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World Class Commissioning
LGA Community Wellbeing Board
16 July 2008

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Agenda



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- Introduction to the NHS Institute
- World class commissioning
 - Vision
 - Competencies
 - Assurance
- Support & development
 - Board development
 - Evidence-based improvement tools
 - Change readiness tool
 - PCT Portal
 - Converting strategy into results

Scope for joint work with Local Government

The NHS Institute

Mission - support the NHS to transform healthcare for patients and the public by rapidly developing and spreading new ways of working, new technology and world class leadership

Priority Activities

- Leadership development
- Product and technology innovation
- Improving delivery for patients and populations
- Support for world class commissioning

What We Do / Who We Are:

- A small national organisation that focuses on big challenges facing the NHS
- Support the NHS to deliver results for patients
- Show what is possible
- Keep NHS innovation and improvement thinking fresh, up to date and in line with the leading edge
- ‘Lever’ change
- Commissioner of consultancy services

Ambitious vision for impact

- **Better health and wellbeing for all**
 - People stay healthier for longer – “adding life to years”
 - People live longer and health inequalities are dramatically reduced – “...and years to life”
- **Better care for all**
 - Services are of the best clinical quality and evidence based
 - People exercise choice and control over the services that they access so they become more personalised
- **Better value for all**
 - Informed investment decisions
 - PCTs work across organisational boundaries to maximise effective care



Based on 11 competencies

Leading

1. Locally lead the NHS

3. Engage with public and patients

2. **Work with community partners**

4. Collaborate with clinicians

Delivering

5. Manage knowledge and assess needs

7. Stimulate the market

6. Prioritise investment

8. Promote improvement and innovation

9. Secure procurement skills

10. Manage the local health system

11. Make sound financial investments



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National assurance process will assess every PCT annually. Framework has 3 key components: outcomes, competencies & governance



Adding life to years and years to life

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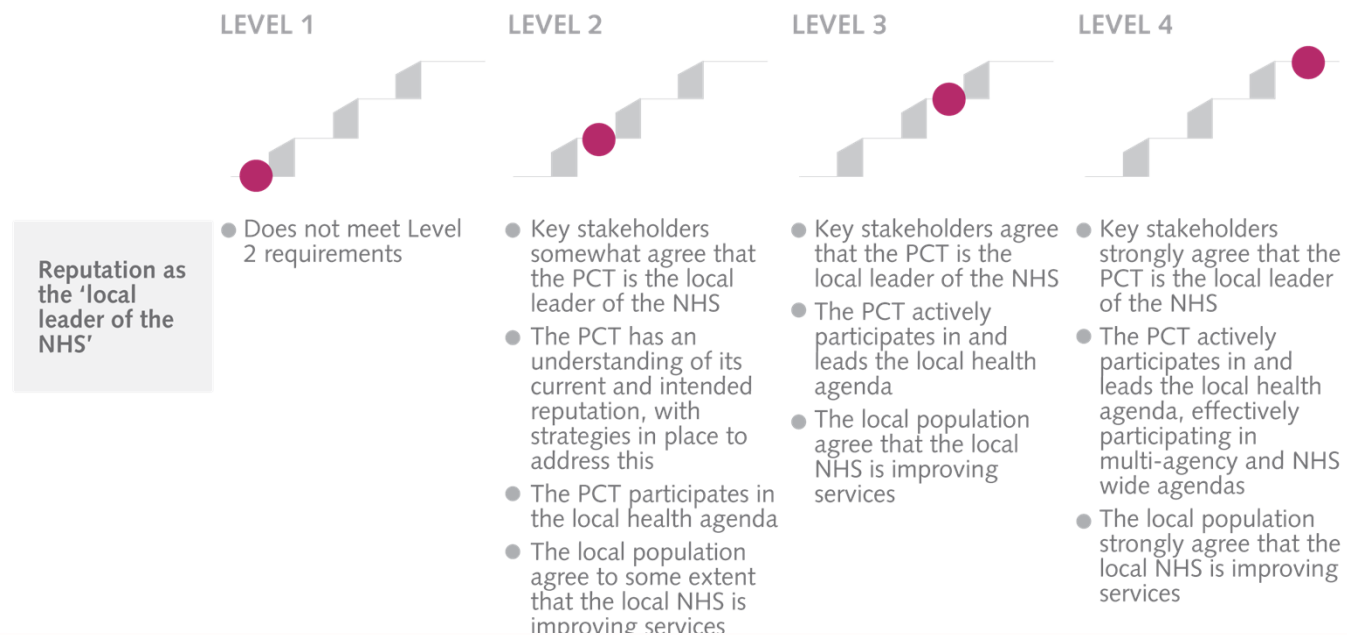
Each of the competencies will be rated against a 4 point scale (1 is 'below baseline', 4 is 'world class')

