For several years, King’s College Hospital NHS Foundation Trust, has outsourced its Outpatient Pharmacy at the Denmark Hill site, which processes A&E and outpatient prescriptions of circa 165,900 items per year. At peak times the dispensary, which operates seven days a week all year round, sees around 500 patients a day. Following a contract change, KFM was commissioned to deliver the service and managed a successful transfer ensuring a positive outcome for staff and the Trust.

Transfer of service – meeting the challenge

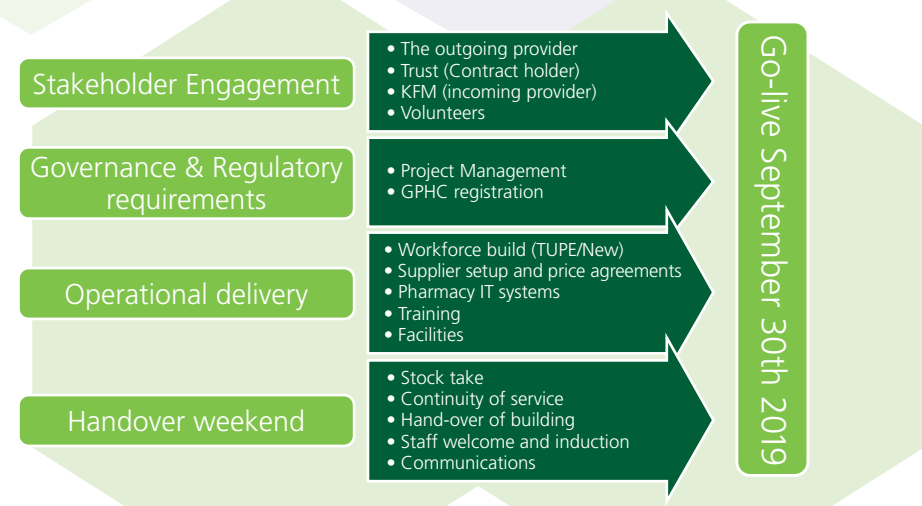
The challenge was to gain the trust of the staff from the outgoing provider, helping them to see KFM as a progressive organisation that was willing to work with them to improve the patient experience.

KFM had to transition the Outpatient Pharmacy service from the outgoing provider in six months, to meet a deadline of the end of September 2019. It had to complete the service transition in the same location with minimal disruption to the service and patients.

KFM also had to mitigate the risks associated with TUPE transfer and recruit to the required headcount. At the same time, it needed to build partnerships with the outgoing provider and the Trust as the client.

Putting project management and partnerships at the heart of the solution

Project management and partnership working was at the heart of delivering the service transition smoothly and on time. KFM’s approach had four key workstreams (see below).



Making stakeholder engagement the key to success

A strong multi-disciplinary project team was brought together with representation from KFM, the Trust and the outgoing provider providing the required level of oversight and project management. The key stakeholders identified from each party were as below:

KFM	Trust	Outgoing provider
Director of Managed Services (SRO) *	Chief Financial Officer (Project Sponsor)	Healthcare Operations Manager
Superintendent Pharmacist *	Chief Pharmacist (SRO)	Healthcare Development Manager
HR Business Partner *	Deputy Chief Pharmacist *	National Mobilisation & Third Party Process Improvement Manager
Director of Business Development *	Pharmacist (Project Lead) *	National Mobilisation Partner and Responsible Person
Project Manager *	Contracts Manager *	
	Pharmacy IT lead *	
	Pharmacy Procurement lead *	

The Volunteers Team from Kings College Hospital were used during the transition weekend to direct patients to the temporary Outpatient Pharmacy.

Working together to meet governance and regulatory requirements

KFM started the project six months before the date of transfer and set up a monthly steering group between KFM and the Trust, chaired by the Trust project sponsor. The steering group provided

updates on the progress of the project, agreed key decisions and gave support in resolving issues raised by the project group.

A fortnightly project group consisting of KFM and Trust staff (shown by *) met to progress delivery of the project. The

meeting was action and task orientated so that the delivery of the project did not slip. A transition group meeting including the outgoing provider, the Trust and KFM, met every fortnight, chaired by the Trust contracts manager, with a focus on the end of September handover weekend. Weekly KFM huddles ensured KFM actions were progressed on time and any agreed issues were escalated to the project group.

