

The Working Better Together (*Making Integrated Care a Reality*) Programme

*Information and Expression of Interest
Pack (2021-22)*

**Working
Better
Together**

"To develop and enable groups of people in a 'place', in localities, across the ICS or along a care pathway to work effectively together beyond organisational boundaries on challenges of mutual concern that can best be solved by people and organisations working together".



- Are you keen to make a difference to the health and care of our local communities?
- Is there a 'wicked issue' in health or care in Herefordshire or Worcestershire you would like to tackle?
- Would you like the opportunity to gain new skills and experience in effective 'system thinking and system working' and how to work effectively with other people beyond traditional organisational boundaries?

If yes, the **Working Better Together (Making Integrated Care a Reality)** programme could be for you!

Designed to bring groups of people together from across different organisations and sectors around health and care, on this programme you will work together on a project you are passionate about, receive tailored support and development around effective system thinking and working, to enable you to together make a real difference to the health, care and wellbeing of our local communities in Herefordshire and Worcestershire.

Expressions of interest are now being invited from diverse groups of ten people who have a health or care-related topic or 'wicked issue' they would like to tackle, or from individuals or smaller groups who have a great idea and passion for a project topic, who could be matched with people from across other organisations and sectors with similar interests.

Contents

This Information and Expression of Interest Pack contains the following details about the new **Working Better Together (WBT)** programme for Herefordshire and Worcestershire:

1. What is the 'Working Better Together' programme?
2. What are the benefits of the programme?
3. What will the programme involve?
4. Who is the programme aimed at?
5. How do we apply?
6. How can we find out more?
7. Acknowledgements

Appendices:

- A. Priorities for Herefordshire and Worcestershire

1. What is the Working Better Together Programme?

The Working Better Together programme is a six month, practical and interactive programme designed to develop and enhance people's 'system thinking and system working' skills, behaviours and confidence in working effectively together beyond organisational boundaries to tackle issues related to the health, care and wellbeing of local people that can best be solved collaboratively. Its aim is:

"To develop and enable groups of people in a 'place', in localities, across the ICS or along a care pathway to work effectively together beyond organisational boundaries on challenges of mutual concern that can best be solved by people and organisations working together".



A key focus of the programme will be providing groups of people from different professions, organisations and sectors linked to health and care in Herefordshire and Worcestershire with the space and opportunity to come together around a health or care topic of interest; gaining development and support to empower them to work collaboratively together and make improvements to the health and care of our communities in the form of their chosen project topic.

2. What are the benefits of the programme?

The Working Better Together Programme will attract and bring groups of people together from across health and care related organisations and sectors in Herefordshire and Worcestershire around a broad 'project topic' or issue which is evidenced to require collective and cross-organisational working to solve. Group members will work together on this project throughout the programme to make improvements to an aspect of health and/or care for patients, clients, service users or the local population.

Key benefits for participants from attending this programme will include:

Understand the System	<ul style="list-style-type: none">• Gain enhanced knowledge and understanding of different aspects of health, care and wellbeing in Herefordshire & Worcestershire and how to work and lead effectively in a system
Be Empowered	<ul style="list-style-type: none">• Be encouraged and empowered to actively work beyond organisational boundaries to tackle local issues
Build Relationships	<ul style="list-style-type: none">• Build and strengthen relationships, networks and collaborative working across local organisations and people
Share & Learn	<ul style="list-style-type: none">• Be encouraged to learn, share and spread good practice, success stories and achievements more widely across the local area
Develop System Working Behaviours	<ul style="list-style-type: none">• Grow, develop and practice effective system working skills and behaviours and put these into practice through tackling real issues

3. What will the programme involve?

The Working Better Together programme offer involves a series of workshops and action learning support, project based work, plus opportunities for other development (such as coaching, shadowing etc) over the six month period:



The programme will be delivered via a blend of face to face and virtual sessions. Key elements of the programme include the following:

