

Consult 18: Multidisciplinary Consultancy Services Service Level Agreement (SLA) (Order Form)

Framework details

Title: Consult 18: Multidisciplinary Consultancy Services
Reference: **SBS/17/SG/ZMC/9266**
Framework Duration: 3rd July 2018
Framework End Date: 2nd July 2022, extended until 29th September 2023
NHS SBS Contacts: Nic Langman, nsbs.nhsbusinessservices@nhs.net, 07966 824 815


Service Level Agreement details

This Service Level Agreement (SLA) is between the following parties and in accordance with the Terms and Conditions of the Framework Agreement.


Period of the Service Level Agreement (SLA)	Effective Date	02/05/23	Expiry Date	31/7/23
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Unless otherwise agreed by both parties, this SLA will remain in force until the expiry date agreed above. If no extension/renewal is agreed and the customer continues to access the supplier's services, the terms of this agreement shall apply on a rolling basis until the overarching Framework expiry date.

Supplier SLA Signature panel

The "Supplier"	
Name of Supplier	PA Consulting Services Limited
NHS SBS Supplier Reference #	SBS/17/SG/ZMC/9266/76
Name of Supplier Authorised Signatory	Hilary Thomas
Job Title of Supplier Authorised Signatory	Member of PA's Management Group
Address of Supplier	10 Bressenden Place London SW1E 5DN
Signature of Authorised Signatory	
Date of Signature	04/05/2023

Customer SLA Signature panel

The "Customer"	
Name of Customer	Manchester University NHS Foundation Trust
Name of Customer Authorised Signatory	Jenny Ehrhardt
Job Title	Group Chief Finance Officer
Contact Details email	Jenny.Ehrhardt@mft.nhs.uk
Contact Details phone	01612766692
Address of Customer	Cobbett House, Oxford Road, Manchester, M13 9WL.
Signature of Customer Authorised Signatory	
Date of Signature	09/05/23

This service level agreement shall remain in force regardless of any change of organisational structure to the above named authority and shall be applicable to any successor organisations as agreed by both parties.

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1. Agreement Overview

This Agreement represents a Service Level Agreement ("SLA" or "Agreement") between *PA Consulting Services Limited* and Manchester University NHS Foundation Trust for the provision of Multidisciplinary Consultancy Services. This Agreement remains valid until superseded by a revised agreement mutually endorsed by both parties. This Agreement outlines the parameters for all Consult 18: Multidisciplinary Consultancy Services covered as they are mutually understood by the primary stakeholders.

The Framework terms and conditions (including the specification of service) will apply in all instances, unless specifically agreed otherwise by both parties within this document.

2. Goals & Objectives

The **purpose** of this Agreement is to ensure that the proper elements and commitments are in place to provide consistent C Consult 18: Multidisciplinary Consultancy Services to the Customer by the Supplier. The **goal** of this Agreement is to obtain mutual agreement for Multidisciplinary Consultancy Services provision between the Supplier and Customer.

The **objectives** of this Agreement are to:

- Provide clear reference to service ownership, accountability, roles and/or responsibilities.
- Present a clear, concise and measurable description of service provision to the customer.

3. Stakeholders

The primary stakeholders from the Supplier and the Customer will be responsible for the day-to-date management of the Agreement and the delivery of the service. If different from the Authorised Signatory details listed on page 1 of this Agreement, please provide the names of the **primary stakeholders** associated with this SLA.

Multidisciplinary Consultancy Services Supplier Contact: *Michael Hyne*

Multidisciplinary Consultancy Services Customer Contact: *Sophie Hargreaves*

4. Periodic Review

This Agreement is valid from the **Effective Date** outlined herein and is valid until the **Expiry Date** as agreed.

5. Service Requirements

A. Services Provided

Please detail the service(s) that will be provided by the Supplier to the Customer

Lot: 10

Services Provided:

Assignment Output – Designing the UEC, Outpatient and Surgery target operating models

MFT requires service redesign / TOM development expertise in developing the UEC, Outpatient and Surgery target operating models for the new North Manchester General Hospital. The supplier will provide demonstrable capability in hospital service redesign and in-depth knowledge of best practice processes and operating models in UEC, Outpatients and Surgery.

