

NHS Tayside Strategy for Internationalising Healthcare Delivery

This strategy document is informed by Healthcare UK publication entitled ‘Enhancing the NHS through International engagement, July 2015¹’ and ongoing advice and training provided by Healthcare UK². The authors of this strategy document express their thanks to Healthcare UK for this support.

1. Introduction

The UK healthcare system and ‘brand NHS’ are recognised as amongst the best in the world. As emerging and developing nations increasingly embrace healthcare development and reform the demand to import healthcare expertise is growing. NHS Tayside is in a strong position to respond building upon past successes and experience. **While the delivery of high-quality patient care within Tayside must always be the priority**, the benefits of internationalisation are multiple and include:

- a positive contribution to healthcare across the globe
- enhancement of global reputation
- new revenue streams to improve patient care in Tayside and support innovation
- opportunities to learn from other health care systems to enhance care domestically
- potential for staff development, recruitment and retention

The successful export of healthcare services requires innovative business models which minimise risk and while not limiting vision or ambition, it is recognised that incremental progression is often the pathway to building successful overseas partnerships.

This document presents an initial **3 year** strategy for NHS Tayside, working through the Academic Health Science Partnership in Tayside (AHSP³), to take its healthcare excellence overseas. It is a strategic priority of AHSP to support an increase in international collaborations working across NHS Tayside and the University of Dundee.

Overall Strategic Aim

To develop our global perspective, increase our overseas partnerships and identify potential for engagement across NHS Tayside and with our academic partners.

2. The Opportunity

Healthcare in emerging and developing nations is often disjointed and unsustainable in the face of growing demand and rising expectations. Such countries are increasingly looking to learn from and

¹<https://www.gov.uk/government/publications/enhancing-the-nhs-through-international-engagement>

² <https://www.gov.uk/government/organisations/healthcare-uk>

³<http://www.ahspartnership.org.uk/ahsp>

purchase healthcare expertise to help them progress with the development of their health systems. The high level of cohesion, clinical quality and value for money combined with good outcomes that the NHS provides often places the UK at the top of the list for overseas customers.

The following are areas of healthcare where there is considerable international demand; it is expected that this demand will develop and diversify during the period of this policy. NHS Tayside is well placed to respond, both alone and in collaboration with other stakeholders and in particular the University of Dundee through AHSP:

- **clinical services** (primary care, care pathways for non-communicable diseases, mental health services, elderly patients, development and control of drugs and health technology assessment)
- **education, training and research** (clinical multi-professional education, high quality clinical and management leadership, management training and translational research in the “real world” setting)
- **safe and effective health systems** (design and development of innovative, safe, cost-effective and evidence-based models of healthcare delivery)
- **digital health** (electronic health records, tele-health and tele-care, patient centred and population health analytics)
- **infrastructure** (design, build and operation of healthcare facilities ranging from medical cities to front line community facilities)

Not all overseas customers have a well-defined set of requirements. Opportunities may be presented as healthcare challenges to be overcome rather than narrowly defined need. A willingness to develop solutions and long-term commitments to sit alongside discrete products or services will increase our international opportunities.

Given the advances in communication technologies services can also be delivered to overseas customers from within Tayside with lower cost compared to ‘in-country’ and with the potential to reach large groups of customers. There are obvious limitations but it is important to explore this opportunity. International customers are also often prepared to travel to the UK to learn about world-class services. There are numerous visitors who pass through the UK to learn about the NHS first-hand. Primarily through our connections with Healthcare UK, this presents a cost effective way to engage with overseas delegations to inform them about the services NHS Tayside delivers. There is also the recurrent opportunity to engage in trade missions overseas which provides the opportunity to engage with senior decision makers at the international level.

Effective internationalisation can also be achieved by simply transferring know-how. This might take the form of providing professional advice or consultancy and examples include advice on baseline review or needs analysis of a system or service, design of clinical pathways or specific services, or strategic planning. NHS Tayside’s experience of delivery of clinical and management services presents a significant consultancy proposition on the international market. Partnership with established players in the field, including industry, is an option to leverage greater market reach, business development and commercial expertise.

