

SERVICE SPECIFICATION CLINICAL PROCUREMENT

Please ensure that you have reviewed this specification and returned it by:

Please select one of the following options []:

The service specification is agreed:

The service specification requires revisions:

A service specification meeting is required:

Name of Client Reviewer:

Date:

SERVICE SPECIFICATION

Service:	Clinical Procurement Services (National Service Reference 14 & 16)
Client Lead:	
GEM Lead:	Warren Simms
Version:	0.2
Date:	14 November 2012
Ratified/Agreed By:	

Service Specification: Clinical Procurement

Version Control Sheet

Version	Date	Author/Amended By	Author/Amended By
0.1	13/11/2012	Document created, MK comments	Chris Horrocks
0.2	14/11/2012	Document updated, changes made to Appendix C	Warren Simms

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Service Specification: Clinical Procurement

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1. Purpose

Clinical procurement is central to improving health outcomes and delivering quality care. By helping to design, procure and manage better services with our customers, we will support better health care for patients.

The service objectives are to deliver high quality procurement and market management services for our customers. The range of services offered allows customers to benefit from a complete end-to-end, one stop shop service. Alternatively, customers may purchase one or more of the service categories offered to allow flexibility and integration into existing procurement and market management processes.

2. Scope

2.1 In Scope

GEM offers a complete end-to-end, one stop shop market management and clinical procurement service to commissioners our service bundles are split into distinct areas, the first is a procurement service which is based on pay as you go or defined down to a specific programme of projects which will be identified in Appendix A for this service specification. The work programme will be broken down into those individual projects and the level of complexity as defined within section 3.2 of this service specification. The service bundles that are available are as follows:

- **Market management** - we will help our customers to understand market structure and capacity, how demand is being met and define the most appropriate market intervention strategy (i.e. whether new providers are needed or development of existing relationships is most appropriate).
- **Clinical Procurement** – we will manage Clinical healthcare procurement projects to deliver commissioning priorities or contract renewals in line with the Public Contract Regulations and Department of Health guidance.
- **Any Qualified Provider (AQP)** - we will work with our customers to help identify AQP opportunities, develop currencies/tariffs and project manages the AQP qualification process.
- **Education, Advice and Consultancy** - we will provide bespoke training and knowledge sharing services, supporting Procurement Panels and local governance arrangements
- **Transition Management** - GEM will work with its customers to manage the implementation of new services to ensure the seamless transition between outgoing and incoming providers or changes to existing services.

These services are underpinned by a suite of operation services including: project management tools, communication tools, reporting tools, a single contacts database to manage contract renewal programmes, business processes and documentation.

2.2 Out of Scope

This service does not include contract management or non-clinical procurement activity classed as non-pay expenditure. Support of these services is excluded from this offer unless agreed separately.

3. Service Delivery

	2012/13	2013/14	Develop
<p>3.1 Service Description The following defines in greater detail the service bundles that can be procured on a pay as you go basis or those that will be included in the complete procurement service and the work programme as identified in Appendix A and are cross referenced to the level of complexity for each defined project within the workplan.</p> <p>3.1.1 Market Management The service will provide our customers with a level of understanding of market structures and capacity, how demand is being met and provide recommendation for the most appropriate market intervention strategy. The market management process provides the evidence for how to develop the service. GEM Market Management and Clinical Procurement use a tried and tested market assessment tool to structure this process.</p> <p>The services in this category include:</p> <ul style="list-style-type: none"> • Defining the Regional and Local Current Market • Assessing Current Market Performance • Identifying Current Market Dynamics • Defining the Optimal Market Structure • Recommending Appropriate Market Intervention • Reviewing Strategy and Recommendations • Engaging with CCGs to put commissioning intentions into action • Forward planning <p>Minimal Market Review, the elements in this review will include:</p> <ul style="list-style-type: none"> • High level review of suppliers in the market • High level review of demand within the market • Engaging with CCG's 	√		

