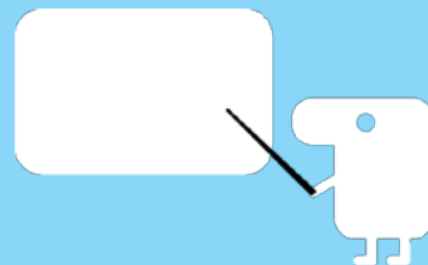


# WELCOME TO 'THINK NEWS'!



Welcome to our April 09 edition of Think News – the occasional newsletter to keep you informed about the work we're getting involved with.

Spring is here, traditionally a time of growth and renewal, and I'm pleased to report that Think Associates is growing too! Both in the number of healthcare and public sector clients we're doing work with, and also in the range of services that we can provide. Our technology partners, ikonami Ltd, are launching a suite of new tools this year including, importantly given the current focus on NHS appraisal rates, the brand new "AT-Performance" objectives and competences management tool. You can read more about these tools in the rest of this newsletter.

I'd also like to draw your attention to the launch of our new team-based governance tool in partnership with Community Services Wandsworth. This award-winning tool to be promoted and implemented by Think Associates, provides healthcare organisations with an efficient and developmental approach to collecting data for a range of audit and governance bodies, including Care Quality Commission, NHS Litigation Authority, and Essence of Care standards.

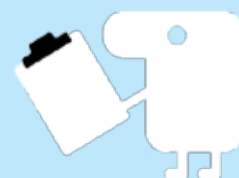
If you don't wish to receive this publication in future then please email [info@think-associates.co.uk](mailto:info@think-associates.co.uk) with the words 'Unsubscribe Think News' in the subject line. However, if you like what you read here, please circulate it to your colleagues.

If you want to tell us about anything you're up to, or have any other thoughts or comments, please contact us directly via [info@think-associates.co.uk](mailto:info@think-associates.co.uk). We hope you find the information in this newsletter useful and stimulating.

**Tim Newham, Director, Think Associates Ltd.**

## E-KSF CONTRACT RENEWED

As you're probably aware, NHS Employers, on behalf of all 4 UK countries, have retained Think Associates Ltd and ikonami Ltd to deliver the e-KSF project on a contract that will run to 2012 and which continues to ensure that the e-KSF is provided licence-fee to all NHS organisations.



Think and Ikonami are now working with Methods Consulting to deliver the e-KSF. Tim Newham, Managing Director of Think Associates, commented: *"I'm delighted that Methods have been selected to work with us on this key NHS toolkit. Methods bring additional skills, resources and networks, including their experience of running the NHS Jobs system. We'll be working together in partnership to really drive forwards the breadth and depth of e-KSF take-up, UK wide over the next 3 years"*.

You can also find news of this announcement on the NHS Employers Workforce Bulletin here: <http://www.nhsemployers.org/SiteCollectionDocuments/NHSWorkforceBulletin14April2009.HTML>

Our regional account managers will continue to support Wales, Scotland, Northern Ireland as well as SHA networks in England. So for queries about implementation of e-KSF please contact your regional account manager, or [info@think-associates.co.uk](mailto:info@think-associates.co.uk)

For more information about Think Associates, please visit [www.think-associates.co.uk](http://www.think-associates.co.uk)

# LAUNCHING TEAM TOOL

## - COMMUNITY SERVICES WANDSWORTH'S APPROACH TO ASSURANCE, CLINICAL GOVERNANCE AND QUALITY IMPROVEMENT

Think Associates and ikonami Ltd have been selected to partner with Community Services Wandsworth (formerly Wandsworth tPCT) to launch a commercial version of their online risk assessment and management tool that won the NHS Leadership in Informatics Accolade Scheme award in 2007.

### Risk and Compliance Challenges

Healthcare organisations in the UK will continue to be subjected to a number of audit and good practice requirements from regulatory bodies. These requirements create a number of challenges for organisations including the following:

- » The large number of audit requirements, and competing deadlines, that clinical staff are required to complete, do not allow staff to synchronise planning.
- » Audits focus on proactive and preventative measures rather than the more traditional reactive measures of analysing incidents that have occurred.
- » Responding to the increase in the range of organisations requiring information - as healthcare commissioners build reporting requirements into their contractual arrangements.
- » Additional requirements to measure and improve systemic elements including a patient-focused culture.

