

# Phase 2: Overview

## National Boards Collaboration for Transformational Redesign

July 2019

### Background

In order to support system-wide transformation within health and social care it has been agreed that there is a need for a coordinated approach to transformational change. The National Boards Collaboration (NBC) for Transformational Redesign has been established to develop this approach and is being led by Healthcare Improvement Scotland (HIS) and NHS National Services Scotland (NSS) on behalf of all National Boards. Phase 1 of the NBC for Transformational Redesign identified the need to create a collective proposition to inform the model of support and identified actions to be taken forward in two areas:

- Co-Designing the Model
- Prototyping Collaborative Approaches

### Co-Designing the Model

Phase 1 identified the following key elements for a model for delivering a coordinated approach to transformational change:

- A mechanism for managing demand (portfolio office function).
- A diagnostic phase for requests/commissions to understand need and prioritise activities.
- A process for aligning prioritised activities with available capacity and capabilities.
- A mechanism for supporting efficient delivery pulling on capabilities from various organisations.
- Strong evaluation to understand added value, and provide a feedback loop.

In order for this work to progress at pace, the co-design of the model is being undertaken in parallel with practical prototyping during Phase 2.

### Current state

An additional level of structure for managing this process has been introduced but this is currently being managed within existing resources which may not be sustainable in the longer-term:

- Requests for transformation support are received and triaged by the NBC for Transformational Redesign Leads from HIS and NSS.

- Where working in collaboration is perceived to add value, engagement with relevant partners is undertaken to identify contributions and form multi-disciplinary teams.

### Future state

Phase 2 will undertake work to:

1. Design the portfolio office function for managing NBC for Transformation Redesign programmes and projects. This could range from a small formal portfolio management office to an informal network underpinned by good behaviours – this may evolve as the model becomes more mature.



2. Further understand core capabilities and unique skills and assets of National NHS Boards and partner organisations.
3. Develop the concept of the cross-organisation multi-disciplinary team and how this is mobilised, including drawing down capabilities from a wider range of partners to support scale-up and growth of the model.
4. Further understand instances where collaboration (as opposed to alignment) will add value.

### Prototyping Collaborative Approaches

During Phase 2 we will prototype the approach in a number of key areas:

#### Bespoke Support

Phase 1 identified that the NBC should test the delivery of a more co-ordinated and aligned bespoke support offering in partnership with one health and social care system.

**Lanarkshire's Mental Health & Wellbeing Strategy** - Lanarkshire's Mental Health and Wellbeing Strategy development and implementation programme has been identified as a programme of work to design, develop, test, review and evaluate the multi-disciplinary improvement team (MDIT) approach. The NBC prototype team will work in partnership with the locally-led MDIT to support the transformation programme, including provision of Programme Management resources (PGMS, NSS) and input from strategic planning and service design subject matter experts (TRU, HIS).

## Support to National Transformation Programmes

Phase 1 identified that work should be undertaken in the priority areas of Primary Care and Mental Health to develop and test practical approaches to better aligning the existing National NHS Board offers. As well as ensuring alignment and effective interfaces, this work will help refine our understanding of the types of commissions that need to go through a collaborative scoping and design approach.

**Technology Enabled Care (TEC) Transforming Local Systems Pathfinders programme** – this programme (led by the Scottish Government) aims to support local projects with a design-led approach (using the Scottish Approach to Service Design) to creating innovative digital solutions targeting specific health and care needs. It provides an opportunity to ensure there is appropriate focus on a combined approach across system/process redesign, technology, and workforce and culture whilst also testing the approach to identifying the relevant capacity and capability within the National NHS Boards that can be deployed as part of a collaborative model.

## Strategic Alignment

**Mental Health** – following initial work to map mental health work we are now considering opportunities to share this more widely through a range of channels (Contact - Belinda Robertson, Head of Improvement Support, HIS).

**Primary Care** – we are progressing to an initial meeting of National NHS Boards to consider work in primary care (Contact - Greg Thomson, NSS).

## What Next?

We will continue engage with the National NHS Boards and other key partners (including territorial NHS Boards, Integration Authorities, Care Inspectorate, Improvement Service and the third and independent sectors) to continue to co-design this approach and to identify further opportunities where stronger alignment or collaboration can add value.

## Key Contacts

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