

## Shaping Our Future – Third Sector Integration

### Background

NHS Leeds CCG’s innovative Shaping Our Future programme has been developed in response to the national and local direction of travel towards more strategic commissioning for population outcomes. NHS England continues to drive forward an agenda of ‘place-based’ systems that focus on integration and strategic commissioning, shift from competition to collaboration and formalise the role of Integrated Care Systems. It is vital that providers, including third sector organisations, play an active and strong leadership role in systems, working together through alliances or networks to improve health outcomes.

As part of this programme, Forum Central has been commissioned to support Leeds CCG by carrying out a scoping exercise to better understand the transitional infrastructure required to ensure a wide range of Third Sector organisations in Leeds are able to become equal partners in the new approach.

This scoping exercise considers the infrastructure required within the Third Sector and explores options for strengthening our overarching readiness for integrations by:

- Identifying the conditions and capability and infrastructure required to strengthen the alliance of third sector organisations in Leeds to play an active role in future provider alliance arrangements in Leeds and recommend priority area high-level costs and timescales.
- Taking a system approach to broadening access to networks and partnerships across TSOs of all sizes.
- Identifying the workforce development and communications requirements to ensure this work is fully owned and championed by key leaders from within third sector health and care organisations.
- Exploring further needs identified from the Leaders’ network including practical support.
- Taking learning from existing mechanisms for collaboration across the third sector in Leeds and learning from other areas.
- Feeding back a proposed model and that has been consulted with the sector.

### Methodology

This scoping project was launched in June 2020 and engagement / research development exercise was undertaken with third sector and citywide multi-disciplinary strategic forums. The following forums have had involvement:

- Third Sector Leeds
- Forum Central Health and Care Leaders Forum
- Forum Central, LOPF and Volition Boards

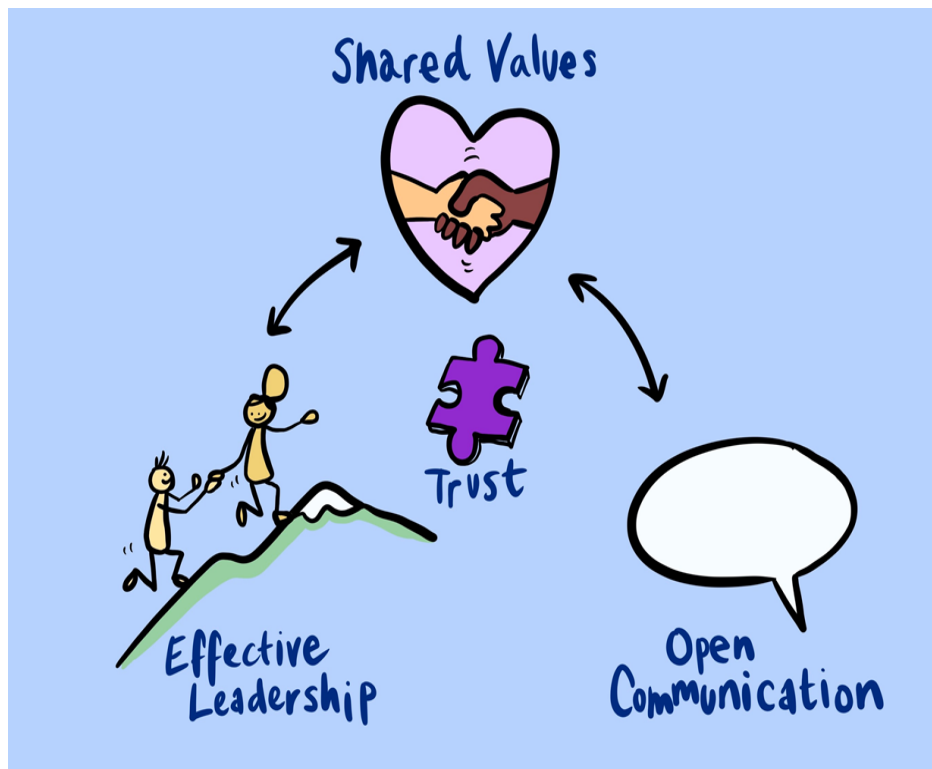
An independent consultant Research Lead was employed by Forum Central and to coordinate and conduct stakeholder interviews within and beyond the third sector, targeted feedback from grassroots organisations, review regional models and the initial development of options and modelling. Several consultation sessions were facilitated to continue dialogue between TSOs and the research lead. The result of the engagement sessions is summarised throughout this report. Subsequent work is being picked up within the Forum Central team.

