



With a little  
help from  
my friends

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# HCA NATIONAL LEADERSHIP AND DEVELOPMENT FORUM 2016

14 - 15 APRIL 2016 | ACC LIVERPOOL



# Collaboration, collaboration, collaboration!

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**Jacqui Pennington**

Head of Hotel Services

Royal Liverpool and Broadgreen University Hospitals NHS Trust



## Introductions

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**Jacqui Pennington** - Head of Hotel Services at Royal Liverpool and Broadgreen University Hospitals NHS Trust

**Penny Plater** - Project Co-ordinator Transforming Cancer Care Project at The Clatterbridge Cancer Centre NHS Foundation Trust

**Ian Stenton** - Head of Sustainability at Royal Liverpool and Broadgreen University Hospitals NHS Trust

**Donna Brown** - Divisional Director, ISS Facility Services Healthcare



## Healthcare in Liverpool

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- **£850 million investment in Liverpool Hospitals**
  
- Alder Hey Children's Hospital £240 million (opened 2015)
- New Royal Liverpool Hospital £450 million (opening 2017)
- New Clatterbridge Cancer Centre £160 million (opening 2019)



# Out to tender

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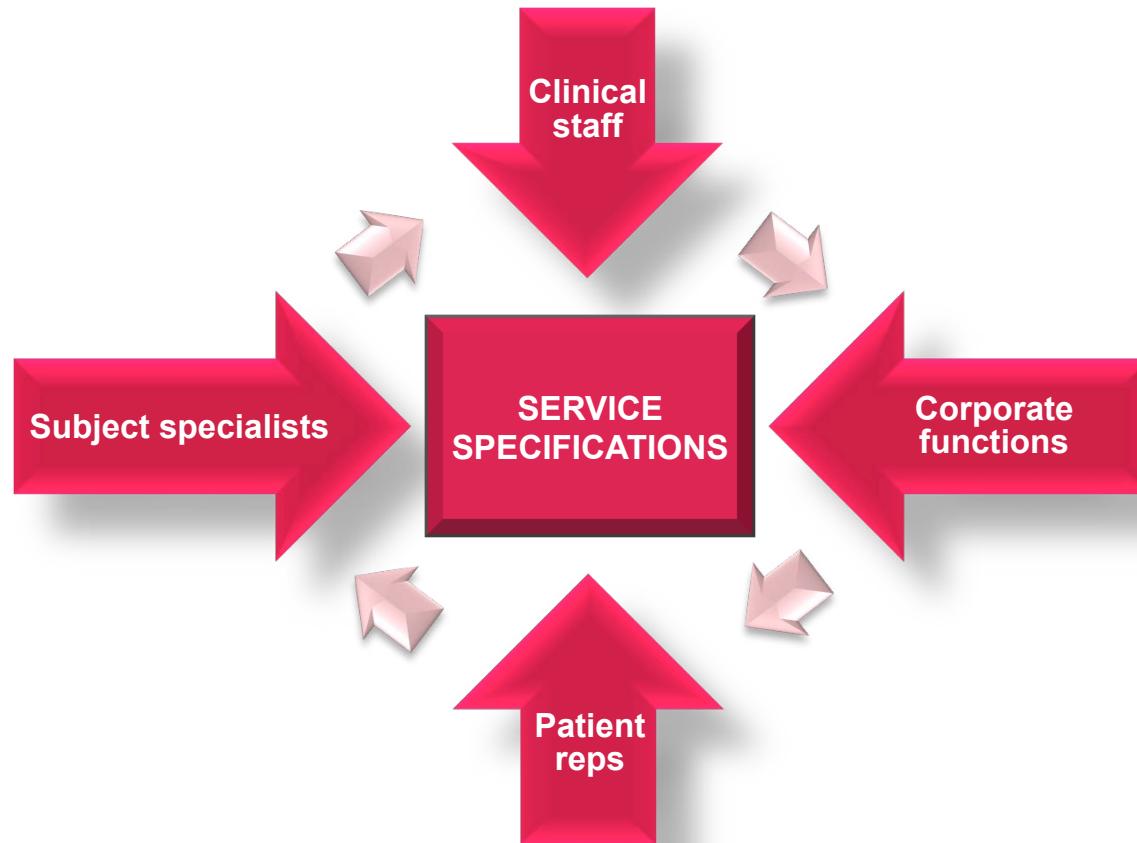


- Royal Liverpool Hospital
- New Royal
- Broadgreen Hospital
- Clatterbridge Cancer Centre



# It's all about teamwork

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# Why?

