



Partnership under Pressure

*Improving quality, performance and
working lives through positive engagement in
partnership*

Partnership under Pressure

The session will:

- Enable you to learn how partnership working can improve efficiency and quality of care
- Give you practical tools and knowledge to help improve the quality of patient services in ways that engage staff at all levels
- Inform you of examples of strong partnership working in organisations in Europe and the United States.
- Allow you to share your experiences of partnership working in your organisation

Outline of the session

- Update on the national SPF
- Presentation – why is partnership important for patients, trusts and staff
- Self assessment exercise – what is the state of partnership in the NHS?
- Presentation – case studies from Europe and the United States
- Group discussion – drivers for innovation and improvement in the NHS
- Presentation – making partnership happen
- Conclusions

Update on the national SPF



Background to the Social Partnership Forum

- It consists of representatives from NHS Employers, NHS Trade unions and the Department of Health
- Ministers and the Department of Health upholds the values of SPF in delivering high levels of cooperation and commitment to improve outcomes for patients.
- NHS trade unions believe it is in their members' best interest to engage in the SPF to seek solutions to challenges and problems.
- Employers welcome their involvement in the SPF as it is an opportunity for them to influence health policy and make sure it realises maximum benefits for patients.



SPF priorities

- Supporting staff through change and transfer
 - HR Transition Partnership Forum
 - Staff passport toolkit
- Workforce implications of QIPP
 - Identifying best practice
- Staff morale and engagement
 - Whistleblowing guidance
 - Staff survey priority areas
 - Aston research
- Strengthening partnership working
 - Partnership fund case studies

SPF handout



Social Partnership Forum

The Social Partnership Forum (SPF) brings together NHS employers, trade unions and the Department of Health to discuss, debate and involve partners in the development and implementation of the workforce implications of policy.

Welcome

This bulletin will give you a background to the SPF; let you know how it engages with the workforce implications of policy and how it is working to support staff and employers through the health reforms and the transition to new NHS structures. It highlights the importance of staff engagement and how it can lead to improved patient care. It also links to good practice case studies of successful partnership working in action.

An electronic version of this bulletin will be made available after the conference via the SPF website:
www.socialpartnershipforum.org

Rosemary Exton and Peter Totterdill



UK Work
Organisation Network



UK Work Organisation Network

A coalition committed to shared knowledge, collaborative action and policy advocacy

- **The future of work and organisations**
- **Closing the gap between leading-edge practice and common practice**



Why is partnership important for patients, trusts and staff?



The Issues

- There is no agreed definition of partnership
- Partnership agendas are stuck on industrial relations issues within the HR arena
- Partnership is by-passed
- Partnership means little to clinicians/managers
- Unions and HR are rarely literate in the drivers for improvement and innovation

The Issues

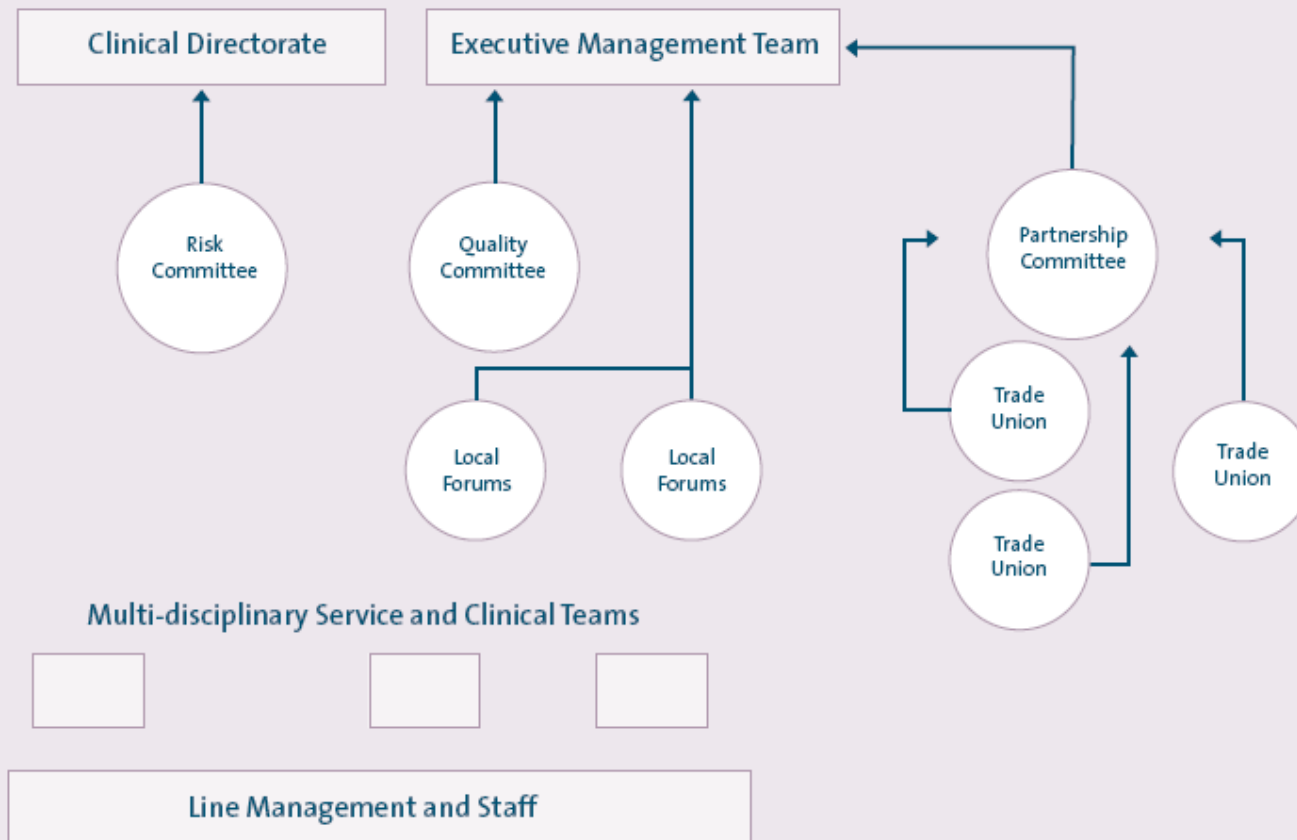
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Taking Stock

