

Collaborative Working

LPC Learning Exchange and action planning

Claire Ward, CEO, Institute for Collaborative
Working

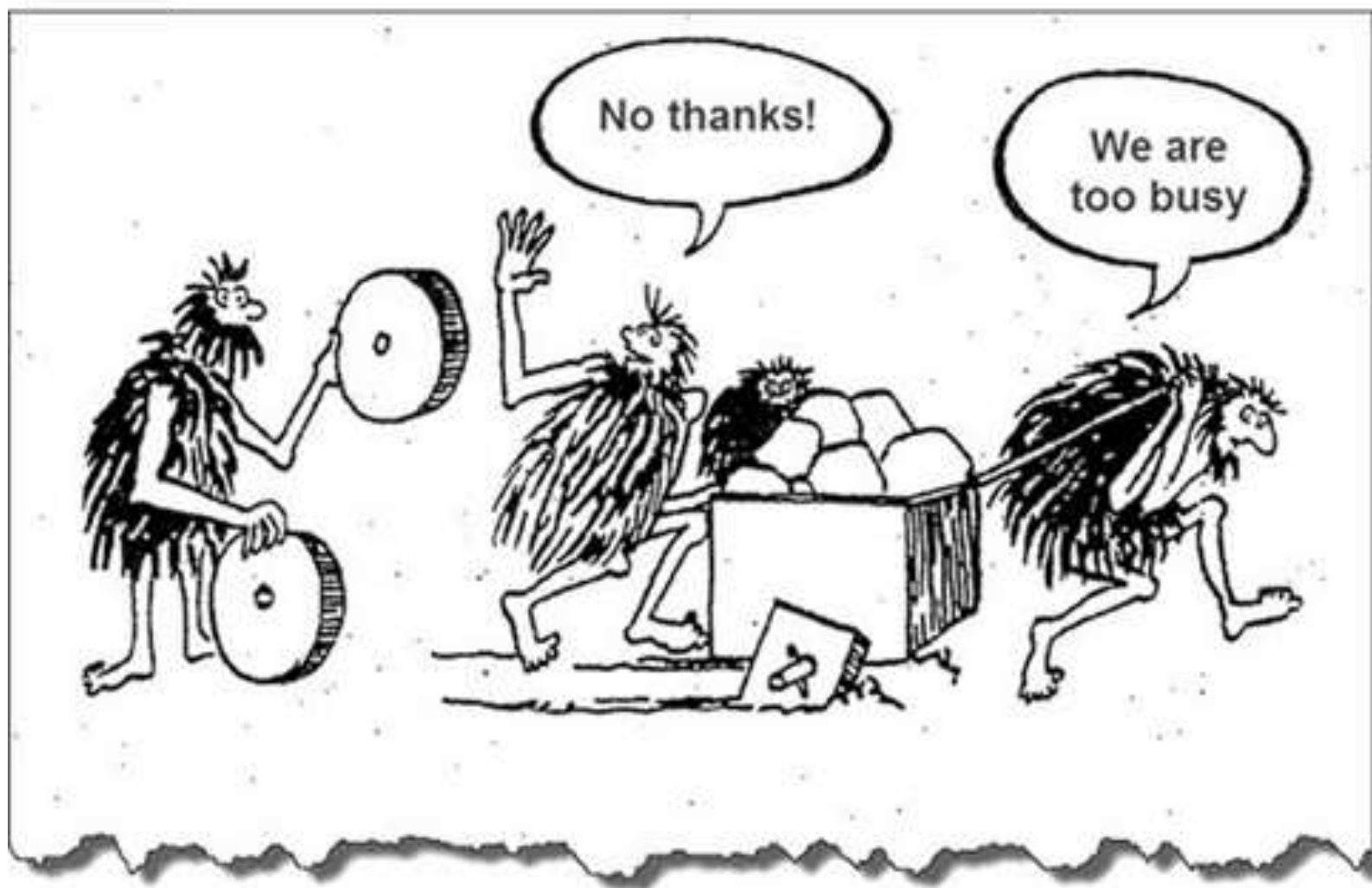
Fin Mc Caul, MD, Prestwich Pharmacy



Agenda

- Why?
- Collaboration & the Institute for Collaborative Working
- Examples in practice – today
- What type of person are you?
- Where could we use in Pharmacy?
- What next





Initiative fatigue



Why look at something different?

- CPCF
- PQS
- CPCS
- Prevention/Public Health
- Regulation Changes to come
- Funding
- Stock supply



- Staffing challenges
- Change Management
- PCN's
- New services



DH requesting Collaboration



Department
of Health &
Social Care



NHS England and NHS Improvement



The Community Pharmacy Contractual Framework for 2019/20 to 2023/24: supporting delivery for the NHS Long Term Plan

Published 22 July 2019

- “We expect to see collaboration within PCNs in the delivery of clinical services”
- “The advent of PCNs will require contractors to collaborate in a way that they will not have done in the past”
- “Demonstrate that pharmacies in a PCN area have agreed a collaborative approach to engaging with their PCN”

Perceptions of Collaboration

Team Hug



synchronised swimming with sharks

Institute for collaborative working

Our Vision

Collaborative Working is recognised as a professional business discipline necessitating a structured methodology to underpin successful business relationships