These challenges place increased pressures on organisations to demonstrate that they are responding to risk management assessments and collating appropriate data - factors that led Community Services Wandsworth to create the 'Team Tool'.

The Team Tool is a web-based risk and compliance toolkit which encourages teams within an organisation to reflect on best practice standards and then provide evidence based information as to how they are addressing risk management, compliance and quality improvement requirements.

The Team Tool is made up of twelve separate audit tools, each of which deals with a key governance topic such as health promotion and medical devices.

All or specific teams in your organisation would be required to complete a audit tool every month. Teams would use the tools to stimulate discussion about their own performance before responding to specific questions regarding compliancy with local and national policy. Another benefit of the tool is that it is set up to provide online resources and e-learning development opportunities. When gaps in compliance are identified, each tool provides space for teams to record their specific action plan for quality improvement.

*"We're really excited to be offering this tool through our commercial partners, Think Associates and ikonami, to help share the knowledge and experience that we've gained over the past two years around an effective way of measuring assurance and managing risk in our organisation. We don't think there's anything else quite like this in the market. We feel that the tools have really helped us to meet healthcare standards by making them real to staff and using a systems approach has saved resources".*

Yvonne Connolly, Associate Director Clinical Governance & Risk Management, Community Services Wandsworth

### Outcomes For Your Organisation

- » For a typical sized Trust, save £25,000 per year in staff costs associated with collecting relevant and current compliance data.
- » Provide data and evidence of sound processes, to support NHSLA audits and cost savings associated with positive audit outcomes.
- » Identify risk management issues before they result in dangerous or costly practice! Team self-assessment results in a "compliance dashboard".
- » Collect data regularly, in a quick and transparent way, which encourages a culture of continuous improvement.
- » Data collection tools are updated by Community Services Wandsworth on a cyclical basis thereby ensuring that by using this tool, you are collecting the appropriate data for a wide range of audit and compliance purposes.

# LAUNCHING TEAM TOOL - FREE WORKSHOP

**Date:** Wednesday 3rd June 2009

**Time:** 12:45 – 17:00

**Venue:** Central London TBC

*Designed for Heads of Risk Management and Clinical Governance and Senior Clinical Managers*

## Workshop Overview

We are running a free half-day workshop to share how Community Services Wandsworth has used a process of team assessments to:

- » Achieve NHSLA Level 2 – resulting in a significant annual saving on risk insurance costs - and now work towards Level 3.
- » Dramatically reduce the workload involved in collecting data for Healthcare Commission / Care Quality Commission, NHSLA and Essence of Care Standards (saving of at least £25,000 per year).
- » Introduce a culture of risk awareness and continuous improvement.
- » Provide the board with a “finger on the pulse” of how delivery teams are managing risk, allowing the organisation to put in place specific programmes of risk reduction.
- » Community Services Wandsworth has formed a commercial partnership with Think Associates Ltd to make this approach available to other healthcare organisations.

## Workshop Programme

The workshop will be participative, practical, and, we hope, thought-provoking and structured into the following core sections:

Approx. Time	What we will cover
12:45 – 13:30	Registration and buffet lunch
13:30 – 13:45	Welcome and Introductions (Tim Newham)
13:45 – 15:00	The Wandsworth experience – challenges, responses, benefits (Yvonne Connolly)
15:00 – 15:15	Coffee
15:15 – 16:00	Demonstration of the commercially available version of Team Tool (Tim Newham)
16:00 – 16:30	Panel questions and answers (All)
16:30 – 17:00	Networking and close (All)

## How to book your place on this workshop?

If you would like to attend this workshop, you can book your place online at [www.think-workshops.co.uk](http://www.think-workshops.co.uk), alternatively please email [info@think-workshops.co.uk](mailto:info@think-workshops.co.uk) with your name, organisation, job title and contact details.

