

Showcase Webinar series 2023

Number six

Webinar: Supporting best integrated care for all. Releasing the power of people

Monday 27 March 2023



Social care showcase webinars

SCIE is pleased to be offering a series of webinars on behalf of the Department of Health and Social Care in 2023. We are showcasing local authorities who are taking great strides towards readiness for the charging reforms and social care reform.

➤ **Showcase webinars**

Department
of Health &
Social Care





Introduction

Ellie Haworth

Social Care Institute for Excellence





The Integrated Care Academy

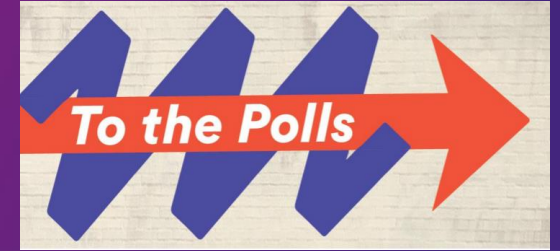
Releasing the Power of People



social care
institute for excellence



Who's in the virtual room?



1. Education
2. NHS/Health
3. Local Authority / Social Care
4. Person who draws on services
5. Voluntary Sector

Integrated Care Academy

“To enable the best possible
integrated care, accessible to all”



Integrated Care Academy

The first of its kind in the country to formally bring together the four pillars of



Voluntary and Community Sector

Local Authority



Local National Health Service

Higher Education



ICA Core Programmes

- Education and Experiential Learning
- Research Innovation
- Workforce Development
- Digital, Data and Technology
- Leadership Transformation
- Co-production Hub

Education and Experiential Learning

Current Programmes

1) Suffolk Executive MBA

- Unique IC offer by UoS with an emphasis on experiential learning - to drive situated learning and learning by expertise
- Offers insight into the real world of integrated care, experts leading seminars on for example, leadership, change, coproduction and workforce transformation

2) PgC in Professional Practice – Integrated Care

- Content grounded in key aspects of integrated care – leadership, integration frameworks, organisational culture

3) Core Curriculum

- Series of focus groups and outcome mapping to integrated care – embedded in programmes with focused conferences



Research Innovation



Current Research Projects

1) Older People WHO ICOPE evaluation ACT

- Developed by World Health Authority (WHO) to deliver a framework that can align health and care systems to the diverse needs of older people; the Integrated Care for Older People (ICOPE) approach.

2) Long COVID Optimal Health Programme

- Aims to support people diagnosed with long COVID who have symptoms which have lasted more than 12 weeks.

3) Active Travel Social Prescribing - Evaluation

- To deliver a formative, process and summative evaluation of the impact of the active travel programme, its overall aim to: improve walking and cycling accessibility for underrepresented groups; to create an integrated network that links transport infrastructure; and to, improve mental health and safety for under-represented groups.

Research Innovation



Current Research PhD Projects

1) The End of Life

Impact of a population health management approach to end-of-life care

- Looks at end-of-life care planning with professionals, patients and their families and whether a population health management approach leads to better outcomes.

2) Mental health

Integrated community mental health provision for young adults

- Looks at aspects of services that people identify as providing the greatest benefit in managing mental health problems and what is necessary to integrate community-based services.

3) Co-production

Co-producing integrated care: the impact of co-production with service users, unpaid carers and staff on design and transformation

- Seeks to answer the question, “How can co-production impact the design and transformation of health and care services within integrated care?” This PhD utilises a Co-production Advisory Group representing service users, carers and members of staff to guide the PhD research decisions.

Workforce Programme

3 Programmes

1. Apprentice Scheme – Developing Integrated Care Apprenticeships – Current work completed, with New Phase being started.
2. CLEAR Mental Health Update

Workforce Programme

Workforce
Planning
Skills – Colin
Lewry

CLEAR
Mental
Health –
John Jeans

Apprentice
Scheme –
Amanda
Lyes

NSFT are completing their third Mental Health project alongside the NW SW Mental Health project sites. Both NSFT and NW SW projects have currently just finished week 7 of the education programme and so are coming to the end of the clinical engagement phase of the project. The current end date scheduled for the project is 29th March 2023.