Our Aims

To be acknowledged as the thought leader on business collaborative working

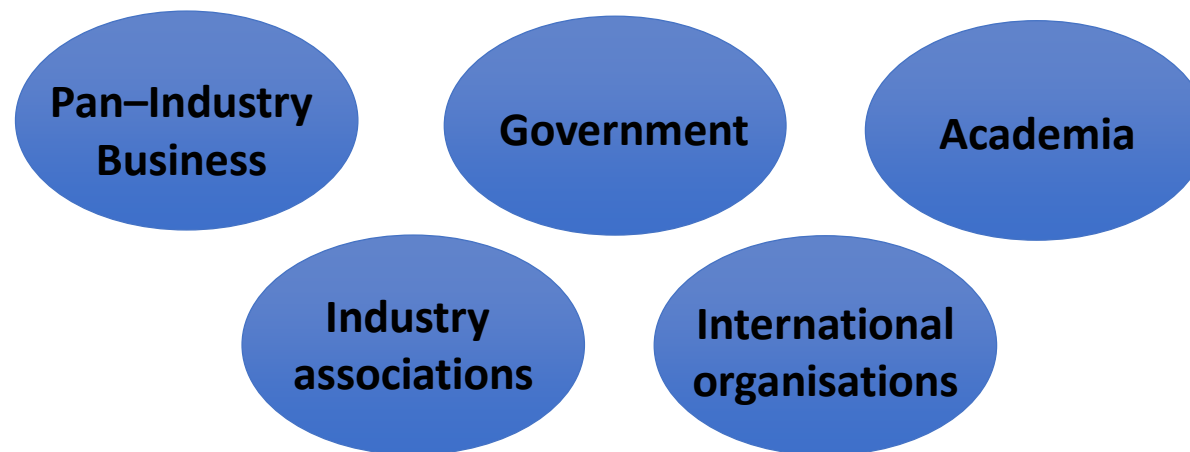
To carry out research to further develop collaborative working principles, practices and process

To ensure the widespread development of collaborative working skills through learning and development

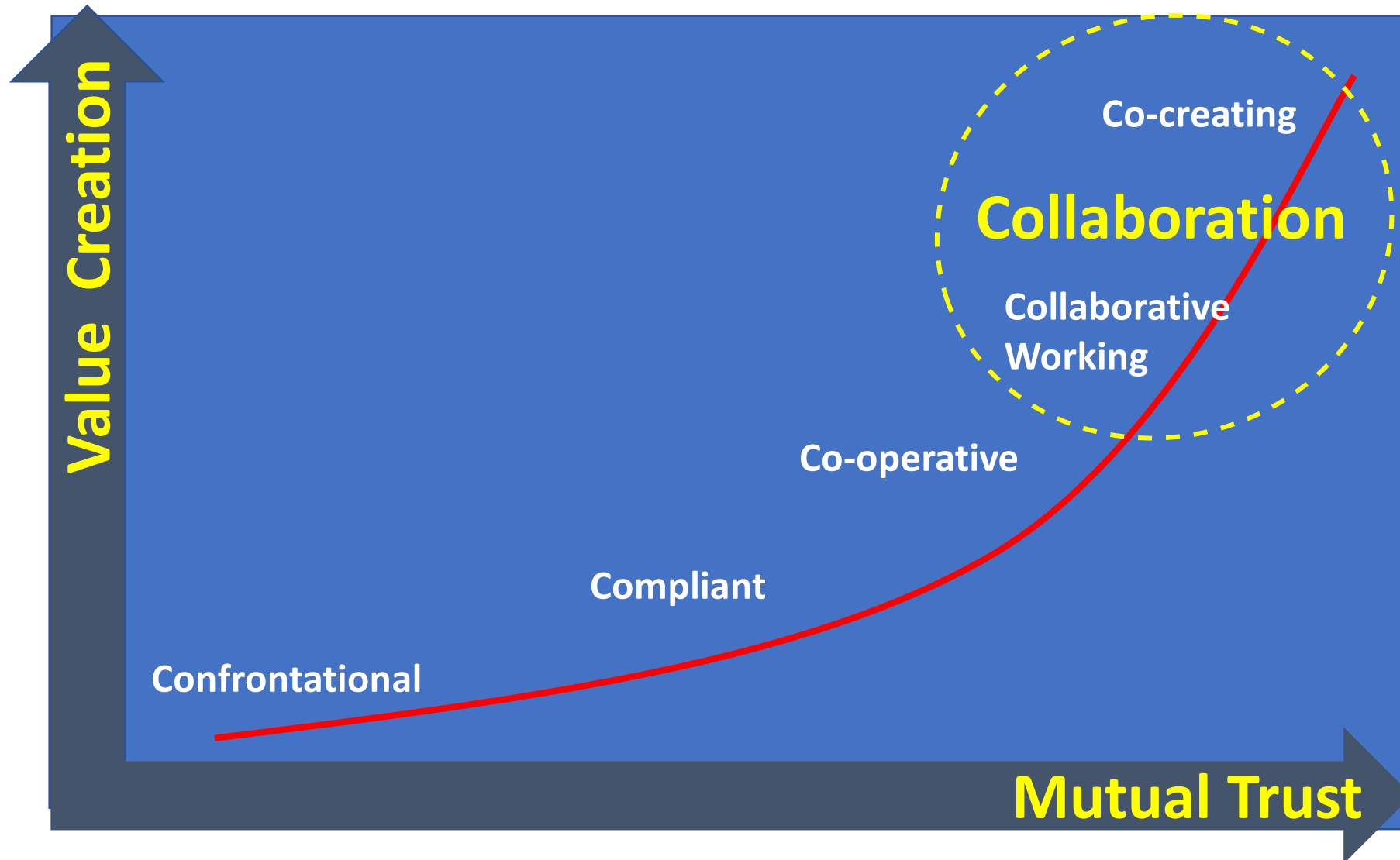
To progressively build a global collaborative working knowledge sharing community

Background to ICW

- Formed in 1990 by DTI now **BEIS** and the **CBI**
- Assist organisations to develop collaborative relationships for **competitiveness**
- Develop, share, promote **best practice** Business Relationship Management
- Self financing – **Not for Profit**
- **29 years** of practical relationship management experience
- Executive Knowledge Network 90+ members



Relationship Journey



Definition of Business Collaboration

A Joint Enterprise Mind-Set

Business relationships
formed
by committed organisations
to
maximise joint performance
for
achievement of mutual objectives
and
creation of additional value

ICW Definition of Business Collaborative
Working



A Joint Enterprise Mind-Set

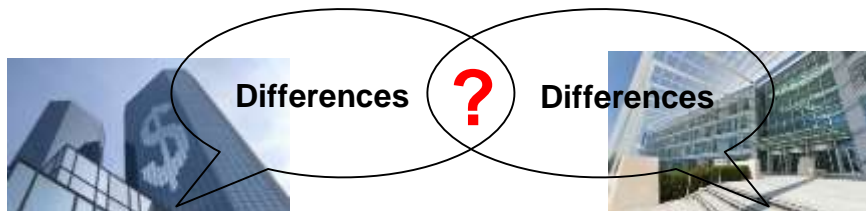


Shared values

Win / Win = Win!