Further information on the Team Tool can be obtained from your Regional Account Manager or by emailing [info@think-associates.co.uk](mailto:info@think-associates.co.uk)

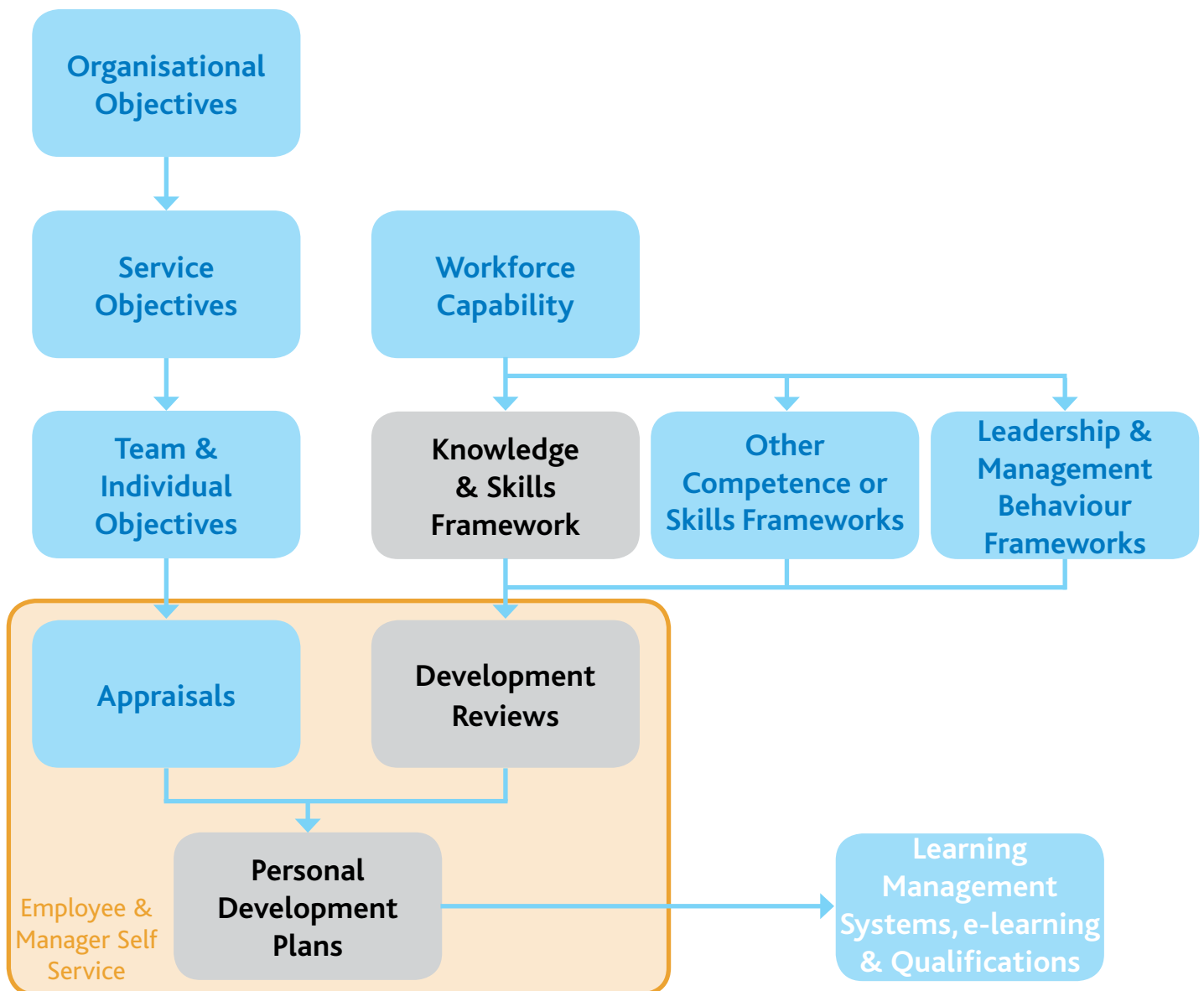
# COMING SOON AT-PERFORMANCE - THE SOLUTION FOR JOINED UP, SELF SERVICE APPRAISAL AND DEVELOPMENT REVIEW

AT-Performance is the new web-based employee management tool that we are designing with ikonami Ltd to enable your organisation to centrally manage competence or behavioural objectives along with service based objectives and personal objectives to help inform Personal Development Plans. Across an organisation, service or team this process will inform learning or training needs analysis.

