



University of Dundee



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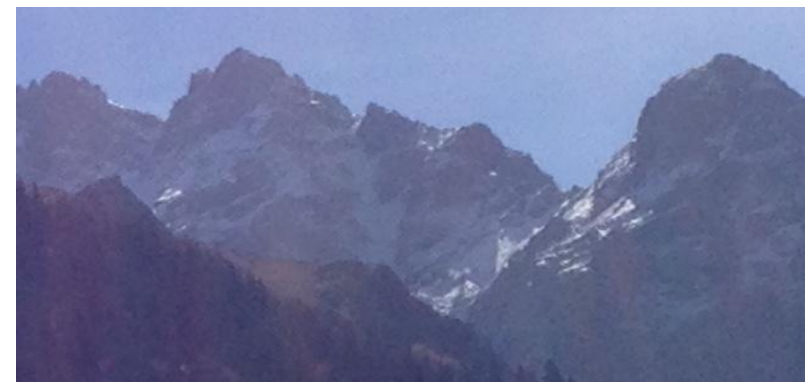
***“Building a World Class University
Kazakhstan 2050”***

**Strategic Partnerships for Improvement of Medical
Education, HealthCare and
Social Development of Kazakhstan**

Scotland



Kazakhstan



***“We are what we repeatedly do
Excellence then is not an act but a habit”***



Strategic Partnerships

- Important in any partnership to start with shared values



Strategic Partnerships -Value statements

- Needs of patient come first
- Respect and dignity
- Compassion
- Integrity
- Caring
- Teamwork
- Excellence
- Innovation
- Stewardship
- Community



Mayo Clinic Strategic Partners,
Minnesota USA

Strategic Partnerships

- Important in any partnership to start with a shared understanding – a shared vision



The University of Dundee Shared Vision



*“to transform lives, locally and globally,
through the creating, sharing and application
of knowledge and professional practice”*

Unsuccessful Strategic Partnerships



“That’s our new mission statement.”

What external influences the development of a Strategic Partnership



Economic

Socio-Cultural

Technological

Environmental

The
Strategic
Partnership
Values and
Vision

Being a world class University

- **National engine**
 - Knowledge creation, dissemination, storage and transmission
- International competitiveness – prestige
- **Workforce development**
- Need research capability
- Impact on funding
- **Can influence equity and social justice issues**