True Synergy

Walking the Talk



Myths, Monsters and Magic



MYTHS

Collaboration is Soft & Fluffy
Just being nice to each other
Collaboration limits recognition
Collaboration hampers progress
Inhibits Constructive conflict
Clients only value those facing them
Only self interest powers people



MONSTERS

People cannot be trusted
Systems prevent Collaboration
Efficiency is solely a factor of time
Collaboration dilutes focus
Parochial interpretation of rules
Protectionism over performance
The way its always been



MAGIC

Management sets the agenda
Relationships drive performance
People do not aim to fail
Joint objectives drive outcomes
Logic should override perception
Shared knowledge is joint power
Success benefits all parties

Collaboration is key for community pharmacy



Further integration between community pharmacy and other local clinicians in areas involved in the 'primary care home' (PHC) initiative, developed by the National Association of Primary Care (NAPC), is being encouraged in a paper compiled by leaders from across the pharmacy sector.



A modern professional relationship

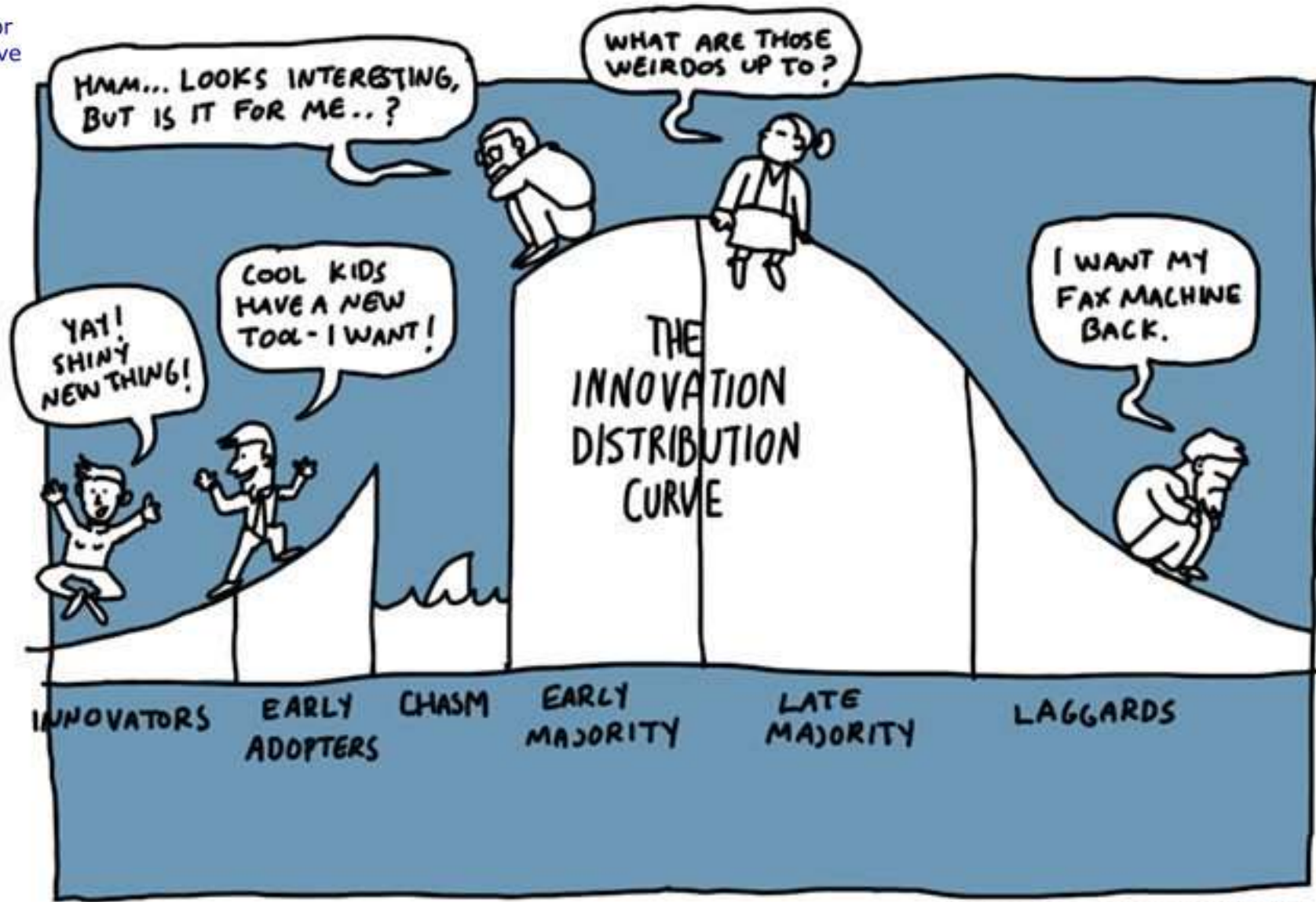


Roll out pharmacist-GP collaboration care model, NPA urges



A Sheffield scheme that saw community pharmacy-based support measures free up GP appointments should be used to inform national policy, the National Pharmacy Association has said.