COMPETENCY 1

Are recognised as the local leader of the NHS

For example

PCTs should lead and steer the local health agenda in their community. PCTs will be the natural 1st stop for local political and community leaders. Through partnership, they seek and stimulate discussion on NHS and wider community health matters.



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Ratings across the components will be included in the final scorecard



Adding life to years and years to life

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In addition to the performance assessment, PCTs' potential for improvement will be measured

- Describes
 - PCT status
 - Direction of travel
 - Development needs
- Purpose
 - Describes clearly stage PCT has reached
 - Accelerates pace of development
 - Distinguishes between two PCTs where rating identical but direction of travel different

Commissioners are clearly under great pressure to improve...

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But the focus is largely on **what** should be achieved on the assessment that will be made and on the freedoms available not on **how** to improve and deliver

So PCTs are looking for support...



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Does my Board
need development?

Which patient
pathways should I
redesign? And how?

How can I convert my
strategy into real change
in local people's health?

How can I increase
my Potential for
Improvement?

I'm being bombarded by
consultants offering help
– which should I use?

Board Development



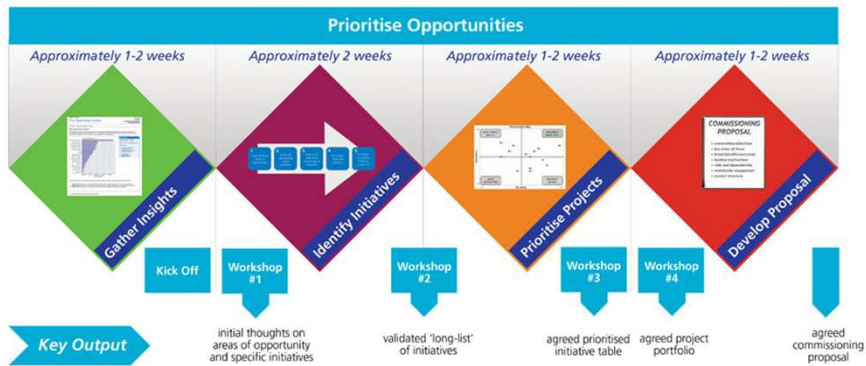
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- *National programme of support for PCT Boards*
 - Supporting DH take forward work commissioned by SHAs
 - Tailored support for individual PCT Boards (Exec & NED)
 - Available from end August
 - Rapid access to bespoke support from leading providers
- *Board Development Tool*
 - Leading edge diagnostic & action planning
 - Being reviewed in light of WCC
 - Available to all PCTs from late August
 - A proven diagnostic to focus development programme
- *Executive development opportunities*
 - NHS National Leadership Council being established
 - **Discussions with IDeA over scope for joint programmes**

Evidence-Based Improvement Approaches



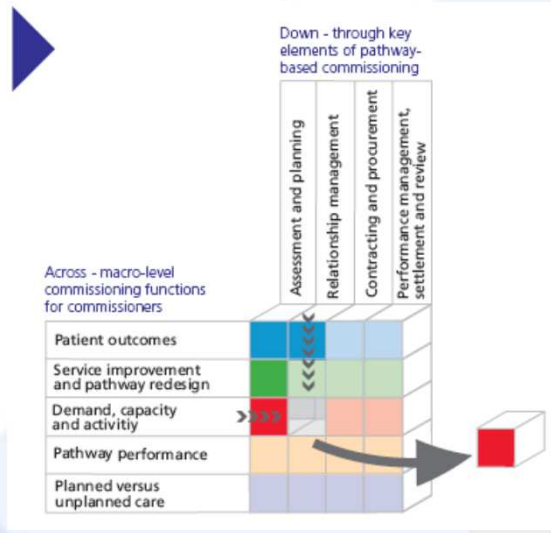
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Which are the key pathways for us to improve?

