Join the revolution
Commercial partnerships with Yeovil Hospital
Yeovil Hospital NHS Foundation Trust provides care for approximately 185,000 people across South Somerset, North and West Dorset and parts of Mendip.

At Yeovil we’re proud to be redefining the shape of the local health and care system, through our innovative plans already in place; from the Complex Care Hub and our Enhanced Primary Care to the creation of Symphony Healthcare Services now actively working to bring together acute and primary care.

In addition, the exciting vision of developing a truly integrated health system in South Somerset, through the formation of a joint venture organisation with our Primary Care, Social Care and Community Health colleagues is coming to fruition as we collectively work together to take on an Outcomes Based Contract in 2017.

Our hospital has 350 beds, and a private patients’ wing, the Kingston Wing. We provide a range of clinical services, including: general medicine, cardiology, general surgery, orthopaedic surgery, trauma and paediatrics. With an emphasis on enhanced recovery - we help people to recover as quickly as possible so they can return home.

Each year, we see around 20,000 emergency admissions, 3,500 elective admissions, and 18,000 day cases. More than 50,000 people attend our accident and emergency department each year, our maternity department delivers nearly 2,000 babies annually and our intensive care unit looks after many hundreds of people.

"Proud to be doing things differently."
The Trust’s plans to develop a more collaborative, joined-up NHS in South Somerset – known as the Symphony Programme – received a major boost in March 2015 when the area was given Vanguard status by NHS England. This funding has allowed the commencement of new models of healthcare delivery in the region, and seen the closer working relationships between Yeovil Hospital, local GPs, Somerset Clinical Commissioning Group and Somerset County Council.

The Symphony Programme aims to make planning, managing and providing care for the population more effective and efficient than ever before.

At the heart of the partnership’s aspirations is closer working between health and care professionals, regardless of which organisation they work for.

Services will be managed by a new entity to take on responsibility for one the UK’s first whole population outcomes based contracts for a 10 year period.

The joint collaboration between primary, acute, community and social care, which will see local health leaders working together to decide how resources are used and deployed. Staff will share expertise, resources and information to provide easier, swifter access to the right care, helping avoid unnecessary admissions to hospital.

Somerset’s older population is already significantly higher than the national average, placing a greater demand upon services. Local research indicates that 50 per cent of NHS resources are used to care for just four per cent of the local population, so by working together, networks of services can be designed which support patients with complex conditions in a more proactive and beneficial way.

Being chosen as a Vanguard site means Yeovil Hospital and partners are among just 29 projects in the country which are leading the way in the development of a more effective, more collaborative, and more patient-centred NHS, as described in the NHS Five Year Forward View, published by NHS England last year.

As a Vanguard site, the Symphony partners were also able to bid for funds to help them implement their plans and were successful in achieving £4.9m from a national ‘transformation’ fund. This funding will be used in a number of ways, including further developing the care model for those with multiple, complex conditions, and helping to fund the expert support which is essential to such wide-scale and important change. The creation of Symphony Healthcare Services, in conjunction with our primary care colleagues, is now allowing true integration of GP practices locally, with some practices already integrated with SHS, and others in the pipeline.

**Future plans**

**The Vanguards were being asked to ‘radically redesign the way they provide care and create distinctive solutions to shared challenges’, which the whole of the NHS will be able to learn from.**

Simon Stevens,
Chief Executive of NHS England

"High quality care for all, now and for future generations."
Our Commercial Strategy revolves around a 5 point plan that focuses on driving a contribution for reinvestment in our hospital and the healthcare community:

- Maximise profit for reinvestment from existing revenue streams
- Develop new incremental non-clinical revenue streams
- Align customer engagement with consumer behaviour
- Improve the environment and customer experience
- Commercialise the business model and partnership engagement

Whilst patient safety and the care we provide to our customers will always be our number one priority, at Yeovil we are cognisant that we need to evolve our business model to deliver care in the appropriate setting and at the same time make the service more economically sustainable.

To achieve both, we are widely exploring best practice from around the world to deploy in Somerset, this extends to best practice from outside our sector. Aligning the NHS service and customer engagement with consumer behaviour will naturally drive relevant care and more efficient ways of delivery.

At Yeovil we are not hampered by legacy ways of working, do not feel constrained by traditional processes and with the national support we are receiving we recognise that this moment in time, provides as a massive opportunity to pioneer a radical change to the face of UK healthcare.

