



**PHILIPPINES**  
**CONFERENCE 2020**

*Seeing things Clearly*

# **Hemant Patel**

North-East London Local Pharmaceutical Committee (NEL LPC)

**Transformation:**

**From Competition to Collaboration for New Outcomes**

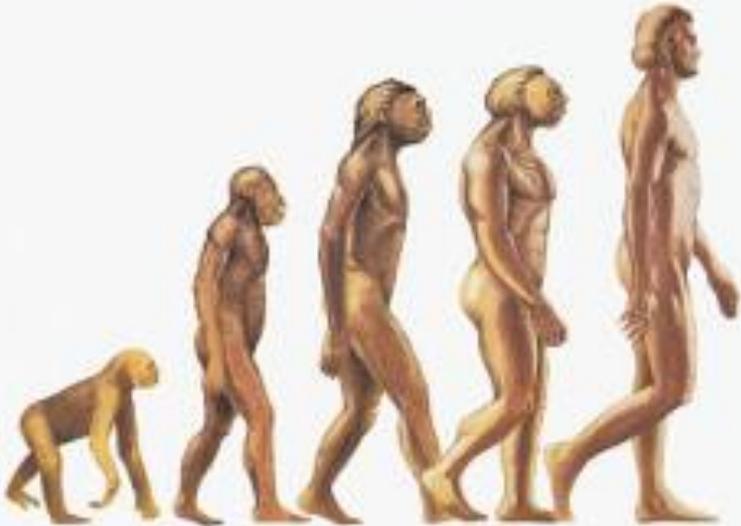


# Why is my talk important?

Current community pharmacy model is in terminal and accelerating decline.

# ORIGIN OF SPECIES

Complete and Fully Illustrated

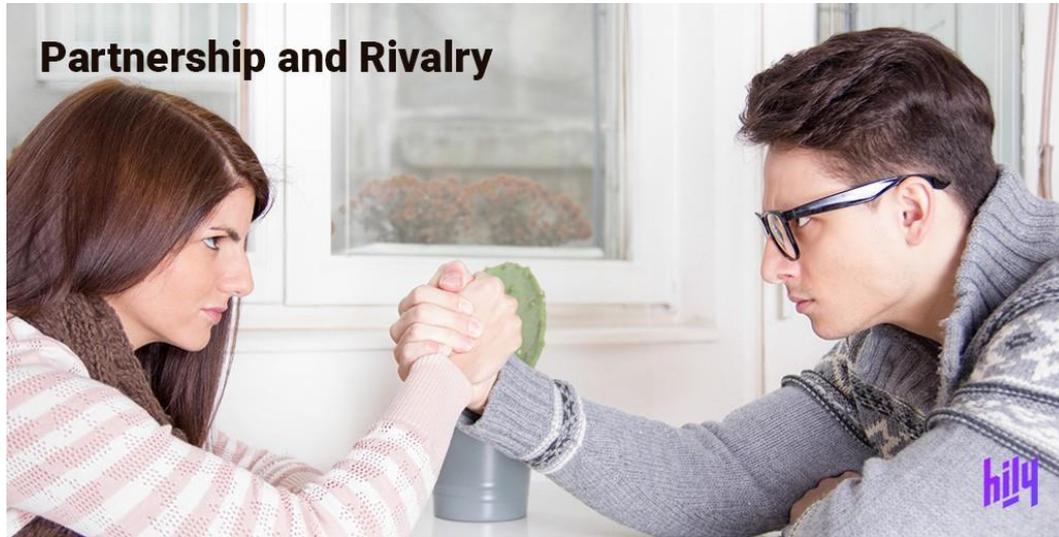


# CHARLES DARWIN

Survival of the fittest or  
extinction of the species?

- An **endangered species** is a type of organism that is threatened by **extinction**.
- **Species** become **endangered** for two main reasons: **loss of habitat and loss of genetic variation**.
- A loss of habitat can happen naturally... **And, it can also be engineered**.

“Competitiveness” is a biological trait that co-evolved with the basic need for (human) survival.



Some say:

- competition is an essential force in maintaining productive and efficient markets
- Competition also plays a major role in:
  - domestic politics (e.g., elections),
  - foreign relations (e.g., states compete for power and resources),
  - most sports of course, and
  - even the human quest for love is not free of competition.

