



Webinar: Wednesday 11 March @1pm

Building trusted relationships in integrated care systems - A webinar from NHS England and Improvement – hosted by SCIE



social care
institute for excellence

NHS England and NHS Improvement



Your Chair today is Roger



Rob



Gemma



Paul



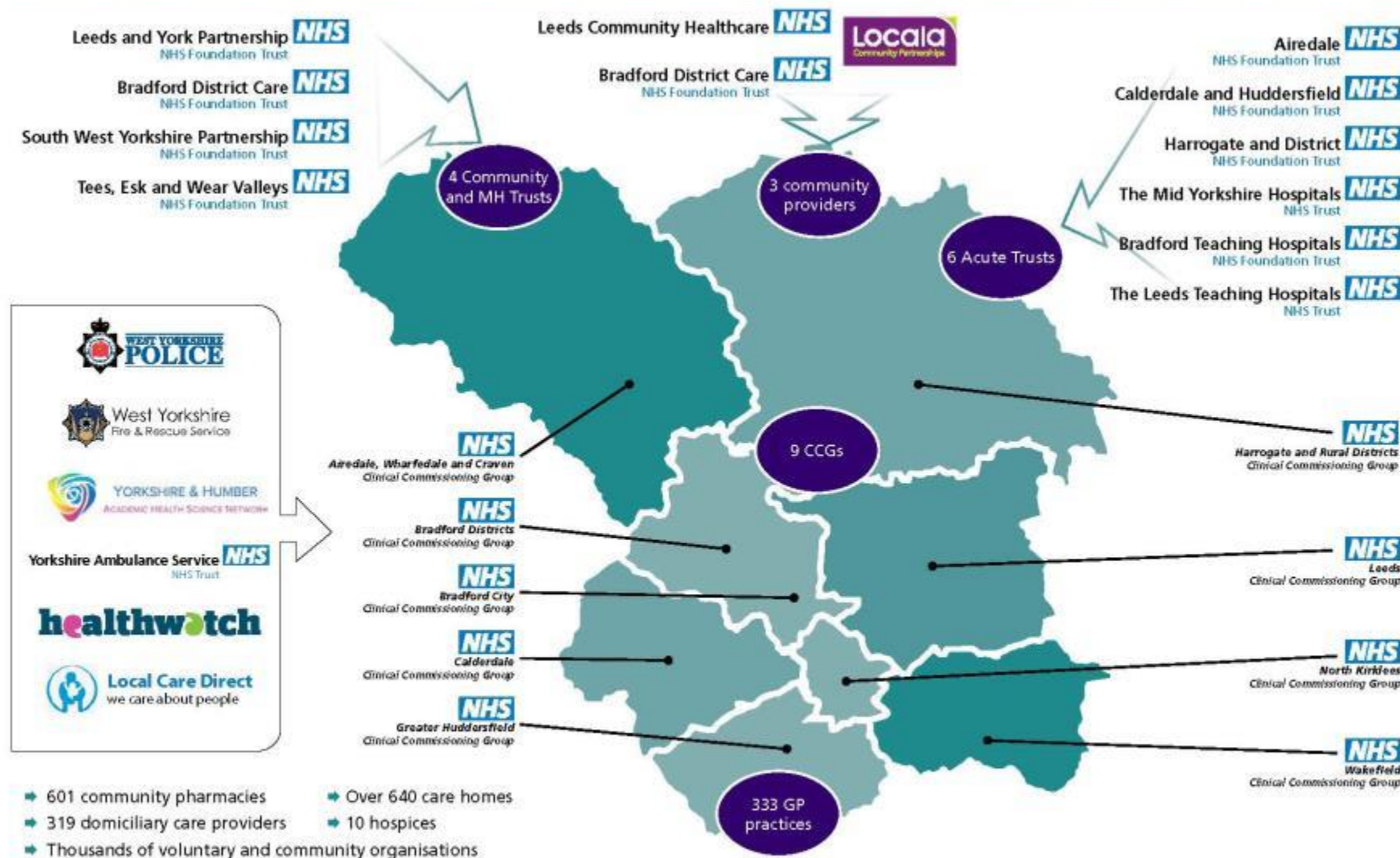


Building Trust in Integrated Care Systems

Rob Webster
11 March 2020



We are one of the biggest health and care partnerships



What makes this so challenging?

Accountability: NHS organisations looking 'upwards' to national bodies, Local Authorities are local & democratically accountable.

Planning processes: Timing and requirements misaligned. E.g. Statutory duty on Local Authorities to deliver financial balance.

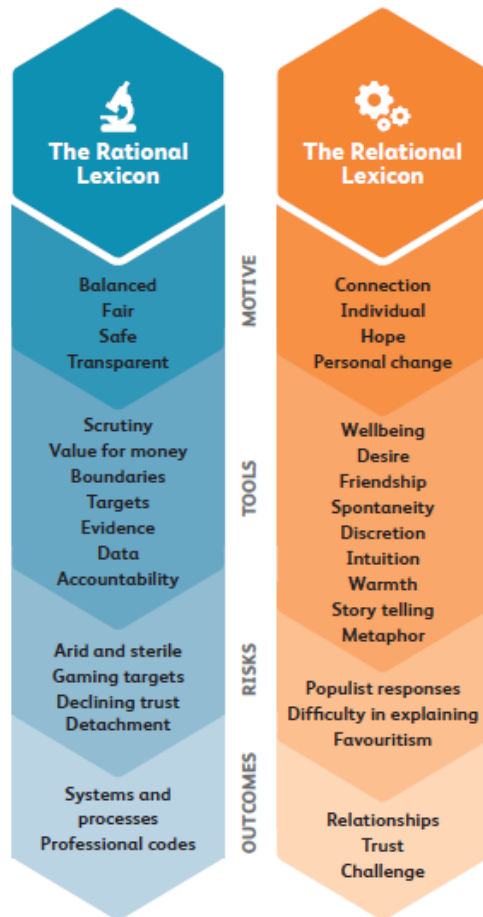
Relationships and culture: Lack of understanding of drivers, motivations and ways of working.

