

SERVICE RECONFIGURATION SUPPORT

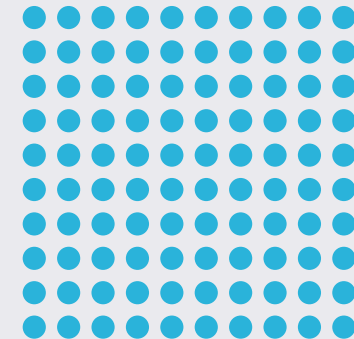


A partnership between:



ayli

BAXENDALE



AN AYLI/BAXENDALE PARTNERSHIP

ABOUT AYLI

AYLI is a specialist reconfiguration consultancy with more than 20 years' experience in supporting the NHS with large scale/service reconfiguration. Our projects have ranged from individual single service change within a community hospital setting, through to proposals for transformation across multiple acute sites.

ABOUT BAXENDALE

Baxendale is an employee-owned consultancy that supports organisations and systems to transform and thrive. Our deep understanding of the health, care and wellbeing sectors combined with technical expertise in transformation, infrastructure and estates, clinical and financial evaluation and stakeholder engagement ensures that we can support you to deliver your service reconfiguration ambitions.

TOGETHER WE PROVIDE THE TECHNICAL EXPERTISE, CAPACITY AND CAPABILITY TO EFFECTIVELY ADVISE AND SUPPORT TEAMS TO EFFECTIVELY NAVIGATE THE COMPLEXITY OF SERVICE RECONFIGURATION.



SERVICE RECONFIGURATIONS

IMPROVING OUTCOMES FOR PATIENTS

Service reconfiguration is about improving outcomes for patients by delivering changes that require a system-wide response. It encompasses any change to the provision of NHS services which involves a shift in the way frontline health services are delivered.

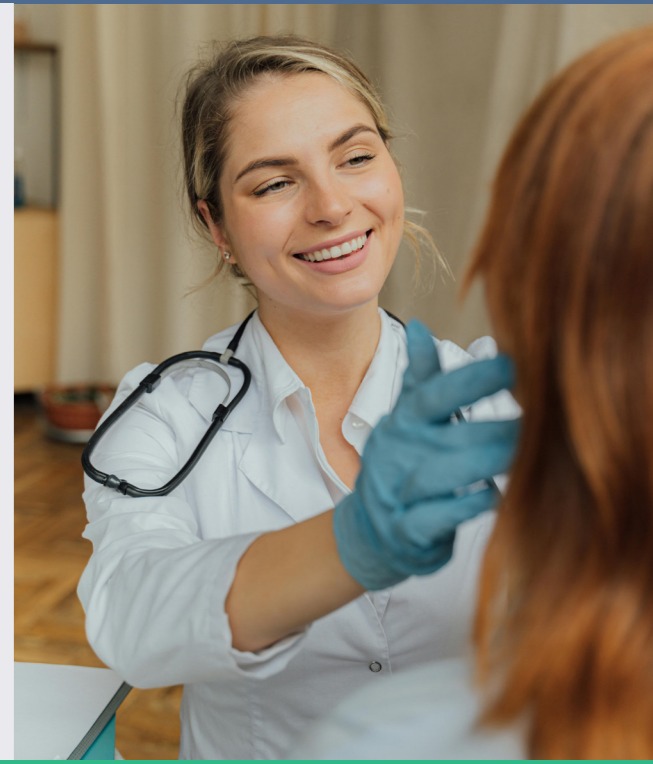
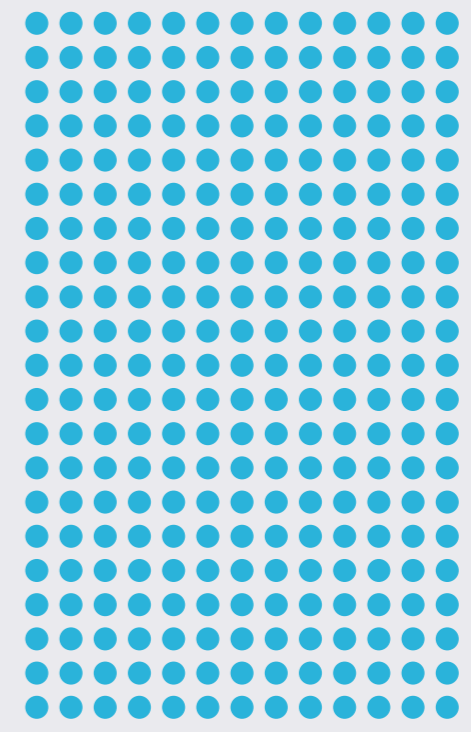
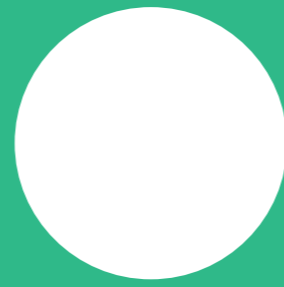
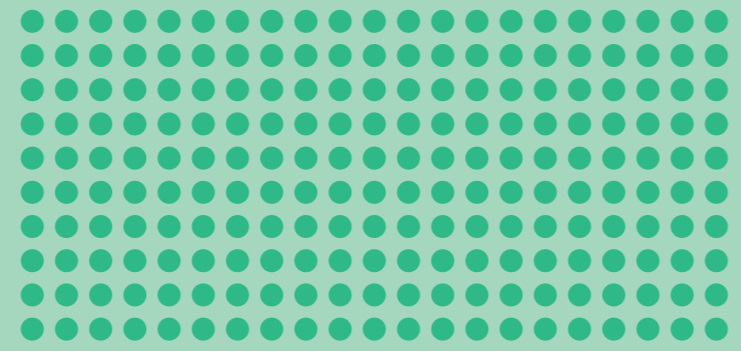
NHS commissioners and providers have duties in relation to public engagement, involving service users, consultation, and local authority consultation on service change.