- **Launch Event:** Introductory session to bring participants together, introduce the programme and to enable people to get to know each other and make connections
- **Development Centre:** Series of observed activities based around effective system working behaviours. Participants will each receive tailored personal feedback around their key system working strengths and areas for development
- **Series of Workshops:** Eight half day interactive and practical workshops. Initial workshops to comprise core ‘system thinking & system working’ topics. Later workshops to be tailored bespoke for each cohort based on their project group needs.
- **Project Work:** As a core part of the programme participants will work in project topic groups to identify a specific project that they want to work on together, which will make an improvement to the health and care of people in Herefordshire &/or Worcestershire. The aim is for groups to apply their system thinking and working learning in practice and make improvements.
- **Wider Development Support:** To support their learning, participants will also have access to 1:1 Coaching; 360 feedback; shadowing opportunities across different

The Working Together Programme

sectors; access to shadowing system meetings (these could be locality; place-based or ICS-wide)

- **Presentation of Projects & Celebration Event:** At the end of the programme, each project topic group will deliver a presentation to key stakeholders around the project work undertaken, including key learning, impact and achievements. This will be followed by a celebration of successes achieved.

The programme will run in cohorts of circa 30 people comprising three 'project topic' groups of 10 people who have an 'evidence-based' project topic/wicked issue they would like to tackle together.

Dates for the first cohort are as follows:



4. Who is the programme aimed at?

The programme is open to people working in any organisation in Herefordshire or Worcestershire linked to the health, care or wellbeing of local people. This includes local councils, NHS, primary care organisations, charities, voluntary and community sector organisations, as well as people with lived experience and even leisure centres, education or housing providers or food outlets.

Expressions of interest in participating in the Working Better Together programme are invited from either:

- multi-sector and multi-organisational groups of ten people who have a 'wicked issue' in mind to work on together, and would benefit from developing their skills in 'system-working'; or
- individuals or smaller groups who have a great idea and passion for a project topic or issue, who could be matched with people from across other organisations and sectors with similar interests.

The key participant criteria for all members of a project topic group are as follows:

The Working Together Programme

Participants to:

- ✓ Work within a health and care related organisation in Herefordshire and Worcestershire
- ✓ Have a demonstrable and relevant interest in the project topic
- ✓ Demonstrate a willingness to learn about, develop and work differently beyond organisational boundaries to explore and solve a challenge
- ✓ Confirm availability for all programme dates
- ✓ Commit to actively participating in project work and other programme elements (e.g. coaching, evaluation etc)
- ✓ Show a clear commitment and desire to make a difference and to share learning across partners

Project topic groups to:

- ✓ Include both clinicians and experts by experience in each project topic group
- ✓ Include members in each project group from across sectors (NHS, local authority and community/voluntary sector as a minimum) and multiple organisations (maximum of 2 people from one organisation)

NB. We have deliberately chosen to keep the 'level' or seniority of participants open for this programme and to instead prioritise participants meeting the above criteria.

For expressions of interest (EOI) from multi-sector/organisational groups of ten people, potential group members will be identified and recruited by the Project Group Lead during the expression of interest process, using the above criteria – ensuring diverse representation and an inclusive approach. The Project Group Lead will also coordinate, gather and complete the EOI.

For individuals or smaller groups submitting an expression of interest for a project topic idea, if selected, could be matched with people from across other organisations and sectors with similar interests or potentially be supported to attract wider group members interested in that topic.

All Expressions of interest will be considered by a multi-sector/organisational panel, who will make a decision about the projects to be selected for early cohorts.

NB it is essential that all participants in all the successfully selected Project Groups are fully committed to attending all of the Working Better Together Programme's delivery elements and linked dates/times.

5. How do we apply?

Expressions of interest are invited from either:

- Groups of ten people, from across different health and/or care related organisations and sectors in Herefordshire and / or Worcestershire, who have an interest and enthusiasm to work together on, and make a difference around, a specific 'project topic' or 'wicked issue'.
- Individuals or smaller groups who have a great idea and passion for a project topic, who could be matched with people from across other organisations and sectors with similar interests.

