

Excerpt for **Social Prescribing Network** of a paper which builds an evidence-based Value Creation Model for use in partnerships delivering health in its widest sense within communities and populations. It was submitted as part of an MBA, which gained a distinction, and this is therefore publishable.

Please contact me at [marieanneessam@nhs.net](mailto:marieanneessam@nhs.net) if this is of interest to you. It can be used, I suggest, in a number of ways, to promote, plan, guide and evaluate our collaborations, so that the huge potential of sustainable and transformative social capital is realised, and evidenced. Thank you for reading it, and for considering its application where you are.

## **Development of a conceptual framework to assess cross sector partnerships**

*Dr Marie Anne Essam 2<sup>nd</sup> January 2016*

### **Keywords**

**Cross sector partnerships, public sector, public health, public-non-profit, value-creation, conceptual framework, social capital, transformative capacity, collaborative advantage, complex adaptive systems, collective leadership, knowledge management**

### **ABSTRACT**

The purpose of this research was to build, test and challenge a theoretical conceptual framework for evaluating public sector partnerships as instruments of value creation in the communities they serve. Literature published in the last seven years in the areas of public health, health and social care and of businesses collaborating with non-profit organisations was considered. A multimethod approach assimilated from secondary data suggested critical success factors, gathered primary data regarding a concurrent cross sector initiative via semi structured interviews, and used the framework to analyse the transcribed dialogues. The conceptual framework was improved and made more generalisable during the final stage of the research. This was made possible by the helpful contributions of some of the academics whose work informed the initial literature search.

The findings indicated cohesion in the literature regarding characteristics of productive alliances, and the manner in which they intuitively navigate and exploit the complex systems in which they operate to design and deliver effective and innovative solutions. The understanding of aspects such as leadership, political context, and the active management of partnerships as instruments of transformation underpinned by trust, has evolved over the seven years studied. It is apparent that collaborations are not generally subject to evaluation and that there is scope for knowledge management towards intelligent improvement in public sector policy and practice to increase social capital. The development of a local theoretical conceptual framework may prove a timely catalyst in Hertfordshire's inter sectoral progression towards value creating thinking, value creating relationships, working together on value creating initiatives, practising value creating behaviours to ride the changing tides of public sector complexity with increasing understanding and excellence.

The conceptual framework was derived from a limited literature review, explored a finite selection of stakeholders relating to a partnership in its infancy delivering a programme

Dr Marie Anne Essam Selected excerpts from Dissertation (MBA, LSBF) Jan 2<sup>nd</sup> 2016, for discussion with local colleagues. Kindly seek author's permission prior to sharing or using. Full document available.

which had not completed its first year. The framework needs further testing and challenge. The obstacles to value creation need exposing and exploring. However, the product of this research and the relationships strengthened during its process, may result in increased local intelligence and value creation within inter sectoral alliances as they seek to design and deliver effective solutions to multifactorial population health issues.






**Table 9 Features ranked in descending order of detected presence in the Shape Up partnership**

<b>Mind set</b>	<b>2</b>	Believing in transformation, understanding of value-creation	28	0
<b>Mind set</b>	<b>4</b>	Keen to learn	15	0
<b>Strategic Fit</b>	<b>15</b>	Competency fit: strengthens, complements	13	0
<b>Strategic Fit</b>	<b>14</b>	Mission is organisationally compatible for all partners	10	0
<b>Mind set</b>	<b>6</b>	Entrepreneurs: risk taking, and willing to lead	10	-3
<b>Mind set</b>	<b>3</b>	Motivated beyond individual part: by clients, by partnership, and by the organisational goals	9	-3
<b>Relationship</b>	<b>7</b>	Trust, goodwill, respect	6	0
<b>Strategic Fit</b>	<b>18</b>	Measuring and evaluation	6	0
<b>Strategic Fit</b>	<b>13</b>	Shared values and goals; mutual commitment to the collaborative outcome	5	0
<b>Mind set</b>	<b>1</b>	Experience of “boundary spanning” “transformation”	4	0
<b>Relationship</b>	<b>11</b>	Bottom-up engagement, and ownership throughout	4	0
<b>Partnership dynamics</b>	<b>22</b>	Pragmatic”, “flexible” “organic”	3	0
<b>Partnership dynamics</b>	<b>23</b>	Knowledge management: regarding the partnership	3	0
<b>Relationship</b>	<b>9</b>	Cultural intelligence	3	0
<b>Partnership dynamic</b>	<b>24</b>	Knowledge management regarding outcomes: research focus, influencing policy.	3	-1
<b>Relationship</b>	<b>8</b>	Bonding, connectedness, contact	3	-3
<b>Relationship</b>	<b>10</b>	Information-sharing, communication	2	-1
<b>Partnership dynamics</b>	<b>19</b>	Partnership actively managed. Prioritised. Coordination and cooperation tangible.	2	0
<b>Mind set</b>	<b>5</b>	Innovators	2	-1
<b>Strategic fit</b>	<b>16</b>	Top-down cohesion: supportive seniors, strong governance structure	1	0
<b>Strategic fit</b>	<b>17</b>	Clear roles	1	0
<b>Relationship</b>	<b>12</b>	Accountability, and issue-resolution	1	0
<b>Partnership dynamic</b>	<b>20</b>	Value creation managed to develop transformative capacity “ boundaries as junctures”	1	-1
<b>Partnership dynamics</b>	<b>21</b>	Decision-making	0	0