New regulations introduced in January 2024 allow the Secretary of State to intervene in NHS service change and reconfigurations at any stage following a "call-in" from anyone including members of the public. This means service change and reconfiguration programmes are under more scrutiny than ever.

ASSURE YOUR TRANSFORMATION

We support NHS teams delivering service change and reconfiguration programmes, providing reassurance, readiness assessments and/or action plans.

Our audit and review process provides you with the assurance that you can deliver your project effectively, successfully mitigating the increased risk of challenge following new ministerial powers.



OUR APPROACH

We have established the AYLI/Baxendale partnership to best meet our clients' needs in this area. This is designed to recognise the importance of:

- Open community and stakeholder involvement from the first stage of considering change
- A clear vision that provides the context for service change proposals
- A credible case for change that clinicians and patients advocate for
- Comprehensive and credible plans for implementation
- Ensuring that money, transport and emergency care are addressed explicitly as some of the key things that may invite challenge
- Clear communication of the benefits for patients
- Facilitating a transparent process from beginning to end to support effective decision-making.



OUR AUDIT AND REVIEW MODEL

Together, we bring our experience to support clients to deliver a wide range of reconfiguration and services change programmes, including:

- Large-scale hospital development proposals, e.g. New Hospitals Programme, where new sites are proposed
- Significant changes to acute provision, e.g. changes to clinical services such as Urgent Care or Maternity services.

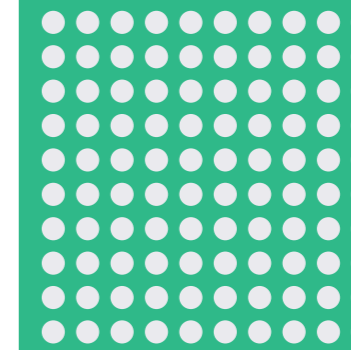
We have developed our audit and review service specifically to support our clients in response to the increased risk of challenge following the introduction of new ministerial powers.

This is a short engagement where we work with you to review the service change programme from the perspective of challenge (Call-In Powers / Judicial Review), and provide two key outputs, tailored to your local needs and co-designed with your leadership team:

- Readiness assessment – to assess how well developed your service change programme is from the perspective of challenge
- Action plan – to provide detailed recommendations on your priority activities to successfully mitigate the risk of challenge.