# Why do we collaborate?

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*Collaborating* involves substantial organisational **commitment**, a very high level of **trust**, and extensive **sharing of turf**.

The qualitative difference between Cooperating and Collaborating is that collaborating partners demonstrate a public enthusiasm for—and commitment to the value of—**learning from each other to become better at what they do collectively**.



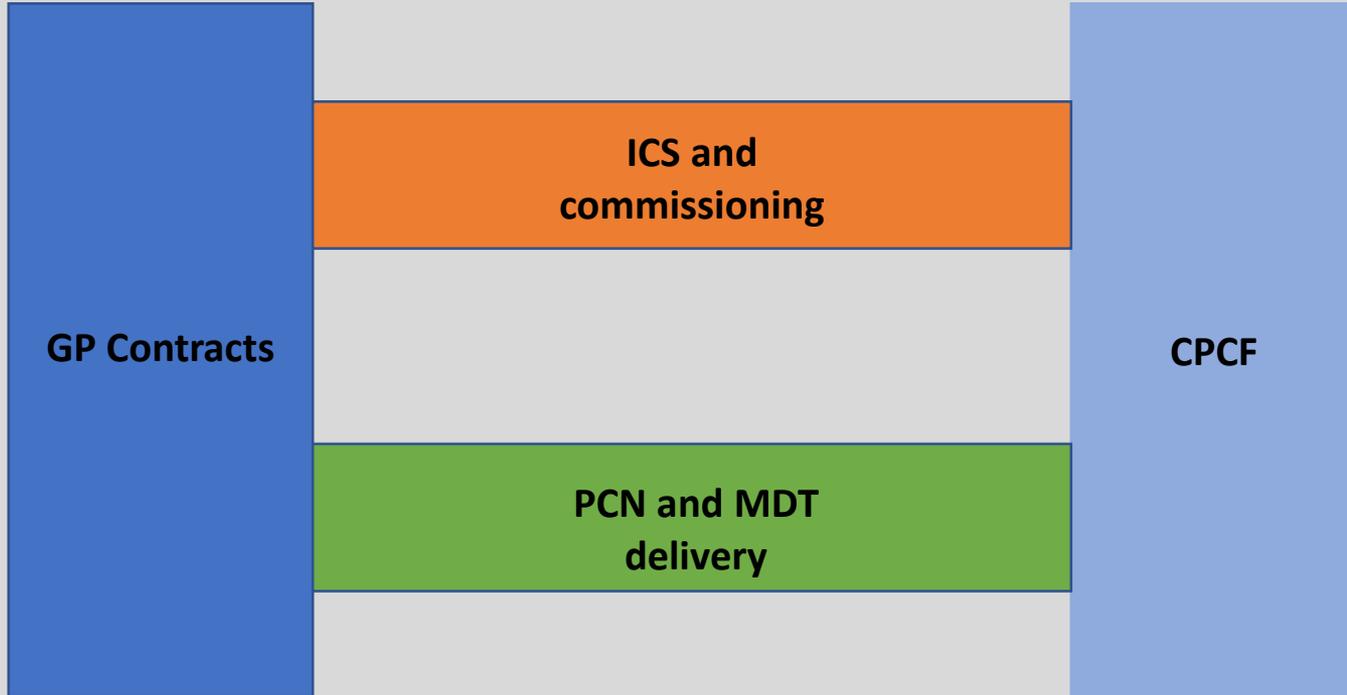
# What is the community pharmacy offer?

## Product Supply

## Integrated Services



# Linked: GP and Pharmacy Contracts



# Collaboration Quiz

- Why is **'multi-disciplinary care'** important?
- What is **'inter-operability'** and why is it important?
- What is **'place-based care'**?
- Why are **'integrated care contracts'** important?
- Why is **'public involvement'** important in healthcare?



**Multidisciplinary** teams convey many benefits to both the patients and the health professionals working on the team. These include improved health outcomes and enhanced satisfaction for clients, and the more efficient use of resources and enhanced job satisfaction for team members.

# Inter-operability

Making integrated personalised care possible

With new models of care emerging and evolving, there is a clear need for more effective information sharing between care settings, organisations and geographies, as well as between professionals and citizens, to optimise patient outcomes and quality of care.



- Collaboration through place-based systems of care offers the best opportunity for NHS organisations to tackle the growing challenges that they are faced with.
- Organisations should work together to govern the common resources available for improving health and care in their area.