- Prioritise Commissioning Opportunities
- Commissioning for Patient Pathways Guide
- Project Delivery for Commissioners
- Commissioning to Make a Bigger Difference

What aspects do we want to focus on?



How can we manage the project to ensure success?

High level question answered	> Is the project team in place?	> Is the scope sufficiently well defined?	> Is there a new pathway design and an agreed business case?	> Was the project implemented properly?	> Have the benefits been achieved, what else needs to be done?
Criteria	<ul style="list-style-type: none"> > Project lead confirmed > Project team members confirmed > Project team briefed 	<ul style="list-style-type: none"> > Correct and feasible scope > Potential benefits identified > Stakeholders analysis and management plan in place 	<ul style="list-style-type: none"> > Case for change understood > Pathway analysed and redesigned > Baseline defined and metrics agreed > Business case approved > Sustainability assessed 	<ul style="list-style-type: none"> > Operational requirements met > Project plan completed > Risks assessed and managed > Implementation completed > Results obtained 	<ul style="list-style-type: none"> > Hand over to business as usual > Benefits assessed > Learning points and lessons captured > End of project review complete

Change Readiness Tool



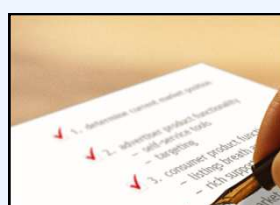
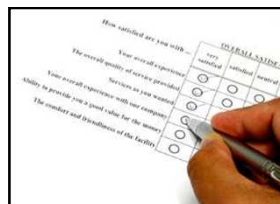
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What is the goal?

- Informed, solid foundation for change
 - in line with WCC potential for improvement
- Energy and alignment amongst your leadership to move forward

How does it accomplish this?

- Identify organisational strengths and gaps
- Opportunity to reflect on and agree the starting point
- Plan the way forward, as input to PCT OD plans
- 'Action team' within the PCT to take things forward



Surveys

- Organisational Potential Index
- Organisational Energy Index

Face-to-face diagnosis

- Structured interviews
- Focus groups

Workshops

- 3-4 hour 'mirror' workshop
- 2-hour action planning workshop

Coaching for change agents

- To interpret diagnostic findings
- To take project forward

Menu of options to address needs

PCT Portal



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- No shortage of improvement opportunities
 - PCTs bombarded by offers from consultants
 - Reams of advice & guidance available from DH & NHS
 - Most issues already addressed within NHS somewhere
 - Many PCTs looking at similar issues
- Making the right connections – a ‘portal’ (28 July)
 - A resource map of support & opportunities
 - Feedback system for quality assurance
 - Networking with peers & colleagues
 - Joint learning, sharing experience & lessons
 - Access to leading thinkers
- Developed with NHS Confederation
 - Potential integration with LA resources
- Faster, better choices over support
 - Accelerated improvement



Converting Strategy into Results



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- World class commissioning shifts the NHS focus
 - From ‘healthcare’ to ‘health & wellbeing’
 - Reducing health inequalities is central to this agenda
 - Clear that unilateral NHS action is ineffective
- New project to convert strategic ambition into population-scale impact
 - Learn from previous experience in health inequalities
 - Draw on leading theory & practice on large-scale change
 - Develop new model of change (leadership of place)
 - Test & evaluate impact in 12-15 PCTs
 - Develop solutions for wider application
- **Partnership with Local Government**
 - Keen to explore scope for shared learning & delivery
 - Positive initial discussions with IDeA

For further details

- URL: www.institute.nhs.uk/commissioning
 - Information
 - Details of events
 - Access to resources
- Email: commissioning@institute.nhs.uk