As organisations increasingly come together to harness the power of collaborative working in delivering service change, we can provide advice and support around:

- Developing a single strategy to align multiple sites or organisations
- Establishing appropriate collaborative governance that mitigates against any clinical risk
- Embedding a shared Electronic Patient Record and implementation of a single operating unit.



WE HAVE DEVELOPED OUR AUDIT AND REVIEW SERVICE SPECIFICALLY TO SUPPORT OUR CLIENTS IN RESPONSE TO THE INCREASED RISK OF CHALLENGE FOLLOWING THE INTRODUCTION OF NEW MINISTERIAL POWERS.



CASE STUDY

LEADING THE RECONFIGURATION OF NHS URGENT CARE SERVICES

Surrey Heartlands Integrated Care Board (ICB) partnered with AYLI Consulting to lead the ambitious transformation of urgent care services, with a specific focus on transitioning from Walk-In Centres (WICs) to Urgent Treatment Centres (UTCs).

This collaborative effort aimed to enhance service consistency, alleviate the growing pressures on A&E departments, and meet NHS England's national standards for urgent care. AYLI's role, in close partnership with Surrey Heartlands, was to drive the development of the proposals, from building the initial case for change to crafting the Pre-Consultation Business Case (PCBC).



CASE FOR CHANGE

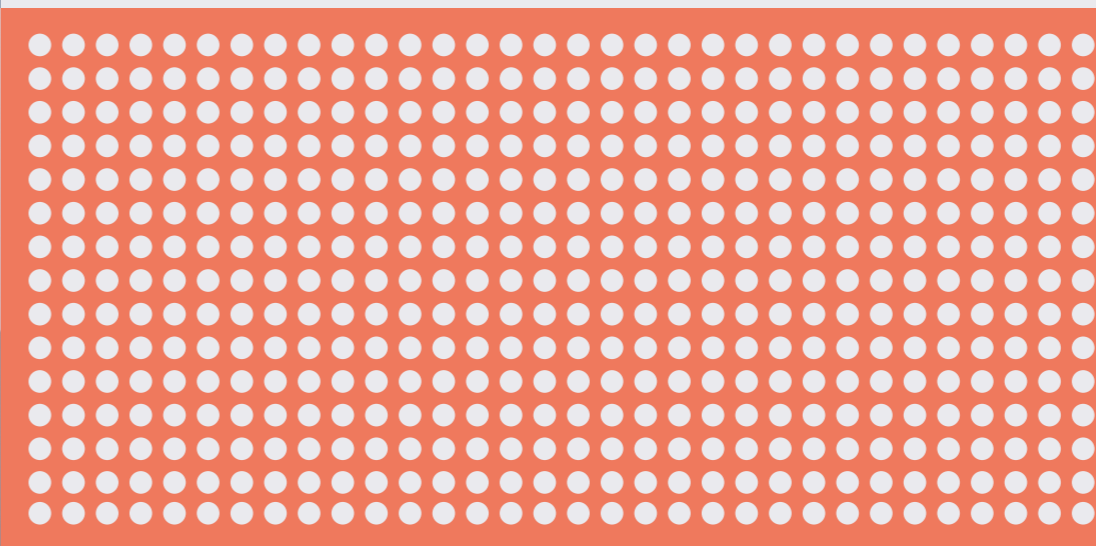
Surrey Heartlands recognised that the existing Walk-In Centres faced significant challenges. Services varied widely in terms of offerings and operating hours, creating confusion for patients and leading to inconsistent care delivery. Despite these limitations, A&E departments were increasingly overwhelmed by non-emergency cases that could have been addressed more appropriately in alternative care settings.

NHS England's mandate for Urgent Treatment Centres, which included requirements for extended opening hours, enhanced diagnostic capabilities, and better integration with other healthcare services, provided the framework for this joint reconfiguration effort. Together, Surrey Heartlands and AYLI identified the opportunity to design a more effective, standardized urgent care model that would meet local needs and support national priorities.