Funding: There is a symbiotic relationship between health and care funding but social care and public health funding have not grown in line with the NHS.



Are your relationships big enough?

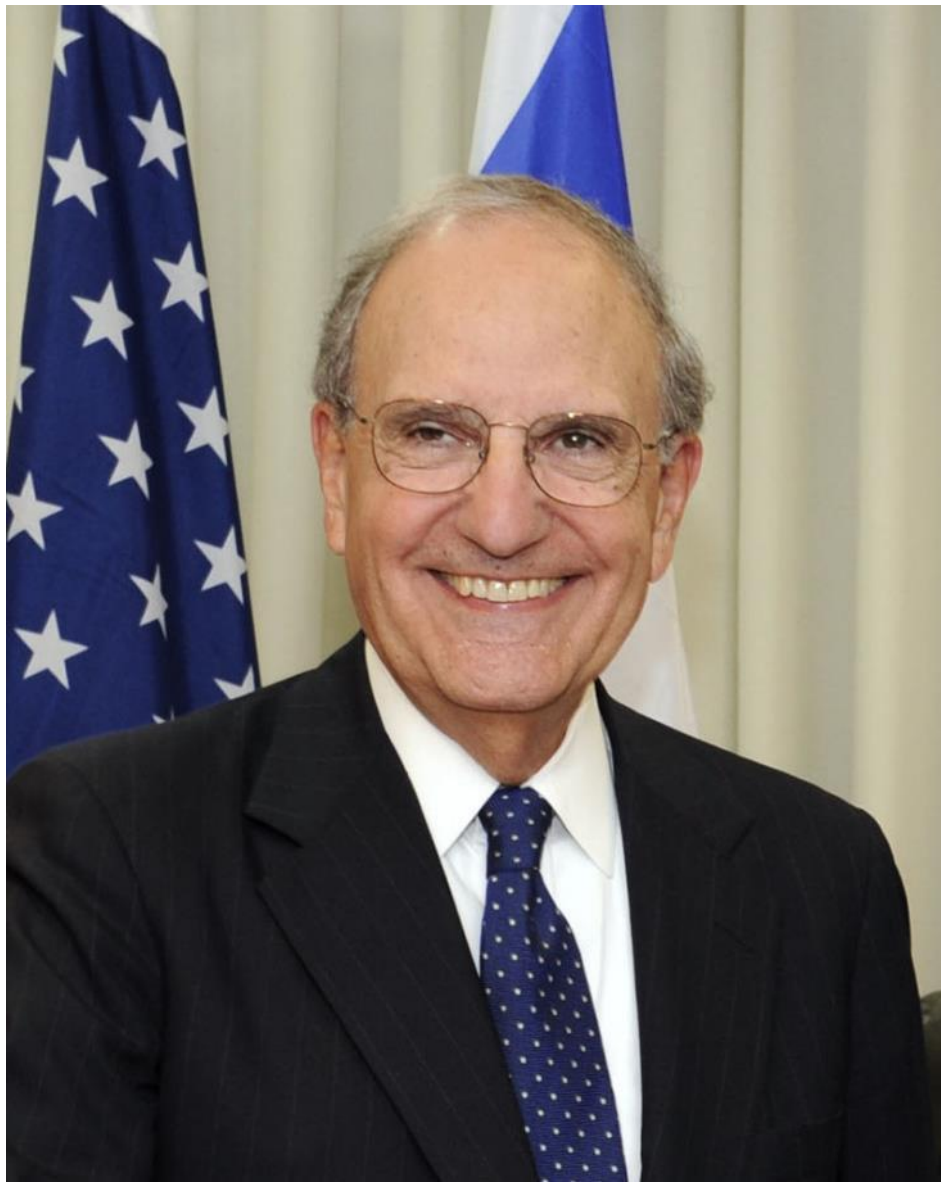
Figure 1: The Two Lexicons of Public Policy



Kindness, emotions and
human relationships:
The blind spot in public policy

Julia Unwin, Carnegie Fellow





An equal partnership between NHS, local government, sectors and communities

A set of guiding principles that shape everything we do as we build trust & delivery

- We will be **ambitious** for the populations we serve and the staff we employ.
- The partnership belongs to **commissioners, providers, local government, NHS and communities**.
- We will **do the work once** – duplication of systems, processes and work should be avoided as wasteful and potential source of conflict.
- We will undertake **shared analysis** of problems and issues as the basis of taking action.
- We will apply **subsidiarity** principles in all that we do – with work taking place at the appropriate level and as near to local as possible.

