

Joint Working: A Toolkit for the Pharmaceutical Industry and NHS Wales

Jointly published by ABPI Cymru Wales and the Welsh NHS Confederation



What is Joint Working?



Joint Working is a specific type of NHS / pharmaceutical industry collaboration, rather than a generic term for all cross-sector collaboration where:

“for the **benefit of patients**, one or more pharmaceutical companies and the NHS pool **skills, experience and / or resources** for the joint development and implementation of patient centred projects and share a **commitment to successful delivery**”

ABPI Code of Practice for the Pharmaceutical Industry (2019)

Joint Working is a key part of the Welsh Government’s long-term plan for health and social care, *A Healthier Wales*.

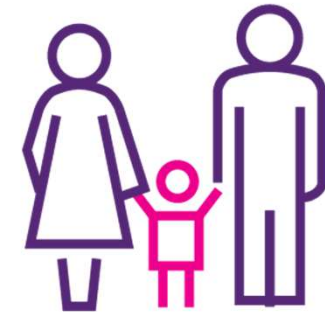
“we will need **broader and deeper partnerships, new skills** and **ways of working** and we will need people to take more responsibility for their own health and wellbeing”

Welsh Government Minister for Health and Social Services (2018)

Potential Benefits of Joint Working

For patients:

- Care closer to home
- Fewer hospital admissions
- Better information about conditions and treatment options
- Better experience of the healthcare system



For NHS Wales:

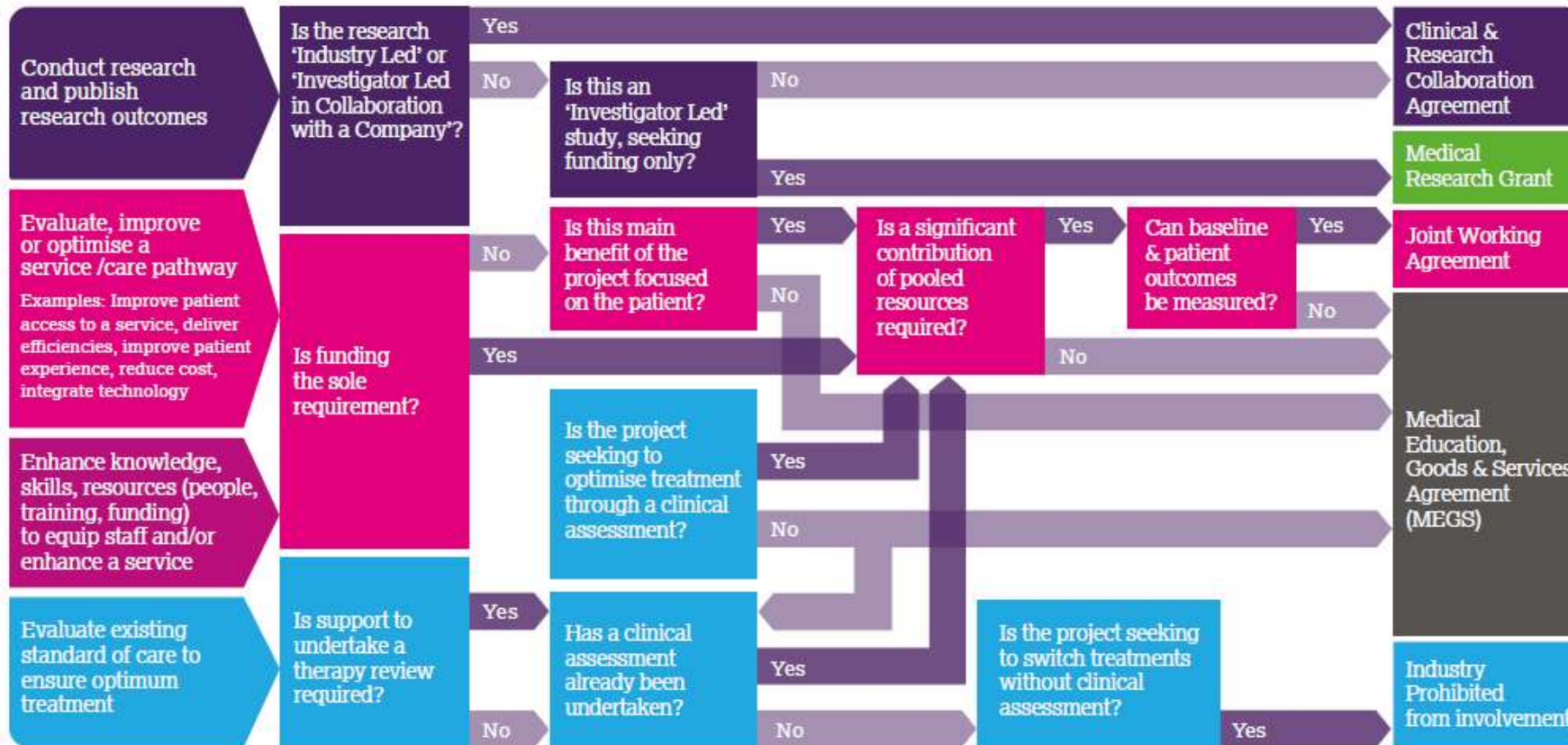
- Higher quality care
- Services configured around patient needs
- Better health outcomes
- Better use of resources, in line with Value Based Healthcare / Prudent Healthcare