UK healthcare organisations are being asked to demonstrate regular staff appraisal as a way of focusing on performance management and competent workforce, and as a response to the Darzi Next Stage Review. The Healthcare Commission (soon to be Care Quality Commission) reports, in the last national staff survey, that 61% of NHS staff had an appraisal. Of these 61%, only 53% of staff felt that the appraisal led to improvements in how they did their jobs, and 76% felt that the appraisal resulted in clear objectives.

AT-Performance, along with the support we can provide to help you create and implement an appraisal and development culture, can be a key part of driving up these figures.

The following diagram illustrates the key performance management processes and how AT-Performance can help you to manage these. *(Items in grey can already be managed by the e-KSF).*



## Summary of the Benefits of AT-Performance

- » AT-Performance can be used by all healthcare organisations and all staff groups (not just Agenda for Change staff), resulting in a joined-up performance tool for the entire organisation, including senior managers and medics.
- » Use local or national competence and skills frameworks to ensure standard descriptions of roles – with links to the KSF where necessary.
- » Create and cascade performance objectives, to align team and individual activities with corporate objectives.
- » Bulk-upload and update objectives, allowing for rapid organisational responses to changes in the service environment.
- » Track all your competence, behaviour and performance frameworks in one tool.
- » AT-Performance integrates with the e-KSF and AT-Learning, but can also be used stand-alone to manage performance, without needing the e-KSF in place.
- » AT-Performance has a full suite of standard and customisable reports to allow organisations to track achievement of appraisals, and also interrogate information to build organisational performance management and capability plans.

Whilst we recommend the e-KSF for NHS organisations, there is no requirement to use e-KSF before you can benefit from AT-Performance. If you are using e-KSF, then AT-Performance will integrate seamlessly with it, using e-KSF data about employees, pay bands and points, work structures (department structures, occupational groups and manager/staff relationships).

**We are looking to pilot the new tool currently in development with clients from June with a view to launching the full tool in September 2009.**

If you are interested in hearing more about the pilot programme or the features and benefits of this new tool then please contact your Regional Account Manager or email [info@think-associates.co.uk](mailto:info@think-associates.co.uk).

## LAUNCHING AT-VENUES

AT-Venues™ is the another product to be launched by our partners ikonami and is a powerful room scheduling tool developed for organisations looking for an efficient, web based, low cost, expandable solution to manage all of your room scheduling needs.

In summary AT-Venues gives you the ability to:

- » Set up your rooms/venues in detail - including the ability to define accessibility, room purpose, availability of catering from food services, equipment from your A/V department etc.
- » Group and instantly view available rooms and resources by location and site.
- » Search for rooms and resources by purpose, location, availability and features — and instantly reserve them.
- » Create real-time reports providing analysis of daily and weekly bookings, reports on room usage, reservation summaries and summaries of cancelled reservations.

From using AT-Venues you will see noticeable improvements in personnel performance, productivity and accuracy — simply by electronically managing your scheduling processes. AT-Venues is completely web based, it needs no installation, all you need is a computer with an internet connection.

AT-Venues is currently undergoing beta release, this means we are actively looking for pilot sites. By becoming a pilot site of AT-Venues your feedback will be used to evolve AT-Venues in a manner that makes the tool an extension of your existing processes and you'll also be able to take advantage of a reduced price deployment package.

If you are interested in finding out more about AT-Venues or to arrange a demonstration of the product please contact your Regional Account Manager or email [info@think-associates.co.uk](mailto:info@think-associates.co.uk).

# SEVEN STEPS TO SUCCESSFUL KSF IMPLEMENTATION

The implementation and future embedding of the KSF within NHS organisations is not just a project implementation but for many a cultural change that requires a mix of knowledge and skills to deliver effectively. We have found that a number of organisations are still struggling to implement the KSF despite the Social Partnership Forum target that gateways should have been operational over 2 years ago, in October 2006.