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**If in any doubt.....the words of a patient**

*"I am currently undergoing chemotherapy at the Royal, in the Linda McCartney wing with the Clatterbridge team. I have just been discharged after suffering sepsis twice over the last two months and I cannot praise the whole team of involvement, from A&E, through to the ward itself, from cleaners, porters and nurses to professors. - everyone had professionalism, dignity, respect and kindness. I felt so safe and looked after. All hospitals should follow the regime in place for cancer patients and I am very grateful, to everyone."*



# Collaboration, collaboration, collaboration!

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**Penny Plater**

Project Co-ordinator

The Clatterbridge Cancer Centre NHS Foundation Trust



# Central to the population we serve





## Clinical drivers

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- Anticipated increase of cancer incidence
- Access to intensive care or medical and surgical specialities
- Increased opportunity to undertake cutting-edge trials

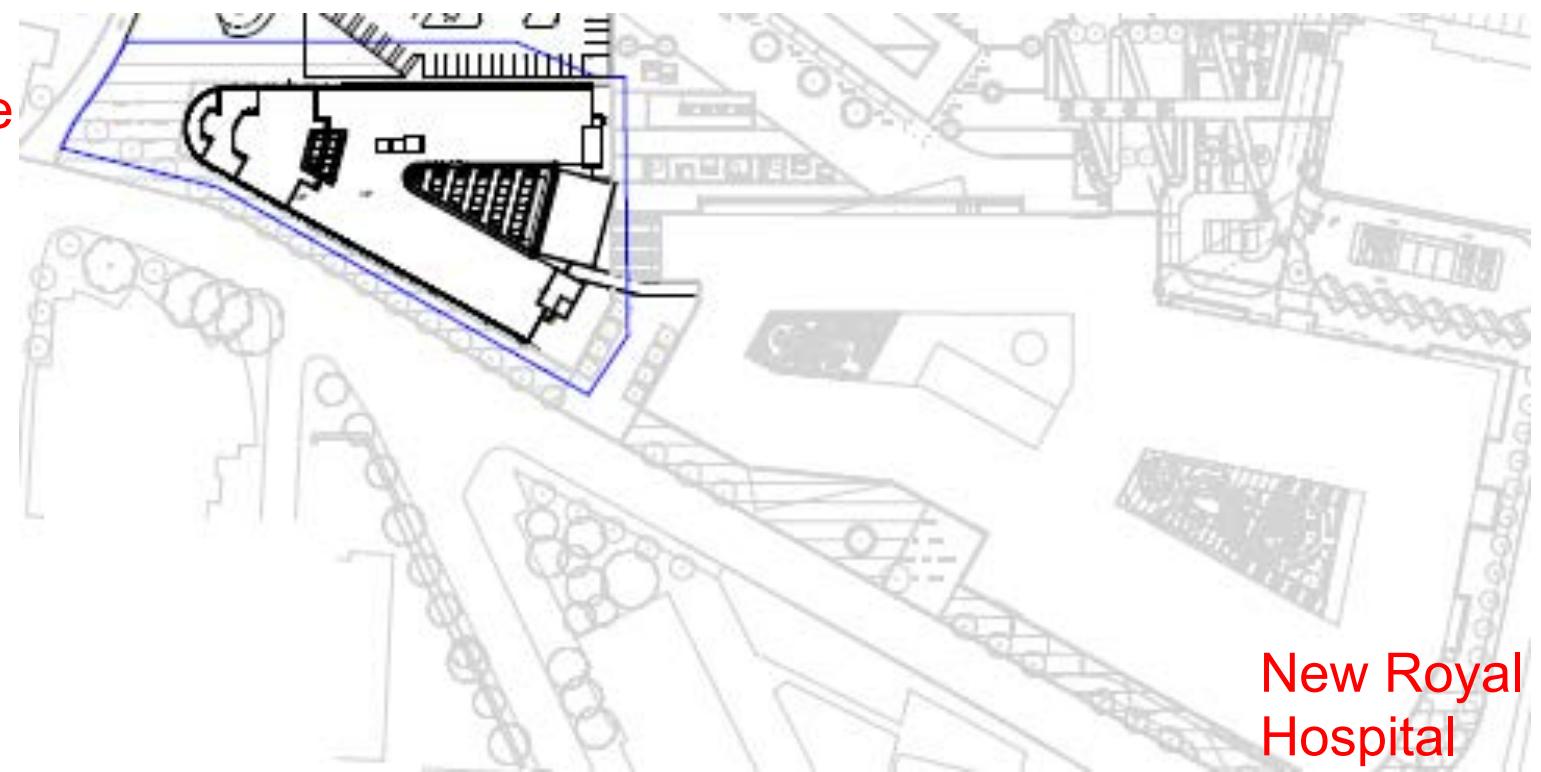


## Layers of collaboration

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- CCC Site Boundary

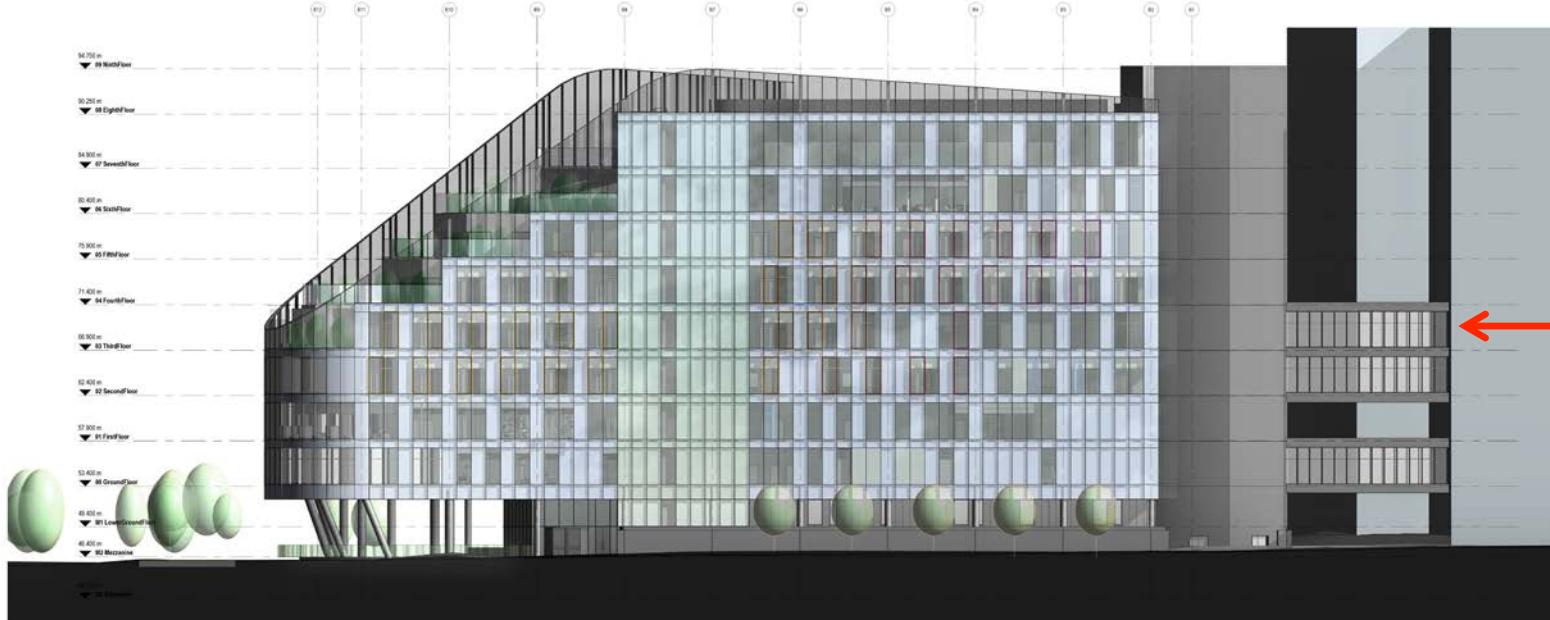
