

Organisational and System Performance



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What is your biggest challenge to deliver improved organisational or system performance?

The NHS has had an unprecedented level of investment in the last ten years that has enabled us to invest in capacity and capability of organisations delivering and commissioning healthcare. That growth in investment has halted and we are now exploring how to deliver 'more with less' across the whole public sector and in a new political landscape. With a refreshed focus on **quality and outcomes**, not only is this about improving organisational performance, but considering how we deliver more across systems of health and systems of health and social care. The additional challenge is that structural change may divert some energy and effort.

What is your biggest challenge to deliver improved organisational or system performance?

- Is it about a new strategic focus?
- Is it about partnership or integration with other NHS or local authority organisations?
- Is it about provider transformation?
- Is it about a shift of focus to commissioning locally?
- Is it about profound change to systems and processes supported by a cultural turnaround?

At Healthskills, we explore organisational and system performance using a model that examines three interlocking aspects of transformational change:

- Mission and strategy
- Leadership
- Culture

Organisational performance:

- Focus and change
- Start up & integration
- Strategy development
- Provider transformation

Whole system performance:

- Reformulating strategy, improving performance
- Integrating organisations and systems
- Challenged systems



We **enable** organisations to understand current strengths and challenges across these areas and identify where effort is best spent to improve efficiency and effectiveness rapidly.

What can we do to support rapid improvement? Recently we have worked with clients to:

- Enable senior leaders to scan the key external drivers on a regular basis and understand how they will impact on the local system. Develop a clear vision and mission and understand stakeholder views of that
- Develop appropriate decision making, communication and control systems
- Develop workforce plans to support high impact delivery
- Agree and develop a style of leadership that supports delivery of the strategy. Support managers to effectively lead their teams
- Map organisational culture and identify opportunities to align behaviours, values and principles to support higher performance

What value does Healthskills add?

- We have worked with a range of NHS organisations from Acute trusts, Primary Care Trusts, Community Provider Services and social enterprises and bring experience of working across all NHS sectors and the DH over a number of years. We also have a range of experience working with local authorities, housing associations, police and other public sector bodies and service users. This breadth and depth of experience is noted and appreciated by clients
- We do not avoid the brutal truths - we are proud of developing open and transparent relationships with our clients, providing full and honest feedback
- We ensure our delivery and products are up to date and of the highest quality, benchmarking our services against our competitors, collecting client feedback and ensuring fit with policy and regulator direction
- We bring a range of partners with us to support our work depending on the needs of the client and are happy to widen our network to include other providers you may already be working with
- We establish success measures at the start of our contract and continually address progress against these measures to ensure we are delivering the outcomes our clients need
- We continually review our prices against the market average to ensure we are not overcharging for our services

To find out more about our approach to Organisational and System Performance contact Ann Hepworth on **0800 652 3322**.

About Healthskills

Healthskills works in partnership with our clients offering organisational, leadership, board and team development. Established in 1993 we have built up a considerable reputation for **quality of delivery**, **value for money** and an **outcomes focused approach**.

We work exclusively across the spectrum of health and care sectors working with front-line delivery teams, service users, professional and clinical leaders, senior teams and boards.

Healthskills has gathered an exceptional pool of talent and expertise able to provide end to end practical and innovative support to the full range of health and care organisations.

Leading our team are our 4 Directors; Mark Greenfield, Ann Hepworth, Charles Marshall and Anne Tofts, bringing exceptional direct experience and knowledge of the health and care system which includes operational management within the NHS as well as roles at regional level and within the Department of Health.

What do our clients say?

"We are going through three parallel processes: building up a new organisation, transforming our services and preparing for Monitor assessment.

We believe that we can only succeed if we work effectively as a team which has a shared vision and values, a sense of true corporacy and the energy and enthusiasm to keep going when it gets tough.

Healthskills quickly understood our requirements and they are tailoring their support to meet our specific circumstances. They bring a pragmatic blend of theory and practice which is helping us at several levels.

We are changing our culture by embedding business processes and rigour in what must remain a caring organisation. We are also building a new Board which takes its accountability very seriously"

Kate Fallon

Managing Director, Ashton Leigh and Wigan Community Healthcare

