

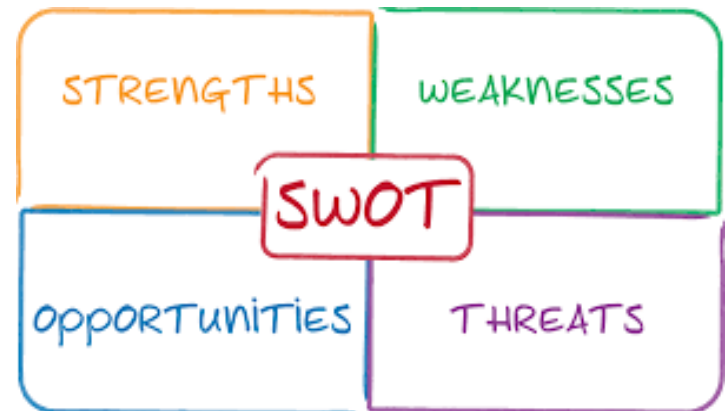
'SWOT' Analysis

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SWOT Analysis

- A tool (matrix) to frame our thinking and capture information and feedback in a structured way. Four quadrants.
- **S**trengths (Internal)
- **W**eaknesses (internal)
- **O**pportunities (External) e.g. Using existing workforce and upskilling staff. Best Practice/Innovations
- **T**hreats (External) e.g. Recruitment and retention, impact of Healthy Child Programme
- **Best done in partnership with stakeholders and service users who have a broad range of perspectives and make this as rich as possible- the purpose of today!**
- Openness and transparency is key

An NHS Example

Strengths	Weaknesses
<ul style="list-style-type: none"> • Our robust underlying financial position and levels of operating surplus • Research excellence in the areas of cancer, cardiac and paediatrics • Talented and committed workforce • Position as a regional service provider in the South West • Improving focus and achievement on all priority performance measures 	<ul style="list-style-type: none"> • Poor quality of large parts of our estate with impacts on both patient experience and service efficiency • Lack of robust information to support clinical and operational practice particular in relation to workforce productivity and clinical outcomes • An under exploited research potential • Lack of granularity in understanding the costs of our services • Inability to reduced our fixed and semi-fixed cost base quickly • Historic and recent reputation damage associated with inquiries into practice • Volatile performance in key areas of strategic importance
Opportunities	Threats
<ul style="list-style-type: none"> • Further exploit the freedoms associated with Foundation Trust status • To develop our leadership role within the health system in light of changes to PCTs and SHAs • Secure regional and pan-regional provider status in areas of our service portfolio • Greater collaboration with provider partners in both primary and secondary care 	<ul style="list-style-type: none"> • Recent and future market entrants including Independent Treatment Sector targeting simple case mix, high profit sector • Desire from commissioners to reduce reliance on secondary care services and estate • Financial constraints in NHS and beyond leading to reduce activity, with associated income loss and reduced unit income associated with tariff deflation / restructuring

Figure 6: Strategic Analysis – SWOT

How will group sessions work?

- Four tables for the four elements.
- Divide the room into groups of 4.
- Facilitators at each table
- 15 minutes per 'quadrant' for SWOT
- Plenary feedback session to highlight key points at the end
- Results written up and distributed to attendees
- Will be analysed and will feed directly into the review process, forming part of the recommendations and influencing the changes required to the new service specification