New Clatterbridge  
Cancer Centre



New Royal  
Hospital



# Layers of Collaboration



Level 03  
FM link bridge



## Layers of collaboration

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- Outsourcing
- Service Specifications
- Sharing of expertise



## **And the collaboration continues ....**

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- Contract monitoring process
- Performance Review



# Collaboration, collaboration, collaboration

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Ian Stenton

Head of Sustainability

Royal Liverpool and Broadgreen University Hospitals NHS Trust



## Drive for Sustainability

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- Social value aspects within new hospital construction project
  - Local spend, local employment, community engagement
- Push for delivery from Hotel Services contract



## Contract Constraints

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- Limited kitchen facilities
- Local supply chain
- Procurement guidelines

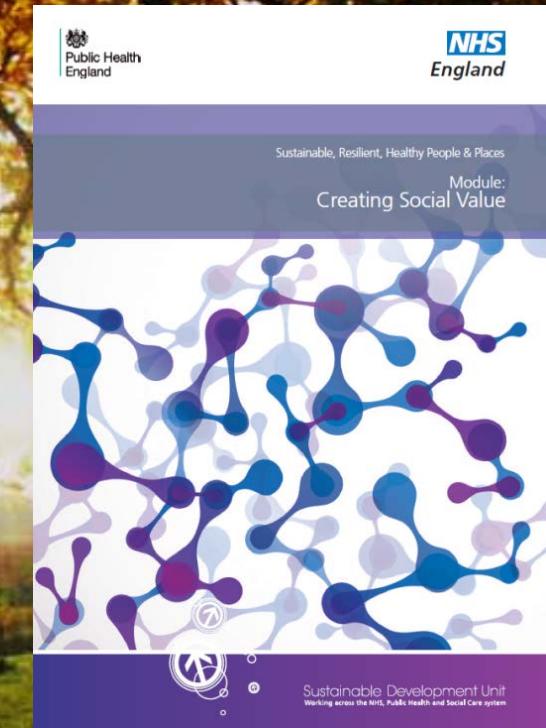


Sustainable  
Development Unit



NHS  
Liverpool  
Clinical Commissioning Group

Commissioning for Social Value  
Social Value Strategy and Action Plan 2014



Sustainable Development Unit  
Working across the NHS, Public Health and Social Care system



# Catering Requirements

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- Food for Life Catering Mark
- Balanced Scorecard
  - Mandatory Criteria
  - Awards Questions
- All Services Sustainability Section
  - Carbon Management
  - Social Value

## Quality and Value

Cost		Service		
Production	Health & Wellbeing	Resource Efficiency	Socio-economic	Quality of Service
Requirements/Award Criteria Categories				
Supply chain management	Nutrition*	Energy*	Fair & ethical trade	Food quality
Animal Welfare*	Food safety & hygiene	Water*	Equality & diversity	Customer satisfaction
Environment	Authenticity & traceability	Waste*	Inclusion of SMEs	
Variety & seasonality			Local & cultural engagement	
			Employment & skills	

\* = in current GBS





## Outcomes

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- Commitment to requirements
  - From bidders
  - From Trust
- Defra national case study
- Food and Drink Strategy
  - Including real partnership within Trust
- Further partnership working

## Sustainability / local procurement

Tenderers attention is drawn to the Best Practice Guidance from the Department of Health April 2009 ‘Sustainable food – A guide for hospitals’. Tenderers shall make every effort to implement best practice initiatives and highlight within their bids accordingly.