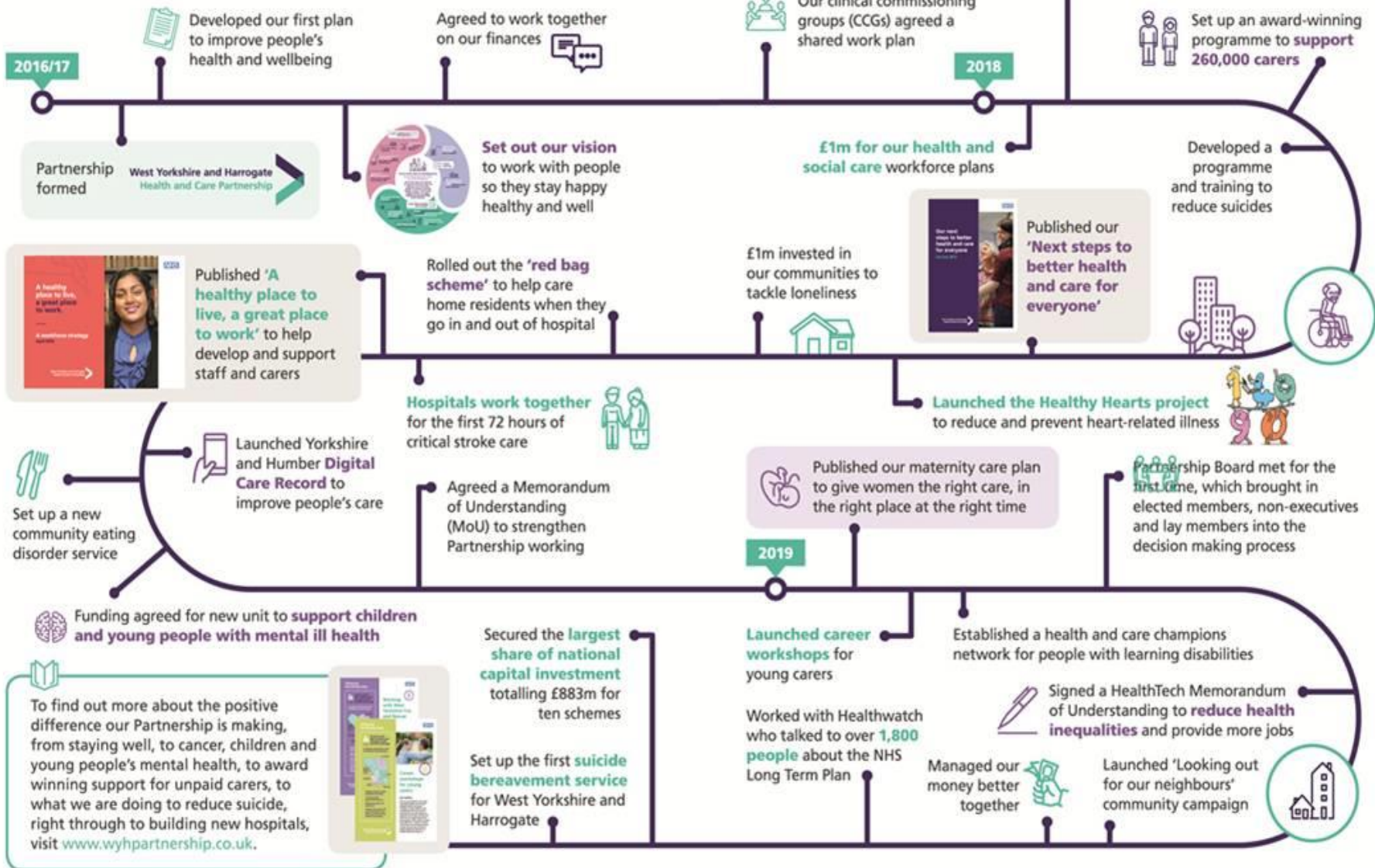


Vision, Principles, Points of Agreement





Our Partnership's progress



Real change happens in real work

Telling our Partnership story

The difference we are making for people living across West Yorkshire and Harrogate