Legal

Political

Salmi, Altbach 2011

Bayly 2004

Strategic Partnerships

*Universities help innovate and the economy
reaps rewards.*

A clustering effect enables success to build

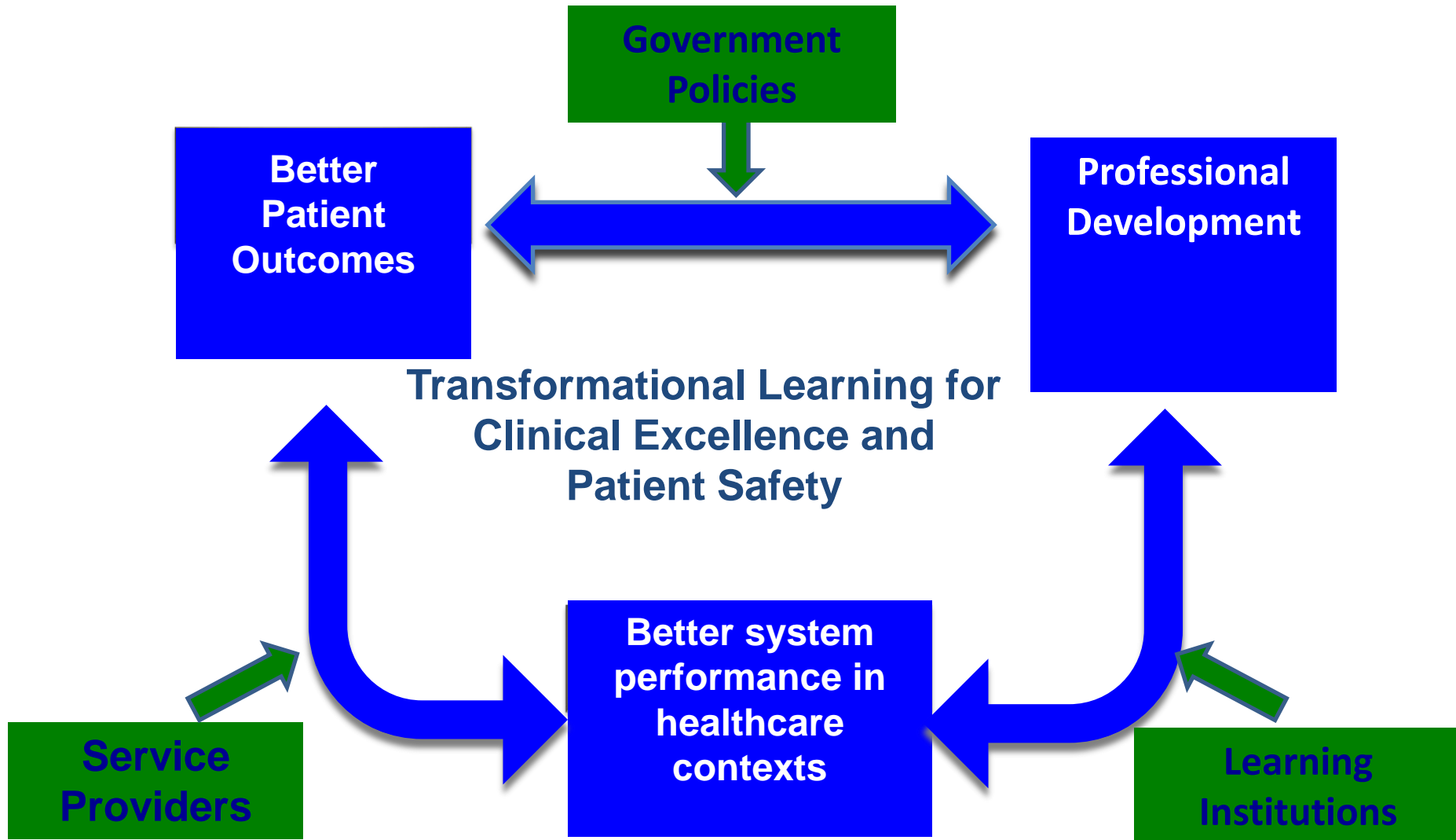
BBC and The Open University, Made in Britain, 2011

Catalysts to initiate Strategic Partnership

- Vision and Values
 - Recognition of mutual needs or purpose
 - Shared responsibility for the problem as well as the solution
- “Burning” Platform
 - Failure of existing efforts to address the problem
 - Scarcity of resources
 - Competition for staff and patients



Strategic Partnership in Medical Education, Health and Social care



Kazakhstan 2050

Medical Education, Health and Social Development



Kazakhstan 2050

- 1. Development of skilled workforce**
2. Manage energy resources
3. Green economy
4. Balanced urban and rural economy
- 5. Build a knowledge economy**
- 6. Develop collaborative partnerships**
7. Develop institutional governance structure



Strategic Partnership

Medical Education, Health and Social Development

- Develop a faculty development programme to establish a national Institute of Medical Education
- Develop a plan to support CPD strategy for Kazakhstan in Health and social care through medical education
- Develop a model for a national training programme for primary care doctors



Process to Implementing a Successful Strategic Partnership

- Strategic planning meeting ✓
- Agree vision and values of partnership ✓
- **Analysis to articulate challenges and benefits**
- Appoint a joint lead for planning
- Determine support required
- Agree on success measures i.e. how will evaluate
- Create small quick wins
- Develop explicit financial model

Internal SWOT Analysis



S

Strengths



W

Weaknesses



O

Opportunities



T

Threats

Interprofessional Clinical Skills Education

Government Policies



Clinical Services

- Clinical excellence
- Patient safety
- Mutuality
(Patient empowerment)

