

# Working together since 1948:

celebrating 70 years of partnership  
between the NHS & independent sector

# Foreword

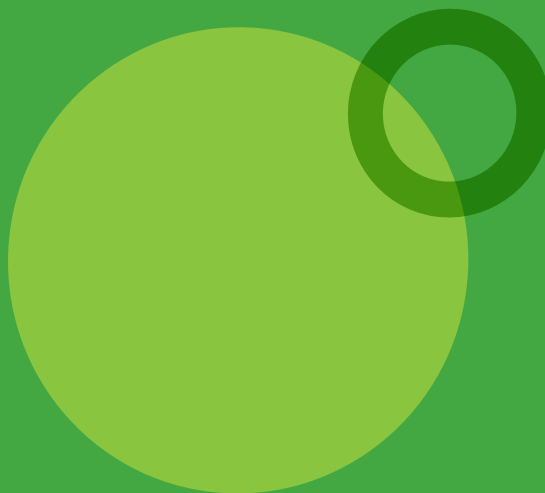
Since its inception in 1948, the NHS has always been a partnership between publicly owned providers and independent organisations – including GPs, pharmacies, charities, and social enterprises and the independent sector – all of whom are committed to delivering high quality care to NHS patients, free at the point of use.

This document showcases numerous examples of how the independent sector has worked in collaboration with the NHS over the past 70 years to deliver innovative and accessible health services to the public - spanning elective, diagnostics, MSK (musculoskeletal), clinical home healthcare and children and young people's services. And this dynamic domestic healthcare market has helped the NHS to increase overall provider capacity, reduce waiting times, invest capital as well as offering a greater choice of providers to patients.

As a former Secretary of State for Health; Chair of the House of Commons Health Select Committee; an MP for over 30 years, and now Chair of the NHS Confederation I have long supported the role the independent sector plays in helping the NHS meet the increasing demands it faces. Indeed, this is a view shared by the vast majority of the British public who consistently report that they are entirely relaxed about the NHS using the independent sector to provide services to patients as long as they meet NHS standards, the cost to the NHS is the same or lower, and services remain free at the point of use.

As this document demonstrates, the last 70 years have shown us that NHS partnerships work, with a clear commitment from both NHS and independent providers to putting patients first. And as the NHS moves into its eighth decade, it's vital this collaboration continues and the NHS utilises the expertise, investment and innovation from all their partners to ensure our NHS is fighting fit in the years to come.

**Stephen Dorrell,**  
Chair of NHS Confederation



# Acknowledgements

NHS Partners Network is grateful to all those who have contributed to this paper. In particular we value and appreciate contributions from healthcare providers across the independent sector who have given up their valuable time in order to participate.

In collating this paper, NHS Partners Network was also supported with input from The Whitehouse Consultancy and we are grateful for all their hard work.

Since 1948, the NHS has been supported by independent providers in the delivery of patient services. This document outlines examples from across the decades of how the independent sector has supported the NHS and helped improve patient outcomes and value for money.

# Bupa Est. 1947

Bupa was formed in

## 1947

when seventeen individual British health funding associations, including provident associations and hospital contributory schemes, came together to form a new private company

