Board level decision-making for value

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What is Board level decision-making for value

- **What is Value in health and social care?**

- **What decisions need to be made?**

- **What do we mean by an NHS board?**

- **What makes for a great board?**

- **Do Integrated Care Systems change the nature of NHS boards and local decision-making about value?**

- **Summary and questions**

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Thinking differently

A tale of two cities **(Dickens, 1859)**

'It was the best of times, it was the worst of times, ... it was the season of Light, it was the season of Darkness, it was the spring of hope, it was the winter of despair'

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Managing the Myths of Healthcare

Healthcare is not failing but succeeding, expensively, and we (society) don't want to pay for it.

Mintzberg (2012)

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Value – for whom?

- Organisation
- Taxpayer
- Patient
- Population
- Clinician
- Provider

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Board level decision-making for value
NHS Constitution

Principle 6:

The NHS is committed to providing best value *for taxpayers' money and the most effective,* fair *and sustainable* use of finite resources.

- Best Value

- Most effective

- Fair

- Sustainable

Department of Health and Social Care, 2015. *NHS Constitution and Handbook updated*. Available at:
https://www.gov.uk/government/news/nhs-constitution-and-handbook-updated

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Best Value

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Value

The regard that something is held to deserve; the importance, worth, or usefulness of something.

Oxford Dictionary 2021

Board level decision-making for value

Value in Healthcare

= health outcome as perceived by the patient / cost incurred (by the patient)

Source; Porter (2010)

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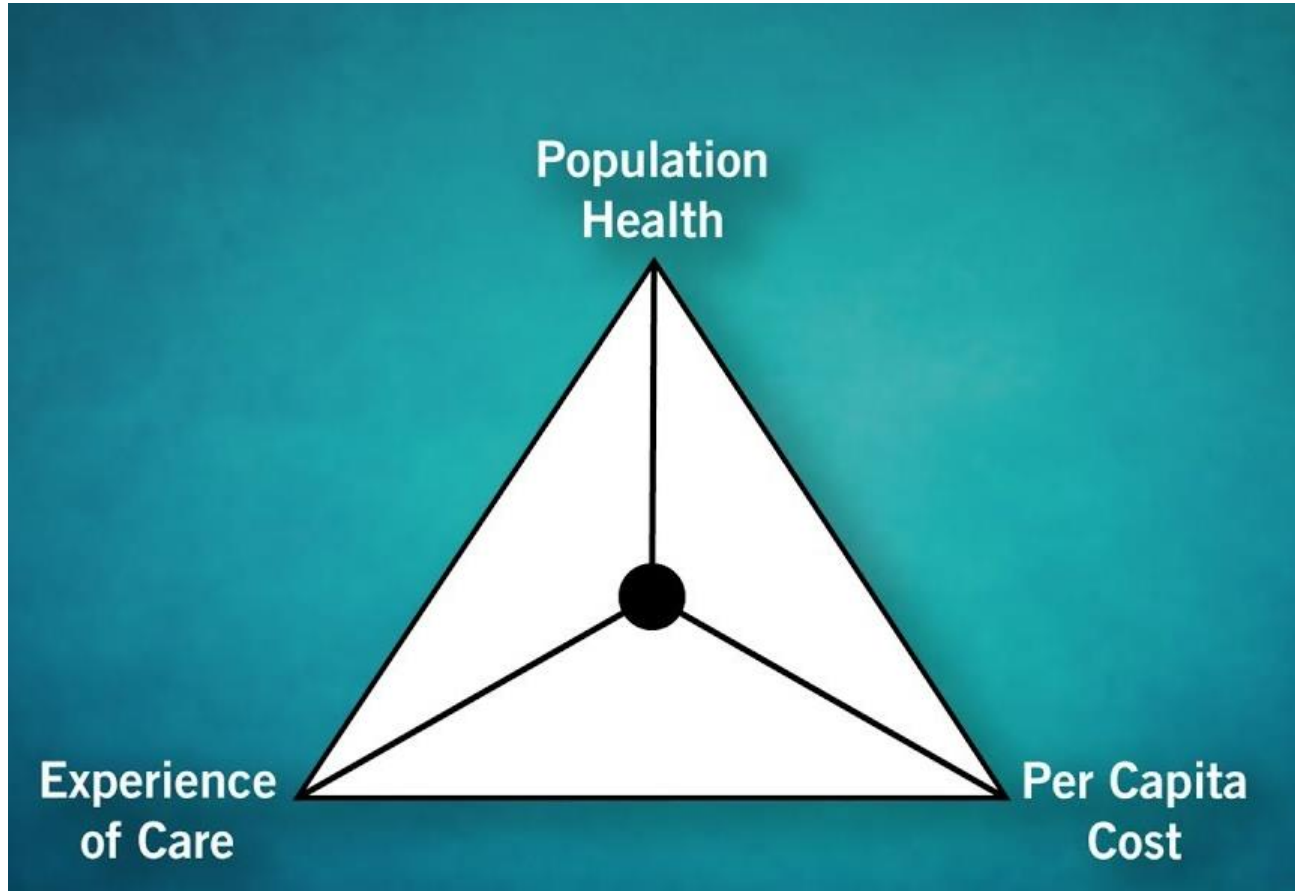# Defining value in healthcare and decision-making
Porter's Value Equation

