



# Supporting NHS transformation with the help of industry partnerships

## **BT Global Health**

– Jon Marsh

– Julian Hood

– Nicky Hogarth

**Business Development Director**

**Commercial Director**

**Account Manager**



# Agenda

*Supporting NHS transformation with the help of industry partnerships*

<b>Time</b>	<b>Activities</b>	<b>Duration</b>
11:00	<b>Objectives and scene-setting</b>	15 minutes
11:15	<b>Syndicate group exercise</b>	40 minutes
11:55	<b>Group presentations</b>	20 minutes
12:15	<b>Facilitated discussion – What now?</b>	20 minutes
12:35	<b>Closing comments – What next?</b>	5 minutes
12:40	<b>End</b>	

# Objectives and scene-setting

## Partnerships, joint ventures, etc.

- Definition of ‘*partnership*’:  
“An arrangement where parties **agree to cooperate to advance their mutual interests**”
- Definition of ‘*venture*’:  
“A **business enterprise involving some risk in expectation of gain**”
- So, it follows that a **“joint venture” must involve joint agreement and sharing of risks and gains.**
- Key words to bear in mind during the syndicate exercise are that partnerships or joint ventures are characterised by the following:

**Mutual Interest**

**Agreement**

**Sharing**

**Cooperation**

**Risk**

**Gain**

## Provocation

- The 'Age Of Austerity' is characterised by extraordinary financial challenges and future economic uncertainty. Together with a growing and ageing UK population whose growing demand for more and better healthcare, the result is an unsustainable burden on public sector finances.

- Under these circumstances ...



**The only effective way in which the NHS can rapidly achieve the required 'double whammy' of ...**

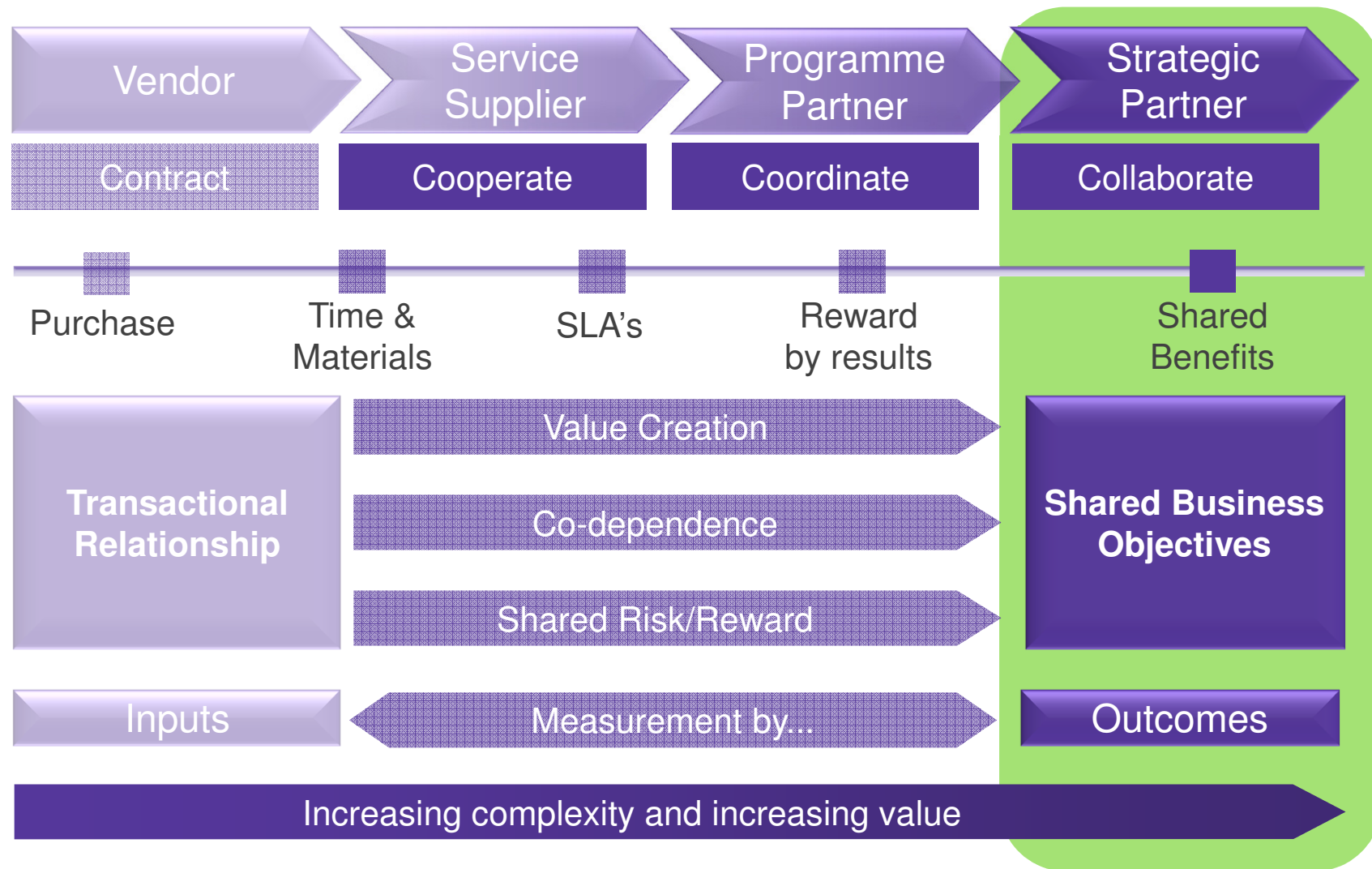
- (1) Improved health outcomes and patient / service user experience;
- (2) Significant efficiency savings



