



# How small businesses coming together can aid GP practices at a time when the NHS is feeling the strain



**Kerv Consult and Hive HR Solutions supported Qualitas Consortium to grow their business by almost 100 people in order to support an urgent request from the NHS to drive improvement across GP practices.**

**Please note:** Kerv Consult was recently rebranded from Monochrome Consultancy when it joined the Kerv Group. This project was delivered at a point when the team was known as Monochrome Consultancy.

## Overview

- › **Organisations:**  
Qualitas, Hive HR Solutions and Kerv Consult
- › **End Customer :**  
NHS
- › **Sector:**  
Health
- › **Location:**  
United Kingdom
- › **Summary:**  
Coalition of companies stepping up to enable the NHS to embed improvements at a time where the health sector is under strain.



## The Challenge

Qualitas were tasked by their valued NHS England (NHSE) client to deliver a significant increase in volume of the vital “Accelerate” development programme for general practice in England. To accomplish this, Qualitas had to rapidly scale up delivery capability within 3 months.



## The Ask

- Deliver the Accelerate Programme to around 100 additional GP practices on top of those already in the programme
- Mobilise within 3 months to allow GP practices to benefit from improvements improving patient access and experience
- To enable this, Qualitas asked Hive HR Solutions to lead the recruitment activity and Kerv Consult to run the mobilisation project. This project became known as the R100 project.
- The key ask was for each of the three companies, Qualitas, Hive and Kerv Consult, to do what they do best to ensure success for the NHS Accelerate Programme and enable GP practices to delivery enhanced care.



## The Outcome

- The R100 project enabled Qualitas to grow the delivery team with around 25 experienced facilitators, all onboarded and aligned with the Qualitas Way, to provide training within 9 weeks. This allowed them to deliver the Accelerate programme to meet the ongoing increased provision required by NHSE at the time.
- This has now continued to grow and is a fundamental part of the support required to deliver the Primary Care Recovery Plan (ref1)
- The R100 project was delivered ahead of the highly aggressive schedule, with great feedback from all organisations, in particular NHS Enhanced care.



## The Benefits

- Qualitas is an “at scale” operator, enhancing core internal processes to successfully deliver the Accelerate Programme to over 230 additional GP practices since November 2022.
- The ability for Qualitas to meet the customer request through the R100 project has led to them being invited to deliver the programme to further cohorts of GP Practices in the very near future
- Qualitas, Hive and Kerv Consult have created a clear, repeatable, and measurable triumvirate approach to help organisations scale rapidly, whilst maintaining quality of delivery of maintained volumes of work. This model enables true flexibility to meet changing customer requirements, be it content, volume or timeframes and any combination thereof.

## The Team

### Qualitas

Qualitas Consortium UK Ltd is an award winning advisory and training services business, working in partnership with NHS England to deliver quality improvement programmes within Primary Care. An in-depth knowledge of the healthcare sector gained from years of experience, has enabled the thoughtful design and delivery of award winning strategic, leadership and organisational development programmes, that support the sector's continuous improvement. They have a multi-disciplinary team of industry experts (including sector experts, and coaches [executive and operational], business psychologists, management consultants), offering bespoke solutions for all clients.

Qualitas has successfully delivered NHS England's Accelerate Programme and it's own award winning "Pathway to Partnership" training programmes for GP practices to enable them to improve in key areas such as patient experience and patient flow.



Hive HR Solutions supports businesses on their journey to grow by offering a wide range of HR services. From writing job specs to delivering management training courses, Hive helps businesses to get the best results by enabling them to focus on what they do best.

Hive has worked with clients across the south-east of England to identify problems before they occur and have avoided unwanted disputes and other people related issues. Most importantly, they do this whilst developing great relationships with their customers and the people who work for them.

### kerv

Kerv Consult delivers projects, programmes, and complex change, primarily across IT and Cyber security. Customers partner with Kerv Consult to deliver the change which is critical to them with confidence and trust that it will be delivered on time, within budget and will exceed quality expectations.

We build trust, focus on adding value wherever we can and lead by example to create cultures and teams that succeed. It is for this reason that we have only been late once across over 50 projects. Since we were formed, over 90% of our customers have gone on to work with us again.





## The Context

NHS England was the end client of the team as they have been funding delivery improvement programmes for GP practices through their UK Primary Care Transformation Team. The customer specifically wanted to expand delivery of Accelerate programme which is designed to support GP practices to meet the changing demands in the health and social care system, particularly patient care.

