

Health and Social Care Portfolio

All staff members have operated at senior management level within Health and Social Care organisations and have achieved recognised professional accreditations or qualifications in specialist areas, combined with significant operational experience of deploying those skills.

Health and Social Care Topic	Specialist Expertise
Whole system approaches	Integrating health and social care; strategic plans; planning change; the role of public health in planning; commissioning and contracting for quality and efficiency; financial modelling of change programmes; engagement of users, carers, staff and stakeholders.
Strengthening primary and community care	Developing care closer to home; reducing dependence on hospitals; decommissioning institutions (e.g. learning disability, residential care, mental health) in favour of community based solutions; specialisation in General Practice, practice management and systems.
Hospital management	The roles of doctors and nurses in management; management structures and processes.
Leadership development	The role of boards and senior teams; developing clinical champions and leaders; leading teams of professionals and clinicians.
Finance	Identification of current costs in providing services; financial modelling the effects of service change and integration; good practice in health and social care accounting.
Professional development	Workforce development; career planning for doctors, nurses and managers.
Governance, risk management and safety	Senior management of health and social care organisations; board structures and processes; transparency and accountability; capturing and using the views of patients, carers and the public; managing clinical safety; protection of vulnerable children and adults; communication with the public; managing the relationship between public and private sector organisations.
Care of older people	Design and management of older people's services e.g. residential care homes; community based health and social care support for older people; managing dementia in the community and specialist units.
Service provision	Active recovery services for drug users.


What our clients say about us

- *“Agencia ensured we delivered an excellent response to a major piece of work at very short notice. Becoming embedded in our team, Agencia demonstrated a strong NHS background and were open and honest throughout. I am completely happy with the outputs.”* **Vicky Scarborough, Assistant Director of Business Development, Humber NHS Foundation Trust**
- *“We are committed to building on the reputation and expertise we have developed across the North West region, and are keen to continue our current exciting expansion into other geographical markets. In choosing to work with Agencia to help us grow and develop further, we recognised the importance of having an independent commercial organisation who can provide challenge and support to how we bid for new services.”* **Sharon Rourke, Head of Urgent Care, FCMS**
- *“Our authorisation went very well indeed. We got an excellent report and the number of red ratings fell from 44/119 to 5/119. On the day our whole team demonstrated confidence, passion, honesty and a team ethos. The practice sessions held with Agencia were extremely helpful and in many ways the KLOE panels were easier than when we were practicing. Overall a great result – the Agencia team are to be thanked for their input – very valuable”* **Phil Earnshaw, Chair of Wakefield CCG**
- *“Though I have really enjoyed working at a whole systems / commissioner level I am by training a GP. The coaching support I had from Agencia provided a great forum for thinking through new ways of balancing the corporate and the clinical responsibilities”.* **GP, NHS South Yorkshire & Bassetlaw**
- *“We were keen to move to a single provider model. We have all sorts of good practice and great organisations locally, and wanted a provider who could draw all this together for the benefit of service users and the wider community. We believe Agencia can lead in doing that.”* **Stewart Atkinson, North Lincolnshire Council Substance Misuse Team**

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Many of our projects involve a number of areas of our expertise. For simplicity however, each project is listed once only, under the most suitable overall heading. This is not a complete listing of all Agencia projects. Further details can be obtained through the contact us page of our website – www.agenciaconsulting.com

Agencia have worked in many areas of health and social care including the UK National Health Service, Local Authorities and Councils in the UK, Health Boards in other countries and private companies.

Primary Care

- * Agencia supported the **Humberside Local Medical Committees** in facilitating workshops planned as part of the *General Practice: Facing the Future* programme.

The context of the programme was the need to consider new ways of working to address the challenges set out in the NHS Five Year Forward View. Primary Care is central to these changes which may include New Models of Care, Working at Scale, Federations, Vanguards, Alliances, Collaborative Working, New Contracts, Multi-specialty Community Providers (MCP), Primary and Acute services providers, etc. The Five Year Forward View acknowledges that every area is different and so solutions needed to be developed taking account of local circumstances.

Our approach was very much one of facilitating GP's and Practice Managers to draw their own conclusions and draft their own plans for their localities. A report was produced for each of the 4 localities including a set of options and an owned action plan.

- * **Health Central**, in Hull, opened in February 2010 as the UK's first high street based healthy living centre, and Agencia has undertaken an initial appraisal of its Return on Investment.

Health Central is prominently located in a busy shopping precinct. It provides a range of free services including: health MOTs using state of the art machines, weight management, an active lifestyle service, breast screening, smoking cessation, health information, and a domestic violence prevention programme. Its work is designed to address a number of ambitious public health goals for the population of Hull. Access to its services are on a walk in basis.

Agencia was commissioned to undertake an initial return on investment evaluation. Using a range of data, and interviews with key stakeholders Agencia looked at clinical, financial and non financial returns on investment to date.

As part of this work Agencia was able to design methodology for a more comprehensive evaluation of this primary care initiative.