Our aim is to be the UK leader in delivering new models of care. We are willing to allow partners to come on the journey with us, but in return we expect to jointly benefit from the short term efficiencies and longer term opportunities driven by a pioneer first to market advantage.

Over the next few pages we share a few examples of some of the commercial relationships we already have in place, and the variety of commercial structures we are willing to work within.

Core to getting as far as we have, and critical in enabling the change to become a reality, is the team that is being built at Yeovil.

At a senior level the team of Directors consist of a mix of private sector and NHS experience. Commercial and financial experience from rail, airline, leisure and accounting, along with a non-executive body that also has a wealth of retail, HR and finance experience.

Our Commercialising the model

yeovilhospital.co.uk

yeovilhospital.co.uk
Case study 1

Business efficiency and future opportunity

3 years ago Yeovil, Musgrove Park Hospital at Taunton and IPP, an independent pathology and diagnostics company, came together to create a joint venture newco called Southwest Pathology Services. Most hospitals did, and still do manage their own pathology tests in house, but IPP provided a service in their bespoke pathology lab in Taunton that saw 90% of Yeovil and Taunton tests moving out of the hospital at a more efficient cost to each Trust. As shareholders in SPS not only does each Trust benefit from any returns made, but more importantly have also created a vehicle that is now actively seeking new business in the South West to both primary and secondary care organisations.

“Our partnership with Yeovil and Taunton hospitals has already transformed delivery of pathology services, improving the quality and speed of patient results.”

Stuart Quin PhD, MBA, FIBMS

Case study 2

Customer self-management

As we redesign healthcare it is clear that greater provision needs to be made for patients to be able to self-manage and monitor themselves, for both the comfort of the patient, but also to alleviate the strains placed in capacity within acute environments. Part of this change has seen a partnership with uMotif a small tech startup business who have designed a self-management tool to be used by patients after leaving hospital. This allows reporting of feelings daily on a simple tablet or phone accessed App, with information entered seen on a near live basis by clinicians, who are therefore able to monitor and assess needs remotely. The agreement with uMotif saw a low level investment into 5 Apps, shared learning and development with our medical teams and patients, and with Yeovil incentivised to sell and promote uMotif in return for commission on future sales.

“As an innovative SME, we’ve found it enormously useful and helpful to work with the excellent team at Yeovil. The whole organisation has an impressive, and infectious, ‘can do, will do’ attitude to working with their partners.”

Bruce Hellman, uMotif

yeovilhospital.co.uk
The NHS has been a laggard in moving with consumer behaviour. In every other walk of life people self-manage their engagement with organisations increasingly online at a time that suits them – banking and settling bills, booking flights, ordering groceries and taking out a mortgage are all now online. In the NHS there remains a reliance on archaic postal and face to face communications.

The appointment of DrDoctor will propel forward Yeovil’s move to online booking. The goal is for online and text based booking of outpatient appointments to be the default, with the eradication of letter correspondence.

Already the impact of basic DrDoctor functionality with its text reminder service has reduced DNA rates well below the national averages, and they continue to decline. The roll out of the full online booking platform in 2016 will not only be an alignment with consumers, but provide significant efficiencies for the Trust.

Case study 3

Online bookings and management

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Yeovil Hospital are a unique NHS partner. Their focus on a first class, patient centred experience differentiates them from other NHS providers. As part of that, they’re leading the way in digital access. That means getting things done and demonstrating real on the ground improvements as well as thought leadership.

As a commercial partner this gives an unrivalled partnership opportunity, to work together, solve the most important NHS problems and shape the next 20 years of healthcare.

Rinesh Amin – Co-Founder DrDoctor
A great team culture has been built at Yeovil, with people who are brave enough to challenge process, and visionary enough to work with best practice partners to shape the future.

Andrew Chadwick-Jones
Oliver Wyman

Our future plans are by no means purely our own work. Working closely with two other key partners has propelled our plans and vision forward at a pace.

Oliver Wyman Consultants, experts in health globally have been invaluable in helping to shape and clearly demonstrate financial return from our new models of care. Their extensive network has enabled Yeovil to see at first hand best practice from around the world in order to create the right solution for our future. With a team of project managers, modelling analysts and senior executives based as part of the team at Yeovil the collaboration has been a true partnership.