For over

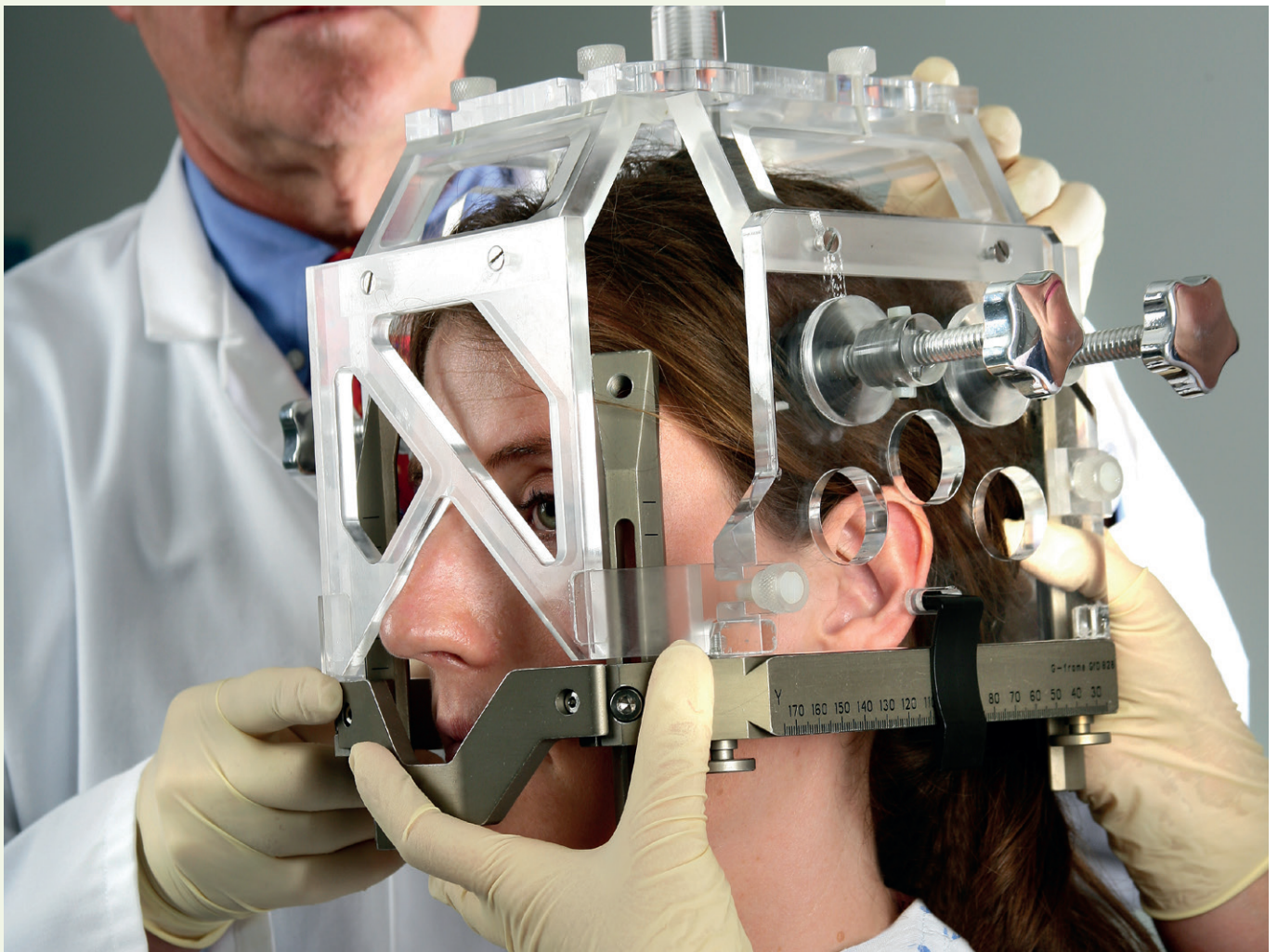
## 70 years

Bupa has focused on helping people live longer, healthier, happier lives

Bupa works alongside the NHS to help deliver a range of

## services for NHS patients

Bupa cares for NHS and local authority funded residents in their care homes, provides dental treatment for NHS patients in dental clinics, and provides care for NHS patients in their London hospital, the Bupa Cromwell Hospital



## Cancer in focus

In 1998 Bupa opened the first Gamma Knife Centre in London, at the Bupa Cromwell Hospital, and since then have treated over 3,000 private and NHS patients. Since 2003, the Bupa Cromwell Hospital Gamma Knife Centre has been recommended by the London Specialised Commissioning Group as a provider of radiosurgery for NHS patients.

### The programme

Gamma Knife radio surgery concentrates radiation within the area of the brain, head or neck to be treated without affecting the surrounding healthy tissue. It is non-invasive: no incision, no need for head shaving and no scars to heal.

To ensure precision during radiosurgery the area to be treated is mapped using the latest diagnostic and neuro-imaging techniques. Everything is housed under one roof, meaning patients can be scanned, mapped and treated in a single location.

Using the imaging information, the medical team delivers the optimal dose of radiation to the exact shape of the tumour. The radiation is delivered through focused beams accurate to within 0.5mm, or the equivalent of a strand of human hair.