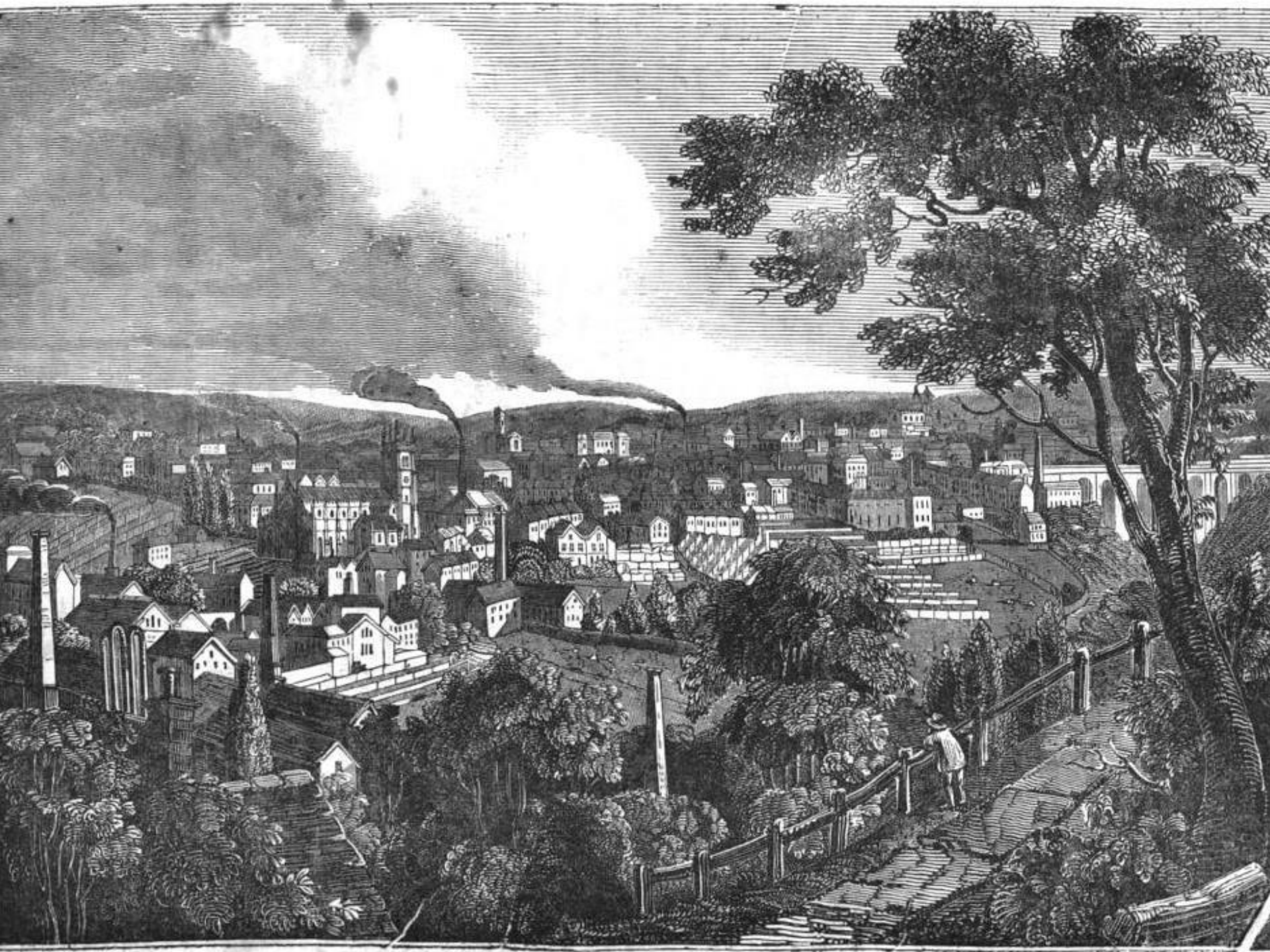
Harrogate
Bradford District and Craven
Leeds
Calderdale
Kirklees
Wakefield

> The West Yorkshire and Harrogate Health and Care Partnership is made up of organisations working closely together to plan health and care services across the area.



www.wyhpartnership.co.uk/publications/difference-our-partnership-making








Seeing the 'whole person's needs: Our plans...

- Health / care
- Wellbeing
- Homes
- Communities
- Jobs
- Investment
- Infrastructure
- Climate change

TACKLING HEALTH INEQUALITIES & UNJUST DIFFERENCES



A landscape photograph showing a wide, rolling green valley. In the distance, a hill rises with a small church spire visible on its peak. The sky is a pale, hazy orange, suggesting a sunrise or sunset. The foreground is filled with dark, silhouetted trees and foliage.

'Its amazing what you
can accomplish if you
do not care who gets
the credit'

Harry Truman



Paul Burstow

Integrated Care: Building Trusting Relationships



Sutton

Councillor 1986-2002



HOUSE OF
COMMONS

Member of Parliament 1997-2015



Department
of Health

Minister 2010-2012

30
years



Since 2015 taken
on a portfolio of
leadership roles
around some
common themes





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ABOUT US

The Social Care Institute for Excellence (SCIE) improves the lives of people who use care services by sharing knowledge about what works. We are a leading improvement support agency and an independent charity working with adults', families' and children's care and support services across the UK. We also work closely with related services such as health care and housing.



social care
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Providers

Children

Safeguarding

Integration

Transformation

Training

All resources

Home / Integrated care

Integrated care

Resources, consultancy and training on integrating health, care and related services. Includes guides, models and evidence to support local areas, integrated care organisations, sustainability and transformation plans, care and health providers and commissioners.

Achieving Integrated Care: 15 best practice actions

New from SCIE and the Local Government Association. An accessible and practical resource. Allowing for local variety in system design and service delivery to flourish.

- › Read the SCIE and LGA report
- › Recent webinar: Recording/slides



Definition and legislation

Defining integrated care: current

Delivering integrated care

Demonstrating what good looks like in

SCIE has a wealth of expertise, resources and tools to support systems, people and places make sense of the integration journey.

Ask about support on integration, STPs and transformation



ENQUIRE

News

Integrated care research and practice

Our resource supports the planning, commissioning and delivery of coordinated person-centred care



SCIE and the Better Care Fund

Updated resources: SCIE has provided national BCF implementation support to many local health and care systems for





“integration is not the end goal in and of itself. Instead, it is a means towards achieving the goal of better, joined up care. Integration creates opportunities for transforming people’s experiences of care from disjointed to coordinated, reactive to proactive, and service-orientated to personalised.”

