

# MIAA Solutions

Bespoke support for change  
and improvement

# Independent Advice & Support

MIAA Solutions is the provider of choice for bespoke advisory services to public and third sector clients, supporting them to deliver value and improve services for the benefit of the people and communities that they serve.

With clients covering the Northwest, West Midlands, the Isle of Man and beyond, MIAA Solutions has a wealth of experience in delivering tailored programmes.

By taking a personalised approach we can shape our services to the specific needs of each client.

We combine an experienced internal core team with a pool of over 100 associate subject matter experts.

This agile model enables a skill mix that blends expertise and experience, delivering the bespoke outcomes required by each client.

Contact our team for an informal conversation about our support offers.

# Driving innovation, transformation and improved outcomes

Our agile, professional, and cost-effective support has made MIAA the 'go to' provider for many public sector bodies.

Whilst we are proud of the range of services we provide, what is more important to us is why we do it.

- As a not-for-profit NHS hosted service, we offer bespoke solutions at competitive prices. Our focus is always on enabling our clients to deliver the best possible public service outcome.
- We care about promoting the sustainability of public sector institutions and supporting their long-term success.
- As a public sector organisation, we bring an in-depth understanding of the complexities that characterise public service environments.
- We use our experience to deliver value with a track record of supporting our clients to drive innovation, transformation and improved outcomes.
- Our commitment to customer focus ensures a personal and tailored approach, adding value where it matters most for our clients, because each client deserves a unique, custom-designed approach to get the best results.
- We don't just advise. Our team of trusted experts, working in partnership with boards, executive and non-executive leaders, clinicians, and frontline staff, provide insight and support to address current and future challenges. Working together we deliver long-term, sustainable solutions.
- Our values of Trust, Respect & Compassion and Innovation & Excellence are a set of core beliefs and commitments that encompass what is most important to our teams and our clients.

*"Thanks for understanding our requirements, the team bring an excellent mix of knowledge and skills - they have already hit the ground running and are providing that much needed support."*

# Finance & Corporate Performance

Enabling clients to deliver value for money and efficiency to achieve the best outcomes for their communities.

*“Your hard work and dedication has helped the Trust achieve something we didn’t think possible, and I am extremely grateful for the enthusiasm you have shown throughout.”*

Finance professionals' skills and knowledge have never been more in demand than they are right now. In times of increasing financial challenge, the efficient and effective deployment of public resources is critical to meet the needs of our communities with continuing success and pride.

Whether at system, place, or individual organisation level, we have a track record of supporting our clients to drive innovation, transformation and value for money. The team has considerable experience providing advice and delivering support on these themes:

- Value Creation and Financial Sustainability
- Financial Governance & Accounting Standards
- Financial Transformation
- At Scale Transformation
- Cost Improvement Plan Delivery

## Continuing Healthcare (CHC) Case Study

An integrated care board requested our support to undertake clinical CHC reviews due to a backlog. The aim was to ensure appropriate clinical care that is value for money.

Our approach developed protocols with all stakeholders, and baseline assessments were completed on all cases. Where a significant change in need was identified, a full review of the current care package was undertaken.

We delivered over 500 patient case reviews and 280+ eligibility reassessments. The process ensured all patients received an appropriate care package that met their needs and £6.3M financial benefit was achieved.

## Whole System Cost Improvement Programme Case Study

As part of a whole system redesign commission, MIAA accelerated the impact of the cost improvement programme. MIAA supported with subject matter expertise and developed a bespoke governance process, ensuring clear delivery plans were in place to achieve in-year impactful change. Thematic workstreams and associated sub projects were established to ensure regular performance management, reporting of delivery progress and benefit realisation. The programme secured a cost saving of £10.1m in the 2022/23 financial year.

This achievement was made possible through our understanding of the organisation's service needs, our local knowledge and the nurturing of trusted relationships.

During 2024/25 MIAA has continued to support the clients across a wide range of programmes, including the development of business cases prioritising service transformation and integration.

# Healthcare Transformation

Working in partnership to deliver change and quality improvement to achieve better outcomes for our population and communities.

*“Organisation, planning, clear sightedness and grasp of requirements has been hugely valuable.”*

The delivery of high-quality care against a backdrop of increasing demand and limited access to resources is a key issue for our clients across the health and care sector. Our team offers health and care transformation expertise from pathway re-design through to large scale change. We have experience both in service delivery and commissioning, along with expertise to undertake clinical quality and safety reviews or support quality improvement work.

Our pool of associates enables us to work in partnership with dedicated subject matter experts including the full range of healthcare professionals and colleagues with senior health and care leadership experience. We have access to our internal digital and business intelligence, finance and resourcing colleagues and work in partnership with our programme management function to ensure we have the right skills and experience to deliver your requirements whilst offering value for money.

We can work with you to fully understand your needs. We will design a bespoke package of support drawing on the breadth of skills and experience to ensure we deliver your desired outcomes.