- * **Safecare Network Ltd** is a new federation of 20 GP practices in North Lincolnshire that came into existence on 17th September 2014. The commercial opportunities for the federation are significant, and the federation contracted Agencia to assist their Board in becoming more efficient and successful as a vehicle for attracting this commercial work. Agencia worked with the Board on a number of issues including:

- The need to articulate a vision for the federation for the next 3 years.
- How the federation will structure and coordinate its bidding for new work and address the lack of capacity.

- The need for at least some Board members to champion the new way of working as a federation and to be the commercial “face” of Safecare Network Ltd.
- How best to engage with all the federation practices, both from bidding and service delivery perspectives.
- Identifying the most effective ways of working with practice managers.
- How to address governance, and especially clinical governance, within timescales required for the purposes of bidding.

Simultaneously, Agencia has supported Safecare Network Ltd with bid writing in including:-

- Hosting a bid writing masterclass for GP Practice Managers.
 - Writing a number of bids on behalf of the Federation and one of the Practices. Specific bids included one to run a Weight Management Service and a bid for Primary Care Infrastructure Funding which is progressing.
- * Agencia managed a major procurement exercise for Out of Hours Primary Care Services in **North East Lincolnshire**. The **Care Trust Plus** had reviewed current arrangements and invited proposals from potential service providers to run the service. Agencia supported the whole process, from developing the specification to the selection process, in close collaboration with the Care Trust Plus commissioning directorate.
 - * Agencia were commissioned by **Bury PCT** to undertake a Primary Care Contractors’ Workforce Review. The challenging local agenda for the development of person centred care stressed the need for locally accessible and responsive services, with primary care being a major vehicle for delivery. In line with national trends, Bury were experiencing increasing challenges in recruitment and retention of GPs, and invited Agencia to audit current experience and thinking about the future. Through a series of practice interviews, the Agencia team developed a picture of local GP intentions for themselves and their staff. We also considered, with key stakeholders, the necessary steps to ensure the active recruitment and retention of GPs on a long term basis.
 - * For **Leeds North East Primary Care Group** we undertook a survey of users and providers of primary and community services in the Chapeltown area, to ascertain their needs and wishes in respect of potential future developments in this deprived multi-cultural area. This work required a number of methodologies to ensure that the varied range of local stakeholders were able to contribute their views to influence the developing plans. This work informed the creation of a premises strategy and was well received.
 - * Agencia was asked at short notice to support the production of a Primary Care Transformation Pathfinder bid on behalf of **Haltemprice East Locality** in collaboration with Humber NHS Foundation Trust. This involved liaising with Practice Managers and GP’s representing 8 GP practices in the East Riding of Yorkshire CCG area.

The proposed Haltemprice Unscheduled Care and Home Assist Service was an Advanced Nurse Practitioner and Therapist led service which could accept direct referrals from Surgeries for patients with ailments or minor injuries. The service would triage, assess and treat and where appropriate refer directly on to other services without referring back to a GP except for tests and treatment. Patients could be directed to community beds, primary care, mental health, social care, wellbeing/third sector services or other community services.

Agencia worked with the primary care team and prepared the bid which included:-

Project objectives and measurement of achievement
Summary and detail descriptions of the service and patient pathway
Impact on patients
Alignment with CCG objectives
Costing of service
Benefits of the service
Financial savings

- * The launch of the Greater Manchester programme for provision of Integrated Clinical Assessment and Treatment Services (ICATS) in the NHS created opportunities for **Bury Primary Care Trust** to provide services previously available only in acute hospitals in new community settings. Agencia undertook a scoping study to identify current activity trends as a benchmark for the provision of the new services, analysing data on outpatient, day care, and inpatient workloads. The analysis considered a variety of factors, including referrals, conversion and follow up rates, and laid firm foundations for the introduction of the new service.

Following this initial assessment, Agencia were commissioned to lead and develop the procurement process for the establishment of a new local services for ICATS in the musculo-skeletal environment. This work included the creation of all documentation, from specification through tender documents to evaluation material. Agencia project managed the whole process, including the evaluation of tenders and identification of the preferred provider, working through an evaluation panel of local National Health Service staff.

- * **Bury Primary Care Trust** commissioned Agencia to undertake a review of their Walk-in Centres, to establish if they were 'fit for purpose' in light of the major proposals for reconfiguration of the Bury health economy, as laid out in the "Caring for Bury" report. Working closely with staff groups at both centres, Agencia consultants carried out a series of diagnostic focus groups and one-to-one interviews to establish current performance and aspirations for the future.

The diagnostic phase was followed by facilitated action planning sessions to help staff and managers jointly agree a wide range of actions to ensure the continuing development of appropriate services in line with the wider aspirations for the local health economy.