Education



SWOT
Analysis

External PEST Analysis

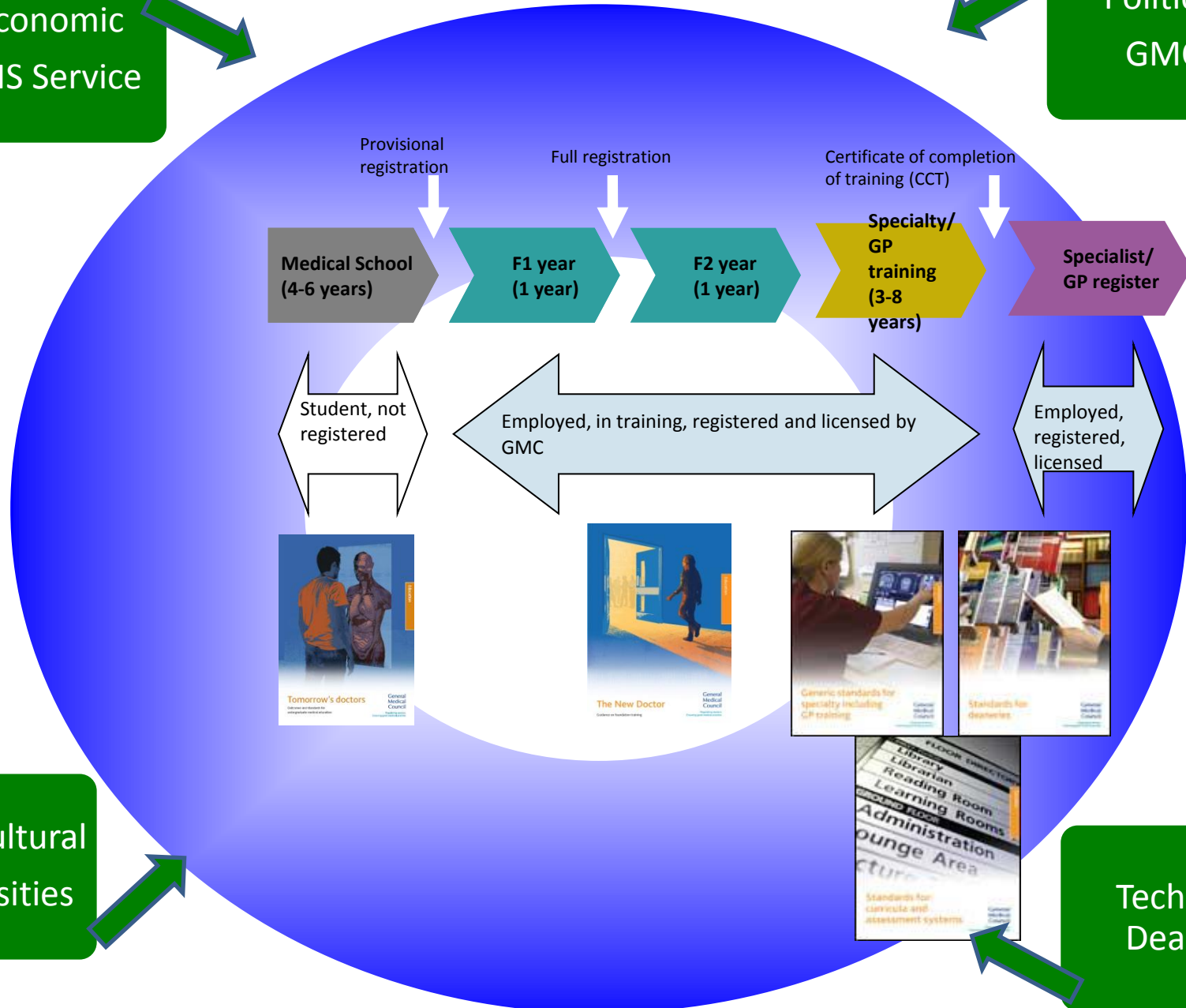
- Political
- Economic
- Social
- Technological

