



People in organisations drive business success

QCG works with you to get the best from your people



Healthcare

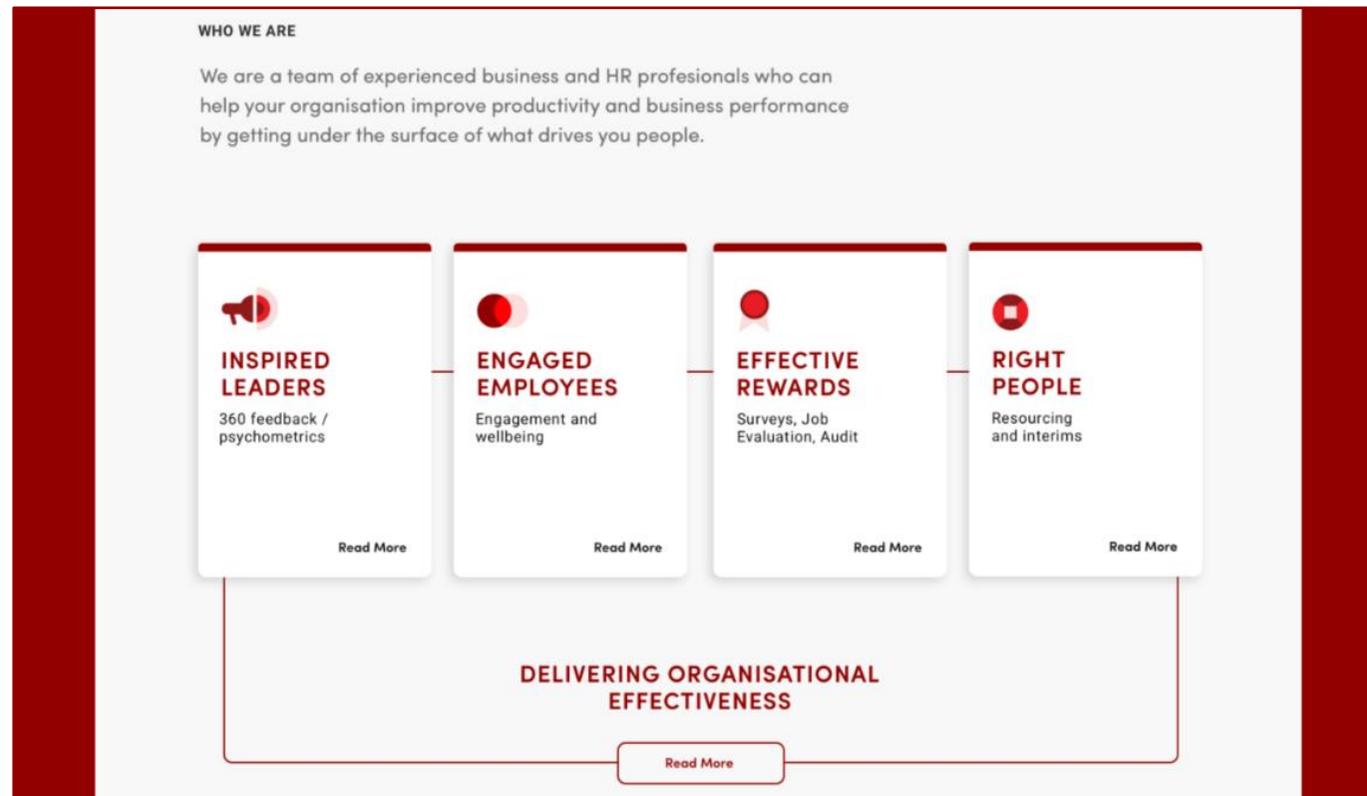
QCG's Mission

QCG is a business effectiveness and HR consultancy.

We help clients understand what drives their people to improve business outcomes and sustain long term performance.

Our practice areas

Our team of experienced business and HR professionals help organisations in the following ways, alongside a network of specialist coaches and associates.



Our clients

We work extensively across the Health sector:



Our values

We live by our values, which drive everything we do:

Individuality	• Providing a bespoke team to suit your specific needs
Quality	• Addressing the key issues
Partnership	• Working with you
Integrity	• Tailoring solutions to your business

Case Study 1: Employee Engagement

The challenge

Since 2007 we have worked with the UK arm of a global medical technology company, where excellent customer service is a core value and key differentiator. Our brief was to support the development of engagement and recognition for employees during a period of rapid growth in activity.

Our approach

We designed and ran an annual bespoke employee engagement survey, and facilitated focus groups to delve deeper into some of the issues surfaced.

We highlighted the importance of the relatively new middle management group. We supported them to step into a clearer managerial role - this closed a gap between them and senior managers, and improved accountability and performance management as the business grew.