Opportunities for community pharmacies within PCNs

The Network DES specifications

- Potential role for community pharmacy in delivering the 7 PCN specifications
- These roles need to be tested and piloted through the PhIF
- These could inform services that are commissioned in an integrated fashion through the CPCF

Locally Commissioned Services

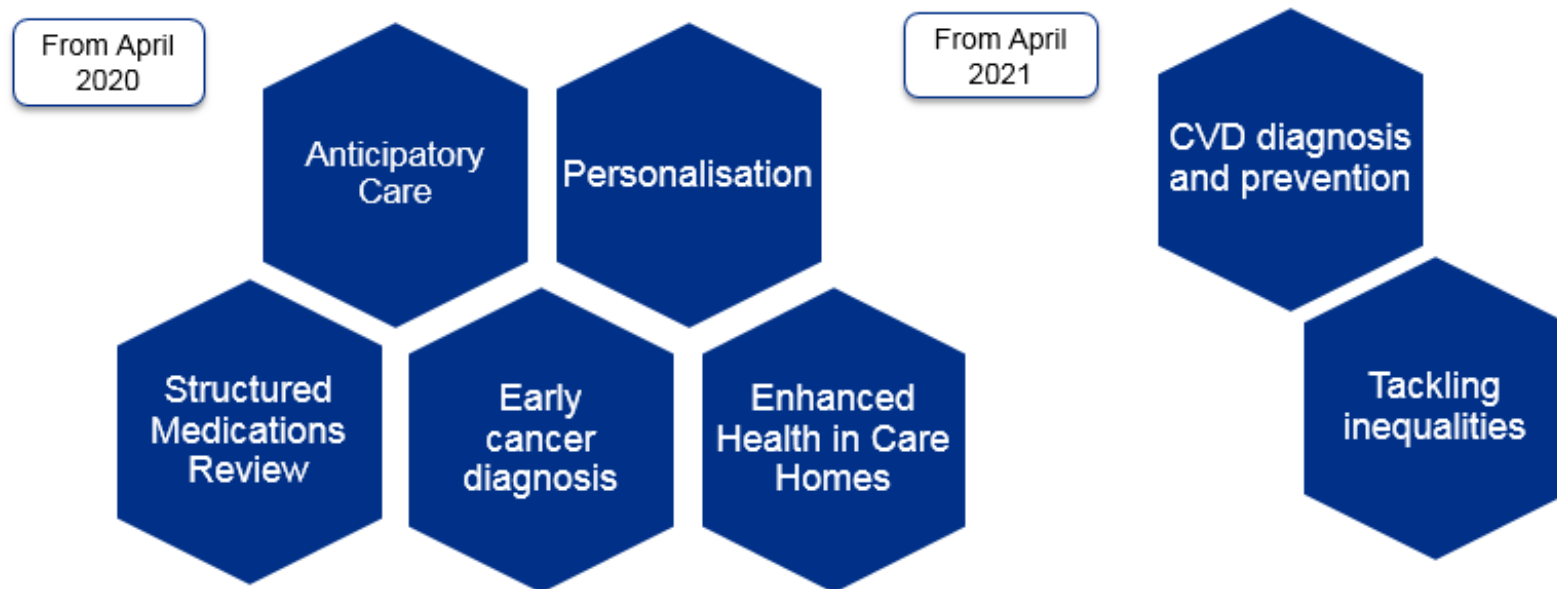
- Guidance going out to Primary Care commissioners in CCGs to encourage local commissioning of services within the PCN context
- Potential to support local CCG and STP commissioning agendas better, leveraging community pharmacy

Population Health Management

- Developing local community pharmacy integration into population health management e.g. Somerset
- Ability to develop robust mutually beneficial partnerships between community pharmacy and GP practices

The Network DES: services

- Requirements on 5 key areas to be added within the Network Contract DES from April 2020 – with a further two introduced from April 2021
- They will include “standard national methods, processes, metrics and expected quantified benefits for patients.”
- Delivery of new requirements in most areas will need to be phased in by 2023/24, as the additional roles within practices come on stream.
- Design and implementation will require cross working between other PCN members such as community services providers and community pharmacy.



- The power of collaborative working



Collaboration Research

Benefits of Collaboration Executives views 2016

- 1) Better problem solving
- 2) Reputation
- 3) Customer satisfaction
- 4) Increased trust
- 5) Business performance
- 6) Innovation
- 7) Continuous improvement
- 8) Better supply chain relationships
- 9) New competence & skills development
- 10) Employee satisfaction
- 11) Customer retention
- 12) Lower operating costs



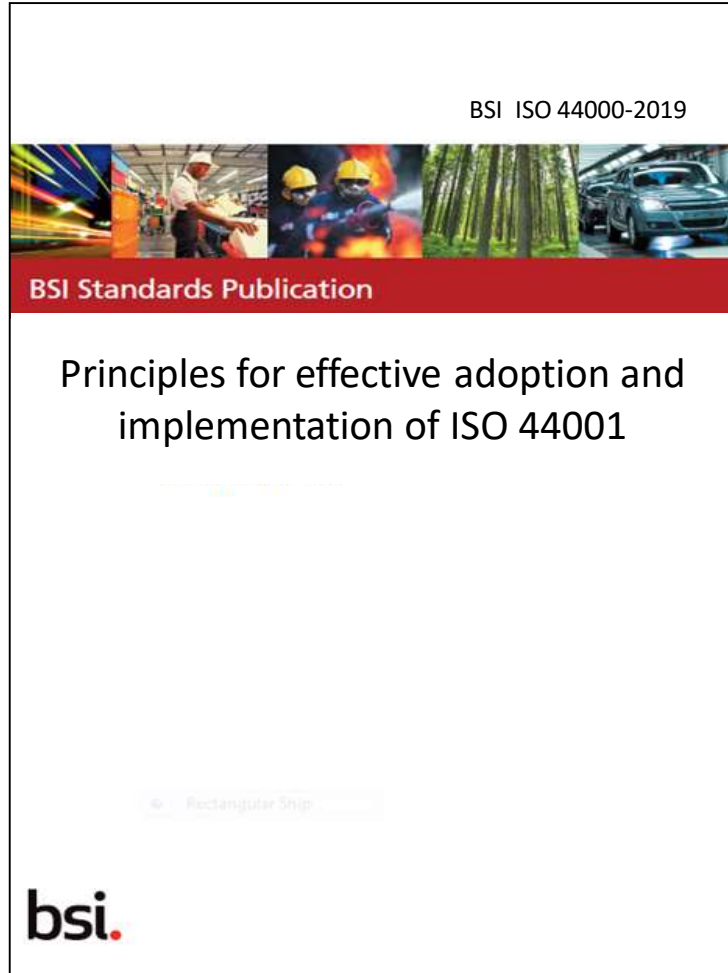
Collaborative Attributes Practitioners views 2017

- 1) Strategically minded
- 2) Team Orientation
- 3) Good communicator
- 4) Open to sharing
- 5) Creative/Innovative
- 6) Empathetic
- 7) Believe in collaboration
- 8) Good listener
- 9) Behaving ethically
- 10) Leadership