Factors outside the organisation over which you have no control

Postgraduate Training of Doctors

Economic
NHS Service

Political
GMC



Socio-Cultural
Universities

Advantages of Strategic Partnerships

- Partnerships share risks.
- Expertise of different individuals, professions and groups can be pooled allowing a more complete understanding of issues, needs and resources
- Enhance the capacity to plan and evaluate and allowing for development of more comprehensive, integrated strategies.
- Eliminate duplication.
- Increase efficiency - enable maximum use of resources
- **Build communities and relationships**
- Enhance diversity



Seven Indicators of Partnership Success



1. Institutional partners that link to a shared goal
 - Number of partners not a measure of success
2. Evolving structure and partners
 - No change may indicate trouble
3. Leadership in key positions
 - Most senior not necessarily best leader
4. Inclusive decision-making
 - Teamwork

The
Strategic
Partnership
Values and
Vision



5. Appropriate governance structure

- Style and structure suited to mission, goals

6. Mutually beneficial interactions

- Relationships, trust are key

7. Decision-making based on data

- For strategic decisions, wise investments impact

The
Strategic
Partnership
Values and
Vision

Challenges Implementing Strategic Partnerships



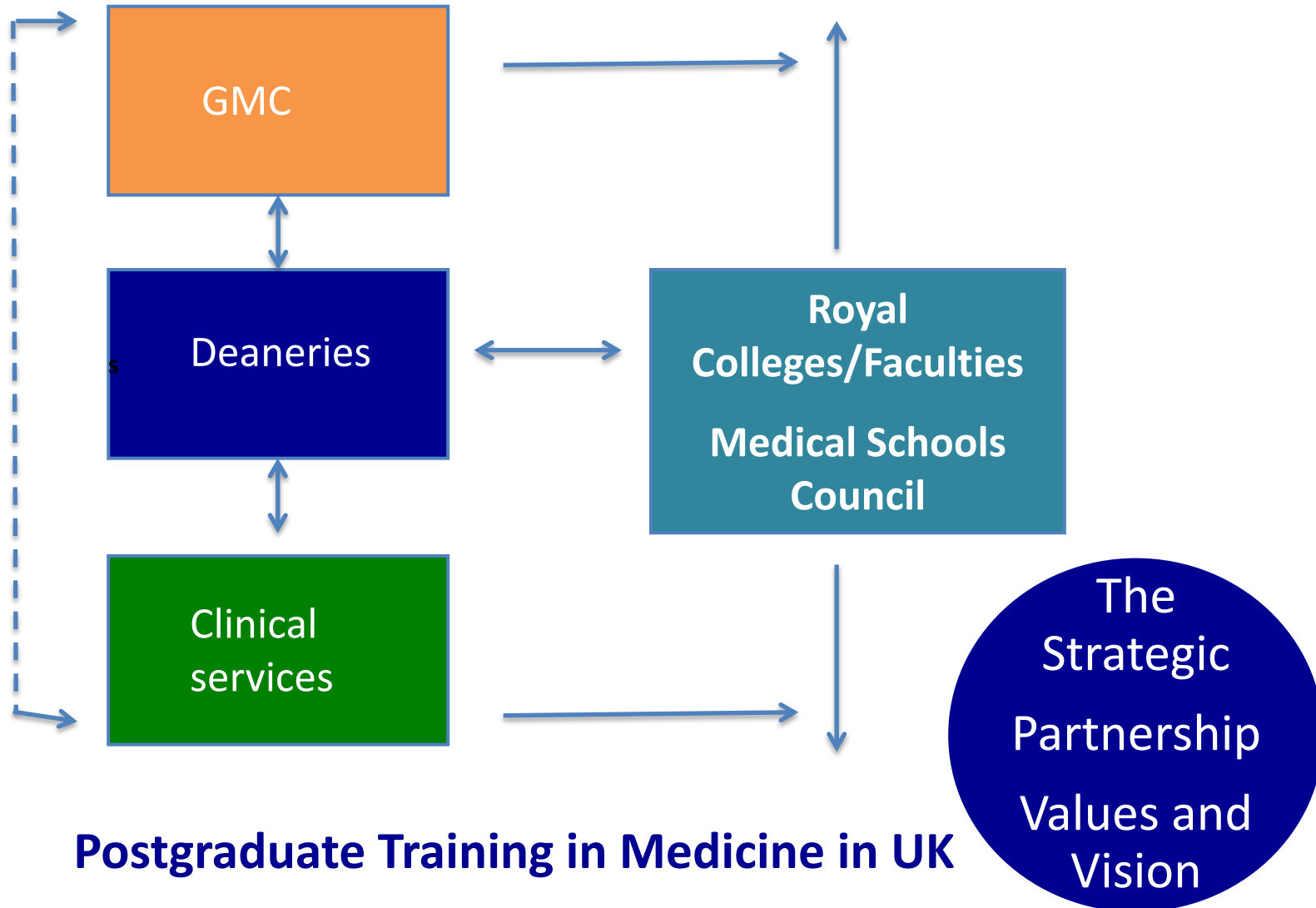
The
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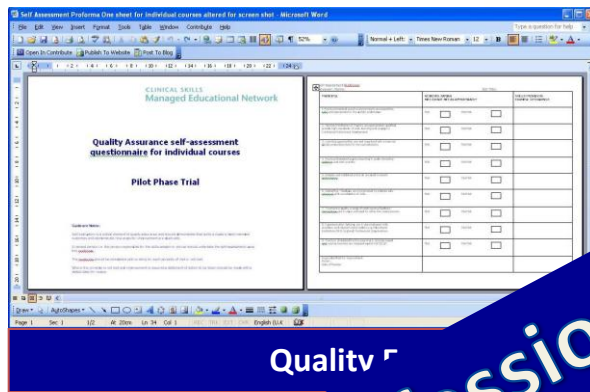
- Partnerships can take a long time to establish
- In the early stages of partnership considerable energy is needed to build the partnership itself
- Energy is also needed to maintain partnership
- Skilled staffing and support are needed to manage a successful partnership