For the industry partner:

- Potential expansion of eligible patient population
- Increase in appropriate use of medicines aligned to local or national guidance
- Better understanding of the challenges facing the NHS in care delivery
- Faster implementation of NHS policy where relevant



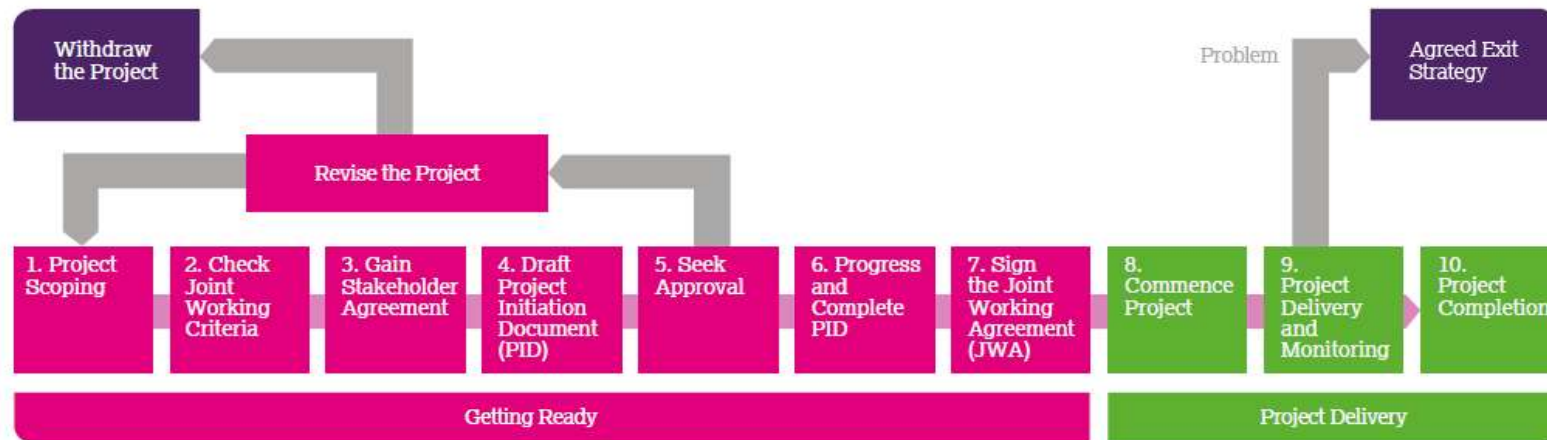
Routes to Cross-Sector Working:



It is important to choose the most appropriate model when considering cross-sector joint working. Further governance support and guidance can be found at:

- Disclosure UK
- ABPI Code of Practice
- Organisations' Conflict of Interest Guidance

A Ten-Step Process:



1: Scoping:

Partners involved, often Healthcare Professionals and Industry Representatives, scope the concepts that will help improve patient care and outcomes.

2. Check Joint Working Criteria:

Each party reviews the proposed project against the Joint Working Criteria to ensure that these will be met.

3. Gain Stakeholder Alignment:

Each party involved reviews the project idea to check it aligns with their respective objectives and compliance processes.

4. Draft Project Initiation Document (PID):

A more detailed plan or 'Project Initiation Document' (PID) can be developed.

5. Seek Approval:

Representatives from each organisation submit the PID for review through their own internal governance structure.

6. Progress and Complete PID:

The Joint Working Project team convenes to finalise the PID, taking into account any feedback. This may involve resubmission for final approval.

