

Meeting Title	Board of Directors		
Date	7 November 2019	Agenda item	Bo.11.19.29

Healthcare UK Feedback Report

Presented by	John Holden, Director of Strategy and Integration		
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Lead Director	John Holden, Director of Strategy and Integration		
Purpose of the paper	<p>Discussions have previously been held at the Board of Directors regarding the potential to explore opportunities for international trade. Consequently the Trust approached Healthcare UK (HCUK) to assist in exploring these opportunities further. In response, HCUK facilitated an <i>Export Readiness Workshop</i> at the Trust with the aim of assessing our readiness for international trade and suggesting the first actions we should take to move forward.</p> <p>This paper provides feedback from the <i>Export Readiness Workshop</i>, summarises the subsequent report received from HCUK and makes a recommendation to the Board regarding the next steps for the Trust.</p>		
Key control	Not applicable		
Action required	To note		
Previously discussed at/informed by	Senior Leadership Team on 3 September 2019.		
Previously approved at:	Committee/Group	Date	
	Senior Leadership Team	3 September 2019	

Key Options, Issues and Risks

Discussions have previously been held at the Board of Directors regarding the potential to explore international trade opportunities by using the NHS brand to generate additional income streams. It is thought that the Trust may have unique levels of access to relevant communities and institutions in Pakistan.

The Trust approached Healthcare UK (HCUK) to assist in exploring these opportunities. HCUK is a joint initiative of the Department of International Trade, NHS England and the Department of Health and Social Care. Its aim is to help UK healthcare providers do more business overseas. HCUK facilitated an *Export Readiness Workshop* at the Trust with the aim of assessing our readiness for international trade and suggesting our next steps.

Analysis

As expected, the *Export Readiness Workshop* demonstrated that the Trust was some way from being ready to begin to trade internationally in a coordinated way. However, the workshop did show that the Trust potentially had products to sell and had potential contacts in overseas markets.

Following the workshop, HCUK provided a report to the Trust which is embedded in appendix A below. This report summarised the findings of the *Export Readiness Workshop* and contained a number of recommendations should the Trust decide to pursue opportunities in international trade. Key recommendations were that the Trust should develop an international strategy, explore our most appropriate markets and products in detail and identify the resources and support required to make any international

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venture a success.

The HCUK report was discussed at Senior Leadership Team (SLT) in September. A number of SLT members had attended the *Export Readiness Workshop* and agreed at the SLT meeting that there were opportunities in relation to international trade and that this was a strategic option for the Trust in the future. However, it was also clear to the SLT that the Trust had a number of more immediate priorities that would have to be addressed before we could begin to venture into international trade. These priorities included, meeting NHS access standards, receiving a “Good” or “Outstanding” rating from CQC, developing new models of care in collaboration with Airedale NHS FT and embedding the Trust into regional service delivery arrangements as part of the West Yorkshire and Harrogate ICS.

It is the view of the SLT that the focus of the Trust should be on these areas for the immediate future. However, the SLT did recognise that the whole issue of a Trust commercial strategy should be addressed and that international trade would be a key part of this strategy.

Recommendation

SLT therefore recommends that the Trust focusses on the more pressing priorities of NHS access standards, improving our CQC rating and developing new models of care but in the background develops a commercial strategy, of which international trade should be a key part.

SLT suggests that the development of this strategy should be overseen by the Major Projects Committee. The commercial strategy will not be considered a high priority for the Trust but the intention should be to complete it in the next calendar year.