Source; Porter (2010)

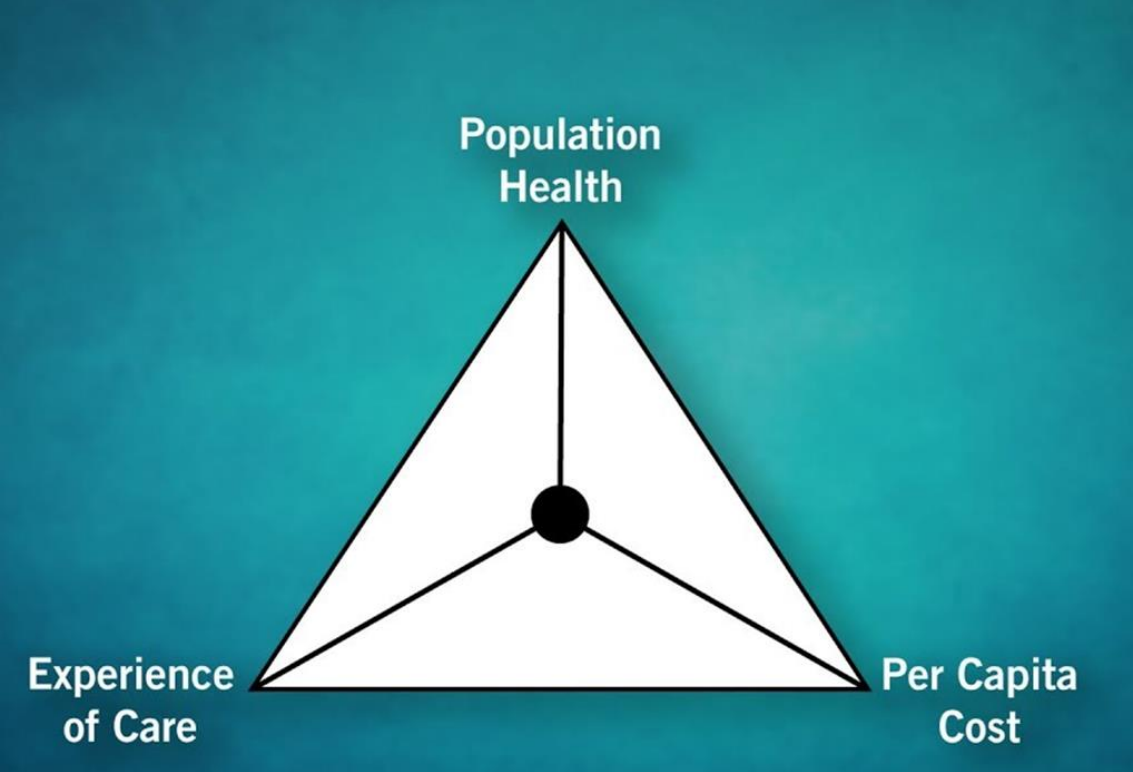# Defining value in healthcare and decision-making
Triple Aim Model