Based on the success of previous cohorts, the challenge was set to deliver to around 100 additional GP practices and given the stage of the reporting year and the compelling need, the mobilisation and delivery timeline was very tight.

This additional request, on top of the core service, meant that Qualitas had to scale their delivery capability significantly to meet the challenge. Qualitas looked to Kerv Consult and Hive to work with them to achieve this.

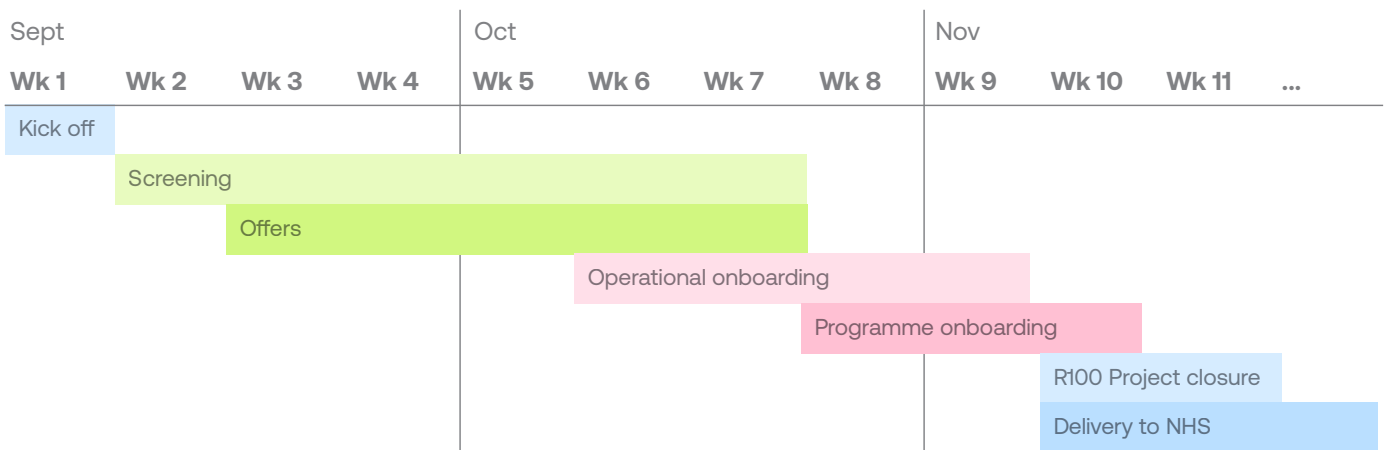
## R100 Project Mobilisation

The reality was that the team did not have time to wait to build a perfect plan before commencement, so the kick-off included three activities to be run in parallel:

- ▶ Building the end-to-end plan
- ▶ Building the recruitment pipeline (which was on the critical path)
- ▶ Improve and optimise internal processes to cope with the additional management and reporting load

By taking this agile approach, the team was able to save time and reduce the total duration by several days. The truth is that all 3 organisations began work based on trust and let the formal paperwork catch up. This was a conscious decision taken across the leadership teams as it was clear that time was of the essence.

**The top-level plan was as follows:**



Once fully optimised and with all possible activities running in parallel, the final version of the end-to-end plan still contained only a few hours of contingency. This was driven by the sheer scale of the task with a requirement for 5 candidates to accept roles each week to meet the deadlines.

The final candidates were offered roles in the last week of October and were fully trained and ready to support by the NHSE determined Programme start date. This was made possible by the team's ability to optimise the processes whilst maintaining quality at every stage.



## Delivery

The project formally kicked off on 1st September, there was a clear goal: grow the Qualitas team with enough exceptional people to deliver the Accelerate Programme to 100 GP practices beginning 7th November.

From day one, there were no egos, and all badges were left at the door. We were one team with one common goal. Steve Burrows (Qualitas) was the Sponsor/SRO; Alistair Farquharson (Kerv Consult) was the Project Manager; Emma Rose (Hive HR Solutions) was the Recruitment Lead and several others from the Qualitas, Hive and Kerv Consult teams were on point to provide support as needed.

The 'lay the tracks in front of the train' approach for the kick-off stage was quickly superseded and there was a clear plan with dedicated focus on the critical path.