Partnership Evaluation



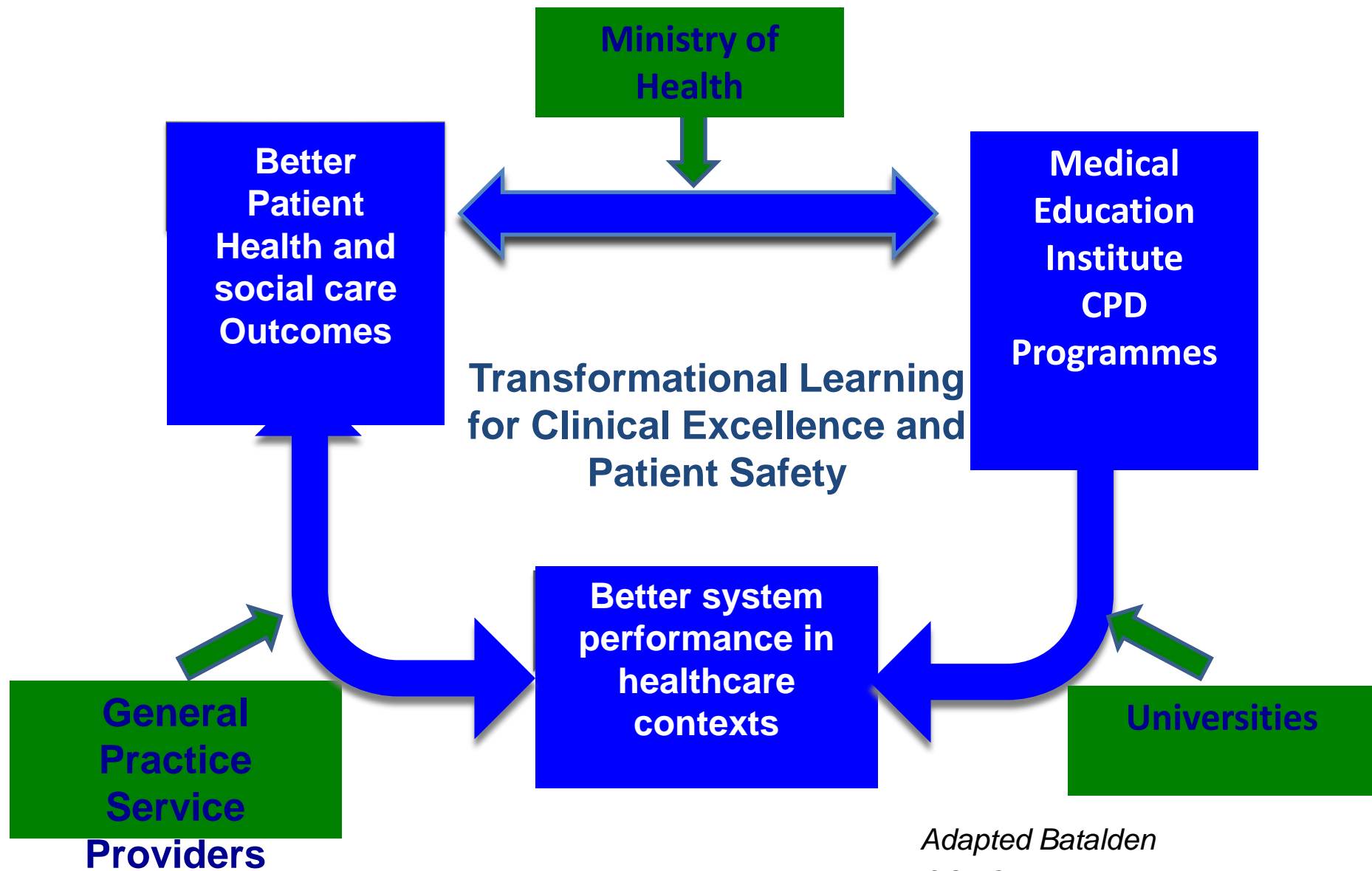
Strategic Partnership in Practice





Inter-professional Strategic Partnership in Action