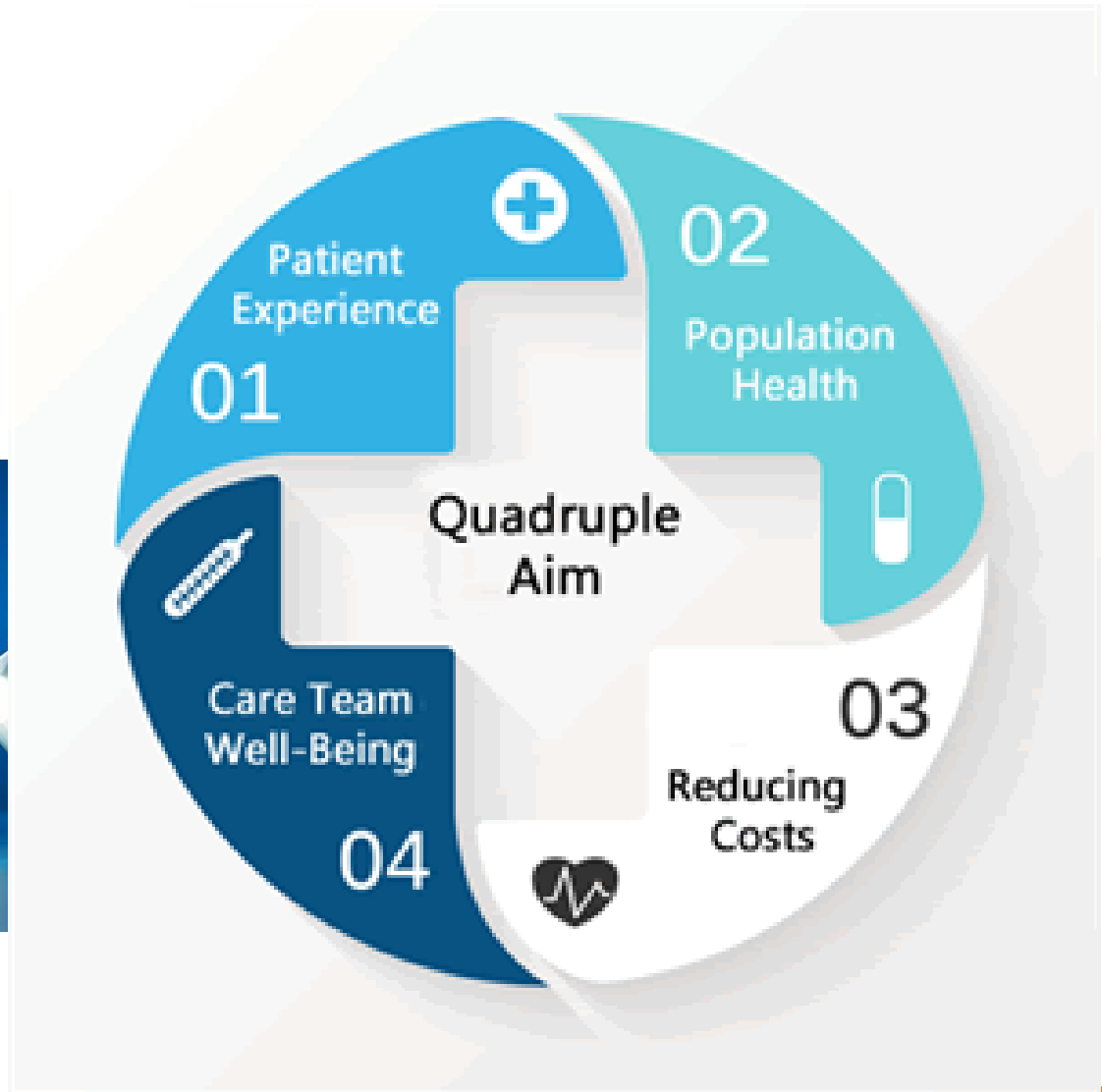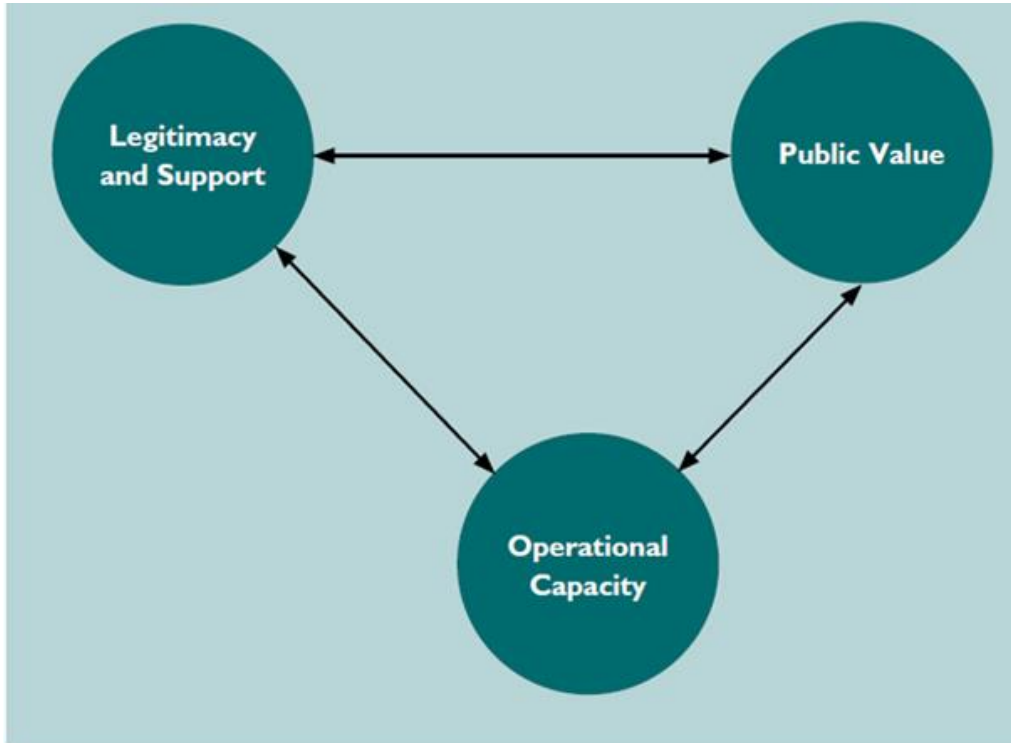Source : IHI, 2021)