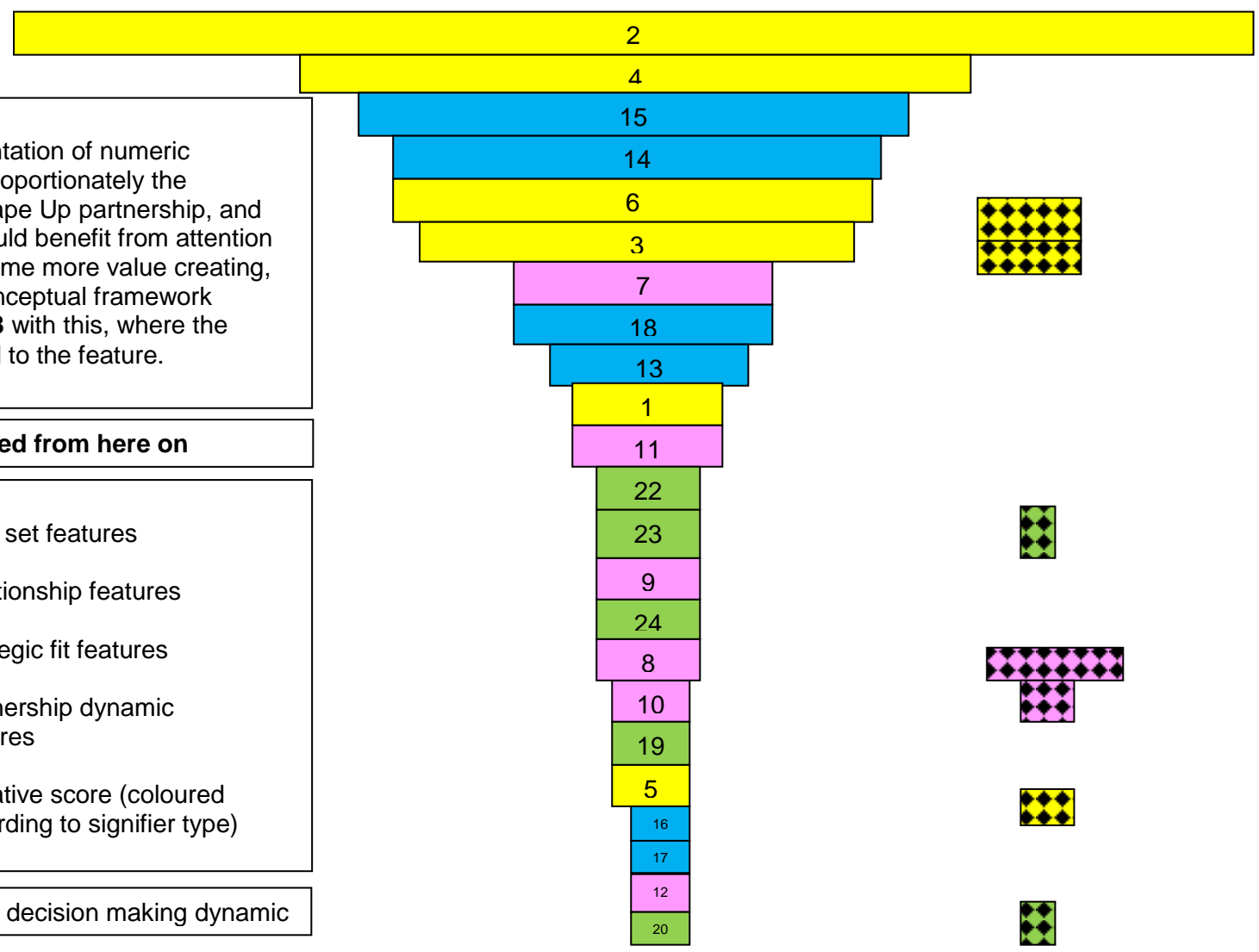
Dr Marie Anne Essam Selected excerpts from Dissertation (MBA, LSBF) Jan 2<sup>nd</sup> 2016, for discussion with local colleagues. Kindly seek author’s permission prior to sharing or using.  
Full document available.