Recent projects include:

- Improving Outcomes and Population Health
- Change Management & Transformation
- Primary Care Development
- Systems and Place Working
- Clinical Pathway and Service Redesign
- Integration and Collaboration
- Quality & Governance Reviews
- CQC Single Assessment Framework
- Acute Sustainability
- Clinical Investigations
- Business Case Development

## Provider Collaborative – Eating Disorders Case Study

MIAA Solutions was commissioned to undertake a review of Children and Young People Specialist Service Pathways and define commissioning requirements.

We engaged with partners across the system on behalf of the provider collaborative and facilitated workshops to develop shared purpose. We interpreted findings and presented a report to inform commissioners and the provider collaborative of the outcomes.

We supported development of clinical and operational consensus on two key areas; changes required within the region for eating disorder in-patient bed provision to meet population need and next steps for naso-gastric feeding protocols. The Solutions team formulated requirements for future data collection across the clinical pathway and developed proposals to support the system, with greater collaboration across the whole pathway.

## Primary Care Resourcing Case Study

An integrated care board commissioned MIAA Solutions to generate an appointable pool of candidates to support the Primary Care Networks (PCNs) to meet their recruitment requirements for the Additional Roles Reimbursement Scheme (ARRS).

MIAA designed and delivered a solution to develop a skilled candidate pool supported by a dedicated website. Over 400 appointments have been made during the lifetime of the project. MIAA provided expert recruitment advice and guidance. We promoted the vacancies via social media and provided monthly reporting across the footprint.

We delivered an increase in higher calibre, appointable candidates and improved vacancy fill rates. This meant that more patients could be seen in the general practice environment and did not default to A&E.

# Digital

Our national influence and insights combine to create solutions and relationships that deliver outcomes.

*“We very much value the system approach that MIAA can bring and the value added of highlighting best practice from elsewhere.”*

Our national influence and insights combine to create solutions and relationships that deliver outcomes.

We deliver a full range of digital services from technology risk and cyber security assessments through to information governance and data protection, digital programme management and clinical coding.

Our digital professionals bring a breadth of skills, qualifications, expertise and practical experience to create a comprehensive solution to meet your needs. We provide solutions-focused advice, guidance and services to drive operational improvement and transformation including:

- Data protection and information governance expertise in system development at local and cross community level
- Outsourced and interim information governance support
- A virtual Data Protection Officer service
- Digital transformation strategy development and programme delivery support
- Clinical coding training and audit
- Cyber security services including penetration testing, vulnerability assessment, phishing, red teaming and digital forensics
- Facilitating cyber incident response exercises
- Security certification support for Cyber Essentials, ISO 27001 and other relevant standards

## Cross Community Cyber Resilience Programme Case Study

MIAA received a commission to deliver a range of workstreams across an entire ICS footprint over a three-year period including supporting the newly formed Integrated Care Board to meet its cross community cyber obligations.

We worked with our client to define the requirements, based upon national policy and best practice and translated these into a comprehensive programme of development support which included:

- Supporting the development of a cyber security strategy and a target operating model;
- Undertaking a cyber skills and qualifications gap analysis and commissioned a wide-ranging training programme upskilling the workforce;
- Developing template security policies for adoption across the region based on acknowledged best practice standards;
- Facilitating delivery of cross community desktop exercises and crisis simulations; and
- Delivering cross community cyber awareness programmes.

# Business Intelligence

We will collaborate with you to understand your business needs, challenges and opportunities, and tailor our data and analytics services to your specific situation.

*“The support provided was first class, both in terms of the quality and quantity of support offered, and in the way it was delivered.”*

Whether you need to design a data and analytics strategy, conduct a data analysis process, build a data engineering pipeline, apply data science techniques, follow data ethical practices, or train your staff on data skills, we have the solution.

Our ability to work in the Power BI ecosystem ensures that we can provide you with the best data visualisation and reporting services, allowing you to make informed decisions based on your data. Our team also has complementary skills in Data Science, Machine Learning, Robotic Process Automation, and coding with Python, allowing us to offer a comprehensive range of data, analytical and process automation services to meet your needs, including:

- Data & Analytics Strategy
- Data Analysis
- Data Engineering
- Data Science
- Data Ethics
- Data & Analytics Training

## Optimising Hospital Transport Services Case Study

The client was facing a significant challenge: excessive spending on transport services. In response, our team of experts meticulously cleaned, geocoded, and mapped data to provide the client with a comprehensive visualisation of transport patterns and costs. Our in-depth analysis included benchmarking and time data assessment, leading to actionable insights for route optimisation. The client was impressed by the depth of insights and the user-friendly dashboard, and engaged us for drafting new transport contract specifications focused on efficiency and cost reduction. Our innovative approach set a precedent for similar projects, demonstrating our capability to transform complex data into strategic advantages.

## Waiting List Analysis Case Study

The client tasked us with analysing waiting list data from four specialties. The goal was to distil key trends and differences between urgent and routine patients into a succinct report. Our data & analytics team efficiently structured the data and collaborated across departments to produce an elegant, insightful report. Utilising Power BI, we made our findings accessible online, introducing a new level of data visualisation. This project highlighted the importance of contextual understanding in data analysis to avoid misleading conclusions. The client's response was enthusiastic, and they were eager to integrate similar visualisations in future reports.