**... is by urgently developing risk-reward partnerships with industry**

- If you accept that there is evidence to suggest that this approach makes sense, in syndicate groups you are will be tasked with identifying the factors which are enabling or preventing this in your patches.

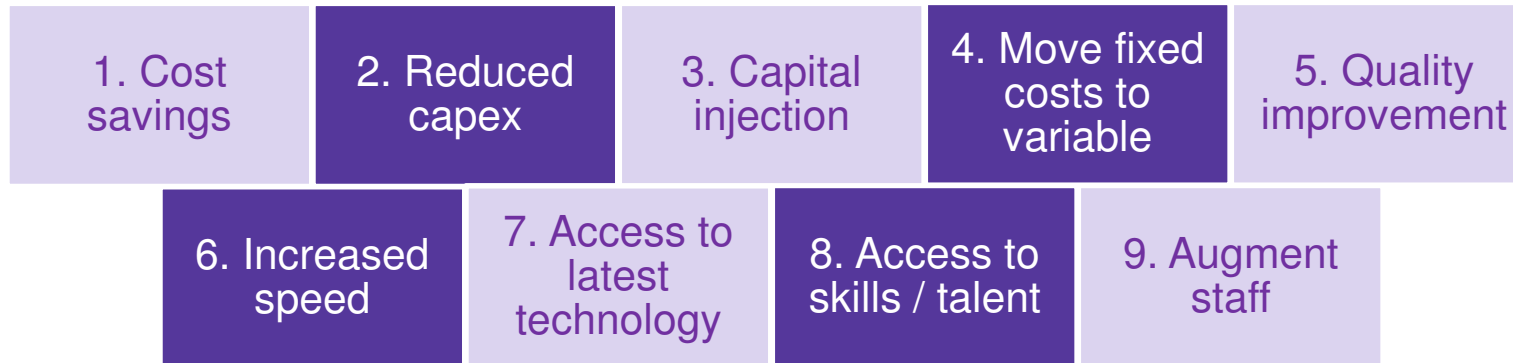
# The partnering continuum



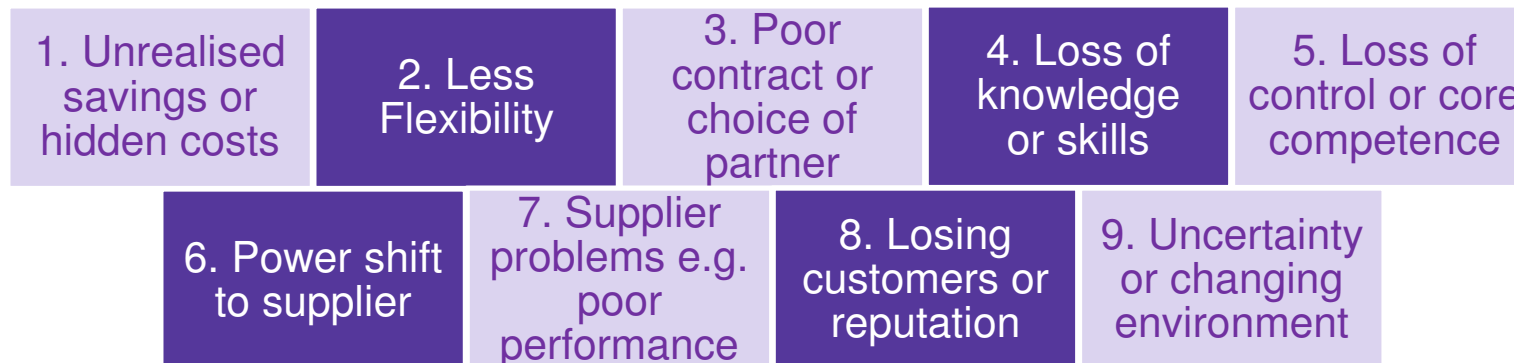
# Drivers and barriers to partnerships

*Top reasons cited in health literature*

## Drivers



## Barriers



Source: Kremic, T., W.O.Rom, et al. 2006)