**Figure 3**  
 Schematic representation of numeric analysis, to show proportionately the strengths of the Shape Up partnership, and the areas which would benefit from attention and growth, according to the conceptual framework. See **Tables 7 and 8** with this, where the numeric is assigned to the feature.

**Key to colours: used from here on**

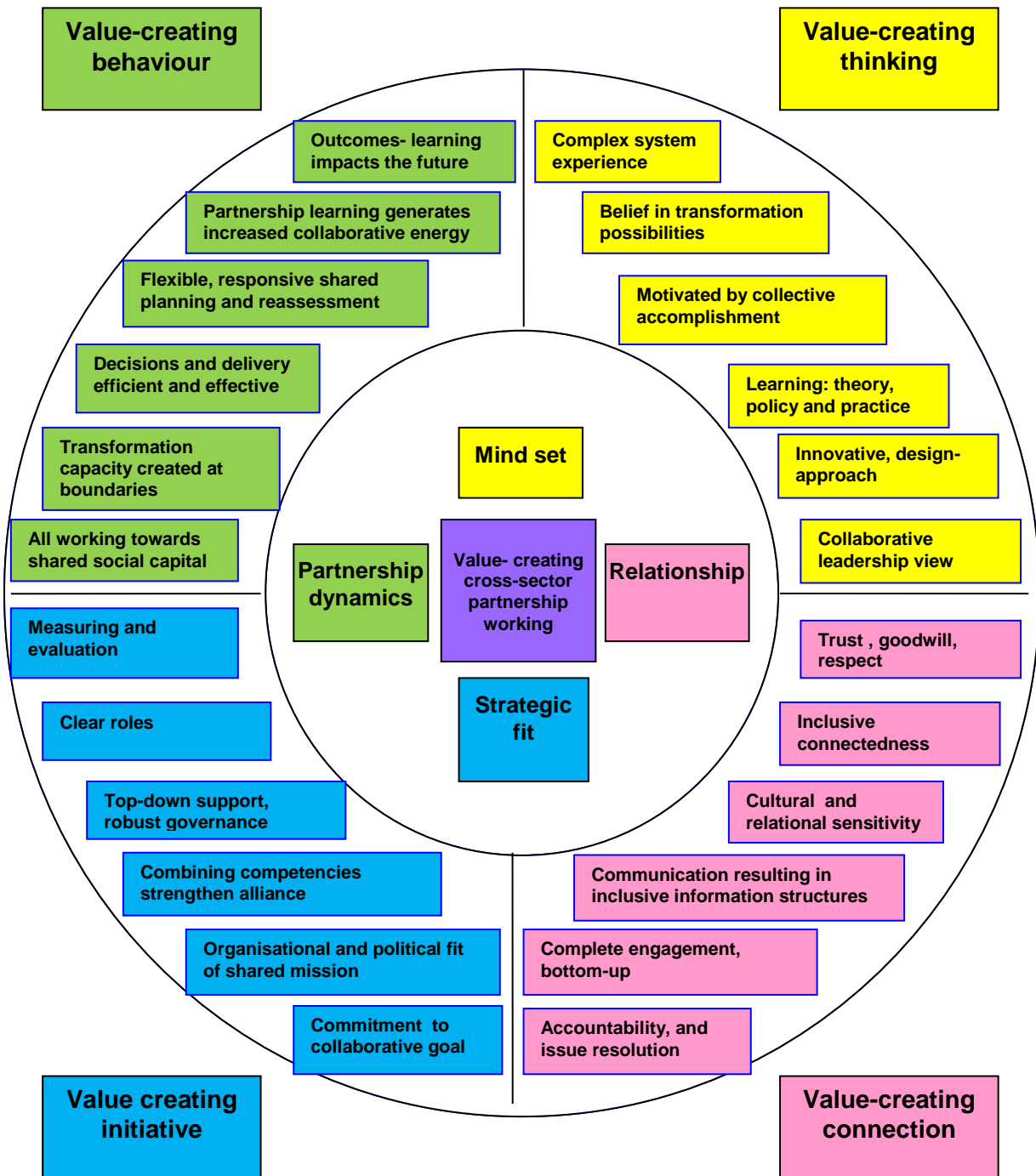
-  Mind set features
-  Relationship features
-  Strategic fit features
-  Partnership dynamic features
-  Negative score (coloured according to signifier type)