“integration should also support the building of community capacity for prevention, early intervention and ‘place-based’ care and support.”

www.scie.org.uk/integrated-care/delivering/15-best-practice-actions

Leadership in integrated care systems: Report prepared for the NHS Leadership Academy

Introduction

The NHS Leadership Academy commissioned SCIE to undertake this research to further expand the understanding of systems leadership. This and leadership of integrated care systems. This research will inform the Leadership Academy's long-term plans for supporting leaders in integrated care systems. This paper, aimed at chief executives, directors and senior managers from the NHS, local authorities, housing organisations and voluntary and community sector, is based on findings from interviews with systems leaders and a review of the literature. Quotes from these leaders are presented throughout the report.

Key messages

- ➊ Integrated care systems (ICSs) are a critical part of 'the biggest national move to integrating care of any major western country'.¹
- ➋ With no basis in law, ICSs are entirely dependent on a collaborative approach to leadership and a willingness on the part of the organisations involved to work together.
- ➌ Leadership in ICSs is very much a form of systems leadership, but with new and unique challenges, such as the need to exert influence across an even larger range of organisations and co-produce services with people who use them.
- ➍ Effective systems leadership relies on a composite set of capabilities and behaviours, which can be grouped under the following four domains (NHS Leadership Academy Systems Leadership Framework):
 - ✓ innovation and improvement
 - ✓ relationships and connectivity
 - ✓ individual effectiveness
 - ✓ learning and capacity-building.

- ➎ Leaders in ICSs need to be skilled at:
 - ✓ identifying and scaling innovation (e.g. from pilots)
 - ✓ having a strong focus on outcomes and population health
 - ✓ building strong relationships with other leaders, and often working with them informally to develop joint priorities and plans
 - ✓ establishing governance structures which drive faster change, often going where the commitment and energy is strongest
 - ✓ setting the overall outcomes and expectations on behaviours, but handling day-to-day decision-making to others
 - ✓ supporting the development of multidisciplinary teams (MDTs)
 - ✓ designing and facilitating whole-systems events and workshops to build consensus and deliver change
 - ✓ understanding and leading cultural change
 - ✓ building system-wide learning and evaluation frameworks
 - ✓ fostering a learning culture across the whole system.
- ➏ Leaders told us that they would welcome support in the following areas:
 - ✓ skilled external facilitation, to help deliver complex programmes
 - ✓ the creation of 'safe spaces' for leaders to meet with peers and share problems and solutions
 - ✓ more opportunities to learn from other professions and sectors

Sharing knowledge, improving lives

“Systems leaders probably spent 10 to 20 per cent of their time on partnership activity 10 years ago. Now it needs to be 50 per cent to focus effectively on collective aims.” (Local government leader, ICS)

“I had a kind of ‘eureka’ moment (being part of the 2020 Leadership Programme). I realised this wasn’t just about the NHS. We can be very blinkered; it’s about a sense of place and the impact we have on the community around us.”

www.scie.org.uk/integrated-care/leadership/systems

About our area



Our STP population is 1.5 million



We have a total of 166 GP practices



There are 301 pharmacies in our STP area



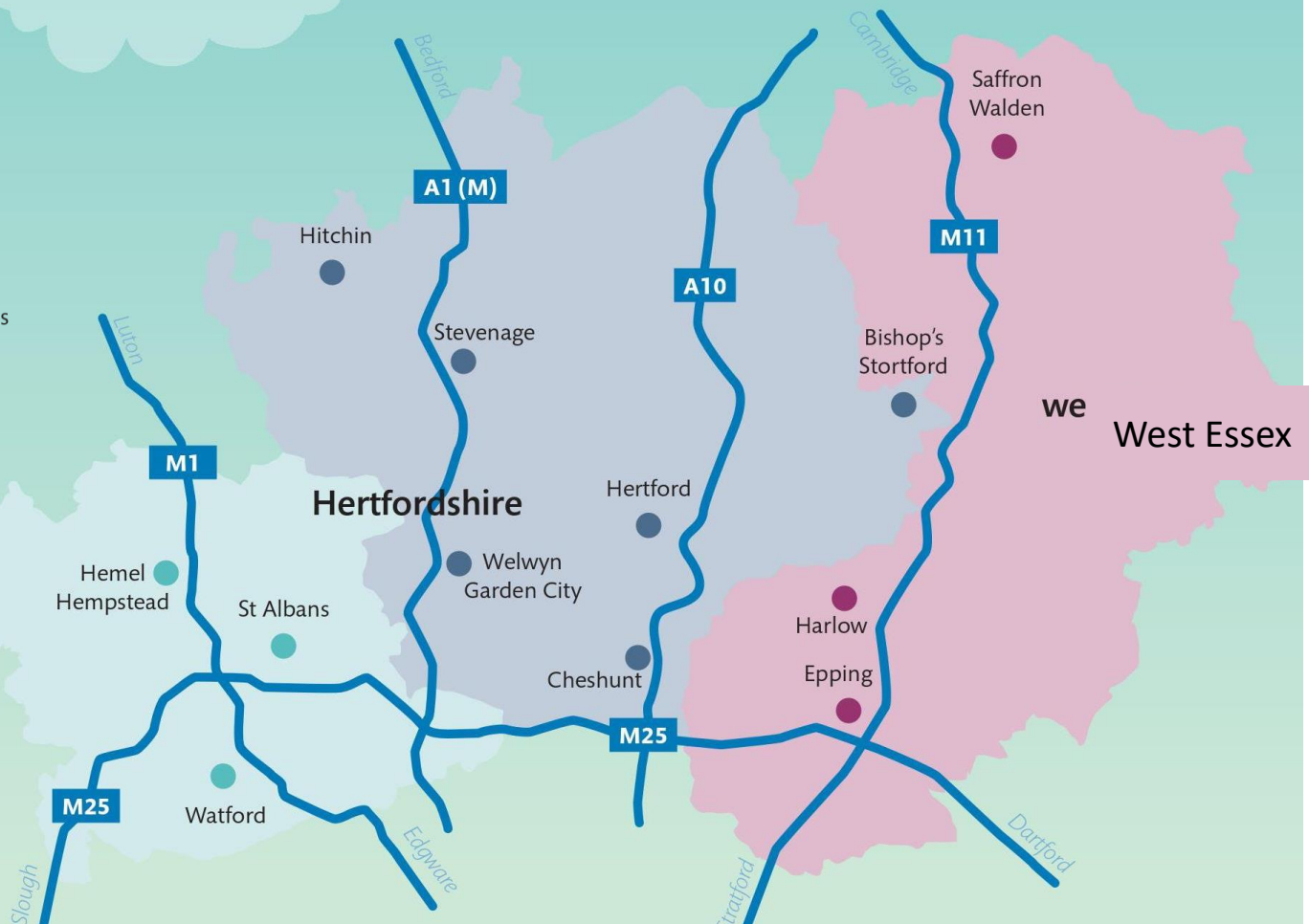
There are 34 Primary Care Networks (PCNs)