Source: Warwick Business School

Collaborative –Relationship- Assessment- Fulfilment- Transformation



1. Relationship Management
2. Visions and Values
3. Business Objectives
4. Collaborative Leadership
5. Governance & processes
6. Competence and Behaviour
7. Trust & commitment
8. Value Creation
9. Information & Knowledge sharing
10. Risk management
11. Relationship measurement
12. Exit Strategy

Collaborative Bias

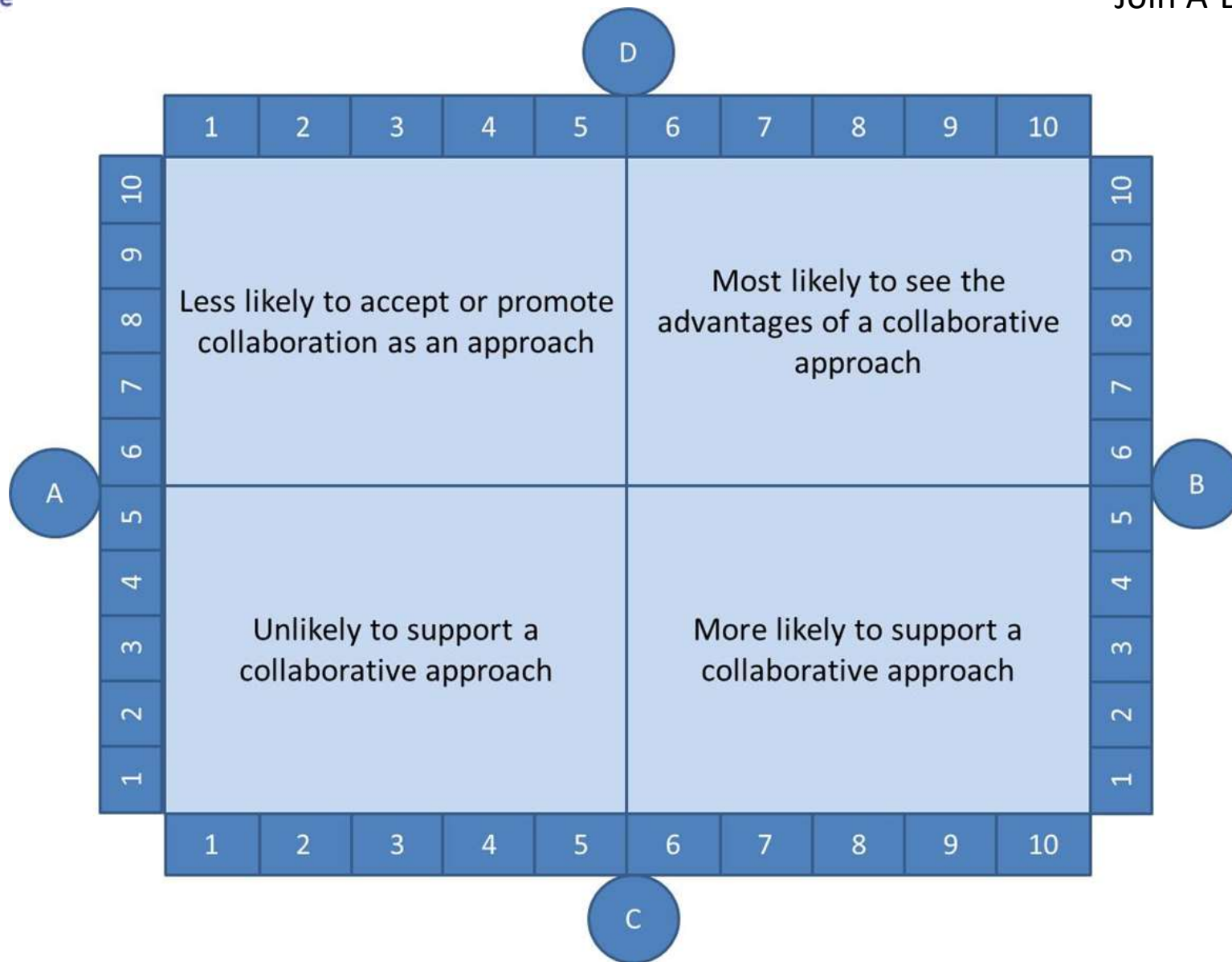
Process

1. Complete the individual profile
2. Identify from the word in each box which is most appropriate to you.
3. Score the words selected
4. Join A to B & D to C