- * As part of the UK National Plan, we were appointed by **National Health Service Estates** to act as project managers for an ambitious programme of General Practitioner (GP) surgery developments. Designed to create an appropriate environment for the recruitment and training of GP Registrars, this programme of over 60 individual schemes in the East Midlands area provided new or extended premises in key locations where GPs were considered to be in short supply.
- * Agencia provided support to **Core Care Links Ltd**, a GP emergency care service in North East Lincolnshire, to cover the maternity leave of a key manager. The time worked was flexible to meet the needs of the organisation, but included particular priority on the Urgent Care Front Door initiative, liaising with the Directors of the company as required.

- * For **North East Lincolnshire Care Trust Plus**, the Agencia team was commissioned to provide project support for the development of new arrangements for an Urgent Care Centre, embracing primary, community and secondary care. The project brought together GP out of hours care, district nursing urgent services as well as the A&E service. A partnership agreement was drafted by Agencia, as part of a package of support to the project team involving the facilitation of joint working and project planning.

Service Provision

- * **North Lincolnshire Council** has appointed Agencia to provide its “Active Change Community Recovery Service” for registered drug users. Combining clinical and psychosocial interventions, the new service replaced the previous partnership shared care arrangements on April 1st 2014.

Agencia is well known for its expertise in clinical service change, its integration of health and social care services and its commitment to service users. The Agencia team have a vision for this service – to work on the overall wellbeing of drug users who are committed to recovery, and to help them win through.

The Agencia service is meeting the prescribing needs of registered users. A wide range of support is also helping service users to build recovery into all aspects of their lives. The role of Agencia includes providing constructive challenge to individual service users, and the partnership of organisations involved, in order to maximise recovery outcomes. Effective partnership with a broad range of support organisations is therefore key to the approach.

- * Agencia had a management support contract to assist the **Lifeline Project Ltd** in transforming the GP led Shared Care service and transition to providing a Long-Term Care service with a strong recovery focus as part of Lifeline’s successful bid to deliver the re-commissioned Hull Drugs and Alcohol Services. The new service came into being from 1st October 2014.

As a consequence of the history of the service, provision was disjointed and it was difficult to accurately assess the number and nature of clients within the system. Additionally, the financial constraints for delivering the ‘Long Term Care’ element of the Hull service meant that individual practices were unable to continue with a ‘business as usual approach. This created a significant risk that practices would withdraw from provision of the service unless a model could be developed that made continuing delivery of the service cost-effective and viable.

Agencia and Lifeline consistently stressed that the model being implemented would reduce the GP workload and the administrative overhead of delivering the service by placing much of the patient management and all of the NTDMS within the purview of the Lifeline ReNew Project and administrative team. Agencia were able to point to the similarities to the new service being delivered in their own Scunthorpe Active Recovery service, and offer practices access to GP’s involved in delivering under the new arrangements. We were able to agree contracts with practices for a transformed and affordable service providing clinical support within tight budgets.

In order to mitigate risk of practices withdrawing from the service, Agencia arranged for a fall-back system working with alternative providers who were positioned so they could rapidly ramp-up to provide a GP led prescribing service, within the cost constraints of the

contract, should any of the major practices currently providing the service withdraw. That back-up option remains in place should there be any major performance issues or shortfall in provision.

The working model for GP's was developed by Agencia in close liaison with the Lifeline Clinical Leads.

Service Planning, Evaluation and Review

- * The Strategic Plan is a key component of the **East Lancashire Clinical Commissioning Group's (ELCCG)** commissioning process. It summarised the CCG's strategic direction during 2012/13 and provided a clear outline of the strategic initiatives the CCG (along with its partners) will seek to deliver up to 2016/17.

However, the CCG and the localities recognised that the plan that was submitted for CCG authorisation did not fully reflect the needs of the individual localities and respective locality Joint Needs Assessments. The CCG therefore commissioned Agencia to support them to develop this plan. The Plan was important not only for the authorisation process, but also to define the needs and commissioning intentions of each of the localities over the next five years (recognizing the need to commission high quality, safe, effective services which are accessible and equitable).

Clinical Leadership and ownership of the overall strategic plan and the locality action plans was a key priority for the CCG. In developing the plan, therefore, Agencia recognised the need to work actively with existing locality leads and support them in the development and writing of the plan, working to an overall project management critical path.

As a result, all of the CCGs authorisation conditions were removed by the Commissioning Board and they were fully authorised.

- * **East Riding of Yorkshire Council (ERYC)** commissioned Agencia to undertake detailed modelling of future services for people with dementia in the East Riding of Yorkshire. This "Deep Dive" project included the financial modelling services for people with dementia.

Agencia reviewed the current services for people with dementia in the East Riding and the proposals for change contained in the Dementia Blueprint, which was a developing document at the beginning of the project.

With the help of East Riding of Yorkshire Council, NHS East Riding and Humber Foundation Trust, the Agencia team staff were able to establish a view of the current resources devoted to care for people with dementia and from that, estimate the potential future cost of services if no action were taken – the "Do Nothing Option".

The team was able to form recommendations for the future development of services based on the Strategy, Blueprint and other sources of good practice. These recommendations were consistent with the emerging Blueprint, but took some aspects a step further.

Agencia was also able to formulate a financial model which identified the potential short, medium and long-term implications of making these changes.