Note: zero score for decision making dynamic



Dr Marie Anne Essam Selected excerpts from Dissertation (MBA, LSBF) Jan 2<sup>nd</sup> 2016, for discussion with local colleagues. Kindly seek author's permission prior to sharing or using. Full document available.

**Figure 4 Revised theoretical conceptual framework: graphic with abbreviated terms to show overview of suggested critical success factors in value creating cross-sector alliances.**



**Key to colours, used also in next figures:**

Yellow	Attributes of value creating thinking or mind set in partnerships
Pink	Attributes of value creating connection, or relationship in partnership
Blue	Attributes of a value creating, strategically fitted, initiative
Green	Attributes of value creating behaviours, or partnership dynamics
Purple	Represents value created by the cross sector collaboration

Dr Marie Anne Essam Selected excerpts from Dissertation (MBA, LSBF) Jan 2<sup>nd</sup> 2016, for discussion with local colleagues. Kindly seek author's permission prior to sharing or using. Full document available.

## **5.9 Glossary of terms used in the conceptual framework**

*Author's own terms, inevitably informed by the literature and the learning of this research experience.*

### **Mind set: value-creating thinking**

#### **Complex system experience**

Maturity in approach, shaped by learning whilst collaborating in changing, multifaceted, highly complex arenas of social issues and interactions, amidst non-exact social science and variable politics and policies.

#### **Belief in transformation possibilities**

Rather than being intimidated by the complex system, this mind set grasps the opportunities afforded by the present and impending realities, and is empowered by a vision of how much could be achieved for individuals, organisations, communities and society.

#### **Motivated by collective accomplishment**

Convinced that the sum of the whole is greater than the sum of the parts, that the interfaces within collaborations are rich with capacity which can only be created in partnership.

#### **Learning: theory, policy and practice**

Constantly open to discover and apply evidence, whether published or derived through collaborative experience. Seeking to be influenced by knowledge and to influence the policies which shape future opportunity with rich and tested learning.

#### **Innovative, design-approach**

Starting with the desired end in mind, and open to new possibilities to achieving progress towards that goal, and indeed, to exceed it, as the creative culture becomes a new norm

#### **Collaborative leadership view**

Rather than seeking personal progress and recognition, operating in a manner which has the bigger picture and the longer term in view, empowering others, and facilitating a culture development of trust, courage, and innovation.

### **Relationship: Value-creating connection**

#### **Trust, goodwill, respect**

Each member's view of one another free from suspicion, doubt and judgment. Believing the best, and treating each as one would hope to be treated.

#### **Inclusive connectedness**

Bonding which ensures no party is ignored or disregarded.

#### **Cultural and relational sensitivity**

Respectful of and valuing the diversity of difference, in cultures, sectors, organisations and personalities.

#### **Communication resulting in inclusive information structures**

Frequent contact, ready access to information at every stage for all parties, to maximise knowledge capital and minimise delays and missed opportunities. Technology design should follow and mirror a systemic intention to include and empower colleagues, peers and service users.

Dr Marie Anne Essam Selected excerpts from Dissertation (MBA, LSBF) Jan 2<sup>nd</sup> 2016, for discussion with local colleagues. Kindly seek author's permission prior to sharing or using. Full document available.

### **Complete engagement, bottom up**

Engagement, from service-users, through community agency working closely with them, to every organisation involved in the venture, in terms of delivery, governance and executive decisions: a shared vision, informed first by those for whom its realisation will make the most difference.

### **Accountability and issue resolution**

Ownership throughout. No blame shifting. A responsible attitude which participates fully in maintaining relations at their best, and learning from any difficulties or misunderstandings which arise.

### **Strategic fit: value –creating initiative**

#### **Commitment to collaborative goal**

Each partner equally determined to deliver the shared initiative.