NSFT have completed project 1 in CMHT and project 2 in Crisis. Project 3 is looking at the crisis pathway for older people with a particular view on the Dementia Intensive Support Team (DIST). The DIST team focuses on providing support for people in a dementia type crisis or those with delirium or other short term cognitive issues. The team is multi-disciplinary and made up of 13 people.

The role of the team is preventing admission to acute hospitals and, more recently, admission avoidance to mental health hospitals. The team are looking to expand to support step down care from mental health hospitals for 6 weeks post discharge and also do step up care for Community Mental Health Teams (CMHTs). There are challenges with accessing this support however, as referral criteria are very narrow.

3. Workforce Planning Skills Development – See next pages

3. Workforce Planning Skills Development

Issue

We don't have enough workforce, workforce models need redesigning but we don't have the capability and capacity to do this

Solution

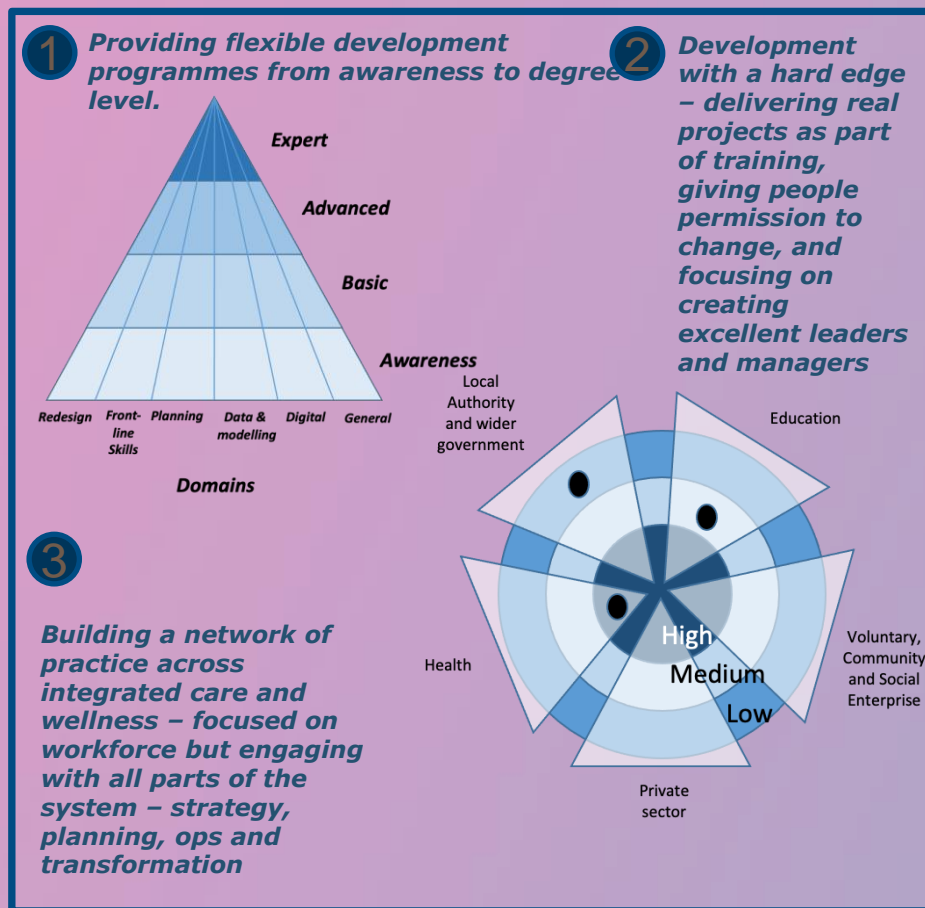
An ICA results-focused Integrated Care workforce development programme

Engage workforce in all parts of the system

Develop skills in workforce planning, redesign and leadership

Deliver real projects while training

Build network of practice



We have a great opportunity to build something impactful and unique

- Building workforce into all functions
- Co production with partners, through co-production hub
- Flexible to move at pace of the quickest – system, clinical hotspot, theme focus, regional
- Developing managers in workforce, management and leadership skills
- Focused on integrated care and beyond the NHS
- Links to digital centre and industry (e.g. BT)
- We have most of the content and links to the right experts and education facilities