- * **Boston Mayflower Ltd** a Housing Association and Registered Social Landlord, asked Agencia to review the strategic issues facing a number of their supported housing units in relatively isolated rural communities, bearing in mind the needs and requirements of current and potential future users. Working from their knowledge of trends and development in social housing, and including national policy developments such as 'Independence, Well-being and Choice', the Agencia team were able to talk to local residents and opinion formers, current residents and family members about their needs and aspirations for the future. The outcome was a summary of views on the need for changes to local provision in the future, including recommendations to assist the Housing Association in forward planning.
- * The **Lincolnshire Supporting People Commissioning Group** asked Agencia to undertake a brief strategic review of four aspects of their Supporting People portfolios – Services for Older People, Community Alarms, Services for People with Learning Disabilities, and Travellers Services. Using a combination of desk research and consultative and qualitative research, Agencia provided intelligence and recommendations to inform the strategic direction and the commissioning process for these services over the next few years.
- * A **private hospital in Rochdale** acquired additional premises adjacent to its main site. There were therefore opportunities to reconfigure and expand certain services, particularly day care. The consultancy provided by Agencia included identifying and prioritising development issues for three main stakeholder groups: hospital consultants, staff and patients. Relative priorities between these stakeholder groups were compared and contrasted as part of a strategic planning process. The work also informed change management and marketing strategies.
- * **NHS Central Eastern Commissioning Support Unit** commissioned Agencia to provide support at short notice in assessing and reviewing 18 community services commissioned by Castle Point and Rochford Clinical Commissioning Group. We were able to respond with a team of data analysts to quickly prepare supporting information packs and a team of consultants with relevant experience to attend assessment panel meetings.
- * The **Northern Ireland Department for Social Development (DSD)** was established in December 1999 as part of the Northern Ireland Executive. It has strategic responsibility for urban regeneration, community and voluntary sector development, social legislation, housing, social security benefits, pensions and child support. The Department for Social Development (DSD) appointed Agencia to undertake a review of their Supporting People Commissioning Body. The review centred on examining the current commissioning process in order to ensure that it remains the most effective process for assessing and providing supporting people services.

The review was based on a desk review of over 30 documents provided by DSD (and other stakeholders) and the views and perceptions of a cross section of people, with an interest in the Commissioning Body's work, obtained from conducting face to face and telephone interviews. Our report provided an evaluation of the commissioning process, including making recommendations for areas for improvement.

- * Agencia was commissioned to evaluate the **Leicester Local Involvement Network (LINK)**. This work involved Agencia completing a 360 degree evaluation of Leicester LINK on behalf of the Local Authority and NHS Leicester City.

The National Health Service White Paper 'Liberating the NHS' placed a statutory requirement on Local Authorities to transform their LINKs organisations into a

HealthWatch service with effect from 1st October 2012. As part of this transition, the Local Authority and NHS Leicester City required an impartial evaluation of Leicester LINK.

The Agencia evaluation was based on the views and perceptions of those people and organisations with an interest in LINK's work, including stakeholders, members of LINK, patients and the general public.

Our approach included the use of three different online surveys, street surveys and semi-structured interviews undertaken face to face and by telephone.

On completion of our evaluation we were able to deliver robust findings that proved helpful in informing the transition to the new organisational body 'HealthWatch.'

- * Agencia worked with **Department of Health and North East Improvement & Efficiency Partnership** across the 12 North East Local Authorities, and their National Health Service partners, to evaluate and advise on the further development of the personalisation of care services for people suffering with dementia. This work is in line with Objective 6 of the UK National Dementia Strategy.

This programme builds on the work we have undertaken on older people's mental health services elsewhere and involves:

- Evaluating existing service provision and developing a comprehensive evidence base for effective commissioning.
- Supporting the implementation of Personalisation changes, which are fully inclusive of people with dementia and their carers.

Our methodology included:

- 1) large desk based review
- 2) electronic survey of 12 local authorities and National Health Service partners
- 3) telephone interviews with personalisation leads
- 4) facilitation of large regional conference
- 5) focus groups and one to one interviews with service users / carers and staff, providers, commissioners etc.

- * For **North East Lincolnshire Care Trust Plus**, Agencia undertook a short review of arrangements for safeguarding vulnerable adults with complex mental health needs. The team examined arrangements for care co-ordination and commissioning for patients requiring care whose needs could not be met by local services. The review centred on arrangements for safeguarding patients' interests, the relative responsibility of providers, care co-ordinators and commissioners, and the consistency of arrangements with other complex care commissioning arrangements within the Care Trust Plus for both health and social care. Our report included recommendations on these issues, and proposal for change to the current arrangements.

- * Agencia was commissioned by **NHS Hull CCG** to examine data quality in the PCT's public health contracts. The area chosen for the detailed work was Weight Management and we were able to advise on changes to the contract specifications with service providers to enable collection of more relevant and accurate data. This linked contracts more directly with outcomes supporting local public health priorities.

