

# NHS West Sussex Creates Model of Change with Capgemini

**Healthcare organisation accelerates the pace of change to build commissioning capacity and capability**

## The Situation

Primary Care Trusts (PCTs) in the UK are being asked to become World Class Commissioners as the National Health Service (NHS) seeks to improve the quality and safety of patient care whilst managing a reduced healthcare budget.

At NHS West Sussex, the fourth largest PCT in England with a budget of £1.2 billion, the determination to perform against a World Class Commissioning (WCC) framework was part of an ambitious service strategy put in place by the PCT's management. The strategy demanded a new and improved commissioning capacity that would require new capabilities and new ways of working.

Whilst good progress had been made in delivering its service strategy, the PCT felt that it needed external support to help it deliver wide-scale change and improvement rapidly.

## The Solution

Capgemini worked with diverse teams across the PCT to develop a way of accelerating and embedding change known as a 'hothouse'. This built the skills of PCT staff and gave them the space, time and empowerment to deliver the right solutions to the PCT. Capgemini's approach has ensured NHS West Sussex can both sustain and build the capabilities of its commissioning teams.

## The Result

The project defined a new approach to delivering change in the PCT. It created a core team of change agents who have a new range of skills that are being used to continually improve systems and processes. A previously unstructured approach to commissioning as a result of merger activity and

“We needed to rethink both how we operated as a team and what we did on a daily basis. The work Capgemini did with us has been really helpful in this.”

John Wilderspin, Chief Executive,  
NHS West Sussex



operational change has been replaced by “a single way of working” and an “incredibly united common purpose” across the wider PCT according to the newly enthused change agents.

### How NHS West Sussex and Capgemini Worked Together

Capgemini believes that rather than bringing in experts to tell PCTs what the answers are, the key to successful change is to build the capabilities of PCT leaders and staff so that they do it themselves. This thinking shaped Capgemini’s two-phase approach to working with NHS West Sussex.

In the first phase a small team of Capgemini consultants engaged with around a third of the PCT through a series of in-depth semi-structured interviews and a number of workshops. The purpose of these sessions was to assess the attitude of the PCT to change and identify the key areas of development.

Following the first phase, 13 full time PCT staff joined a ‘hothouse’ and worked side by side with Capgemini consultants. The idea of the ‘hothouse’ is to create sustainable change: the PCT provides staff who have content expertise while Capgemini provides the process, facilitation and capability development expertise. Both work in partnership to deliver results – high levels of ownership and an increase in capability.

PCT staff and Capgemini consultants worked on four interlinked streams:

**Building the team:** Ensuring that each PCT team member was equipped with the right change skills to successfully deliver, such as facilitation, process mapping and managing resistance, and building the group as a high performance team with a single, common purpose.

**Aligning the leadership:** Developing the executive team by creating a shared understanding of their core purpose and accountabilities, and defining new meeting ground rules; in parallel to driving the rest

of the programme through active sponsorship of the change initiatives and regular progress reporting on the project.

**Engaging the wider organisation:** Letting staff have their say through interviews and workshops and keeping them up to date on progress by actively engaging in work undertaken in the change initiatives and communicating on a regular basis.

**Delivering the change:** Addressing issues identified by staff and designing and implementing an operational dashboard for the PCT.

One of the internal change agents commented: “We’ve started the PCT off in a new direction – I don’t think we could have hoped to achieve more than that. Very successful.” Another added: “I can’t remember when I last felt so motivated about work.”

Together Capgemini and NHS West Sussex built a ‘can-do’ attitude within the PCT by developing change capability, defining new ways of working, aligning the executive team and delivering specific change initiatives. These ranged from defining the commissioning cycle (the planning, buying and checking of procured healthcare services) to the design of a PCT-wide innovation process and the creation of an online corporate directory. All initiatives solved an issue identified by a member of staff, and helped improve World Class Commissioning status.

Such was the success of the project that not only did the PCT adopt and sustain many of the new ways of working, but it has had the confidence to build more new capabilities on its own since Capgemini’s role ended.



### About Capgemini and the Collaborative Business Experience™

Capgemini, one of the world’s foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model

called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 30 countries, Capgemini reported 2009 global revenues of EUR 8.4 billion and employs 90,000 people worldwide.

More information is available at [www.uk.capgemini.com/health](http://www.uk.capgemini.com/health)

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In collaboration with



NHS West Sussex commissions high quality health care services that meet the needs of the people who live and work in the county. Its vision is to achieve lifelong health and wellbeing for these people.

NHS West Sussex is responsible for the vast majority of NHS expenditure in West Sussex and the organisation is a major NHS presence in the county.

For more information please visit: [www.westsussex.nhs.uk](http://www.westsussex.nhs.uk)