Evening Seminar

Greater Manchester Public Service Reform
Place-based Integration

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Background to the Academy

• The Academy’s mission is to bring people together to share knowledge, skills and practice and to promote excellence in social justice commissioning.

• The Academy was created in 2007 and now has over 3400 cross sector members.

• Services are designed to support the development of social justice commissioning and include nationwide events, eLearning, commissioning themed learning groups and a website offering commissioning information.
A revised set of reform principles:

1. A **new relationship** between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. Do with, not to.

2. An **asset based approach** that recognises and builds on the strengths of individuals, families and our communities rather than focussing on the deficits.

3. **Behaviour change** in our communities that builds independence and supports residents to be in control

4. A **place based approach that redefines services** and places individuals, families, communities at the heart

5. A stronger prioritisation of **well being, prevention and early intervention**

6. An **evidence led** understanding of risk and impact to ensure the right intervention at the right time

7. An approach that supports the development of **new investment and resourcing models**, enabling collaboration with a wide range of organisations.
Delivering our ambition: aligning reform across GM

H&SC TRANSFORMATION

1. RADICAL UPGRADE IN POPULATION HEALTH PREVENTION

2. TRANSFORMING COMMUNITY BASED CARE & SUPPORT

3. STANDARDISING ACUTE & SPECIALIST CARE

4. STANDARDISING CLINICAL SUPPORT AND BACK OFFICE SERVICES

5. ENABLING BETTER PUBLIC SERVICES
   The creation of innovative organisation forms, new ways of commissioning, contracting and payment design and standardised information management and technology to incentivise ways of working across GM, so that our ambitious aims can be realised.

WIDER REFORM ACROSS GM

1. EARLY INTERVENTION AND PREVENTION: IMPROVING OUTCOMES FOR GM

2. TRANSFORMING LOCAL SERVICE DELIVERY: PLACE BASED INTEGRATION

3. RECONFIGURING SPECIALIST SERVICES: DRIVING CONSISTENCY OF STANDARDS & OUTCOMES

4. IMPROVEMENT AND EFFICIENCY: GM STANDARDS AND SHARING SERVICES
Reducing demand for public services relies on identifying those individuals and families who are not yet accessing specialist services but are at risk from escalating problems. It is these individuals and families who generate most demand for all agencies in neighbourhoods.

Reducing the flow of demand in the neighbourhood is therefore essential to address the needs of this ‘at risk’ group.
Approach to developing Place-based integration

- Whole systems thinking approach
- Understand the “real issue” behind the demand
- Respond to these cases with an integrated and flexible approach – suspend system conditions
- Take a problem solving approach
- Build on community strengths
- Identify barriers and blockages and change ‘the system’
- Learn from cases – use this to transform our services
Citizens face many front doors....

- 48 Cases
- 1,235 demands
- 26 per case
- 85% known to >1 agency
Demand Analysis

- The current system is set up to deal effectively with just 17% of demand.
- The other 84% of demand requires a tailored response.
- Just over half of this would come under ‘specialist services’ leaving 40% of demand not meeting threshold but in need of more than just universal service.
Access to Citizens & Other Services
Nationally driven Performance Indicators
Approaches to Performance Management
Information and Systems
Job Descriptions and Functions
Competencies, skills and powers limited by remit
Thresholds and Organisational Priorities
Lessons learnt so far

• The utmost importance of having senior leaders involved with the work – e.g. providing “permissions”, “unblocking issues” and “actively understanding the system”

• Providing/freeing time for front-line staff to understand and redesign

• The importance of going beyond Co-location of Multi-agency teams

• The need to have a clear plan to scale-up to locality from early adopter

• The need to “converge” local strands of reform (e.g. Health and Social Care and PBI) and the importance of streamlining/integrating with specialist services to avoid further “silos”
A place-based, integrated model of reform

Integrated GM strategic decision making will only deliver improved outcomes if supported by integrated governance, leadership and accountability at all spatial levels.

GM decision making should be informed by clear performance information and tracking of outcomes. The impact of neighbourhood, locality, and cluster delivery arrangements can then inform GM strategic decision making.
The diagram shows functional components of the model on a continuum of need (represented by the triangle) and activity, against a backdrop of spatial levels. The relationship between these elements will not always be linear. For example, some elements may happen at more than one spatial level, or work across spectrums of need.
Common Operating Principles for Place-based Working

New Public Service Principles

- Integrated local services responsive to local need
- Services that build on assets of the community & intervene early in an emerging problem
- One team, knowing their area & each other
- Person centred approach within the context of family & community
- Services delivered within the community, close to home from a flexible asset base

Working Principles for the Platt Bridge Place-based Team

Holistic view of the problem to solve
Understand what matters most to the individual
Make time to build relationships
Act and think as one team and in the best interests of the place
Needs should be balanced with strengths
Specialisms pulled in when needed
We’re focusing resources on early intervention, prevention and a citizen-centered approach to public services.
Leadership and Governance
Place-based leadership, enabling integrated public services

Investment and Commissioning
Commissioning for outcomes requires a clear line of sight between investment decisions, ensuring flexibility and avoiding duplication

Service planning and availability
Service planning should take place at the most appropriate spatial level. Front-line teams should be able to request services to bring together around an individual or family rather than referring on and out

Sharing information
Integrated teams and sequenced support is dependent on the appropriate sharing of information – ensuring we are making the right decisions with service users to help them progress

Universal v ‘targeted’ services
All public services have a role to play in delivering an asset based approach to services – working with communities and building on community assets to help residents thrive

Feedback to drive innovation
Listening to feedback from service users, staff, and evaluation work will drive continuous innovation – our approach should never stand still

Insight
Analysing information to plan services, understand individual cases and to deliver insights.

Integrated support
All these elements build our capacity to support integrated teams at all levels, delivering new models of support.
Implications for Commissioning

- Geographies
- Thresholds and eligibility criteria
- Commissioning for outcomes (person centred)
- Strengthening community assets
A performance management framework that links individual outcomes (citizen value) to wider population outcomes and is used to assess system performance.

Janet 2/12/15 "Trusting the wrong people has been my downfall"
Any Questions?