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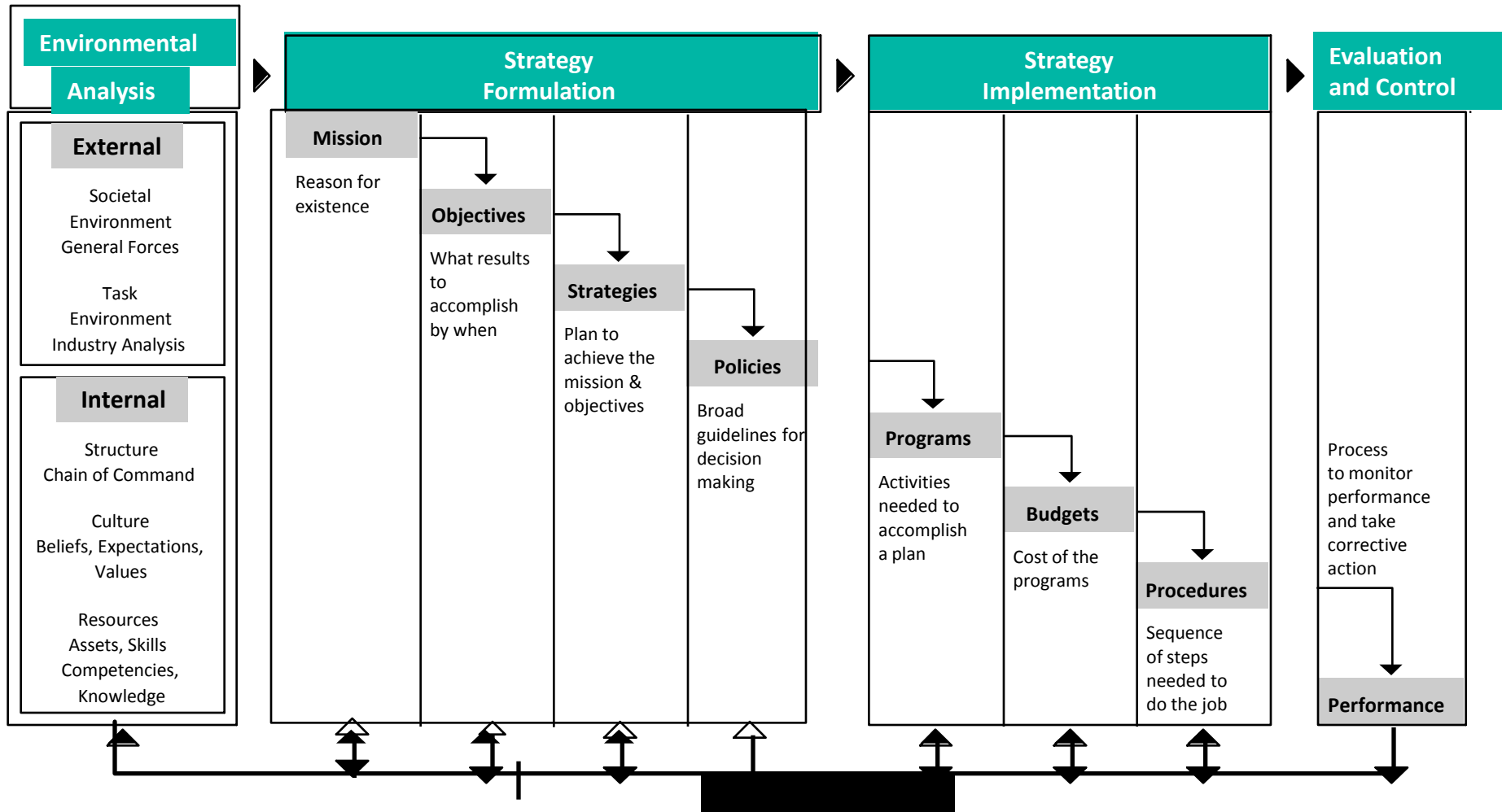
The Strategic
Partnership
Values and
Vision

