

Case Study

Bid Planning - Public Health Service

Overview

Client: **Large Organisation Delivering Wellbeing Services**

Year of completion: **2021**

Healthcare Sector: **Public Health Service**

Project Category: **Bid Planning**

HealthBid worked with a new entrant to the public health market to prepare them to bid on a major contract in England.

They are a large company with interests across the public sector, but had not yet successfully bid on a healthcare contract.

The client's barriers

- The client was a new entrant to the sector with no previous healthcare contract successes.
- The service was being commissioned for an area with three separate ICSs which added a layer of complexity.

Initial Scoping

We had a detailed period of scoping our support to our client, in order to make sure that the help we were giving was directly relevant to what they were trying to achieve. It was clear that five areas would be of use:

- A demographic study of the area covered by the bid.
- A review of the current state of development of Integrated Care Systems (ICSs) in the area, so these could be woven into the bid.
- An analysis of a recent innovation in public health, so that the bid could reflect the latest best practice
- A review of our client's capabilities against the commissioner's aims and objectives.

- A review of competitor's capabilities against the same objectives.



Demographics

Understanding the local population is vital to any bid; ultimately all our bid work relates to how people are cared for. Demographic data is available readily but is also from disparate sources and often complex.

Our team of experts set to work reviewing several demographic segments – such as BAME groups, deprived areas, the elderly and people in the criminal justice system.

Drawing on multiple sources, they condensed often complex information into a short report.

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Using our experience as bid professionals, we ensured that this report was focused on outputs that could be used in the bid itself, such as identifying particular geographical areas to focus attention on.

Integrated Care Systems

Our client knew that how they would support the nascent ICSs in the local area would be key to demonstrating to the commissioner that they were there to support the future direction of healthcare. A review of local ICS arrangements was therefore carried out by our team.

Adding to the complexity of this work was the fact that the service was being commissioned for an area with three separate ICSs. As with the demographic research, we drew on multiple data sources, including board minutes, external reports, NHS England work and of course local information.

Our final report was a short precis of the ICS situation, along with a set of recommendations relevant to the public health bid our client was anticipating.

These included specific action to take with the ICSs themselves, actions with other stakeholders to present a joined up approach, and actions for their service modelling to allow for best alignment with local strategic objectives.

Innovation in Public Health

In order to better understand the latest thinking in public health, we worked with one of our associates,

Dr Alison Sheppard, who is an experienced public health professional and clinician.

She reviewed the available literature, and wrote up a short summary of research carried out by the University of Leeds into how public health could better engage with the police force to improve outcomes for citizens.

Once again, the most important aspect of this work from our perspective was to ensure it was not theoretical but had things that our client could use to develop their own service model, and demonstrate to commissioners that they could implement the latest thinking in the sector.

To that end, Alison's report included several actionable points for our client to consider in the run up to the bid being published.

Review of Client and Competitor Capabilities

An important part of formulating a bid strategy is understanding where areas of internal strength and weaknesses are, and where those of competitors are.

This is often encapsulated in a SWOT analysis, but in our experience these are often too theoretical, and not aligned to the needs of the commissioner.

Led by Alison, our team therefore worked with our client to develop a bespoke matrix, showing these strengths and weak

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weaknesses specifically against the high level commissioning objectives set out by the local authority seeking to tender this contract.

To gather this information on our client, Alison led a detailed workshop involving multiple participants, and went through each of the commissioner's objectives. She pushed the client's team to be both self-critical and also recognising their strengths.

This was written up by our team into a matrix, which identified a RAG rating for each commissioner objective, as well as practical actions to mitigate areas of weakness.

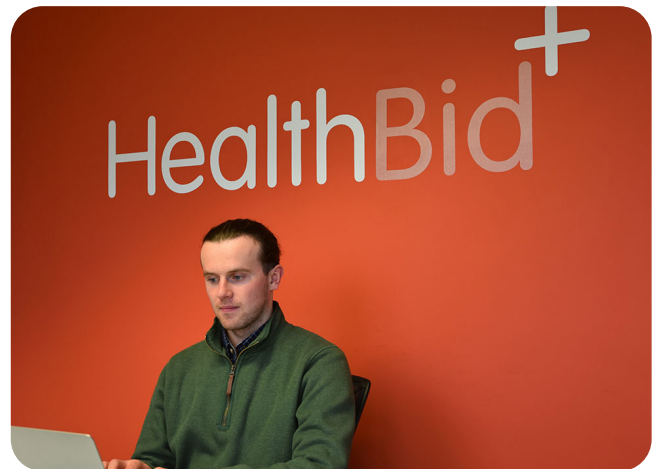
At the same time, another part of the HealthBid team was researching five potential competitors, again analysing strengths and weaknesses against commissioner objectives. Instead of presenting these in separate documents, making them hard to parse, we combined both the competitor and internal analysis into one matrix.

The strength of doing this was that it made it easy to identify objectives that were a differentiator for our client, those that would be differentiators for competitors, and those which were a challenge for all bidders.

Project successes

At the end of the Plan phase which we carried out, our client was able to build a service model that drew on good local data, the best national practice, and a deep commercial understanding of where to position themselves against competitors. In addition, it allowed particular areas of

weakness to be mitigated before the bid was published, giving them time to embed, and for evidence to be gathered.



Get in touch

Call us on 0113 479 0803, or email info@healthbid.co.uk to find out more or book your free scoping conversation with us.

Get in touch to discuss how we can support you in planning for your next bid:

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