

Integrated Care Webinar series 2021/2022

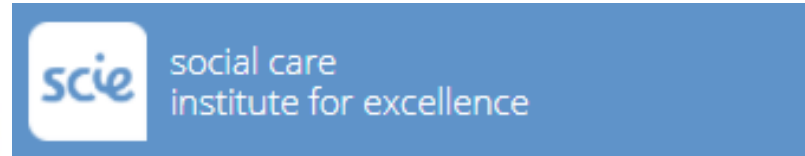


Webinar Four: Thriving places - Delivering services with and for our communities

Tuesday 26 October 2021

NHS England and Improvement System Transformation, in partnership with the Social Care Institute for Excellence (SCIE)

NHS England and NHS Improvement



Your Panel today

Chair: Julia Grace, Deputy Director of System Partnerships,
NHS England NHS Improvement

Dr Andy Brooks, GP and National System Policy Advisor, NHS
England and NHS Improvement

Cllr David Fothergill, Leader of Somerset County Council

Dr Sakthi Karunanithi, Director of Public Health, Lancashire
County Council

Debbie McKinney, Service Manager Complex Lives, Adults
Health and Wellbeing, Doncaster Council

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Place-based partnerships: **Functions of place-based partnerships**

Learning from the sector to take forward in further developing

Thriving Places

1. **Build** on what you have
2. **Agree** shared purpose before defining structures
3. Develop 'by **doing**'
4. Governance must **iterate over time** to support changing relationships
5. Ethos of **equal partnership**
6. **Define the footprint collaboratively**
7. Develop **culture and behaviours** that reflects shared values

Types of activities and approaches that place-based partnerships may develop together:

- Health and care strategy and planning at place
- Service planning
- Service delivery and transformation
- Population health management
- Connect support in the community
- Promote health and wellbeing
- Align management support



Place-based partnerships: **Governance and leadership**

Decision-making and governance

- Membership of the partnership, **for local determination** but we set out a minimum expectation
- Working with people and communities: Place-based partnerships should systematically involve professionals, people who use services, carers and the public in programmes of work and decision-making processes
- Different governance options to support the different objectives of the partnership, including (1) **consultative forum**, (2) **joint committee**, (3) **committee of the ICS NHS body**, (4) **individual with delegated responsibility**, and (5) **lead provider arrangement**
- Importance of **coherent understanding of accountability arrangements**, engaging NEDs and elected members appropriately, and facilitating **collective accountability** for mutual delivery

Leadership

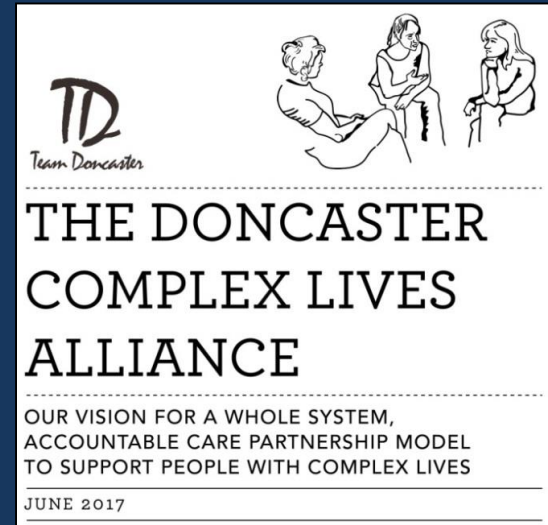
- The range of leadership roles will **depend on the responsibilities** that the place-based partnership has agreed
- Different types of leadership roles: (i) partnership convenor, (ii) executive lead(s), and (iii) programme lead(s) for a specific area
- The combination of leadership roles should be **agreed and defined clearly**, based on the functions and programmes of the partnership
- Agreed and transparent process to manage any potential conflicts of interest
- System leadership skill-set and capabilities required to work in this way



The Complex Lives Alliance

Debbie McKinney

**Complex Lives Service Manager
Doncaster Council**



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The importance of 'People and Place' in our approach

David, 41

“I should be dead...I’ve lost a lot of friends on the streets...I know I’m lucky to be alive.”

David has spent the last 20 years on the streets and on drugs, and in prison and rehab.

He was abused by his father and is beginning to confront his deep-rooted mental health troubles. His self-esteem and self-worth is fragile.