# ALL SERVICE REQUIREMENTS

## INTRODUCTION

This document details requirements for the Tender award i.e. if the contract is awarded, the services. This document sets out service specifications and delivery.

Tenderers must note the following requirements with all requirements of the Contract.

The Care Quality Commission's Code of Quality and Safety to Tenderers must reflect the requirements detailed and

In addition, recommendations from the Report and the Berwick Report must be reflected in Tenders.

Tenderers must ensure the following:

- professional and friendly staff/ visitors with whom we work
- proactive and active approach to improve service delivery
- cost efficient, quality service
- creating a positive environment
- providing a safe environment, areas of shortfall, e.g. committed to sustainability with the responsibility commitments within

## SUSTAINABILITY

The Trust manages its sustainability performance through a Sustainable Development Management Plan (SDMP). The SDMP commits the Trust to ensure that we encourage and enable our staff to provide health, safety and environmental outcomes in conducting our business environment.

- Travel and Transport
- Procurement
- Organisational Delivery

Having an SDMP is a key requirement of the Sustainable Development Strategy.

This Strategy tasks the healthcare organisation to consider issues such as: community, sustainable clinical

With the redevelopment of the Trust, to influence sustainability on a Redevelopment Project. The Trust will be involved in the new building and its operational communities programme and the impact.

In line with the monitoring of tender tasks for evidence from bidders, the tender asks for evidence from bidders on the following:

### Carbon Management

The Trust is committed to meet the Management Plan, developed within the Programme. The SDU's Sustainability Strategy for the health and care system

for the health and care system emissions from building energy.

For this reason, we require our suppliers to commit to reducing their carbon emissions from building energy.

NHS England requires all NHS Trusts to follow the process, using the standard terms of reference, in line with the data

Guidance 2013-14. We monitor the SDU:

- Building and energy use
- Water and Waste

Government guidance states that emissions<sup>1</sup>, reporting of Scope 1 and 2 emissions for sustainability reporting emissions.

We ask that the bidder includes organisation and their sustainability reporting emissions and to confirm the impact.

Actions to consider include:

- Implementation of measures to reduce carbon emissions
- Inclusion of the organisation and contractors to reduce carbon emissions
- Specific actions and suggested Key Performance Indicators
- Carbon management across production, transport

### Social Value

In line with our responsibilities, monitors the social value generated by the Trust. The social value is achieved through delivery of the services we serve. This is in line with the Commissioning Group's Social Value and Wellbeing goals, some of which are:

### ECONOMIC WELLBEING

Improve health outcomes for the economic, social and cultural well-being of the local community through the approach to delivery.

Actions to consider include:

- Staff working conditions
- Community engagement
- Active travel initiatives
- Carbon management
- Initiatives to reduce waste
- Improvement in local economy
- Development of Key Partnerships

<sup>1</sup> Scope 1 and 2 Emissions include direct and purchased electricity.

<sup>2</sup> Scope 3 Emissions include Other supply chain procurement.

<sup>3</sup> <http://www.liverpoolccg.nhs.uk>

1. Support employment to reduce experiences of poverty and hardship.
2. Support a Living Wage and moves towards this to reduce low incomes.
3. Support good working conditions to relieve health problems associated with employment.

### SOCIAL WELLBEING GOALS

#### Improve health outcomes through community potential, reducing health inequalities

1. Reduce social isolation and valued outcome.
2. Support development of participation is wider

### ENVIRONMENTAL WELLBEING

#### Improve health outcomes through climate change, creating healthy environments

1. Increase active travel and reduce travel emissions
2. Reduce carbon emissions and negative consequences
3. Minimise use of hazardous substances

We ask that the bidder includes the economic, social and cultural well-being of the local community through the approach to delivery.