Risk assessment

Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients			G			
To deliver our financial plan and key performance targets			G			
To be in the top 20% of NHS employers			G			
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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Resource implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Performance implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Regulation, Legislation and Compliance relevance
NHS Improvement: (please tick those that are relevant)
<input type="checkbox"/> Risk Assessment Framework <input type="checkbox"/> Quality Governance Framework <input type="checkbox"/> Code of Governance <input type="checkbox"/> Annual Reporting Manual
Care Quality Commission Domain:
Care Quality Commission Fundamental Standard:
NHS Improvement Effective Use of Resources: Clinical Services
Other (please state):

Relevance to other Board of Director's Committee: (please select all that apply)
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Benchmarking implications (see section 4 for details)					Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?					<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?					<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?					<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Workforce	Quality	Finance & Performance	Partnerships	Major Projects	Other (please state)		
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

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Appendix A

Healthcare UK Feedback Report

1. Introduction

Discussions have previously been held at Trust Board of Directors regarding the potential for the Trust to explore opportunities in international trade. It is thought that there is some potential to use the NHS brand to generate additional income streams and that the Trust may have unique levels of access to relevant institutions and communities in Pakistan.

The Trust approached Healthcare UK (HCUK) to assist in exploring these opportunities. HCUK is a joint initiative of the Department of International Trade, NHS England and the Department of Health and Social Care. Its aim is to help UK healthcare providers do more business overseas.

HCUK facilitated an *Export Readiness Workshop* at the Trust with the aim of assessing our readiness for international trade and suggesting our next steps.

Details of the workshop and the content of the report are summarised below:

2. Export Readiness Workshop - background

The *Export Readiness Workshop* took place on 27 June 2019. It was facilitated by Emma Sheldon MBE and Sophie Kennedy, both Export Services Specialists at HCUK. It was a full day event and attended by a broad range of directors, senior managers and clinicians:

- John Holden, Acting Chief Executive (morning only)
- Max Mclean, Trust Chair (morning only)
- Amjad Pervez, Non-Executive Director
- Bryan Gill, Chief Medical Officer
- Alex Brown, Consultant Geriatrician and Director of Undergraduate Medical Education
- John Bolton, Consultant Urologist and Operations Medical Director
- Sandra Shannon, Chief Operating Officer
- Matthew Horner, Director of Finance
- Paul Southern, Consultant Hepatologist and Associate Medical Director (Informatics)
- Michael McCooe, Consultant Anaesthetist and Improvement Academy Clinical Director
- Amanda Hudson, Head of Education
- Shahid Nazir, Strategic Head of Procurement
- Matthew Howson, Head of Service and Business Development

The purpose of the workshop was to help the Trust;

- understand where it stood in relation to international trade
- understand and gain a consensus as to where the Trust wanted to be in relation to international trade

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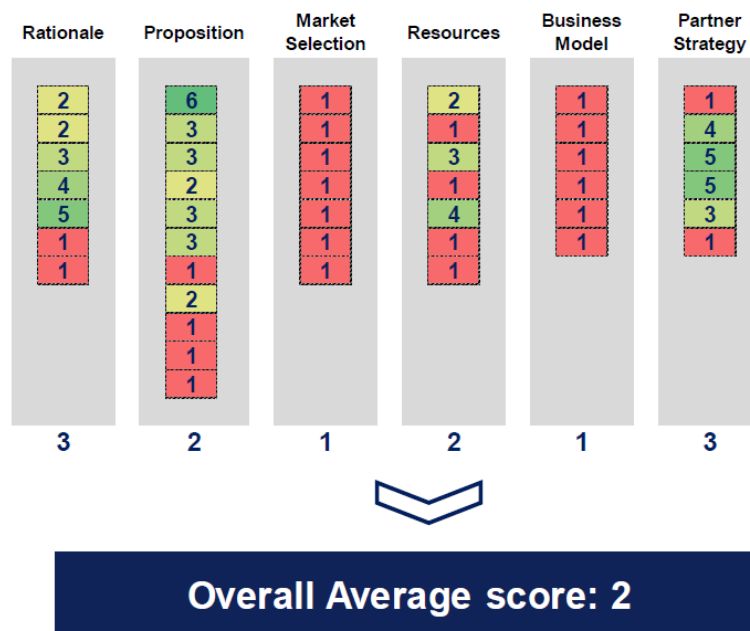
- determine the key steps we needed to take and the timescales involved
- determine the key areas of focus in terms of product and market