It is important to recognise that resources are required to develop service propositions and build relationships with international customers. This is an opportunity cost and often speculative.

3. The Benefits – Drivers of Internationalisation

There are 5 drivers for NHS Tayside engaging in international collaboration:

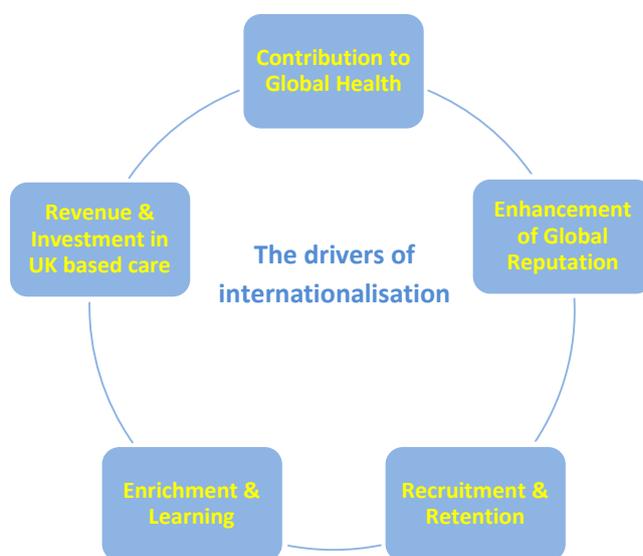


Figure 1 – The Drivers of Internationalisation

Contribution to Global Health

NHS Tayside delivers world class healthcare. The sharing of its clinical excellence and know-how with emerging and developing nations will improve health outcomes and reduce suffering amongst a greater number of people.

Enhancement of Global Reputation

International activity will raise the profile of NHS Tayside and its staff in other parts of the globe. It will strengthen its reputation as a Health Board that is international in its outlook and which has the ambition to improve health outcomes beyond the UK.

Recruitment and Retention

International activity will give NHS Tayside a greater presence in the global health labour market and a potential increase in applicants for vacant posts. Gaining overseas experience and the opportunity to act as ambassadors for NHS Tayside will be a development opportunity and is likely to increase staff recruitment and retention.

Enrichment & Learning

The insights and knowledge gained from exporting healthcare services, often to patients and populations within more challenging environments than in the UK, will provide NHS Tayside staff with new learning opportunities and experiences. This could enhance service improvement at home again benefitting the patient.

Financial surpluses generated from international collaborations will provide a source of unencumbered income. This can be used to support and develop services, and associated research and innovation, to the benefit of patients in Tayside and beyond.

4. Strategic Goals

NHS Tayside has 5 strategic goals for internationalisation of healthcare:



Figure 2 – Strategic Goals for Internationalisation

(i) Identify existing international activity

We will work to identify existing substantive international collaborations being undertaken by NHS Tayside staff, assess the extent to which these align with the principles of this strategy and provide support where necessary to optimise these collaborations.

How will we achieve this?

We will identify existing activity by consulting directly with clinical and non-clinical colleagues across NHS Tayside and use the services of the NHS Tayside communications team. Dialogue on identified collaborations will be led by AHSP on behalf of NHS Tayside.

(ii) Identify overseas demand and select priorities

We will identify international markets to inform development of our portfolio of healthcare services and products.

How will we achieve this?

We will work with bodies such as Healthcare UK, UK Trade & Investment, Scottish Development International, industry, colleagues within the University of Dundee, and clinical and academic colleagues to help us identify market demand.

(iii) Establish a portfolio of healthcare services and products

Drawing on what NHS Tayside does well as an organisation and informed by our understanding of international demand we will build a competitive portfolio of healthcare services and products. We will prioritise our efforts and identify key markets.

How will we achieve this?

We will work with and support colleagues who wish to commit to building the portfolio. We will consult at the necessary levels to ensure that staff commitments to both product development and delivery are realistic and are not in any way detrimental to the delivery of care to patients within NHS Tayside. Where information is available we will assess competition from other providers and judge whether there is a market opportunity for NHS Tayside prior to investing resources in developing products. We will liaise with sector level bodies including Healthcare UK to inform our selection of key markets and this will be based on a match to NHS Tayside's offering and size and scale of opportunity.