- **Representative participation alone has little direct impact on performance.**
- **Direct participation is strongly correlated with improved performance against several indicators - in some circumstances.**
- **BUT these improvements are both enhanced and more sustainable when direct and representative participation co-exist in a series of mutually reinforcing practices.**

Dis-integration

Figure 23 The dis-integration of participative governance.

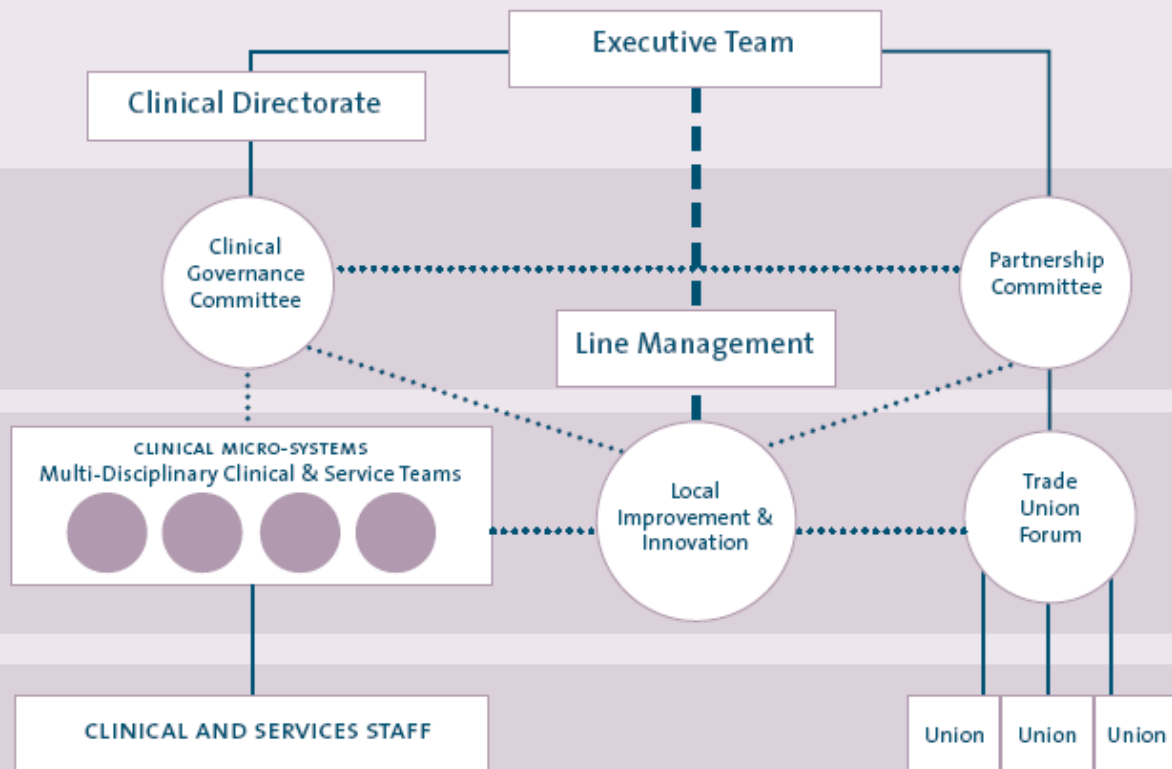


Barriers to Integrated Governance and Patient Care

- Structures and demarcations
- Communication and knowledge distribution
- Implementing change
- Line management
- Multidisciplinary teamworking
- Space for improvement and innovation
- Custom and practice
- More for less

