

## Clinical Teams Within Directorates

### Our clinical community work cross functionally across five directorates with our organisation

Our clinical community consists of over 60 clinicians with an average of 20 years hands on care delivery experience. Their aim is to support the delivery of our business plan objectives for 2024 / 2025 and beyond and to ensure that we become **clinically led and commercially driven** to succeed. They are able to harness their wide span of expertise and clinical specialities to forge future change within the NHS. The team maintain professional and clinical competencies to ensure they contribute to NHS Supply Chain strategies and priorities to enable effective collaboration with our NHS partners. The skill set and experience that our clinicians bring is vital to our success

### Clinical Directorate

A central clinical team, currently being developed to support the delivery of key priorities areas within the 2024 / 2025 Clinical Plan. The central clinical team strengthens the development of an experienced professional workforce across (and within) the directorates, with support of more senior leadership roles. The team provides a deeper understanding, knowledge capture and detailed focus on **clinical and patient focused areas** and supports the delivery of our strategic vision and ambitions.

The team consists of, Michelle Johnson; Clinical Executive Director, a Medical Lead, Regulatory Compliance Lead and Responsible Person, Director of Clinical Operations and Development and a Head of Clinical Professional Standards. This team establishes a clear career pathway for our clinical taskforce.

### Commercial Directorate

#### Medical Technology

The categories across the Medical Technology team include some of the most complex medical devices utilised across the NHS. Primarily implantable / invasive devices with associated equipment, consumables, and accessories - these include orthopaedics, trauma, spine, neuromodulation, cardiology, ophthalmology, audiology and endoscopy. As such, the clinical team is made up of a focussed set of specialist clinicians and product specialists, who have expertise associated with the category in which they work. The Clinical Engagement team therefore has personnel such as Senior Theatre Nurses, Operating Department Practitioners, Surgical First Assistants, Cardiac Physiologists and relevant Industry product specialists; all of whom have many years' experience in front line NHS services relevant to their categories. This range of skills gives breadth and strength to the team, which means they can offer a better service to our clinical and non-clinical colleagues across the NHS. They work closely with the NHS and suppliers at a national strategic level, as well as doing so regionally at an operational level.

The team set the product scope and scale for the national catalogues and ensure that the commercial structure best represents clinical practice, in a changing NHS landscape. Heavily data focussed, the clinical team work to establish a detailed engagement process to help end users navigate their way through the contracting process. This means that informed decisions can be made in which the trust personnel look to establish operational efficiencies and standardised practice within an NHS trust or

across an ICS collaboration. To enable this, they develop a master categorisation of all products, which allow the team to interpret data into meaningful clinical activity. From this they can start to help plan for the future of the practice in the clinical department and ensure that effective contracts are an enabler of this and not an obstacle.

The team support and contribute to a number of national initiatives and panels and also continually review products, efficiency services and innovative solutions to ensure that they stay at the forefront of specialist care. As such, they are able to be an effective partner to our NHS colleagues by offering credible guidance and modelling realistic options for their consideration. These options include a raft of qualitative and quantitative impacts on current versus future practice models.

The clinical team are at the centre of contracting decision making and continuously engage with industry to ensure equity across the NHS.

## **Medical and Surgical**

The Medical Surgical clinical team is made up of 16 members with backgrounds including nursing, physiotherapy, operating theatres and clinical procurement. This encompasses various clinical environments over many decades such as wards, theatres, outpatients. The combined experience is within a variety of fields such as the NHS, community, private sector, and the military. One of the team's clinicians Maya Aquino-Guerrero even won Silver in the British Journal of Nursing Awards this year (2024).

Their main priorities are to support the category teams and overall business, in ensuring that the products on each framework are clinically appropriate, relevant to the NHS and provide positive patient outcomes in line with NHS objectives and standards.

They support in the development of product specifications, strategy insights and alternatives. They also create expert groups to support alignment with business objectives by providing clinical insight into category management, partnering expertly to identify Value Based Procurement and innovation opportunities, interpreting the data through a clinical eye, so that data led decisions have clinical assurance.

## **Rehabilitation and Community**

The Rehabilitation and Community clinical team is made up of seven registered healthcare professionals (nurses and allied health professionals), all of whom held senior positions within NHS organisations, and have over 180 years of care delivery experience amongst them. Their specialist backgrounds were sought to specifically align to the portfolio offerings within the rehabilitation and community category; with expert experience in areas such as: chronic disease management, patient advocacy and self-care autonomy, with specialist knowledge and subject matter expertise in urology, midwifery, rehabilitation, musculoskeletal, tissue viability, bowel management, continence, mental health, trauma.