7. Sign the Joint Working Agreement:

Once the PID is approved, each party signs the Joint Working Agreement and an Executive Summary is published on (at least) the company website.

8. Commence Project:

The Project can only start after the Joint Working Agreement has been signed and the Executive Summary has been published.

9. Project Delivery & Monitoring:

The Project Team deliver the agreed activities and monitor progress in accordance with the Joint Working Agreement.

10. Project Completion:

Defined outcomes are documented and consideration is given to producing a case study to share learning.

It is vital that good communication between partners is maintained to align and manage expectations, refine objectives and outcomes, and confirm the inputs of each organisation.

Realistic timescales and deadlines will help align stakeholders within the project.

Joint Working Criteria

Red Questions		Yes	No
1	Is the main benefit of the project focussed on the patient?		
2	Do all parties acknowledge that the arrangement may benefit the NHS and company partner(s) involved?		
3	Are any subsequent benefits at an organisational level and not specific to any individual?		
4	Is there a significant contribution of pooled resources from all parties, which may include people, finance and equipment wholly or partly dedicated to the project?		
5	Is there a shared commitment to joint development, implementation and successful delivery of a patient-centred project by all parties involved?		
6	Will anonymised, aggregated, patient outcome data be measured and documented?		
7	Are all partners committed to publishing an executive summary of the Joint Working Agreement?		
8	Are all proposed treatments involved in line with national guidance, where it exists?		
9	Will all activities be conducted in an open and transparent manner?		
10	Has an exit strategy and any contingency arrangements been agreed?		
Amber Questions		Yes	No
11	Will the project be managed by a Joint Working Team with industry, NHS and any appropriate third-party representation?		
12	Do all parties and their respective organisations have appropriate skills and capabilities in place to manage the project, thus enabling delivery of patient outcomes?		
13	Have all partner organisations got clear procedures in place for reviewing and approving Joint Working projects?		
14	Are all parties aware of and committed to using the Joint Working Agreement template (or similar)?		
15	Are all partners clear on who within their organisation is the signatory to ensure Joint Working Agreements can be certified?		

If the answer to any **RED** question is 'NO', the project is **NOT** a Joint Working arrangement as defined by the ABPI Code of Practice and appropriate action to taken before proceeding as a JW project.

A negative response to an **AMBER** question signals potential issues that need to be addressed.

Project Monitoring and Delivery

Monitoring of agreed messages may include:

- Increased numbers of appropriately diagnosed or treated patients
- Changes to patient satisfaction / experience levels
- Improved patient concordance and adherence to therapy
- Reduced wastage
- System efficiency measures (e.g. waiting times), touchpoints which may also link to patient experience indicators
- Market expansion with consequent proportionate increase in the appropriate use of specific medicines, aligned to local or national guidance
- Proxy patient outcomes

Legal Considerations

Data Protection

- All parties to a Joint Working arrangement must comply with Data Protection legislation

Anti-Bribery and Corruption

- It is preferable to agree Joint Working projects at Health Board / Trust level or above

Competition and Commercial in Confidence Issues

- Where competing companies set up a Joint Working project, they should establish a written understanding of the scope of discussions so that they do not stray into areas that could cause competition issues (e.g. pricing, market practices) and limit participation to appropriately briefed personnel

Additional Legal Considerations

- Take detailed minutes of discussions for review by legal counsel, and do not disclose confidential or commercially sensitive information

Joint Working Case Studies

Janssen UK, Welsh Government, NHS Wales and Myeloma UK

- Partnered to co-create and implement an All Wales Haematological Malignancy Data Solution

AstraZeneca, Leeds Teaching Hospitals NHS Trust

- ‘Re-engineering the Post-Myocardial Infarction (MI) Medicines Optimisation Pathway’ provided a comprehensive medicines review and patient-centred, shared decision-making for patients with CD who recently suffered a MI

Bayer’s ‘Don’t Wait to Anticoagulate’, with West of England AHSN

- So far has prevented 13 strokes through optimising medicines management in primary care

MSD, Aylesbury Vale and Chiltern CCGs

- Used innovative ways to standardise approach across practices to improve quality and support of their diabetes services

For Access
to the *Joint
Working
Toolkit:*

In English:

<https://www.abpi.org.uk/publications/joint-working-a-toolkit-for-industry-and-nhs-wales/>

In Welsh:

<https://www.abpi.org.uk/publications/cydweithio-pecyn-cymorth-ar-gyfer-diwydiant-a-gig-cymru/>

Questions?