3. Export Readiness Workshop - outcomes and the subsequent HCUK report

One of the key tasks for the workshop was to agree an overall consensus on where the Trust stood in terms of its readiness to trade overseas. Participants were given a range of statements and asked to independently score the Trust (from 1 to 10) against each statement (with 10 being the most ready to export). These statements were aligned under 6 key headings;

- Our rationale for wanting to trade internationally
- Whether we had a proposition
- Whether we had selected a market
- Whether we had resources in place to develop a proposition and sell it overseas
- Whether we had an agreed business model
- What our partner strategy was

Under each heading were a number of “sub-statements” which were also scored. The scores were then discussed and a consensus score for each overall heading agreed. The scores can be summarised as follows:



As can be seen from the table above, the view of the group attending the workshop was that the Trust had considerable work to do before it was ready to trade internationally. HCUK considers any area with a score of 5 or less to be an area where the Trust needs to focus attention. All of our scores were less than 5.

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It is apparent from the Trust's analysis that a great deal of work is necessary in each of the 6 strategic decision areas.

A discussion developed from the consensus exercise around 6 key themes:

- What international work we were doing already?
- What could we achieve?
- What Board support did we have for developing international trade?
- What resources and expertise did we have?
- Did we have an overarching plan?
- How do we make best use of branding?

A summary of this conversation is provided over the page.

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Work to date	The group thought that the Trust is already doing more commercial work than we realise. Likewise there are a number of international connections in place (although a lot of work done via them is altruistic and there may be challenge if there is an attempt to commercialise these links). There are certain specialties or areas of work that are prime for considering international trade in the first instance such as Education & Training and Research.
How much is achievable?	The group referenced our ambitious, capable and award winning teams. The traditional BTHFT reluctance regarding self-publicising achievements was highlighted. It was agreed that there is scope to realign activities and focus in a way that would allow international trade.
Board support	With the new Chief Executive about to be in post a need for guidance was identified relating to the appetite for international trade. A budget to explore potential markets and propositions would also be needed. A clear strategic direction on commercial overseas work was required. We have Board members with enthusiasm for international trade and connections overseas.
Resources and expertise	Trust employees are already doing some international work. There is a need to review and audit this work to ensure that the NHS and BTHFT brand is appropriately represented and that the Trust is benefiting from this work. We also need to assess whether any of this work can be developed. Clear communication across the Trust will be needed to engage clinicians and teams across the Trust so that the idea of international trade becomes more routine and part of the Trust's business as usual.
Overarching plan	We need to develop an overarching plan with a focus on value proposition development with each of the current potential propositions and the markets which need to be reviewed. The plan needs to work out how we will utilise existing capacity, networks, experience and focus on our strengths.
Branding	We need to develop a clear offer, tailored to the markets within which we will operate, with a clear brand. We will need to leverage the blue NHS lozenge.

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A number of potential areas to explore were highlighted by the group and fed back by HCUK as areas we should look to develop as international business propositions. These are:



Potential Propositions to explore further

- **Big Data**
- **Elderly care** – No 1 for GIRFT
- **Cancer**
- **Research**
- **Education & Training** – Integrated training model (MDT training) – Good reputation already
- **Second Opinion Service**
- **Digital Safety Research Group**
- **Simulation**
- **“Wall of Analytics”** – AI (Command centre – first of its kind) - Ranked in the Top 10 for Digital maturity – before development of the Command Centre
- **Awards for:** -
 - E-Frailty
 - Virtual wards – out of hospital care – improves patient experience and bed availability – US interested in this due to profit potential
 - ACE Team – Ambulatory Care Experience – at home for Children & Young Adults
 - Babyview – linking babies in SCBU to parents at home

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HCUK also made a series of recommendations or next steps for the Trust to take over the next 3 and 12 months. These were:

