

Health and Social Care Portfolio

About Agencia

Agencia has been transforming organisations for over 20 years. What makes us different? Well to put it simply, we not only design the change but also make it happen, turning strategy into action and action into results.

We are not consultants but a team of industry experts with years of on-the-ground experience in a range of diverse fields.

The result is we have the capability to solve problems in a way that some businesses just can't, finding inspiration where others may find difficulty; especially when addressing tricky or seemingly hard to solve issues.

Our work has addressed a diverse range of challenging issues both in the UK and internationally.

We have reformed government judicial capabilities, transformed healthcare services, developed integrated strategies for organisations, improved communities and ultimately changed lives. We are extremely proud of our achievements.

As a family-run business our values are based on collaboration, practical and realistic methods and making a difference. We are passionate about the issues our clients face, working with you and not just for you.

Bringing energy and creative problem solving is fundamental to our approach as is an independent, down-to-earth pragmatism, ensuring solutions are implemented appropriately, on time and within budget.

We also believe that solving tricky problems requires a consistency of approach. To ensure this happens you will always be working with the same team throughout the project until completion.

We are proud to have been trusted to deliver over 400 contracts, developing and exporting British public service expertise.

Agencia is an official supplier on the UK Government Conflict, Stability and Security Fund and Prosperity Fund Frameworks and a member of the Price Waterhouse Coopers [PwC] UK alliance delivering the UK Department for International Development [DFID] Good Governance Fund.

Our Capability

All staff members have operated at senior management level within Health and Social Care organisations and have achieved recognised professional accreditations or qualifications in specialist areas, combined with significant operational experience of deploying those skills.

Health and Social Care Topic	Specialist Expertise
Whole system approaches	Integrating health and social care; strategic plans; planning change; the role of public health in planning; commissioning and contracting for quality and efficiency; financial modelling of change programmes; engagement of users, carers, staff and stakeholders.
Strengthening primary and community care	Developing care closer to home; reducing dependence on hospitals; decommissioning institutions (e.g. learning disability, residential care, mental health) in favour of community based solutions; specialisation in General Practice, practice management and systems.
Hospital management	The roles of doctors and nurses in management; management structures and processes.
Leadership development	The role of boards and senior teams; developing clinical champions and leaders; leading teams of professionals and clinicians.
Finance	Identification of current costs in providing services; financial modelling the effects of service change and integration; good practice in health and social care accounting.
Professional development	Workforce development; career planning for doctors, nurses and managers.
Governance, risk management and safety	Senior management of health and social care organisations; board structures and processes; transparency and accountability; capturing and using the views of patients, carers and the public; managing clinical safety; protection of vulnerable children and adults; communication with the public; managing the relationship between public and private sector organisations.
Care of older people	Design and management of older people's services e.g. residential care homes; community based health and social care support for older people; managing dementia in the community and specialist units.
Service provision	Active recovery services for drug users.

Many of our projects involve a number of areas of our expertise. This is not a complete listing of all Agencia projects. Further details can be obtained through the contact us page of our website – www.agencialtd.com

Agencia has a 4 year contract with **North Lincolnshire Council** to provide its “Active Change Community Recovery Service” for 200 registered drug users. Combining clinical and psychosocial interventions, the Agencia service is meeting the prescribing needs of registered users. A wide range of support is also helping service users to build recovery into all aspects of their lives. The role of Agencia includes providing constructive challenge to individual service users, and the partnership organisations involved, in order to maximise recovery outcomes. Effective partnership with a broad range of support organisations is therefore key to the approach. Agencia has been contracted for a further 4 year contract to provide Needle Exchange, Supervised Consumption, Alcohol Interventions and Brief Advice, and Health Checks across North Lincolnshire. This involves Agencia contracting with over 30 pharmacies to provide these services.

For six years we have undertaken a major programme of work for **Guy’s and St Thomas’ NHS Foundation Trust**. On behalf of the Ministry of Defence they manage healthcare in Germany for the British forces and their families. This includes use of 5 major German hospitals together with a range of community-based services. Our work has been to develop quality assurance and contract monitoring arrangements based on assessing the views, priorities and experiences of patients. As part of this, Agencia provided a programme of workshops on Safeguarding Children. Designed specifically for the non-clinical Hospital Liaison team in GSTT’s service in Germany, the Agencia team took the staff through an intensive day programme of policy and practice in safeguarding, using an interactive process of core studies and group exercises linked to local guidelines. As part of the programme of work for Guy’s and St Thomas’ NHS Trust in Germany for the British forces and their families, we designed and delivered a training programme. This was aimed at teams of Hospital Liaison staff who support forces patients in German health care facilities. The programme included listening and communication skills, dealing with bad news and personal stress management. Agencia also lead the development of feedback mechanisms for users of maternity services provided for UK forces families in Germany.

Agencia was commissioned to develop the mapping of clinical pathways and identify the costs of each component for the **Ministry of Health, Tunisia**. The programme served to increase the ability of the Tunisian Ministry of Public Health to better manage its costs of treating pathologies. Agencia was commissioned to train key staff groups on the new system, including both medical and economic components.