### FASTER RECOVERY TIMES

1 - 2 days  
versus  
2 - 6 weeks



### Impact & outcomes

Gamma knife radio surgery takes between 3 and 6 hours, and patients are usually admitted to hospital on the day of treatment and stay overnight for observation. The benefits of this treatment to the patient include:

- A fast rate of recovery: with patients resuming normal activities in 1-2 days versus 2-6 weeks for conventional brain surgery
- Low likelihood of hair loss or nausea
- A relatively painless procedure, typically without the need for a general anaesthetic
- Few complications when compared to other techniques, including reduced risk of bleeding and infection

### Future view

To date, Bupa has provided Gamma Knife treatment for 1054 NHS patients. Their plans for the future include upgrading the existing Gamma Knife Perfexion to the more advanced ICON, which would enable them to deliver more complex treatments for both NHS and private patients.



# Nuffield Health Est. 1957

Nuffield health is the **largest not-for-profit** healthcare provider in the UK

Nuffield Health's purpose is to improve the health and wellbeing across the spectrum from **prevention through to cure**

The organisation works in partnership with the NHS to increase knowledge and share insights to improve quality of health and make pioneering services available to a wider population at good value for money

As the NHS faces unprecedented challenges, it has never been more important for independent sector providers to demonstrate how they are supporting the health service to improve patient outcomes and deliver **more efficient care**



## Improving care for children and young people

Nuffield Health's Cystic Fibrosis (CF) exercise programme offers children and young people with the lung condition free one-to-one personal training sessions at a participating Nuffield Health Fitness and Wellbeing Centre. Working with one of Nuffield Health's specially trained personal trainers, participants will develop and work through a tailored exercise programme to help develop lung capacity, aerobic fitness and general wellbeing.

One in every 2,500 babies are born with CF in the UK. There is significant evidence that exercise can help people with CF. In 2011, Nuffield Health began working with the Great Ormond Street Hospital (GOSH) to encourage children and young people with CF to take part in exercise.

NHS Trusts participating in the scheme can refer children to one of Nuffield Health's fitness and wellbeing centres for exercise and training with a specially trained personal coach.

### The programme

Both the young patient and their parent or carer are provided with free Nuffield Health memberships and one-to-one training sessions for the patient.

Each fitness and wellbeing centre follows specialist infection prevention standards, as people with CF are at a higher risk of contracting lung infections. Personal trainers providing the one-to-one coaching undergo specialist training, provided by one of our expert CF physiotherapists.

Nuffield Health's programme delivers a number of benefits for people with CF, including:

- Education and confidence to help form good exercise habits for life
- Improved physical fitness, strength and core stability
- Improved quality of life and self-confidence
- Reduced time in hospital owing to exacerbations
- Slowed deterioration in lung function caused by the disease
- Increased opportunity to take part in school and extracurricular activities.

### Impact & outcomes

To date, Nuffield Health have partnered with six NHS Trusts, helped more than 150 young people, provided training to more than 110 personal trainers and delivered over 2700 personal training sessions.

In 2016, they expanded the highly successful exercise programme for children and teenagers with CF to partner with Leeds Teaching Hospital, Royal Brompton Hospital, Norfolk and Norwich University Hospital and Royal Berkshire NHS Foundation Trust.

### Future view

Nuffield Health are committed to impacting as many lives as possible and helping support young cystic fibrosis patients. They aim to develop their existing relationships and grow the reach of the programme in coming years to help as many people as possible through targeted personal training sessions, with Nuffield Health's specially trained personal trainers. The target is to have 720 children enrolled on the programme by 2020.



# LloydsPharmacy Est. 1973

Lloyds has worked with the NHS for

**45 years**

to provide medicines and medical products to patients across England, with over **1,500** pharmacies and **17,000** staff

LloydsPharmacy Healthcare Services is the market leading pharmacy services supplier to hospitals, mental health providers and prisons

Lloyds collaborates closely with NHS trusts to provide a fully outsourced pharmacy proposition in line with Lord Carter's 2016 recommendations, while helping to **reduce bed stays**

through our community dispensing services

The service offer enables reduced prescription wait time at an average of 10-15 minutes and allows trusts to realise savings averaging

**£1.5m**

within 16 weeks





## Enabling patient-centred pharmaceutical services

LloydsPharmacy Healthcare Services has worked in partnership with NHS trusts to provide outpatient and discharge dispensing solutions to over 50 NHS hospitals across the UK, including Royal Liverpool University Hospital. Their collaborative approach over the last 10 years, working with trust clinical and pharmacy teams has helped to reduce prescription wait times, realise savings and free up resources to allow hospital staff to focus on patient care.

