



Provider Collaborative Development Programme

Delivering the skills, systems, processes and culture required
for effective collaboration



The creation of Provider Collaboratives presents new opportunities for the NHS to tackle rising demand for services, severe workforce challenges and delivery of the Triple Aim Duty.

Providers working together at scale offers the potential to deliver benefits for both populations and NHS organisations. Collaborative arrangements could see Providers coming together to consolidate corporate services for greater efficiency, increase sustainability by making better use of a limited workforce and improving the quality of care by standardising clinical practice to tackle variations in care.

However, given the many different forms and variation in scale and scope across vertical and horizontal collaboratives, there is no single blueprint for success. Local and regional collaborations have existed for some time, but obligations contained in the recent Health and Care Act give more formality to these arrangements, with Provider Collaboratives facing some challenging hurdles when considering the next stages of their development.

Our development support for Provider Collaboratives

Arden & GEM's multidisciplinary team of experts has designed the **Provider Collaborative Development Programme**, an end-to-end or modular support offer that empowers health systems to develop the skills, systems and processes required to successfully deliver the objectives of their collaboration.

We provide two complementary programmes divided into eight modules of support in areas that are key to maximising the efficiency and effectiveness of your collaborative arrangements:



Governance, relationships and alliancing



Effective governance, relationships and alliancing form the foundations of all successful Provider Collaboratives. We support you to embed approaches that suit your individual needs and ensure that your provision of healthcare services is high quality, promotes patient outcomes and builds confidence in your Collaborative.

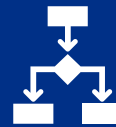
Topics include:

- Examining different / alternative governance models
- Understanding and exploring decision making between partners
- Examining options for delegations between partners and the ICB
- How to structure pragmatic relationship agreements
- How to distribute priority programmes within the partnership
- Holding to account methods
- Mutuality arrangements and how to structure them.

OUTPUTS:

- ✓ Accountability agreements
- ✓ Distributed leadership frameworks
- ✓ Partnership agreements
- ✓ Prioritisation tools and methods
- ✓ Mutuality and governance framework / agreements
- ✓ Portfolio of framework options

Operating model and technical platforms



Establishing an operating model and technical platforms is crucial in allocating accountabilities and responsibilities for improving health outcomes in a way that maximises value for money. This module supports your Collaborative to explore:

- Target operating model options
- System operating model options
- Shared services (within Provider Collaboratives and between partners) – methodology and value propositions (VPROP)
- Integrated delivery systems (how to best collaborate and synchronise)
- Business Intelligence and Knowledge Management (common platform options)
- Digital and med-tech applications / substitutions
- Service remodelling (single platform transformation processes).

OUTPUTS:

- ✓ TOM blueprint options
- ✓ SOM blueprint options
- ✓ Example programme plans and VPROPs
- ✓ Example process engineering maps
- ✓ BI and knowledge management platform options
- ✓ Worked examples of tech / digital substitutions (+ ROI)
- ✓ Frameworks and system processes for strategic evaluation of service risk and common platform methods to redesign fragile services

System regulations and legal factors



Appropriate system regulations, which meet all legal responsibilities, are vitally important to safely operating your Provider Collaborative. Our support in this area will empower your Collaborative to:

- Create Heads of Terms (HOT) agreements
- Understand and differentiate partnership and individual regulatory systems (assurance and differentiations)
- Get to grips with various laws and statutes (for example competition, governance, assurance and corporate accountability)
- Understand procurement regulations and market management opportunities
- Deliver regulatory compliance and continuous improvement (for example CQC)
- Consider well-led reviews (preparation, gear-up and continuous improvement)
- Explore single system vs multi partner regulator relationships.

OUTPUTS:

- ✓ HOTs used across NHS and Local Authorities
- ✓ Differentiated regulatory agreements and frameworks
- ✓ Procurement policies
- ✓ Market engagement and commercial opportunities
- ✓ Robust corporate systems to ensure regulatory adherence and single system CQI processes
- ✓ Gearing for new regulatory assessments – process frameworks

Finance controls and asset distribution



Strong financial controls and fair asset distribution must be in place so that finances are effectively managed alongside your operational and clinical responsibilities. We support Provider Collaboratives with these complex tasks in areas including:

- Contractual options
- Economic (programme budget) delegations
- Sustainable efficiency programmes - methods and blueprints
- Building care efficiency mapping systems (for example platform actuarial systems)
- Distribution agreements including incentive flows, gain and pain sharing
- Managing performance risks between partners
- Distributions within the supply chain (in-housing and outsourcing)
- Compliance controls with ICB and NHS England.