Agencia supported the **Humberside Local Medical Committees** in facilitating workshops planned as part of the *General Practice: Facing the Future* programme. The context of the programme was the need to consider new ways of working to address the challenges set out in the NHS Five Year Forward View. Primary Care is central to these changes which may include New Models of Care, Working at Scale, Federations, Vanguards, Alliances, Collaborative Working, New Contracts, Multi-specialty Community Providers (MCP), Primary and Acute services providers, etc. The Five Year Forward View acknowledges that every area is different and so solutions needed to be developed taking account of local circumstances. Our approach was very much one of facilitating GP’s and Practice Managers to draw their own conclusions and draft their own plans for their localities. A report was produced for each of the 4 localities including a set of options and an owned action plan.

NHS Central Eastern Commissioning Support Unit commissioned Agencia to provide support at short notice in assessing and reviewing 18 community services commissioned by Castle Point and Rochford Clinical Commissioning Group. We were able to respond with a team of data analysts to quickly prepare supporting information packs and a team of consultants with relevant experience to attend assessment panel meetings.

The **Northern Ireland Department for Social Development (DSD)** was established in December 1999 as part of the Northern Ireland Executive. It has strategic responsibility for urban regeneration, community and voluntary sector development, social legislation, housing, social security benefits, pensions and child support. The Department for Social Development (DSD) appointed Agencia to undertake a review of their Supporting People Commissioning Body. The review centred on examining the current commissioning process in order to ensure that it remains the most effective process for assessing and providing supporting people services. The review was based on a desk review of over 30 documents provided by DSD (and other stakeholders) and the views and perceptions of a cross section of people, with an interest in the Commissioning Body's work, obtained from conducting face to face and telephone interviews. Our report provided an evaluation of the commissioning process, including making recommendations for areas for improvement.

Safecare Network Ltd was a new federation of 20 GP practices in North Lincolnshire. The commercial opportunities for the federation are significant, and the federation contracted Agencia to assist their Board in becoming more efficient and successful as a vehicle for attracting this commercial work. Agencia worked with the Board on a number of issues including:

- The need to articulate a vision for the federation for the next 3 years.
- How the federation will structure and coordinate its bidding for new work and address the lack of capacity.
- The need for at least some Board members to champion the new way of working as a federation and to be the commercial "face" of Safecare Network Ltd.
- How best to engage with all the federation practices, both from bidding and service delivery perspectives.
- Identifying the most effective ways of working with practice managers.
- How to address governance, and especially clinical governance, within timescales required for the purposes of bidding.

Simultaneously, Agencia has supported Safecare Network Ltd with bid writing in including:

- Hosting a bid writing masterclass for GP Practice Managers.
- Writing a number of bids on behalf of the Federation and one of the Practices. Specific bids included one to run a Weight Management Service and a bid for Primary Care Infrastructure Funding which is progressing.

On behalf of **Barnsley Metropolitan Borough Council**, Agencia delivered a project to develop a business case for the future commissioning of services to reduce domestic abuse and sexual violence, and put in place services to support victims. The work involved:

- Reviewing the current action plan for domestic abuse and sexual violence ensuring fully inclusive consultation with partners including those who are victims.
- Ensuring that the plan captures new developments that are aligned to the Safer Communities service.
- Ensuring that domestic abuse and sexual violence is aligned to the vision of the Community Safety Partnership.
- Determining strategic intent, statutory responsibility and ensure future pathways and service provision meet best practice guidelines.
- Ensuring the domestic abuse and sexual violence review links with the joint strategic intelligence assessment, joint strategic needs assessment and other key strategic documents.
- Ensuring the business case is informed by current practice, service provision and gaps are identified and ensure a full and clear understanding of the current and future market for planned service provision.

The Strategic Plan is a key component of the **East Lancashire Clinical Commissioning Group's (ELCCG)** commissioning process. It summarised the CCG's strategic direction and provided a clear outline of the strategic initiatives the CCG (along with its partners) sought to deliver.

However, the CCG and the localities recognised that the plan that was submitted for CCG authorisation did not fully reflect the needs of the individual localities and respective locality Joint Needs Assessments. The CCG therefore commissioned Agencia to support them to develop this plan. The Plan was important not only for the authorisation process, but also to define the needs and commissioning intentions of each of the localities over the next five years (recognizing the need to commission high quality, safe, effective services which are accessible and equitable).

Clinical Leadership and ownership of the overall strategic plan and the locality action plans was a key priority for the CCG. In developing the plan, therefore, Agencia recognised the need to work actively with existing locality leads and support them in the development and writing of the plan, working to an overall project management critical path.

As a result, all of the CCGs authorisation conditions were removed by the Commissioning Board and they were fully authorised.

