Mrs Rose Gallagher
United Kingdom

The contribution of procurement to a safe care environment
The contribution of procurement to a safe care environment

Rose Gallagher, MBE

Professional Lead Infection Prevention and Control
Royal College of Nursing

#smallchanges
Presentation themes

• Why procurement matters
• The role and value of nursing in procurement decisions
• RCN Small Changes campaign
• Adding broader value
What is procurement?

Procurement involves a number of processes including the selecting suppliers, organising payment methods, setting strategic criteria, selection of products, negotiation of contracts and purchasing of items.
Quantifying the problem

‘Some trusts are not getting value for money because they are buying many different types of the same product. For example, trusts bought 21 different types of A4 paper, 652 types of medical gloves and 1,751 different cannulas. There is also a large variation between trusts: one bought 13 different types of glove, whilst another bought 177 different types.’ National Audit Office 2011
The need

Right product, for the right purpose, at the right time for the right cost
Procurement – risks for NHS

- Variation in product, its use and quality
- Cost – variation and excess ‘additional extras’
- Supply routes and contract management
- Product description/claims inaccurate or misleading
- Safety implications (compatibility, quality)
- Meets required standards
- Sheer scale of NHS needs
The role and value of nursing in procurement decisions – everyday consumables

- Nurses are the largest users of consumables
- Driven by quality and safety not cost
- Clinical experience creates unique knowledge based on patient and nurse need
- Ability to identify and report risks/incidents
- Ability to identify wastage and solutions
Small changes, big differences
Clinical supplies – quality, safety and value at the frontline

RCN Small Changes campaign
Thinking strategically

• Nursing representation and activity at the national level – defining our need and vision
• Aligning RCN activity with national productivity review (England)
• RCN collaboration with Office for Public Management (OPM) / Burdett Trust on ‘demonstrating value’
• Development of a short life campaign to empower and enable nurses to engage and procure for efficiency and quality
Shaping Small Changes resources

Building on the RCN contribution to date

• What would be helpful for nurses and midwives now?

• How can we capture the impact of working differently?
Key considerations

- The word procurement is not widely recognised within nursing
- We need to engage all roles and seniority within nursing
- This is an issue for all care settings
- Procurement levers should be safety and patient experience, not just cost
- Nursing wants to be part of the solution - Boards need to support nurses to engage and contribute
Small changes, big differences
Clinical supplies – quality, safety and value at the frontline

The first step – capturing experiences
The value of Nurse leadership

Evidence shows that nursing involvement can be particularly valuable. Their position on the frontline of patient care, using a vast range of clinical products on a daily basis, leaves them uniquely qualified to offer detailed insight on what items do and do not work.

Mandie Sunderland, Chief Nurse, Nottingham University Hospitals NHS Trust and member of NHS Supply Chain’s Customer Board.
Developing resources - Hints and tips

Best practice guidelines

What does good practice for efficiency savings look like in the NHS? How can you make sure that your organisation is doing the best it can? Use our checklist to help identify any areas that might need improvement.

- Typically, goods and services account for 30 per cent of all NHS hospitals operating costs. All procurement better value better care: a procurement development programme for the NPS, DH, 2013, available at www.gpacs.org.uk.
- In 2011, the National Audit Office identified the potential for £500 million in savings by addressing more efficient purchasing within the NHS.
- In 2011-12, NHS trusts in England spent £20.6 billion on goods and services.
- In England, the NHS spends £4.5 billion each year on clinical supplies and services.

Quick wins checklist

When time is stretched, how can you quickly make improvements in your organisation? Here are some simple ideas that can have a big impact.

- Talk with your procurement and supplies team at the beginning of any review process that involves products or equipment.
- Develop a process for introducing new products into your organisation.
- Enable a clinical products review group to standardise practice and reduce variation.
- Encourage all staff to be responsible for managing clinical products in use.
- Make sure your staff know the cost of the products they are using and highlight any waste or inefficiency immediately.
- Share best practice with your neighbouring organisations and learn from each other.
- Work with your national contracting partners to identify new opportunities to review clinical consumables for example, NHS Supply Chain, NHS Scotland Procurement and Welsh Health Supplies.
- Only order what you need.
- Get to know policies and procedures relevant to clinical supplies.
- Make sure you use products correctly and as intended.
- Become your team's champion working with the procurement and supplies team to simplify your ordering, storage and utilisation needs.
- Use productive ward or other methodologies to improve how products move around your organisation.
- Use good communication to make sure the introduction of a new product gets off to the right start.
- Get involved in supplier management with your procurement and supplies teams.
Being practical – how to?

