

THE NEED TO HARNESS

# COLLECTIVE INTELLIGENCE

## IN STRATEGIC HEALTH PLANNING



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### KEYWORDS

collective intelligence, health planning, integrated approach, healthcare modelling, health economics

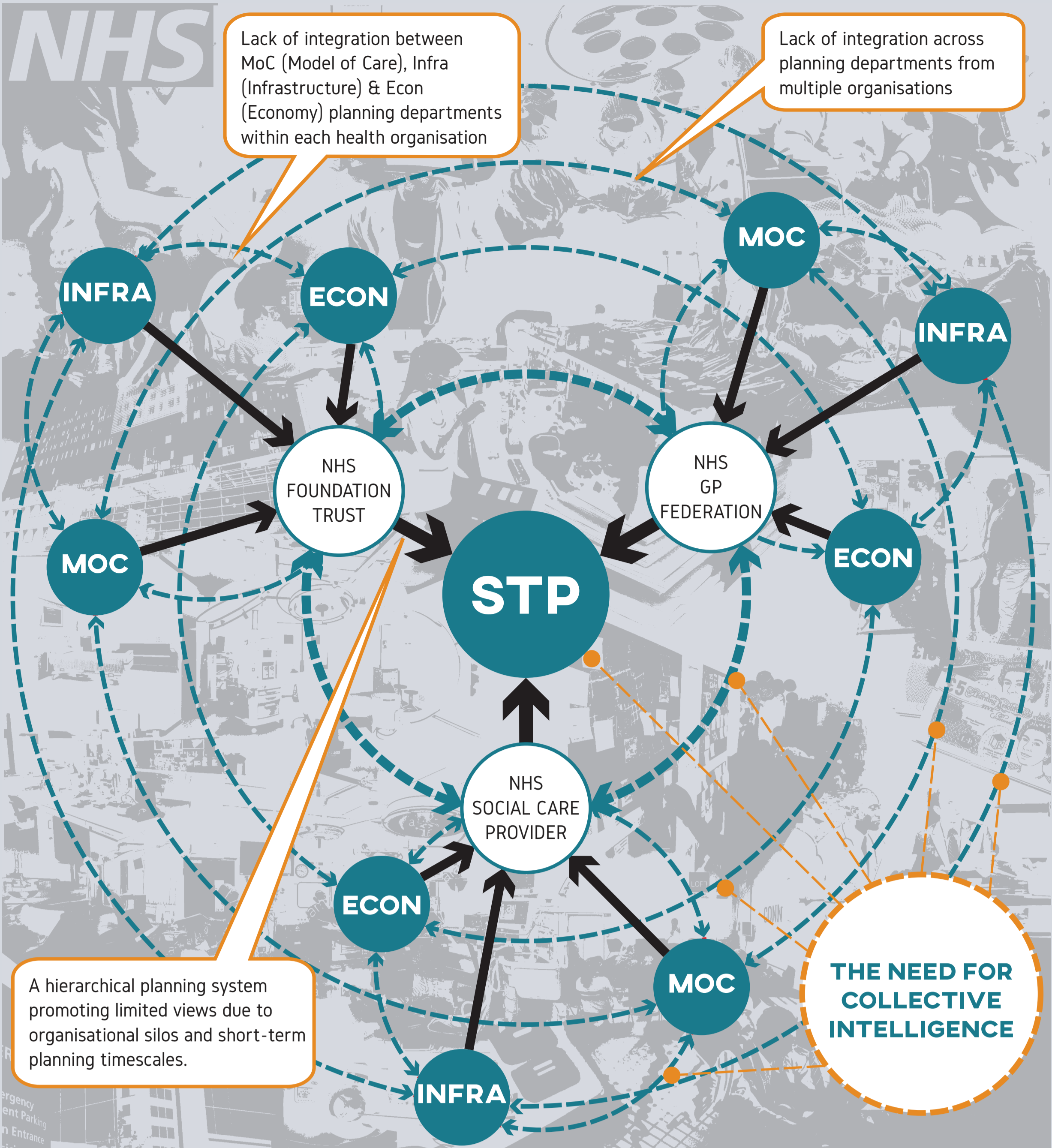
### INTRODUCTION

The financial crisis, the ever increasing demand and the unfit infrastructure are driving health organisations towards integrated healthcare services. Sustainability and Transformation Partnerships (STPs) were created in 2016 [1] in response to the Five Year Forward View [2]. However, studies [3] have shown that STPs are underperforming thus far, with poorly developed plans risking to further damage existing health services.

A preliminary desktop analysis of two London STP plans and a preliminary literature survey led to a potential cause: current STP health planning processes are driven by organisational and departmental silos that promote a divided planning system focussed on short term objectives in response to the Five Year Forward View (see Figure 1). Hence, the current research aims to identify the ways in which the collective intelligence of the STP stakeholders could be harnessed to support an integrated planning process across organisations and departments.

### PROBLEM

Research shows that health planning is a highly complex system of organisations and stakeholders operating with a high number of variables in a heterogenous environment [4], [5]. The literature [6]–[8] generally agrees that the gaps in health planning processes are caused by a lack



**FIGURE 1.** Problems in Sustainability and Transformation Partnerships (STP) Planning

of integration between three main planning branches: Models of Care (clinical planning), Infrastructure (capacity planning), and the Economy (financial planning). The need for collective intelligence (CI) is thus identified [9]: the ability of stakeholders to collaborate across branches and jointly produce a strategic plan. Research shows CI could be improved using tools and methodologies [10].