Agencia worked with the **United Lincolnshire Hospitals Trust** to develop its overall clinical strategy. Working to a 5-10 year horizon, this document will be a key element in the Trust's application to become a foundation trust and the strategy will set the 'direction of travel' for the development of all clinical services for the future. The approach taken has been one of close engagement with clinicians to ensure shared 'ownership' of the challenges and opportunities faced by this large trust, which covers an extensive rural geography and which comprises a multiple sites. Within a 'clinically driven, managerially supported' ethos, workshops have been held across all medical specialities to identify and agree the key issues, and the Board has set a series of overarching guiding principles. A second round of workshops, with each clinical reference group, developed the vision for change. This vision is being cross referenced with the commissioning intentions of local commissioning groups, the priorities voiced through public and patient involvement, and the strategies of other local providers.

Hiscox (an international specialist insurer) appointed Agencia to undertake safeguarding children work in Germany. The work involved designing bespoke training for Hiscox's third party service providers and covered how to talk to a child, what sort of language/behaviour is appropriate and most importantly, how to spot a child at risk and when this should be reported to the authorities.

Agencia provided training in Patient/Public Participation Groups for **SSAFA (Soldiers, Sailors, Airmen and Families Association)** Forces Help midwives in Germany. The training enabled participants to plan and facilitate focus groups and to maximise the quality and relevance of feedback gained from such groups.

The **City of Wakefield Metropolitan District Council** invited Agencia to support the project management of their Behaviour Improvement Programme across two clusters of schools. The work formed part of a national programme to improve behaviour and attendance in both primary and secondary schools. Agencia undertook a coordination and development role in the early phase of the project, working closely with the Local Education Authority and school teams to ensure a sound and sustainable initiation of the programme.

Agencia's Primary Care Direct service was appointed by a Pain Management Consultant to set up a private pain management company – **Optimum Pain Management (OPM) Ltd**. This involved establishing the company infrastructure including writing organisational policies, designing governance arrangements (e.g. roles and responsibilities; protocol of involvement, recruitment procedures for Directors and Board Members, conflict of interests and remuneration and fees), establishing a Quality Management System and systems and procedures to ensure that that OPM is NHS Standard Contract and CQC Compliant. Following this, Agencia supported OPM with market engagement activity, so as to be in a position to bid for and secure work.

Agencia worked on behalf of the **North East Improvement and Efficiency Partnership (NEIEP)**. NEIEP was one of 9 Regional Improvement and Efficiency Partnerships (RIEPs) in England and was made up of all 12 North East councils and 4 Fire and Rescue authorities. Agencia worked across the 12 Local Authorities to consult on, and deliver collaborative arrangements between Local Authorities to support all directed contact for children, as determined by the Courts. This work was at the interface of the social care and justice sectors and involved delivering a baseline statement of arrangements that currently existed, undertaking an options appraisal of service delivery models and a feasibility study of the collaborative regional service delivery model. The provision of contact services for children and their families involves an emotive and sensitive issue. The Agencia team sought to be mindful of this throughout the consultation process when engaging with children, young people, and staff.

Agencia was appointed by **Wigan Council** to manage and implement their Dementia Demonstrator site project. Agencia has extensive experience of advising and supporting organisations in remodelling and improving services for people with dementia in response to demographic pressures, and it is one of our areas of recognised expertise. The project focused on improving the data intelligence systems that support the

quality risk assessments and pilot interventions to improve the quality of dementia care in different settings throughout the Wigan area.

The **London Deanery** is responsible for postgraduate medical and dental training across London. Working as part of the Amquis Consortium, Agencia provided two particular strands of support. Firstly we surveyed the extent to which cultural competence training is provided by the London National Health Service to trainee doctors and dentists. Secondly we evaluated the demographic profile of trainee London doctors in order to inform the Deanery's gender, disability and race equality impact assessment. Agencia was subsequently commissioned to prepare an update report two years later to supplement the earlier analysis.

Agencia provided interim capacity support to **East Riding of Yorkshire Clinical Commissioning Group (CCG)**. The Agencia team provided additional focus and capacity on a number of specific priority areas within the CCG Quality Innovation Prevention Performance (QIPP) agenda. Agencia supported multiple QIPP projects including musculoskeletal services, falls service, community cardiology and procedures of limited clinical value. By re-designing services as part of the QIPP process, savings estimated to be £4.8 million for East Riding of Yorkshire CCG have been identified.

In further development of its strategic review of services for older people, **Gloucestershire County Council** commissioned Agencia to return to the County to undertake a further round of stakeholder consultation. The aim on this occasion was to test reactions to a series of preliminary proposals for change to the nature, style and delivery of services in the County, to reflect the themes of Independence, Well-being and Choice. Our team spoke with residents, relatives and staff in over 20 residential homes in the County, in conjunction with the current service providers, the Orders of St John Care Trust and Bedford Pilgrims Housing Association, and recorded their views on the proposals. We also ran and facilitated a number of public meetings across the County, to consult with a range of other interests in each locality. Responses were also invited in writing, by letter, e-mail or comment form, and by a web based response facility. The final report analysed all comments, and offered a series of recommendations for dealing with the key issues which emerged.

A major survey was undertaken by Agencia of users of the **London Ambulance Service**, and GPs, to ascertain their views on the quality and timeliness of emergency services. The work used a variety of techniques, including focus groups, questionnaires and interviews.

For further details please contact:

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