<p>3.1.2 Clinical Procurement</p> <p>This service manages healthcare procurement projects to deliver commissioning priorities. Our approach is to plan, lead and work as part of a multi-disciplinary team to deliver the required outcomes in line with customer requirements and in accordance with the Public Contract Regulations and Department of Health guidance. Our wider commissioning connections also allow us to identify shared priorities and opportunities to achieve economies of scale.</p> <p>Services in this category include:</p> <ul style="list-style-type: none"> • Clinical procurement pre-procurement advice • Developing and defining Market Sourcing Strategy • Selecting the Procurement Route • Provider Market Engagement • Supporting the development of Service Specifications, in developing the specification the project lead will ensure that all the interfaces with other services are clearly identified and any of the impacts this may have on these services will be identified. • Advertising the opportunity on the Official Journal of the European Union (where applicable) and Supply2Health • Running the procurement process • Tender Evaluation and recommendation • Providing comprehensive feedback to unsuccessful bidders • Contract Award • Finalising Contract Terms and Conditions • Engaging with Contracting Function to forward plan for contract renewals and re-procurements. • Using contacts within GEM and outside to develop common approaches to similar procurements on a 'Do Once and Share' principle to leverage the benefits of finite resources. 	√		
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<p>The project lead for the procurement will ensure that there are appropriate links established with contracting team's pre and post the procurement to ensure that all contractual liabilities, pre-procurement have been identified and all service responsibilities for transition and contract implementation are defined.</p> <p>A specific note should be made of the fact that these service specifications can be developed in conjunction with the customers clinical specialists and or where required additional support will be provided by GEM.</p>			
<p>3.1.3 Any Qualified Provider (AQP) GEM will work with our customers to identify AQP opportunities, work with customers to develop currencies/tariffs and project manage the AQP qualification process.</p> <p>The service includes the following sub-categories:</p> <ul style="list-style-type: none"> • Identifying AQP relevant services • Managing the AQP Process • Developing Tariffs • Supporting the development of Service Specifications, in developing the specification the project lead will ensure that all the interfaces with other services are clearly identified and any of the impacts this may have on these services will be identified. • Developing Qualification Criteria • Assessing and Qualifying Providers • Contract Award • Finalising Contract and Performance Criteria • Monitoring of provider performance and providing reports in conjunction with the Contracting Function. 	√		

<p>3.1.4 Education, Advice and Consultancy</p> <p>GEM will provide customers access to market management and procurement expertise to help 'up skill' workforce by providing bespoke training, briefing notes and knowledge share facilities on market management, clinical procurement, the regulatory environment, governance and managing providers. In addition the GEM local representative will support local procurement and governance panels by providing the specialist procurement advise.</p> <p>Specifically, the service includes the following:</p> <ul style="list-style-type: none"> • Support and oversight for local people delivery small value projects • Bespoke Procurement Guidance and Training • Regular Customer Updates - Briefing Notes • Provision of a Knowledge Sharing Portal (CONNECT) • Regional Support for Implementation of National Policies • Establishment and Management of a Contracts Database 	√		
<p>3.1.5 Transition Management</p> <p>GEM will work with its customers to agree project specific transition management and implementation of new services to ensure the seamless transition between outgoing and incoming providers or changes to existing services.</p> <p>The list of services in this category include:</p> <ul style="list-style-type: none"> • Providing project planning and management of the transition process • Implementation of effective governance procedures across the transition • Transition communication planning (working with local communication and engagement leads) • Delivering effective management of outgoing and incoming providers (ensuring the smooth transition to the new service model i.e. risk management, TUPE facilitation etc). 	x		

<p>3.1.6 Operational Systems</p> <p>The GEM Market Management and Clinical Procurement function will provide an operational system that underpins the service offer and provide:</p> <ul style="list-style-type: none"> • Singularity of approach with standard systems and processes • Secure access to e-tool online project support portal (CONNECT) providing: <ul style="list-style-type: none"> • A single sign on to configured to specific user profile • Access to project management tools including: Gantt charts, status reports, project blogs, risk and issues logs • Project specific information and communications • Performance reporting, service wide and project specific • Full access to local and regional work plans • Business process flows and standard documentation • Contacts database, to help customers to review contract liabilities and associated renewal programme • Central repository of service specifications. 	√		
<p>3.2 Clinical Procurement Service Complexity</p> <p>The following identifies the level of activity the customer will receive for the complete procurement package and the levels of complexity that will be associated to each of the projects identified in the work plan. For example where market management is mentioned in levels of complexity then a more defined description of this element is defined in section 3.1. a graphical representation for the complexity levels is included as Appendix B to this service specification.</p> <p>3.2.1 Level 1: Low Level Complexity</p> <p>Includes:-</p> <ul style="list-style-type: none"> • Clinical Procurement Pre- Procurement Advice • Limited Market Management (minimal) 			