### SUSTAINABILITY

The Trust aims to support bidders to deliver innovation and utilise existing guidance to ensure a fair and standardised tender, in line with other public sector organisations. To deliver these aims, the Trust asks bidders to respond to the requirements within the Balanced Scorecard and the Soil Association's Food for Life Catering Mark. The Trust is particularly interested in how the bidder can address the Awards Questions of the Balanced Scorecard and support the Trust to achieve the Bronze Food for Life Catering Mark. We welcome the inclusion of KPIs to enable this and to set the standard for improving further to Silver and / or Gold status.

### BALANCED SCORECARD

The Balanced Scorecard has been developed through the Government's Plan for Public Procurement: Food and Catering Services, published in July 2014. It brings a consistent buying approach across the public sector which embraces the key elements required for excellent procurement of food. This includes price, production, health and wellbeing, resource efficiency, socio-economic factors and quality of service.

The Balanced Scorecard consists of Mandatory Criteria, which all organisations bidding for this contract are expected to meet. The Mandatory Criteria are drawn from the mandatory elements of the existing Government Buying Standard for Food & Catering Services. The scorecard also consists of Awards Questions, which are largely drawn from the Government Buying Standards Best Practice standards. The Awards Questions are framed to specify a desired outcome, rather than requiring a particular solution, to allow for flexibility and innovation by bidders.

A breakdown of the Mandatory Criteria and Awards Questions is attached in Appendix XX. Please note, the Appendix includes an abridged version of the Balanced Scorecard which has not been edited to remove aspects not applicable to this contract (i.e. some aspects of waste management). This specification supersedes the Balanced Scorecard where there is confusion. The full Balanced Scorecard can be found at:

<https://www.gov.uk/government/publications/a-plan-for-public-procurement-food-and-catering-the-balanced-scorecard>

### SOIL ASSOCIATION'S FOOD FOR LIFE CATERING MARK

The Plan for Public Procurement recognises the Catering Mark as a 'well-established' best practice tool. The Catering Mark provides an independent endorsement that food providers are taking steps to improve the food they serve, using fresh ingredients which are free from undesirable additives and trans fats, are better for animal welfare, and comply with national nutrition standards. Bidders are asked to consider how they could support the Trust to achieve the Soil Association's Bronze Food for Life Catering Mark.

The Trust is particularly interested in initiatives that will deliver social value or carbon reduction. This includes the support of small and medium enterprises (SMEs), social enterprises and development of local food hubs. The Catering Mark can provide significant local economic benefits – of over £3 for every £1 invested in a Catering Mark menu, according to the Soil Association. Targets to achieve a Silver or Gold Catering Mark would be welcome.

Appendix XX includes examples of some of the minimum standards expected to achieve the Bronze Standard. Further information about the Soil Association's Catering Mark can be found at:

<http://www.sacert.org/catering>



# Collaboration, collaboration, collaboration!

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**Donna Brown**

Divisional Director

ISS Facility Services Healthcare



## Not in this case

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- Not the usual bidders day, *it was a two-way individualised event*



## Not in this case

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- Not a closed tender process, *it was open and collaborative*



## Not in this case

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- Not a restrictive stakeholder approach, *it was multi-layered*



In this case

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*It was all about the patient*



**Patients at the heart of everything we do**

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## Patient first

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- It's about **culture**
- It's about **experience**
- It's about **empowerment**
- It's about **engagement**
- It's about **teamwork**
- It's about **consistency**

SERVICE WITH A  
*Human Touch*



Sandy  
Walton



# We make the difference





## And finally



*"I am currently undergoing chemotherapy at the Royal, in the Linda McCartney wing with the Clatterbridge team. I have just been discharged after suffering sepsis twice over the last two months and I cannot praise the whole team of involvement, from A&E, through to the ward itself, from cleaners, porters and nurses to professors. - everyone had professionalism, dignity, respect and kindness. I felt so safe and looked after. All hospitals should follow the regime in place for cancer patients and I am very grateful, to everyone."*