

## Who are we?

Tricordant is a 'whole systems' organisation design and development consultancy. We work with complex organisations in different sectors. Tricordant's passion is equipping organisations to be whole and healthy. See [www.tricordant.com](http://www.tricordant.com) for more details.



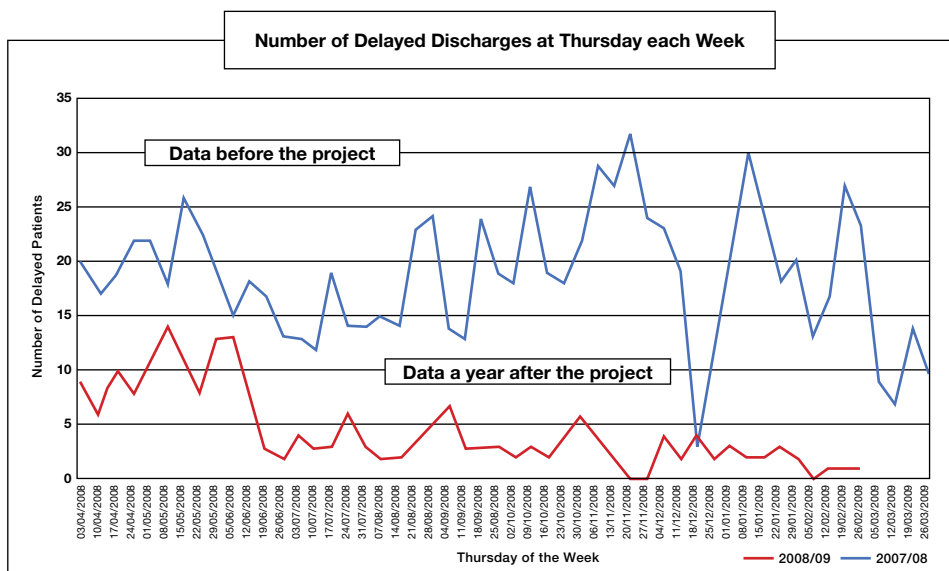
## Delayed Transfers of Care Success

## Organisation Design Forum - Conference Highlights

The ODF Conference 2009 was held at Tacoma, near Seattle, USA. Alastair, Simon and Tim attended with 85 other organisation design practitioners from all around the world... "At least we didn't have to explain what we do!" The highlights for us were:

- 'authentic conversations' with Jamie and Maren Showkeir
- a reflective dinner in the Museum of Glass
- scenario planning 'the future of organisation'
- collaboration for regeneration of the City and the Port
- matrix organisation re-think from Jay Galbraith
- 'design accelerators' with Stu Winby
- local brew beer on a 'brewski'

For more detail see [www.organizationdesignforum.org/conf09.asp](http://www.organizationdesignforum.org/conf09.asp) or any of us for more. Next year ODF 2010 will be in Denver; see you there?



In the last edition of The Tricord, we were pleased to report on the outstanding progress achieved by Tameside Hospital in Ashton after engaging in a Tricordant 'whole system rapid improvement event' and implementing the outcomes. The process engaged all stakeholders to create a renewed, jointly-owned patient discharge system, designed for the future. The performance achieved speaks for itself.

These are indeed top tier results achieved by re-energised teams of people working together with a common purpose. Well done Tameside!

Following the success of this work, we are now in conversation with a number of trusts and regions who are interested in co-sponsored work around improving patient discharge and considering 'Whole system productive flow' across their health economies.

This is really exciting as success in improving whole system patient flow will have a tremendously positive impact for the patient journey toward regaining best health in a timely and

safe way. Similarly, the local deliverers of health and community care will enjoy improved partnership working and cost benefits. As an example, we are currently working in Sheffield with the PCT Commissioners, PCT Provider Arm, the teaching hospitals trust and the City Council's Social Services Department on a whole system productive discharge project. Other work is starting with St. George's Hospital.

If you would like more information please contact Simon Thane at [simon@tricordant.com](mailto:simon@tricordant.com). A full case study for Tameside can be found at <http://www.tricordant.com/insp05.htm>

# New Zealand News

Tricordant NZ is in the consultative phase of work with the National Library of New Zealand to shape a new generation of services, align work flows and support organisation within the new Auckland National Library centre.

We have also recently started working with Christchurch based processing business with a global market, helping them to strengthen leadership and to renew vision and direction for the future.

## Innovation in Large, Complex Organisations

Tricordant held a stimulating Development Day on 19th March 2009 exploring this topic. There were presentations from:

- The Tricordant team, based on our paper 'Innovation by Design'
- Phil Hanson, who is now a Senior Industrial Fellow at the University of Cambridge Institute for Manufacturing and a member of Tricordant's Advisory Council. Phil previously worked for IBM for over 29 years.
- Cathie Williams, previous a Chief Officer in social services on 'Innovation in Social Care.'

In the ensuing discussion, a number of interesting themes came up including:

- The importance of leadership in innovation:
  - Where we see innovative organisations e.g. Birmingham East & North PCT, we also see good leadership and good system thinking.
  - Tolerance of failure – so learning can happen! But risks and consequences need to be managed in public systems.
  - Clarity of accountability is thus critical.
  - Spotting and nurturing talent.
- Developing a Culture of innovation
  - How do we create a culture that encourages innovation champions - train skill up and recognise?
  - What are the rewards and incentives as well as the threats and sanctions?
  - How do we create a thirst for finding better ways to do things and pulling them into organisations?
- Understanding the innovation system
  - Noticing the difference between process innovation and the ideas and inventions at the beginning of the innovation cycle.
  - Appropriate measures are needed to ensure research outcomes.

