Public Policy Design

Behavioural OR
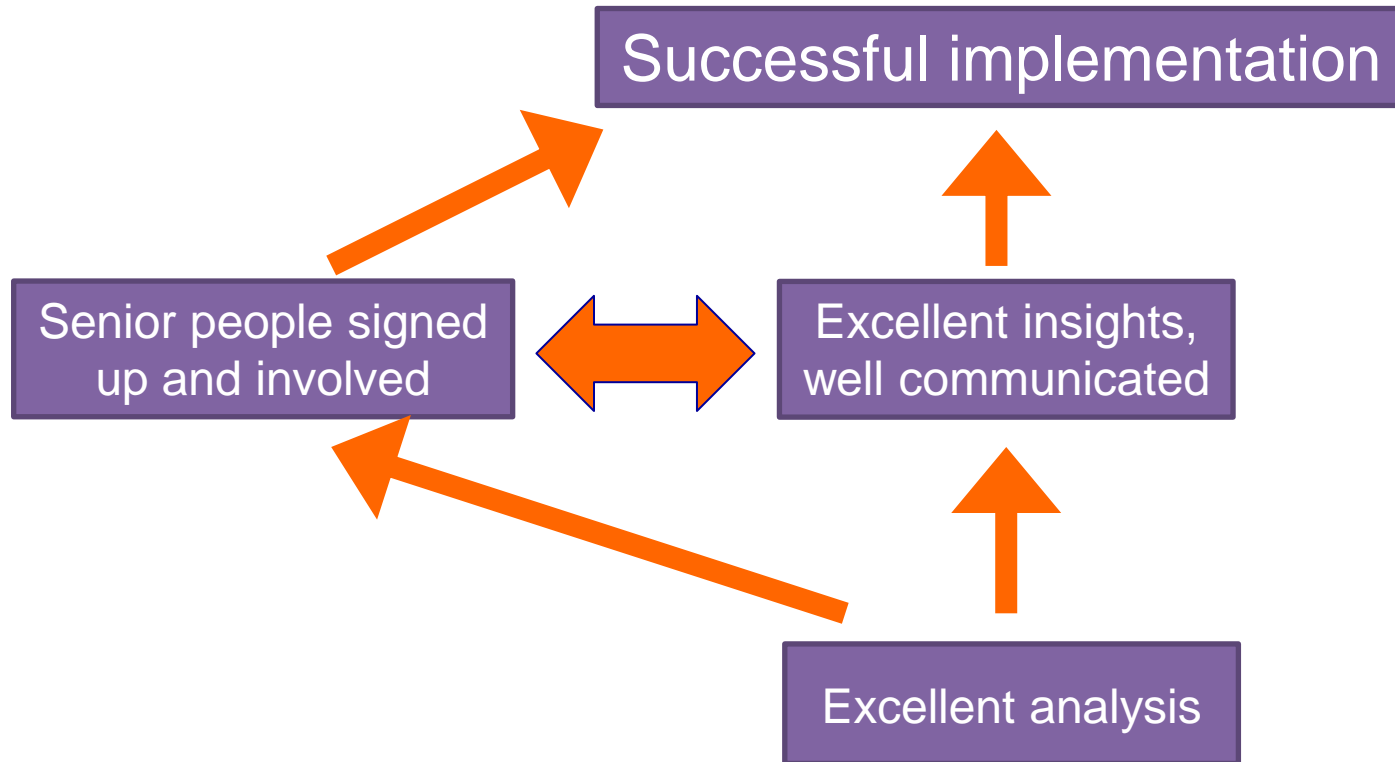
THE OR SOCIETY

Bridging the gap

Analysis ⬌ Implementation

Staff and user involvement for successful OR Implementation

Decision analysis
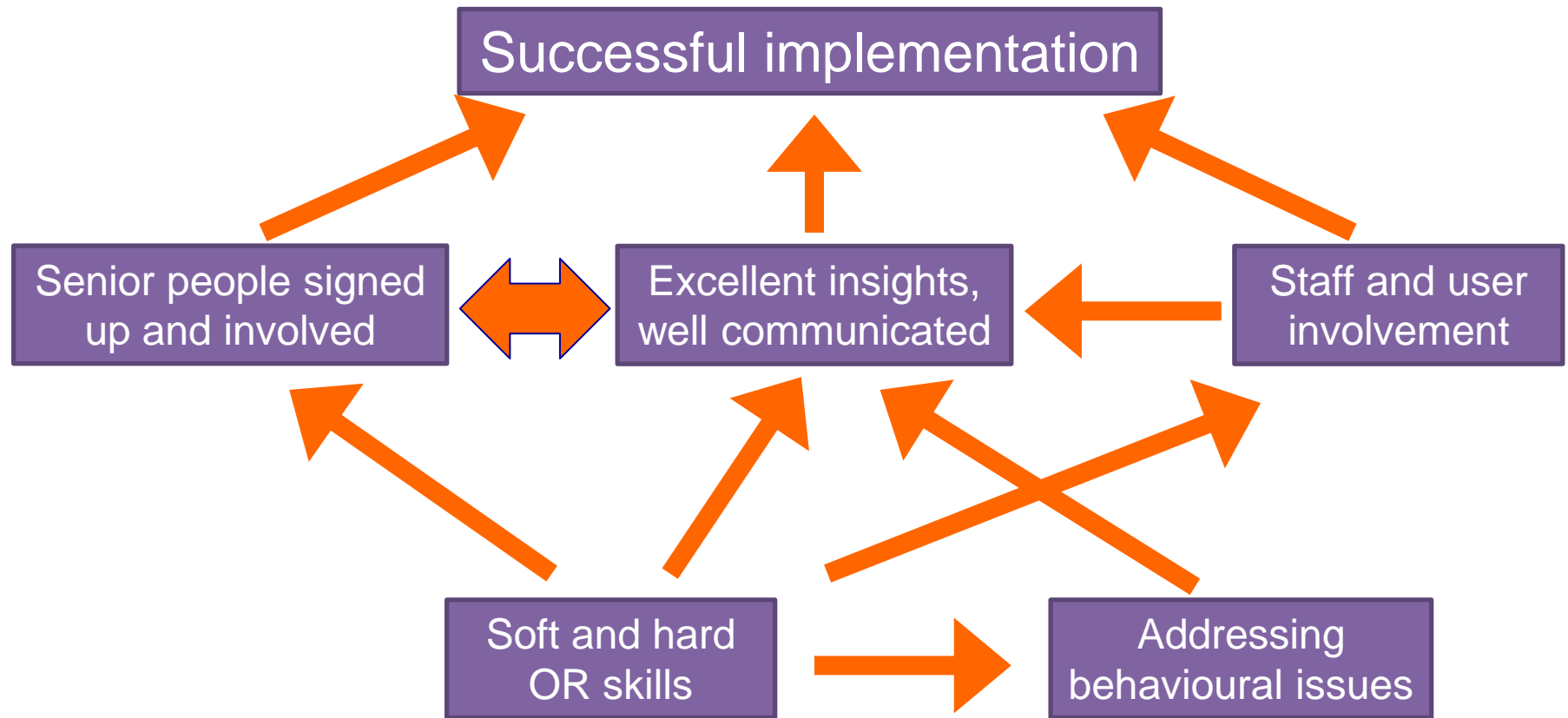
Defence

Max Moullin, Public Sector Scorecard Research Centre

Towards successful OR implementation - one model

Successful implementation

Senior people signed up and involved

Excellent insights, well communicated

Excellent analysis

THE OR SOCIETY

Towards successful OR implementation - an alternative model

Staff and user involvement for successful OR Implementation

- Staff involvement in my early career in government OR and British Coal

- Community OR – learning about user involvement and soft OR

- Staff and user involvement with the Public Sector Scorecard

Project 1: Department of Transport

- 18 month cost-benefit analysis of snow clearance and ice prevention on motorways

- Involved a simulation model of snow clearance for different snowfall scenarios, traffic flows, and snow clearance policies

- Produced 15 working papers discussed at monthly meetings with a steering group

- Result: staff had agreed our assumptions as we went along, so felt committed to our recommendations

Project 2: Department of Health

- Comparison of treatments for acute myeloid leukaemia (AML) using mathematical modelling