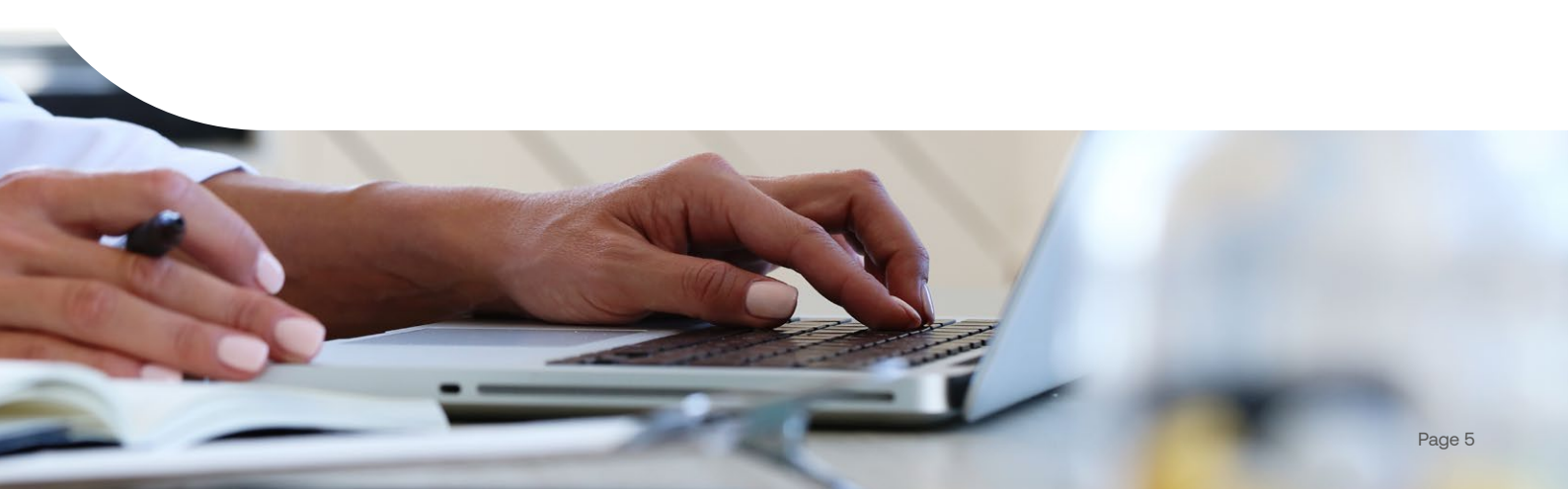
Hive HR Solutions was able to source and select enough high-quality candidates to allow Qualitas to pick the strongest individuals from each cohort. At each weekly review, Hive either met, or was close to the aggressive targets, meaning the project got out of the gates in great shape.

Qualitas and Hive embraced a pre-screening video interview solution to allow adequate time to be spent with the best candidates and to allow quick decision making when it came to making offers. As Qualitas is a value led organisation which puts its customer first, the recruitment process had to accommodate that. This alignment on values between the three businesses was one of the key reasons that the collaborative approach to the project was such a success.

Having a clear, comprehensive plan with KPIs (Key Performance Indicators) and defined metrics for each weekly review, meant that the team could see whether they were trending on track or behind where they needed to be.

At one point, the recruitment numbers began to trend behind the target and both Qualitas and Kerv Consult instantly offered any additional support possible to catch up. Emma and Gemma at Hive were confident that the numbers would be ahead of plan by the next review, and this was absolutely the case.

The fact that the project was so tightly controlled so that risks could be identified within hours, coupled with the fact that the team were able to confidently predict the status at the following review, showed how well R100 was managed and delivered.



**“ Delivering projects as a triumvirate can be complex and more so with tight timescales. Our collective focus to agree all project deliverables upfront, trusting in our complimentary capabilities and full immersion as a single partnership were the pillars on which the objectives were achieved. We could count on our shared values to enable an “ego-free” environment where everyone collaborated to resolve issues, celebrate the gains, all with positivity and a smile.**

**I can’t thank our partners and team members in Kerv Consult and Hive HR Solutions enough, delightful to work with throughout the project and enabling us to support our colleagues in primary care even more, with first class experts.”**

---

**Steve Burrows**  
Sponsor/SRO, Qualitas



## The Outcome

The key outcome was that Qualitas was able to grow, maintaining exceptional quality and the ability to deliver the development programmes that NHS England had requested. The scale of this accomplishment should not be underestimated as Qualitas was able to mobilise at scale in 12 weeks with no impact to the delivery and quality of its ongoing services to customers.

This was a vital enabler for GP practices and primary care at a time when the NHS is experiencing significant challenges and backlogs. It is often not as simple to see the value being delivered as an outcome of a project performed by a group of businesses.