- * We completed a review of day services for people with physical disabilities in Lincolnshire on behalf of **Lincolnshire County Council**. The project involved understanding the views of service users and staff, as well as other interested parties, to develop an agenda for change and modernisation.
- * For **Bury and Rochdale Health Authority** (in conjunction with KPMG) we undertook a review of acute services, emphasising stakeholder involvement methods. As well as a wide range of professional stakeholders we included the public at large, and patients using a range of services. The work led to an effective implementation of major change.
- * A team from Agencia worked with the **United Lincolnshire Hospitals Trust** to develop its overall clinical strategy. Working to a 5-10 year horizon, this document will be a key element in the Trust's application to become a foundation trust and the strategy will set the 'direction of travel' for the development of all clinical services for the future.

The approach taken has been one of close engagement with clinicians to ensure shared 'ownership' of the challenges and opportunities faced by this large trust, which covers an extensive rural geography and which comprises a multiple sites. Within a 'clinically driven, managerially supported' ethos, workshops have been held across all medical specialities to identify and agree the key issues, and the Board has set a series of overarching guiding principles.

A second round of workshops, with each clinical reference group, developed the vision for change. This vision is being cross referenced with the commissioning intentions of local commissioning groups, the priorities voiced through public and patient involvement, and the strategies of other local providers.

- * Following an initial piece of work to explore national research findings, identify areas of good practice and relate this to the current services for **Older people with mental health problems in North East Lincolnshire**, the Agencia team presented a brief discussion document to a **Care Trust Plus** 'timeout'. Following that session, the CTP asked Agencia to take forward the thinking and planning within the CTP, to support the development of a commissioning framework for improvements in these services. Specific outputs included:

1. Drawing together Baseline information
 - Activity and Financial data audit
 - Identification of local needs
 - Market research with patients and their families/carers
 - Mapping existing services
 - Identifying Best practice
 - Planning and facilitating a Stakeholder Workshop
2. Programme Management within the CTP
 - Defining priorities for action
 - Addressing Older People's Mental Health in other priority developments
 - Developing a commissioning framework for Older People's Mental Health
 - Developing a specification for long term care

- * Agencia were asked to develop a Commissioning Strategy for Unscheduled Care to reflect the latest national guidance, best practice and recommendations set out within

Healthy Ambitions, the **NHS Yorkshire & Humber** (Strategic Health Authority) response to the national review of the National Health Service undertaken by Lord Darzi.

Agencia's consultants worked with senior managers from North East Lincolnshire Care Trust Plus and other partner organisations within the Northern Lincolnshire patch to develop a more integrated pathway for unscheduled care and the commissioning strategy supports and promotes a move to this new model of care.

The revised patient pathway for unscheduled care builds on the unique opportunities presented by the organisations Care Trust Plus status (which combines responsibility for health and adult social care) to support the development of intermediate tier and rapid response services that will reduce the number of people needing to attend the local accident & emergency department and prevent unnecessary hospital admissions. The strategy also integrates the new GP out of hours service; a service that Agencia supported local GP's to develop as a separate project.

The new commissioning strategy provided a more accessible service for patients whilst delivering a more effective and cost efficient model of care.

- * As part of a continuing relationship with **Hull & East Yorkshire Hospitals NHS Trust**, Agencia offered support in the preparation and development of a number of important strategic documents for various aspects of Trust business, including preparations for Foundation Trust status application. These included:
 - Integrated Business Plans
 - Marketing Strategy
 - Consultation documents
 - Cardiac development full business case
 - Integrated Dermatology Service proposal

- * With **Stevenage and North Hertfordshire Primary Care Groups** we ran a series of clinically orientated workshops. Comprising members of both boards, GPs, members of primary and community care teams, acute trust clinicians and managers and social services the workshops focussed on clinical ambitions. These included the development of intermediate care, the shift from secondary to primary care, the interface between organisations and the evolving role of various professional groups. The workshops also looked at cost implications of change.

- * On behalf of **North East Lincolnshire Care Trust Plus (CTP)**, Agencia undertook a review of commissioning arrangements for the provision of Allied Health Professionals services. This was in response to strategies for moving more health and social care into community settings. The Agencia team is worked in close collaboration with the CTP commissioning team, partner organisations and the local Allied Health Professionals, including physiotherapists, occupational therapists, dieticians, podiatrists, speech & language therapists, orthotics, and the wheelchair and equipment and adaptations services. We completed an extensive engagement programme with service users and staff, from which a new commissioning framework and service specifications were developed.

The framework outlined the key requirements and outcomes that need to be delivered as part of the new therapies model and is under-pinned by a re-alignment of the resource to support the delivery of the commissioning framework. In developing the Commissioning

Framework, consideration was given to the government's Any Qualified Provider (AQP) guidance and explored where this could be utilised to best effect.

Finally, options for delivery structure were identified and Agencia has subsequently worked with the providers (Northern Lincolnshire and Goole Hospitals NHS Foundation Trust and Care Plus Group) to achieve a signed agreement, confirming their agreement to work together to develop and deliver the new therapies model.