OUTPUTS:

- ✓ Portfolio of contractual templates and options
- ✓ Programme budget delegation agreements
- ✓ Pragmatic actuarial care processing (by pathway)
- ✓ Partnership methods and agreement on how best to distribute gains and pain (sharing)
- ✓ Deal flow algorithms
- ✓ Work planning and activity distribution processes
- ✓ Gearing and readiness frameworks for compliance and assurance monitoring with regulators

Leadership diagnostics



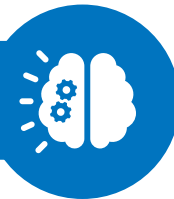
We deliver a range of leadership diagnostics that ensure your Provider Collaborative understands the strengths and development needs of your senior team. We utilise a range of tools and techniques that provide the foundations for effective leadership in complex healthcare environments. This includes:

- Underate leadership diagnostic (individual)
- How to form peer learning sets
- How to structure personal learning and development plans
- Understanding the strategic system and policy landscape
- Developing leadership style and leadership goals
- Breaking down the components of Provider Collaboratives and understanding and managing expectations.

OUTPUTS:

- ✓ 360 degree and Portentia Profiling
- ✓ Plan for creating peer support and peer development
- ✓ Structuring a PDP (specific to the role)
- ✓ Clearer appreciation of policy insight and system expectations
- ✓ Segmented PC profile and corporate model
- ✓ Personal Development Plan with 90 day impact cycles

Communication and decision making



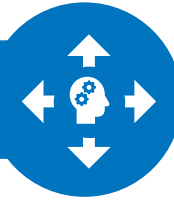
Effective communication and decision making are critical ingredients in successful collaborations between healthcare organisations. Our support targets areas including:

- Communicating with a variety of stakeholders, with differing views and motives
- Effective listening, building relationships, and giving and receiving feedback
- Developing the ability to identify and solve problems early and quickly with impact
- Creative thinking, gathering information, making decisions and developing common purpose
- Balancing purpose with risks
- Making best interest decisions (between partners)
- Effective options appraisal
- Enabling rapid best value decisions that are clear and concise
- Developing stakeholder conflict management skills.

OUTPUTS:

- ✓ Acquiring skills and competency (in compliance with LQF)
- ✓ Measurement via 360 degree feedback
- ✓ Problem solving methods and techniques
- ✓ Experiment guides
- ✓ Conflict methods and tools
- ✓ Sample case studies
- ✓ Simulation exercises and methodologies
- ✓ Expert presentations with tips

Managing complex change



The fundamental aim of your Collaborative will be to instigate changes that can deliver efficiency and improve services. We utilise our vast transformation expertise to upskill your key stakeholders with the knowledge and techniques required to effectively deliver change. Topics include:

- Managing the transition to the new way of working
- Measuring the impact of change
- Developing a range of technical skills such as commercial, alliancing, managing delegations, fiscal distributions, governance and risk, and market opportunities
- How to manage oneself and others in highly charged environments
- How to survive and thrive under pressure.

OUTPUTS:

- Better understanding of complex system dynamics
- Better skills in communicating and negotiating change
- Learn from and with peers (community of practice)
- Learn from use of models, case examples, methods, structures
- Learn from visiting experts and experience of others
- Learn competitive advantage techniques

Pace setting and effective leadership



Pace setting is a leadership style where senior managers uphold high standards and expectations for their team. Our support will empower your senior leaders to lead by example and set the pace for your entire Provider Collaborative, establishing high standards that ultimately result in effectively meeting your objectives. This module covers core activities including:

- Gaining better understanding of pace setting and goal setting
- Being able to set thresholds and hold stakeholders to account
- Psychological tools and how to apply them
- Using data with impact to support your contentions
- Compromising techniques.

OUTPUTS:

- Better understanding of pace setting and goal setting
- Set thresholds and hold to account
- Psychological tools and how to apply them
- Using data with impact to support your contentions
- Compromising techniques



Why use our Provider Collaborative Development Programme?

Our Provider Collaborative Development Programme is made in the NHS, specifically for the health and care sector and will help you to:

- ✓ Create a shared vision and commitment to collaborate
- ✓ Build strong accountability mechanisms which are understood and accepted by all members
- ✓ Build on existing governance arrangements to ensure systems and processes provide assurance of patient safety and quality of care
- ✓ Deliver efficient and effective decision making that engages all required stakeholders
- ✓ Embed clinical and community voices into your approach
- ✓ Streamline ways of working that deliver efficiencies and improve services for patients
- ✓ Empower your Provider Collaborative to deliver the Triple Aim duty of better health and wellbeing, improved quality of care and sustainable use of NHS resources.

CASE STUDY



As part of its development journey, the East Midlands Acute Provider Network needed support in the identification of priorities, assessment of capabilities and recommendations for a governance model.

With extensive experience of working in and with NHS organisations at board level, Arden & GEM's team worked closely with nominated representatives from the client to co-design a workshop programme with clear objectives and outputs. After extensive work with our OD experts, the Network now has a collaborative vision, agreed areas of priority and a development workplace agreed by the board.



We would welcome the opportunity to discuss how our **Provider Collaborative Development Programme** can support you to deliver your objectives and achieve the Triple Aim duty of improved population health, increased quality of care and more sustainable use of resources.



Get in touch with us at:

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