# Place-based care

populations they serve.

**Kings Fund**

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# Integrated Care Provider Contracts

The ICP Contract will give commissioners the option to commission services through a single contract, to build in integration and remove operational barriers.



Management and Finance  
always aligned.

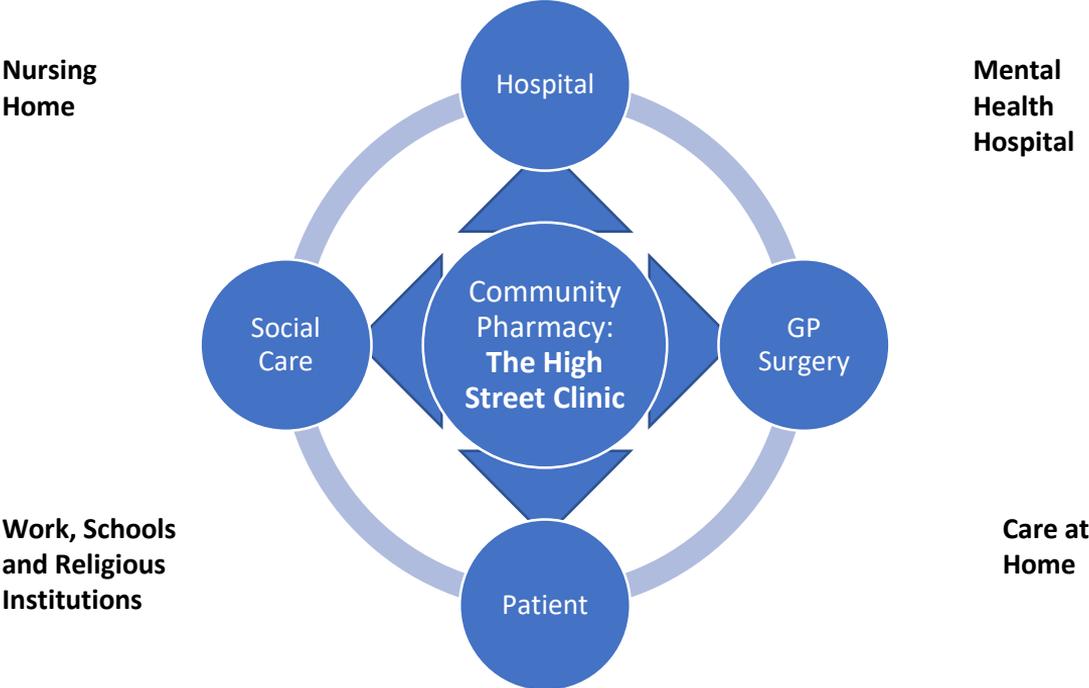


Making shared **decision**-making a reality: **No decision about me, without me** aims to answer that question. It clarifies what is meant by the term shared **decision**-making and what skills and resources are required to implement it and it also outlines what action is needed to make this vision a reality.

Public In

and Social  
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# Community Pharmacy: connected for impact



# A new way to provide community pharmacy services: a **High Street Clinic and federation**



**Transformation:  
From Competition to Collaboration  
for New Outcomes**

# Dr Keith Ridge:



‘Patients and the public expect all health care professionals to **work together**, with the aim of providing high quality care. There is now a major opportunity for pharmacy professionals to do that even more, as the **NHS turns towards a system wide, multidisciplinary team approach to health care.**



Dr Keith Ridge:

Primary care networks are at the heart of **collaborative working**: pharmacy professionals across all sectors are being asked to embrace the opportunity they provide, and local pharmacy leaders are being asked to adopt a more **collaborative style** to delivering the best outcomes for the patients.'

# When is collaborative work necessary?

- Collaborative work is not right for every organisation, or in every case.
- Research shows it works best for organisations that need to solve problems across different parts of the system, where:
  - cross-pollination of ideas improves the output,
  - where speed to 'market' is crucial, and
  - where getting people to co-own the solution will create more speed in the execution of the work.