The Agencia review has been instrumental in informing and determining the best configuration for these important services to meet the needs of everyone in the area. The development of the new therapies model will help to ensure that services are delivered in the most efficient and effective way possible for the local population.

- * We worked on the provision of a **Healthy Living Centre (HLC) for disabled people in Hull** within the context of a Health Action Zone. The work involved developing a vision for the HLC on a multi-agency basis, including a very significant input from disabled people themselves. The work included developing a marketing and communications strategy, and developing increased user involvement in the planning and management of the centre in the long term.

Education, Training & Coaching

- * Agencia was asked by **NHS Hull CCG** to assist in the preparation of a specification for the training of staff in two wards in the local acute hospitals trust. The aim was to 'Make Every Contact Count' to support the local public health priorities set by NHS Hull.

'Making Every Contact Count' is an initiative to provide frontline health staff with the knowledge and skills to enable them to support patients with making healthier lifestyle choices. There is substantial evidence that 'brief interventions' are a cost effective way of raising lifestyle issues with patients and supporting them to adopt healthy behaviours.

The specification produced by Agencia and NHS Hull was issued and contract successfully awarded for the detailed contract.

- * Agencia was asked to support a local **East Riding of Yorkshire** school in introducing a supervision system for their support staff. This included running sessions with their senior leadership team and other staff.
- * For those GPs who are also on the Board of a Clinical Commissioning Group the balancing of clinical practice with their corporate roles, can cause real tensions. Through the recent health reforms increasing numbers of GPs have found themselves on the Board of a Clinical Commissioning Group whilst also working in clinical practice. Balancing corporate roles with the demands of a busy surgery can be challenging. Agencia has provided coaching and organisational development support to GPs as they pick up these new leadership roles. In the Barnsley area such work prompted the comment:

"Though I have really enjoyed working at a whole system / commissioner level I am by training a GP. The coaching support I had from Agencia provided a great forum for thinking through new ways of balancing the corporate and the clinical responsibilities."

- * Agencia's support to **Wakefield, North Kirklees and Greater Huddersfield Clinical Commissioning Groups (CCGs)** prior to their visits from the National Health Service Commissioning Board as part of the authorisation process has enabled CCGs to successfully proceed to the next stage of preparation for live running.

The visit, a central part of the overall authorisation process which allows CCGs to take a full role in the commissioning of services for patients in the new structure of the UK NHS is a real challenge.

Agencia provided a team of experienced consultants who together combined high level technical knowledge of the NHS with top quality coaching and evaluation skills. This enabled them to challenge and support each CCG, as part of their development and team building, in a safe environment. The process enabled the team to test out their preparedness and built confidence prior to the official visit, as well as developing team working skills which will support the organisation for the longer term.

- * For **Guy's & St Thomas' Hospital NHS Foundation Trust (GSTT)** Agencia provided a programme of workshops on Safeguarding Children. Designed specifically for the non-clinical Hospital Liaison team in GSTT's service in Germany, the Agencia team took the staff through an intensive day programme of policy and practice in safeguarding, using an interactive process of core studies and group exercises linked to local guidelines.
- * Agencia provided training in Patient/Public Participation Groups for **SSAFA (Soldiers, Sailors, Airmen and Families Association)** Forces Help midwives in Germany. The training enabled participants to plan and facilitate focus groups and to maximise the quality and relevance of feedback gained from such groups.
- * As part of the programme of work for **Guy's and St Thomas' NHS Trust** in Germany for the British forces and their families, we designed and delivered a training programme. This was aimed at teams of Hospital Liaison staff who support forces patients in German health care facilities. The programme included listening and communication skills, dealing with bad news and personal stress management.
- * The **London Deanery** is responsible for postgraduate medical and dental training across London. Working as part of the Amquis Consortium, Agencia provided two particular strands of support. Firstly we surveyed the extent to which cultural competence training is provided by the London National Health Service to trainee doctors and dentists. Secondly we evaluated the demographic profile of trainee London doctors in order to inform the Deanery's gender, disability and race equality impact assessment. Agencia was subsequently commissioned to prepare an update report two years later to supplement the earlier analysis.
- * On behalf of **Lincolnshire County Council Social Services Department**, we carried out a review of the training function, culminating in the creation of a new strategic approach to the commissioning and delivery of training services for the whole department.
- * The **City of Wakefield Metropolitan District Council** invited Agencia to support the project management of their Behaviour Improvement Programme across two clusters of schools. The work formed part of a national programme to improve behaviour and attendance in both primary and secondary schools. Agencia undertook a coordination and development role in the early phase of the project, working closely with the Local Education Authority and school teams to ensure a sound and sustainable initiation of the programme.