### The programme

Royal Liverpool University Hospital identified a need for their pharmacy staff to spend more time with patients and further improve services across the hospital. The Trust also identified a need to improve patient waiting times for outpatient prescriptions in an effort to improve patient satisfaction. To meet this challenge, LloydsPharmacy Healthcare Services designed and delivered a purpose-built pharmacy in the retail concourse at Royal Liverpool University Hospital dedicated to delivering outpatient dispensing services (OPD).

Utilising the Trust's treatment and advice protocols the LloydsPharmacy outpatient team worked in partnership with Royal Liverpool's clinical pharmacy specialists to deliver a fast and friendly operation. This was aided by training for LloydsPharmacy staff in each outpatient clinic specialist area, and extensive collaboration between their clinical team and the Trust's pharmacy specialists in the design of clinic specific standard operating procedures to improve the patient experience.

As part of the service, outpatients are counselled on all their medication to ensure they understand their treatment and maximise the benefit of their prescriptions. Patients are provided with a followup service, if required by their local LloydsPharmacy pharmacies, for example, where they would benefit from free blood pressure monitoring or follow up help with their medication.

### REDUCED WAITING TIMES

9 minutes  
average  
waiting times



### Impact & outcomes

Progressive roll out of each clinical specialism has taken place at Royal Liverpool University Hospital and LloydsPharmacy is dispensing prescriptions for all clinics. The service has achieved significant improvements for patients including:

- A nine minute average waiting time for outpatients
- Hospital clinical pharmacy staff have been released to spend more clinical time with patients and develop other areas of patient services
- Where clinical pharmacy staff have been redeployed to wards they are saving in the region of £2k a month through medicines management
- Inpatient and discharge prescription waiting times have also reduced by a third.

### Future view

**Home delivery of hospital medicines:** Royal Liverpool University Hospital manufacture Interferon eye drops used to treat patients across the UK for eye cancer. By working in partnership with the manufacturing unit, a service has been developed where LloydsPharmacy dispenses the medication and delivers the medication to patients' homes. This will greatly improve the patient experience by removing the need for patients to return to Liverpool to collect their medication.

**HIV and Hepatitis C dispensing and delivery to remote clinics:** LloydsPharmacy has also been working with the clinical specialists Royal Liverpool to develop a more convenient service for patients living with HIV and Hepatitis C. Patients will be able to utilise a new dispense and deliver service that enables the Trust to deliver medicines to clinics closer to patients' homes while achieving savings for the Trust and the NHS.

# Connect Est. 1989

The largest, specialised independent provider of community musculoskeletal (MSK) services in the UK, serving over

**300k**  
**NHS patients**

per year across **19** NHS contracts and **75** businesses

Connect effectively and efficiently delivers care in a lower cost community setting, transforming services around specific quality and financial objectives, dramatically

**reducing**  
**waiting times**

and improving access to treatment and patient outcomes

Connect's success is based on a series of proven

**collaborations**

with the NHS, which is underpinned by evidenced and improved outcomes for the patient



## Driving efficiencies and improved outcomes for people with long term conditions

The impact of MSK conditions can be underestimated since most are not immediately life threatening, although both rheumatoid arthritis and osteoarthritis are associated with increased mortality. Instead, sufferers can live with them for years, resulting in a long-term burden via pain and impaired functioning for the individual which can also impact on social functioning and mental health. There is also a substantial economic burden due to work days lost and primary and secondary health costs.

MSK affects the nerves, tendons, muscles and supporting structures and is the leading cause of disability accounting for 24% of all years lived with disability (YLD). Diseases of the musculoskeletal system and connective tissue are one of the top ten causes of admissions to hospitals.

### The programme

Connect has worked with the NHS to integrate musculoskeletal services in Nottingham West CCG and Nottingham North and East CCG, creating a single pathway, removing complexity and maximising outcomes. This is proving beneficial in terms of waiting times, reduction in secondary care referrals and patient outcomes. The aim of the service is to:

- Improve the access to and service user experience of MSK services (including physiotherapy assessment)
- Streamline into one single point of access and MSK triage
- Deliver routine and advanced MSK services in a community setting
- Reduce costs in secondary care

### REDUCED WAITING TIMES

84 days  
to  
13 days



### Impact & outcomes

Significant improvements have been made in the first year of service for patients:

- Surgical conversion rate (appropriate referrals) improved from 30-40% to 70%
- 22% reduction in elective Trauma and Orthopaedics referrals to secondary care
- Waiting times significantly improved year on year from 84 days to 13 days for physio face to face appointment
- 77% of patients shown improvement in validated outcome measure EQ5D
- PhysioLine enabled patient empowerment and improved rapid access
- 96% of patients would recommend service to friends and family

Significant financial impact has also been realised. The average Trauma and Orthopaedic referral costs £664 and when comparing 2015/16 referral numbers (992 secondary care referrals) with 2016/17 (438 secondary care referrals) the estimated savings over 6 months are £367k with the projection of £735k per year.

