

<b>GREEN GROUP</b>	<b>HEALTH SERVICES</b>	<b>ACADEMIC RESEARCH</b>	<b>INDUSTRY</b>
<b>WHY IMPORTANT</b>	Understanding system to make rational decisions	Publish Develop OR	Helping NHS to make better decisions
<b>WHAT OBSTACLES</b>	Ownership Lack of time	Lack of funds Balance between simple and complex	Ownership
<b>WHAT ACTIONS</b>	Champions Focusing	Raising Awareness SDO funding	Find and support champions
<b>KEY ISSUES</b>	Government targets	Output measures Branch out to other communities	Fire fight vs strategic OR

<b>RED GROUP</b>	<b>HEALTH SERVICES</b>	<b>ACADEMIC RESEARCH</b>	<b>INDUSTRY</b>
<b>WHY IMPORTANT</b>	De-‘mything’ Try out ideas risk-free Improve patient care	Intellectually satisfying Real difference	Intellectually satisfying Real difference plus make money
<b>WHAT OBSTACLES</b>	Variation in skills, money & time Clinician/manager buy-in Lack of communication	Time Conflicting agendas	Money to pay you
<b>WHAT ACTIONS</b>	PG medical training Advertise success	Feedback from users to academia	Show examples
<b>KEY ISSUES</b>	Time to write up success stories	FINDING A CHAMPION ← ——— We all need an outlet ——— → Wrong incentive	

<b>LIGHT BLUE GROUP</b>	<b>HEALTH SERVICES</b>	<b>ACADEMIC RESEARCH</b>	<b>INDUSTRY</b>
<b>WHY IMPORTANT</b>	↑ Quality and cost ↓ “Low risk”	Interesting problems	Success = £
<b>WHAT OBSTACLES</b>	Belief – it can be done	Not enough contacts with customers	Tools need to be H/C focussed
<b>WHAT ACTIONS</b>	Learn what <b>IS</b> possible now	MASHnet	Improve link with users
<b>KEY ISSUES</b>	How to spread ideas		

<b>PINK GROUP</b>	<b>HEALTH SERVICES</b>	<b>ACADEMIC RESEARCH</b>	<b>INDUSTRY</b>
<b>WHY IMPORTANT</b>	Transparency Enabling understanding Break down complexity Evidence based	Add value to NHS 'Purposeful' work Job satisfaction Applying extended methods	Extend market Extend understanding Transparency
<b>WHAT OBSTACLES</b>	Complexity – organisations - decision-making Capacity + capability (analytical skills) Staff turnover and therefore expertise Fire fighting – no headroom	Complexity Lack of links No common language	Applicability of tools Responding to need ?Lack of soft skills Scepticism
<b>WHAT ACTIONS</b>	Integrate into service planning Credible examples from within the NHS Champions	Raise profile – attend conferences, etc. Links with local health services Build links between OR and medicine	Template product development
<b>KEY ISSUES</b>	Innovation overload Not always receptive	Train potentially capable modellers	Need to fit method to need Global application

<b>YELLOW GROUP</b>	<b>HEALTH SERVICES</b>	<b>ACADEMIC RESEARCH</b>	<b>INDUSTRY</b>
<b>WHY IMPORTANT</b>	Risk-free experimentation Make use/sense of data Facilitation/understanding of system Provide framework Evidence based management Share ideas	Interesting Publishable	No other approach suitable Avoid “gut feeling”
<b>WHAT OBSTACLES</b>	Lack of time Politics Timescales	Access, time, interest Funding Communication differences	Not selling a product that one can see (e.g. equipment)
<b>WHAT ACTIONS</b>	Focus on practical benefits	Sell modelling fast! MASHnet Workshops	Case study Evidence
<b>KEY ISSUES</b>	Time (of stakeholder) availability Modelling not understood Involve staff from start Access	RAE	Identifying that DES/SD is appropriate When do I need help? Who is an expert?

<b>VIOLET GROUP</b>	<b>HEALTH SERVICES</b>	<b>ACADEMIC RESEARCH</b>	<b>INDUSTRY</b>
<b>WHY IMPORTANT</b>	Understanding Exposing Assumptions Ethics	Testing plus theory development advancement	Market share Interest
<b>WHAT OBSTACLES</b>	Culture Lack of awareness Targets	Isolation RAE	Trust resources
<b>WHAT ACTIONS</b>	Keep it simple Education Appropriate		
	← COLLABORATION →		
<b>KEY ISSUES</b>	Ownership Language Communal capacity	Resources	Sustainability

<b>DARK BLUE GROUP</b>	<b>HEALTH SERVICES</b>	<b>ACADEMIC RESEARCH</b>	<b>INDUSTRY</b>
<b>WHY IMPORTANT</b>	Random variation in elective work Predictability of non-elective National Service Frameworks Modelling facilitates Industry opportunity	Research applicable Teaching as academics Identify needs	Opportunities beneficial to people
<b>WHAT OBSTACLES</b>	Red tape Politics Whitehall	Fast changing NHS Research gets left behind NHS do not see value	Fast changing Lack of decision making 700+ organisations
<b>WHAT ACTIONS</b>	Top commitment Work with operational staff to implement	Working together builds relationships Perseverance	Work with empowered managers Build strategic relationships Mutually beneficial relationships
<b>KEY ISSUES</b>	Best practice National Service Frameworks Economics of healthcare needs Modelling		

<b>ORANGE GROUP</b>	<b>HEALTH SERVICES</b>	<b>ACADEMIC RESEARCH</b>	<b>INDUSTRY</b>
<b>WHY IMPORTANT</b>	To improve efficiency & effectiveness Vital to study design	Challenging Makes a difference Potentially rewarding Applied	Makes money Synergy
<b>WHAT OBSTACLES</b>	Culture – development - implementation Lack of sharing good practice Lack expertise Lack of ownership Lack of resources	Funding Lack of continuity Lack of integration	Reality gap Lack of generic marketplace Lack of in-depth understanding Cost of product
<b>WHAT ACTIONS</b>	Promote MASHnet locally (more NHS) Solve a problem Demonstrate value Remove data fear		
<b>KEY ISSUES</b>	Poor quality specification Data Solve a problem and demonstrate the value		