- Working with Prof Ray Jackson

- Close client and staff involvement throughout

- Research papers jointly written with clinicians

- Result: *'delighted collaborating clinicians since it made trials much easier to do and it wasn't too long before a major breakthrough was made in the treatment of AML'.*

  Prof Steve Gallivan at the 25 anniversary of CORU

Moving to British Coal

- Encouraged clients to bring key staff to meetings

- Writing joint reports with staff

- Encouraged staff to use our software and to champion our work in their area

- Software my groups developed used in every colliery and every marketing region

- Publicity for OR group on BBC TV. Also demonstrated OR model to a cabinet minister – all a direct result of staff involvement

THE OR SOCIETY

Community OR – user involvement

- Soon after I moved to Sheffield Polytechnic, we were successful in our joint bid with Northern College to host the new Community OR Unit

- Learnt a lot from people like John Friend, Jonathan Rosenhead and Charles Ritchie on facilitating workshops and on the importance of user involvement

- I used John's strategic choice approach in a project empowering users who wanted to influence the design of a maternity hospital

- Recognised the usefulness of 'soft OR' both as a way of working with service users but also for involving staff in a workshop setting
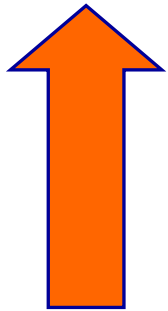
The Public Sector Scorecard

OUTCOMES

PROCESSES

CAPABILITY

The Public Sector Scorecard is an integrated performance management framework for the public and third sectors
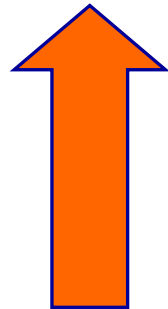
'Moullin's work in moving performance management from a top-down, blinkered, blame-game approach to a system founded on inclusiveness, cooperation and understanding ... is no mean achievement'
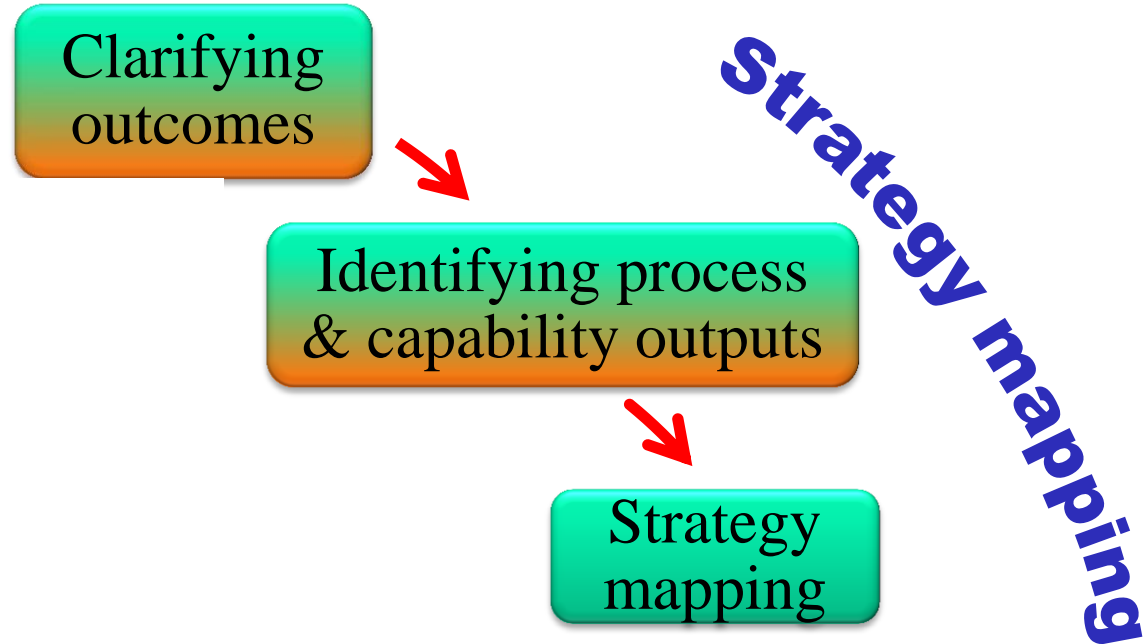
Neil Robinson, IMPACT, Oct 2015, The OR Society

- Workshop-based involving staff at all levels, service users and other key stakeholders
- Ideal for use across organisational boundaries
- Focuses on outcomes, processes and capability
- Incorporates service re-design, systems thinking, and other OR-related approaches
- Integrates risk management
- Culture of improvement, innovation & learning, rather than a top-down blame culture ...

