SHA Assurance
Key messages from the South Central Pilot
Contents

- Process
- Overall strengths
- Overall weaknesses
- Some key messages from the OHI survey
- Some key messages from the system health survey
- Going forward
Process

- Thank you
- Too heavy and intensive
- Director Generals fulfilled their commitment
- We fulfilled our commitment
- The OHI survey worked well
- The system performance and system health elements need work on content, format and calibration
- It identified strengths and weaknesses that we recognised, and brought at least one new insight
- Roll out to SHAs
- Final elements for us
Strengths

• We went in with a good reputation with the Department, and came out with that enhanced

• Six key strengths identified
  – Leadership of the system
  – Performance Management
  – Strategic approach on key issues
  – Change to a clinical organisation
  – Leadership on public health with fluoridation
  – Modelling and reinforcing good behaviours
Weaknesses

- Complexities/changes around NESC arrangements had prevented good integration of the workforce agenda
- More disciplined on performance than on strategic change
- Local systems behaviour and action underdeveloped – action needed at local, regional and national levels
Key Messages from the OHI survey
The South Central OHI captured the perceptions of a representative sample from across the organisation.

100% = 99 participants

**People invited to survey**
- 150
- 51
- 99

**Completed survey**
- 99

**Response rate** 66%

**Portfolio**
- Non-Executive Director
- Finance and Performance
- Strategy and Reform
- Communications and Corporate Affairs
- Clinical Standards
- Other

**Management level**
- Chief Executive/Executive Directors/Directors (SMT)
- Associate Director (Band 8C, 8D and 9)
- Director (Band 9)
- Manager (Band 7, 8A and 8B)
- Up to and including Band 6

**Age**
- Above 55 years
- 20–25 years
- 26–30 years
- 31–40 years
- 41–55 years

**Tenure**
- More than 6 months and less than a year
- Less than 6 months
- 6–10 years
- 11 + years
- 1–2 years
- 3–5 years

The South Central OHI captured the perceptions of a representative sample from across the organisation.
South Central SHA perceives itself as a healthy organisation

Alignment has a mixed outcome – Leadership is one of the strongest elements overall but Direction is barely at a common standard and Environment and values is overall the weakest element, rated not effective.

Execution ranges from solidly common to superior – Motivation is the highest rated element in the profile.

Renewal also ranges from solidly common to superior.

SOURCE: SC SHA Organisational Health Index, (n= 99)
The SHA’s organisational health outcomes profile is broadly similar to that of peers and the overall survey database.

SHA outcomes compared to database:

- **Direction**
- **Leadership**
- **Environment and values**

- **Accountability**
- **Coordination and Control**
- **Capabilities**
- **Motivation**

- **Innovation**
- **External orientation**

The SHA perceives its capability outcomes as weak compared to peer organisations.

The SHA’s people are well motivated compared to peer organisations.

Recent changes made within the SHA may be seen as evidence of the SHA’s ability to change and innovate when required.

**SOURCE:** SC SHA Organisational Health Index, (n=99)
The senior executive team has a significantly more positive perception of the SHA’s organisational health.

**Chief Executive/Executive Directors/ Directors, n=6**

- Direction 73%
- Accountability 87%
- Leadership 83%
- Coordination and control 87%
- Innovation 89%
- External Orientation 83%
- 57% Capability
- 63% Environment and values
- 93% Motivation

**Associate Director (Band 8C, 8D and 9), n=28**

- Direction 46%
- Accountability 66%
- Leadership 62%
- External Orientation 67%
- 51% Capability
- 73% Environment and values
- 36% Motivation

**Manager (Band 7, 8A and 8B), n=33**

- Direction 59%
- Accountability 67%
- Leadership 75%
- Coordination and control 56%
- Innovation 65%
- External Orientation 70%
- 60% Capability
- 51% Environment and values
- 73% Motivation

**Up to and including Band 6, n=32**

- Direction 49%
- Accountability 73%
- Leadership 74%
- External Orientation 72%
- 68% Capability
- 67% Environment and values
- 51% Motivation

SOURCE: SC SHA Organisational Health Index, (n= 99)
South Central SHA already demonstrates many of its desired organisational characteristics

Results from values survey

Least desired values
- Slow-moving
- Arrogant
- Fear
- Bureaucracy
- Stress
- Lack of shared purpose

Current values
- Continuous Improvement
- Results orientated
- Rule orientated
- Operational focus
- Visionary

Most desired values
- Courage to do what’s right
- Values-driven
- Excellence
- Empowerment
- Openness
- Well organised
- Respect for people