A number of organisations have now used Think Associates Ltd to outsource all, or parts of their KSF implementation project, to ensure they reach the defined goalposts in agreed timescales. We find there are a variety of reasons behind this decision including:

*"We've tried to implement the KSF and our approach wasn't successful"*

*"We've struggled to get the implementation of the KSF off the ground."*

*"We've not really tried to implement the KSF in full as it feels too complicated and we're not really sure the best way to achieve it."*

*"We already have a good appraisal system and rate within the Trust so we're not clear about what benefits the KSF will bring."*

*"We thought the KSF would go away - as it felt too complicated to us".*

*"We don't have a culture of appraisal within the organisation and so implementing the KSF is a real uphill battle".*

*"We've managed to get the KSF embedded within a few key areas of the organisation but are struggling to engage other groups".*

*"We have a lack of resources required to implement the KSF".*

If any of these statements resonate with the situation in your organisation then we can help you to move forwards towards full implementation of the KSF and help you to use the framework to deliver real organisational value.

## What are the key processes involved in KSF implementation?

We have a seven-step approach to the implementation of the KSF.

**STEP 1: BENCHMARKING** - Where is the organisation now?

**STEP 2: ASSESSMENT, BENEFITS CASE & PLANNING** - What is our plan, how are we going to assess the benefits?

**STEP 3: COMMUNICATION** - What do we need to communicate, to whom and how?

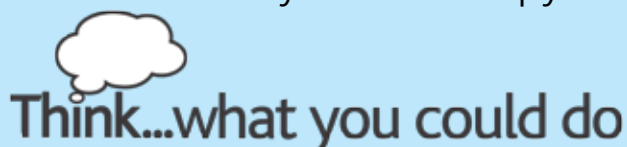
**STEP 4: TRAINING** - What training do we need to make available to whom?

**STEP 5: PROJECT MANAGEMENT** - How are we going to get to where the organisation needs to get to?

**STEP 6: E-KSF IMPLEMENTATION** - What role will the e-KSF have to play in the implementation of the KSF?

**STEP 7: BENEFITS REALISATION** - What benefits have been achieved since the implementation of the KSF?

To find out more about our approach to KSF / e-KSF implementation and additional ways that we can help your organisation then please contact your Regional Account Manager or contact [info@think-associates.co.uk](mailto:info@think-associates.co.uk)



## OFF SITE SUPPORT – ENHANCED SERVICE

In order to enhance the level of service that we are able to provide our clients with the implementation of our systems we have put together a new 'off-site' support package using GoToMeeting technology to provide 'hands-on' support at a distance.

We believe that this enhanced support service will have the following benefits for our clients:

- » The ability to access additional ad-hoc support to bridge the gap between on-site meetings or training sessions or provide impromptu training/support.
- » Increase the accessibility and visibility of your account managers to support your project.
- » Reduce travel expenses incurred on projects.
- » Allow subject matter experts within our team to present to clients across the UK.
- » Enable us to show any application running on our machines in real time or for you to show us yours so that we can identify local issues at a distance.
- » No training or maintenance is required by clients – resulting in a cost effective easy solution.
- » Ultimate convenience for collaborating in real time on everyday projects with clients.

This enhanced off site support can be purchased in multiples of 8 hour blocks (equivalent to a day on-site support) at a cost of **£480 (£60 per hour)**. This off site support time can then be utilised in one-hour blocks and availability is determined by individual account managers.

If this is something of interest to you and you would be interested in finding out about how we could use this technology to benefit you, your team and your particular project needs then please do not hesitate to contact your Regional Account Manager or email [info@think-associates.co.uk](mailto:info@think-associates.co.uk).

Please note that this service does not affect the free support that is provided by the technical support team as part of the e-KSF National Contract with the Department of Health or the technical support provided by ikonami as part of existing license agreements for AT-Learning and AT-Feedback.

## WORKFORCE PLANNING E-LEARNING

We've been working with the National Leadership and Innovation Agency for Healthcare (Wales) on a workforce planning e-learning package aimed at all managers in NHS Wales. Our role has been to consult with Workforce Planning experts in Wales to do the initial scoping, design, functional specification and technical architecture considerations. The resulting e-learning package will, we hope, include a number of innovative approaches including:

- » Real workforce planning processes for the learner to complete, resulting in powerful workforce data and actions for their teams, whilst at the same time learning about the tools and principles of good workforce planning. A process we call "embedded learning".
- » Online and technology-enabled assessment of learning, allowing the learner to receive CQFW Credit for completing the e-learning and demonstrating competence.
- » Learner-led navigation, and an engaging story-telling approach to the topic, reinforcing learning with case studies and analogies.