(iv) Establish a market profile

We will promote NHS Tayside's portfolio of healthcare products to overseas customers.

How will we achieve this?

We will utilise the AHSP website to market the portfolio and within this articulate our developing track record in international activity. We will target specific in-market opportunities with dedicated promotional materials highlighting our USPs. We will also aim to optimise use of social media. We will ensure that NHS Tayside's international offer is added to Healthcare UK's register of UK services and will optimise use of Healthcare UK in-market (country) specialists and market intelligence. We will work to identify other sector bodies who could promote our offering and where there are opportunities for a presence at conferences, promotional and trade events.

(v) Embed effective business and governance processes for product delivery

We will ensure that optimal and robust business models support the internationalisation effort. We will also ensure that proper governance is in place and that we understand the cultural context to which we will be exporting healthcare.

How will we achieve this?

When exporting healthcare from NHS Tayside we will ensure that the following have been addressed:

- a clear definition of customer need and its alignment with the offering from NHS Tayside
- optimal business and contractual models demonstrating return on investment and sustainability
- robust management and control of the use of 'brand NHS Tayside'
- SOP approval for staff to engage in both product development and delivery
- safeguards to ensure that a quality product is delivered
- risk assessment, mitigation strategies and controls
- protection of intellectual property
- due diligence assessment including on any joint delivery partner(s)
- assessment of cultural sensitivities of the customer's operating environment
- identification of any conflicts of interest, identification of legislative or regulatory exclusions, or ethical 'red lines'
- safety and security of staff
- full economic costing including both development and delivery costs
- pricing negotiation
- legally binding contract
- insurances
- assessment of tax liabilities
- formal sign off on behalf of NHS Tayside and external parties
- an identified customer manager
- exit strategy

Tayside NHS Board will be kept informed of international collaborative developments progressed in accordance with this Strategy through receipt of an annual report.

5. Distribution of Income

Income from international activities covered by this strategy will be distributed as follows:

- income for the cost of staff time (including NI and pension contributions) will be contributed to payroll costs;
- overhead income will be contributed to operational costs;
- the remaining surplus after all NHS Tayside costs have been met will be allocated as follows:
 - 40% to the Directorate in which the member of staff having led on the internationalisation activity is employed; should more than one member of staff have contributed to the internationalisation activity the aforementioned 40% will be distributed amongst the staff members' Directorates pro rata on the level of their input;
 - 40% to AHSP and which may be subsequently applied for by the member of staff having led on the internationalisation activity for use in activities commensurate with advancing the strategic aims of NHS Tayside and as approved by the Co-Directors of AHSP; where more than one member of staff wishes to apply for a share of this surplus the amount

potentially available will be determined by their pro rata contribution to the internationalisation activity;

- 20% to AHSP as a contribution towards the costs of its supporting implementation of this strategy.

For the avoidance of doubt no members of staff will receive a personal payment under the terms of this strategy document.

6. Period of this Strategy

The period of this strategy document will be 3 years from 31 August 2016.

At least 3 months prior to the expiry of this strategy, its efficacy will be reviewed and a decision made on whether or not to seek approval from Tayside NHS Board for its renewal.

7. Measuring Success

There are two quantitative metrics for measuring the success and return on investment of the efforts and resource invested in internationalisation by NHS Tayside:

KPI 1: the number of agreements signed within the period of this strategy document.

Target number – 8

KPI 2: surplus generated from the number of agreements signed within the period of this strategy document.

Target - £160,000

Impact will also be assessed through (i) the level of engagement in internationalisation activities by NHS Tayside staff and (ii) ongoing dialogue with such staff on the benefits of such engagement to patient care in Tayside and to their professional development and learning.

8. Assistance with Interpretation of Strategy

Should any aspect of this strategy require clarification the AHSP Office should be contacted in the first instance:

AHSP Office
Level 10
Ninewells Hospital & Medical School
Dundee DD1 9SY
Tel. 01382 383140

e-mail ahsp@dundee.ac.uk

website <http://www.ahspartnership.org.uk/>

Professor Dilip Nathwani
Co-Director, AHSP

Graeme Findlay
Associate Director, AHSP

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