Silos
- Hierarchical

Remove:
Current weaknesses which should be cast off

Sustain:
Current strengths that should continue

Develop:
Values are wanted to a larger extent

SOURCE: SC SHA Organisational Health Index, (n= 99)
Although the SHA is doing well overall, improving the environment and structure within which staff work could be highly beneficial

<p>| | | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1 Motivation and leadership are real strengths for the SHA</td>
<td></td>
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<tr>
<td></td>
<td>The SHA has highly motivated and enthusiastic people</td>
<td></td>
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<td>. . . who feel that leadership is strong and effective</td>
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</tr>
<tr>
<td>2 The SHA would benefit from a stronger sense of vision and values</td>
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<td></td>
<td>Staff do not feel engaged at a personal level with the SHA vision . . .</td>
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<td></td>
<td>. . . and the organisation is not building its culture and values as well as it could</td>
<td></td>
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<tr>
<td>3 Whilst the SHA perceives itself as capable, it should invest more in managing for better performance</td>
<td></td>
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<tr>
<td></td>
<td>Most staff feel that the SHA has the capabilities required to deliver its core goals . . .</td>
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<td></td>
<td>. . . but the SHA is not investing in building internal capabilities . . .</td>
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<td></td>
<td>. . . and performance management will need to improve in order to track the need and impact of capability development</td>
<td></td>
</tr>
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<td>4 The SHA is effective at adapting, but should give more support to the generation and sharing of ideas within the organisation</td>
<td></td>
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<tr>
<td></td>
<td>The SHA readily and effectively adapts to changes . . .</td>
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<tr>
<td></td>
<td>However, openness to entrepreneurship and nurturing of ideas from within the organisation could be supported more</td>
<td></td>
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</table>

Your views on these issues are significantly more positive than the rest of the organisation . . .
## Motivation and leadership are real strengths for the SHA

The SHA has highly motivated and enthusiastic people . . .

<table>
<thead>
<tr>
<th>Practice</th>
<th>Often/always</th>
<th>Sometimes</th>
<th>Neutral</th>
<th>Seldom/never</th>
<th>Strongly disagree/disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the organisation, people are generally enthusiastic about their jobs</td>
<td>15</td>
<td>6</td>
<td>67</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People exert extraordinary effort when needed</td>
<td>9</td>
<td>7</td>
<td>85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel motivated to achieve my performance goals/objectives</td>
<td>3</td>
<td>27</td>
<td>81</td>
<td></td>
<td></td>
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</tbody>
</table>

. . . who feel that leadership is strong and effective

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</tr>
</thead>
<tbody>
<tr>
<td>My line manager provides a good role model for me to follow</td>
<td>15</td>
<td>79</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My line manager has a deep understanding of the organisation</td>
<td>9</td>
<td>84</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The actions of the senior management team are aligned with the organisation’s strategy</td>
<td>3</td>
<td>27</td>
<td>70</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My line manager makes high quality decisions</td>
<td>13</td>
<td>74</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My line manager maintains constructive relationships with his/her direct reports</td>
<td>10</td>
<td>81</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

“I really enjoy working at South Central”

“The SHA is not necessarily perfect but it is a fantastic place to work and it does make a difference to the delivery of healthcare across the region”

“On the whole my perception of the organisation is very positive...I receive the support I need to develop in my role from line management”

SOURCE: SC SHA Organisational Health Index, (n= 99)
The SHA would benefit from a stronger sense of vision and values

### Staff do not feel engaged at a personal level with the SHA vision...

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<tr>
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<th>Strongly disagree/disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organisation’s vision is cascaded deep into the organisation</td>
<td>15</td>
<td>6</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>Managers at all levels of the organisation explain the vision to make it</td>
<td>9</td>
<td>7</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>The organisation’s vision is meaningful to its staff on a personal level</td>
<td>3</td>
<td>27</td>
<td>49</td>
<td></td>
</tr>
<tr>
<td>Staff’ day-to-day behaviour is guided by the organisation’s strategy</td>
<td>-26</td>
<td>-40</td>
<td>35</td>
<td></td>
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</tbody>
</table>

**Quotes**

- "There needs to be better internal communication so that everyone is aware of progress made and to increase sense of ‘identity’ of the organisation"
- "Most people who work outside Rivergate feel they are not properly informed of SHA business, often do not participate in new SHA initiatives and feel ‘separated’ from the hub"

