TWENTY TWENTY COMMISSIONING

Assessing Organisational Readiness and Partnership Working

Healthy Cities Belfast
28th April 2010

The big (t)ask

- **delivering health improvements**
- **ensuring health equalities**
- **involvement of all stakeholders**
- **working in concert**
- **doing it jointly**
- **being integrated and**
- **being fair**

The discussion for today

Partnering approaches ...

- at a strategic level, organisation-driven
- at a more operational level, people-driven
- governance arrangements
- more informal networking

What is partnership?

- targeting high potential relationships and aligning expectations around them
- structuring relationships to maximise effect for the least amount of organisational 'noise'
- developing the will to work together
- identifying the behaviours that underpin success
- synergising and synthesising
- sharing risks as well as resources

Key Questions?

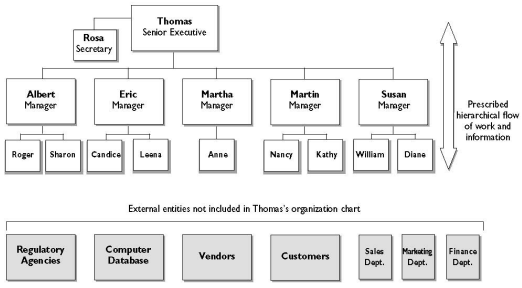
- Purpose – do we share a common purpose?
- Structure - does it help or hinder?
- Relationships – good/bad/ugly?
- Conflict – can we handle it positively?
- Rewards – are incentives aligned?
- Mechanisms – do they coordinate?
- Leadership – is someone keeping all of this in balance?

Increasing sophistication

Level of agency working	Main purpose	Demands
Networking	Sharing information	Low level
Alliances	Increasing joint cooperation	Facilitative leaders Formal communication
Partnering	Sharing resources	Centralised group decision-making
Coalition	Sharing ideas, flex resources	Distributed leadership High levels of trust
Collaboration	Delivering a common vision, interdependent system	Highly developed comm's Sophisticated leadership

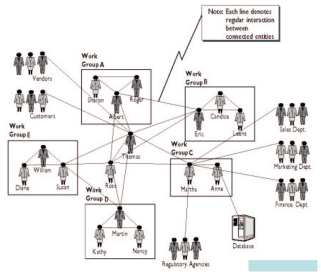
Why have we developed 'Connections'

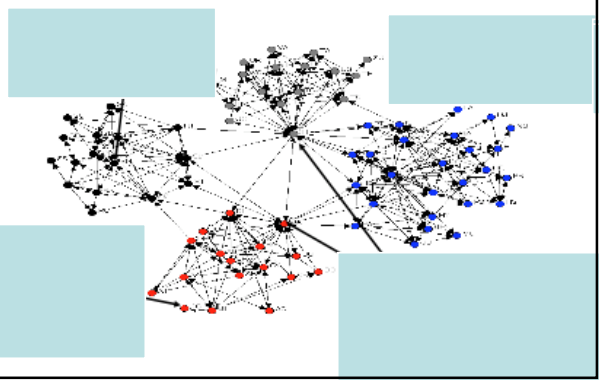
- Outcomes - delivered by multi-agency networks rather than single organisations
- Shift from traditional hierarchical to more fluid, agile influence-based systems
- Requiring both inter- and intra-organisational communication and collaboration...



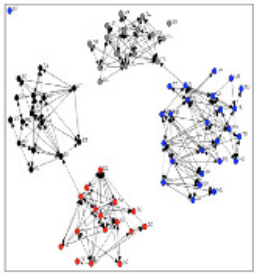
The way we design the organisation to work...

... and how it actually gets the work done

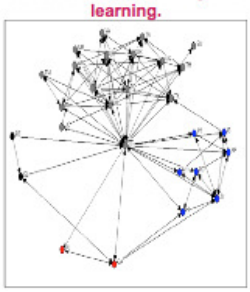




Connectivity falls without four site leaders.

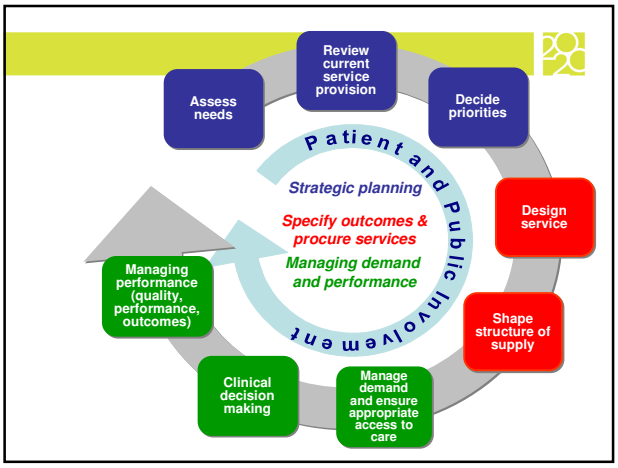


Overall leader's network biased decision-making and learning.



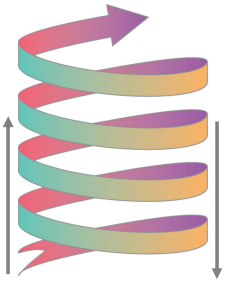
To boldly go …

- Galactic-class leadership, and
- World class commissioning



Commissioning Spiral

- analysing
- planning
- executing
- reviewing



upward spiral is achievable

downward spiral can be avoided

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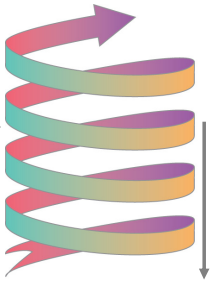
Outcomes Spiral

- describing
- achieving
- measuring
- improving



upward spiral is achievable

downward spiral can be avoided

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Strategic Planning

- Assess needs
- Review Current Provision
- Decide Priorities

- Multi-sourced data
- Credible, cogent detail
- Understanding local markets
- Working with the data
- Collaborating with partners / stakeholders
- Deciding priorities
- Disseminating commissioning intentions
- Planning action

Specify Outcomes & Procure Services

- Design Service
- Shape and Structure of Supply

- Organic and consensual
- Reflecting local needs
- Meeting local expectation
- Getting desired outcomes
- Stakeholder involvement in design
- Market intelligence
- Influencing supply
- Market intervention
- De-commissioning
- Disinvestment strategies

Managing Demand & Performance

- Manage Demand and Ensure Access
- Clinical Decision - making
- Managing Performance

- It's not 'Open All Hours'
- Targeted / segmented
- Using planning data
- Developing forecasting techniques
- Driving quality
- Utilising resources
- Contract compliance
- Financial regularities
- Continuous improvement in quality and outcomes

Bench-marking performance

- **World-Class performers**
  - Google ?
  - BBC ?
  - Tesco ?
  - Anytownshire PCT ??
- **In whose judgement?**
- **Based on what results ?**
- **To what end ?**

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Thank you for listening

(if you have been)!

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Bench-marking performance