## Conditions for Integration

As a network of providers, the Third Sector has significant expertise within member organisations. Skilled representatives and leaders that aid city wide strategic steer, networks of lived experience people, community engagement, shared resources, training programmes and strong communication are some of the assets that make the third sector in Leeds a fertile ground for collaboration and integration.

The scoping exercise, and subsequent engagement sessions, concentrated in part on the vital ingredients or conditions required to bring the third sector in Leeds to the Shaping Our Future Programme as a strong and equal partner. Stakeholders highlighted the following conditions in which it is believed this work will thrive:

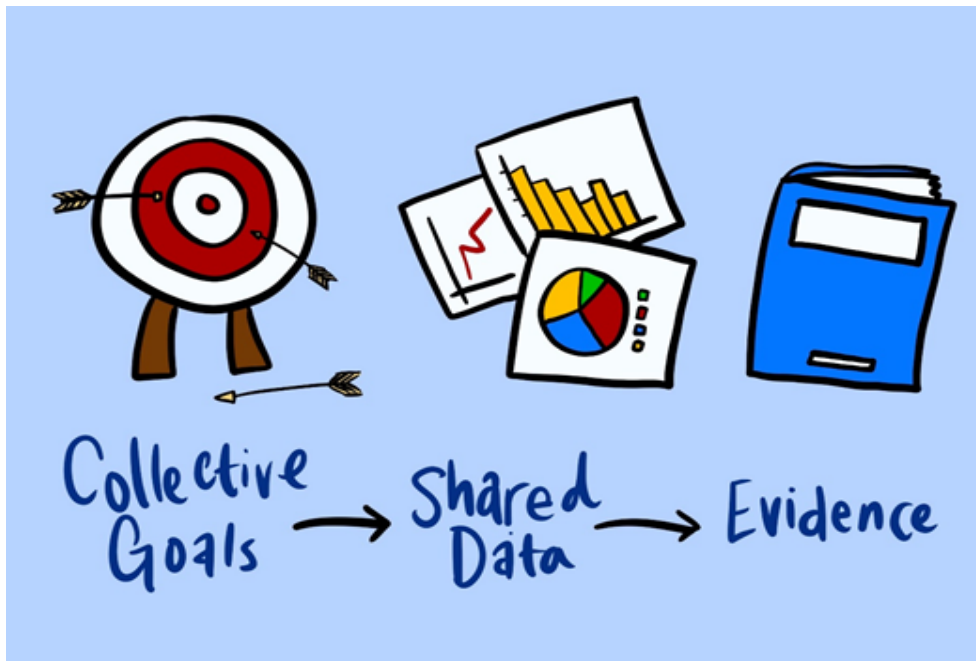
- Rebalancing of relationships between small and large organisations - inclusive of grassroots voices as well as large and medium sized organisations
- Clarity of role – non-competitive in approach
- Trust – trusted by all – funders, commissioners, third sector organisations
- Open and transparent communication – removal of any conflict of interest/honest broker
- Be Asset Based
- Empower through intelligence and technology – utilising data to ask the right questions, having inbuilt feedback loops to check what they are doing is right
- Effective leaderships that is long term and strategic
- Effective leadership that offers co-ordinated approach across health and care
- Develop people and organisations – invest in facilitation, shared resources, governance, information
- Shared risk between public sector and third sector organisations



Stakeholders acknowledged benefits of collaborative approaches that the current Leeds system does not currently allow.

- Competition replaced with collaboration

- Funders, stakeholders, and delivery organisations understand that lives are impacted by multiple organisations and are within complex systems.
- Organisations work together with shared vision, outcomes, and measurement.
- Evaluation is across multiple organisations and learning shared as an ongoing process of improvement.
- Contracts encourage more flexibility and opportunity to adapt
- Large scale change is dependent on shared impact and learning.
- Involvement from funders, stakeholders and multiple organisations is fundamental.



### Capability and Infrastructure Required

In line with statutory partners, third sector health and care organisations in Leeds collectively require a programme of transformational change. Our programme should work with health partners’ change management plans to give all third sector health and care organisations in Leeds the opportunity to transform and redesign services through place-level partnerships and provider collaboratives.

