

## 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.**

## Services for Older People

The dynamics of the national economy and the growing elderly population mean that getting to grips with services for the elderly is a hot issue in both Health and Social Care. Since our last newsletter in August, we have been engaged on several assignments in Services for Older People.

Building on our previous work in Tameside, where we saw a 5-fold improvement in delayed discharges from hospital (see case study <http://www.tricordant.com/pdf/case16.pdf>), we have undertaken projects to improve patient flow and discharge across the health and social care systems of some of the UK's largest cities;

- In Sheffield, Birmingham and South West London we have been running projects to improve the flow and discharge of older people across the health and social care systems.
- In South East Essex we are in the middle of a major review of care of the elderly services across the PCT area involving the Local Authority partners and the local providers. Watch this space for our emerging thinking on whole systems health and social care pathways! We are now establishing a Learning Set for health and social care communities early in 2010. If you would like to know more on this subject, please contact [Alastair Mitchell-Baker](mailto:Alastair.Mitchell-Baker@tricordant.com) on [alastair@tricordant.com](mailto:alastair@tricordant.com) or [Roger Greene](mailto:Roger.Greene@tricordant.com) on [roger@tricordant.com](mailto:roger@tricordant.com)



### Paul Lambert joins the Tricordant Team

Paul joined Tricordant as a Director on 1 November. Straight from the PA Consulting Group, he brings over 18 years' consulting experience with PA and Logica.

Paul is passionate about helping clients create a sustainable and healthy future. In addition to his all-round consultancy skills, his key focus is on workforce planning, talent management and resource management. Paul has also designed and delivered innovative leadership and management development programmes for a wide variety of clients.

His track record includes clients like BP, Westinghouse, HM Treasury and the Department of Work and Pensions. He has worked predominantly in the government, health, education, IT and transport sectors.

He holds a Masters in Organisational Development (Sheffield Hallam) and a Degree in Management Studies with Engineering (King's College, Cambridge University).

Paul is married to Juliette with two young daughters – Hannah (4) and Jenny (2). When not at work, he enjoys mountain biking and squash.





## Alastair joins the Board of ODF

Alastair Mitchell-Baker has been elected to the board of the Organisation Design Forum (ODF), the premier professional association globally for organisation design and development. See [www.organisationdesignforum.com](http://www.organisationdesignforum.com) for more about ODF. Alastair will be helping to market ODF and its training resources in the UK and Europe, including consideration for the re-launch of the UK branch. Any questions or ideas welcome to [alastair@tricordant.com](mailto:alastair@tricordant.com).

## The Innovation Challenge

**Tricordant was recently commissioned by NHS Northwest to review TrusTECH, the North West NHS Regional Innovation Hub.**

Innovation is at the heart of continuous improvement in services for patients and the NHS has a fundamental challenge to make it systematic. The aim of the review was to establish the role of TrusTECH in the context of the over-arching infrastructure for innovation creation, development and diffusion.

The review allowed a fascinating insight into the impressive and still developing innovation and improvement landscape in the North West. The SHA and TrusTECH will be considering the review and the next steps in the midst of considerable uncertainty about future funding availability in the NHS.

Please contact [Alastair \(alastair@tricordant.com\)](mailto:Alastair@tricordant.com) if you would like to know more.

# Higher Education – the leadership challenge

There are over 130 universities and Higher Education institutions in England with over 130,000 people working in the sector. The demands on HE have been growing fast over the past 20 years with university entrance at school leaving moving from around 10% to near 40% – a huge increase. With increasing demand and the pressures brought by issues around student loans, there is a greater demand for student-focussed services and for institutions to have a more tightly defined brand and strategic offer.

Tricordant presented in November at the ‘Leadership Foundation for Higher Education’ (LFHE) conference in Cardiff on staff development. Simon Thane and Paul Lambert spoke on ‘Organisational Health’ and introduced people to our Tricord model as a powerful whole systems OD tool, presented a case study from our work with Blackpool and The Fylde College and facilitated a lively group exercise applying the Tricord to real HE organisational issues chosen by participants.

For more information contact [Simon Thane \(simon@tricordant.com\)](mailto:simon@tricordant.com) or [Paul Lambert \(paul@tricordant.com\)](mailto:paul@tricordant.com).