The team's ethos is patient/end user centric; identifying the need(s), quantifying variances in licensed and intended use, ensuring products meet these requirements, are safe, and fit for purpose/user groups. Their role enhances NHS Supply Chain as a brand, providing increased confidence in product offerings; recognising how products are used in practice, and what functional variances are required to fulfil care delivery. Commercially, this supports our existing market share and offers credibility to enhance growth in clinically led healthcare provider areas.

Their operational work includes product specifications, changes to practice, national directives/guidance, in order to build robust framework offerings, ensuring that provision is always centred with the patient/user group at the core. This includes defining functional variances within product families and providing alternatives to sustain continuity of care. Utilising professional

challenge and discussion, the team look at opportunities and initiatives in areas such as Value Based Procurement, enhancing patient autonomy, while promoting sustainability, innovation, and waste reduction.

## **Innovation**

The Innovation team sit within the Supplier Relationship Management (SRM) alongside Supplier Development, Performance and Risk and the SRM programme. The team consists of an Innovation Lead and two innovation specialists, both of whom are registered nurses and have worked in a variety of clinical settings in both primary and secondary care, from diagnostics procedures to Phase II clinical trials.

Their belief is that product innovation is key to changing the direction of the NHS, and they help to navigate the challenges of access and adoption of unique products across the national landscape.

The team introduced a completely new process with a new stream of governance encompassing the full process of getting innovations into the NHS. There are four stages of innovation to ensure that we get the right products to customers, anchoring ourselves to the NHS while considering our procurement timelines. Read more about the stages of innovation below.

The clinical team work across 4 distinct work streams;

1) As a partner organisation with the Department of Health and Social Care, NHS England, NICE and the Health Innovation Networks, on national programmes and policies to drive influence and scale. The clinical knowledge is used to ensure the practical considerations of innovation products and realising the challenges.

2) A named partner on the NHS Innovation service, offering both clinical and procurement expertise and guidance to suppliers on their submissions, including but not limited to, innovative products that are ready for market, not currently available on frameworks, and are supported by evidence.

3) Supporting our customers with adoption by bringing innovative products to market via legally compliant routes, ensuring they are readily available for the whole NHS through our frameworks. Innovations available via NHS Supply Chain are detailed in our Strategy Opportunities Document. <https://www.supplychain.nhs.uk/sod>

4) Working with category teams to bring potential innovations to their strategy and explore the structure of frameworks, to ensure consideration and new avenues can be explored, especially looking into areas of inequalities and small patient population groups where innovation can be life changing.

## **Centre of Excellence**

Clinical and Quality Assurance sit within the Commercial Centre of Excellence, consisting of a Lead and Product Assurance Manager, in addition to the Product Assurance Managers who are embedded within the wider clinical team for each category.

The role of the Product Assurance Manager within the Centre of Excellence is to work with the Product Assurance Lead, to develop, implement and report on assurance standards for categories to meet. Clinical knowledge and insight are key in the assurance role, to be able to begin to identify the key elements of any products' quality and safety that will positively impact throughout the whole of the NHS - on the users of the products and the outcomes for patients, wherever they are.

As a registered nurse with over 25 years of experience working in the NHS together with six years in NHS Supply Chain, the Product Assurance Manager uses this insight to influence the assurance process that defines standards around a frameworks scope, mitigation of complaints and safety

issues, Health Inequalities, Human Factors, End user and Patient engagement level of engagement, clinical effectiveness and subsequently ensuring the final specification is fit for purpose .

## Supply Chain Directorate

### Resilience

The Patient Safety team within the Resilience function of the Supply Chain Division. However as patient safety is a defining principle of how we do business and patient safety is everyone's business, the team are working cross-functionally across the entire organisation.

The Patient Safety team is made up of two registered nurses. The team members are not expert nurses in terms of specialism, however their clinical experience spans over 50 years and covers clinical areas such as emergency medicine, cardiology, general, orthopaedic, gynaecology, ENT surgery, theatres and anaesthetics, critical care, rehabilitation and elderly medicine, Paediatrics and neonates, GI, and acute medicine. Though not clinical experts, they are nurses, who understand human anatomy and systems, products, how they are used and the general effects and desired clinical outcomes required from the products we sell to the NHS.

The Safety function has a proactive and reactive function. Reactively they are responsible for risk assessing all product complaints submitted through our complaint reporting portal; everything from cottage cheese not being lumpy enough through to Central Venous catheters snapping while in situ. Every complaint is risk assessed to identify product potential risk and or actual harm, to drive the required call to action response from the business and our suppliers, proactively using the information to learn and enable us to design out any product specification failures to future procurement.

