



Healthcare
Improvement
Scotland

ihub

Wellbeing - The Power in our Communities

Enabling health and
social care improvement

16 March 2021

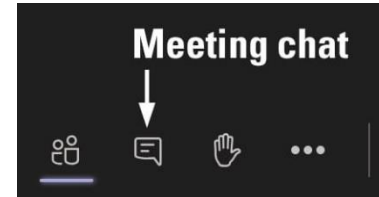
Housekeeping



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- unmute your mic
 - turn your video on
- and then*
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The Slido logo, which consists of the word "slido" in a green, lowercase, sans-serif font.

Questions will be submitted from the audience via the MS Teams chat which will be monitored by ihub staff.



A more detailed electronic follow up survey will be sent via email to help us plan for future sessions.



Technical support please contact:
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Your hosts today will be:



Carole Wilkinson, Chair of Healthcare Improvement Scotland

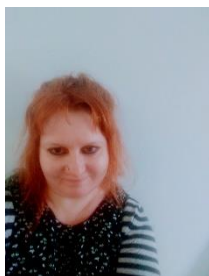


Diana Hekerem, Head of Transformational Redesign Support – ihub



Chris Sutton, People led Care – Portfolio Lead - ihub

Speakers



Dr Linda Irvine Fitzpatrick, Strategic Programme Manager within the Edinburgh Health and Social Care Partnership.

Linda is leader with a proven track record of delivering change. She is committed to working in partnership with citizens and partner agencies guided by a strong and experienced strategic values base and a determination to ensure that our public services reflect the aspirations and needs of the citizens we serve. Linda collaborates on a number of research programmes which focus on what is important to people, ensuring practice is informed by evidence and that new knowledge and practice is created and disseminated with national and international partners. She leads on a number of innovative intersectoral partnerships, working with a range of partners in many settings including galleries, football stadiums and railways. She recently completed her own doctorate research which focused on building a rigorous and systematic understanding of intersectoral partnerships to inform a programme theory that can be used by change agents to enact the principles of the Christie Commission and current Scottish policy. Linda holds honorary senior research fellowships with Queen Margaret University and Strathclyde University.



Katie Kelly, Depute Chief Executive – Safer Communities, at East Ayrshire Council in Scotland

Katie Kelly is the Depute Chief Executive with East Ayrshire Council. She has been employed in the public sector in Ayrshire for over 30 years working in various roles including Head of Housing, Communities and Transformation and in other sectors including community sport, health improvement, events, community planning, strategy and policy development and transformational change. Katie also spent 2 years seconded to NHS Ayrshire and Arran to set up the Community Health Partnership arrangements in East Ayrshire with a strong focus on co creating health and ensuring full engagement of patients, their families and wider communities in local healthcare. Over the years Katie has developed and led a range of innovative and community focused services. Responding directly to the findings of the Christie Commission, greatly influenced ABCD and coproduction based approaches and embracing the views of local people and stakeholders Katie led and implemented the innovative Vibrant Communities approach as part of East Ayrshire's Transformation Strategy. Vibrant Communities represents a new and unique approach to the challenge of Public Sector Reform. Working with, rather than for, communities the aim is to change culture and unlock the knowledge, skills and experience of local people and employees, to harness their enthusiasm, talent and 'can do' spirit which exists across East Ayrshire. Katie is passionate about working alongside people and communities, reducing inequalities, servant and collaborative leadership, coaching approaches and helping to make a positive and lasting difference to people's lives.



Professor Donna Hall (CBE), Former Chief Executive of Wigan Council, Chair of the New Local Government Network and Bolton NHS Foundation Trust

Donna has been described as a "public service pioneer" by the Mayor of Greater Manchester Andy Burnham. She was awarded a CBE in 2009 for innovation in public service and was Transformational Leader in the Northern Powerwomen Awards 2017. She was CEO of Wigan Council for 8 years and developed The Wigan Deal - a new relationship with residents which delivered 160 million savings and improved services and resident satisfaction. She was also accountable officer for the CCG at Wigan. She created another social contract with residents while CEO at Chorley Council - The Chorley Smile. She is a passionate feminist who championed "Believe in Her" and led a major equality change programme to ensure Wigan Council now has a zero gender pay gap. She is now the chair of the innovative national think tank New Local, the Chair of Bolton NHS Foundation Trust and Chair of Possibilities, a local social enterprise supporting people with learning disabilities. She was appointed as an Honorary Professor of Politics at the University of Manchester in August 2019 and is a Non Executive Adviser to Birmingham City Council and Nottingham City Council. She is also an Integrated Care System Adviser to NHS England. Adopted as a child she is passionate about person-centred public services and communities.

Slido - #8335



What attracted you to register for this event?

What category best describes your organisation?