Following on from stakeholder consultation, a matrix of recommendations of priority areas has been developed set out under the headings: Coordination, Engagement and Relationship Brokerage, and Capacity Building:

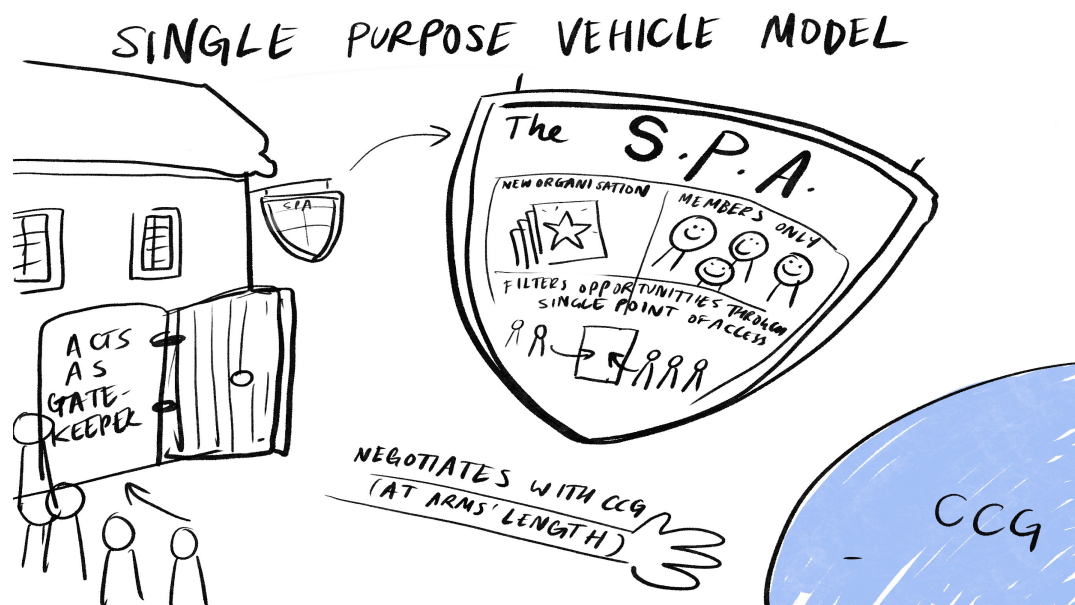
<b>Systems &amp; Processes Coordination</b>	<b>Engagement, Representation &amp; Relationship Brokerage</b>	<b>Capacity Building</b>
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<p>Understanding dynamics – further <b>mapping</b> of existing partners for development of mixed model approach</p> <p><b>Assess gaps</b> in the system</p> <p><b>Agree operating model</b>, development of operational components</p> <p>Principles agreed between TS and CCG to underpin programme</p> <ul style="list-style-type: none"> <li>- Links to <b>Left shift</b></li> <li>- The role of <b>income maximisation</b></li> </ul> <p>Agree TS system <b>integration roles &amp; resources</b> – what is needed to make all this happen</p> <p>Establishment of <b>systems, vision, principles, membership, governance structures, due diligence, and risk management</b></p> <p><b>Information Management – data sharing, intelligence, shared monitoring / data collection - proportionality</b></p> <p>Development of <b>sustainability planning</b></p>	<p><b>Engagement</b> with Third Sector with targeted approach to small TSO</p> <p>Relationship Building amongst partners - brokering relationships</p> <p>Infrastructure organisations and their networks – <b>mapping community voices</b> Focus on least-heard voices’ organisations, communities of interest</p> <p><b>Communications plan</b> to be developed</p> <p>Continual checking of <b>person-centred approach</b></p> <p>To <b>co-develop the models and processes</b></p> <p><b>Clear on intentions</b> – where is the decision making happening.</p> <p>Being clear on a strategic level of power structures. Is there devolved decision making? Balancing relationships between small and large organisations</p>	<p><b>Understanding</b> the Third Sector’s:</p> <ul style="list-style-type: none"> <li>● <b>assets</b></li> <li>● <b>forums &amp; networks</b></li> <li>● <b>how these maps with PCNs?</b></li> </ul> <p>(see State of the Sector work, which will feed into this)</p> <p>Understanding of what the <b>shift from commissioning to outcome-based</b> contracts look like and integrated care models</p> <p><b>Culture change</b> to more collaborative approach</p> <p>Understanding <b>monitoring and data of population outcomes</b> and personal journeys – links to data collection – collaborative monitoring</p> <p>Share and develop <b>resources, good practice and toolkits</b> for the sector</p> <p><b>Diverse and Generous Leadership</b> and mutual aid - ability to influence the strategic environment</p> <p><b>Workforce development</b> – audit training</p>
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## Options considered