3. Workforce Planning Outcomes & Outputs



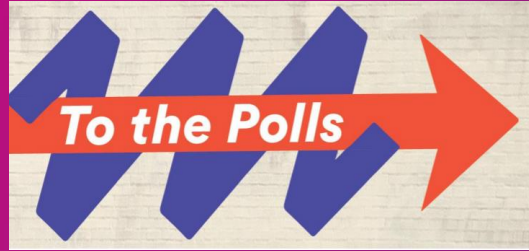
Digital, Data and Technology

Current Programme



Innovative patient/service-based digital communication technology solution

- A research project which aims to identify key barriers and possible solutions to effective communication between healthcare professionals working with the ambulance service and primary care
- To improve ambulance clinical decision-making, patient outcomes and cost-saving



Where do you see integrated team working adding most value?

1. Preventative care
2. Proactive care
3. Planning
4. Reactive care
5. Research



One Team

A programme that makes integration work



social care
institute for excellence



What's the problem we are trying to solve?

- Building trustworthy leadership capacity and capability in front line teams
- Access to intelligence to aid better decision making
- Access to resources for deployment at point of need
- Use of experience for continuous improvement in strategic planning
- Fearlessness about change and innovation

"You've given us the tools, now give us the trust and resources to do the whole job"

Ipswich East Integrated Neighbourhood Team Manager

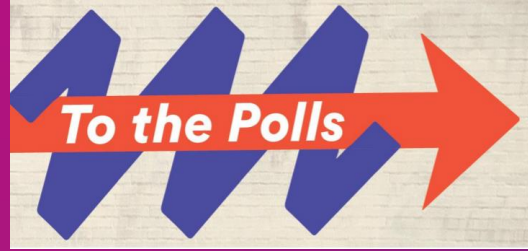
One Team

- A professionally agnostic leadership development programme
- Iteratively developed and capable of being made bespoke to needs
- Academically reviewed for impact
- Aimed at changing culture through multiagency team development in real work
- Finalist in HSJ best education programme, cited in Fuller report, used in GP fellowships locally and regionally

One Team content

- Personal insight
- The Thinking Environment approach
- Practical workshops - meetings management, quality improvement, presentation confidence
- Strategic thinking
- Games
- Innovation and change
- Coproduction and partnership development
- Changing culture

"Culture eats strategy for breakfast" - misattributed to Peter Drücker



How long does it take to change a culture?

1. A Day
2. A Week
3. A Month
4. A Year
5. A Decade

Action Learning

- Adding value for programme sponsors
- Facilitated time to practice learning
- Real work to build in the learning from the programme
- Facilitated, dedicated time to work on the business
- Integrated care and coproduction in action
- Use of PHM data dashboards to drive decision making, better questions and creativity

"Working hard is not good enough; first you must know what to do, then work hard"

W Edwards Deming

What have participants told us they value?

- Network building across agencies they had not considered before
- Translating networking into tangible actions with service users
- Understanding the system in which they work and the role they play
- The importance of presentation skills and making the most of time to think
- Understanding self in the context of understanding others
- Ability to innovate and change culture is there
- Change can be for the better

"People who take joy in their work innovate"
W Edwards Deming

Outputs

- Proposals for service development driven through PHM approach
- Multiagency, multidisciplinary workforce capable of working as One Team developed in sustainable fashion
- Innovation adoption, adaptation and creation
- An opportunity to talent manage across the whole system
- Creation of a formal alumni network with capability to problem solve and contribute to decision making at every level
- Researchers, enhanced professional curiosity
- Desire to take on additional formal learning eg MBA

"The best for the group comes when each does the best for themselves and the group"

John Nash, Nobel Prize winner, Economics

Examples of projects

Chantry Youth Provision proposal

- Create opportunities for young people to contribute positively to their local community
- Support and empower young people to see their own potential to thrive
- Cultivate a healthy sense of belonging in the community through a connection to self and others

Funding approved: £69,668

EDG: May 10th 2022

Proposal to evolve current work with ACT who supporting Chantry Youth Provision
Supporting young people in Ipswich living with an adult with a mental health issue
To create a child friendly awareness programme to help young people understand
what it is like to live with someone with a mental health diagnosis and thrive while
doing so

Funding approved: £25,434

EDG: April 12th 2022

Work awaiting presentation

Understanding the mental health drivers of demand in our system.
Using a population health management linked data set to identify 4 key areas and the characteristics of those cohorts.
Using our JSNA for mental health to explore the wider determinants impacts that projects could use to develop their interventions.