The Supplier will produce the following outputs for UEC, Outpatients and Surgery respectively:

1. Discovery

- Best practice - An assessment of the latest best practice nationally and internationally and an assessment of which elements should be applied in NMGH.
- Change drivers – An assessment of external and internal drivers of change and how these may need to be reflected in the TOM. E.g., increases in demand, changes to clinical practice, increase in patients with multi-morbidities etc.
- A description of the vision and aims for the service developed collaboratively with the clinical, operational and leadership teams at NMGH and MFT.

2. TOM Delivery

- A description of the future state to achieve the vision and aims including the key functions / tasks / processes required. This will include how fluctuations in demand will be managed and a description of how the service will operate through a typical day / week. This will be developed collaboratively with the clinical, operational and leadership teams at NMGH and MFT.
- Definition of the expected benefits of the TOM and metrics required to measure success.
- Examples of how any new ways of working have been delivered elsewhere and the benefits realised, and risks found.
- **This element is the core output for this commission and will form the majority of the output.**

3. TOM Enablers

Once the TOM is developed, enabling requirements should be developed including:

- Identify processes and practices that enable integration across the MFT group and with our partners. Share examples of best practice in integration to achieve the vision and aims of each service.
- Develop workforce principles that will enable delivery of the vision and future state. Work collaboratively with the Workforce Representatives and key clinical stakeholders to identify potential new roles and training that are required to deliver the vision and future state. Share examples of best practice staffing models including staffing ratios.
- Reconcile the current digital strategy and capabilities to the Future state to ensure it remains fit for purpose to enabling the appropriate level of capability. Identify digital priorities from the digital strategy to deliver the vision and aims for each service.
- Work collaboratively with the estates design team to develop and produce a critique of the current Preferred Way Forwards design for each service based on the proposed TOM, highlighting areas of alignment and areas of potential conflict in terms of space and layout
- Identify potential capital (e.g. construction, refurbishment and equipment costs) and revenue implications (e.g. energy, utilities and maintenance) of the proposed TOM

4. Transformation Roadmap

- Translation of the UEC, Outpatient and Surgery vision and TOM into a transformation roadmap describing the key changes required to move from the current ways of working to the TOM in the new NMGH including the actions that should be commenced in the short term to support this.

5. Assignment timeframe

The assignment should be delivered four phases, supported with a detailed delivery plan and stakeholder engagement plan. The delivery plan should contain clearly defined phases and milestones within each phase. Work will commence on Tuesday 2 May 2023 and be delivered over a twelve-week period.

The supplier should build in weekly check points into the delivery plan, with progress reporting, and attendance at a governing Board that will meet every three weeks. The first governing Board meeting will be convened as a 'kick off' meeting at the start of the assignment.

Progress reporting will be delivered every three weeks, to monitor any issues that may arise and impact the assignment.

B. Business Hours

Suppliers are required to provide and operate a single point of contact through which the Customer can contact the Supplier

Michael Hyne, Michael.hyne@paconsulting.com 07890 414120

C. DBS

The Customer should detail the level of DBS check requirement

All members of PA Consulting who work on this project will hold a minimum of Baseline Personnel Security Standard (BPSS) clearance as issued by UK government Checks include, identity, employment history, right to work status and unspent criminal record (<https://www.gov.uk/government/publications/united-kingdom-security-vetting-clearance-levels/national-security-vetting-clearance-levels>)

D. Price/Rates

Total contract value £325,000.00 excluding VAT

Payment of the services will be linked to the milestones and deliverable of the outputs. These will be:

Milestone	Payment	Deliverable	Acceptance Criteria
1. 21/5/23	One Fifth	Kick Off meeting to set out Weekly Projects Boards and agree details of the assignment, including stakeholder meetings, minutes, issues, risks etc	Project documents received minimum of 24 hours before the meetings and of good quality
2. 31/5/23	One Fifth	Weekly Project Boards ongoing, + by Week 4 received a first draft report spine with subject headings to review and discuss the required report outputs.	Project documents received minimum of 24 hours before the meetings and of good quality. Draft report spine produced which allows early input and joint shaping.
3. 30/6/23	One Fifth	Weekly Project Boards ongoing, + by Week 8 and 10 Draft TOM iterations to discuss and review.	Project documents received minimum 24 hours before the meetings and of good quality. Draft versions of the TOM in Word & Powerpoint produced to allow early input and shaping.
4. 31/7/23	Two Fifths	Weekly Project Boards ongoing, + by week 12 presenting to the steering board final report + thereafter Final Iterations.	Project documents received minimum 24 hours before the meetings and of good quality. Final sign off of TOM Documents (Word and Powerpoint). Minutes to be agreed and project close by 31/7/23.

