

# Business Improvement

## Case study: Strategy Development

# Operations Excellence



### SUMMARY

Midlands & Lancashire Commissioning and Support Unit (MLCSU) is an independent body supporting the NHS with delivery of strategy in the form of commissioning, analysis or delivery of change. This includes end to end support to health systems across fifty clinical commissioning groups with a healthcare spend of £13.5 billion across a wide region.

In December 2017 MLCSU engaged with ATTAK Performance to support with the facilitation of a collective strategy and execution including agreement of a standard Business Improvement approach incorporating previous delivery, best practice and learning gained for this multi skilled capable team.

### APPROACH

- Executive engagement from the start to ensure required outcomes were clear and agreement on approach.
- Engagement with organisation and customer stakeholders to ensure buy in to the approach and enable them to share previous experience and views.
- Myth busting – driving conclusions from review of previous customer delivery and outcomes including talking with Data. This includes reviewing when things have gone wrong to understand why and take the learning and validate best practices.
- Sharing of industry best practices and approaches around Business Improvement to enable participants to think differently and challenge current perceptions and views.
- Ensuring delivery was fun, engaging, inspirational and meaningful for all involved.
- Bringing together different regions and approaches in a constructive challenging environment



### FEATURES

- Collection, analysis and presentation of relevant data to enable improved understanding, thinking and collaboration, ensuring better decisions being made.
- Data presentation in visual format ensuring understanding and prioritisation through Pareto
- This included a clear understanding of Dynamic Needs Analysis (DNA) ensuring appreciation of Demand.
- Engagement through independent facilitated workshops.
- Fast pace delivery with agility built in to ensure creativity encouragement when required.
- Independent facilitation and challenge of all parties
- Ensuring clear understanding of the organisations purpose.
- Consideration of three voices for all solutioning to ensure best outcomes:
  - Customer voice
  - Staff voice
  - Organisation voice
- Understanding of why any element of the strategy and approach was included
- Creation of high-level Roadmap
- Playback presentation of the final outputs and outcomes to senior Director demonstrating knowledge transfer, ownership, understanding and passion on what the senior team have created.
- Recognition of the fantastic outputs from the engagement.

### BENEFITS

#### Customers

- **Customers will now receive a consistent engagement through standard agreed approach.**
- **Delivery will now use the best tools and techniques which have been trialled and reviewed by the team thus ensuring Value for Money.**

#### Staff

- **Full support and buy in to strategy and approach through the facilitation and engagement.**

- **Improved staff engagement through involvement and facilitation.**
- **Defined blue prints for approach that all staff now understand and believe in.**

#### Organisation

- **Creation of a clear value proposition understood by staff and customers.**
- **Reduced conflict and negative impact to strategy and approach.**
- **Creation of case studies from previous deliveries to demonstrate**

- **to future clients the potential capability and outcomes.**
- **Creation of a clear product offering to ensure understanding of capability and outcomes from future potential customers.**
- **Sustainable strategy and approach**

### TESTIMONIALS

Head of Process Improvement: "Thanks again for last week's workshop. Everyone seemed to enjoy the day and get a lot out of it, and are looking forward to next week and to learning more and converting our progress to date into our new model of working"

NHS Business Improvement Director: "Thank you so much for the facilitation workshops which enabled clarity for myself and my team which included an agreed strategy and an execution roadmap that everyone is excited to be involved with. We loved the fact that we created a visual for our strategy on canvass which is now in a prime location in our offices as a reminder"