Equally important has been our relationship with our legal partners Bevan Brittan. Being at the forefront of the innovation curve means breaking new ground, and huge complexity as we attempt to bring various parts of the health and care community together. Bevan Brittan’s team have also seen rapid procurement progress across a range of other non-clinical areas such as our Estates Partner award, with lots more in the pipeline.

La Manga Club is the ‘go to’ destination for leading European professional sports teams, golfers, families and sun-lovers looking for a holiday that blends relaxation with an active break. The five-star resort boasts a plethora of accommodation and private residential homes, along with some of Europe’s finest golf courses, football, cricket and tennis facilities. Its world class Tennis Centre is regularly used by many of Europe’s leading coaches, players and English Lawn Tennis Association.

Hospitals are a key part of a community, and it’s a privilege for the resort to be able to give people in and around Yeovil the opportunity to experience one of the world’s top sports and leisure destinations.

Brendan Dwyer, Commercial and Resort Marketing Director, La Manga Club
Best practice from around the world

Learnings from the US shows that over 80% of day case activity is carried out in bespoke day case buildings outside of acute hospitals. Allowing high turnover of simple treatments in carefully designed environments that make for more efficient standardised surgery, and faster, more pleasant experience for patients.

Yeovil in late 2015 set out to find an Elective Care partner that could help to drive efficiencies from our day case operations. Following interest from UK and US organisations, ASI were appointed in June 2016 as Yeovil’s Elective Care Partner. ASI are the international arm of Amsurg, the US’s largest operator of day case facilities. Together Yeovil Hospital and ASI have formed a new joint venture called Daycase UK.

Short term focus will be on driving an improved day case service in the hospital, with the mid-term goal of building a new specialist day case building that will house key day case activity – freeing up space in the acute environment, whilst providing a platform to service the wider health economy.

“We are extremely excited to work with an innovative, forward looking Trust like YDH. Bringing together the strengths of the two organisations, we will deliver a world class day case surgery model solving a number of the challenges faced by healthcare systems around the world.”

Kelvin Donald - Chief Operating Officer ASI

Case study 6
Accountable Care Organisations and Outcomes Based Commissioned models are new to the UK, so it is exciting to be breaking new ground with the forward thinking team at Yeovil, and transforming the dynamics of healthcare delivery.

Simon Chipperfield
Optum Chief Growth Officer EMEA

Case study 7
Global partners make a difference
As YDH, Symphony Healthcare Services and our health community partners move towards an outcomes based contract in April 2017, the creation of an Accountable Care Organisation (ACO) is core to its effective delivery. The ACO model born in the US market is new to the UK, and as such we have partnered with globally experienced Optum who are guiding our journey into this new world. The partnership initially for a 9 month period is helping to plan, design and communicate the way the ACO’s will work, and critically financially model the value of managing a budget for the whole population of Somerset over a 10 year contract period. The work of Optum has now developed into supporting other peers in the locality and the CCG to ensure the UK’s first whole population OBC works for commissioners and providers alike.
At the end of 2013, Yeovil District Hospital (YDH) began a process to identify a Strategic Estates Partner (SEP) to provide an intelligent estates strategy function to assist the Trust with estates rationalisation; capital programme planning, financing, procurement and construction project management; and also strategic transformation planning; procurement and contract management of FM and Facility Support Services. As with most Trusts, YDH own and manage its estate, but lack the skills to ensure its use is maximised in both the short term, but also for the future longevity of the organisation.

This selection process was concluded in November 2014 when Interserve Prime (IP), formed through a coming together of two property and planning experts in Interserve and Prime, was confirmed as the Trust’s new SEP and a new joint venture was established to deliver a number of important schemes. The name adopted by the Joint Venture is Yeovil Estates Partnership (YEP).

With its JV partner in place, the Trust, together with IP, is well underway in implementing the masterplan, with the expertise provided by specialists allowing smart decisions and rapid progress on projects that would have otherwise possibly not got out of the ground. The construction of a new multi-storey car park is one of the major enabling projects, but other key estate developments including our acquisition of GP practices, design and planning of a new Career College, Special Baby Unit, new Ward capacity and location and build of a new Systemised Surgery facility are all happening a pace.

Case study 8

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Work with us

We want to hear your ideas for delivering better healthcare in partnership with us. For more information or to set-up a meeting please contact the commercial team: commercial@ydh.nhs.uk