### Option 1 - Special Purpose Vehicles

During initial discussions with stakeholders the idea of developing a ‘special purpose vehicle’ was explored, using a similar model to NOVA in Wakefield, CALYPSO in Calderdale, or the Bradford VCS Alliance. This option is characterised by an independent organisation acting as a gatekeeper between its members and wider collaboration, filtering opportunities through a single point of access.



Although a special purpose vehicle model has merits, within the Leeds health and care economy, it is likely to lead to additional steps in the process that would require greater funds from within the system. There was a wide consensus across stakeholders that we do not need all third sector mechanisms to change to support new approaches: we need to support existing structures to be investment ready and promote consistent approaches that enable member organisations to contribute in the most appropriate ways they can.

Robust mechanisms are needed not only to form local partnerships within the integration landscape at Local Care Partnership and city level, but also serve the purpose of being part of the wider West Yorkshire and Harrogate Integrated Care System.

A consensus across stakeholders was agreed as part of this research that establishing a completely new model does not present itself as a favourable option in Leeds.

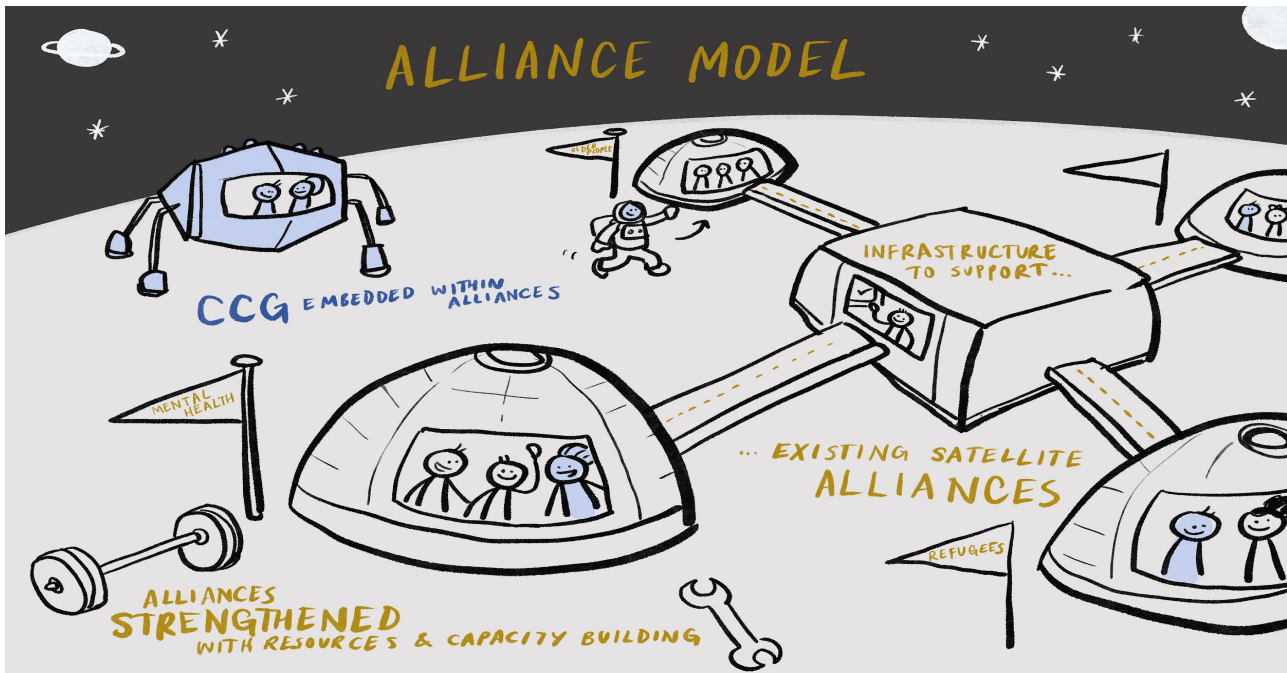
### Option 2 - Formalised partnership alliance building on existing partnerships and forums

It is locally and nationally considered that in terms of Third Sector collaborative working that Leeds is a city that has well developed existing structures, providing genuine potential for growth to meet the current and envisaged need of 'place-based' integrated programmes.

