



Case Study

Who We Are

Baxendale, an employee-owned B-Corp is an impact-driven provider of strategic advice and effective, innovative solutions for the health, care, and wellbeing sector.

Our service offers direct support for health providers in the primary, community and secondary care spaces.

We Can Support You With

-  Bids and procurement
-  Improvement, innovation and transformation
-  Estates and infrastructure
-  Commercial growth and new ventures
-  Partnership development
-  People and organisational development
-  Evaluation and impact

Overview

City Health Care Partnership CIC (CHCP) a large social enterprise, provide over 50 diverse services in community settings, from palliative care to psychological wellbeing, urgent care to dental services in Hull, the East Riding of Yorkshire, Knowsley and St Helens.

They were looking for support in developing a domiciliary care service that addressed the market failure in social care, including poor quality, lack of continuity of care, workforce challenges and inability to integrate social care and community health services. CHCP needed a business plan that identified the optimal service model, approach and financial risk.



Our Solution

We performed an in-depth market analysis to determine the need, demand and market for the service, analysing market trends and dynamics, assessing levels of competition, the commissioning landscape and possible barriers and opportunities. This indicated the most attractive options for CHCP to take the first step in developing the new service as well as identified potential revenue. It also highlighted the pitfalls of entering this challenging market with significant pressures both on provider financial sustainability, and recruitment and retention.

We then worked with service teams to create an overarching service model designed to meet the needs of both commissioners and service users. Through a tailored, strength-based approach to delivering domiciliary care, this model maintains and improves quality of life, wellbeing and independence in one's own home. The granular operating model detail required to build a multi-segment financial model followed, which illustrated the financial impact of launching the service.

As a result, CHCP effectively de-risked the launch through detailed understanding of risk exposure by customer segmentation by commissioner, geography, package of care complexity and delivery vehicle. Central to this was a workforce solution that moved away from zero hours contracts to terms and conditions that would support staff development and retention.

Once the preferred route to market was established, we worked with the service manager and wider team to develop an operating framework which established SOPs for referral, assessment, care delivery and discharge whilst ensuring effective integration of the newly procured rostering, scheduling and care planning platform.

The Outcome

The Outline Business Case produced paved the way for the launch of Bee at Home Care, a CHCP-run service delivering domestic, personal and complex care.

The new service has allowed CHCP to meet its dual strategic objectives of stepping in to provide additional capacity for Local Authority commissioners where required, as well as diversifying its revenue streams through entering the self-pay market.

Close collaboration between the new service and existing community nursing services provide an opportunity to further maintain and improve service user quality of life through its tailored model.

About Us: Meet Ceri Jones, Managing Director at Baxendale

Ceri leads the advisory business along with our digital and investment portfolios. She is passionate about transforming health and wellbeing while generating sustainable and viable solutions. She has supported a range of health providers, large and small with their service change, operational and commercial strategies.

Increasingly, this has involved taking a system-wide approach to strategic development supporting the creation of effective partnerships with the foundations to deliver joined-up models of care.