<ul style="list-style-type: none"> • Procurement and Contract Finalisation • Legal Advice and Financial Support (minimal), this will be limited to high level legal and financial support agreed prior to project commencement <p>Does not include:</p> <ul style="list-style-type: none"> • Lead and advise on the development of procurement and the service specification • PAYG Transition Management <p>3.2.2 Level 2: Medium Level Complexity</p> <p>Includes:-</p> <ul style="list-style-type: none"> • Clinical Procurement Pre- Procurement Advice • Market Management • Lead and advise on the development of procurement and the service specification • Procurement and Contract Finalisation • Financial, Analyst Support and Legal Advice (minimal), this will be limited to high level legal and financial support agreed prior to project commencement <p>Does not include:</p> <ul style="list-style-type: none"> • PAYG Transition Management <p>3.2.3 Level 3: High Level Complexity</p> <ul style="list-style-type: none"> • Clinical Procurement Pre- Procurement Advice • Market Management • Lead and advise on the development of procurement and the service specification • Procurement and Contract Finalisation • Legal Advice and Financial, Analyst Support • Transition Management 			
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<p>In addition to this operational system, GEM Market Management and Clinical Procurement will continue to utilise the e-tendering system and the Supply2Health portal for advertising requirements and managing all tender processes in accordance with the Public Contract Regulations and Department of Health guidance.</p> <p>Also included will be full support for any Freedom of Information requests that relates to any of the procurement activity carried out by GEM.</p>			
<p>3.3 Service Model</p> <p>The service will be delivered using a mix of a dedicated local procurement specialists and a centralised team delivering at scale procurement solutions which is defined in Appendix C (HUB and Spoke Model) attached to this service specification. The model will deliver:</p> <ul style="list-style-type: none"> • Professional support and access to a wider network of procurement specific advice and guidance • Flexible work force to provide system resilience and continuity of supply • Singularity of approach through standard systems and processes. <p>The GEM local procurement specialist will work with the customer to:</p> <ul style="list-style-type: none"> • Deliver local procurement work plans and requirements • Provide oversight, professional support and advice on specific projects • Support local procurement governance panels • Delivery information and associated reports to customers on a quarterly basis, reviewing work plans, projects and performance to ensure delivery against predetermined objectives and deliverables. <p>The GEM central team will work with the customer to:</p> <ul style="list-style-type: none"> • Develop regional 'at scale' procurement opportunities to minimise the 			

<p>overall cost of procurement</p> <ul style="list-style-type: none"> • Provide access to a wider network of professional procurement support and guidance • Provide appropriate resilience and support to ensure continuity of supply • Provide access to on line support e-tool 			
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4. Quality and Performance Standards

The following Key Performance Indicator descriptions apply to the service levels detailed in Section 3:

Reference	Indicator	Measure	Target	Controls
CP1	Timeliness	Indicators in the category will measure: <ul style="list-style-type: none"> • Delivery against projects due dates and key time lines • Delivery against pre-agreed work plan 	<ul style="list-style-type: none"> • 100% delivery of project milestones • 100% delivery of agreed work plan projects 	<ul style="list-style-type: none"> • Project responsibilities defined and agreed • All projects and changes to work plan agreed
CP2	Project Delivery	Indicators in the category will measure: <ul style="list-style-type: none"> • Delivery of agreed work plan objectives/deliverables • Project specific deliverables 	<ul style="list-style-type: none"> • X% of agreed work plan objectives • X% delivery of project agreed objectives and deliverables 	<ul style="list-style-type: none"> • Agreed measurement baseline • Agreed deliverables • Defined project responsibilities delivered
CP3	Quality	Indicators in the category will measure: <ul style="list-style-type: none"> • Process Challenges • The delivery of all project and delivery to customer for signature 	<ul style="list-style-type: none"> • 0% Successful process challenges • X% of all project final reports signed and agreed 	<ul style="list-style-type: none"> • Project responsibilities defined and agreed
CP4	Client Service Reviews	Indicators in the category will measure: <ul style="list-style-type: none"> • Customer satisfaction against agreed targets using data collected and presented in accordance with metrics 	Data collected and presented in accordance with metrics	Formats and frequencies pre-defined with the customer

5. Continuous Service Improvement Plan

We will work with our customers to continuously improve our products and services. We will set up planning sessions, led by the GEM nominated account manager, to keep our customers informed of completed and planned improvements and provide information as to how these improvements will lead to a better customer experience.