A Flourishing Collaboration

Social connectivity



Strategic Partnership Process



McKinsey's 7S Framework

- A framework for understanding the structure of an organisation
- 7 inter-related factors that determine the effectiveness of an organisation
- A useful tool for analysing the personnel implications of change

Role of Technology in Strategic Planning

Top 3 virtual communication tools

BUSINESS & FINANCE | OCTOBER 16, 2009 | BY: PENNY M. STEIN | [+ Subscribe](#)

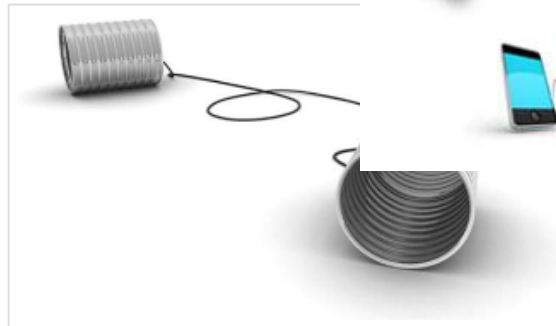


Industry newsletter
Email

2009!

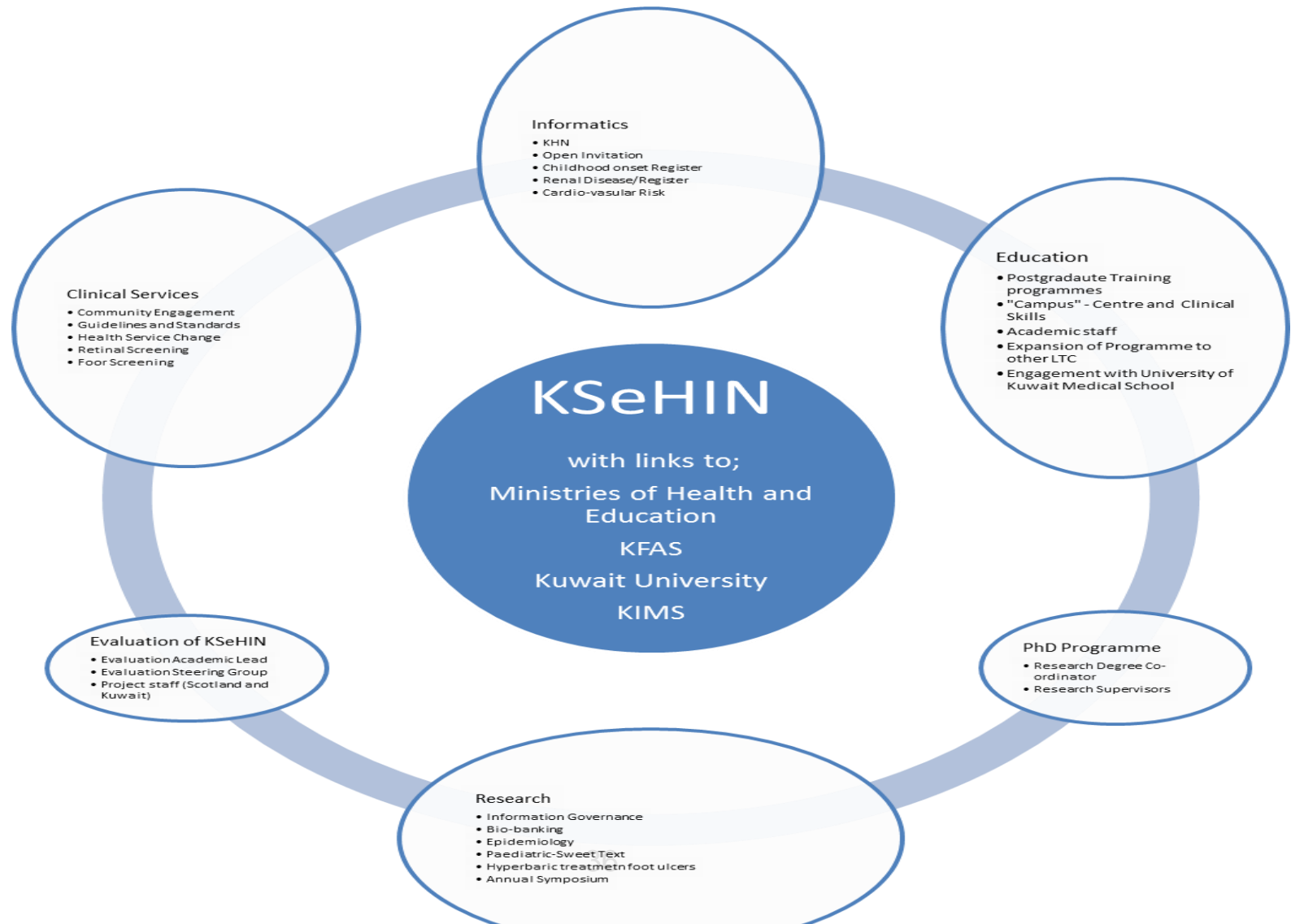
Gone are the days of communicating strictly via landline and driving into the office for that 6am meeting. Given technological advancements, decentralization of the workforce, and the economic downturn companies of the 21st century are researching [communication](#) strategies that keep internal and external customers connected.

The top three virtual communication tools most widely in use are Webcasts, Webconferencing, and Webinars. These tools are essential additions to any company's lean initiative.



International profile

The elements to build transformational capacity



- Altbach PG., (2004) Costs of benefits of world class universities *Academie* 90 (1) 20-23
- Altbach PG., and Salmi J., Eds (2011) *The road to academic excellence Emerging research universities in developing and transition countries* Washington DC, World Bank
- Lui NC., (2009) *Building up world class universities : a comparison* Presentation at 2008-09 Research Institute for higher education Hiroshima University
- Salmi J., (2009) *The challenge of establishing world class universities* Washington D.C. World Bank

Sustaining Successful Partnerships



- Align internal administrative structures
- Leadership should reflect partnership diversity.
- Ensure system of communication i.e regular meetings
- Explicit shared decision making process in place
- Mutual respect, equality, understanding and trust required
- Time at the start of partnerships for members to learn about each other is crucial