The Working Together Programme

In either case, the project topic could be something they would like to tackle at a really local level e.g. in Redditch & Bromsgrove, across one county (e.g. Herefordshire or Worcestershire) or be something which applies across the whole of Herefordshire and Worcestershire.

Written Expressions of Interest (EOI's) to be made on the attached form, clearly explaining the project topic or 'wicked issue' you would like to explore collectively, with some clear rationale and evidence base, demonstrating how your topic/issue meets the following criteria:

- ✓ Clearly about improving the health and care of people in Herefordshire and/or Worcestershire
- ✓ Requires effective system working beyond organisational boundaries to explore and solve
- ✓ Based around a locality, 'place', care pathway or ICS-wide
- ✓ Relevant across sectors and partners
- ✓ Programme participants for each project topic group to be from across multi-sectors and multi-partners (see participant criteria)
- ✓ Does not already have a solution or could not best be supported by an alternative support offer
- ✓ Clear commitment and desire to make a difference and to share learning across partners
- ✓ Senior level sponsorship in place

As outlined in the criteria above, it will be key for each project topic to be 'needs-led' and evidence-based as requiring integrated 'system thinking and system working' beyond organisational boundaries to make improvements. The project topic should also align with one of the existing priorities from within the Herefordshire and/or Worcestershire system (see Appendix A).

The project topics could be broad initially e.g. Loneliness, Positive Ageing, Dementia etc, but a strong evidence base around the current issue/challenge will be expected to be detailed in the submitted expressions of interest, alongside some broad desired outcomes. The successful project topic groups themselves will then work together to identify a specific project aim and focus during the course of the Working Better Together programme, working closely with the identified senior level sponsor from within the system. *NB It is anticipated that the sponsor will be a key strategic level stakeholder with an interest in the project topic who will role model system working behaviours and enable and empower the project topic group to work collaboratively together to make a difference. They will not be directive in approach, but will help the group to make connections, overcome any barriers or challenges they may encounter, and shape a project aim which is meaningful and appropriate. The sponsor would not be a programme participant, but would be invited to attend key aspects of the programme.*

All expressions of interest (EOIs) received will be considered by a multi-sector/multi-organisational panel from across Herefordshire and Worcestershire, who will use the above criteria to create a shortlist of project topics and groups initially. Shortlisted topics/groups will be invited to deliver a presentation to the same panel around their project topic. This panel will then select successful topics for initial cohorts of the Working Better Together programme.

Key dates to note in your diaries around the expression of interest process include:

Date	Activity
28 th October 2021 (5pm)	Completed expression of interest forms to be submitted to abigailoates@nhs.net
16 th November 2021 (afternoon)	Panel presentations - <u>shortlisted</u> project topic groups to deliver a presentation about their topic/wicked issue, why it is important, and why they would like to participate in the Working Better Together programme
6 th December 2021 (morning)	Launch event for Cohort 1 of the Working Better Together programme (NB further cohorts will also be available)

6. How can we find out more?

A series of virtual roadshows are due to take place during September & October, designed to share further information about this new programme, and provide the opportunity to answer any questions. These are taking place online as follows:

- [Tuesday 21st September 2021](#) (13.00-14.00) – via Webex
- [Friday 1st October 2021](#) (12.00-13.00) – via MS Teams
- [Friday 8th October 2021](#) (12.00-13.00) – via MS Teams

No booking is required. Please click on the link for the relevant date above to join one of these sessions. Recordings of some sessions will also be made available.

You can also contact Abby Oates (System Leadership Programme Lead) abigailoates@nhs.net or Kim Sales (ICS/Trust Academy Director) 07917 368425 for further programme information.

7. Acknowledgements

Thank you to all the partner organisations below, members of the Working Better Together Co-design group and Experts by Experience who have been involved in developing this work to date. We look forward to an even broader range of organisations participating in this programme moving forward, from across all aspects of health and care in Herefordshire and Worcestershire



APPENDIX A – Key priorities for Herefordshire & Worcestershire

Expressions of interest for the Working Better Together programme should clearly identify how working on their project topic/wicked issue will support achievement of the the following priorities.