#### **Organisational and political fit of shared mission**

Each organisation's ethos and aims in alignment with the particular venture. Grasping the particular advantages afforded by the politics and policies of the season to secure the collaborative advantage promoted in its concurrent macro and micro environmental context.

#### **Combining competencies strengthen alliance**

Capacity generated by the amalgamation of and interaction between the core competencies and the cultures of the partners.

#### **Top done support, robust governance**

Whilst the venture may have started at the coal face, the Board is equally informed and committed, and through each organisational layer operational understanding and support facilitates progress.

#### **Clear roles**

Each party knows their own and one another's parts to play, and makes space for the full function of everyone.

#### **Measuring and evaluation**

As meaningful outcome measures for the project become apparent agree, publicise and share them, and learn together how progress is being made. Consider the health of the partnership itself, as well as the outcomes of the venture.

### **Partnership dynamics: value-creating behaviour**

#### **All working towards shared social capital**

The functional unit becomes the collaborative, and each member, wherever they have originated, is captivated by the vision and intent to co-deliver the benefit to society which they could never deliver alone.

#### **Transformation capacity created at boundaries**

Actively working to explore the interface which did not exist prior to the partnership, open to explore and exploit every emergent opportunity to create lasting value.

Dr Marie Anne Essam Selected excerpts from Dissertation (MBA, LSBF) Jan 2<sup>nd</sup> 2016, for discussion with local colleagues. Kindly seek author's permission prior to sharing or using. Full document available.

**Decisions and delivery efficient and effective**

Day to day, in planning and execution, expedient, collaborative thinking results in sound conclusive action

**Flexible, responsive shared planning and reassessment**

Rather than constrained by structures intended to control, sufficient trust and design-thinking in the shared system to allow responsible, real time reaction to possibilities appearing, mature evaluation of risks, and pragmatic response to changing circumstances

**Partnership learning generates increased collaborative energy**

The union is energised by the shared knowledge arising, which deepens both the commitment and the openness to new understanding, which will empower further progress.

**Outcomes-learning impacts the future**

The product of collaboration, and the lessons learned, are embedded in strategy and influence policy, shaping the forthcoming opportunities for partnership solutions to complex societal problems.



## CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

In conclusion, this multimethod approach to a gap in the current research has delivered an informed, meaningful and applicable conceptual framework. This framework might prove useful to inter sectoral alliances seeking to span boundaries to address wicked issues in and on behalf of society.

The evidence identified suggests that cross-sector partnerships, formed to address public issues, may successfully capitalise on their uniqueness to deliver collaborative advantage. In order for this to occur, the mind set of the partners and their relationship must dispose them to a grasp the transformation potential, in a bond of trust, and focus together on an initiative which resonates with each of their values and goals. The shared venture must draw on complementary competencies, in a culture of supportive governance, wherein the partners actively manage the creative alliance and evaluate its results in a way which drives continuous and empirical progress. The preliminary conceptual framework was assembled to encapsulate the evidence based critical success factors, meeting the first research objective.

The framework was tested in analysing semi structured interviews of stakeholders concerned with the Shape Up men's health programme in West Hertfordshire. This programme provided an illustrative and informative example of cross sector collaboration, applying partnership working to tackle a complex population health issue. Shape Up stood up to the test of the applied framework, and the resulting analysis led to a summary of the strengths and potentials of a new partnership, demonstrating areas where development might improve the outcomes of the partnership and the project. Thus the second objective was met.

The preliminary framework has been tested in a public health non-profit partnership. The evidence informing its development has however been taken from a variety of other alliances, and is therefore likely to stimulate value-generating development in a variety of collaborations.

Engagement with academics validated and further developed the conceptual framework, adding depth regarding the leadership dynamic within complex adaptive systems, and highlighting the importance of engaging in alliances at the contextual point where politics and policies favour a particular approach.

The final framework, delivering the original objective for this work, is submitted here as a working model for cross-sector partnerships in the public sector. A glossary capturing some of the rich meaning encountered in the informative evidence is offered to support the subsequent use of the tool in its application and development.

Research limitations have been outlined, including the time available, the scope of enquiry in terms of literature, the stakeholder reach for the partnership examined, and the fact that a single collaboration, of one specific type, was used to test the framework which purports to evaluate value-generating potential in cross-sector alliances in general. The final framework was not resubmitted to academics, and has not yet been used to consider other local partnerships. The summary findings regarding the Shape Up partnership have not yet been triangulated with concluding views of their commissioners.