How the Public Sector Scorecard works

Clarifying outcomes

Identifying process & capability outputs

Strategy mapping

Strategy mapping

How the Public Sector Scorecard works
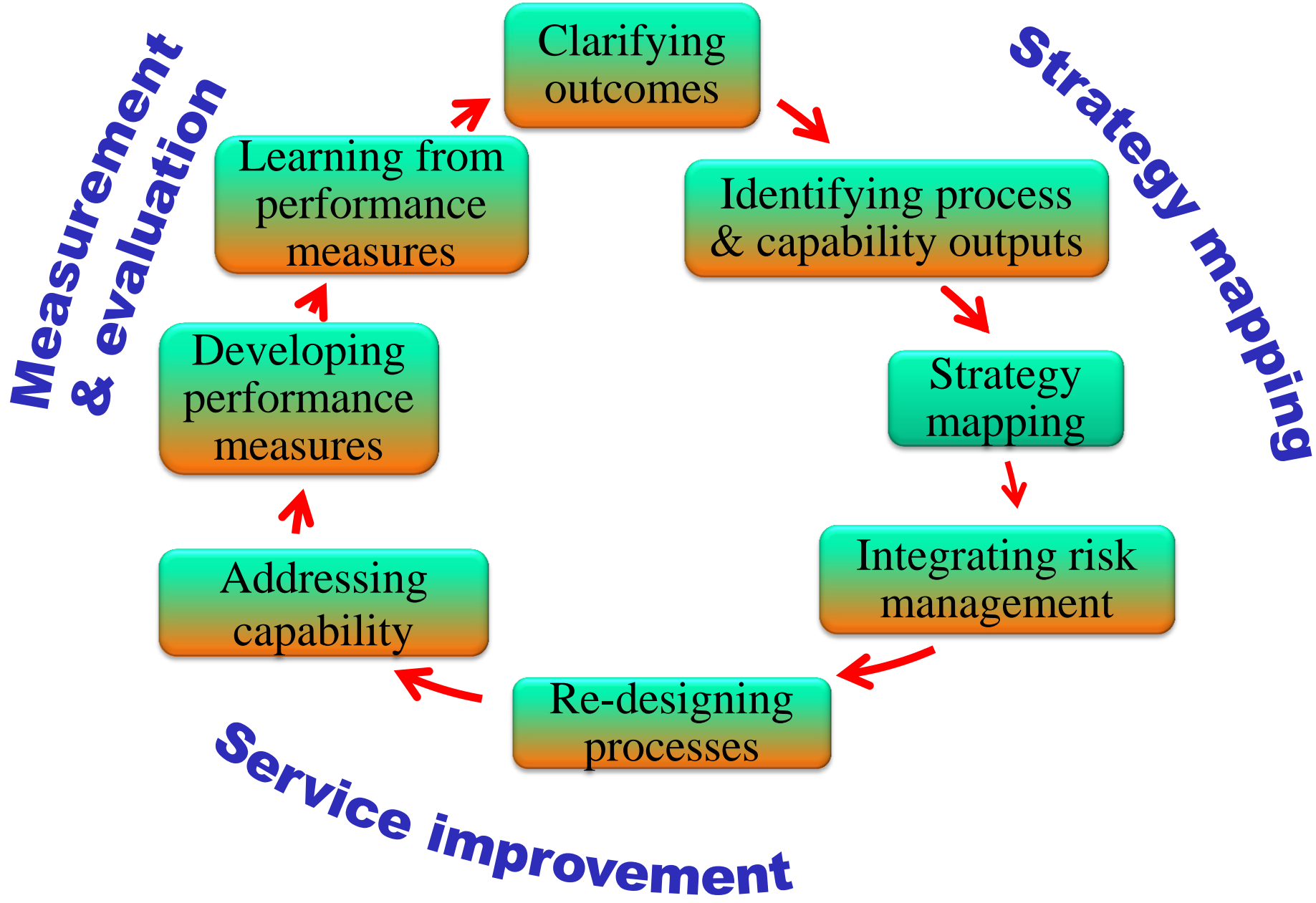
Sheffield Right First Time Project