Healthcare UK Recommendations – next 3 months

- Incorporate the findings of this report to develop a view of how to proceed in exploring international opportunities – take this to Board for commitment to scoping international commercial opportunities for Bradford.
- Audit the organisation to understand current relationships with overseas contacts, as well as experience and skill within the current workforce
- Begin internal stakeholder engagement to ensure buy-in
- Understand the appetite for international work streams, with commercial focus, with the new leadership in post
- Focus on key organisational strengths and USP's
- Continue to increase confidence levels across the organisation and with the 'We are Bradford' initiative

- Undertake a stakeholder mapping exercise to determine the key influencers
- Shortlist of propositions to be scoped from those listed in the next slide
- Consider a Proposition development workshop to include strategic models e.g. ANSOFF , SWOT and PESTLE to develop thinking on what can be best applied to international markets
- Review the propositions and select a clear offering taking account of your organisations risk appetite and preference for partner-led strategy whilst identifying red lines
- Focus on quick wins which will generate income whilst further developing longer term relationships
- Gain Board view on International and agree an approach to proceed in exploring this

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Healthcare UK Recommendations – next 12 months

- Long term commitment from the board given
- Clear rationale and process for sharing success / learning to be communicated to stakeholders
- Determine approach to each partnership once reviewed, and have a process for the agreed action, including ending relationship if appropriate
- Develop resource and communications plan
- Ensure that you have a real focus to allow resource to be used to best effect whilst opportunities are explored in line with organisational strengths

- Determine the rules for operating, the budget controls e.g. stage gate process and what the parameters would be as agreed with finance, to allow freedom to act against international opportunities
- Establish a mechanism for profits, once made, to be reallocated to allow business development to be funded
- Ensure clear governance procedures to allow for effective assessment of opportunities as they arise
- Develop a resource plan
- Continue to engage with Healthcare UK

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These 3 and 12 month recommendations were summarised into 5 key actions:

1. The Trust should take time to conduct a deep dive into the most appropriate propositions and markets that will provide the most profitable outcomes for Bradford.
2. An overarching international strategy should be developed, setting agreed parameters, delivering governance and visibility and managing risk
3. A review should be undertaken of the resources and support needed to make overseas trading a success with a rationale clearly communicated across the organisation
4. There should be a focus on initial quick wins to provide experience and momentum
5. Time should be spent on communicating our value to stakeholders and promoting ourselves positively

Conclusion

As expected, the *Export Readiness Workshop* demonstrated that the Trust was some way from being ready to begin to trade internationally. However, the workshop did show that the Trust potentially had products to sell and that we had potential contacts in overseas markets.

These issues were reflected in the report provided to the Trust by HCUK.

The HCUK report has recently been discussed at Senior Leadership Team (SLT). A number of SLT members that had attended the *Export Readiness Workshop* agreed in the SLT meeting that there were opportunities in relation to international trade and that this was a strategic option for the Trust in the future. However, it was also clear to the same SLT members that the Trust had a number of more immediate priorities that would have to be addressed before we could begin to venture into international trade. These priorities include

- meeting NHS access standards (e.g. RTT, 4 Hour A&E target)
- receiving a “Good” or “Outstanding” rating from CQC following their imminent visit
- developing new models of care in collaboration with Airedale NHS FT
- embedding the Trust into regional service delivery arrangements as part of the West Yorkshire and Harrogate ICS
- coming to terms with the new contracting arrangements across the Bradford “place”

It is the view of the SLT that the focus of the Trust should be on these areas for the immediate future. However, the SLT did recognise that the whole issue of a Trust commercial strategy should be addressed and that international trade would be a key part of this strategy.

Recommendation

SLT therefore recommends that the Trust focusses on the more pressing priorities of NHS access standards, improving our CQC rating and developing new models of care but in the

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background develops a commercial strategy, of which international trade should be a key part.

SLT suggests that the development of this strategy should be overseen by the Major Projects Committee. The commercial strategy will not be considered a high priority for the Trust but the intention should be to complete it in the next calendar year.

A full version of the HCUK report can be found here:



Bradford XRD
Report.pdf