Resilience and patient safety work hand in glove with each other. The functions are not mutually explicit. Availability or lack of product does impact on continuity of patient care delivery at the front line and therefore is a risk to patient safety.

Overall, the patient safety team are responsible for developing, implementing, and overseeing patient safety strategies within NHS Supply Chain that align and enhance patient safety and optimize clinical outcomes within the healthcare supply chain and support the wider NHS System. This requires close collaborative working; internally, with our category experts both clinical and procurement, our regulatory function, Customer Services, Customer Engagement key stakeholders, inventory management and our expert data teams as well as, externally, working closely with teams such as NHSE Patient Safety, MHRA BRE, DEU teams, HSE, UKHSA Incidents, Outbreaks and Stewardship (IOS) team part of the HCAI, Fungal, AMR, AMU & Sepsis Division, DHSC Med tech and NSDR departments, HSSIB. **Patient safety is everyone's business.**

## Customer Engagement Directorate

### Care Pathway Team

The Care Pathway Team has been formed with a majority membership of clinical colleagues. The team comprises of a Clinical Advisor group which is lead by two lead nurses (North and South) who head up a national team of Clinical Nurse Advisors providing full geographical coverage. Within the Care Pathway Specialists, there are two colleagues who have nursing backgrounds while the other three Care Pathway Specialists bring a complimentary experience of commercial healthcare acumen.

The team provides a wide range of clinical experience, with backgrounds including nursing (mental health and adult), health visitor, critical care – including theatres, anaesthetics, ICU and cardiac practice, as well as senior clinical leadership, oncology, clinical procurement and commercially based clinical roles.

This brings a wealth of experience and knowledge to the team and provides many years of combined clinical time and exposure from a variety of sectors.

The focus in the Care Pathway Team is around looking broader than the traditional types of procurement activity, to really harness the value proposition and opportunities we can bring around improved patient outcomes, unlocking efficiencies and reducing waiting times as well as supporting the meeting of best practice standards and objectives.

As a team they are passionate about improving patient outcomes by focussing on driving quality across the whole patient pathway journey. They aim to do this by developing partnership working across Integrated Care Systems, supporting the adoption of Value Based Procurement, Innovation including the MedTech Funding Mandate and developing case studies that can be shared to promote best practice and unlock outcomes for our NHS partners.

They take information from a wide variety of sources and include linkage with national bodies such as the Health Innovation Network, GIRFT, Royal Colleges as well as working with our wider NHS Supply Chain colleagues and suppliers to enable value.

### **Care Pathway Team - Care Pathway Specialists**

The Care Pathway Specialist team within NHS Supply Chain plays an integral role in supporting the NHS's quadruple aim and Long-Term Plan by enhancing patient outcomes, improving productivity and efficiency, support with capacity and flow and thus delivering value for the NHS.

The team consists of five specialists who lead strategic conversations at a system level and employs a consultative and data-driven approach to identify unmet clinical needs. They leverage the latest clinical guidance and best practices from NICE (National Institute of Care and Excellence), GIRFT (get it right first time), MTFM (Med Tech funding mandate), and Royal Colleges. They partner expertly with clinical and non-clinical stakeholders and support the adoption of innovations that transform care pathways that unlock value and support patient outcome objectives.

Collaborating with customer stakeholders across the NHS, the Clinical Nurse Advisor Team, Hospital Care, Out of Hospital Care, and category colleagues within NHS Supply Chain, the team supports systems in adopting innovation and clinical best practices that transform care pathway outcomes for patients and contribute to NHS Supply Chain's ambition to unlock £1Bn of savings by 2030.

The team includes both clinical and non-clinical professionals. For example, Leanne, a registered nurse, specialises in specialised commissioning, while Riddhi, a registered nurse with a specialty in mental health, provides valuable clinical insights. The remaining team members bring diverse expertise to the table, ensuring a well-rounded and comprehensive approach to improving care pathways.

By partnering with Integrated Care Systems (ICS), the Care Pathway Specialist team is dedicated to enhancing patient care outcomes and unlocking efficiency gains for the local health economy. This consultative and data-driven approach allows us to tailor solutions that meet the specific needs of each system, ensuring that we contribute effectively to enhancing patient care outcomes and unlocking efficiency gains for the local health economy.

### **Voice of the Customer**

Our Voice of the Customer team was formed in 2022, within our Customer Engagement directorate. They have two core aims – driving customer insight into the organisation and improving the overall experience that customers have with us.