We then ran a customer satisfaction survey enabling the business to test its customer service ethos. As a result it completely changed its marketing to differentiate itself in an increasingly competitive market.

Most recently, we have helped them develop a set of company values that capture how they work together across business units and to improve internal communication and support.

The outcome

Employee engagement has grown and deepened, and the business has a much clearer and more consistent approach to recruiting new employees as well as customers, thereby consolidating their brand.

They have introduced a formal recognition scheme and middle managers now operate at a completely different level, in much closer partnership with the senior team.

The company has enjoyed significant activity growth whilst improving productivity, despite challenging sales conditions, and employee commitment remains high.

Case Study 2: Executive Compensation

The challenge

We worked with the Department of Health (DH) to help understand the issues in getting top talent from the NHS into DH policy roles. Initially we reviewed pay structures and differentials between Very Senior Managers (VSM) in the NHS and Senior Civil Service. This identified large pay differentials and significant issues in VSM pay management.

DH then commissioned us to undertake a fundamental review of the VSM pay system, including the tools used for setting pay, pay management and governance. We also considered the impact on pay levels as individuals move between the NHS and Civil Service.

Our approach

We worked with key stakeholders to properly understand the drivers of pay management, and to conduct a full audit of the pay system in practice, the efficacy of supporting management tools, and pay setting governance arrangements.

We also benchmarked a sample of roles to test the level of NHS pay competitiveness against wider public and private sector markets.

The outcome

Our report showed serious issues with the tools, processes and governance of VSM pay system leading to unjustified pay inflation with insufficient controls.

We presented our findings to DH top management and the departmental Remuneration Committee with recommendations on ways to change / improve the whole pay system. These were put to Ministers resulting in the development of a new pay structure, improved pay setting and review processes, and guidance on how VSM governance locally would be taken forward.

Changes were implemented alongside pension and other cost management changes.

Related work

In parallel with this work, we worked with various NHS Trusts' Remuneration Committees to rationalise their senior structures and develop pay policy and practice to better capture reward for contribution and improve governance.

Case Study 3: Business Improvement

The challenge

An NHS acute Foundation Trust in turnaround needing to overcome a £30million deficit, sought support from QCG in aligning senior manager and staff pay to the market and reviewing resource allocations relevant to organisational priorities.

The pay system needed to support recruitment and retention, and human resources needed to be used most productively whilst maintaining overall cost control.

The Trust also sought help to review nurses' experience of working at the Trust and benchmark their pay, to create a more attractive offer and set more competitive bank pay rates, to reduce reliance on and cost of agency nurses.

We were also asked to review causes of poor customer care in the Patient Contact Centre (PCC).

Our approach

We audited resourcing and pay systems. This identified many areas of waste, poor management / governance over the pay system as a whole, and potential savings e.g. tackling unjustified allowances and off scale payments.

We engaged widely with Trust managers and ran drop-in sessions for nurses of different levels and specialisms, organised around their shifts. We gathered feedback on working for the Trust and ways to create an attractive employment environment and package, including providing additional hours.

We undertook a comprehensive market benchmarking exercise for nurses' pay. This identified areas of under and over competitiveness, and internal inconsistencies in actual pay practice.

For the PCC, we engaged with PCC managers and internal stakeholders, and reviewed the appointment process and booking data. This demonstrated the cost and time implications of poor process management and the degree to which stakeholders outside the PCC had a part to play in improving PCC outcomes too.

The outcome

For senior pay, a new market-related pay structure was proposed, with pay bands introduced above the AfC levels to reflect the challenge of a turnaround situation. Improvements were also made in the way roles below were allocated to AfC ranges. New ways of defining how employees move up and between pay ranges were defined with a focus on a 'contribution' based approach, in place of time served.

For nurses, a much broader package of changes was recommended, to attract and retain nurses and reflect broader training and support requirements. We also recommended more competitive bank rates for additional hours, and improved governance around shift planning and agency staff booking.

In the PCC, changes in both systems and processes were recommended. Early wins were improvements made to basic functions such as call handling and clinic utilisation, whilst others are dependent upon IT solutions and demand and capacity studies still ongoing.

Case Study 4: Business Planning Process

The challenge

An NHS Foundation Trust sought to improve its business planning process, to ensure that commercially viable.

We were asked to explore the root causes of variation in financial performance from planned position and the reasons as to why significant differences in opinion of the position had materialised between board directors.

Our approach

We undertook a high-level review of the Trust's business planning process, talking to individual clinicians and managers from across the Trust about the annual planning cycle and in-year performance reporting.

We examined the role of the board in the planning process, based on board papers, meeting minutes, written procedures, and one-to-one discussions with board members.

We prepared a report of our findings, along with actions to address the challenges, taking account of the scope of the Trust's services and resources, practice, commissioners' expectations and the contracting cycle.