How to engage the nursing workforce on clinical supplies selection

- Patient needs and experience first
- Align clinical goals with procurement work plan
- Embed clinical leadership
- Engage experts for ideas and projects
- Positive impact on patient care
- Standardise across the Trust for safety
- Listen and respond
- Share experiences and ideas
- Partnership and shared responsibility
- Produce innovative ideas
- Product awareness and selection
- Support, consult, involve
- Traffic Light Support System
- Small changes, big differences

The benefits

- Standardisation to help improve safety
- Efficiency
- Empowered nurses
- Savings for the NHS
- Innovation
- Good practice

Small changes, big differences
Clinical supplies – quality, safety and value at the frontline
Valuable shared experiences

Continence care

Swap shops

Small changes, big differences
Clinical supplies – quality, safety and value at the frontline
Working with procurement partners

The Traffic Light Support System for effective clinical product procurement

Think  Consider  Go

With £4.5 billion spent by the NHS each year on clinical supplies, and with constant pressure on budgets, NHS Supply Chain were keen to develop a process by which staff at all levels could be involved in better, more informed decisions around which products to use.
The value of specialist nurses

How to build a case for a clinical procurement nurse role in your organisation

Liam Horkan, Clinical Procurement Specialst, Colchester Hospital University NHS Foundation Trust.

The delivery of high quality care requires an ever-expanding, diverse range of clinical products and devices for patient care. Many of these products and devices are used widely across organisations and therefore, it is essential that where possible they are standardised to reduce clinical risk and improve patient and staff safety.

What is a clinical procurement nurse?

The development of a procurement nurse who can work across clinical teams and support procurement, finance and service management teams has become more common across the UK. The role of the clinical procurement specialist has become increasingly recognised in NHS trusts, collaborative procurement hubs and national procurement organisations.

The role acts as a bridge between clinical activity and the contracting/procurement requirements of a healthcare organisation. It requires a wide range of clinical experience, the ability to understand complex clinical treatments, and excellent communication and interpersonal skills.

Clinical procurement specialists can come from a range of clinical backgrounds including theatres, critical care, ward managers or other roles that require engagement across all levels of the multidisciplinary team.

What are the benefits of the clinical procurement nurse role?

The role can demonstrate tangible cost benefits along with improved clinical engagement and can provide a clearer link between trust objectives and patient care standards.

Clinical procurement nurse specialists lead nursing and other clinical teams through change management and decision making processes ensuring that quality, safety and value are delivered in procurement project outcomes.

A clinical procurement nurse can use their experience of delivering patient care to enhance procurement knowledge and support patient focus in the contracting and product selection process.

What functions does the role cover?

- Liaison between procurement and clinical teams to agree and control standardised products and devices across an organisation.
- Support and coordination of complex clinical procurement exercises where critical appraisal or formal RPIF evaluation is required.
- Ensuring that legislative and regulatory health care laws and guidelines associated with medical devices and patient care are considered in the procurement process, communicated correctly across an organisation and included in future planning.
- Develop clinical networks and multidisciplinary input into a clinical products and devices review process through clear protocols, policies and product guidelines.
- Actively promote research activity to identify new innovations or technologies that can support business case development to improve patient care or outcomes.
- Observe product utilization in practice, collecting staff feedback, identifying training needs and supporting cost improvement programmes.
Procurement is part of safe effective care

- A conduit between clinical care delivery and procurement & commercial activity –
  - ‘Speaks the language’

- Takes the lead on the review of clinical products & becomes the key contact point –
  - ‘Reduces multiple contacts & focus on projects’

- Supports specialist clinical project groups and facilitates evaluation design, delivery and reporting
  - ‘Gathers the right evidence to make a decision’

- Responsible for implementation, change management and on-going review
  - ‘Frees up clinical staff time and speeds up implementation’

*Liam Horkan, Clinical Procurement Lead*
Defining quality in products we use
Adding broader value
Small changes, big differences
Clinical supplies – quality, safety and value at the frontline
Thank you

#smallchanges

Join us

RCN Procurement network

RCN IPC network