Development and application of this research is recommended, particularly given the evident local appetite for increasing networking and knowledge management. To agree and then test a framework by which Public Health and its partner commissioners and providers may

Dr Marie Anne Essam Selected excerpts from Dissertation (MBA, LSBF) Jan 2<sup>nd</sup> 2016, for discussion with local colleagues. Kindly seek author's permission prior to sharing or using. Full document available.

understand, articulate, promote, improve and evaluate cross-sector working to generate social capital would benefit the population, from its individuals, through its organisations, to its economy. To exploit the transformative capacity at the inter sectoral interfaces and develop value-creating thinking and relationships: to design strategic initiatives informed by their target communities and fully supported by policy makers, maturing towards a learning network culture which catalyses continuous improvement in public sector outcomes and population health. This is the collaborative advantage available where collective leadership surmounts creatively the challenges of a complex adaptive environment, believing in and delivering transformation.

The author's ambition to build bridges and stimulate cross sector relationships, learning and progress with and within our communities has been greatly furthered by this research. A wealth of wisdom has been gained; from academics now brought close as allies and from a fraternity of local colleagues who are keen to fulfil their value creating potential. A new tool in this theoretical conceptual framework has been developed to support knowledge management, policy decisions and cross sector partnership delivery of transformative solutions. This work is the beginning of a much longer, and hopefully increasingly productive, learning journey, to contribute to a community which matures to lay hold of the full opportunities of working together, developing the means by which the progress may be measured and advanced. This conceptual framework, laden with robust evidence, is, the author suggests an innovation which will support sustainable progress in our public sector delivery.

## REFERENCES

Angeles, R., Dolovich, L., Kaczorowski, J. and Thabane, L. 2014. 'Developing a Theoretical Framework for Complex Community-Based Interventions'. *Health Promotion Practice*. **15**(1), 100-108. Viewed 4 December 2015. DOI: 10.1177/1524839913483469

Austin, J 2010, 'From Organization to Organization: On Creating Value', *Journal Of Business Ethics*, **94**,13-15, Business Source Complete, EBSCOhost, viewed 22 October 2015.DOI: 10.1007/s10551-011-0787-z.

Austin, J. and Seitanidi, M., 2014. *Creating value in nonprofit-business collaborations. New thinking and practice*. Published by Josey-Bass, San Francisco, California, USA.

Baggott, R., 2013. *Partnerships for Public Health and Well-being. Policy and Practice*. Published by Palgrave Macmillan. Hampshire, UK.

Boyce, C. and Neale, P, 2006. *Conducting In-Depth Interviews: A Guide for Designing and Conducting In-Depth Interviews for Evaluation Input*. Pathfinder International.

Bryson, J., Crosby, C. and Middleton Stone, M., 2015. 'Designing and Implementing Cross-Sector Collaborations: Needed and Challenging.' *Public Administration Review*, **75**(5). 647-663. Viewed 19 November 2015. DOI 10.1111/puar.12432

Cairns, B. and Harris, M., 2011, 'Local cross-sector partnerships'. *Nonprofit Management and Leadership*, **21**(3), 311-324, Business Source Complete, EBSCOhost, viewed 2 August 2015.DOI: 10.1002/nml.20027

Douglas. A., 2009 (kindle) *Partnership Working*. This edition published in the Taylor and Francis eLibrary, 2008. First published by Routledge, Oxon, UK

Edmonstone, J. 2013. 'What is wrong with NHS leadership development?' *British Journal of Healthcare Management*. **19**(11), 531-538. Viewed 4 December, 2015. DOI.org/10.12968/bjhc.2013.19.11.531

Eggers, W. and Macmillan, P., 2013. *The Social Revolution: How business, government and social enterprises are team up to solve society's toughest problems*. Published by Deloitte Global Services Limited. Kindle edition.

Getha-Taylor, H 2012, 'Cross-Sector Understanding and Trust', *Public Performance & Management Review*, **36** (2), 216-229, Business Source Complete, EBSCOhost, viewed 1 December 2015. DOI: 10.2753/PMR1530-9576360203

Hunter, D. and Perkins, N., 2012. Partnership working in public health: the implications for governance of a systems approach. *Journal of Health Services Research and Policy*, **17**(2) 45-52. Viewed 4 December 2015. DOI: 10.1258/jhsrp.2012.011127

Hunter, D. and Perkins, N., 2014. *Partnership Working in Public Health*. Published by Policy Press, Bristol, UK.

