IT Artefact Design and Workpractice Improvement

Investigating and assisting the practice of healthcare commissioning in the United Kingdom

Nick Harrop
Alan Gillies
Trevor Wood-Harper (Manchester Business School)
Outline

1. **Topic:** ‘Commissioning’ of state-funded healthcare in the United Kingdom
   - Devolved to local groups of GP’s
   - New practice: relatively inexperienced practice community
   - A field of interest for practice research.
   - Need preliminary conceptualisation of Problem Situation
     * Initial ideas on problem solving approach, adapted to evolving landscape
   - Ongoing process of research & understanding

2. **Research Aims & Approach,**
   - Unbounded Systems Thinking
   - Products expressed as rich pictures.

3. **Healthcare Information Systems**

4. **Reflections, Conclusions.**
Problem Situation

£ 20 Bn efficiency savings

Never done this before

Monitor, Evaluate

Provider competition

How we see things matters

Frozen out
Problem Solving Approach

- Commissioners (practitioners)
- Researchers

Problem Owners

Problem situation: local commissioning in the National Health Service

- Mental models
- Influence of T, O, P perspectives

Commissioning approach adapted to developing context
Technical: Limited insight from reductive model of structures events and results.

Organisational: Coherence with evolving organisational & political environment, seen as a systemic whole


T, O, P perspectives
Policy theme: Healthcare Commissioning

Implementation by local commissioning groups: design/development of commissioning approach

Governance by NHS commissioning Board and accountability to local HealthWatch bodies

'Information'

COMPETITION (perverse) incentives, penalties

Local commissioning actions

Providers improve performance, price & productivity

Wider range of relevant, responsive, accessible services to meet complex needs

Assess Needs ➔ Plan ➔ Contract ➔ Revise ➔ Monitor

Stafford Hospitals inquiry: (over-zealous performance management distorted care priorities).

£ 20 Bn efficiency savings

Shift resources from hospital to primary care (perverse) Performance incentives & penalties

New providers?

Worried about hospital acquired infections

Occupational stress & sickness

Recruitment hindered

LATEST CRISIS

Hospital ED’s in meltdown
We can apply corporate ethics & sanctions
Economise. Lower your costs. Spend efficiently

CCG agenda

NHS Clinical Commissioning
Supply the information we need in the form we want
Surviving. Expanding?
Sacrifice autonomy! Participate!
Standardise your clinical methods & practices

Under scrutiny
Restrictive budgets & procedures
Even more work! Too busy!
Prefer medical practice to committees & business economics

Am I a doctor or a data clerk?

Erosion of clinical freedom
I'm not a commodity
This feels like rationing

Am I getting the best, individualised care?

Individual Clinician agenda

Patient agenda

Feeling a little litigious today?
Communicate across an expanded care network

Clear up this mess

Measure better contracting, reimbursement, planning

Communicate better, co-ordinate better. Put the patient first.
Multiple Perspectives inform What actions to take?
- Why desirable?
- How feasible?

What starting point in academic theory?

O perspective complemented by $T,P$

Policy theme: Healthcare Commissioning

Implementation by local commissioning groups: design/development of commissioning approach

Product of design: local approach to commissioning

Research by NHS commissioning Board

Diagnose, renegotiate

Multiple Perspectives inform

What actions to take?
- Why desirable?
- How feasible?

Local commissioning actions

Impact

Measure, plan better?
Communicate, co-ordinate better?

Policy goals met. Local & personal health needs met

Information systems development

Healthcare commissioning
Commissioners need to take account of

Emergent development of Commissioning Strategy

Multiple perspectives:
- Technical (T)
- Organizational (O)
- Personal (P)

Change Agents

Commissioners' mental models

Patients
Carers
Politicians
Clinicians
Providers

History
Policy
Situation
Discussion: Questions