We will invest in continuous development of our people and work towards standard processes, systems and infrastructure to ensure a consistent approach to the way we deliver our services.

Meetings will be arranged on a quarterly basis with customers to provide detail on our development plans and timelines for implementation.

6. Prices and Costs

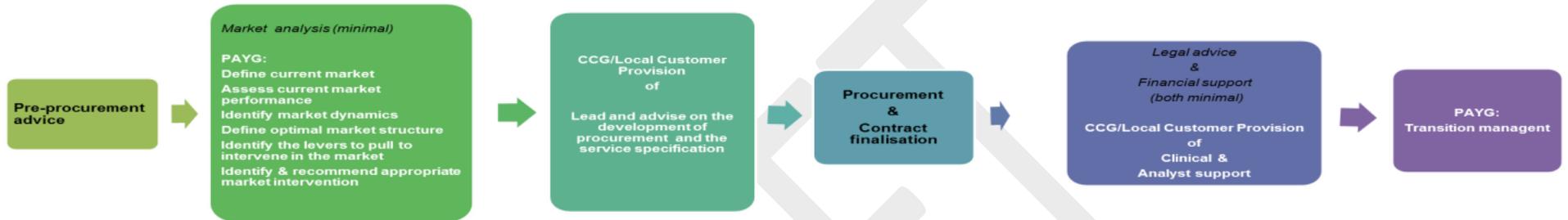
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Appendix A – Procurement Workplan

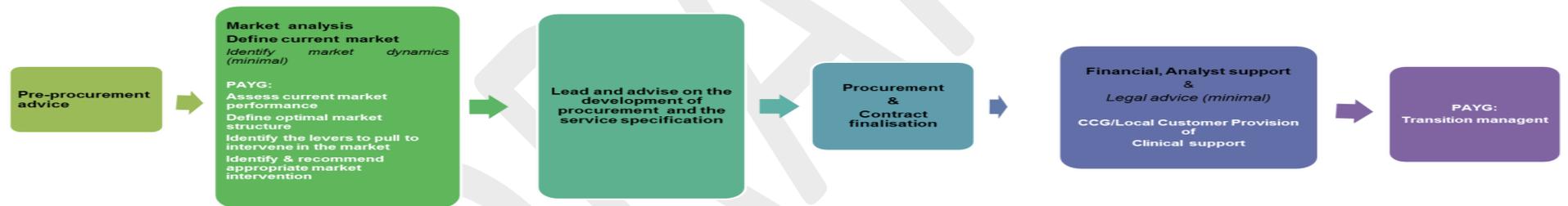
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Appendix B – Pricing/ Resource Model

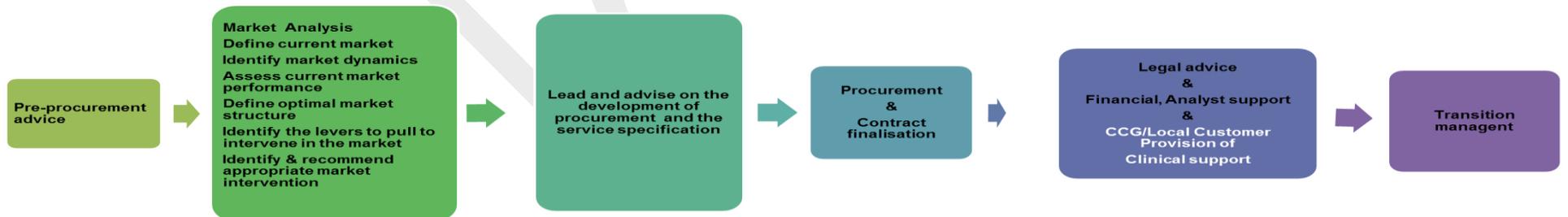
Level 1: Pricing Resource Model / Low Level Complexity (Indicative 6 Months)



