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# Lincolnshire Partnership NHS Foundation Trust

A 2e2 Case Study

The Lincolnshire Partnership NHS Foundation Trust (LPFT) was created to provide mental health and substance misuse services for adults. It provides care and treatment for the local population of 735,000 people, as well as specialist services for people who live in other areas of the East Midlands. The Trust has nearly 2,000 members of staff across many disciplines of mental health, with the goal of providing the best possible care and support to patients.

As part of its drive to improve patient care and operational efficiency, the Trust wanted to consolidate its contact centres in order to provide patients with one single point of contact and to reduce its costs. With that in mind the Trust got in contact with 2e2 regarding its One Contact offering, as it is a trusted partner to some of the UK's largest local authorities and public sector organisations.

Rather than simply selling One Contact to the trust, 2e2 advised it to take a step back and look at whether its initiatives and underlying IT environment were aligned to organisational objectives. 2e2 explained that although One Contact would provide immediate benefits, the Trust would gain greater value if it first looked at the alignment of business objectives and ICT strategy. It soon became apparent to the Trust that it needed to build a transformational plan both to maximise its existing investments and to focus on its people, processes and technology in order to improve service provision. However, with so many different initiatives taking place across the Trust, creating and implementing such a plan was easier said than done.





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#### Putting a SPARC into the Trust

In order to help the Trust to regain control 2e2 recommended that it undertake a 10-day SPARC (Strategic Programme Alignment and Roadmap Consultancy) engagement. SPARC aims to provide organisations with a clear picture of how well ICT is aligned to their business objectives and a clear roadmap of where ICT changes and investments need to be made.

During the short engagement 2e2 carried out a series of one-to-one interviews and a workshop session with senior management, IT and other key stakeholders. This suited the Trust very well as 2e2 engaged key stakeholders, not only in the context of ICT but also across all the core business functions. Within a few days 2e2's consultants had identified that the Trust had a number of different initiatives in place that were very similar but were uncoordinated as they were being driven by different areas of the organisation.

One example of this was when it came to flexible and mobile working. This was being promoted within the Trust's medical teams to improve patient care, while its estates team were trying to drive the same thing to enable them to reduce building costs. Through working with 2e2, the Trust has now been able to bring together these disparate but similar initiatives to reduce duplication of efforts and costs. This has resulted in an ICT roadmap that will enable greater workforce mobility and therefore reduce estate costs and improve patient care.

### A roadmap for the future

"The strategic objective of any health provider is to increase the amount of face-to-face time that clinical staff spend with patients. The Strategic Programme Alignment and Roadmap Consultancy (SPARC) provided by 2e2 has enabled us to better align our IM&T environment to supporting the needs of our staff in the way that they want and meet our patients expectations of highly personalised care. 2e2 provided us with recommendations on how some processes could be changed or where we could better leverage our existing solutions to reduce the administrative

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burden on staff. As a result, over time, we expect to increase direct patient care time by 15% thereby enhancing quality and improving the effectiveness of what we do," said Chris Slavin, CEO, Lincolnshire Partnership NHS Foundation Trust.

As a result of the SPARC engagement, the Trust has now been able to better align its existing portfolio of ICT services and systems with its business requirements. This has helped the Trust improve its investment returns whilst allowing it to achieve its primary objective of improving front line services and patient interaction. "As a CEO you often feel like IM&T is a black hole of expenditure. You know you need it and so you continue to spend. What's difficult to get though is to maximise the return on investment and show how IM&T aligns to supporting our organisational goals. By engaging 2e2 in their SPARC exercise, we were given a clear picture of how well IM&T can be increasingly aligned to our organisational objectives and we now have a clear roadmap of where IM&T changes and investments need to be made," concluded Chris Slavin.

For more information, please contact info@2e2.com with the subject as 'NHS SPARC' or call 0844 2250526.

#### Contact 2e2 for more information:

- a. The Mansion HouseBenham ValenceSpeenNewburyBerks RG20 8LU
- t. +44 (0) 1635 568000
- e. info@2e2.com
- w. www.2e2.com