The leadership team, spanning the 3 organisations, was focussed, and empowered the project team to deliver the outcome without any micro-management or impediment, all whilst ensuring they were also supported with whatever was needed.

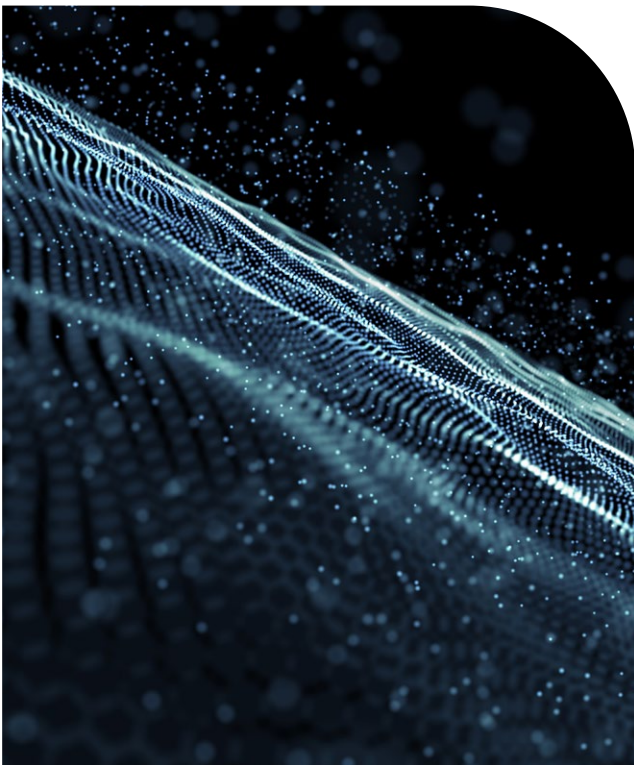
Thanks to this, the project team thrived and prioritised the tasks that were important to accomplishing the goal rather than becoming distracted along the way.

This project has been highly successful for both Hive and Kerv Consult, as well as Qualitas. We all agreed that there is immense satisfaction in delivering something exceptionally quickly which will clearly help a much wider group of people than the core project stakeholders.

**“ When the opportunity for Hive to work with Qualitas and Kerv Consult, we didn’t hesitate. We already had strong partnerships with both companies and were excited about the prospect to work together. We would all say that this was an ambitious task mainly due to the timeline. However, the motivation to succeed was evident across all three companies. It really was a pleasure and a project to be very proud of.”**

---

**Gemma Baxter**  
Founder, Hive HR Solutions





## The Relationship

The relationship between Qualitas and NHS England is stronger than ever, as evidenced by the fact that Qualitas has been asked to deliver even more programmes into 2023 and beyond.

The strength of the relationship between Qualitas, Hive and Kerv Consult endures the project. The three companies were brought together through personal recommendations based on mutual respect and trust. Reputations and commitment to deliver to and beyond requirements, across their respective areas of focus with lasting and mutual ad hoc help and support happening outside the formal contractual realms.

Kerv Consult's company mission is 'to become the trusted partner for our customers' and this is something that we feel that we have been able to earn with both Qualitas and Hive from this point.

To fete the success of what was an intense piece of work, mainly delivered remotely, the teams were determined to celebrate in person. We were able to cement Aristotle's phrase, that the whole is indeed greater than the sum of the parts! rather one team which is looking forward to the next time we work together.

**Dan Wright,**  
Managing Director at Kerv Consult said:

**“ Every now and again, you get to work on a project with a small, excellent team who all care about achieving the outcome. This project completely embodied that and is one of those that the team will remember for a long time and can feel proud of.**

**Working with Qualitas and Hive HR Solutions was a delight for myself and the team at Kerv Consult. It is inspiring what small businesses can do when they come together, and I look forward to the next time we work together.”**



The business provides affordable, value-for-money, sport and leisure facilities for a region covering Barnsley, Bassetlaw, Mansfield and Pontefract.

Income from activities are reinvested back into the business to develop facilities that include multi-use leisure centres, public golf courses, school out-of-hours amenities, health and fitness facilities and the award-winning regional attraction, the Metrodome Leisure Complex.



## Final Word

To see how we can help your business, or to learn how you can benefit from our approach to ensure your projects are successful get in touch!

### Get in touch with us

---

For general enquiries please contact  
[hello@kerv.com](mailto:hello@kerv.com)

Kerv Group, Unit 1B, 1 Finsbury Avenue, London EC2M 2PP