# Programme Management & Delivery

Best Practice Programme Management to support business change and deliver sustainable strategic outcomes.

*“Excellent engagement with all stakeholders. The team got to grips quickly with a complex service issue and effectively navigated the local politics.*

*“...brilliant facilitation of workshop event.”*

Programme management (PM) is critical to managing business change and delivering sustainable strategic outcomes. Whether it is providing hands on programme management support through our programme management office (PMO), or independent project assurance, our team brings best practice experience and the utilisation of a consistent methodology.

We can tailor our programme management offer to your individual needs, ranging from a fully comprehensive PMO support package through to individual aspects of PM that complement your current skills or workforce. This includes:

- Project Management
- Access to digital PM tools
- Leadership
- Stakeholder Management & Communication
- Business Case Management & Quality Management Issues
- Benefits Management
- Programme Planning and Control
- Risk Management

## Inpatient Detox Programme Case Study

MIAA was commissioned to provide a programme management function to support Public Health to increase the number of inpatient detox episodes of care completed at scale utilising national grant funding.

Our approach engaged and communicated with all stakeholders. We set up forums and collaboration spaces to ensure communication. We facilitated allocation of resources to each place. Our team undertook aspects of contractual management and developed reporting systems for providers that provides weekly data and intelligence for partners.

MIAA Solutions ensured utilisation of funding for the population, increasing the number of detox programmes completed by March 24. We developed a collaborative approach to commissioning and enabled economies of scale. This reduced overall commissioning resource required to deliver the programme, leading to the programme being commissioned for a further 12 months.

## Meet the team

### **Chris Harrop, Managing Director**

Chris has over 30 years' experience in the NHS, mostly in senior roles including Chief Executive and Director of Finance at the Walton Centre.



Chris is passionate about health and public sector services and has a wider interest in health and wellbeing. In addition to his extensive finance and senior management experience, Chris qualified as an Executive Coach in 2015 and specialises in personal resilience.

### **Steve Warburton, Director of Delivery – Healthcare & Transformation**

Steve heads up the healthcare transformation team, focusing on clinical service improvement and programme management. He brings his wealth of knowledge and extensive experience with board-level involvement in acute hospitals, primary care/ commissioning, and strategic leadership in delivering significant service transformation. His commitment to enhancing service quality and interest in tackling the broader determinants of health inequality supports clients to deliver the best outcomes.



### **Tony Cobain, Digital Director**

Tony is responsible for identifying and overseeing the development and delivery of our digital services and solutions including technology risk, data protection and information governance, clinical coding and business intelligence.



### **Claire Hammill Delivery Programme Lead- Healthcare & Transformation**

Claire heads up a team that develops individual support for clients ranging from system level change to individual pathway and service redesign. With a clinical background, she is experienced in operational management, quality and safety, quality improvement and commissioning; working at scale to reduce variation in care.



### **Leon Williams Delivery Programme Manager - Projects**

Leon has a military background and is experienced in delivering quality and assurance management at a strategic level, along with logistical planning and operational delivery. He delivers leadership and management reviews and quality management process reviews/ development.



**Ken Jones, Director of Delivery – Finance & Corporate Performance**

Ken leads the finance team with a focus on transformation and ensuring value for money for our clients. He has worked at a senior level in healthcare organisations across the northwest and has expertise in delivering medicines optimisation, continuing healthcare and financial sustainability programmes.



**Sharon Howard, Delivery Programme Lead-Finance**

Sharon leads one of the two finance delivery teams with a focus on technical finance projects. She has a background in NHS finance in acute trusts and commissioning organisations and in housing association, financial services and manufacturing. She is particularly experienced in NHS costing and income, personalised healthcare (continuing health care, funded nursing care and mental health packages), system changeovers, group accounting and VAT.



**Suzanne Hunter Delivery Programme Lead-Finance**

Suzanne heads up a finance delivery team and has a background in NHS finance. Her experience includes the production of large complex business cases, delivery of wide - ranging transformation programmes and commissioner contract management across NHS, local authority and third sector partners as well as the financial impact of merging both NHS organisations and patient services.



**Andy Maloney Director of Delivery – Workforce**

Andy has a wealth of Board level NHS experience and is a Fellow of the Chartered Institute of Personnel and Development. He has held executive level responsibility for HR, OD, communications, governance, capital, estates and facilities and undertaken the role of Deputy CEO. He has led organisational restructures and redesign, delivered large scale improvement plans, change management programmes, developed workforce strategies and delivered significant capital developments. His experience spans the acute sector, mental health, community, primary care and system level roles.



**Suzannah Fazackerley Talent Acquisition and Business Unit Quality Assurance Lead**

Suzannah leads the enabling team. She is passionate about improving recruitment and supporting clients to recruit smarter to reduce agency spend and save the system money. She designed a pilot to create an appointable candidate pool for general practice across primary care filling over 400 vacancies.



## Contact our team

Contact our team for further information about our services.

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