Hunter, D., 2015a 'Role of politics in understanding complex, messy health systems: an essay by David J Hunter.' *British Medical Journal*, **350** March 2015. Viewed 4 December 2015. DOI: 10.1126/bmj.h1214

Dr Marie Anne Essam Selected excerpts from Dissertation (MBA, LSBF) Jan 2<sup>nd</sup> 2016, for discussion with local colleagues. Kindly seek author's permission prior to sharing or using. Full document available.

Hunter, D. 2015b. 'Health Policy and Management: in praise of political science. Comment on "On Health Policy and Management (HPAM); mind the theory-policy-practice gap"'. *International Journal Health Policy Management*, **4**(x) 1-4. Viewed 4 December 2015. DOI 10.15171/ijhpm.2015.62

Jamali, D., Yianni, M. and Abdallah, H. 'Strategic partnerships, social capital and innovation: accounting for social alliance innovation'. *Business Ethics: A European Review*. **20** (4), Article first published online: 8 JUN 2011 viewed 22 October 2015  
DOI 10.1111/j.1467-8608.2011.01621.x

Johnson, G., Whittington, R. & Scholes, K., 2010. *Exploring Strategy*. 9<sup>th</sup> Edition. Pearson Education Ltd. Harlow, Essex, UK

Koschmann, M, Kuhn, T, & Pfarrer, M 2012, 'A Communicative Framework of Value in Cross-Sector Partnerships', *Academy Of Management Review*, **37**, 3, pp. 332-354, Business Source Complete, EBSCOhost, viewed 29 November 2015.  
<http://dx.doi.org/10.5465/amr.2010.0314>

Knutsson, H, & Thomasson, A., 2014, 'Innovation in the Public Procurement Process: A study of the creation of innovation-friendly public procurement'. *Public Management Review*, **16**(2), 242-255, Business Source Complete, EBSCOhost, viewed 2 August 2015.  
DOI.org/10.1080/14719037.2013.806574

Le Ber, M, & Branzei, O 2010, 'Value Frame Fusion in Cross Sector Interactions', *Journal Of Business Ethics*, **94**, 163-195, Business Source Complete, EBSCOhost, viewed 1 December 2015. DOI 10.1007/s10551-011-0785-1

Marshall, C. and Rossman, G., 2016. *Designing Qualitative Research*. Sixth Edition. Kindle. Sage Publications, Los Angeles, USA.

Murphy, M, & Arenas, D 2010, 'Through Indigenous Lenses: Cross-Sector Collaborations with Fringe Stakeholders', *Journal Of Business Ethics*, **94**, 103-121, Business Source Complete, EBSCOhost, viewed 22 October 2015. DOI: 10.1007/s10551-011-0782-4.

Murphy, M, Arenas, D, & Batista, J 2015, 'Value Creation in Cross-Sector Collaborations: The Roles of Experience and Alignment', *Journal Of Business Ethics*, **130**(1), 145-162, Business Source Complete, EBSCOhost, viewed 29 November 2015. DOI 10.1007/s10551-014-2204-x

O'Gorman, K. and Macintosh, R., 2014. *Research Methods for Business and Management. A guide to writing your dissertation*. Goodfellow Publishers Ltd, Oxford, UK.

Quick, K, & Feldman, M 2014, 'Boundaries as Junctures: Collaborative Boundary Work for Building Efficient Resilience', *Journal Of Public Administration Research & Theory*, **24**(3), 673-695, Business Source Complete, EBSCOhost, viewed 6 November 2015.  
doi: 10.1093/jopar/rtm/ut085

Saunders, M., Lewis. P. and Thornhill, A., 2012. *Research Methods for Business Students*. 6<sup>th</sup> Ed. Pearson Education Ltd. Harlow. UK

Seitanidi, M, & Lindgreen, A 2010, 'Editorial: Cross-Sector Social Interactions', *Journal Of Business Ethics*, **94**, 1-7, Business Source Complete, EBSCOhost, viewed 22 October 2015. DOI 10.1007/s10551-011-0799-8

Dr Marie Anne Essam Selected excerpts from Dissertation (MBA, LSBF) Jan 2<sup>nd</sup> 2016, for discussion with local colleagues. Kindly seek author's permission prior to sharing or using.  
Full document available.