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Best Value

Best Value

Source : IHI, 2021)

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Implementing Public Value

- **Should we do it?**
- **May we do it?**
- **Can we do it?**

Strategic Triangle (Moore, 2013)

Best Value

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Board level decision-making for value
What is a decision?

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Board level decision-making for value
What is a decision?

○ **Decision-making process**

- **Selection of a course of action among several options.**
- **Can be 'rational' or 'irrational'**

○ **Reasoning process based on assumptions:**

- **Values**
- **Preferences and beliefs of the decision-makers**

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What is a decision?

○ **Problem solving**

  • **the process of finding solutions to difficult or complex issues.**

○ **Board Ratification**

○ **Board Agreement**

  • **An arrangement (usually informal) between two or more parties**

  • **Mutual acceptance by both (or all) parties involved.**

○ **Board Contractual Agreement**

  • **An agreement designed to create binding obligations between parties that are enforceable by a third party.**

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Board level decision-making for value
What is a decision?

Source: Rosenzweig (2013)

Board level decision-making for value
What is a decision?

NHS Decision-makers:

- Have High levels of control over outcomes

- Are judged by relative performance

Source: Rosenzweig (2013)

Board level decision-making for value
What is a decision?

Is our aim to do well, no matter what anyone else does, or do we need to do better than others?

That is, is performance absolute or relative?

Rosenzweig (2013, p4)

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Board Decisions - Best Value

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Boards

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Board level decision-making for value
What is a Board?

A group of people constituted as the decision-making body of an organisation.

Source: Lexico (2021)

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Board level decision-making for value
What makes a good Board - Great?

Board level decision-making for value
What makes a good Board?

NHS Constitution

- Working together for patients

- Respect and dignity

- Commitment to quality of care

- Compassion

- Improving lives

- Everyone counts.

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Board level decision-making for value
What makes a good Board?

1. Is there the **leadership capacity and capability** to deliver high quality, sustainable care?

2. Is there a clear **vision** and credible **strategy** to deliver high quality, sustainable care to people, and robust plans to deliver?

3. Is there a **culture** of high quality sustainable care?

4. Are there clear responsibilities. **Roles** and systems of accountability to support good governance and management?

Are services well led?

5. Are there clear and effective processes for managing **risks**, issues and **performance**?

6. Is appropriate and accurate **information** being effectively processed, challenged and acted on?

7. Are the **people** who use services, the public, **staff** and **external partners engaged** and involved to support high quality sustainable services?

8. Are there robust systems and processes for **learning**, continuous **improvement** and innovation?

Delivering flexible, online healthcare qualifications

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Board level decision-making for value Leadership

Chief Executive

- Leadership role

    - most senior manager of the organisation

    - setting and executing the organisation's strategy

    - ultimately responsible for performance

    - organisation's main internal and external communicator.

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Board level decision-making for value
What makes a good Board - great?