If you'd like to talk to us about this project, or our e-learning strategy, scoping and rapid design services, please contact your Regional Account Manager or email [info@think-associates.co.uk](mailto:info@think-associates.co.uk)

## RAPID E-LEARNING USING THESIS PROFESSIONAL

Have you looked at e-learning before and rejected it? Or are you looking over your current e-learning offering, your budgets and business requirements, and wondering if there's a different and more cost effective way it can be done? In either case you're not alone. For many organisations, e-learning has hit a stumbling point despite the significant advantages that it can offer. Like traditional learning, off the shelf titles can be too generic and miss the mark. Bespoke e-learning can cost too much, take too long to develop and when it's completed the goalposts have moved and it no longer meets individuals and organisational needs.

Rapid e-learning is a response to many of these challenges. Rapid e-learning often involves an authoring tool where individuals within organisations can create their own e-learning packages from either internal or external content sources.

We've chosen to partner with Hunterstone Inc. who provide a rapid e-learning authoring tool called THESIS Professional because we've found it to be one of the easiest and quickest tools to use for rapid e-learning content authoring. It enables you to prepare any web-presentable content for an e-learning platform, including tracking assessments and sequencing learning objects into customised courses. It includes functionality to turn Word, Excel and PowerPoint documents into pages of e-learning content, whilst maintaining formatting. This means that anyone who can use Word, Excel or PowerPoint, could use Thesis to create rapid e-learning.

What are the benefits of using the Thesis Professional e-learning authoring tool?

- » It allows you to easily and rapidly convert and create content into e-learning packages from virtually any type of lesson content file - Word, Excel, PowerPoint, Visio, Flash, Flash Video, Shockwave, PDF, XPS, JPEG, GIF, Tiff, PNG, BMP, MPEG and Windows Media....
- » It will save you time and money in creating e-learning packages.
- » Content created using the software integrates with SCORM-compliant Learning Management Systems, such as AT-Learning and OLM.
- » It will allow you to increase productivity and ultimately provide the desired learning results specific to your organisation needs.
- » It helps to streamline the process of 'learning anywhere, anytime'.

## FREE WEBINAR DEMONSTRATIONS

If you are interested in finding out more information about Thesis Professional we are hosting a series of FREE Webinars to demonstrate the software and provide additional background information to how 'rapid e-learning technology' can help to fulfill your e-learning needs. Upcoming dates include:

**Tuesday 19th May – 14:00 – 15:00**

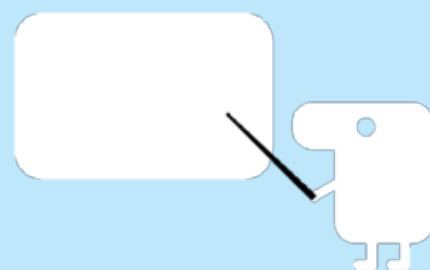
**Tuesday 9th June – 14:00 – 15:00**

**Tuesday 7th July – 14:00 – 15:00**

All you will need to attend this webinar is access to a telephone and computer with internet connection.

To attend please register your details including a valid email address via our [www.think-workshops.co.uk](http://www.think-workshops.co.uk) website or alternatively email your name, job title, organisation and telephone number to [info@think-associates.co.uk](mailto:info@think-associates.co.uk) and we will contact you with additional details.

If you can't make any of these dates but would like to know more, please contact your Regional Account Manager or email [info@think-associates.co.uk](mailto:info@think-associates.co.uk) and we will arrange a more suitable time to demonstrate the software which can be arranged on a 1:2:1 basis as required.