Organisational and Team Development

- * Agencia were commissioned by **North East Lincolnshire Care Trust Plus** to undertake a review of the Workforce Development functions across the CTP, to assess fitness for purpose and make recommendations for change. Through review of best practice, document analysis and a series of interviews with key staff, the Agencia team identified a series of recommendations for consideration by the CTP. These included the role and purpose of the in-house team, decisions about commissioning and delivery of training, the options for integration of workforce strategy with other key organisational strategies for services and finance, and the use of available funds in more innovative ways.

- * Agencia worked on behalf of the **North East Improvement and Efficiency Partnership (NEIEP)**. NEIEP was one of 9 Regional Improvement and Efficiency Partnerships (RIEPs) in England and was made up of all 12 North East councils and 4 Fire and Rescue authorities. Agencia worked across the 12 Local Authorities to examine the feasibility of collaborative arrangements to address two significant regional issues relating to social work, namely:
 1. Reviewing arrangements for 'growing your own' pool of social workers within the North East of England, including the arrangements for the progression of newly qualified staff in the first year of practice;
 2. Developing options for collaborative arrangements for a new approach in the provision of temporary social workers.

Collaboration can take many different forms, from simple information sharing to shared service provision on a regional or sub-regional basis. Regional collaboration on any scale is a significant undertaking and therefore to better understand the potential outcomes, costs and benefits, NEIEP commissioned Agencia to deliver an options appraisal and feasibility study so that all partner authorities could consider buy-in and commitment on a well informed basis.

Agencia delivered two reports. The first set out the baseline position. A second report explored the options for more collaborative approaches to both 'growing your own' social workers and the provision of temporary social workers.

- * As part of a continuing programme of work for **Guy's and St Thomas' NHS Foundation Trust**, Agencia were commissioned to lead the development of feedback mechanisms for users of maternity services provided for UK forces families in Germany. Following a series of professional workshops and focus groups with users, the Agencia team developed survey tools.

- * For six years we have undertaken a major programme of work for **Guy's and St Thomas' NHS Foundation Trust**. On behalf of the Ministry of Defence they manage healthcare in Germany for the British forces and their families. This includes use of 5 major German hospitals together with a range of community-based services. Our work has been to develop quality assurance and contract monitoring arrangements based on assessing the views, priorities and experiences of patients.

- * The proposed redevelopment of services for older people in Gloucestershire meant a potentially significant change agenda faced the **Orders of St John Care Trust**, who manage and provide care in over 20 residential/nursing homes in the county. Members of the Agencia team were invited to organise and lead an "Anticipating and Leading

Change” event for OSJCT managers, helping them to celebrate recent achievements, but also planning for the future and being proactive in the change process.

- * Conflict within the workplace can be very damaging to an organisation and runs the risk of being costly, both in human and financial terms. Agencia has worked with a number of client organisations to seek a constructive and positive outcome to conflict which allows key individuals, and teams, to re-engage effectively with the organisation and its corporate objectives.

By its nature individual mentoring is personal and requires a high degree of confidentiality, to create a safe environment for the exploration of sensitive issues. With experience in the fields of psychology and management, Agencia has been able to offer a valued service to assist individuals (and their employing organisations) to re-integrate into their work situations following significant dislocation.

- * We undertook a major Best Value Review of Family Support Services for organisations led by **Lincolnshire County Council**. This multi-agency review involved health, education and social services, as well as voluntary and independent sector representatives and parents. The Review delivered a significant agenda for change and enabled a new approach to Family Support that recognises the distinctive contributions to be made by different organisations, but places them in a context that encourages partnership approaches as the basis for a strategic approach.

- * Agencia worked on behalf of the **North East Improvement and Efficiency Partnership (NEIEP)**. NEIEP was one of 9 Regional Improvement and Efficiency Partnerships (RIEPs) in England and was made up of all 12 North East councils and 4 Fire and Rescue authorities. Agencia worked across the 12 Local Authorities to consult on, and deliver collaborative arrangements between Local Authorities to support all directed contact for children, as determined by the Courts. This work was at the interface of the social care and justice sectors and involved delivering a baseline statement of arrangements that currently existed, undertaking an options appraisal of service delivery models and a feasibility study of the collaborative regional service delivery model.

The provision of contact services for children and their families involves an emotive and sensitive issue. The Agencia team sought to be mindful of this throughout the consultation process when engaging with children, young people, and staff. Our methodology included:

- Large desk-based review
- Visits to contact centres to interview children, families and staff
- Facilitation of regional workshop for staff including social workers and contact officers.