Beyond the fragments

Figure 24 An integrated model of participative governance and management

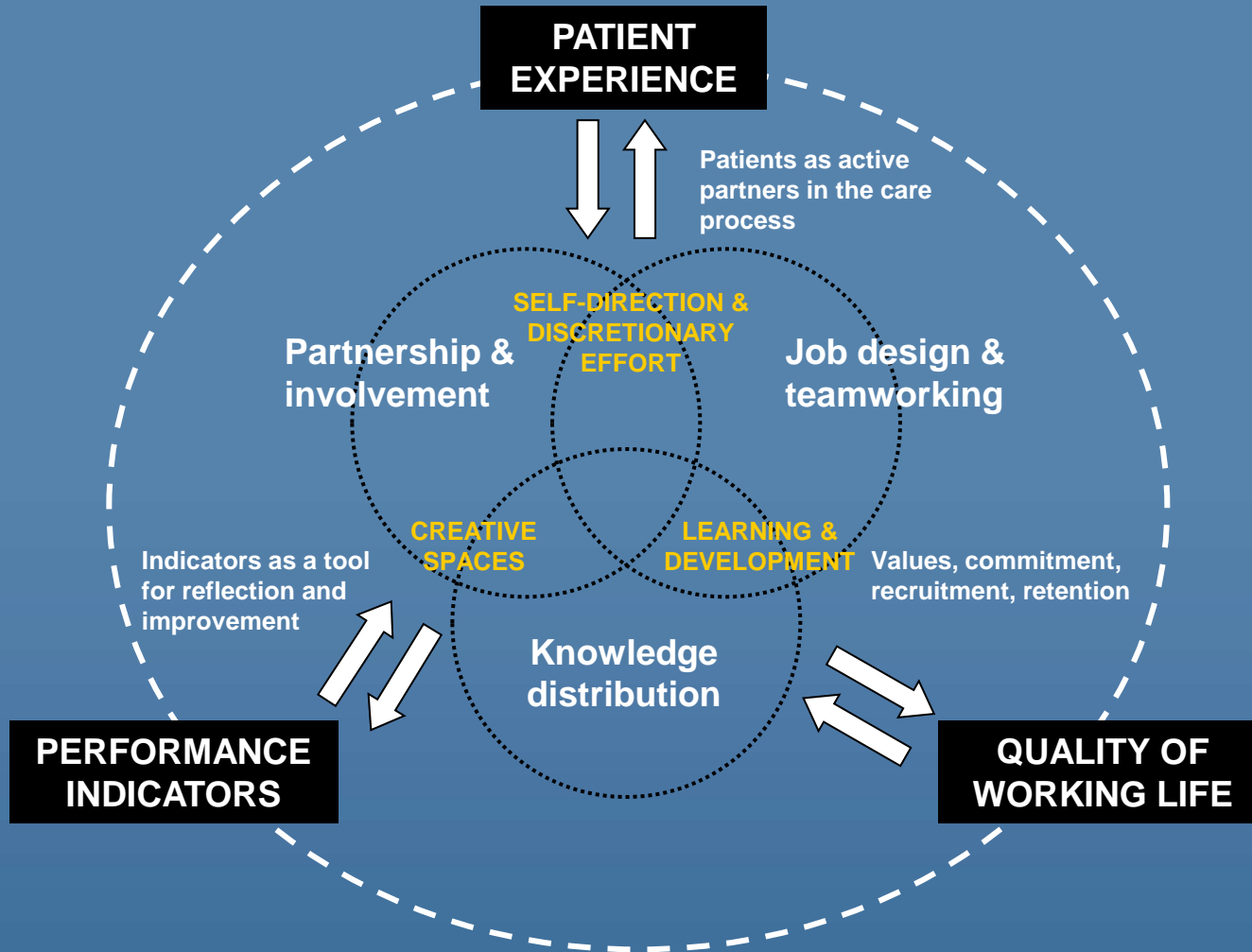


Partnership Resources for Integrated Governance and Patient Care

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A conceptual model of partnership and governance in the NHS



Self assessment exercise

Assessing the current state of partnership and involvement



Case studies from Europe and the United States



Case study evidence

Partnership as a driver
for direct staff
involvement

Partnership
approaches to service
integration

Partnership as the
context for local
innovation

Partnership for
sustainable change

Case study evidence

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- **Guastalla Hospital (Italy)**

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Partnership approaches to service integration

Partnership as the context for local innovation

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- **Kaiser Permanente**

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Partnership for sustainable change



Kaiser Permanente

“Value is with the workers”

The Value Compass



Case study evidence

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Partnership approaches to service integration

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Partnership for sustainable change

- Evidence from *Improving Working Lives* (UK)

Group discussion

Drivers for innovation and improvement in the NHS

Identifying the conditions under which partnership can act as a driver for innovation and improvement in the NHS

- How can partnership permeate the whole organisation?
- How can partnership drive quality improvement and patient-centred care?
- How can partnership stimulate entrepreneurial behaviour amongst staff at all levels?

Making partnership happen



- **Partnership committees as guardians of direct staff involvement in improvement and innovation**
- **Common agendas**
- **A systemic perspective**
- **Recognising and developing unions as knowledgeable participants**
- **Stimulating entrepreneurial behaviour at all levels of the organisation**

Conclusions



www.workplaceinnovation.eu

www.ukwon.net



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Thank you for attending our conference session. For more information about the Social Partnership Forum visit our website www.socialpartnershipforum.org