Seitanidi, M., Koufopoulos, D. and Palmer, P., 2010, 'Partnership Formation for Change: Indicators for Transformative Potential in Cross Sector Social Partnerships', *Journal Of Business Ethics*, **94**, 139-161, Business Source Complete, EBSCOhost, viewed 30 July 2015. DOI 10.1007/s10551-11-0784-2

Selsky, J, & Parker, B 2010, 'Platforms for Cross-Sector Social Partnerships: Prospective Sensemaking Devices for Social Benefit', *Journal Of Business Ethics*, **94**, 21-37, Business Source Complete, EBSCOhost, viewed 22 October 2015. DOI: 10.1007/s10551-011-0776-2.

Steiner, K., 2007. *Doing Interviews*. Sage Publications. London, UK.

Swetnam, D. and Swetnam, R., 2000. *Writing your dissertation* 3<sup>rd</sup> edition. Kindle. Published by How To Books, UK.  
Swetnam and Swetnam, kindle page 67

Symon, G. and Cassell, C., 2012. *Qualitative Organizational Research. Core methods and current challenges*. Sage Publications Ltd, London, UK.

Varda, D, Shoup, J, and Miller, S., 2012, 'A Systematic Review of Collaboration and Network Research in the Public Affairs Literature: Implications for Public Health Practice and Research', *American Journal Of Public Health*, **102**(3), 564-571, Business Source Complete, EBSCOhost, viewed 2 August 2015. OI:10.2105/AJPH.2011.300286.

Vurro, C, Dacin, M, & Perrini, F 2010, 'Institutional Antecedents of Partnering for Social Change: How Institutional Logics Shape Cross-Sector Social Partnerships', *Journal Of Business Ethics*, **94**, pp. 39-53, Business Source Complete, EBSCOhost, viewed 22 October 2015. DOI: 10.1007/s10551-011-0778-0.

Walters, G, & Anagnostopoulos, C 2012, 'Implementing corporate social responsibility through social partnerships', *Business Ethics: A European Review*, **21**(4), 417-433, Business Source Complete, EBSCOhost, viewed 2 September 2015.  
doi: 10.1111/j.1467-8608.2012.01660.x

Wilkins, D., 2015. *How to make weight-loss services work for men*. Haynes Publishing. Somerset, UK.

Wistow, G., 2012 'Still a fine mess? Local government and the NHS 1962 to 2012' *Journal of integrated care*, **20**(2).101-114. ISSN 1476-9018 Accessed 15 November 2015 DOI: 10.1108/14769011211220517

Uyarra, E, & Flanagan, K 2010, 'Understanding the Innovation Impacts of Public Procurement', *European Planning Studies*, **18**(1), 123-143, Business Source Complete, EBSCOhost, viewed 28 October 2015. DOI: 10.1080/09654310903343567

Yin, R., 2013 *Case Study Research: Design and Methods (Applied Social Research Methods)* 5<sup>th</sup> Ed (Kindle Edition)

## WEBSITES

Public Health in Local Government. Department of Health December 2011, Gateway reference 16747

Dr Marie Anne Essam Selected excerpts from Dissertation (MBA, LSBF) Jan 2<sup>nd</sup> 2016, for discussion with local colleagues. Kindly seek author's permission prior to sharing or using. Full document available.

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/216708/dh\\_131904.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/216708/dh_131904.pdf) Viewed 15 November 2015

NHS England, 2014. NHS Five Year Forward View :[www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf](http://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf) Viewed 15 November 2015

Local Government Association. January 2015. Tackling the Causes and Effects of Obesity. Viewed 15 November 2015.

<http://www.local.gov.uk/documents/10180/6341755/100+Days+Obesity+publication/b650d6cb-289b-4f8c-a823-3c10380d75ff>

NHS England. Understanding the New NHS. June 2014. Gateway Ref 01486. Viewed 15 November 2015

<http://www.nhs.uk/NHSEngland/thenhs/about/Documents/simple-nhs-guide.pdf>

The health and care system explained (2013) Department of Health, UK. Viewed 21 December 2015

<https://www.gov.uk/government/publications/the-health-and-care-system-explained/the-health-and-care-system-explained>

[Williams, P., 2002. 'The Competent Boundary Spanner'. \*Public Administration\* 80, 103-124.](#)

Accessed via Promoting health across boundaries. (PHAB) Cleveland Advisory Board, USA. Viewed 22 December 2015

<http://www.phab.us/about/what-is-boundary-spanning/>