PROGRAMME DEVELOPMENT

From the outset, Surrey Heartlands worked closely with AYLI Consulting to build a comprehensive programme plan. Drawing on AYLI's expertise in healthcare transformation and Surrey Heartlands' local knowledge, the two teams collaborated on an in-depth review of the current Walk-In Centre services. This analysis covered patient flows, demand levels, and the types of conditions treated, while also factoring in the broader public health needs of the Surrey Heartlands population.

The partnership between AYLI and Surrey Heartlands enabled the development of a compelling and data-driven case for change. The teams then worked together to lead an options development process, assessing potential service changes that would deliver measurable improvements in both quality and patient outcomes, all while complying with NHS England's guidance for UTCs. Throughout this process, AYLI's strategic insights and Surrey Heartlands' operational understanding created a shared vision for the future of urgent care in the geography.



STAKEHOLDER ENGAGEMENT AND CO-DESIGN

Central to the success of this programme was the shared commitment to meaningful stakeholder engagement. AYLI and Surrey Heartlands co-led an extensive series of workshops with key stakeholders, including local authorities, clinicians, NHS leadership, and patient representatives.

This collaborative approach ensured that the reconfiguration would meet the needs of both the local community and the healthcare professionals who deliver services.

- **Clinical Pathways & Models:**

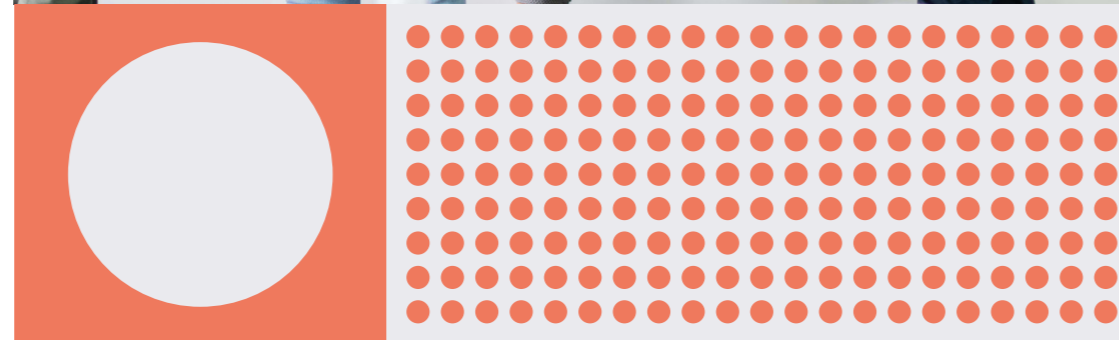
Through a joint effort, clinicians worked closely with both AYLI and Surrey Heartlands to design patient care pathways that aligned with the UTC model. These pathways ensured timely access to appropriate treatment for minor injuries and illnesses, supported by diagnostics when needed.

- **Patient Feedback:**

Surrey Heartlands and AYLI engaged directly with patient representatives to incorporate their feedback into the UTC design. This helped ensure that the newly developed centres would be accessible, responsive, and tailored to the specific needs of the local population.

- **Option Development:**

The collaboration led to a detailed analysis of service delivery options across Surrey Heartlands, with AYLI providing strategic support in evaluating how various combinations of urgent care services could deliver the highest quality care and best outcomes for patients.

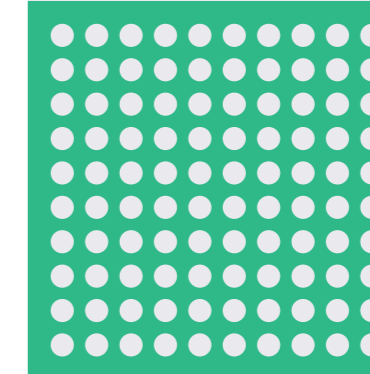


DEVELOPMENT OF THE PRE-CONSULTATION BUSINESS CASE (PCBC)

Once stakeholder engagement was completed, Surrey Heartlands and AYLI worked together to develop the Pre-Consultation Business Case (PCBC), a crucial document that would underpin the future public consultation process. This joint effort involved assessing the financial implications of transitioning from Walk-In Centres to UTCs, with AYLI leading on the cost-benefit analysis and Surrey Heartlands contributing insights into local operational realities.