All meetings reviewed the project plan and the risk register to anticipate and mitigate risks associated with the transfer of service.

Operational delivery

KFM appointed a Superintendent Pharmacist to lead on the development of the service and meet regulatory requirements such as General Pharmaceutical Council registration and National Pharmacy Association membership. The job specification and



interviewing of a suitable candidate was undertaken jointly by the Trust and KFM. KFM and the Trust worked jointly on the staffing model required to deliver the operational hours of the service. Obtaining the best outcome for the transfer of staff from the outgoing provider was a significant part of the project which required collaborative working between the outgoing provider and KFM.

A series of communication and consultation exercises took place between the outgoing provider and their employees initially, and thereafter between KFM and potential employees, to explain the TUPE process and to provide an induction to KFM. The theme of the communications stressed that KFM was excited to be taking on the Outpatient Pharmacy to improve the patient experience. KFM reassured the staff that it would be involving them in any improvements, empowering them to make that happen as they were best placed to know what would work. KFM also engaged in one to one meetings with transferring staff where requested.

At the end of September, 14 out of 16 permanent staff transferred to KFM, from the start of the TUPE consultation process. The positive staff experience meant they were engaged with KFM to provide stability in the pharmacy service, which ensured minimal disruption to patients.

KFM continually monitored the shortfall in staff and undertook recruitment to ensure the staffing model could be

delivered. KFM recruited 10 new joiners to coincide with the commencement of the service provision. In addition KFM was able to secure the outgoing provider's locum staff as permanent staff, offering greater security to the service and staff.

KFM worked with the Trust Pharmacy Procurement Lead to identify suppliers that KFM would need to set up, as well as agreeing contracts to procure drugs at NHS prices.

KFM commissioned the Trust to set up and maintain the Ascribe system that is used to prescribe and dispense medicines. The Trust worked with EMIS (supplier of the Ascribe system) to develop a new module for KFM and, before go-live, populated the system with drug lines and relevant prices.

All newly recruited staff received full induction, mandatory training, pharmacy

systems and processes training prior to go-live. All TUPED staff received their full induction, mandatory and refresher training on pharmacy systems and processes within one month of go-live, in order to ensure that the premises were fit for purpose from the end of September 2019.

KFM worked with the Trust to deliver the IT requirement (e.g. network points for PCs and printers, fire and security alarms, including CCTV and controlled access to the premises). The outgoing provider supported KFM and the Trust to deliver this during working hours and in advance of the handover weekend.

Collaboration was central to a seamless handover

A detailed plan for the handover weekend was agreed by the Transition group to minimise disruption of service.



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I'm the Pharmacy Manager and transferred, so there has been a lot of new learning for everyone but this had been the fastest turnaround in terms of mobilisation in comparison to previous experience.