# What does NHS England do?

## NHS England and NHS Improvement



- **New single operating model:**
  - NHS England and NHS Improvement
- London Region
- STPs
- ICSs
- PCNs

# Revitalised culture of support and collaboration



a move away from relying solely on arm's-length regulation and performance management **to supporting service improvement and transformation across systems and within providers**



strong governance and accountability mechanisms in place for systems to ensure that the **NHS as a whole can secure the best value from its combined resources**



a **reinforcement of accountability** at Board, Governing Body and **local system ICS level for adopting standards of best practice and making their contribution to critical national improvement programmes, on a comply or explain basis**



**making better use and improving the quality of the data and information that local systems and providers have access to improve patient services.**

# NHS Long Term Plan



‘Our approach to delivering the NHS Long Term Plan will balance national direction with **local autonomy to secure the best outcomes for patients.**



**Local implementation will be led by the clinicians and leaders who are directly accountable for patient care and making efficient use of public money.**



This will ensure **local health systems have the ability and accountability for shaping how the Plan is implemented’.**

## Thinking differently about commissioning

Learning from new approaches to  
local planning



Ruth Robertson  
Leo Ewbank

February 2020

Big changes are taking place in national NHS policy in England, as **collaboration replaces competition** as the key tool for **improving services**.

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- As a result, some parts of the country are **reimagining how they commission services**.
- While these places differ in how they are approaching implementation, they **share a common philosophy** of commissioning **focused on co-operation and joint ownership of risk among commissioners and providers** and, when this **cooperation** is most developed, across the **NHS and local authorities**.

# Collaboration, Staff, Leadership and Organisational Development (OD)

What is OD?

It is about:

- leading change,
- service improvement initiatives,
- engaging and motivating staff,
- developing their talents and
- improving potential of staff.

Great OD is about understanding context and culture, taking a systems approach and enabling NHS staff to design and deliver great patient care.

*NHS Leadership Academy*

- Implementing these collaborative approaches successfully requires a focus on the skills of staff working for commissioner and provider organisations, as they are being asked to work differently.
- ... staff need support to test and embed new ways of working.
- Investment in leadership and organisational development is critical to delivering this change.

# Co-production

- *'Co-production is an approach where people, family members, carers, organisations and commissioners work together in an equal way, sharing influence, skills and experience to design, deliver and monitor services and projects.*
- *Co-production acknowledges that people who use social care and health services (and their families) have knowledge and experience that can be used to help make services better, not only for themselves but for other people who need them, which could be any one of us at some time in our lives.*
- *Real co-production means that people are truly involved in planning and designing services from the very beginning.*