### Future view

Connect is working closely with CCGs to improve the triage process, to support national NHS priorities and improve patient experience. They are working on the streamlining of pathways with other providers including those that offer pain services, and rehabilitation in a gym-based environment. Other priorities include developing a group programme with a research partner for improved evidence base practice, and working more closely with STP structures to improve pressures locally.



# Alliance Medical Est. 1989

Alliance Medical is one of Europe's leading independent providers of medical imaging services, combining service excellence and innovative imaging technologies to improve patient care and support NHS and independent sector organisations

They provide medical imaging services to more than

**500,000**

patients in the UK each year, employing **1000 people** in a UK network of **60 centres** and approximately **40 mobile scanners**

AML are committed to collaborating with the NHS across primary, secondary, community and specialist care.

They operate

**flexible, innovative models**

that place patients, clinicians and trusts at the heart of what we do





## Molecular Imaging for the Future

AML provides the only integrated molecular imaging service in the UK combining radioactive tracer production and imaging services. They work collaboratively with clinicians, health care organisations and academic institutions to provide high quality and cost effective imaging for our customers and better services for our patients. Their track record of uniting technical excellence and strong service has ensured consistent growth for the company and value for money for the NHS for more than 25 years.

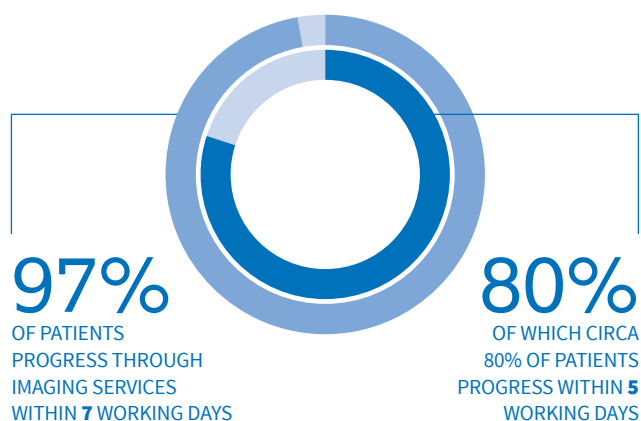
### The programme

Through their collaborative network of partners, AML has established partnerships with more than 30 NHS Trusts to deliver PET-CT imaging services to 60% of the population in England. Improved patient access to high quality, localised imaging services within a maximum drive time of one hour, achieved through the introduction of a geographically distributed network, is a key objective and has seen major improvements.

### Impact & outcomes

Alliance Medical's delivery model has improved turnaround times with around 97% of patients regularly progressing through from referral to reporting within 7 working days, of which circa 80% progress within 5 working days. In support of local patient pathways AML has devolved administration support to local sites to improve customer and patient services.

#### IMPROVED TURNAROUND TIMES



Our PET-CT workforce grew by 25% during 2016 to around 150, creating the largest single PET-CT imaging team in Europe. We have developed partnerships with various universities to develop a structured undergraduate placement programme and a PET-CT graduate radiographer programme. This supports AML's aspiration to grow the clinical imaging workforce and will allow students the opportunity to develop their understanding of 'complex imaging' earlier in their career.

Alongside NHS England, as part of the PET-CT programme, AML launched what will possibly be the largest study on early diagnosis of Alzheimer's disease through a multi-centre, randomised, controlled study to explore the impact and utility of brain imaging using the diagnostic radiopharmaceutical NeuraCeq™. The study looked specifically at the management of patients being evaluated for Alzheimer's disease and other causes of cognitive decline, compared with the current standard of care. AML will provide 2,000 examinations for this programme with over 200 already provided in 2016.

### Future view

Alliance Medical's aim over the next 10 years is to work with clinicians to continuously improve standards and quality, providing a world class service for all. The new service has provided NHS Trusts nationwide with an end-to-end diagnostic service, with new technology and facilities, streamlined operations, an expanded and better trained workforce, a wider choice of isotopes and enhanced research capabilities.