E. Sub-contracting

Subcontracting of services by Suppliers is allowed, both to Framework suppliers and to non-Framework suppliers. Any Supplier sub-contracting will be fully responsible for ensuring standards are maintained in line with the framework and this SLA.

We will be subcontracting elements of research to The Nuffield Trust.

F. Management Information (MI)

Suppliers should provide Management Information as standard on a monthly basis. Customers should detail any additional management information required and the frequency of provision here.

Manchester University NHS Foundation Trust requires the following management information:

1. Assignment progress reporting, weekly meetings setting out;
 - a. status and progress update
 - b. meetings completed with stakeholders
 - c. risks and issues arising,
2. By week 4 include *draft* Report Spine Doc with subject headings for discussion
3. By week 8 *Draft* TOM (Word & Powerpoint)
4. By week 10 further iteration *Draft* TOM (Word & Powerpoint)
5. By week 12 Project Board Final TOM (Word & Powerpoint) to present to steering board of the outputs.

All project documentation to be shared timely, eg as a minimum 24 hours before the weekly meetings.

G. Invoicing

Please detail any specific invoicing requirements here

Payment of the services will be linked to the milestones and deliverable of the outputs. These will be:

Milestone	Payment	Deliverable	Acceptance Criteria
1. 21/5/23	One Fifth	Kick Off meeting to set out Weekly Projects Boards and agree details of the assignment, including stakeholder meetings, minutes, issues, risks etc	Project documents received minimum of 24 hours before the meetings and of good quality
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H. Complaints/Escalation Procedure

The standard procedure is detailed below

In the first instance, the Customer and Supplier should work together and attempt to resolve any issues locally. Should this approach fail to result in a satisfactory outcome for the Customer, the issue should be escalated to NHS SBS. NHS SBS will then attempt to resolve the issue to the satisfaction of the Customer. Should this approach not result in a satisfactory outcome, the Customer may decide to terminate the Service Level Agreement.

I. Audit Process

Please detail any Customer audit requirements

Customer does not wish to conduct an onsite audit.

J. Termination

The standard procedure is detailed below

Persistent failure by the Contractor to meet the agreed service levels as specified within the SLA may lead to the Contract being terminated or alternative Contractor(s) being appointed by the Customer to maintain levels of service

Prior to termination the complaints and escalation procedure should be followed to attempt to resolve any issue. Should suitable resolution not be achieved, the Customer will be allowed to terminate the SLA immediately.

6. Other Requirements

Please list and agree the key requirements of the service

Manchester University NHS Foundation Trust requires the following management information:

1. Assignment progress reporting, weekly meetings setting out;
 - a. Status and progress update
 - b. meetings completed with stakeholders
 - c. risks and issues arising.
2. By week 4 include draft Report Spine Doc with subject headings for discussion
3. By week 8 Draft TOM (Word & Powerpoint)
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All project documentation to be shared timely, eg as a minimum 24 hours before the weekly meetings.

A. Variation to Standard Specification

Please list any agreed variations to the specification of requirements

Manchester University NHS Foundation Trust (MFT), require the ability to potentially share the outputs of the TOM with other NHS Trusts across the UK on a non-reliance basis and under the same license terms as set out in Clause 11.2 of Schedule 2b. MFT will not and it will ensure that the NHS Trusts do not remove the Supplier's copyright notices and disclaimers. Clause 11.2 is set out below for convenience.

The Supplier hereby grants to the Authority, for the life of the use by the Authority of any deliverables, material or any other output supplied to the Authority in any format as part of the Services, an irrevocable, royalty-free, non-exclusive licence to use, modify, adapt or enhance such items in the course of the Authority's normal business operations. For the avoidance of doubt, unless specified otherwise in any Key Provisions and/or in the Specification and Tender Response Document, the Authority shall have no rights to commercially exploit (e.g. by selling to third parties) any deliverables, matter or any other output supplied to the Authority in any format as part of the Services.

B. Other Specific Requirements

Please list any agreed other agreed requirements

Not applicable

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nsbs.nhsbusinessservices@nhs.net