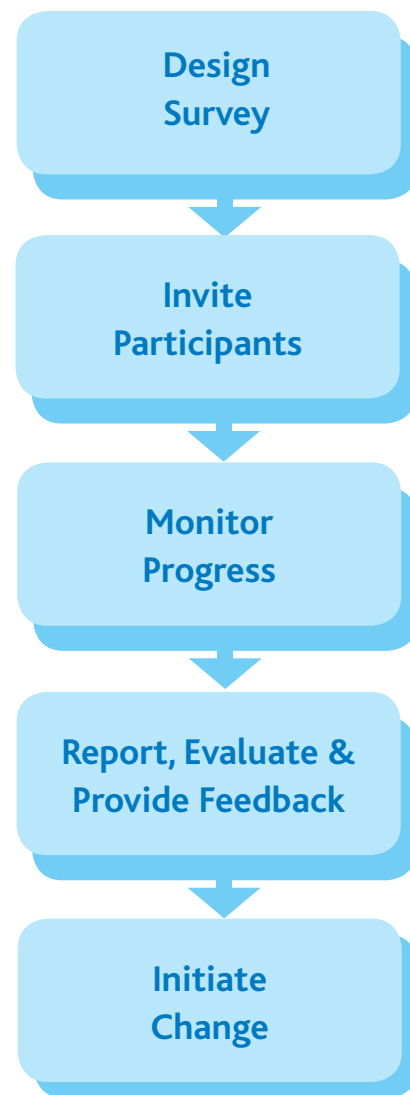


# CONDUCTING SKILLS AUDITS TO SUPPORT WORLD CLASS COMMISSIONING

We are currently working with a number of NHS organisations to help run skills audits to identify and record the formal qualifications held by employees, in particular in Pay Bands 1 to 4. The audits have been designed to collate which qualifications have been achieved to date by individuals and identify individuals who are in the process of achieving additional qualifications, thus linking in with the learning records held by organisations. This work has been conducted to enable organisations to plan and commission its workforce development activities more effectively, particularly with regard to accessing funding to support Level 2 learning and development.

We can support you through the entire skills audit process, including the following key stages:

- » **Identification of the types of skills - the taxonomy** - that you need to measure. This could include literacy/numerary, qualifications, KSF or the use of Skills for Health / Skills for Care National Occupational Standards. We can start from a blank sheet of paper, from a survey that you have already designed, or from one of our own pre-designed surveys that we've used in other NHS skills audit projects.
- » **Creation of an easy to understand, efficient and easy to complete survey.** Surveys can be created on paper or more often utilising are our online surveys developed with our AT-Feedback software. Depending on the organisation and the target percentage return rate both mechanisms may be required in conjunction with some face to face sessions.
- » **Management and communication of the survey and collation of responses** - we'll need to talk about responsibilities for the following elements, but we can advise or support as you see fit.
  - » Identification of target audience.
  - » Initial corporate communications about the importance of the survey, aimed at maximising response rates.
  - » Individual communications about how to complete the survey.
  - » Reminder and follow up mechanisms to ensure the highest possible response rates.
- » **Production of consolidated and detailed reports and presentations of results**, to allow you to understand the results of the survey and take practical action. If required we can facilitate a workshop to discuss the results and the actions that could follow.



## Our experience of this type of work

Think Associates are a trusted supplier and already run web based surveys for a range of NHS Trusts, and also NHS Employers to gather KSF data and check the progress of the KSF programme nationwide. As providers of the e-KSF system, we also have a strong track record in recording and maintaining data. With a long history of working within and for NHS Organisations we understand your environment and the issues you face and our team of Organisational Development professionals can help you make sure your needs are addressed.

When using our AT-Feedback survey platform for skills audits we can either provide the software for you and train you in its use, or we can run the entire skills audit as an outsourced service where you simply provide us with the scope and criteria for the work, help us to communicate with the target audience, and we'll do the rest, ending the project by providing you with a report of results.

Please contact your Regional Account Manager or email [info@think-associates.co.uk](mailto:info@think-associates.co.uk) for further information.

# CORE COMPETENCY DEVELOPMENT PROGRAMME



It is a constant requirement for HR & Workforce Professionals to develop strategies to align external and internal organisational drivers, meeting the development needs of the organisation. We have developed an approach to strengthening the depth of succession in your talent pool by focusing on the development of core competencies across Bands 1-4.

*'Organisations live as long as they learn, individuals learn as long as they live'*

Ideas and contributions come from the entire workforce and we have developed a core competency programme to offer Bands 1-4 a pragmatic learning programme that will enhance their personal effectiveness.

This programme has been designed using our experience of delivering pragmatic learning solutions in the Public and Private sectors. We have taken key essentials of the KSF core dimensions and combined them into a challenging and enjoyable adult development experience.