System and processes

- Tight systems
- Governance
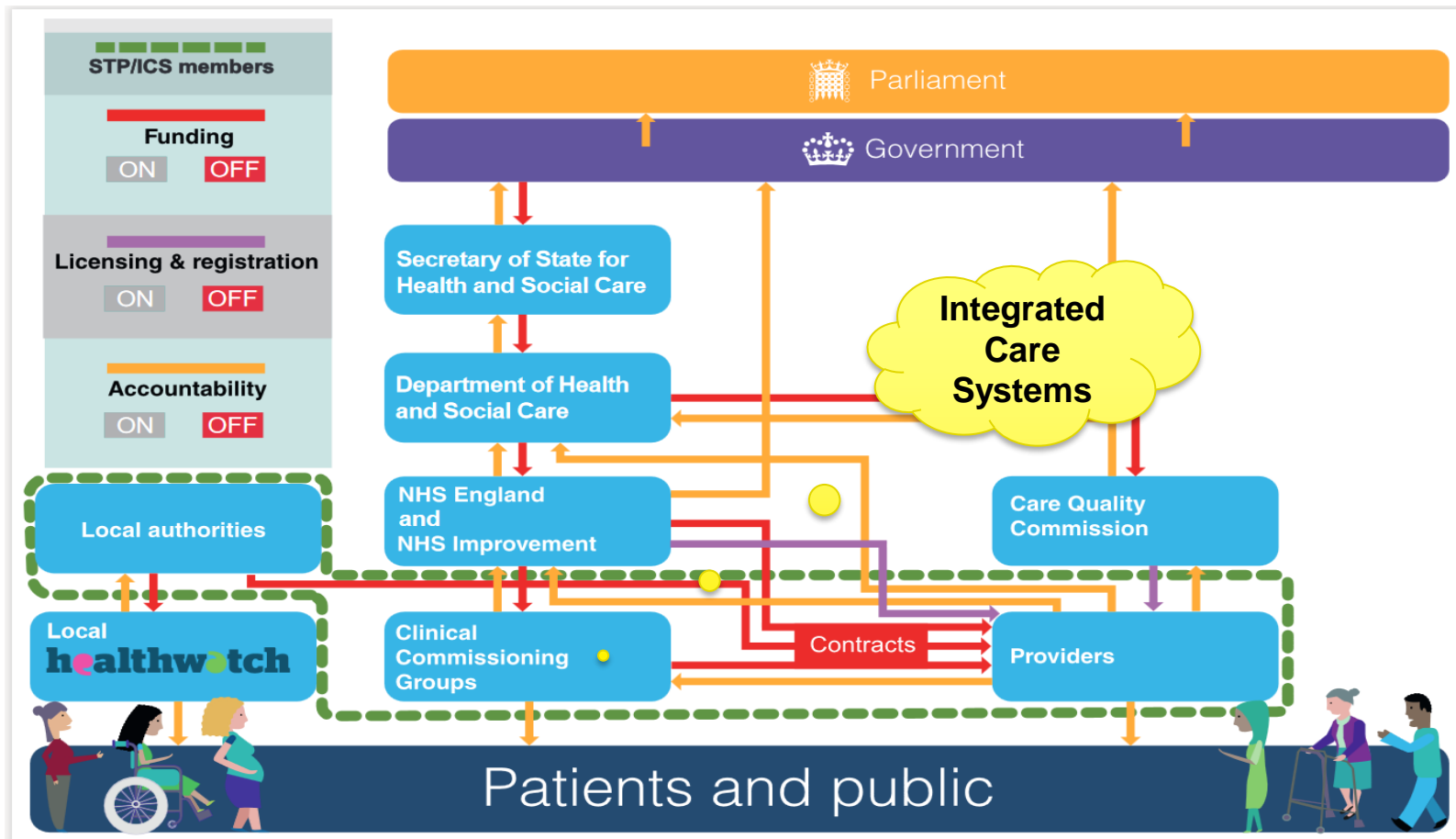- Regular attendance
- Sound Committee structures
- Procedures

People

- Personal chemistry
- Active dissent
- Fluid portfolios and roles
- Individual accountability
- Performance evaluation

