Getting buy in to improve performance from commissioners or providers. A case study from Leicester.
Today we will be talking about...

- This is a key relationship.
- If one flourishes both flourish.
- If one fails both fail.
- No one side of the equation has:
  - All the responsibility
  - All the knowledge
  - All the answers
- This is what patients expect and deserve
Old thinking

- Performance is the providers job. Its what we pay for.
- Commissioners need to manage demand better.
- Fines incentivise behaviour
- This is within the gift of one part of the system.
- If only they…….

New Model

- Performance is all our responsibility.
- We all need to reduce referrals.
- Everyone wants this to work.
- No one part of the system can deliver this.
- How can we……
Underpinning Philosophy – Speed of trust

One team shared values
<table>
<thead>
<tr>
<th>Character Behaviors</th>
<th>Grade Performance from 1 to 5 (1=low, 5=high)</th>
<th>Opposite Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talk straight</td>
<td></td>
<td>Spin the truth</td>
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<tr>
<td>Demonstrate respect</td>
<td></td>
<td>Don’t show you care</td>
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<td>Create transparency</td>
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<td>Withhold information</td>
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<td>Right wrongs</td>
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<td>Don’t admit mistakes</td>
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<td>Show loyalty</td>
<td></td>
<td>Sell others out, take credit</td>
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<tr>
<td>Competence Behaviors</td>
<td></td>
<td></td>
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<tr>
<td>Deliver results</td>
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<td>Deliver on activities, not results</td>
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<td>Get better</td>
<td></td>
<td>Don’t try to improve</td>
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<td>Confront reality</td>
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<td>Bury your head in the sand</td>
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<td>Clarify expectations</td>
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<td>Assume or don’t disclose</td>
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<tr>
<td>Practice accountability</td>
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<td>Don’t take responsibility</td>
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<tr>
<td>Character &amp; Competence Behaviors</td>
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<tr>
<td>Listen first</td>
<td></td>
<td>Don’t listen or only pretend to listen</td>
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<td>Keep commitments</td>
<td></td>
<td>Violate promises</td>
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<tr>
<td>Extend trust</td>
<td></td>
<td>Withhold trust</td>
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</table>
What does this look like in practice

- Deliver actions.
- Open dialogue and debate.
- Talk lots outside of formal meetings and structures.
- Help even when it’s personally awkward – e.g. IPT.
- Difficult conversations are not the same as a difficult relationship.
- Share data.
- Share frustrations and failings.
- Note and thank people for improvements.
- Keep finding out.
- Keep going with the approach despite external pressure.
Success Delivered

- All three RTT standards (when applicable)
- Diagnostic recovery – 3000 over 6 weeks (13%) to 140 (1%)
- Lowest Cancer backlog since April 2014.
- Meetings with an atmosphere of support.
- Coming to work feeling like you have partners not supervisors.
Provider Reflections

- Better working in this system.
- Patients expect us to behave exactly like this.
- No energy spent ‘spinning’ the problem or explaining away.
- More time to confront the reality.
- Honesty helps people understand.
Commissioner Reflections

• Joint ownership of whole pathways
• Engaging and listening to front line clinicians to identify solutions and following through to ensure delivery.
• Jointly agree and own the priority areas
• Focus on identifying practical solutions, not political grandstanding
• Don’t waste time apportioning blame, acknowledge the current position and move forward from here
• Ongoing dialogue to share problems and find solutions
• Openness, transparency and honesty
Questions?