Delivered through a clinically-led collaborative network in partnership with The Christie School of Oncology, multiple local NHS Trusts and other partners, there is a collective focus on enhancing imaging provision and demonstrably improving cancer survival rates in the UK.

# Healthcare at Home Est. 1992

Has worked in partnership with the NHS for more than

**25 years,**  
tackling some of healthcare's greatest challenges

Proudly serves more than

**200,000**  
patients

Has knowledge and experience across

**50** therapy  
areas, from common diseases, such as cancer, to rare diseases with specific clinical requirements

Employs 1,500 staff, including

**750** in  
clinical roles,  
such as nurses, pharmacists, occupational therapists and physios



## Bringing care closer to home

In 1992, Healthcare at Home was established to partner with the NHS and complement its services, providing flexible solutions to patient care at home, work, or within their communities.

By managing clinical care at home, Healthcare at Home has helped the NHS free up patient beds and save on costs. In 2017, our Out of Hospital services, including our Recovery at Home programme, released 94,000 beds back to the NHS. Across the UK, Healthcare at Home provide 257 beds every day – the capacity equivalent of an additional hospital. Through its Homecare service, the NHS makes gross annual savings of £275 million, which can be re-directed to vital services.

### The programme

The amount of money spent on medicines by the NHS increased by over 7% in 2016-2017. Healthcare at Home's immediate goal is to support the NHS to save an additional £300 million a year by 2020/21 through managed patient medicine transitions. This involves switching patients to medicines that have the same clinical benefit as their original prescription, but may come at a significantly reduced cost.

Healthcare at Home has previously supported the NHS in transitioning 18,500 patients from one medicine to another at a rate of up to 2,300 per month. At one trust, they were able to transition 600 patients in five weeks with a 99% successful delivery rate. By working with the NHS and tailoring the service, Healthcare at Home helped to provide NHS Trusts with the flexibility to transition patients at their preferred pace.



### Impact & outcomes

Over the winter period in 2017, the Queen Elizabeth Hospital, Portsmouth was under significant pressure due to a lack of beds. As a result of Healthcare at Home's four-year partnership with the Trust, the organisation was approached to implement a bespoke solution, quickly, to release much-needed capacity. Within three days of agreement with the Trust, the first patient was transferred onto the service. This bridging care solution, modelled on a version that already existed in Southampton, saved the NHS 252 bed nights and made 1670 visits to patients' homes.

The organisation's Recovery at Home service is another example of how Healthcare at Home has partnered with the NHS. Since March 2017, all patients from the Portsmouth and Southampton areas have had their complex vascular surgery at University Hospital Southampton, which proved to be challenging for Portsmouth patients due to the time and frequency of the journey. Through the existing partnership with both hospitals, the Recovery at Home service offered Portsmouth patients the chance to have post-operative treatment and care in their own home. The service also released resources back to the NHS.

### Future view

Throughout Healthcare at Home's history, the organisation has partnered with the NHS to put in place person-centred and practical interventions to help build a more sustainable and tailored service. Through enhancing patient experience, improving adherence, releasing capacity and helping transition patients between medicines, they have proven that they can work flexibly, at the preferred pace of NHS partners, achieving optimum outcomes for their patients and the NHS.

The next 25 years promise new opportunities for healthcare in the UK. Technological advances, an ageing population, and exciting treatment options all offer new challenges. At Healthcare at Home, we will be on hand to partner with the NHS through these challenges, tailoring new and innovative solutions that alleviate pressure on hospital resources and improve patient outcomes.



# InHealth Group Est. 1998

InHealth is the UK's leading independent **diagnostics** provider delivering a broad, innovative range of managed services to patients, both for the NHS and for a range of private sector customers

Its approach helps to meet some of health's most pressing challenges – reducing waiting times, speeding up diagnoses, saving money and improving the overall **patient experience**

InHealth works collaboratively with the NHS and private sectors and seek to enhance and improve performance continuously

They provide state-of-the-art facilities which allow the NHS to provide easily accessible services to patients in their own communities, in addition to eliminating the need for them to source the necessary capital to meet growing demand





## Collaborating and enhancing the patient journey

Northumbria Healthcare NHS Foundation Trust has a strong history of bringing specialist cardiology procedures close to patients' homes and has the largest cardiology department in the North East.