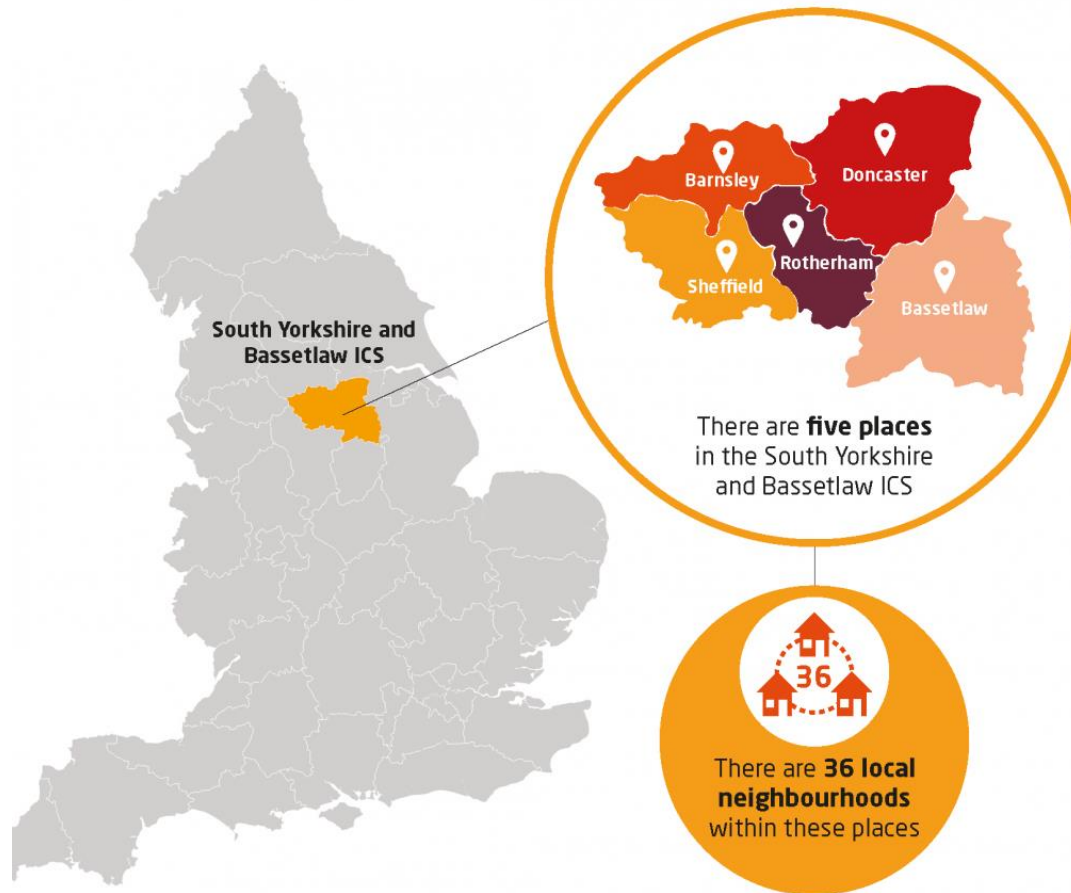**Delivering flexible, online healthcare qualifications**

Board level decision-making for value

Source: HFMA (2020)

Board level decision-making for value
Integrated Care System - Place-based partnership

South Yorkshire and Bassetlaw ICS

Barnsley
Doncaster
Sheffield
Rotherham
Bassetlaw

There are **five places** in the South Yorkshire and Bassetlaw ICS

There are **36 local neighbourhoods** within these places

Source: The King's Fund (2021)

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Board level decision-making for value
What makes a good Board?

Trust or Regulation?

Integrated Care System - Place-based partnership

Local Freedoms?

Planning Framework
- NHS Long Term Plan (NHS England, 2019)
- NHS System Oversight Framework (NHS England, 2021)
- Annual Operational Planning guidance (NHS England, 2021)

Local Plan (approved by NHSE)

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Board level decision-making for value
What makes an Integrated Care System Board - Great?

Board level decision-making for value Leadership – Power and Group Dynamics

Willingness of Board members to accept direction from Chief Executive	**High**	**Passive Loyalty**	**Active Consensus**
	Low	**Peer Rivalry**	**Covert Resistance**
		Low	**High**
	Ability of Chief Executive to exert influence over the Board		

Source: Greiner and Schein (1989)

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Board level decision-making for value Summary

○ What is decision-making for value?

○ What is a board in the NHS?

○ What makes for a great board?

○ Do Integrated Care Systems change the nature of NHS boards?

○ Summary and questions

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Any questions?

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Thank you