### OBJECTIVES

Could health organisations harness collective intelligence to integrate the processes of planning models of care, infrastructure, and economic models?

The objectives are to:

- Define collective intelligence in strategic health planning processes related to models of care, infrastructure and economic models
- Identify ways to harness collective intelligence to support an integrated approach for strategic health planning

### PROPOSAL

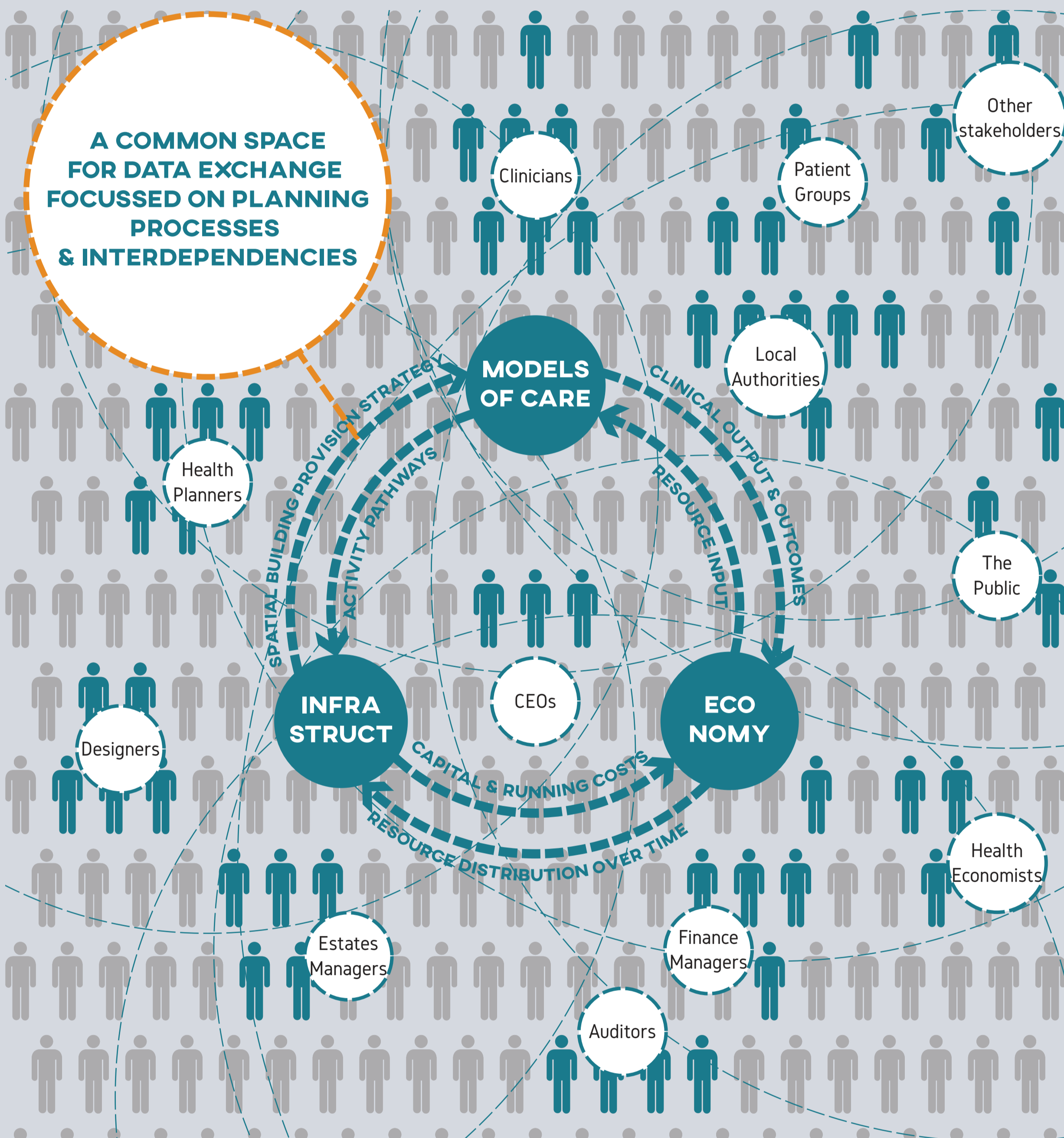
The research proposes to investigate the CI of STPs by introducing a planning process based on a single common platform that would support interactions between stakeholders that are planning Models of Care, Infrastructure and the Economic Models (see Figure 2). The aim is to deploy the platform into real life case studies such as the STPs in the London Metropolitan area. The platform (see Figure 3) would combine data about Models of Care, Infrastructure and the Economy into a single model, enabling synchronous and asynchronous exchanges between stakeholders.

### CONCLUSION

STP Strategic health planning seems to be failing due to a lack of integration between the planning processes of Models of Care, Infrastructure and Economic Models. The research identified the need to define and harness the CI of the stakeholders in order to support an integrated planning process. The proposal is to build a prototype support platform to be deployed in real life STP case studies in the London Metropolitan area.

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**FIGURE 2.** Collective Intelligence in Strategic Health Planning