The solution is highly interactive and will deliver concepts and ideas to enable individuals to enrich their current roles. As it is developed around the core KSF dimensions and specific organisational needs, it will feed into your succession planning process and wider talent management strategy.

The programme allows participants to reflect on their current issues as they make action plans to apply new skills in practice in a supportive and confidential environment. It will create an appetite for further learning and continuous development as individuals learn how to seek opportunities to learn and the benefits that this brings.

## SERVICE RESULTS

As a result of attending this programme participants will be able to:

- » Communicate effectively and appropriately with all their customers through improved communication skills and personal impact.
- » Seek opportunities for personal development.
- » Recognise how to learn effectively and how they can support the development of others.
- » Seek continuous improvement in their roles.
- » Manage themselves against the time they have to be most efficient.
- » Ensure quality and minimise risk in their roles.
- » Understand and recognise the benefits of diversity in the workplace.
- » Be fully inclusive of people around them at work.
- » Develop a personal vision and identify further development needs.
- » Identify the benefits of appraisal for them and to use the KSF as one tool to identify development needs.


## ORGANISATIONAL BENEFITS (ROI)

Some of the potential outcomes which we would expect to be delivered from this initiative include:

- » Individuals who are motivated to learn, engage in appraisals and drive their PDP's.
- » Employees recognise how to learn and value the opportunities available to them from their organisation.
- » Employees who take a positive approach to job enrichment and career development – shifting the attitudinal climate and improving job satisfaction.
- » Increased Training Needs Analysis data will be available from PDP's.
- » Increased uptake on training events and completed appraisals.
- » Improvement in the areas of personal effectiveness.
- » A grounding and assurance of competence against the core KSF dimensions.
- » Increased knowledge and qualifications pool within the Trust.

The programme will be adapted to the organisation's specific requirements. For further information please email [lindseyholman@happenconsulting.com](mailto:lindseyholman@happenconsulting.com) or call her on 07872 300840.

**GET IN TOUCH WITH LINDSEY AT HAPPEN TO FIND OUT HOW THEY CAN HELP YOU WITH YOUR PROVIDER BOARD AND PROFESSIONAL EXECUTIVE COMMITTEE DEVELOPMENT PROGRAMMES.**

  
**Think...what you could do**

## REGIONAL ACCOUNT MANAGERS

If you are not sure who your regional account manager is then please see below confirmation of their contact details.

SHA / REGION	ACCOUNT MANAGER	EMAIL ADDRESS
East Midlands SHA	Mark Parry	<a href="mailto:mark@think-associates.co.uk">mark@think-associates.co.uk</a>
East of England SHA	Mark Parry	<a href="mailto:mark@think-associates.co.uk">mark@think-associates.co.uk</a>
London SHA	Shaun Wilde	<a href="mailto:shaun@think-associates.co.uk">shaun@think-associates.co.uk</a>
North East SHA	Richard Bradbury	<a href="mailto:richard@think-associates.co.uk">richard@think-associates.co.uk</a>
North West SHA	Shaun Wilde	<a href="mailto:shaun@think-associates.co.uk">shaun@think-associates.co.uk</a>
South Central SHA	Rob Winson	<a href="mailto:rob@think-associates.co.uk">rob@think-associates.co.uk</a>
South East Coast SHA	Mark Parry	<a href="mailto:mark@think-associates.co.uk">mark@think-associates.co.uk</a>
South West SHA	Rob Winson	<a href="mailto:rob@think-associates.co.uk">rob@think-associates.co.uk</a>
West Midlands SHA	Richard Bradbury	<a href="mailto:richard@think-associates.co.uk">richard@think-associates.co.uk</a>
Yorkshire & The Humber SHA	Richard Bradbury	<a href="mailto:richard@think-associates.co.uk">richard@think-associates.co.uk</a>
NHS Northern Ireland	Mark Parry	<a href="mailto:mark@think-associates.co.uk">mark@think-associates.co.uk</a>
NHS Scotland	Shaun Wilde	<a href="mailto:shaun@think-associates.co.uk">shaun@think-associates.co.uk</a>
NHS Wales	Richard Bradbury	<a href="mailto:richard@think-associates.co.uk">richard@think-associates.co.uk</a>

If you have found our third issue of 'Think News' of interest please let us know.