During the last eight months, considerable change in the way systems collectively work together have shifted in relation to planning and delivery between health and care systems and the Third Sector in Leeds. COVID-19 response planning and delivery has created a stronger community's approach and compelled greater emphasis on inequalities. Emergency planning has allowed the Third Sector, alongside health and care partners, to pilot and test models at pace, particularly around direct intervention, and prevention, and learn new integration and collaboration approaches.

In parallel to the COVID-19 planning, current alliances such as the Live Well Leeds, Neighbourhood Networks, Forward Leeds, The Oak Alliance, and Local Care Partnerships have moved to the fore in using effective models of collaboration to meet the needs of population health, (see appendix 1).

Through consultation, stakeholders have expressed the view that a leveraging of these existing assets and mechanisms would be preferable, avoiding competition and duplication.



A formalised third sector approach to integration proposes Leeds Health and Care Infrastructure organisations leading a programme of support and development across priority areas.

### Next Steps

1. Further engagement sessions with both small and emerging third sector organisations; Third Sector leaders and health and care partners to develop alliance / network model.
2. Ongoing mapping to understand the dynamic of the current mixed model approach of both alliances and community voices (feeding in the State of the Sector research).
3. Embed the principles that underpin the programme – resource for developing model, Left Shift conversations
4. Agree Third Sector integration roles and infrastructure partners for work
5. Co-design of a Third Sector integrated approach action plan and agreeing timescales and milestones. To include the following
  - Identify opportunities for taking CCG/health workforce and TSO workforce on the same journey to understand what commissioning and delivery of integrated care outcomes means at strategic and operational level from both commissioner and provider points of view
  - Explore further needs identified from the Leaders’ network including practical support

Alliance	Description
Engage	City wide housing support collaborative key aim is to support anyone in Leeds over the age of 18 who is struggling with their housing and have support needs.
Forward Leeds	Consortium of organisations who work to support people to achieve and sustain recovery from alcohol and drug misuse through a range of treatments.
Linking Leeds	Integrated, city-wide Social Prescribing collaborative for people in Leeds using Social Prescribing as a way of linking individuals with a range of local community services to improve social, emotional and mental wellbeing.
Live Well Leeds	Mental Health collaborative based in the community to provide support for people with mild to moderate support needs to manage and/or recover from their mental health, diagnosed or not.
Local Care Partnerships	A range people working together to deliver joined-up collaborative care that meets the needs of the identified population. Each Local Care Partnership includes statutory organisations, Third Sector (community groups) and elected members, alongside local people, to develop services that support people to self-care and thrive using their individual and community assets.
Mental Health Collaborative	Aims to bring partners together to ‘improve lives, support recovery and inclusion’, one of the three components in the Mental Health Strategy’s model for change.
Mental Wellbeing Service	Leeds Mental Wellbeing Service work in a joined up way across the city with NHS partners and third sector organisations to make sure the people of Leeds can get the right support, at the right time and in the right place.
Neighbourhood Networks	Community based, locally led organisations that enable older people to live independently and proactively participate within their own communities by providing services that reduce social isolation, provide opportunities for volunteering, act as a “gateway” to advice/information/services promote health and wellbeing and thus improve the quality of life for the individual.

Oak Alliance	Leeds Oak Alliance is a group of five charities, working together in partnership to help and support adults living with frailty and / or at the end of their life, and their carers.
	Our focus is to help people to live and age well, and to provide the services that really matter to people approaching the end of their life in Leeds.
Orion Partnership	Consortium of four like-minded organisations based and working within East North East Leeds, sharing common values and organisational cultures with over 40 years direct experience in our communities.
Outbreak Plan	Leeds response to COVID-19, Forum Central led partnerships to support the needs of communities and individuals affected by the pandemic. Partnerships involve strategic infrastructure, Public, Private and Third Sector collaborations.
Ward Hubs	Community Care Hubs have been across all thirty-three wards of the city by twenty-seven third sector partners, encompassing a range of locally trusted organisations. As a critical part of the city's response to the pandemic