

Assessment of Market for Psychological Therapies Camden and Islington NHS Foundation Trust

We began work with Camden and Islington NHS Foundation Trust (C&I) in January 2015 undertaking market assessments for psychological therapy (IAPT) services. Our market analysis looked at the scope and shape of the current and future market for these market segments in order to help C&I make a decision about future market development strategy in these areas.

The challenge and the methodology that overcame the challenge

Our approach focused on the assessment and identification of achievable business opportunities for C&I to provide IAPT services. Our analyses were carried out 'section-by-section' in order to provide a customised and detailed approach.

1. Undertook cost-effective interviews where there are gaps in information to inform and provide evidence for our market evaluations
2. Conducted personal interviews to help understand about the market size, opportunities and critical success factors for C&I
3. Summarised analysis and evidence behind each overall assessment into each deliverable, such as market trends and industry cost structure
4. Recommended critical success factors through a detailed report

Research, research, then research again

We identified and interviewed an NHS Central London CCG to help gauge a deeper insight on drivers within IAPT services. We also interviewed 8-10 commissioners and Directors of Public Health who are either actual or potential purchasers of IAPT services.

We also carried out extensive product and competitor research. We analysed projected future shape and nature of markets and sub-markets, including types of services likely to be in demand. Furthermore, we analysed what products are currently successful in the market, what products C&I offers and could potentially offer in the future. We carried out a straightforward risk analysis on each option to provide viability and aid option selection. We also researched published records and online sources to find out which competitors hold contracts for which products and what service model.

An overview of key elements in our methodology

- Reviewed and analysed key literature about DH policy and strategy documents
- Identified and reviewed published JSNAs, Health and Well-being strategies, Better Care Fund bids and other care/health integration plans, drug and alcohol strategies, commissioning plans, needs information, CRC/NPS/NOMS business plans etc.
- Conducted market research data on needs and trends amongst population which was used to provide an outline of geographic options according to scale value
- PESTLE analysis of market trends (upward and downward movements)

- Product research into C&I's current product service model, its successes and potential future products
- Competitor analysis into contracts, benchmarking, market share, barriers to entry and competitors' products (SWOT analysis)
- Reviewed published material on market growth rate, which we built into our scenario planning
- Implemented Porter's five forces analysis to each sector in relation to market profitability / attractiveness
- Analysed C&I's staffing costs, capital costs and overheads using published accounts of major players

The outcomes:

Our assessment allowed C&I to:

- Evaluate the growth opportunities for these services, supporting strategic, organisational and financial investment decisions with recommendations based on robust data and analysis.
- Support the adaptation and positioning of the services, providing potential input to (elements) of service (re-)design in line with market requirements.
- Gain practical plans and ideas on how to best access the market with a communication and marketing plan as well as an overarching action plan.

Who to speak to in order to learn more?

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