

# 2020 Delivery has a strong track record of supporting systems to plan and deliver change, leading to system-wide benefits

## CASE STUDY 1: Sussex and East Surrey STP



- 2020 Delivery supported the STP on several key system priorities as they established firm foundations for integration, including:
  - Development of an integrated, mind & body clinical strategy for maternity services
  - A programme stocktake and development of Programme Operating Model
  - Strategic financial modelling, benchmarking and back office efficiency planning
  - Workforce supply and demand modelling and workforce strategy development
  - Estates and capital strategy and underpinning capital project prioritisation
- Over this period, the Sussex and East Surrey STP have reduced their system deficit by two percentage points and achieved the highest average CQC rating of any ICS/STP.

## CASE STUDY 2: Royal Brompton Hospital and Kings Health Partners partnership for cardiovascular and respiratory services



- Supported the development of a new partnership proposition between RBH and KHP (Guy's and St Thomas's, Kings College Hospital and Kings College London). Developed:
  - Network model of care for a large population, across primary care, community, local and tertiary providers.
  - Partnership vision and model, case for change, a robust business case, scoped service configuration options, and supported conversations with commissions and regulators.
- Our work was signed off by all Partnership Boards, and was highly commended at senior clinical and Board level, and remains clinically led.

## CASE STUDY 3: One London Local Health and Care Record Exemplar (LHCRE) programme mobilisation



- 2020 Delivery supported the development of a delivery roadmap for a London-wide Health Information Exchange, including facilitation of a review process to learn lessons from a previous London-wide interoperability programme.
- Based on these lessons we supported Programme Board discussions on the strategic role of the LHCRE programme within the emerging London system and the importance of grounding LHCRE transformation in use cases. This supported the programme in: progressing specific use cases, clarifying its future vision, articulating its target architecture for London and further engaging system transformation partners.

## CASE STUDY 4: Cambridge University Hospitals (CUH) NHS Foundation Trust strategy and organisational development



- CUH's CEO enlisted 2020 Delivery to develop and deliver an organisation-wide and STP improvement strategy, including organisational and leadership development.
- We worked with CUH to co-design a clinically-led transformation plan based on proven improvement and leadership development methodologies.
- We were highly effective in stakeholder engagement, building a strong sense of team from executive to front line, integrating improvement within the Trust's strategic objectives.
- Our work implemented the Trust's vision and strategic priorities. It contributed to CUH achieving a 'Good' CQC rating and exiting special measures.

## CASE STUDY 5: Portsmouth and South East Hampshire (PSEH) system resilience



- 2020 Delivery supported PSEH's leaders to develop a framework to help them understand and proactively manage the key drivers of urgent care performance (including population health, occupancy and out-of-hospital capacity). We produced a comprehensive analysis of the underlying metrics, benchmarking and showing the scale of the problem.
- 2020 Delivery engaged stakeholders across the system, including at an Urgent Care Summit, attended by >30 senior stakeholders. For the first time, the system is aligned around the four priority areas that they believe will have the biggest impact, and 2020 Delivery is supporting local teams to realise the benefits in these areas.

## CASE STUDY 6: Sustainable end-to-end improvements in urgent care pathways in nine Trusts



- Since 2017, 2020 Delivery has supported nine Trusts across London and the South East in designing, delivering and sustaining improvements to urgent care pathways. We have supported the detailed design of core pathways and service models, e.g., ambulatory emergency pathways and integrated discharge models.
- The projects have delivered large, sustained improvements in A&E performance – on a regional basis, both the South-East and London have improved relative to the national average on A&E 4-hour performance. 2020 Delivery won Consultancy Partnership of the Year at the HSJ Partnership Awards 2019 for its work at Portsmouth Hospitals.