- Mental health and Diabetes
- Anxiety/Depression
- Severe mental illness
- Cognitive disorders

Co-production



How involved are you in co-production?

1. It's fully embedded and the golden tread of everything I/we do
2. We do it where we can but would love to be able to embed it further
3. It's a new concept and not something I am currently involved in
4. I'm not sure if it is relevant to me
5. I know very little about it

ICA Co-production Hub – who are we?

- Su Conquer – ICA Lead Associate for Co-production, Healthwatch Co-production Coordinator and co-production PhD student
- Joan Skeggs – Strategic Lead for the Co-production Hub and East of England Regional Lead for Integrated Care System Development
- All the networks, organisations, and individuals who are out there doing this every day and all of those who aren'tyet



Recap on co-production

“A meeting of minds coming together to find a shared solution. The approach is built on the principle that those who use a service are best placed to help design it. It means aspiring to be equal partners and co-creators”

**Adapted with people in Suffolk in 2019
from Think Local Act Personal National Co-
production Advisory Group**

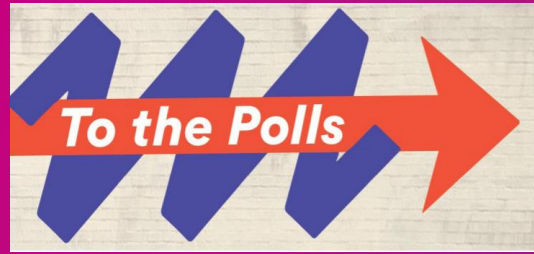
“People, family members, carers, organisations and commissioners working together in an equal way, sharing influence, skills and experience to design, deliver and monitor services and projects.”

NHS England and NHS Improvement 2021



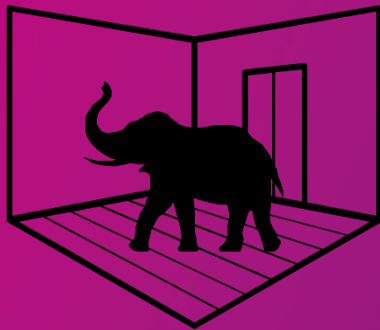
Working with people and communities





What hinders co-production most?

1. Terminology or lack of (shared) understanding
2. Permission / agreement of the Board
3. Managing expectations/restrictions
4. Lack of time / resources
5. Tendency for silo working



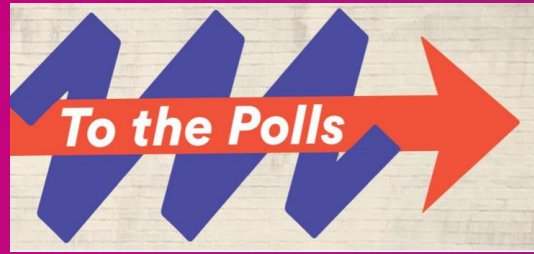
What is the co-production hub?

Our co-production hub focuses on integrated care and supports the work of the ICA to deliver best possible integrated care, through education, training and research designed, delivered, and evaluated using co-production.

We aspire to **maximise impact**, **build capability** and support the **embedding** of co-production in **Integrated Care** through:

- Partnership working
- Hosting learning and sharing events
- Delivery of training tailored to Integrated Care Systems





What actions related to this webinar are you going to take next –

- 1. Nothing. It's too difficult**
- 2. Have a conversation about what more I can do with a trusted colleague**
- 3. Have a huddle with my team about what we will do to innovate and change for the better**
- 4. Contact the ICA for support**
- 5. Campaign on the streets for more time reforming how we work than re-forming how we are structured.**

Find out more and get in touch

Integrated Care Academy Programme Office
ica@uos.ac.uk

Find out more about the ICA!
[Website](#) | [LinkedIn](#) | [Twitter](#) | [YouTube](#)

Mark.shenton@nhs.net
Joan.skeggs@nhs.net
Susan.conquer@healthwatchsuffolk.co.uk



Thank you

Delivered in partnership:



Thank you

If you or your colleagues haven't done so
already, why not register for SCIE's
occasional newsletter, SCIELine

<https://www.scie.org.uk/myscie/register>



Department
of Health &
Social Care