

Shared Decision Making Collaborative – An Action Plan

The third meeting of the Shared Decision Making Collaborative was held on 23 June 2016 in London. Participants¹ from a wide range of organisations and specialities took part in the meeting to build on a shared interest in, and commitment to, shared decision making.

Participants took part in group work organised around the 7 central themes identified in the Collaborative's Consensus Statement:

1. [Leadership and culture change](#)
2. [Local leadership](#)
3. [Education and training](#)
4. [Shared decision making tools](#)
5. [Guidance development and evidence reviews](#)
6. [Measurements of successful shared decision making](#)
7. [Research.](#)

The action plan below details the specific intentions and ambitions identified on the day, who should take those actions forward, and what the success criteria are for each action.

Short-term intentions are those which should be achievable by 1st June 2017. The Collaborative will review the outcomes of those actions at its meeting on 22nd June 2017.

Long-term ambitions are actions of a more strategic nature which will need work over the course of several years to deliver. The Collaborative will review progress against these in June 2017.

¹ See Appendix 1

Shared Decision Making Collaborative Action Plan

Leadership and culture change

Short-term intentions

Who should take action?	What action will they take?
Academy of Medical Royal Colleges (AoMRC) & Shared Decision Making Collaborative	<p>AoMRC, in partnership with other members of the Shared Decision Making Collaborative, will develop and publish guidance to explain what the UK Supreme Court judicial ruling in <i>Montgomery v Lanarkshire Health Board (Scotland) [2015]</i> means for doctors, nurses, patients, and NHS Trust and clinical commissioning group (CCG) Board members.</p> <p>Success criteria: Publication of guidance.</p>
NHS England	<p>NHS England will ensure that shared decision making is embedded into ongoing national improvement programmes, including the Support for Self-Care and Vanguard programmes, and NHS RightCare.</p> <p>Success criteria: Shared decision making included in programme plans for the Support for Self-Care and Vanguard programmes, and NHS RightCare.</p>

Long-term ambitions

Who should take action?	What action will they take?
NHS England	<p>NHS England, with the support of the Shared Decision Making Collaborative, will collect and share best practice health care service models. This will include examples such as ensuring that patient pathways include patients participating in shared decision making before accessing a surgical waiting list.</p> <p>Success criteria: Examples of best practice collated in an internal knowledge management resource by NHS RightCare and NHS England, with selected case studies disseminated through existing networks.</p>
Advancing Quality Alliance (AQuA)	<p>AQuA will contribute to, and shape, a national system development programme for shared decision making.</p>

	Success criteria: Implementation of the programme; a group of champions established to deliver shared decision making.
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Local leadership	
<i>Short-term intentions</i>	
Who should take action?	What action will they take?
Healthwatch England	<p>Healthwatch England will update local Healthwatch on shared decision making, and the Shared Decision Making Collaborative's Consensus Statement. Healthwatch England and the Collaborative will explore how local Healthwatch can help advocate and support shared decision making in local health and care systems.</p> <p>Success criteria: Feedback published from local Healthwatch about how shared decision making is working in their area.</p>
National Institute for Health and Care Excellence (NICE), Advancing Quality Alliance (AQuA) & NHS RightCare	<p>NICE, AQuA and NHS RightCare will raise awareness of, and promote, shared decision making at a local level, using case studies to illustrate the benefit of shared decision making and its implementation in local systems.</p> <p>Success criteria: A series of case studies developed and shared with local and national partners.</p>
<i>Long-term ambition</i>	
Who should take action?	What action will they take?
NHS England	<p>NHS England will develop, articulate and promote the case for shared decision making to local commissioners, and to outline how to meet health literacy needs to enable shared decision making. NHS England will work to deliver this through NHS England improvement programmes support to local commissioning teams.</p> <p>Success criteria: A clear case for shared decision making developed for local commissioners, with identified delivery mechanisms.</p>

Education and training	
<i>Short-term intention</i>	
Who should take action?	What action will they take?
National patient organisations & Patients Involved in NICE (PIN)	<p>National patient organisations and Patients Involved in NICE (PIN) will put out a call for evidence from patients to find out what patients want from consultations with healthcare professionals and identify good and bad practice.</p> <p>Success criteria: Feedback from patients collated and shared with the Shared Decision Making Collaborative.</p>
<i>Long-term ambitions</i>	
Who should take action?	What action will they take?
Health Education England (HEE)	<p>HEE will work across the system with regulators, arm's length bodies, Royal Colleges and professional bodies to develop a framework to support workforce skills to deliver person-centred approaches to care and support. This will include shared decision making: raising awareness, reflecting legislative requirements and making specific requirements for the outcomes of education and training.</p> <p>Success criteria: Publication and dissemination of the framework.</p>
Health Education England (HEE), Academy of Medical Royal Colleges (AoMRC) & General Medical Council (GMC)	<p>Led by HEE, AoMRC, and the GMC: regulators, Royal Colleges and professional bodies will work together to identify the core competencies needed to bring about person-centred approaches to care and support including shared decision making, and embed these in undergraduate and postgraduate training programmes. These include:</p> <ul style="list-style-type: none"> • motivated healthcare professionals and patients • communication • managing complexity and uncertainty • care planning • compassionate care • understanding the role of well-supported self-care