The team ensure that customers' experiences, expectations, preferences, and feedback are captured and heard – ensuring alignment with the NHS and our wider system partners. They facilitate several panels and working groups to provide a wide range of customers with the opportunity to have focussed, honest and direct conversations with us.

The team of 15 includes a clinical expert, who worked in a Sister's role within critical care and moved into working on a virtual ward as a hospital at home nurse after she started a family. In 2014 she moved into the world of clinical procurement as a Clinical Nurse Advisor at NHS Supply Chain and onto Head of Clinical Products at the Black Country Alliance 3 years later, before moving back to NHS Supply Chain as an ICS manager and her current role as Customer Voice Engagement Manager.

Her extensive clinical and commercial experience as well as time as a customer within an NHS collaborative organisation, gives her a unique insight into the challenges faced by NHS trusts and she thrives in using her firsthand experience to champion the customer voice. She currently uses her clinical knowledge to chair the clinical alternatives support call with over 40 clinical procurement specialists nationally, where clinical discussions take place on supply disruptions, potential alternatives to products which have supply disruption, and the sharing of best practise within the clinical procurement field as well as working on inputting customer voice into our medical and surgical consumables category strategies.

## **Out of Hospital Care**

The Out of Hospital Care team has a wide and varied remit and works with customers across the Out of Hospital Care landscape. Traditionally known broadly as 'the non-Acute sector', their customers include healthcare professionals working within Integrated Care Boards (ICBs), formerly known as Clinical Commissioning Groups (CCGs), NHS Organisations, Public Sector Organisations, Independent Sector customers and NHS Community Trusts.

The team is compiled of four functions: Service Management (non-centrally funded customers), Service Management (Home Delivery Service), Service Development and Data Management. The diversity of the team enables the opportunity to grow within Out of Hospital Care, to create a sustainable, scalable, and equitable business offering throughout the whole of the Integrated Care System landscape.

The Service Development Team is a dedicated function to explore new services with customers and better understand priority categories and services to help the NHS save lives and improve health. The team works nationally with key clinical and non-clinical stakeholders with the aim to make it easier for the NHS to put patients first through the development of solutions that:

- Prioritise patient experience.
- Optimising operational efficiency
- Delivering total system savings

The team comprises of a National Lead, two Service Development Managers, a Service Development Strategy Manager, and an OoHC Support Assistant.

The Service Development managers are a customer facing team, dedicated to exploring new services with customers to better and better understand priority categories and services to help the NHS save lives and improve health.

Within the Service Development team, there is a registered nurse with over 25 years NHS experience. 20 years of this is community focused, including senior positions developing clinical pathways, service development and integrated working across acute and community care. Additional



experience includes diverse NHS Clinical Procurement experience as a Matron in a large NHS trust and 5 years in NHS Supply Chain.

This breadth of experience, understanding and insight into community services enables the Service Development Manager to work cross functionally across the whole of the Integrated System, developing key relationships with both clinical and non-clinical colleagues to work in partnership with the NHS to develop future solutions for Out of Hospital Care.

## Strategy and Change Directorate

### Inventory Management Systems

Unlocking savings, improving patient care, and building greater supply chain resilience are the core fundamentals of NHS Supply Chain's support to the NHS. Our In-Hospital Services team are deploying inventory management capability into 20 partner acute hospital trusts and, at the same time, writing the play book for how to deploy these solutions repeatably and effectively.

This is a two-year, funded programme that offers a significant opportunity to capture benefits such as cash release, enhanced processes and workforce productivity with less time spent on administrative activities. All are major improvement outcome benefits for the trusts involved, and for the wider system, as we build in increasing levels of transparency to all hospital elements of the supply chain.

The team includes a Clinical Engagement Manager with over 30 years tenured, qualified nurse experience who has worked in, and with, many acute and community services, both as practitioner, and in leadership roles. His role within the team includes supporting trusts to define and realise the clinical and patient benefits with the help of robust implementation plans. There are unique aspects to each clinical team along with patient challenges, his role includes developing a matched solution for all our shared goals.

## Links to More Details and Further Support

[Medical Technology](#)

[Medical and Surgical Consumables](#)

[Rehabilitation and Community](#)

[Product Innovation For Customers](#)

[Patient Safety](#)

[Care Pathway Team](#)

[Voice of the Customer Team](#)

[Contact Details for Our Out of Hospital Care Team](#)

[In-Trust Inventory Management Systems \(IMS\)](#)