3 CCGs
2 Health & Wellbeing Boards
13 District and Borough Councils

2 county councils
3 hospital trusts
4 community and mental health trusts

100s of health and care partners

1000s of community and voluntary sector organisations



A Healthier Future

Improving health and care in Hertfordshire and west Essex

THE CHAIRS BRIEF

- ensure implementation of the STP takes place at **pace**,
- **holding the system to account**
- keeping the STP **focused on the task in hand**
- **securing the support** of the Partners' boards and staff
- ensuring the public are well informed and **politicians are supportive**
- **challenging entrenched and parochial views** and differing priorities
- an **ambassador of the system**

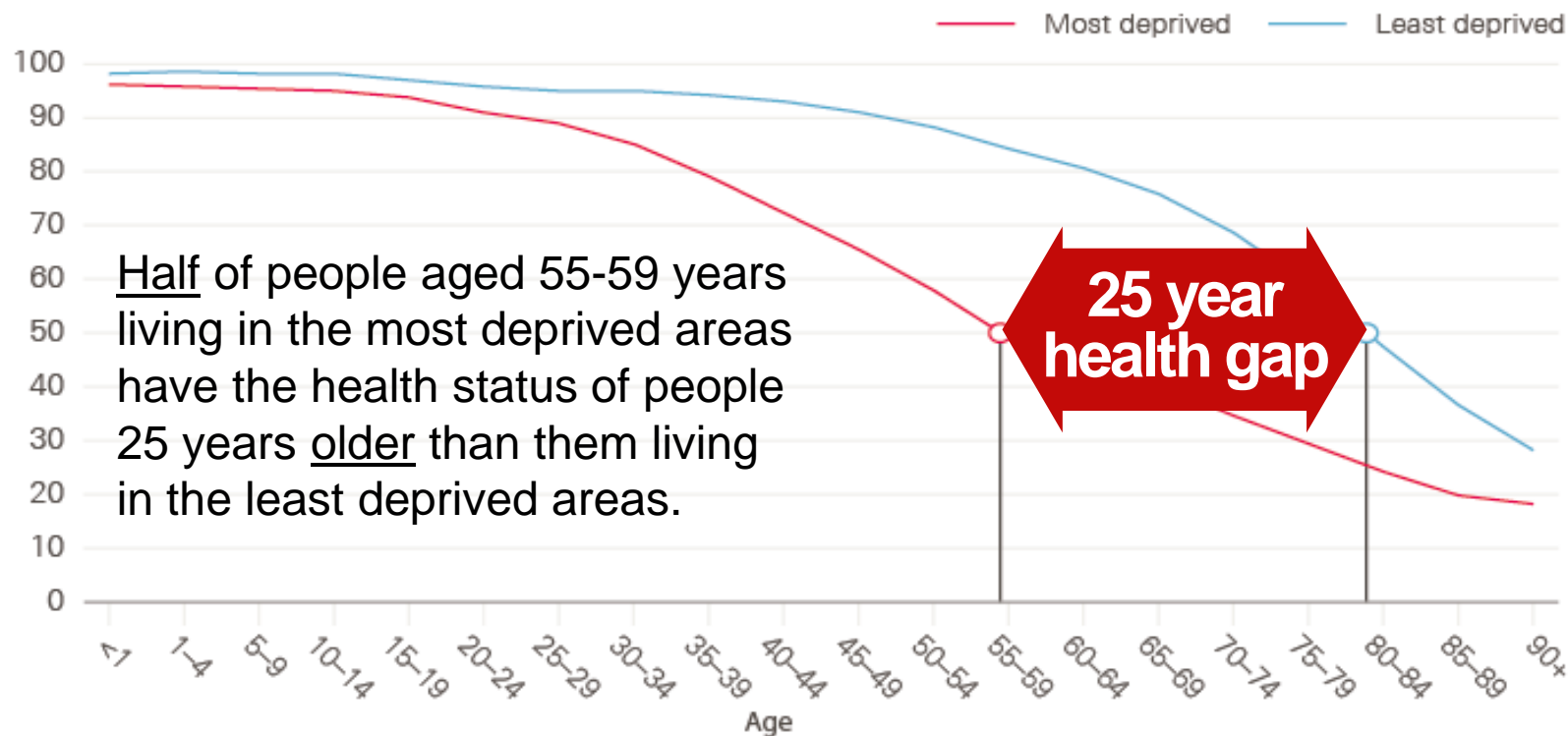


Them & Us to US

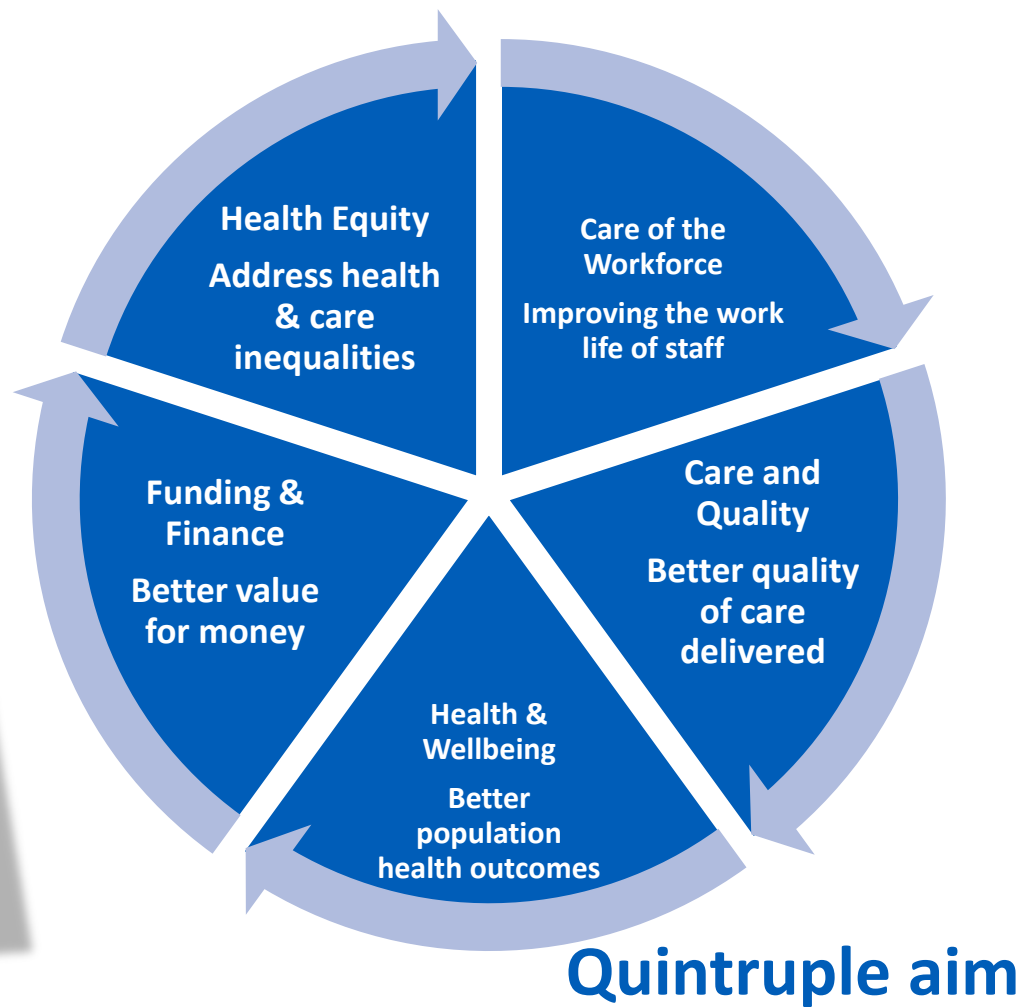
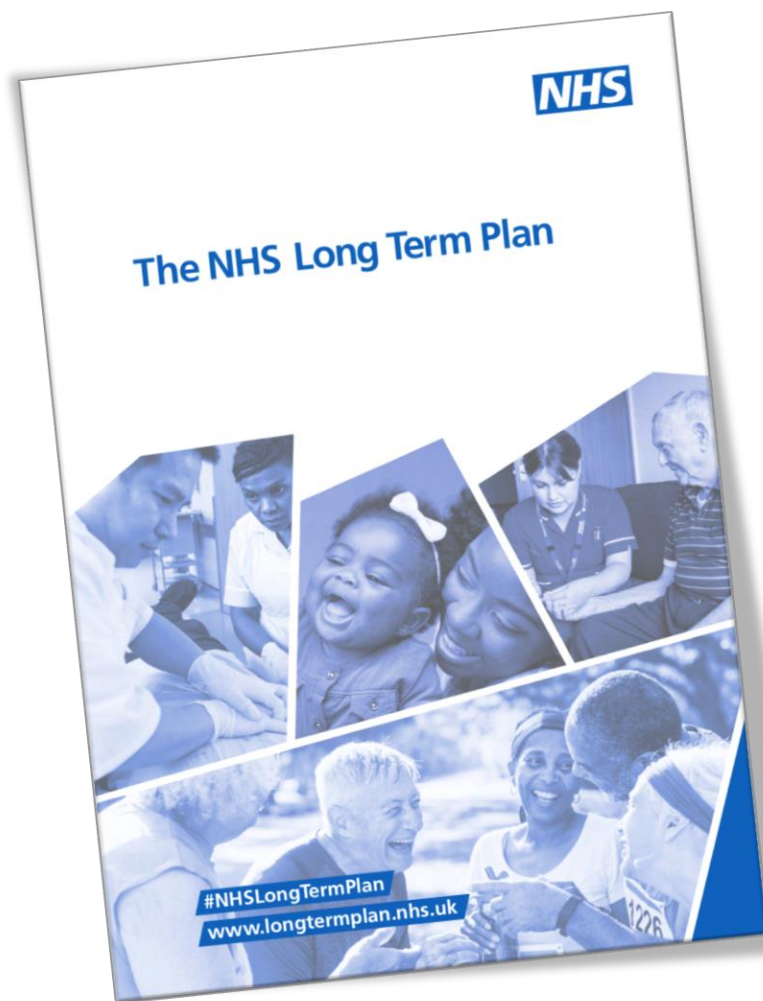


