

Consultancy and development projects

We seek to ensure that 'whole systems' benefit from the development opportunities and investment made.

Clinical and strategic commissioning

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Date	Title	Description	Client
2009	Transforming Community Health Services	Supporting PCT Boards to deliver Transforming Community Health Services	Telford and Wrekin and Solihull Care Trust
2007	PCT Chief Executive Network	Supporting (through design, facilitation and research) a network of PCT Chief Executives to develop and test a model of a high performing commissioning organisation.	NHS Institute for innovation and improvement
2007	PCT Commissioning Development Programme	In 2005, HSMC designed and delivered a commissioning development programme for senior managers and clinicians from the 12 Birmingham and Black Country PCTs. The objectives for the programme were co-produced with participants during plenary days. Subsequent programme delivery included skills workshops with input from national and international subject experts; facilitation of group-based case study work on local commissioning challenges; setting and reviewing individual development objectives; and production of web-based 'hot-topic' guides. A second phase of the programme was commissioned by the new Strategic Health Authority (NHS West Midlands) and launched in April 2007. The programme has recently been re-commissioned for 2008.	NHS West Midlands
2006	Commissioning framework for NHS Wales	Design and facilitation of workshop to develop a West Midlands response to consultation on the July 06 Commissioning Framework for England. Production of workshop report and final response to the consultation exercise.	Birmingham and Black Country Strategic Health Authority / NHS West-Midlands
2006	Commissioning Development Workshop	Presentation at workshop for (primarily) 'non-commissioning' staff, introducing them to changes to commissioning policy, the future roles of commissioning-led PCTs, and facilitating discussion of key challenges and issues to be addressed.	Hyndburn and Ribble Valley Primary Care Trust
2006	Commissioning Framework for NHS Wales	Analysis and provision of expert commentary on the draft Commissioning Framework for NHS Wales.	Welsh Assembly Government

Leadership and organisational development

Date	Title	Description	Client
April-June 2010	Evaluation of Staff Engagement Programmes	The project is concerned with the evaluation of staff engagement programmes at 4 NHS acute Trusts, the aim of which is to improve quality and patient care.	NHS West Midlands Strategic Health Authority
	West Midlands Aspiring Director Leadership Programme	HSMC, together with Manchester Business School, has been commissioned by NHS West Midlands to deliver a leadership programme for middle managers who aspire to a Director level post. HSMC is working with NHS colleagues from all NHS organisations in the region to support their personal and professional development and create a local cadre of capable and competent leaders ready to move into senior leadership roles. The programme has three main strands. Intellectual - presenting a range of theories and concepts available to the leader; Psychological - exploring the depth of understanding that the leader has of her/his responses and relationships with others; and Performative - understanding the breadth of behaviours that the leader can call upon to enact leadership in the system.	NHS West Midlands
	Coaching	Several HSMC senior academics are completing the Institute of Leadership and Management Diploma in Leadership Mentoring and Executive Coaching. The formal qualification enables the department to extend its offerings in Coaching therefore, in addition to providing Coaching to many senior individuals in the NHS, HSMC has also been engaged by the RCN to provide the Coaching element of the RCN development programme for RCH Council members.	The Royal College of Nursing (RCN)
	Partnerships in care: realising our	Partnerships in Care aims to develop the potential for a skilled and confident 'next generation' of leaders who will exercise effective leadership and authority to face the challenges that sustained organisational growth will provide.	

potential

2003-2010	Duality leadership programme	Supported by the NHS Leadership Centre, HSMC is collaborating with organisations and universities in a number of countries including Australia and New Zealand to create programmes of national and international development opportunities for Chief Executives and Medical Leaders. The programme has been designed around a number of key principles.	NHS Leadership
	Learning for leadership	The government's Learning Disability strategy is centred on four key principles - rights, independence, choice and inclusion - emphasising the importance of people with learning disabilities living 'full and independent lives as part of their local communities.'	
	NHS Aspiring CEO Programmes	Each Strategic Health Authority in the NHS is required to develop and implement a talent management system and a development programme for aspiring Chief Executives. HSMC has designed and delivered the first such programmes in NHS West Midlands.	