- Multi-million pound project aiming to reduce unnecessary visits to hospital by providing more support for people in the community

- Facilitated three workshops (3.5 hours each) with 20 senior people at director level and below from local hospitals, adult social care and public health and the voluntary sector

- Separate user 'reference' group established

- Developed a strategy map and associated dashboard

- Used a combination of community OR and other facilitation methods, plus analysis of data between workshops

Right
Care, Time, Place, Person
Working together to transform
Sheffield's health and social care services

OUTCOMES

PROCESSES

Health & Wellbeing of people with LTCs

Reduced unnecessary acute bed days

Effective use of resources

Reduced isolation & anxiety   **In control of their health**
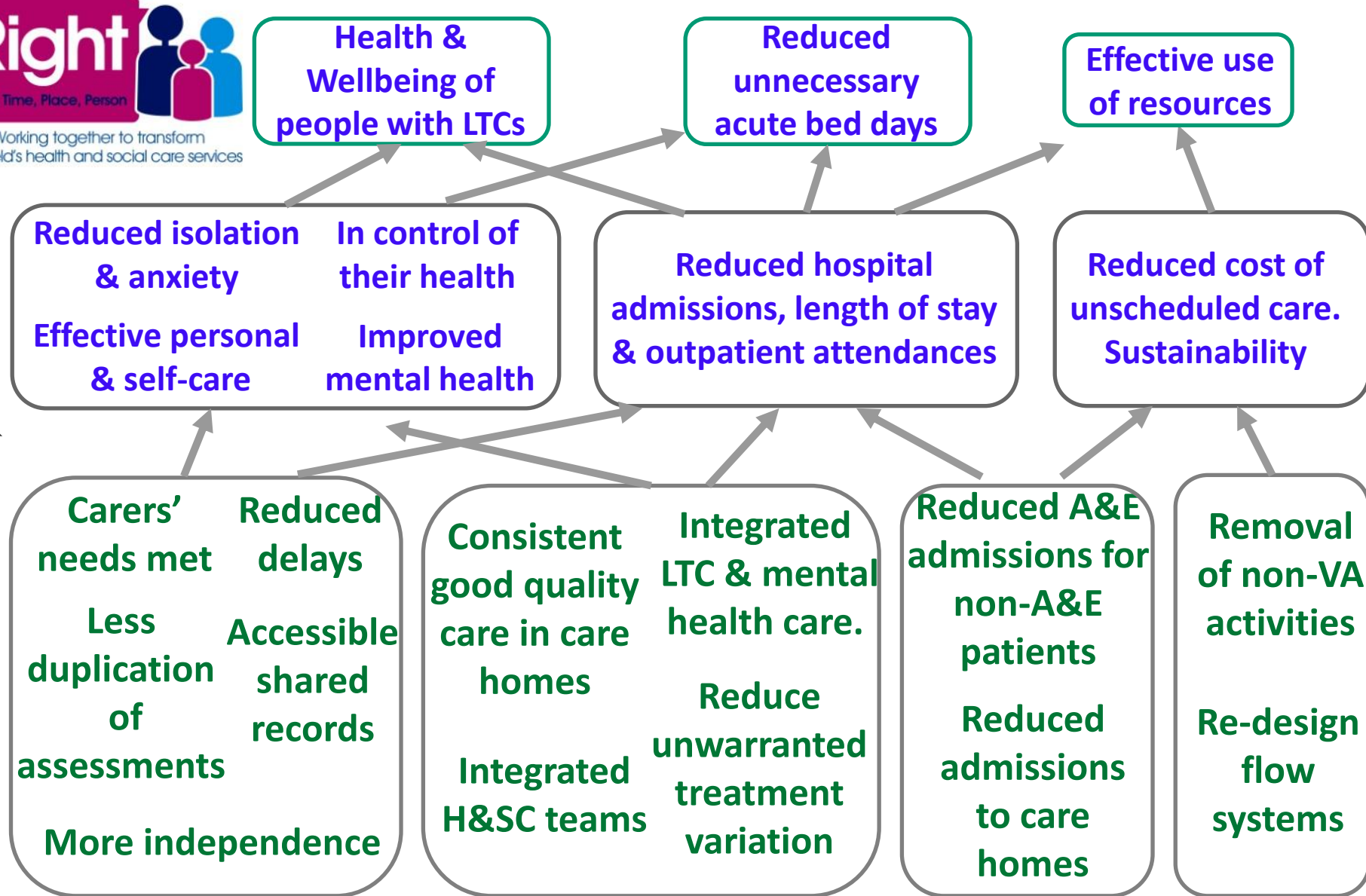**Effective personal & self-care**   **Improved mental health**