### ...and the organisation is not building its culture and values as well as it could

<table>
<thead>
<tr>
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<th>Strongly disagree/disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organisation’s culture and values are clearly defined</td>
<td>19</td>
<td>27</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>Managers communicate a set of values that are personally meaningful to</td>
<td>18</td>
<td>34</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>The organisation consciously publicises and disseminates values within</td>
<td>24</td>
<td>33</td>
<td>43</td>
<td></td>
</tr>
<tr>
<td>The organisation uses values as an important factor in the people</td>
<td>34</td>
<td>29</td>
<td>36</td>
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</tbody>
</table>

**Quotes**

- "Improved communication and inclusiveness is essential"

**Source**: SC SHA Organisational Health Index, (n= 99)
Whilst the SHA perceives itself as capable, it should invest more in managing for better performance (1/2)

Most staff feel that the SHA has the capabilities required to deliver its core goals . . .

- The organisation has what it takes (i.e., core competencies) to achieve its strategy
- The organisation has people with the ‘right’ skills to deliver its strategy
- The organisation has the knowledge to deliver its strategy

. . . but the SHA is not investing in building internal capabilities . . .

- The organisation regularly reviews and enhances its internal training programs to reflect the latest processes and knowledge
- The organisation provides on-the-job assignments to develop the capabilities of senior managers
- The organisation uses job-rotation to broaden the experience and capabilities of managers
- Managers in the organisation provide helpful coaching

SOURCE: SC SHA Organisational Health Index, (n= 99)
Whilst the SHA perceives itself as capable, it should invest more in managing for better performance (2/2)

... and performance management will need to improve in order to track the need and impact of capability development

The organisation provides clear performance expectations by emphasising each employee’s personal obligation

The organisation provides attractive incentives (financial or otherwise) to motivate people to achieve their performance objectives

The organisation’s performance development review process collects accurate information about people’s strengths, weaknesses and potential

The organisation’s performance development review process clearly differentiates different levels of performance

The organisation has created clear links between performance and consequences

The organisation recognises performance results that exceed an employee’s personal obligation

“Care and support loyal staff and make rewards financially more in line with private sector.”

“Care and support loyal staff and make rewards financially more in line with private sector.”

“areas where improvements could be made include better HR processes and support...”

“The current reorganisation recognises and attempts to address a number of improvements...therefore should aid an improved focus on quality and increased clarity of direction and accountability.”

SOURCE: SC SHA Organisational Health Index, (n= 99)
The SHA is effective at adapting, but should give more support to idea generation and sharing within the organisation

The SHA readily and effectively adapts to changes . . .

<table>
<thead>
<tr>
<th>The organisation is aware of important trends/developments in its industry</th>
<th>Often/always</th>
<th>Sometimes</th>
<th>Neutral</th>
<th>Seldom/never</th>
<th>Strongly disagree/disagree</th>
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<tr>
<td></td>
<td>4</td>
<td>14</td>
<td>82</td>
<td>64</td>
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</tbody>
</table>

The organisation responds effectively to the changing healthcare environment

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<tr>
<th></th>
<th>Often/always</th>
<th>Sometimes</th>
<th>Neutral</th>
<th>Seldom/never</th>
<th>Strongly disagree/disagree</th>
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<td>1</td>
<td>18</td>
<td>81</td>
<td>62</td>
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The organisation readily adopts new performance improvement ideas

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<thead>
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<th>Often/always</th>
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<th>Neutral</th>
<th>Seldom/never</th>
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<td></td>
<td>8</td>
<td>20</td>
<td>73</td>
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The organisation changes/improves at a greater rate than its peers (i.e., other SHAs)

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<td>5</td>
<td>29</td>
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However, openness to entrepreneurship and nurturing of new ideas from within the organisation could be supported more

<table>
<thead>
<tr>
<th>The organisation provides opportunities for entrepreneurial staff to pursue new ideas</th>
<th>Often/always</th>
<th>Sometimes</th>
<th>Neutral</th>
<th>Seldom/never</th>
<th>Strongly disagree/disagree</th>
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<td></td>
<td>29</td>
<td>42</td>
<td>29</td>
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The organisation has clear processes and systems for staff to contribute improvement ideas

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<tr>
<th></th>
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<th>Sometimes</th>
<th>Neutral</th>
<th>Seldom/never</th>
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<td>27</td>
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The organisation facilitates regular knowledge/idea sharing forums across the organisation

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<th></th>
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Management encourages staff to take calculated risks

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<td>26</td>
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Management encourages different parts of the organisation to jointly pursue improvement opportunities

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<td>23</td>
<td>34</td>
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The organisation provides incentives (financial or otherwise) for staff to develop and implement improvement ideas

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<td></td>
<td>68</td>
<td>15</td>
<td>17</td>
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</table>

The organisation is already making changes to structure and culture, which I think will make a huge difference to the way we work, this cannot yet be reflected in the survey, but feel it should be noted

"True empowerment is never achieved until staff feel safe when taken calculated and reasonable risk"

"The organisation appears to be frightened to allow staff autonomy to do what is right - as a result staff do not take the initiative"

"Move the focus to Strategic rather than Operational; more cross-portfolio working. Develop our own staff and processes and work with the PCTs/Providers/Local Authorities/GOSE to share best practice & do more joint working."