Vision and objectives for Herefordshire & Worcestershire Integrated Care System (ICS)

Our Vision

Working Together to enable better health, fulfilment and safety in our residents' lives

To ensure healthier, well connected and more resilient communities, with targeted support to reduce health inequalities and inequities, preventing ill health	To provide high quality services through improving access to clinically effective treatments	To make best use of resources; being exemplar employers and strengthening the local economy by employing local people and investing in local businesses wherever possible	To promote a healthier physical environment; reducing our carbon footprint through positive action around our buildings, working practices and digital transformation
---	--	---	---

The Health & Wellbeing Boards' Vision & Priorities

	Herefordshire Health & Wellbeing Board	Worcestershire Health & Wellbeing Board
Vision	<i>“Herefordshire residents are resilient; lead fulfilling lives; are emotionally and physically healthy and feel safe and secure”</i>	<i>“Worcestershire residents are healthier, live longer, and have a better quality of life, especially those communities and groups whose health is currently poorest”</i>
Priorities	<ul style="list-style-type: none"> Supporting our residents to eat well, drink safely and get active Supporting our residents to live life to the full whatever their age Supporting vulnerable residents to live and age well Supporting the mental and emotional wellbeing of our residents Developing communities to help keep people connected 	<ul style="list-style-type: none"> Improving mental health and <u>well-being</u>; Increasing physical activity Reducing the harm caused by alcohol.

Herefordshire & Worcestershire Recovery Programme

Elective care, Cancer and Diagnostics recovery		Stroke Recovery		UEC recovery		Community recovery		Mental Health	
Demand management	Diagnosics	Performance against standards	Agreement to STP/ICS model of care	Discharge Pathways	NHS 111 First	Virtual Wards	Enhanced health in Care Homes	Community Mental Health Transformation	S117
Out-Patients including virtual approaches	Waiting list management	Early supportive discharge		In Hospital	SDEC	Neighbourhood and Locality teams	Falls Response	24/7 Crisis Helpline	LTP Commitments (see separate slide)
Personalised care	Cancer					Frailty			
Primary Care recovery		Learning Disabilities and Autism recovery		Children and Young People recovery		Local Maternity & neonatal recovery		CHC Recovery	
Addressing backlog activity and restoring BAU	Target the Vulnerable – Care Home Plus Service	Annual Health Checks	LeDeR Reviews	Improve RTT for Paediatric Therapies	Childhood Immunisations	Ockenden – 12 Clinical Priorities	Continuity of Carer	Market prices	Appeals
Target the Vulnerable Tackling Health Inequalities DES	LTP Commitments (see separate slide)	Delivery of Transforming Care Programme (TCP)	Restoration of Autism Services	SDEC -Paediatrics	SEND Improvement Planning	BAME support	Smoking Cessation – CO monitoring	7-day working	
						Re-establishing partner/support attendance at appts and delivery			
Cross-cutting	Digital	Enhanced Health in Care Homes, Digital First Primary Care, Global Digital Exemplar Programme, Digital Innovation Programme, NHS 111 First, Virtual Outpatients, Population Health Management, Supporting People @ Home programme							
	Addressing inequalities	Vaccination Inequalities Programme, Addressing Inequalities caused by Covid-19, Digital inclusion programme <u>incl</u> digital skills, connectivity & accessibility							
	Workforce	National programmes: Bring Back Staff, Staff Recovery and Restoration, Staff Retention, Staff Health and Wellbeing, Equality Diversity and Inclusion Local: Local People Plan delivery including Workforce Transformation, Great Place to Work and OD, Culture and Leadership							
	Prevention	Prevention focus across clinical programmes, focus on obesity, smoking and alcohol, role of anchor organisations							
Personalised care	Prepared patient campaign across settings, development of co-produced strategy, maximising digital opportunities <u>e.g</u> care and support planning and patient portal, embedding within work programmes, social prescribing in secondary care								

Source – Herefordshire & Worcestershire 21/22 strategic planning approach (Covid pandemic health system recovery March 2021)