People in the most deprived areas of England spend less time in good health

Share of population reporting good health (%)



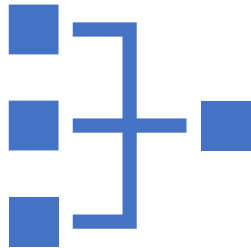
Half of people aged 55-59 years living in the most deprived areas have the health status of people 25 years older than them living in the least deprived areas.



Open Book



The MONEY (FRF - Financial Recovery Fund)



50% system



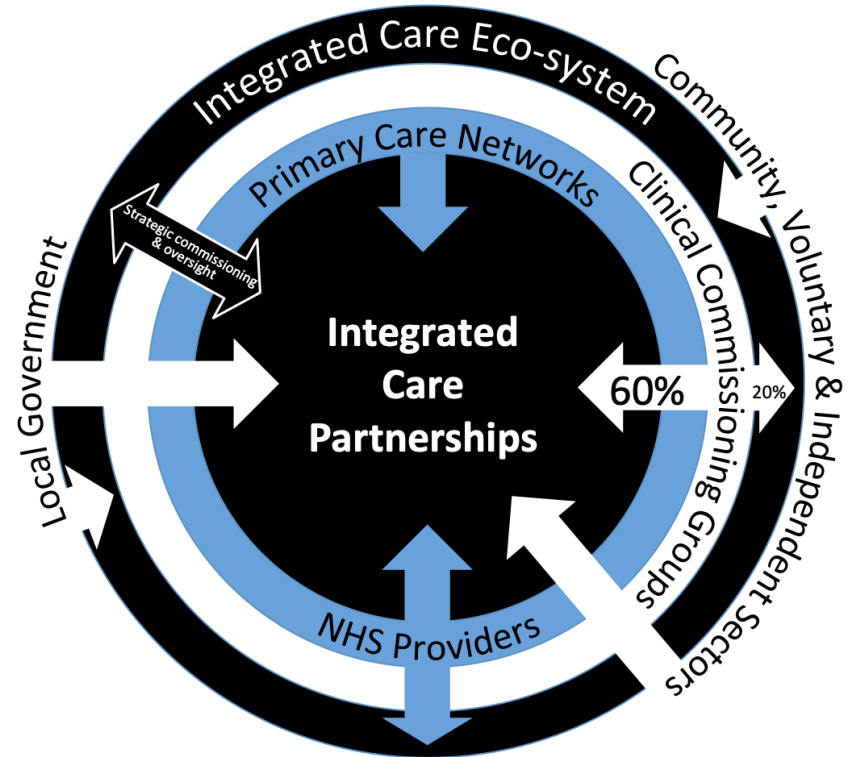
50% institution

Eco-system

It's all about people

"I would like my healthcare to focus more on wellness rather than illness."

Healthwatch survey, 2019



ICS Accelerator

- **Leading partnership**
- **System financial payment mechanism**
- **Population health management**
- **System Architecture**

Just ONE of FIVE STPs receiving support



EVOLUTION

Our ICS 1.0 will not be the end state, nor will our place-based integrated care partnerships (ICPs) spring into existence in their final form.

Key priorities for the next six months



work with regional colleagues to co-produce mutual assurance processes and a performance improvement regime to for our system;



put in place the necessary partnership governance to ensure transparent decision-making and accountability;



maximise the benefit to our population of our participation in the population health management programme;



set our shared ambition and roadmap for investment to accelerate our digital transformation;



launch our Leadership Development Forum to continue to strengthen our partnership as part of our integrated People and OD strategy;



co-produce a Compact with our Community and Voluntary sector partners;



scope the opportunities and benefits of adopting a 'one public estate' approach;



take shared responsibility for promoting health equity by developing a programme of work as local anchor institutions to influence the wider determinants of health.

Key features of system leadership.

Developing clear, credible plans for **purposeful change**

Moving your **talent** from patrolling boundaries to building bridges.

Creating conditions in which **difficult conversations** can take place & resolutions achieved.

Supporting partners to **innovate, develop and improve** through **collaboration**

Providing **air cover** to those changing the operating model.

Facilitating measurement, multidirectional feedback and shared learning to keep on track.



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Dr Gemma Moore, Clinical Director Droitwich
and Ombersley, GP Partner and Strategic
Director for South West Healthcare GP
Federation



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Next webinar: Wednesday 8 April

Using the skills and strengths of communities
to transform health and care services