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Bid Writing

- * Agencia was asked by **FCMS** to support the preparation of their response to an invitation to tender for a range of urgent care services in South Yorkshire; resulting in them winning three major lots. The extensive tender documentation required a very detailed response, and FCMS's Business Development Team was supplemented at short notice by Agencia's experienced bid writers to provide project management, authoring, external challenge and editorial oversight at a busy time for FCMS. The work was completed against extremely tight deadlines and demonstrated our capacity to provide responsive and flexible support to an existing team working on a complex brief.
- * **Rotherham, Doncaster and South Humber (RDASH) NHS Trust** approached Agencia in November 2013 to provide support to their bid writing team in completing a tender to provide smoking cessation services in North Lincolnshire. Our role was to provide up-to-date local intelligence and to combine national/international best practice within the existing RDASH clinical governance and management approach. Additionally, we provided some editorial oversight on the tender document. There was only time for one face-to-face meeting and all follow-up work was conducted by teleconference or email. The work was completed against extremely tight deadlines and demonstrated our capacity to provide support to an existing team working on a complex brief.
- * Agencia was asked by **Humber NHS Foundation Trust (HFT)** to support the preparation of their response to an invitation to tender for a major community health development in Bridlington. The scheme, to provide an Integrated GP, Minor Ailment and Minor Injury Service based at the Bridlington and District Hospital, will build on the Trust's existing GP Access Centre, and offer a single point of entry to primary care and urgent minor ailment and injuries services. The extensive tender documentation required a very detailed response, and HFT's Business Development Team was supplemented at short notice by Agencia's experienced tender staff to provide advice and editorial oversight at a busy time for HFT.

Management – Interim Management

- * Agencia Consulting was appointed by **Wigan Council** to manage and implement their Dementia Demonstrator site project. Agencia has extensive experience of advising and supporting organisations in remodelling and improving services for people with dementia in response to demographic pressures, and it is one of our areas of recognised expertise. The project focused on improving the data intelligence systems that support the quality risk assessments and pilot interventions to improve the quality of dementia care in different settings throughout the Wigan area.
- * Agencia provided interim capacity support to **East Riding of Yorkshire Clinical Commissioning Group (CCG)**. The Agencia team provided additional focus and capacity on a number of specific priority areas within the CCG Quality Innovation Prevention Performance (QIPP) agenda. Agencia supported multiple QIPP projects including musculoskeletal services, falls service, community cardiology and procedures of limited clinical value. By re-designing services as part of the QIPP process, savings estimated to be £4.8 million for East Riding of Yorkshire CCG have been identified.

- * Agencia continued its long standing relationship with **North East Lincolnshire Care Trust Plus** by providing interim management support for a range of issues across the CTPs commissioning spectrum. Among the subject areas supported were:
 - Continuing care
 - Home care
 - Pathfinder commissioning
 - Local Development Plan (LDP)
 - Procurement
 - Patient prospectus
 - Development of a Children's Trust

Market Research and Public Consultation

- * Agencia worked with **Hull and East Riding of Yorkshire Clinical Commissioning Groups (CCGs), Hull City Council and the East Riding of Yorkshire Council** to undertake an engagement exercise to review Child and Adolescent Mental Health Services (CAMHS) in Hull and the East Riding of Yorkshire.

The public engagement exercise involved capturing the views of young service users, their families and professionals working with young people via questionnaires and focus groups. Around 300 people participated during the engagement period between January and May 2013 and their experiences are to help shape the future of Child and Adolescent Mental Health Services (CAMHS) in Hull and the East Riding of Yorkshire. You can view Agencia's report at [Child and Adolescent Mental Health Services Report](#)

- * **United Lincolnshire Hospitals NHS Trust** had been preparing their application to become a Foundation Trust. Having undertaken a public consultation exercise, the Trust asked Agencia to review the analysis and findings from the consultation to inform Board consideration of its response.
- * Agencia were commissioned by **Nottinghamshire County Council** to run a series of six workshops for invited audiences of local stakeholders as part of the consultation process on proposals for changes to care services for older people. The County Council recognised the importance of providing neutral and independent facilitation of the sessions, in order that people from a range of backgrounds and interests would feel free to share their views with each other and the Agencia team as the basis for reporting to the County Council. They also recognised the expertise and understanding the Agencia team could bring to the workshops, given their track record of supporting consultation on similar issues in other areas over recent years.
- * In further development of its strategic review of services for older people, **Gloucestershire County Council** commissioned Agencia to return to the County to undertake a further round of stakeholder consultation. The aim on this occasion was to test reactions to a series of preliminary proposals for change to the nature, style and delivery of services in the County, to reflect the themes of Independence, Well-being and Choice. Our team spoke with residents, relatives and staff in over 20 residential homes in the County, in conjunction with the current service providers, the Orders of St John Care Trust and Bedford Pilgrims Housing Association, and recorded their views on the proposals. We also ran and facilitated a number of public meetings across the County, to consult with a range of other interests in each locality. Responses were also invited in writing, by letter, e-mail or comment form, and by a web based response facility. The

final report analysed all comments, and offered a series of recommendations for dealing with the key issues which emerged.

- * We undertook a survey of the views of users of **Accident and Emergency Services of Hull Royal Infirmary Hospital**. This project combined qualitative and quantitative research methods, and covered both emergency and non-emergency admissions. Due to the stressful nature of A & E admissions, face to face interviewing was used for the main survey. Results influenced rebuilding the department and aspects of managing it.
- * A major survey was undertaken by Agencia of users of the **London Ambulance Service**, and GPs, to ascertain their views on the quality and timeliness of emergency services. The work used a variety of techniques, including focus groups, questionnaires and interviews.