



Developing a Truly Integrated System to Support Health

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Why is this an important issue for Health & Wellbeing in Tower Hamlets?

- Many of our population have multiple and complex needs (and significant health inequalities)
- A fragmented system is hard for residents to understand
- The wider system (not just health and social care) is needed to improve outcomes
- A fragmented system means waste and duplication
- We have rapidly shrinking resources
- We have a large and diverse range of community assets and voluntary organisations
- We need to look collectively at the total available investment
- (There are national drivers for integration)

What is currently being done to improve outcomes?

- Vanguard for the multi-speciality community provider model (£4m) – “Tower Hamlets Together”, linked to:
- GP Federation (with Barts / ELFT) as new community health provider – development of new community model
- New providers and opportunities for new integrated models – Health Visiting, Learning Disability Health Service
- Joint Commissioning Review
- Integrated Personalised Commissioning pilot (very early days)
- We have some (but limited) integrated provision
- Social prescription
- Public Health led model of Healthy Living Hubs

Where would we like to be in 3 years (vision statement)?

People

- “I have easy access to information, advice and guidance which helps me to find what I need”
- “It’s easy to get help from my GP practice and I can contact my Care Co-ordinator whenever I have any questions”
- “There are different people involved in supporting me but everyone listens to what I want and helps me to achieve my goals”

Culture

- A mind-set across the integrated workforce of enabling people to achieve what they want and owning that we can make a difference
- Shared values which we can measure (e.g. pulse checks) and benchmark

Model/Structures

- Better outcomes for our population, achieved more cost effectively
- Easy access to self-care and self-help which is widely used
- Simplified health and care support which is service-user led and co-ordinated across services/professionals
- More ‘multi-skilled’ staff (one part of the solution)
- Outcomes are genuinely defined by citizens (not by professionals or the services available)
- Service users report the system is clear, easy to use and ‘joined up’
- Co-ordinators/Navigators are key

Within this area, what does the Health and Wellbeing Board need to focus on?

- Agreeing a Shared Vision
- Agreeing the system-wide changes needed and prioritising these
- Ensuring the priorities are moving us towards achieving the vision (measures)
- To lead and inspire a campaign to support the culture change required across the system

What are the top areas of action that the Board needs to focus on over the next 12 months to drive transformational change (max 2) and why?

- Agreeing a Shared Vision – there is a complex landscape of integration locally and a single, shared vision needs to be a ‘golden thread’
- Principles and model for integrated front-line teams – timely given new community health services provider and the need to develop an integrated model with adult social care and other LBTH services
- Integrated commissioning model – taking place now
- Campaign focused on culture change – “culture eats strategy for breakfast”!

What is required to make this happen?

- Good planning
- Events to support the culture change
- Organisational development programme
- 'Golden Thread' from the Health & Wellbeing Strategy to the integrated commissioning strategies
- Ownership of the Strategy by partners and commitment of every partner to driving change

What are the top indicators that the Board needs to track (max 3)?

- Citizen self-reported measure to be developed (potential to go into ASC survey, Residents' Survey, patient groups) – focused on effectiveness of co-ordination
- Number (%) of staff in joint or multi-skilled roles
- Measure of culture change? Consider commissioning a quarterly 'pulse check' for use across our joint workforce during a time of change

Any other thought?

- Integration as a back-drop/enabler rather than a HWB priority?? (5 is a lot of priorities)?
- There are lots of other lead bodies for integration - STP, TST, Tower Hamlets Together (THIPP/Community)
- Honesty about how far the integration can go – huge opportunities alongside significant governance and accountability challenges that we must overcome
- Potential for HWB to ‘adopt’ a campaign each year e.g. Self-Care Week to support the culture change piece
- Integrated Personalised Commissioning – potential not yet realised