Select one from each box the term that most fit yourself

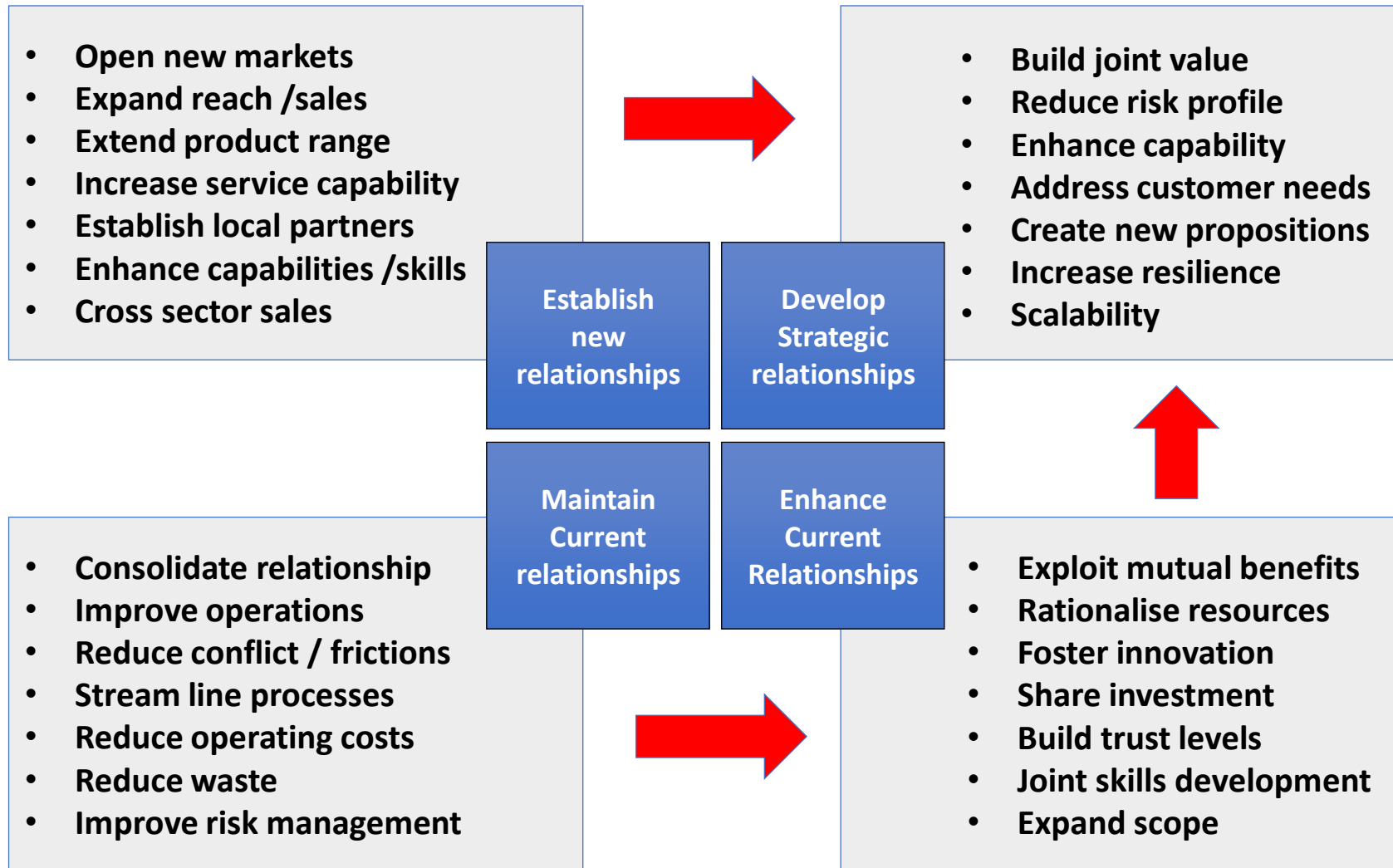
Approach-A		Skills background-C		Risk Profile - D		Personal profile-B	
10	Strategic	10	Programme management	10	Entrepreneurial	10	Visionary
9	Intuitive	9	Business development	9	Opportunity driven	9	Influencer
8	Outcome focused	8	Executive leadership	8	Innovative	8	Proactive communicator
7	Solutions development	7	Service delivery focus	7	Shared risk & benefits	7	Adaptable
6	Change management	6	Project management	6	Customer focused	6	Progressive
5	Planner	5	Contracts management	5	Margin protection	5	Open minded
4	Team Player	4	Supply chain management	4	Regulation focused	4	Self-motivated
3	Process oriented	3	Functional manager	3	Compliance driven	3	Goals driven
2	Rules driven	2	Team leader	2	Detail driven	2	Results based
1	Task focused	1	Hands on technician	1	Risk averse	1	Passive



Collaborative Capability Pathway



Where do we focus collaboration?



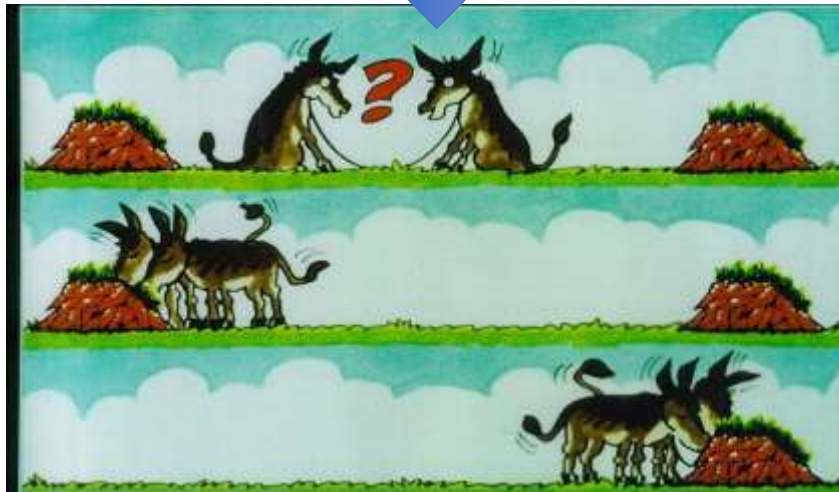
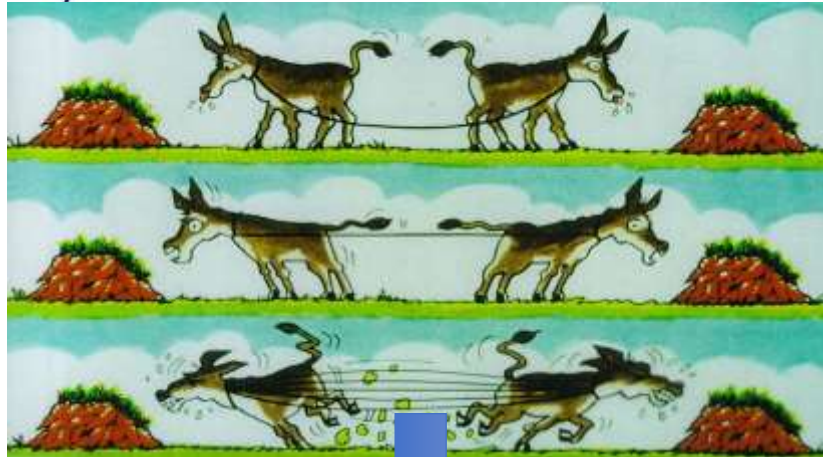
Collaborative Working: Attitudes and Behaviours