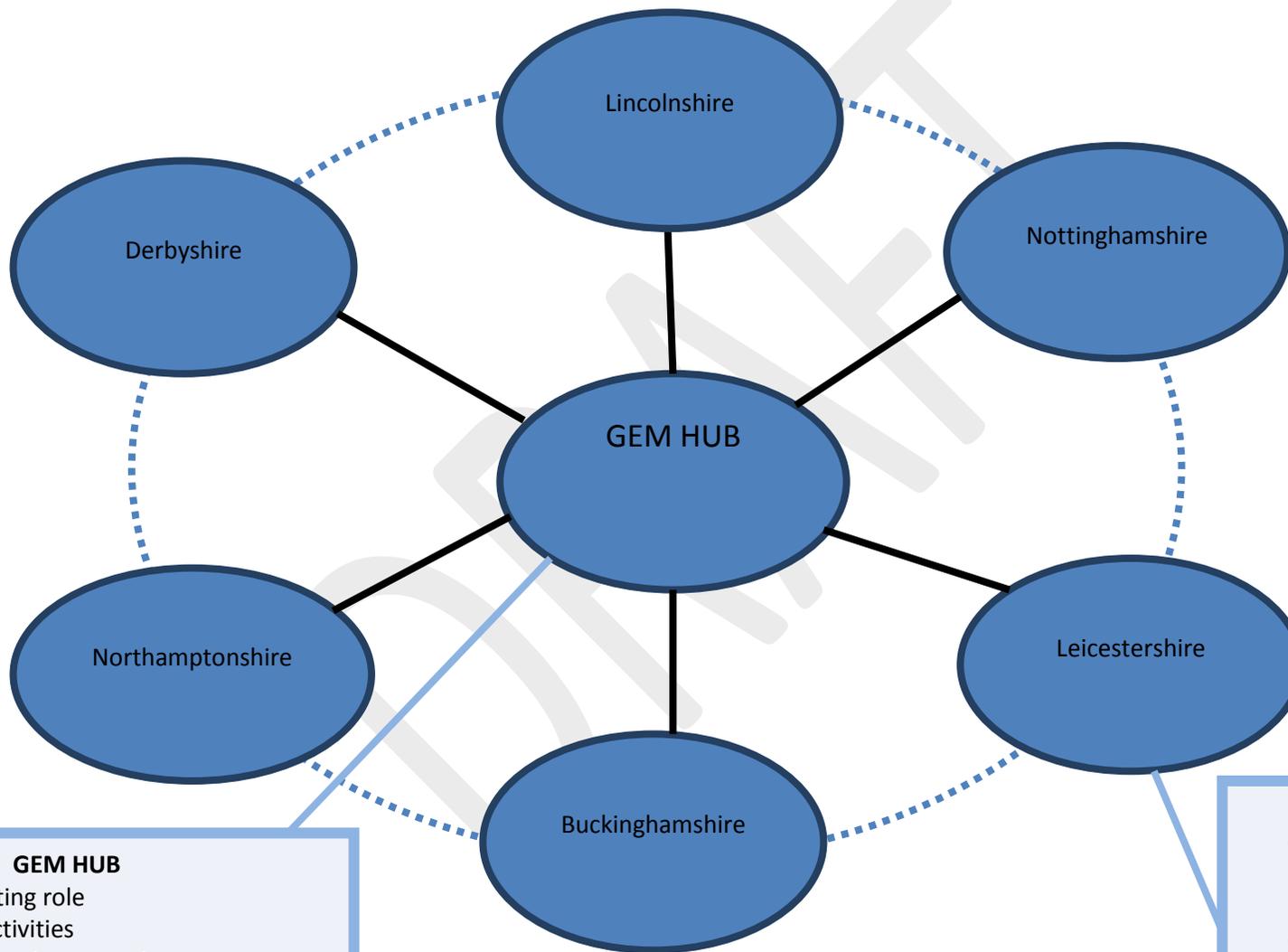
Level 2: Pricing Resource Model / Medium Level Complexity (Indicative 12 Months)



Level 3: Pricing Resource Model / High Level Complexity (Indicative 18 Months)



Appendix C – Service Delivery Model



GEM HUB

- Co-ordinating role
- At scale activities
- Service planning expertise
 - Market management expertise
 - Project management expertise
 - Transition management expertise
- Lead procurement projects

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GEM SPOKE

- Local account specialist procurement support and advice
- Local interface for Hub led procurement projects
- Lead procurement projects
- At scale activities (when suitable and available resource available)