# Critical factors for success or failure in partnerships

*Top reasons (ranked) cited in health literature*

## Factors for Success

1. Clear objectives and expectations
2. Choice of right partner(s)
3. Skills to negotiate a good contract
4. Effective organisational communications
5. Well co-ordinated effort across functions
6. Effective top management support
7. Effective use of incentives and penalties

## Factors for Failure

1. Fear of job loss / fear of change
2. Poor choice of partner(s)
3. Inadequate training / skills
4. Poor planning
5. Decline in morale of employees
6. Lack of supporting infrastructures
7. Unclear expectations and objectives

*Source: Alterline Research, April 2012*



# Syndicate group exercise

## Objective

The objectives of this syndicate exercise are to identify the barriers and enablers to more NHS organisations entering into transformational partnerships with industry.



**Barriers** – Which factors are preventing or delaying the creation of partnerships today?

*What is the evidence for each factor?*



**Enablers** – Which factors are enabling or accelerating the creation of partnerships today?

*What is the evidence for each factor?*

Level	Type of Barrier or Enabler
The innovation itself	<ul style="list-style-type: none"> <li>• Advantages in practice</li> <li>• Feasibility</li> <li>• Credibility</li> <li>• Accessibility</li> <li>• Attractiveness</li> </ul>
Individual professional	<ul style="list-style-type: none"> <li>• Awareness</li> <li>• Knowledge</li> <li>• Attitude</li> <li>• Motivation to change</li> <li>• Behavioural routines</li> </ul>
Patient	<ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Skills</li> <li>• Attitude</li> <li>• Compliance</li> </ul>
Social context	<ul style="list-style-type: none"> <li>• Opinion of colleagues</li> <li>• Culture of the network</li> <li>• Collaboration</li> <li>• Leadership</li> </ul>
Organisational context	<ul style="list-style-type: none"> <li>• Care processes</li> <li>• Staff</li> <li>• Capacities</li> <li>• Resources</li> <li>• Structures</li> </ul>
Economic and political context	<ul style="list-style-type: none"> <li>• Financial arrangements</li> <li>• Regulations</li> <li>• Policies</li> </ul>

## Logistics

- 4 groups (ABCD)
  - *A & B will work on Barriers (only) to partnerships*
  - *C & D will work on Enablers (only) for partnerships*
- One template for each group (spare copies available if needed)
- Each group to agree a Chair, a Timekeeper and a Presenter
- You have 40 minutes for this activity after which you will have 5 minutes per group to present your top barriers or top enablers.
- Ensure you leave time to identify and prepare what you are going to present back.

## Task

*Provocation: “the only effective way in which the NHS can rapidly achieve the required ‘double whammy’ is by urgently developing risk-reward partnerships with the private sector”*

- Identify barriers or enablers (factors) in response to the provocation above
- For each factor, provide supporting evidence ... not hearsay / rumour
- Capture these on the Post Its provided and place these in the appropriate place on the template, as follows:
  - **Scale of Opportunity** (Y axis) – decide if the removal of a barrier or achievement of an enabler offers a major or minor opportunity to deliver key benefits (patient outcomes/experience, efficiency savings).
  - **Ease to Overcome / Achieve** (X axis) – decide how easy each barrier or enabler is to overcome or achieve.
- On the template, the top right quadrant is the ‘sweet spot’ i.e. a large opportunity (to deliver benefit) and relatively easy to achieve or overcome.

# Barriers (A&B)

Provocation: "the only effective way in which the NHS can rapidly achieve the required 'double whammy' is by urgently developing risk-reward partnerships with the private sector"



# Enablers (C&D)

Provocation: "the only effective way in which the NHS can rapidly achieve the required 'double whammy' is by urgently developing risk-reward partnerships with the private sector"



# Group presentations

## Group presentations

- Using your completed templates you have 5 minutes per group to present back to the other teams.
- Please identify your top factors (barriers or enablers) which could hinder or help the rapid creation of risk-reward partnerships with industry.
- Don't forget to state the evidence for each.



Facilitated  
discussion

What now?

## Facilitated discussion – What now?

- Given what we've all heard from the group presentations do we agree that there is a consensus to the earlier provocation?

*“The only effective way in which the NHS can rapidly achieve the required ‘double whammy’ is by urgently developing risk-reward partnerships with industry”*

- Has a compelling case been made to act?
- Are there any viable alternatives?
- What are the practical actions we can take to move this forward at pace?

Closing comments

What next?

## Closing comments ... What next?

- Within the next week, BT will collate all your syndicate group outputs and the key points of the facilitated discussion.
- We will publish it as a short report and distribute it to you through the conference organisers.
- We hope you will be able to use this report to support wider discussions within and between your organisations.
- Any final thoughts from our Chairman?



Bringing it all together

[bt.com/globalservices](http://bt.com/globalservices)