	<ul style="list-style-type: none"> • understanding the health behaviours that change goal setting. <p>Success criteria: Publication of core competencies and updated curricula.</p>
General Medical Council (GMC)	<p>The GMC will include high level outcome requirements for shared decision making in its forthcoming generic professional capabilities framework for the knowledge, skills and experience which are generic to all specialties. These include:</p> <ul style="list-style-type: none"> • sharing decision making by informing the patient, prioritising the patient's wishes • sharing decision making with children and adults • communicating, consulting and sharing information. <p>Success criteria: Publication of generic professional capabilities framework in 2017/18.</p>

Shared decision making tools	
<i>Short-term intentions</i>	
Who should take action?	What action will they take?
NHS England & NHS RightCare	NHS England and NHS RightCare will lead the review of the legacy 36 patient decision aids (PDAs) to develop a sustainable resource. Success criteria: Implementation of an agreed approach for the future of the legacy PDAs.
NHS RightCare & the Advancing Quality Alliance (AQuA)	NHS RightCare, in partnership with AQuA, will create practical resource to support CCGs to implement 'decision support' as part of designing optimal care pathways. Success criteria: Publication and dissemination of the resource.
NHS RightCare	NHS RightCare will support local CCGs to embed shared decision making tools in optimal care pathway design which fully utilise the NHS IT infrastructure. Success criteria: CCGs demonstrate how they embed shared decision making in their re-designed care pathways for the benefit of patients.
<i>Long-term ambitions</i>	
Who should take action?	What action will they take?
National Institute for Health and Care Excellence (NICE)	NICE, in collaboration with The Information Standard and the International Patient Decision Aids Standards collaboration (IPDAS), to establish a national quality assurance process that enables users to identify up to date evidence-based patient decision aids meeting a minimum quality threshold. These decision aids should be available via a single point of online access and, where appropriate, embedded in guidance and pathways. Success criteria: Development and launch of a PDA quality assurance programme, subject to long-term funding for such an initiative.

Guidance development and evidence reviews

Short-term intentions

Who should take action?	What action will they take?
National Institute for Health and Care Excellence (NICE)	NICE will update its guidance development manuals to enable guidance developers to effectively surface evidence to support shared decision making. Success criteria: Publication of the updated guidance manuals.
National Institute for Health and Care Excellence (NICE)	NICE will commit to holding an annual meeting of the Shared Decision Making Collaborative. Success criteria: Successful delivery of the meeting, on an annual basis.

Long-term ambitions

Who should take action?	What action will they take?
National patient organisations	Patient organisations will work with NICE to ensure patient input to any shared decision making work. Success criteria: Patient input is reflected in NICE's shared decision making work.
National Institute for Health and Care Excellence (NICE) & NHS England	NICE and NHS England will negotiate a guideline development referral on best practice in shared decision making. Success criteria: Formal guideline referral.

Measurements of successful shared decision making	
<i>Short-term intention</i>	
Who should take action?	What action will they take?
NHS England & NHS RightCare	<p>NHS England and NHS RightCare will lead mapping of the existing indicators, such as the CQUIN indicators (which include disseminating the 'Ask 3 Questions' initiative in outpatients' clinics) and CollaboRATE that align to shared decision making and share these with their networks.</p> <p>Success criteria: Mapping exercise completed, disseminated and shared with existing networks.</p>
<i>Long-term ambitions</i>	
Who should take action?	What action will they take?
National Institute for Health and Care Excellence (NICE)	<p>NICE should review existing instruments for measuring shared decision making in its indicators programme with a view to agreeing measures of success. These could then feed inspection regimes (e.g. CQC), incentive schemes (e.g. QOF) and other indicator sets as markers of practice and quality.</p> <p>Success criteria: Indicators for shared decision making published by NICE.</p>
NHS England and NHS RightCare	<p>NHS England and NHS RightCare will facilitate the development of a position statement of how to effectively measure successful shared decision making in clinical practice.</p> <p>Success criteria: Position statement disseminated by NHS England.</p>

Research	
<i>Short-term intentions</i>	
Who should take action?	What action will they take?
NHS England	<p>NHS England, working with the Department of Health, will ensure that shared decision making is included and consolidated in the next round of briefs for the Collaborations for Leadership in Applied Health Research and Care (CLAHRCs).</p> <p>Success criteria: Shared decision making included in the next briefs for the CLAHRCs.</p>
National Institute for Health and Care Excellence (NICE)	<p>NICE will engage the National Institute for Health Research (NIHR) and other potential funding sources in the Shared Decision Making Collaborative with a view to supporting domain 7 of the Consensus Statement and ensuring that appropriate resources are targeted at research on shared decision making.</p> <p>Success criteria: NIHR is a signatory to the Consensus statement.</p>
National Institute for Health and Care Excellence (NICE)	<p>NICE will explore the role of health coaching in relation to shared decision making in collaboration with the Health Foundation and the NHS Innovation Accelerator Programme.</p> <p>Success criteria: Health coaching included on the 2017 Collaborative meeting agenda; a chapter about shared decision making published in the upcoming health coaching coalition resource at www.betterconversation.co.uk.</p>
<i>Long-term ambitions</i>	
Who should take action?	What action will they take?
Newcastle University	<p>Newcastle University, with support from the Shared Decision Making Collaborative, will engage with the James Lind Alliance to consider establishing a Priority Setting Partnership (PSP) on shared decision making</p> <p>Success criteria: Merits of a shared decision making PSP formally considered and established by James Lind Alliance</p>