The PCBC outlined the rationale for change, highlighting the potential benefits of UTCs, such as reduced pressure on A&E, improved patient flow, and long-term financial sustainability. Surrey Heartlands and AYLI worked together to refine a long list of options down to a preferred solution that balanced financial viability, clinical needs, and patient accessibility.

The PCBC also included a comprehensive risk assessment and a joint mitigation strategy, which addressed potential challenges such as workforce capacity, public perceptions, and system integration issues. This collaborative approach ensured that all key risks were carefully considered and addressed, building confidence in the robustness of the proposals.



CONCLUSION

The partnership between Surrey Heartlands and AYLI Consulting exemplified a collaborative approach to transforming urgent care services. Together, the teams developed a comprehensive, data-driven programme to transition from Walk-In Centres to Urgent Treatment Centres, creating a blueprint for sustainable, high-quality urgent care in the region.

The joint efforts of AYLI and Surrey Heartlands resulted in a robust Pre-Consultation Business Case and a clear path forward for future implementation.



TOM DAVIS
Director at Baxendale

SUPPORT AT ANY STAGE

We can support at any stage of the programme, including:

- Reconfiguration proposals in their initial stage of development
- Existing Reconfiguration Programmes
- Input into Decision-making Business Cases
- Provider changes to Clinical Service (new under the 2024 regulations).

REGIONAL COMMUNITIES OF PRACTICE

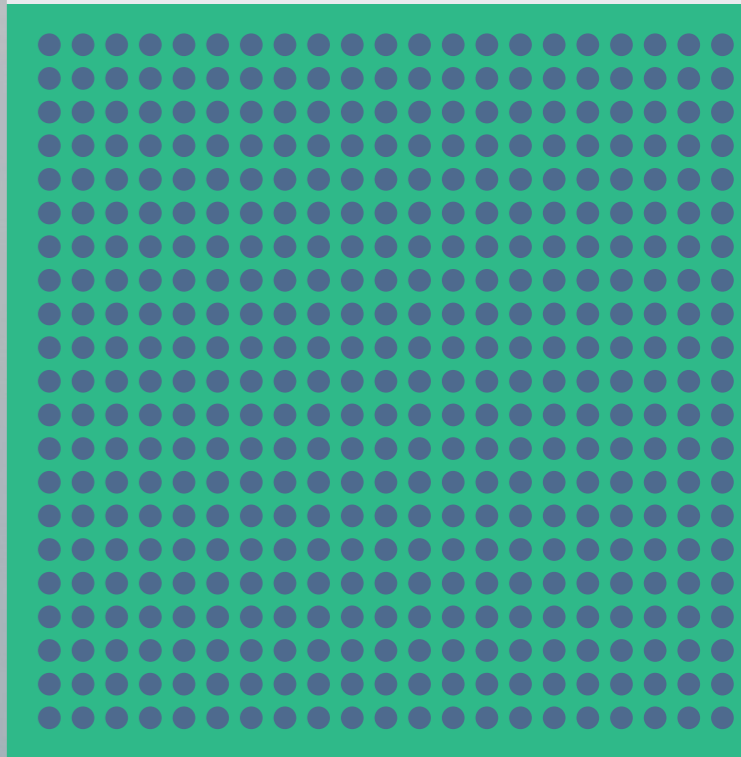
We leverage our personal network across NHS organisations, regulatory bodies and leading experts to establish Region-specific Communities of Practice and Action Learning Sets.

Our facilitation enables you to link up to others facing similar challenges, keep abreast of the latest advice, guidance and innovations, and develop your own personal networks to support successful service change.

These virtual groups are recommended for Directors of Strategy and Transformation, Clinical Leads, Directors of Communications and Engagement and Programme Directors but are open to anyone working on service change programmes.



SIMON ANGELIDES
Director at Ayli



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ayli

BAXENDALE

FOR MORE INFORMATION:

0203 4756687
www.baxendale.co.uk
hello@baxendale.co.uk

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