

Case study: University Hospital Southampton, United Kingdom

A Value Partnership to improve technology performance and patient satisfaction

Comprehensive Technology Management improves patient experience and fiscal predictability

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The customer

Major regional trauma and teaching center seeks trusted partner for technology performance and planning improvements

University Hospital Southampton NHS Foundation Trust (UHS) provides general care to some 1.9 million people living in Southampton and South Hampshire, United Kingdom, in addition to special services such as neurosciences, cardiac services, and children’s intensive care to more than 3.7 million people in central southern England and the Channel Islands. It is a level 1 major trauma center.

The Trust is also a major center for teaching and research in association with the University of Southampton and their partners including the Medical Research Council and the Wellcome Trust.

About University Hospital Southampton NHS Foundation Trust (UHS):

- 11,500 staff
 - 150,000 inpatients and 624,000 outpatients
 - 135,000 cases in the emergency department
 - Eighth largest trust in the United Kingdom
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The challenge

Reducing uncertainty in medical imaging procurement planning

The challenge for an organization such as UHS is multifaceted. Historically, investment planning and the procurement for equipment were difficult and piecemeal. “There was no certainty regarding finance, so we couldn’t be sure if we would be able to replace a CT scanner or not,” says Dr. Madeleine Sampson, UHS Clinical Lead. “We needed a flexible program of investment in medical imaging to accommodate changes in need year-on-year.”

“The preceding technology management solution at UHS had caused serious issues with a risk of prolonged downtime, particularly of imaging systems approaching or beyond the end of their life cycle. The level of support in terms of servicing and repairs provided did not fit our needs,”

Stewart Tough, Lead Superintendent Radiographer,
University Hospital Southampton, United Kingdom

The solution

A Value Partnership focused on Technology Management

Aaron Hutchison, Program Manager at UHS has previous experience in a Public Private Partnership. He states: “Diagnostic imaging is at the heart of what UHS does and diagnostic examinations are becoming more and more essential. If we don’t have an efficiently functioning radiology department the rest of our services will be severely affected or fail. Interventional radiology is also becoming increasingly important in terms of service provision.”

UHS’s brief was to engage with a strategic partner who would understand modern healthcare, where patient needs are becoming more dynamic and complex, and patient experience more important to their success, and would

work with the trust for the longer term. Hutchison adds: “From a project management perspective, you want the operation to run seamlessly – which takes a lot of time, effort and resources from both parties.”

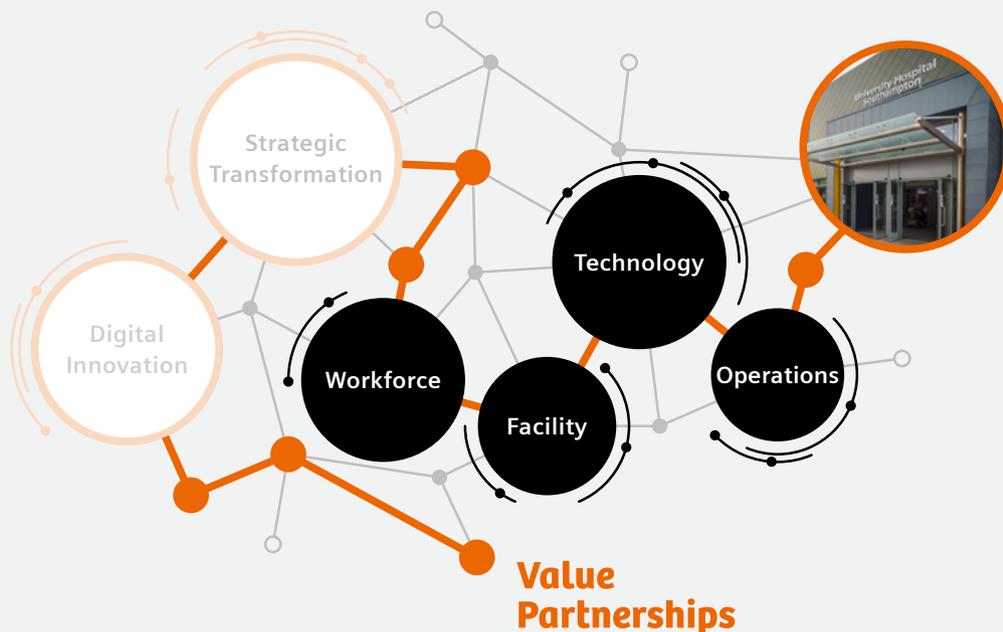
UHS selected Siemens Healthineers as a partner in 2012 – following a robust selection process. “Siemens Healthineers offer needed to combine budgetary certainty, flexible financial modelling, services level deliverables and an equipment program which in turn offered a comprehensive turnkey solution – all in an affordable package,” explains Hutchison.



“The need for transparent and secure financial planning and the ability to accommodate flexibility in managing the investment program made us think of a Value Partnership.”

Aaron Hutchison, Project Lead and Program Manager, University Hospital Southampton, United Kingdom

Customized to the University Hospital Southampton NHS Foundation Trust (UHS)’s unique and specific needs, the Value Partnership helped realize their strategic goals, maximize opportunities, and address the demands of their stakeholders.



**University Hospital
Southampton NHS
Foundation Trust**

The outcome

Improved patient experience and increased efficiency

The partnership is now running at its ninth year of a 13-year Value Partnership. The real estate and medical technology in 2012 were in need of a major update. Old unreliable technology broke down frequently leading to capacity challenges.