Case study: <http://www.tricordant.com/pdf/case17.pdf>

## Transforming Community Health Services

Community services are fundamental to the way care is planned and delivered in both the NHS and Local Government. Yet in many respects they have been elusive to pin down. During the autumn we completed a project with NHS Sheffield strengthening the Commissioners’ specifications for community services in order to address that gap.

Starting from first principles we connected the PCT’s strategic ambitions for the people of Sheffield with its delivery agenda in Community Services. We took 16 specifications, as diverse as Sexual Health and End of Life Care and created an evaluation framework that allowed the

PCT to move away from historic specifications for groups of staff (e.g. District Nursing) or specialist services (e.g. Dietetics), to Care Programmes delivering true value for patients.

The project went into drill-down mode to draft CQUIN (Commissioning for Quality and Innovation) schedules and Quality Indicators for specific priority services to optimise the impact of the services for the local population.

Please contact either [Simon Thane \(simon@tricordant.com\)](mailto:simon@tricordant.com) or [Roger Greene \(roger@tricordant.com\)](mailto:roger@tricordant.com) if you would like further information.

## Graham becomes Tricordant Consultant

Graham Bates took the step from Senior Associate Consultant into employed consultancy with Tricordant in September of this year. Graham is a lean manufacturing practitioner and his wealth of experience in manufacturing and engineering is invaluable in understanding systems mapping and design in all sectors of work. Welcome aboard!



## Social Responsibility Prosocial Trading Update

Tricordant is supporting a new not-for-profit company, PST, to set up the manufacture of pet beds in Zimbabwe (with fair wages) and their subsequent fairly traded sale to the UK. PST is focussed on economic and community development. The latest news is that the first instalment of pet beds have arrived at Tilbury docks and will shortly go on sale, under the Kwe Kwe brand name, in time for a great Christmas gift! Please go to [www.kwekwe.org](http://www.kwekwe.org) to find out more and buy a gift that will help change lives.



# Looking forward to 2010 Whole Leadership

**Ever read an article or been on a Leadership course that didn't leave you feeling inadequate as a leader? Help is at hand!**

In the Think Piece section of our website we have published 2 short articles, *In praise of the Incomplete Leader*. With acknowledgements to the MIT Sloan School of Management, the first article sets out to bust the myth of the complete leader and build a model of Distributed Leadership. It's incredibly liberating to know you do not have to be all things to all men!

In the second article we build on the MIT thinking and develop a framework for Whole Leadership. We argue that long-term sustainability and profitability are too important to leave to the individual leader, however good they are. The self-aware Incomplete Leader is an indispensable start. But it is not enough.

We think organisations can build governance arrangements that embody Distributed Leadership for the long run. We say that each of the domains of Identity, Strategy, Systems and Culture need



positive and active leadership if an enterprise is to be purposeful, sustainable and profitable for the long term.

We have had a great reaction to our thinking in this area and we are now developing a set of diagnostic and developmental tools to support leaders and organisations to embody the learning and make it real.

If you would like to know more, please contact either [Roger Greene \(roger@tricordant.com\)](mailto:roger@tricordant.com) or [Paul Lambert \(paul@tricordant.com\)](mailto:paul@tricordant.com)

You can access the Think Pieces free, on [www.tricordant/think.htm](http://www.tricordant/think.htm)

## Substance Misuse – a wicked problem!

Public service challenges don't come much more difficult than tackling drug-related and substance misuse issues in a community.

In Tameside and Glossop the Crime Disorder Reduction Partnership (comprising Police, Probation Services, NHS Commissioner and Providers, Local Authority and the local drug user forum) commissioned Tricordant to facilitate a review of the tier 3 drug services, wraparound and support services and the shared care service.

Our approach helped the CDRP partners to focus on improving recovery pathways, wider treatment access and discharge support services.

A major workshop in October heard the real life stories of typical users. Current services were mapped and participants were helped to use lean and whole systems ideas to find ways through this 'wicked problem'.

The project is now moving on to the commissioning planning stage. For more details contact [Simon Thane \(simon@tricordant.com\)](mailto:simon@tricordant.com) Mob: 07989 112062).



**Merry Christmas and a prosperous new year from all of us at Tricordant!**