Prior to 2004, the Trust was providing services for over 500,000 people but had no capacity to provide MRI scans for the local population. Having won three national awards for improved patient pathway, the Trust wanted to find a way to increase service capacity, meet stricter targets from referral to report and extend opening hours. They also wanted to add support for new cardiac MRI and breast MRI services.

With the same core values at the heart of both organisations, InHealth and the Northumbria Healthcare NHS Foundation Trust recognised that by working together, this ideal local service based at North Tyneside General Hospital could become a reality.

### The programme

Since 2004, InHealth has worked closely with the team at North Tyneside General Hospital to develop the right service facilities to improve the patient journey.

The initial managed MRI diagnostic services provided around 5,300 scans per year across the full range of case complexity including cardiac. In 2008 the Trust commissioned InHealth to add a second MRI facility at Wansbeck Hospital to meet increased service demands.

Both sites now carry out more than 11,500 scans per year and InHealth has also provided mobile MRI and CT services to the Trusts' Community Hospitals in Hexham and Berwick to help reduce the distance patients have to travel for their scans.

With constantly increasing demand to provide MRI diagnostic services to the local community, and with the benefit of a £1m investment by the Trust, InHealth installed a new state-of-the-art MRI scanner in 2014 at the newly refurbished MRI suite at North Tyneside General Hospital.

### Impact & outcomes

Providing the latest diagnostic technology available anywhere in the world, the high-quality 3D imaging and fast scanning rate means around 7,000 North East patients a year will be diagnosed and treated much more quickly at this hospital, taking advantage of the new seven days a week service already managed by InHealth. The facility will now be used to scan almost any part of the body to diagnose neurological diseases, cancers, damage caused by sport or other injuries as well as degenerative conditions such as arthritis.

Working together, the Trust and InHealth were able to find a way to move away from the strict nine-to-five shift pattern for administrative staff specified in the original contract to something more flexible. The new service enables:

- Administrative team availability to call patients to make appointments until eight o'clock in the evening;
- High priority patients to be seen as soon as possible after referral therefore reducing the amount of stress they might experience with a longer waiting time;
- Extended operating hours so that scans can be carried later into the evenings and at weekends, for a total of 52 hours a week;
- The new Managed Diagnostic Service to meet the strict targets imposed by the Trust of 13 days from referral to report; and
- A 97% service rating of "very good" or "excellent" from patients.

### INCREASING DIAGNOSTIC CAPACITY

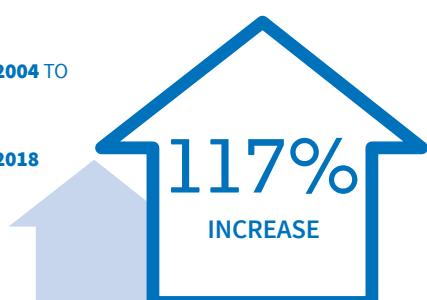
FROM

5,300

SCANS PER YEAR IN 2004 TO

11,500

SCANS PER YEAR IN 2018



# Conclusion

Much has changed in the last 70 years in the NHS, with advances in medicine and technology meaning happily we now lead much longer and healthier lives. But having long eradicated 20th century challenges such as polio and diphtheria, we are now faced with the new challenges of long-term conditions and multiple co-morbidities, forcing us to rethink the way that healthcare is planned and delivered for an increasingly demanding public.

What has remained constant since 1948, is the NHS' founding principles – that “everyone - rich or poor, man, woman or child - can use it... relieving your money worries in time of illness.” The independent sector - whether it be GPs, pharmacies, charities, social enterprises, private hospitals or other private companies - has been firmly committed to those principles for 70 years, supporting the NHS to provide high quality free at the point of use care by providing the capital, capacity and capability it needs to meet the demands it faces.

This document, showcasing just a handful of the many examples of independent sector partnerships with the NHS, demonstrates the commitment all partners to the NHS have in delivering the kind of high quality, innovative and accessible care to patients, free at the point of use, which has sustained the public's confidence in the service for so long. And as we look towards the next 70 years of the NHS, long may this continue.

# NHS Partners Network Members



## NHS Partners Network

NHSPN is the trade association representing the widest range of independent sector providers of healthcare services. Our members include both for-profit and not-for-profit organisations with members delivering both NHS and privately funded health and care services, including acute, primary, community, clinical home healthcare, diagnostics and dentistry, and all are committed to working in partnership with the NHS and to the values set out in the NHS Constitution.

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