The outcome

The Trust engaged staff from across the organisation to develop a new business planning approach, well ahead of the next contracting cycle. This addressed strategic issues and replaced the past centrally-driven approach that had had little ownership among clinicians and managers. The new process was understood, agreed and owned by staff and made transparent throughout the organisation.

The roles of directors, clinicians and managers within the business planning process were clarified, and team-building activities supported a new sense of shared ownership of it. This was underpinned by expanding on-the-ground clinical management capacity, and personal development support for some individuals.

The Trust moved away from year-on-year incremental adjustments to budgets and targets, undertaking a 'zero-based' analysis with key stakeholders to inform budgets and targets, based on the Trust's strategic and commercial needs.

Board reports of performance were re-focused to provide 'information' rather than 'data', explanations of assumptions, reasons for performance, and proposals for addressing any deviations from plan.

Case Study 5: Leadership

The challenge

We are supporting a leadership development programme for executive roles in a global media and communications business which needs a leadership team working effectively together to deliver against challenging plans for growth.

We are working on the business' leadership programme at the company's Europe, Middle East and Africa (EMEA) HQ in London, whilst our US partner DecisionWise is supporting the US programme.

Our approach

All participants have had their capabilities assessed through a DecisionWise/QCG 360° feedback tool and a range of psychometric tests.

Each participant then created their own bespoke development programme, supported by a coach they selected from QCG's coaching panel. The coaches provided feedback on the results of the 360° survey and psychometric tests, helped participants understand the implications of the results for them in their role and conduct, and supported them to create their personal development plan.

We also identified a need for improved top team working within the EMEA leadership team, and we are now facilitating two Executive Team Development sessions.

The outcome

Specific outcomes will only be truly known when performance against the strategic growth goal can be seen. In the interim, individuals are expressing high levels of satisfaction that the programme is supporting them in identifying how their actions, ways of working and behaviours impact on others and how they can work more effectively in support of the organisation's purpose and goals as a whole.

Related work

Through our partnership arrangement with DecisionWise, QCG is able to provide state-of-the-art digital analytics on a global scale in support of the delivery of leadership programmes and employee engagement exercises. The depth and rigour of the data analyses we are able to offer is capable of giving clear insights into any employers' understanding of their compelling employment proposition.

Who We Are

Our team comprises around 20 staff and associates, including:

Alan Hurst – Founder and Leader



Alan has held various roles in central government, was a principal consultant with Towers Perrin and now leads QCG, which he set up in January 2000.

Alan's expertise is focused on strategy, business performance and HR areas at executive level and below particularly for clients going through major change - including organisation design, performance measurement and reward. He regularly works at Board level and with top management on both relationship management and as a facilitator, coach or mentor.

Contact Alan on alan@qcg.co.uk

Sophie Vallance – Employee Engagement Lead



Sophie works with clients' staff, customers and other stakeholders to help organisations understand and improve their employee engagement and performance, reduce costs and deliver services more efficiently.

She works with teams and individuals to enhance their management and communications, using customer satisfaction surveys, competency frameworks, employee reward and incentive schemes, performance management processes, and engagement surveys.

Contact Sophie on sophie@qcg.co.uk

Peter Fairchild – Surveys and Research Lead



Peter joined QCG in June 2014, having previously working in retail management. He has an MSc in Sport & Exercise Psychology. During his studies, Peter practised a number of research techniques, including collecting original data to run investigations. These skills culminated in his dissertation on football referees and stress.

Peter works on both reward and talent projects within QCG, including research into new projects and being involved in on-going surveys.

Contact Peter on peter@qcg.co.uk

June Dales – Healthcare Sector Lead



June has many years' experience of planning new developments with public and private healthcare organisations and their stakeholders, including staff.

Her specialist areas of expertise are supporting collaborative working between partners including public-private partnerships, developing business cases and strategic plans, service transformation planning, project management, market research and preparing bids to provide services in the UK and overseas.

Contact June on june@qcg.co.uk

What we do

QCG works with clients to improve operational effectiveness through people.

We support organisations in four main areas:



Our work can be applied to:

- Leadership development, coaching and mentoring, 360° feedback;
- Staff engagement surveys and action planning based on findings;
- Remuneration Committee work and Pay and Benefits strategies;
- Staff development and succession planning strategies;
- Implementing transformations - new models of care and new ways of working;
- Strategic alliances and partnership working across organisations;
- Human Resources policies - compliant with regulation and good practice;
- Preparing for the 'well-led' domain of CQC inspections.

Why choose us

- We focus on aligning people strategy with service plans.
- We offer broad experience - central government, private companies, and public services.
- Our professionals and associates have a range of specialist knowledge.
- We work in partnership with clients, tailoring our service to each client's needs.

Website

More information may be found at www.qcg.co.uk

Contact

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