Partnerships, collaboration and commissioning

Date	Title	Description	Client
2010	Joint working in Solihull	Building on previous consultancy and policy advice, HSMC is working with Solihull Care Trust and Solihull MBC to review the impact of the Care Trust and consider future opportunities for joint working. This builds on an ongoing evaluation of integrated teams for older people in Solihull and on previous national work regarding the creation, governance and impact of Care Trusts. Later in 2010 we hope to publish a national policy paper on the impact of Care Trusts 10 years on.	Solihull Care Trust and Solihull MBC
2008	Individual Budget and the Interface with health: a discussion paper	Commissioned by CSIP, HSMC has facilitated a one-day workshop for individual budget pilot sites to explore the implications of individual budgets for the interface with health care.	CSIP
2006	Free personal care in Scotland: a discussion paper	HSMC were commissioned to produce a discussion paper exploring the impact of free personal care in Scotland.	King's Fund - Wanless Social Care Review
2005	Commissioning a Patient-led NHS: update 4	HSMC's Jon Glasby was commissioned to produce criteria for the Department of Health to use in assessing the impact of proposed reconfigurations from a partnership perspective.	Department of Health
2005	Partnership working between health and social care: the impact of care trust	Commissioned by a local authority scrutiny committee to summarise key debates about the benefits and limitations of the Care Trust model.	Local authority scrutiny committee
2005-2010	Torfaen Organisational and staff development programme	Torfaen County Borough Council, Torfaen Local Health Board, Gwent Healthcare NHS Trust and Torfaen Voluntary Alliance decided that a major programme of organisational and staff development was needed to support the service changes set out in the Torfaen Wanless Local Action Plan.	Torfaen County Borough Council
2005	West Midlands health and social care leader network	Commissioned by CSIP West Midlands, HSMC is facilitating a regional network for all PCTs Chief Executives, Directors of Adult Social Services and Directors of Children's Services with a view to bringing together the region's leaders and exploring current issues with regards to inter-agency working.	CSIP West Midlands

Quality and innovation in service provision

Date	Title	Description	Client
2012-15	Evaluation of the use of volunteers in supporting older people's take up of personal budgets	(funded by Age UK/Department of Health). Project run with Third Sector Research Centre, University of Birmingham	
2012-13	Evaluation of Thames Valley Local Professional Network of Dentists		funded by Oxfordshire Primary Care Trust
2012-13	Integrated Care Pilot Evaluation,	Commissioned to provide training and support for service user researchers within the evaluation	

2008-2009	Development of Community Health Services	Supporting the clinical and business transformation of Community Health Services	Telford & Wrekin PCT
2007	Provider Service Strategic Reviews	Working with health and social care economies to review and develop the future service and organisational models of care. These reviews include working with individual PCTs to explore potential organisational models and across provider organisations within a health and social care economy to ensure all services are configured to achieve long term sustainability and deliver financial and clinical efficiency.	
2007	Masterclasses in Policy	To support senior managers and clinicians prepare for their changing roles, the Trust has introduced a development programme, part of which is a series of Masterclasses on topical policy issues. HSMC is delivering these the classes as a series of eight interactive sessions covering topics such as 'World Class Commissioning - aspiration and reality', 'Responding to Commissioners - developing provider organisations' and 'Hospitals and Public Health'.	Kettering General NHS Trust
2007-2008	Community Health Services Development	Leicestershire County and Rutland PCT has commissioned a series of learning sets for Heads of Service to explore service and organisational models for future development.	Leicestershire County and Rutland Community Health Services
2007-2009	Executive Leadership Development Programme	For NHS Directors in the West Midlands.	NHS
2007-2008	Delivering through Improvement	Working with The NHS Institute and a network of primary care chief executives to develop the characteristics of high performing PCTs.	NHS Institute
2007-2009	Whole systems change in Torfaen	Whole systems change in Torfaen to promote service user independence, partnership and integration of services and shift the locus of care into the community.	Torfaen
2008	Coaching managers and clinicians	Managers and clinicians responsible for service delivery to improve their individual performance and support career and professional development.	
2007	Board development	To enable Board members to review and develop their roles, effectiveness and organisational strategies.	

Patient experience and public involvement

Date	Title	Description	Client
2008	Person-centred planning in learning disability services	Person-centred (PCP) is seen as a key tool for driving change within the current learning disability strategy. HSMC has previously undertaken a short evaluation of a PCT's commissioning process in this service area and is currently involved in developing case study material for a third sector organisation.	A range of public and private provider organisations