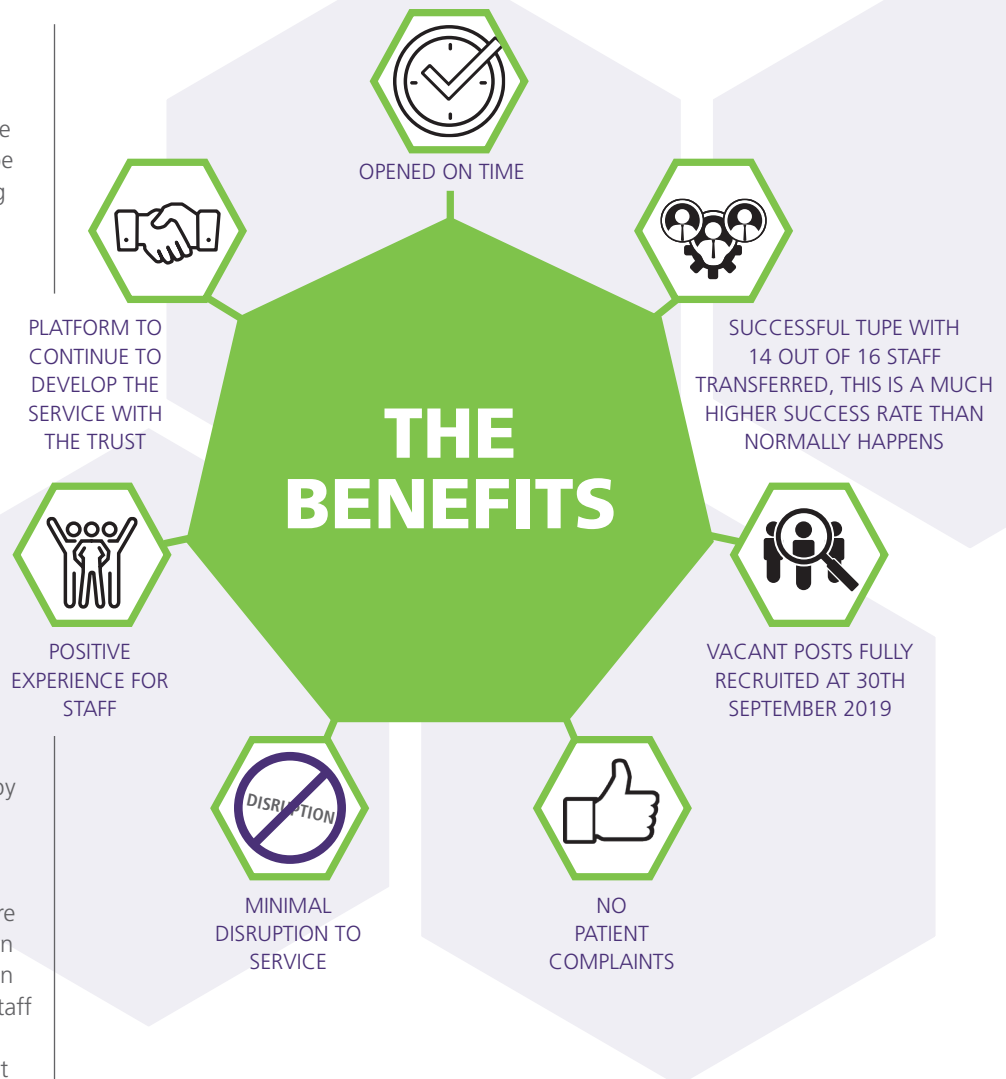
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Salma Aziz, Pharmacy Manager

This involved agreeing a temporary location within the Trust for patients to collect dispensed medicines during the weekend before go-live, so that the stock to be transferred to KFM could be counted and valued as well as allowing time for KFM to set-up for go-live.

The stock count was completed and validated on Saturday September 28th before go-live with staff working in pairs; newly recruited KFM staff/Trust Pharmacists and outgoing provider staff. On the same day, after the stock count, existing staff and newly recruited KFM staff were brought together for a welcome introduction to KFM by the Managing Director and Director of Managed Services. Staff were also provided with their ID badges, username and password login to KFM systems along with induction packs. Lunch and snacks were also provided on the day to keep staff happy and motivated.

On Sunday 29th before go-live, the project team worked together to ensure all PCs and printers were operational. In addition, the premises had a deep clean and were left securely ready for KFM staff to open the pharmacy on September 30th 2019. KFM also installed a patient experience tool 'Happy or Not?' to collect a baseline on patient experience and to support the improvement for patients in the service going forward. KFM, the Trust and the outgoing provider worked



collaboratively to agree key messages to patients, Trust clinicians and the public, before, during and after the service transfer.

The CEO & CFO of the Trust visited the pharmacy on the first day of opening to meet the staff and demonstrate how important this initiative was to the Trust.



TESTIMONIALS

• The transition has been very successful as a result of many people's work over a six-month period but particularly over the transfer weekend. On the first day of the Outpatient Pharmacy opening, I was really pleased to see the KFM and KCH teams working so well with the existing team that came over. As transitions go it feels as smooth as one could hope for, with minimal disruption to service.

Lorcan Woods, Chief Financial Officer, Kings College Hospital

• The strong collaboration between the Trust, the outgoing provider and KFM was exceptional and it was evident when I went to visit the Outpatient Pharmacy after the service transfer weekend. The transition was seamless and they were able to continue providing an excellent service for our patients.

Clive Kay, Chief Executive, Kings College Hospital