“We needed a solution which would deliver more than the sum of the parts – all the direct and non-direct components from the Trust side and from Siemens Healthineers need to perform in an integrated way. Co-developing the image service strategy, defining the equipment replacement and refresh program along with the provision of comprehensive maintenance was to be part of the Value Partnership with Siemens Healthineers,” comments Hutchison.

It is as much about ensuring that existing outdated technology is replaced as it is about meeting the requirements of new imaging services, which may result in the need for additional or alternative technology. A Value Partnership therefore has to be flexible to accommodate this changing need. “It can bring consistency to this volatile environment,” agrees John Beamer, Head of Radiography.

“With this Value Partnership, we have definitely seen many benefits already,” continues Beamer. “New innovative equipment is rolling in. And with the latest technology, this speeds up patient flow and increases productivity.”



One core benefit of the Value Partnership Beamer perceives is guaranteed uptime. “We need absolute certainty that, when technology is down, it will be fixed within a given period of time. Siemens Healthineers has been highly successful in delivering uptime and ensuring technology is available when needed.”

In order to avoid a negative impact on patient experience the Value Partnership includes a comprehensive maintenance plan, regular servicing to minimize downtime and immediate response if service is required. This performance orientation is also reflected by a KPI-driven payment mechanism.



“What helps a lot is that there is a Siemens Healthineers office readily accessible on-site. The staff is competent and very responsive.”

Stewart Tough,

Former Superintendent Radiographer, University Hospital Southampton, United Kingdom

Vendor independence

Central to the ethos of the technology management Value Partnership between UHS and Siemens Healthineers is vendor independence, which means that users are not locked into selecting Siemens Healthineers technology.

According to Stewart Tough, former Superintendent Radiographer it is crucial that UHS is free to choose the technology which best suits the organizations clinical needs – irrespective of who the manufacturer is. With Siemens Healthineers as a manufacturer-independent technology management partner, purchases are “totally fair and open.”

Positive staff feedback

Staff surveys indicate that provision of latest technology into modern facilities help contribute to improved staff retention and morale. “The Technology Management program provides a sound foundation to moving forward in an NHS world where we are expected to do more for less,” states Beamer.



“If you haven’t got a Value Partnership, get one.”

John Beamer,
Head of Radiography, University Hospital Southampton, United Kingdom

Customized departmental design and infrastructure development:

Siemens Healthineers Facility Design capabilities interfaced with technology expertise have enabled the Trust to reorganize the entire radiology department and create an human-centered environment that maximizes performance. As demands on the imaging service continuously change, UHS had to modernize existing departments, and install new modalities into reconfigured rooms - all against the backdrop of simultaneously maintaining an operational imaging department.

“The customized turnkey solution is fantastic,” states Dr. Sampson. “We wouldn’t want to go back to the previous contracting system to get rooms redesigned after this.”

“As part of our imaging strategy we wanted to increase on-site provision of MRI,” explains Sampson. “Siemens Healthineers helped us to install new scanning suites in an area previously used for offices, which involved initially providing a purpose-built reporting office suite solution. Siemens Healthineers was keen to help and redesigned the area to accommodate three new MRI scanners in a dedicated MRI suite. The design was creative and with maximum use of the available space.” This was the first time three MRIs had been installed in a fully operational radiology department at UHS.

“We have achieved the flexibility we aimed for with this Value Partnership contract,” agrees Beamer. “As a result, we were able to do something that we could not have imagined doing outside this model – to move from a very outdated estate and old technology to three MRI systems in a refurbished building.”



“The working environment is much more attractive. The whole feel of the area has been transformed for improved patients and staff experience.”

Dr. Madeleine Sampson,
Clinical Lead, University Hospital Southampton, United Kingdom

Summary

Value Partnership – the basis for moving forward

The partnership has been running very well since its inception. "There is very strong tangible buy-in from our clinical users," explains Hutchison. The equipment, the rooms and indeed the entire environment they are working in has been getting progressively better. "Staff and patients can see that, and this is great for the organization as well as its public profile. The redeveloped imaging service is a strong tool in our catalogue of measures to attract, maintain and develop good staff."

Hutchison summarizes "We have a good relationship with the Siemens Healthineers team – they understand what our strategic objectives are and are keen to see the new technology is achieving its potential."

With this Value Partnership the Trust is better equipped to face the challenges and fluidity of modern healthcare. We are able to concentrate on the things that we as an organization should be concentrating on – which is providing care – and we leave all issues and risks regarding the technology to Siemens Healthineers who is best placed to deal with that. This Technology Management arrangement is undoubtedly a good model to go with," concludes Hutchison.

The Value Partnership has created additional value for UHS in several ways:

-  Improve patient experience
-  Improve staff retention
-  Create financial transparency and stability
-  Realize its long-term strategy to transform care delivery
-  Keep medical technology up to date
-  Develop a technology management partnership flexible enough to allow future needs to be met

Do you want to use a Value Partnership to optimize your operations?

Get in contact:

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About Value Partnerships

Siemens Healthineers Value Partnerships are long-term, performance-oriented, collaborative engagements. We bring a combination of clinical insight, medical technology innovation, strategic vision, implementation expertise, and operational excellence to the table for you. As trusted partners, we help you formulate and achieve your strategic goals, increasing enterprise-wide value.

Value Partnerships drive value across your entire enterprise with focus on four domains: Technology, Operations, Workforce and Facility. Furthermore, together we enable breakthroughs through holistic and transformative initiatives such as Strategic Transformation and Digital Innovation.

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