He barely knows himself outside of life on the streets and drugs. Now he is finally in housing, he is uncertain of his surroundings and the life now open to him.

He values his family greatly, and wants his mother to see she does not have to worry about his health, and is determined to be there for his son.

The past three years have seen the growth of major challenges in the UK.....

- Rough sleeping
- Addiction
- Begging
- Crime and Anti-social behaviour

We were complex too! A fragmented, confusing 'non – system'

Fragmented Commissioning

- **Doncaster CCG:** Mental Health, Physical Health, Primary Care
- **DMBC Adults:** Housing Support, Social Care
- **DMBC Public Health:** Drug & Alcohol Services
- **Doncaster Children's Trust:** Care Leavers
- **Central Govt:** Community Rehabilitation/Probation, Prisons

Silo'd Services and Pathways

- 'Symptom - centric' Providers
- Multiple points of access
- Many case management arrangements & key workers
- Under developed role of Community & Voluntary Sector

Weak Accountability

- Nobody 'in charge'
- No clear collective governance
- No grip



A 'Spin Cycle' for vulnerable people and for services

Integrated Health and Social Care and NHS Long Term Plan

The person and their wellbeing is at the heart of the challenge – so must be at the heart of the solution!

Support...

- The significance of **childhood trauma** and psychologically informed delivery environments, also PTSD and ex – services
- High prevalence and impact of **Autism, Learning Difficulty, ADHD** and access to treatment and support when substance misuse involved
- **The mental health/substance misuse roundabout** – ‘chicken and egg’ scenario
- **Need for pace in health service response** – for Critical Time Interventions
- **Access challenges and disconnection from the system** e.g. GP registration, emergency healthcare, pop-up hub
- The important role of **Prison Health Care** and continuity of care
- The need for **deliberate commissioning of health services** within an integrated model

And last but not least...

- The need to **care for the health and well being of front line workers** – personal safety, boundaries, reflective practice, vicarious trauma

Supporting Rough Sleepers - The Complex Lives Alliance

Core Integrated Team

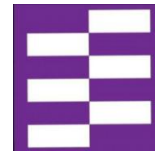
- Service Manager
- Senior Case Worker
- 6 Intensive Support Workers (MEAM)
- 6 Navigators

- St Leger Homes Single Point of Access
- Specialist Drug & Alcohol Worker
- Assertive Street Outreach Team
- Trauma Worker
- DWP Worker
- Housing First Co-ordinator

- Housing Benefits Officer
- Amber Outreach Workers (supporting sex workers)
- CRISIS Skylight Support Workers
- Positive Pathways Worker
- NACRO Worker

Working closely with

- South Yorkshire Police/British Transport Police
- Town Centre Officers
- Housing Support/Hostel Providers
- Primary Care Doncaster



South Yorkshire
Community
Rehabilitation
Company



The results so far in numbers...and our outstanding challenge

We have made a big impact – responding to major challenges...

114

People are case managed by the team, all were originally rough sleeping.....

75

Now in settled accommodation and receiving support for the CL Team and Alliance partners (others in Hotels, Prison, sofa surfing)

67

The peak of a worrying summer spike in rough sleepers – a major challenge in and for the Town Centre

This is not ‘task and finish’ work - we have to stem the flow of demand

8

Average number of new rough sleepers per week – prison releases, evictions, newcomers

280

Known to be at risk of rough sleeping (sofa surfers, unstable housing situations, hospital, planned evictions)

Our next stage of reform and delivery



Alliance
Delivery

Accommodation
Reform

Joint
Commissioning

Direction of travel.....

- ✓ Wrap around delivery by design, not just goodwill
- ✓ Stronger focus on prevention – getting upstream

- ✓ Reducing over reliance on hostels
- ✓ A more mixed, dispersed picture of provision and providers
- ✓ Housing First as an evidence based model
- ✓ Bespoke options for specific vulnerable groups, particularly women

- ✓ Sustainable Funding Model
- ✓ Quantifying benefits to the system (outcomes, demand, costs)



Integrated Care Webinar series 2021/2022

Next webinar

Tuesday 30 November 2021 at Midday.

Invites will be sent via SCIE's newsletter, SCIELine.

Register for SCIELine www.scie.org.uk/myscie/register

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Integrated Care Webinar series 2021/2022

A recording of the webinar, slides and resources will be shared on the **Integrated Care Learning Network**.

To join the network email

integratedcare-manager@future.nhs.uk.

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