Reduced hospital admissions, length of stay & outpatient attendances

Reduced cost of unscheduled care. Sustainability

Carers' needs met   **Reduced delays**
Less duplication of assessments   **Accessible shared records**
More independence

Consistent good quality care in care homes   **Integrated LTC & mental health care.**
Integrated H&SC teams   **Reduce unwarranted treatment variation**

Reduced A&E admissions for non-A&E patients
Reduced admissions to care homes

Removal of non-VA activities
Re-design flow systems

Right
Care, Time, Place, Person
Working together to transform
Sheffield's health and social care services

OUTCOMES

Health & Wellbeing of people with LTCs

Reduced unnecessary acute bed days

Effective use of resources

Reduced isolation & anxiety

In control of their health

Effective personal & self-care

Improved mental health

Reduced hospital admissions, length of stay & outpatient attendances

Reduced cost of unscheduled care. Sustainability

PROCESSES

Carers' needs met

Reduced delays

Less duplication of assessments

Accessible shared records

More independence

Consistent good quality care in care homes

Integrated LTC & mental health care

Reduce unwarranted treatment variation

Integrated H&SC teams

Reduced A&E admissions for non-A&E patients

Reduced admissions to care homes

Removal of non-VA activities

Re-design flow systems

CAPABILITY

Better sharing of information

More joined up working in H&SC.