Collaborative Intent

Adversarial

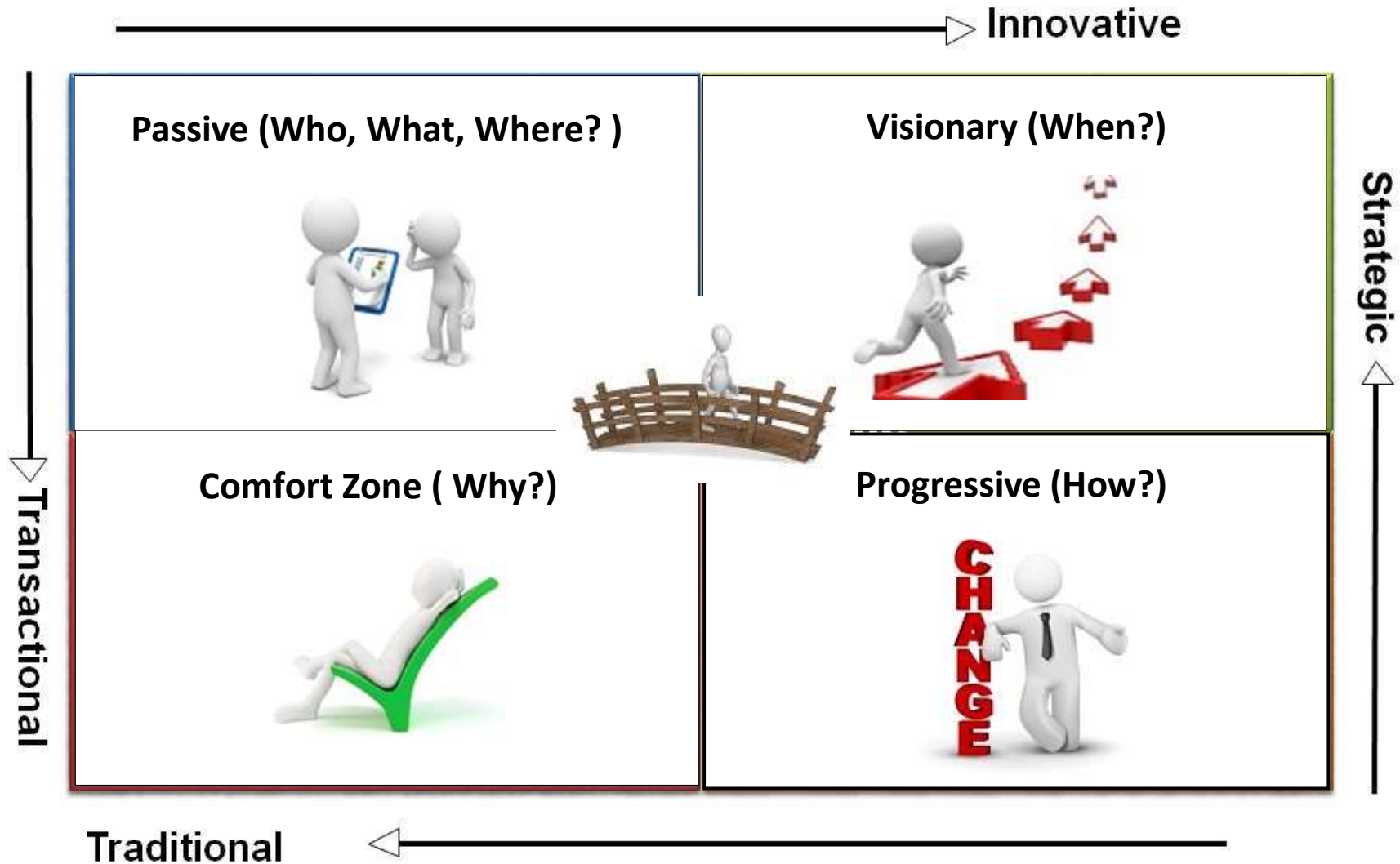
- Lack of clarity
- Conflicting objectives
- Differing agendas
- Internal stress
- Wasted effort
- Failed outcomes