## Helping Whole Systems Adapt and Learn

*Bringing about sustainable change in organisations is not for the faint-hearted and requires skill, understanding, sensitivity, flexibility and bravery, from all of those involved. We believe strongly that it also requires a system-wide perspective and approach.*



As a whole systems model we use the 'Tricord' as a basis for understanding current realities and for developing compelling visions for the future (see [www.tricordant.com/conc03.htm](http://www.tricordant.com/conc03.htm)). Within the tension created by the gap between reality and the vision lays the opportunity to create powerful potential future change scenarios at whole system and sub-systems levels. Integrated teams working, sometimes uncomfortably, across a spectrum of programmes and projects, with emerging patterns of behaviours, relationships and ways of working, is an important part of Tricordant's approach to designing and planning change.

Where do we at Tricordant see ourselves within this rich picture? As consultants we offer a range of tools and approaches, models and methods to analyse, design and plan elements of our clients' change processes. As coaches we support individuals, teams and whole organisations in their journeys as they "build the bridge as they walk on it". Some outcomes will be 'knowable' and can be predicted in advance. Others will 'emerge' and may be surprising to all involved. Ultimately our goal is that the way forward will be informed and owned by those who will be implementing and living with them in the future.

Based on feedback from our clients and our own experience and learning, we are developing further how we work with change, and more will be posted on [www.tricordant.com](http://www.tricordant.com) soon. If this area interests you, please contact [John Hespe](mailto:John.Hespe@tricordant.com) at [john@tricordant.com](mailto:john@tricordant.com).

## Meet our new team members

Two new associates have joined Tricordant's core team:



**John Hespe** has 10 years' experience within HR/OD and was the Director of Organisation Development for GlaxoSmithKline. He also has 10 years' experience as an independent external organisational design and development consultant working extensively across the UK, mainland Europe and America. John lives in Sheffield with his wife (the children are abandoning the nest) and has a secret and impressive sporting background in cricket and now golf. John now runs his own consultancy and is a core team member with Tricordant.



**Jane Edge** moved 2 years ago with her husband and young family to Swansea from Australia. Jane originally started as a journalist/editor, but moved into the charity/third-sector and in time became firstly the Chief Executive Officer for ChildFund Australia (a Au\$13m non-sectarian, child-development organisation supporting children in Papua New Guinea and Vietnam) and then regional Director for ChildFund International across 30 countries in Africa, Asia and Latin America. Jane is now an independent consultant and a core team member with Tricordant.

## Deep Brain Stimulation. From Invention to Delivery.



The challenge of taking innovation into practice is a Tricordant passion, and we are fortunate to have been working with the North Bristol NHS Trust over the past 18 months to test our convictions.

In parallel with our work with the Trust to develop its recently adopted Research and Innovation strategy, we have been working to develop a Translational Research Facility in Functional Neurosurgery. The work has focussed specifically on leading edge developments nationally and internationally in Deep Brain Stimulation (DBS) surgery and the potential for Convection Enhanced Delivery of drugs direct to disease sites in the brain (CED).

We have worked with the Trust on an innovation journey that has taken us from proof of concept, testing the research and evidence base nationally and internationally for the development of DBS and CED, through demand and capacity planning, to business case development and Trust Board approvals. We are now on to the challenge of raising the capital for the Translational Research Facility, whether from industry, Grant-giving Foundations or the NHS Innovation routes.

It is a complex and messy journey with lots of learning along the way both for us and the Trust. Following successful board approval of the business cases we are now working on helping the Trust find funding partners to take forward their vision to bring into reality these exciting and radical new approaches to beating brain disease. The funding landscape is confusing and complex in itself, but that's why we love this kind of work.

We are not yet at the end of the development journey, but there is light at the end of the tunnel. We'll keep you posted on progress. If we can help you with your Innovation journey, please contact [Roger Greene](mailto:roger@tricordant.com) at [roger@tricordant.com](mailto:roger@tricordant.com).

Deep Brain Stimulation (DBS) is a surgical procedure where a medical device called a neurostimulator, similar to a cardiac pacemaker, is implanted in the patient's chest and sends electrical signals to precisely targeted areas deep within the brain.

Convection Enhanced Delivery (CED) potentially offers a technique where Neurosurgeons can bypass the Blood Brain Barrier. It involves the implantation of microcatheters directly into the brain to: allow precision treatment of diseased parts of the brain; limit the risks of systemic toxicity in the brain; and distribute efficiently large therapeutic agents over large volumes of the brain.

## Dog Beds from Zimbabwe?



ProSocial Trading is a social enterprise established in 2008 which Tricordant has supported both financially and with pro-bono consultancy. Alastair is actually one of the directors. The company aims to stimulate social, economic and spiritual growth in "Less Economically Developed" (LED) countries by selling and distributing "ethically made, fairly traded" products in the UK purchased from independent small manufacturing companies in LED countries. PST successfully raised £20,000 capital last year. The first products to be sold under the 'KweKwe' brand are a range of pet beds [see pictures] which are being manufactured in Zimbabwe. These will be sold in the UK from this September where market research indicates that there are currently no



ethically made, fairly traded pet beds available. The experience of working in Zimbabwe over the past 9 months has proved 'challenging' at every level (as you may be able to imagine!). But we are getting there! If you want to know more please contact [Alastair](mailto:alastair@tricordant.com) on [alastair@tricordant.com](mailto:alastair@tricordant.com) or [Tim Clewer](mailto:Tim Clewer, the Chief Executive on tim.clewer@prosocialtrading.com), the Chief Executive on [tim.clewer@prosocialtrading.com](mailto:tim.clewer@prosocialtrading.com).