Change public perception re hospital care

Focus on resource - intensive patients

Emphasis on prevention & early diagnosis

Simpler financial flows & risk sharing
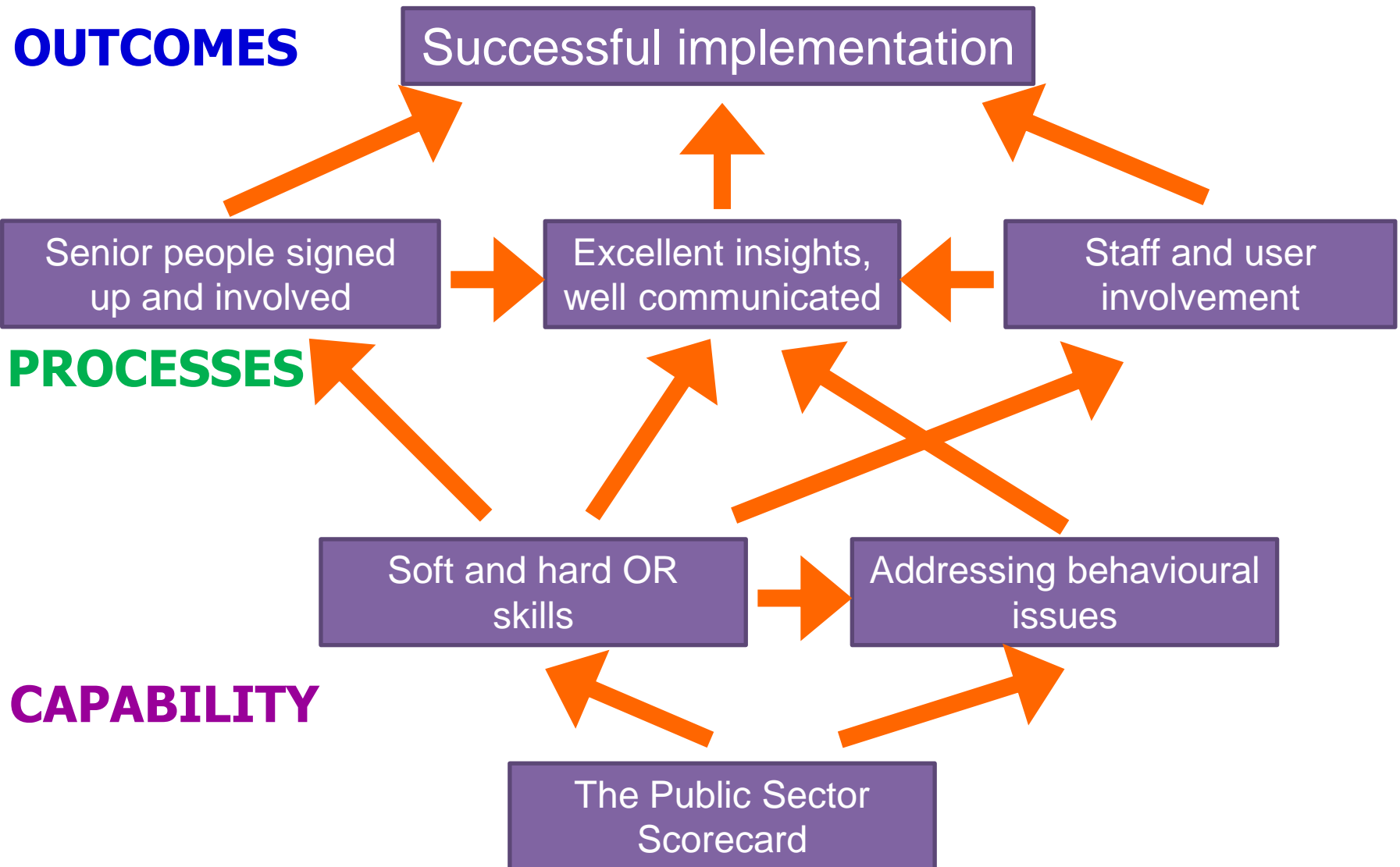
Comment on the RFT Strategy Map and Dashboard

'It was very helpful to be able to see what's happening across the health & social care system and where the balance of risks lie.'

Chief Executive, Sheffield City Council

How can OR assist the client in implementing successful change?

➢ Staff (not just client) involvement is crucial

➢ Involve service users and / or customers

➢ Need a methodology for working across organisational boundaries

➢ Need to address behavioural issues

➢ Make use of both 'soft' and 'hard' OR skills

➢ Develop one or more 'champions' in the client organisation

➢ Use the Public Sector Scorecard ...

Towards successful OR implementation - an alternative model

OUTCOMES

Successful implementation

PROCESSES

Senior people signed up and involved

Excellent insights, well communicated

Staff and user involvement

CAPABILITY

Soft and hard OR skills

Addressing behavioural issues

The Public Sector Scorecard

To learn more ...

➤ One day workshop 2 MARCH 2016 at the OR Society, BIRMINGHAM on ...

Developing strategy and performance with the Public Sector Scorecard.

➤ Read article by Neil Robinson on *Developing strategy in the public sector* in October edition of IMPACT, published by the OR Society

Web site: www.publicsectorscorecard.co.uk

Max Moullin
Public Sector Scorecard Research Centre
Visiting Fellow, Sheffield Business School

MAIN REFERENCES

1. Robinson, N. (2015) Developing strategy in the Public Sector, Impact, Oct. 2015, The OR Society
2. Moullin, M and Copeland, R (2013) Implementing and evaluating behaviour change programmes with the Public Sector Scorecard. *National Health Executive*, Jul-Aug 2013, pp.16-18
3. Moullin, M. (2009) What's the Score? Feature article, *Public Finance*.
4. Moullin, M. (2009) Lean and Six Sigma – Can they really be applied to the public sector? *Public Sector Executive*, May / Jun 2009
5. Moullin, M. (2002) *Delivering Excellence in Health and Social Care*. Open University Press.