SOURCE: SC SHA Organisational Health Index, (n= 99)
This pilot represents a preliminary test of this new tool and results should be viewed in light of this fact.

Analysis focused on areas of strongest agreement/disagreement in the participants’ responses in order to identify key themes.

To continue to refine this tool and develop more accurate insights, a full evaluation of the pilot will be undertaken and feedback on the process and results will guide this effort.
The System Survey identified some strong and consistent messages from participants

The survey identified a strong sense of accountability and shared values in the system . . .

1. The system promotes and is aligned around NHS values

2. The system anticipates significant changes and perceives itself as well prepared to handle unexpected events

3. Organisations are clear on their accountabilities within the system and have some understanding of the roles of others

. . . with an opportunity to create a more “system-wide” improvement model and a desire to work more collaboratively

4. The system would benefit from a more “system-wide” perspective and improvement approach

5. To collaborate more effectively the system needs to identify and address conflicts and cooperate on best practice improvement ideas

SOURCE: NHS South Central System Survey (n=81: SHA=7, PCT=34, Provider=39)
The system promotes and is aligned around NHS values

The system leadership promotes NHS values (e.g. equality, respect and dignity)

There is a sense of alignment within this system on NHS values (e.g. equality, respect and dignity)

People in the system feel a sense of shared loyalty to the wider NHS

When change occurs within the system, the fundamental values of the system remain intact

[The SHA is good at] “Encouraging alignment of some of the NHS values by promoting them locally” (Provider)

[The SHA makes a] “Clear articulation of values - especially the focus on quality and the need for transformation” (PCT)

[The SHA is good at] “Setting out the values and leading by example” (SHA)

SOURCE: NHS South Central System Survey (n=81: SHA=7, PCT=34, Provider=39)
The system anticipates significant changes and perceives itself as well prepared to handle unexpected events

<table>
<thead>
<tr>
<th>System questions</th>
<th>All parties</th>
<th>SHA</th>
<th>PCT</th>
<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>The system anticipates significant financial changes</td>
<td>12</td>
<td>77</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>71</td>
<td>29</td>
<td>85</td>
</tr>
<tr>
<td>The system anticipates significant policy changes</td>
<td>29</td>
<td>71</td>
<td>6</td>
<td>85</td>
</tr>
<tr>
<td></td>
<td>26</td>
<td>71</td>
<td>29</td>
<td>85</td>
</tr>
<tr>
<td>There is sufficient planning within this system ensures that it is robust enough to handle significant unexpected events</td>
<td>25</td>
<td>57</td>
<td>15</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>57</td>
<td>15</td>
<td>59</td>
</tr>
<tr>
<td>The system has the capabilities required to be resilient (e.g., leadership, processes)</td>
<td>27</td>
<td>59</td>
<td>15</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>59</td>
<td>15</td>
<td>59</td>
</tr>
<tr>
<td>There is sufficient leadership capacity across the system to ensure performance continues despite significant unexpected events</td>
<td>22</td>
<td>46</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>32</td>
<td>46</td>
<td>18</td>
<td>69</td>
</tr>
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</table>

“The system always rises well to the challenge of unexpected events - it thrives on it. The SHA wide checks, that plans are in place and tested, are good” (Provider)

“Good resilience planning is well supported” (Provider)

“Nursing and midwifery strategy is under development and is a good example of thinking ahead” (Provider)

[The SHA is good at] “Financial resilience and planning - recognising the need for appropriate contingencies” (PCT)

SOURCE: NHS South Central System Survey (n=81: SHA=7, PCT=34, Provider=39)
Organisations are clear on their accountabilities within the system and have some understanding of the roles of others

