Improving communication and collaboration between analysts/providers/managers

Focus on collaborative work on common problems

Enhance intermediation between analysts and managers
- Develop 'hybrid' managers who understand analysis
- Problem owners work up a plan for joint working
- Someone in OR community to take responsibility to link to commissioning ('account manager')
- Look at the analysis stream on the NHS management program
- Centre to set the tone for what analysis is required
- National Information board should be developing capability
- Academic units to look at accessing commissioning for framework agreements (Stephen L)
- AI workshop participants to collaborate in advocating the development of a single national agency to develop consensus and guidelines for the use of OR/AA in health service organisation/management. e.g. a NICE for health service management
- Intermediary between OR/analytical community and health service to 'sell' value. [AHSN?, NHSE?]

Develop networking between key stakeholders
- Attack silo working
- Reach out to work with other networks e.g. AHSA information network, East Kent Business intelligence
- Post queries on internet forum – e.g. AphA.
- Have some formalised way of networking between analysts from different disciplines. Bi-annual joint meeting? [responsibility of all]
- Facilitate joint workshops OR, economists, statisticians, etc. (Andy H)
- Commissioners hold open information events to give access to academics to understand issues.
- Create requirement for universities and hospitals to declare their links with one another for OR (Marc Farr)
- Networking events bringing together NHS clinicians, managers and government.
- Establish multidisciplinary teams to work on problems. NHS Wales-Delivery Unit (Julie V) NHS England-OR Soc, Health Foundation, MASHnet.

Build long term relationships with customers
- Form user groups with customers
- Develop different models of working
- Allow time to develop trust e.g. Aneurin Bevin embedding
- Develop MASHnet+
- Engage with operational managers e.g. Sheffield TH work with Director of Operations to understand their perspective
- Build relationships with AHSNs/other relevant bodies and develop a PLAN (Ester Giles)
- Build long-term relationships between OR researchers and CEOs for modelling in healthcare.
- Shared posts between academia and service delivery. Who -CLAHRCs, AHSNs, EXECS, provider organisations.
- NHS England establish joint fixed term appointments between in-house analytical teams and academia (Stephen L)

Enhance mutual awareness and understanding

Develop communication skills of analysts
- Make the 'softer skills' a feature of competency frameworks (professional bodies) (Paul S)
- Help analysts get into manager's mindset
- Develop a career path for health analysts (like in finance)

Improve non-analysts understanding of analysis
- Develop an "Everything you ever wanted to know about OR but were too afraid to ask" primer that is entertaining, informative and useful [MASHnet]
- Develop better understanding of role of system modelling in healthcare e.g. in mental health e.g. Simon Dodds work with Christmas 'FISH' (A Komashie)
- Upskill entire patient facing workforce e.g. to be better able to discuss health risks

Enhance incentives for good communication about analysis
- Have a high profile national award for the best OR [MASHnet]
- NHS England/DH/HF to create an annual award for excellent communication of analytical work or concepts.
- N.B. AphA analysis prizes
- Incentives and prizes for communications of influential analysis (Charles)

Make publications more relevant and accessible
- Normalise publication of analytical work to portal [OR Soc) (Stephen L)
- Develop and make available a set of case studies to promote OR [MASHnet]
- What about the media?
- Design and write impact cases – academics e.g.Dave Worthington
- E.g. Quality observatory

Improve "marketing" of analysis
- 'sell' analytical insights e.g. to patient safety collaborative
- NHS England to run 'what is the point of analytics?'
- Ask customers what they most need
- Find a different strap line to 'OR' something that sounds more practical. [OR Society]