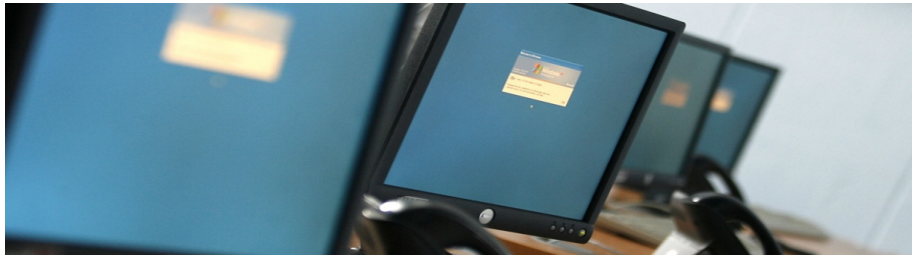


NHS Orkney and Orkney Islands Council

Shared Services in the Orkney Islands



Overview

In 2007, Orkney Islands Council (OIC), in partnership with NHS Orkney (NHSO), secured Efficient Government Funding (EGF) to progress an innovative partnership that seeks common efficiency aims whilst enhancing the general economy of Orkney. The main proposition of the funding bid was to deliver effectiveness and efficiency gains through establishment of a new shared service delivery organisation, operated along joint venture lines by the executives and management of OIC and NHSO. The EGF bid identified ICT topics for exploration and secured funding to develop the business cases required.

Challenge

The Health Board decided to embark on an ambitious shared services programme with OIC, a decision that was supported by the Scottish Government. The NHSO Creating Sustainable Services Programme (CSSP) was initiated to deliver a strategic service redesign to achieve a range of clinical, service and financial recovery aims. The CSSP ICT review sought to identify ways in which ICT could be better used and delivered within NHSO and identify potential savings within the IM&T spend.

Solution

In 2007 Amor Group was appointed to evaluate NHSO's ICT organisation. The capability and capacity of OIC's ICT organisation was also investigated to explore the possibility of them providing the ICT service on behalf of NHSO. Amor Group performed a comprehensive management consultancy review of ICT operations across NHSO, with a view to achieving in-house or equivalent savings through sharing services with other providers. The review highlighted that ICT represented a significant area of opportunity for the delivery of a shared service to the benefit of NHSO and the OIC.

Collaboration activity between the two organisations was formalised in late 2007 and subsequently, Amor Group conducted a readiness audit of the OIC Information Services Division. The audit focused on the capability of OIC to provide the ICT service to NHSO as an "arms-length" supplier. Amor Group made a number of recommendations related to the launch of the new Joint Working ICT Service including identifying associated corporate risks and benefits and proposing governance arrangements. A recommendation was made to coach and mentor IT Management, especially in relation to the base-lining of the new Joint Working Service. Amor Group recommended that assistance would be required with preparation of the Service Level Agreement (SLA) to underpin the new Joint Working Service.

Amor Group produced a Business Case for the IT Joint Working work-stream which proposed that the new Joint Working IT Service be provided by a Special Purpose Vehicle (SPV) organisation. Service contracts, based on ITIL principles provide the basis for formal undertakings between NHSO and the SPV, and between OIC and the SPV.

Solution Overview

Supported and initiated the IT work stream

Business Case was produced for the IT Joint Working Service

Recommendations were made to appraise and verify proposed service improvements

Comprehensive management consultancy review of ICT operations carried out

Business case highlighted the new Joint Working IT Service be provided by an SPV organisation

Shared Services Benefits

Achieve common efficiency aims

Enable organisations to focus on front line services

Deliver best practice

Gains arising from technical synergy

Reduce cost



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