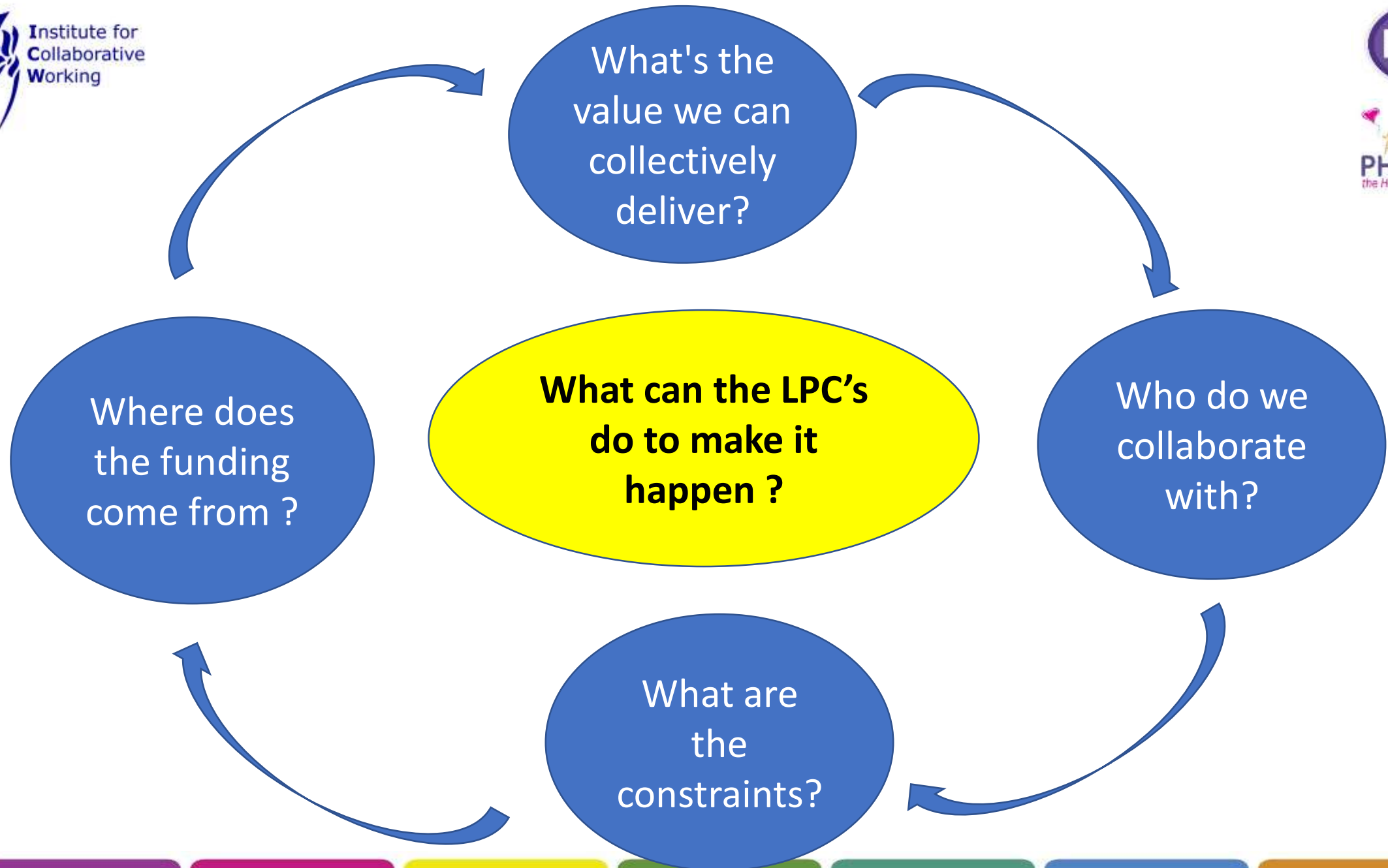
Collaborative

- Clarity of purpose
- Joint objectives
- Complimentary skills
- Optimised resources
- Joint management
- Integrated processes
- Mutual benefit

Understanding where you are





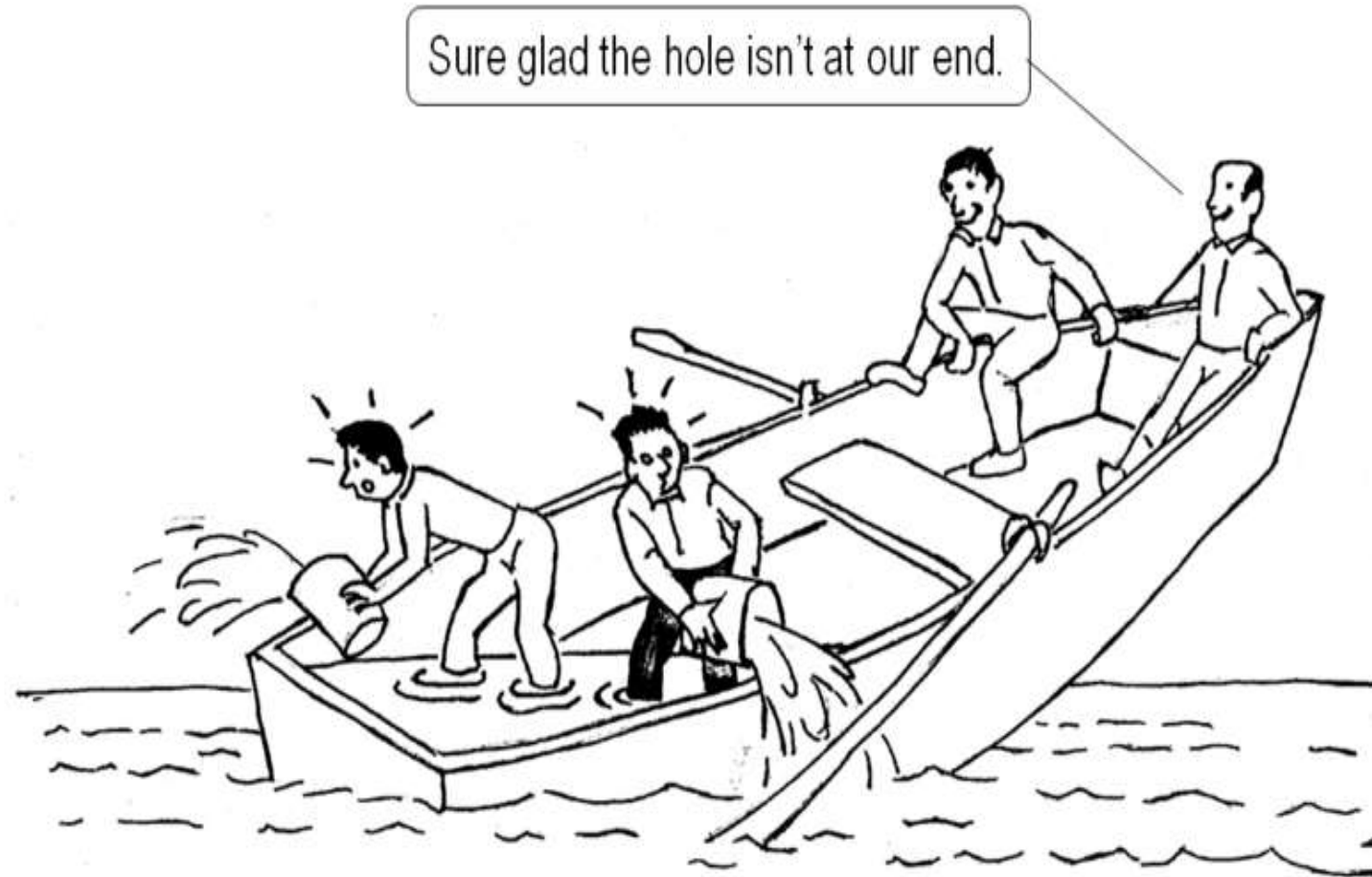


Action planning

- From what you have learned:-
 - Where do you want to collaborate
 - PSNC, LPCs, CP, GPs, PCNs
 - Who are the partners
 - LPC's, CP, GP's CCG's
 - What do you think their needs are – not yours
 - Think from their perspective
 - What are you going to do from here?
 - What are the three things to do that will make a difference?



Remember you can not collaborateon your own



Q & A



Thank You