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<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organisation’s accountabilities are clear as a part of the system</td>
<td>6 85</td>
<td>14 86</td>
<td>100</td>
<td>13 74</td>
</tr>
<tr>
<td>It is clear to me how our organisation’s individual strategy fits into the overall strategy for the system</td>
<td>14 73</td>
<td>29 71</td>
<td>74</td>
<td>18 74</td>
</tr>
<tr>
<td>There is a clear role for all organisations in the system</td>
<td>30 48</td>
<td>14 29</td>
<td>71</td>
<td>41 41</td>
</tr>
</tbody>
</table>

“[The SHA] Demonstrate commitment and sets clear expectations” (PCT)

“[The SHA] demonstrates commitment and sets clear expectations” (Provider)

“[The SHA seems to have clear role in spurring the system into action - they are pretty good at making us focus when we have to]” (PCT)

SOURCE: NHS South Central System Survey (n=81: SHA=7, PCT=34, Provider=39)
The system would benefit from a more “system-wide” perspective and improvement approach

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<tbody>
<tr>
<td>There is a clear sense of system-identity</td>
<td>56</td>
<td>43</td>
<td>38</td>
<td>74</td>
</tr>
<tr>
<td>All organisations in the system have clear and consistent direction on how to</td>
<td>22</td>
<td>43</td>
<td>29</td>
<td>13</td>
</tr>
<tr>
<td>achieve system-wide improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System leadership (SHA, PCT, trust) has a sufficiently ‘system-wide’ perspective</td>
<td>48</td>
<td>29</td>
<td>24</td>
<td>62</td>
</tr>
<tr>
<td>Leadership within the system works in a coherent manner to achieve system-wide</td>
<td>33</td>
<td>43</td>
<td>35</td>
<td>21</td>
</tr>
<tr>
<td>goals</td>
<td>16</td>
<td></td>
<td>41</td>
<td>18</td>
</tr>
<tr>
<td>There is evidence of coherent implementation of the system-wide vision</td>
<td>48</td>
<td>57</td>
<td>38</td>
<td>54</td>
</tr>
<tr>
<td>Sufficient incentives are in place to reward system-wide rather than local</td>
<td>22</td>
<td>14</td>
<td>26</td>
<td>12</td>
</tr>
<tr>
<td>improvement</td>
<td></td>
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</tr>
</tbody>
</table>

[The SHA could] “Facilitate the development of a shared vision of what a trans-formed system looks like” (PCT)

[The SHA could] “Ensure that a single approach is followed rather than an approach for each organisation alone” (PCT)

[The SHA could] “Incentivise arrangements that may be good for the system/patient - not the Institution” (Provider)

[The SHA could] “Have joint targets for achievement across organisations” (Provider)

SOURCE: NHS South Central System Survey (n=81: SHA=7, PCT=34, Provider=39)
To collaborate more effectively the system needs to identify and address conflicts and cooperate on best practice improvement ideas

System questions

<table>
<thead>
<tr>
<th>Organisations in this system co-operate effectively with each other across boundaries</th>
<th>All parties</th>
<th>SHA</th>
<th>PCT</th>
<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>51 27 22</td>
<td>71 0</td>
<td>26 35 38</td>
<td>62 26 13</td>
</tr>
<tr>
<td>As a system, we consistently identify the root causes of conflicts within the system</td>
<td>57 43 14</td>
<td>53 26</td>
<td>69 10</td>
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</tr>
<tr>
<td>As a system, we consistently work to address the root causes of conflicts within the system</td>
<td>67 12 21</td>
<td>57 43 0</td>
<td>82 3 15</td>
<td></td>
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<tr>
<td>As a system, we are good at sharing effective performance improvement ideas</td>
<td>51 26 23</td>
<td>43 43 14</td>
<td>62 21</td>
<td></td>
</tr>
<tr>
<td>As a system, we are good at implementing effective performance improvement ideas</td>
<td>59 28 12</td>
<td>71 14 9</td>
<td>56 21</td>
<td></td>
</tr>
</tbody>
</table>

“From my perspective the SHA could perhaps be more active in supporting the disparate elements working together and look for levers, financial or otherwise to encourage this” (Provider)

“There are no long-term rewards for effective collaboration” (Provider)

(The SHA) “Should seek more actively to foster joint working of the different parts of the system – an area in which it is currently ineffective” (Provider)

(The SHA could) “Foster the debate on how collaborative working versus competition can work alongside one another” (Provider)

SOURCE: NHS South Central System Survey (n=81: SHA=7, PCT=34, Provider=39)
Going Forward

- Strong support for the direction of travel
- South Central as the front edge for the national work on Quality, Improvement and Productivity
- Probably, no further iteration of the Assurance process for us this year – but first in the queue for the second round
- Advice and assistance to other SHAs on the process