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University of Leeds	<p>The University of Leeds will continue to undertake research in the field of decision science and share that expertise with both NICE and NHS England, particularly on the interface between patient decision aids, the International Patient Decision Aid Standards (IPDAS) and the Information Standard.</p> <p>Success criteria: NICE, NHS England (The Information Standard) and IPDAS PDA activities reflect the evidence-base in decision science.</p>
National Institute for Health and Care Excellence (NICE)	<p>NICE and all members of the Collaborative will advocate for increased research funding to undertake research into the effectiveness, cost-effectiveness and means of implementation of co-production and shared decision making.</p> <p>Success criteria: Research funding bodies provide greater investment of funding for research on shared decision making.</p>

Appendix 1 – Shared Decision Making Collaborative 23 June 2016 - attendee list

* denotes speakers

Chair		
Name	Role	Organisation
Gillian Leng*	Deputy Chief Executive	NICE

Participants		
Name	Role	Organisation
Mark Baker	Director - Centre for Clinical Practice	NICE
Hilary Bekker	Associate Professor - Psychology and Medicine	University of Leeds
Jonathan Berry*	Personalisation and Control Specialist	NHS England
Paul Chrisp	Programme Director: Medicines and Prescribing Centre	NICE
Louise Coleman	Policy Officer	Genetic Alliance UK
Deborah Collis	Associate Director - Accreditation and Quality Assurance	NICE
Gary Conduct	Delivery Support Officer	NHS England
Angela Coulter*	Director of Global Initiatives	Informed Medical Decisions Foundation
Martin Cowie*	Professor of Cardiology	Imperial College London/Royal Brompton Hospital
Jane Cowl	Senior Public Involvement Adviser	NICE
Mark Dexter	Head of Policy (Education)	GMC
Robert Ferris-Rogers*	RightCare Delivery Partner	NHS England
Sam Finnikin	NICE scholar, GP registrar (Academic GP)	NICE
Charles Fulton	Senior Policy Officer	Diabetes UK

Belinda Hacking*	Consultant Clinical Psychologist and Head of Psychology Services NHS Lothian	NHS Lothian
Mike Harris	Publications and Information Manager	Public Health England
David Haslam*	Chair	NICE
Brook Howells	SDM/SMS Programme Manager	Advancing Quality Alliance (AQuA)
Andy Hutchinson	Technical Adviser - Medicines Education	NICE
Sarah Hutchinson	Policy Advisor	National Voices
Celia Ingham-Clark	National Director for Reducing Premature Deaths	NHS England
Natalie Joseph-Williams*	Research Fellow	Cardiff University
Richard Lehman	Senior Advisory Fellow (Cochrane UK)	University of Oxford
Nick Lewis-Barned	RCGP/Endocrinologist & Diabetes Specialist	Northumbria Healthcare NHS Foundation Trust
Neal Maskrey	Visiting Professor	Keele University
Veronica Maynard	Associate Head of School Postgraduate Medical Education	Peninsula School of Medicine, Plymouth University
David McNally	Head of Experience of Care - Nursing Directorate	NHS England
Albert Mulley*	Managing Director, Global Health Care Delivery Science and Professor of Medicine	Dartmouth College/The Dartmouth Institute
Laura Norburn	Senior Manager - Shared Decision Making	NICE
Carl O'Loughlin*	Service User/Lived Experience Affiliate	Advancing Quality Alliance (AQuA)
Kim Rezel	Patient and Public Involvement Lead	HQIP
Tessa Richards	Senior Editor Patient Partnership	BMJ
Ramai Santhirapala	Consultant in Anaesthesia and Perioperative Medicine	Academy of Medical Royal Colleges
Anu Singh*	Director of Patient and Public Participation and Insight	NHS England

Lydia Shears	Coordinator	NICE
Sophie Staniszewska	Lead, Patient and Public Involvement and Experiences of Care Research Programme	RCN Research Institute, Warwick Medical School
Barbara Summers	Professor of Human Judgment and Decision Making	University of Leeds
Neil Tester	Director of Policy and Communications	Healthwatch England
Victoria Thomas*	Head of Public Involvement	NICE
Richard Thomson*	Professor of Epidemiology and Public Health	Newcastle University
Dave Tomson	General Practitioner (GP, and freelance consultant in patient centred primary care)	Newcastle University (Collingwood Health Group, North Shields and Institute of Health and Society, Newcastle University)
Julian Treadwell	General Practitioner	Royal College of General Practitioners
Emma Walker*	Strategic Portfolio Lead	Advancing Quality Alliance (AQuA)
Suzanne Wood*	Improvement Fellow	The Health Foundation