

Case Study

Interim Management



← Ebor Clinical Services Ltd



Ebor Clinical Services Ltd is a business established by a group of GPs and engaged in the innovative care in the community programme resulting from changes in the National Health Service delivery model.

The business has been operating since 2007, has grown rapidly, and is based in York.

The Challenge

The National Health Service is undergoing major changes, and in particular its approach to caring in the community. The NHS is under significant pressure to reduce costs while maintaining high quality delivery of numerous and disparate services, many of which can be performed by suitably qualified GPs in their local surgeries

Ebor Clinical Services Ltd is a unique provider of community-based clinical services. The stakeholders of the business comprised more than 85% of the York-based GPs. The management board comprised four GPs and two practice managers, all experienced within the National Health Service but without a business background. Within the first six months of operation the company had established three work streams and was operating close to capacity, with significant work potential and several interesting challenges such as the polyclinic concept.

The Solution

Knowledge Processes Ltd was commissioned to undertake a programme of activities to develop a more effective board through the establishment of board processes and procedures, reporting processes,

and the adoption of appropriate governance. In addition the board was to be coached and mentored to develop a shared and agreed Business model, agreement of a strategic business plan including opportunity pipeline's, financial forecasts the development of a sales and tendering process in support of the agreed business plan.

The culture of Ebor Clinical Services was centred upon the delivery of high quality care, and business/commercial considerations were not a primary focus of the board.

Workshops were held where an agreed business model was defined, good board governance principles agreed and new board reporting methodologies implemented. Revised commercial considerations were adopted, and a review of all the existing and future work streams was carried out. A business plan was developed where clarity and focus was applied and the business firmly centred on the provision of care in the community providing value to both the PCT (primary care trust) and to Ebor Clinical Services Ltd. Presentation materials were developed supported by analysis of available data and solid commercial assumptions together with a strategic plan that was robust and which could be implanted in an environment of significant change.

The Benefits

Within a six month period the board of directors of Ebor Clinical Services Ltd developed a shared vision of business direction, and developed an increased confidence in their ability in working with both the PCT and third-party providers.

The development of a strategic business plan gave the board focus, and clarified the forward pipeline of business to be addressed.

Deliverables during the period included a board reporting tool, a framework proposal document, (any willing provider), a presentation framework, a strategic business plan, and commercial tools.

This provided a robust and solid platform for the development of the business which has continued to grow while at the same time providing high quality care and cost savings for the PCT.

Knowledge Processes Ltd

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Ebor Clinical Services Ltd continued

Customer Testimonial

“Leigh Foster provided the board with a wealth of experience and practical know-how, while at the same time handling sensitive situations in a diplomatic fashion. Without Knowledge Processes support and input, our board would not have agreed a strategic plan and would not have developed the many significant results we have since achieved. We enjoyed working with Leigh, found his combination of business acumen, experience and all-round commonsense to be refreshing and very worthwhile, and we look forward to continue working with Knowledge Processes Ltd. In the future”

Dr Andy Field
Chairman Ebor Clinical Services Ltd