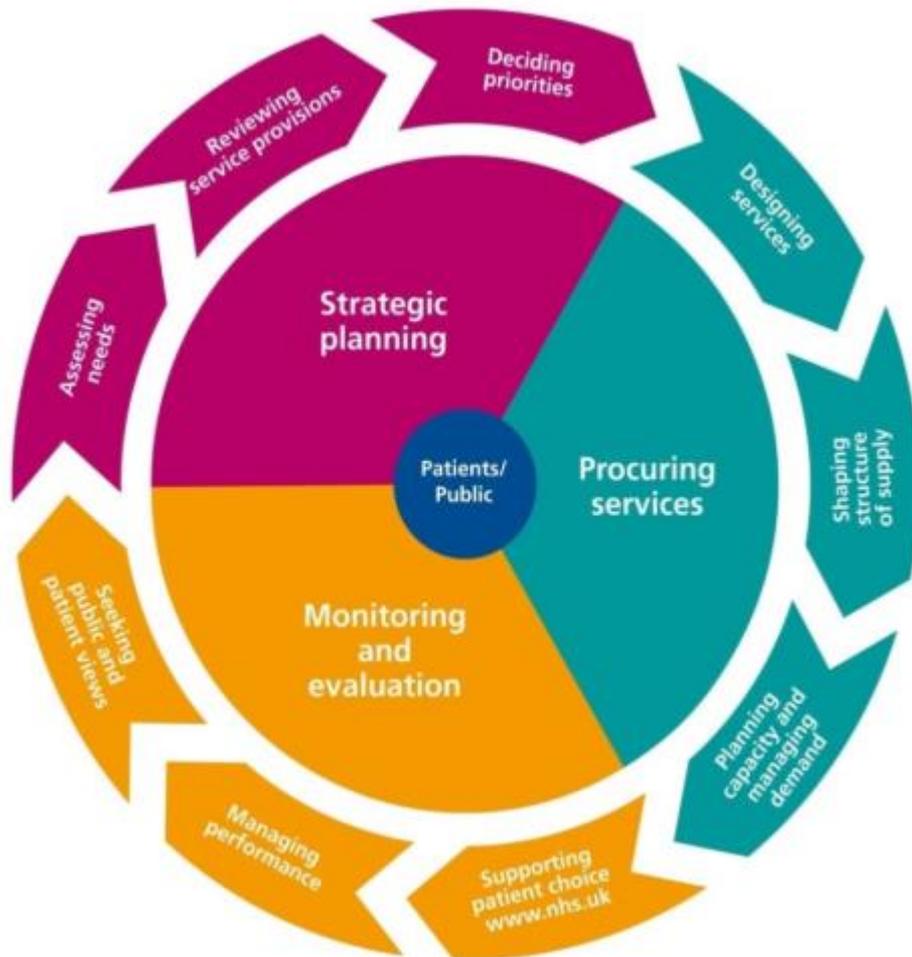


Share ownership of challenges and responsibility for service improvement

These **new collaborative approaches** hold out the prospect of moving beyond these debates by allowing commissioners to take their place within systems that **share ownership of challenges and responsibility for service improvement.**

## NHS commissioning

- commissioning cycle: **planning, procurement and monitoring.**
- Broadly, **commissioner's focus is shifting away from procurement** towards other parts of the cycle, with changes largely being implemented within existing organisational structures.



## Clinical involvement: contribute to commissioning processes

- As new approaches to commissioning develop and systems increasingly focus on **population health**, clinical involvement in commissioning will need to evolve.
- A wider range of professionals – spanning different clinical groups and other public service professionals – will need to contribute to commissioning processes in the future.



# Risks of collaboration (1):

- While more collaborative commissioning approaches bring risks that need to be managed (for example, in relation to conflicts of interest), the existing model of assurance is yet to strike the right balance between organisational and system-level scrutiny as well as national versus local line of sight.





WHY NOT KNOWING THE  
ANSWER CAN BE YOUR  
GREATEST STRENGTH

*Richard Branson*

## Risks of collaboration (2):

Not knowing the answer: The fundamental premise of collaboration is that you can use it to solve complex problems that are beyond the function of one domain or expertise.

- needs to be comfortable with a certain amount of uncertainty and ambiguity.
- Most people have built their careers — perhaps even their identity — on being the expert. They don't like feeling ignorant.

## Risks of collaboration (3):

**Fear of fighting.** Collaborating means dealing with conflicting priorities.

- Knowing how to **debate the tradeoffs** between many **viable options** means knowing how to argue with each other about the business in more open and visible ways.



# Understanding PCNs and LCPN

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Community pharmacy engagement with the local Primary Care Networks (PCN) would require an understanding of a **population health systems perspective** and an understanding of the following:

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- How there would be greater **pooling of data and budgets**?
- How the **population segmentation** will occur locally and how this information will be utilised for commissioning and delivery of services?
- What is meant by **place-based leadership** and how we draw on skills from different agencies and sectors and contribute to skills based on a **shared vision and strategy**?
- How we help **develop shared goals** based on analysis of local needs and evidence-based interventions?
- How we could help effective **community engagement**?
- How **incentives to encourage joint working** can be better managed?

# Collaboration: Responsibility for New Outcomes

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Sector's responsibility

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Leadership responsibility

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Organisation's responsibility

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Individual's responsibility

# Service-led Profession: Organisational Development Techniques



# Culture Change:

Collaboration and co-production

# Culture change for success is changing from being

**Hero**



**Team Player**



# Collaboration Quiz

Do you agree that

- **'multi-disciplinary care'** is important?

**Collaboration is important?**

- **'integrated care contracts'** are important?
- **'public involvement'** is important?

**Condition: eg diabetes**

	<b>Prevention</b>	<b>Early detection</b>	<b>Optimising treatment</b>	<b>Independent living</b>	<b>Urgent care</b>
Workforce					
Digital enablement					
Premises and network					
New integrated contract and regulation					
Public awareness and engagement					



A Vision for the 21<sup>st</sup> Century Community Pharmacy

# Remember:

- A collaborative effort needs one common goal and many minds to decide on completing it.
- One mind.
- One Goal.
- Can you do it?
- **Now write your collaboration plan for success**





More pics on [www.Li](http://www.Li)



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