The Edinburgh Pact



Dr Linda Irvine Fitzpatrick, Strategic Programme Manager within the Edinburgh Health and Social Care Partnership.

The Edinburgh Health and Social Care Pact

Formulation to Enactment

Dr Linda Irvine Fitzpatrick





INVITE

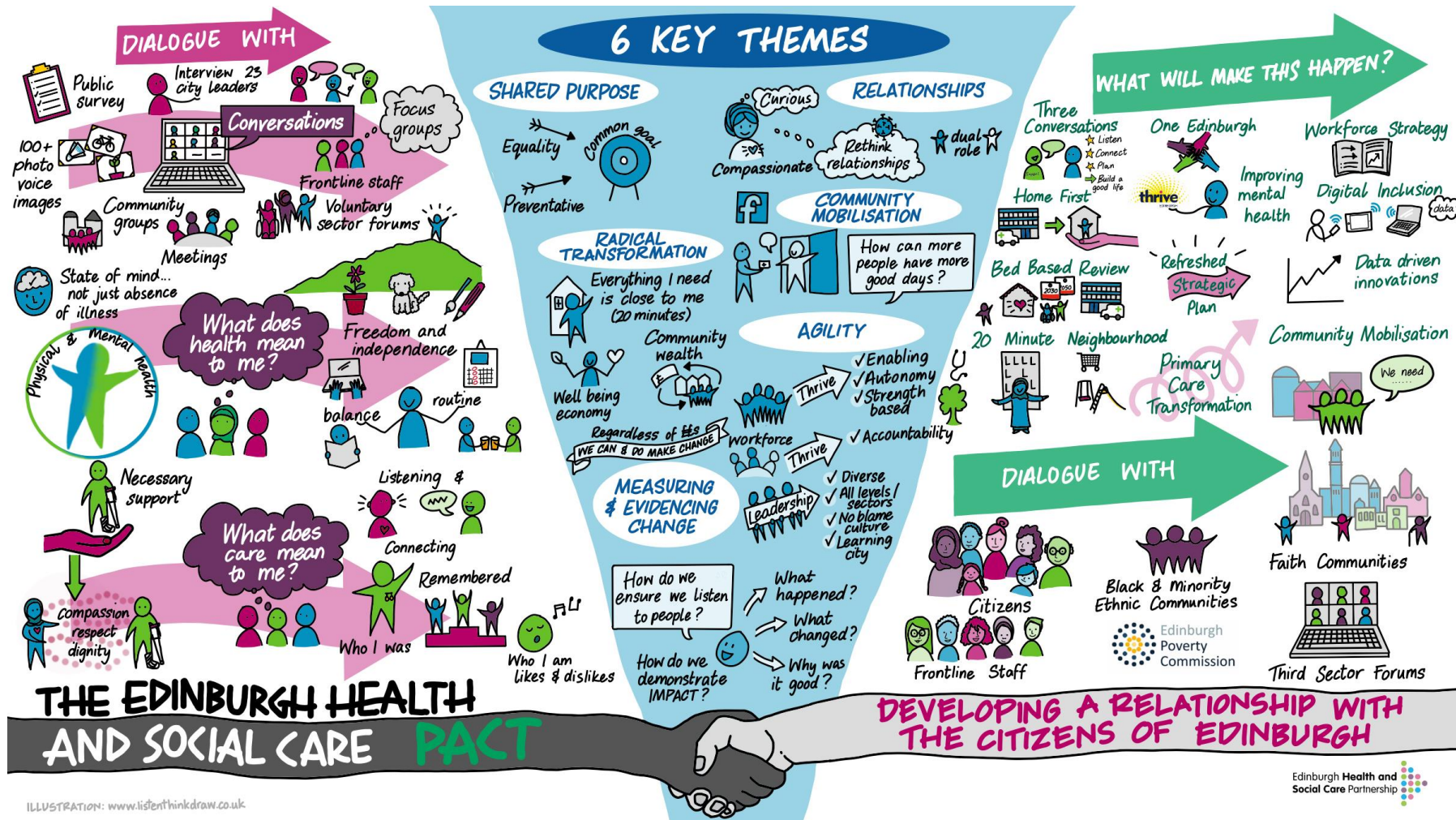
CREATE

ENACT

FORMULATE



Creative and innovative intersectoral partnership
improving health and social justice outcomes



Covid 19

“Why does it take something like this to really reflect on how many hours have you spent wasting your time with people that, you know, and how many things have you not done, because you’ve felt that something’s more important, when in reality it isn’t?”

Participant 3

Shared Purpose

“It’s keeping those conversations going and it’s, like, having that common goal, I suppose, of what is it collectively we’re all trying to do. To me, we’re trying to lift people up and create more equality across all of that...”.

Participant 6

Relationships

“We were having pragmatic conversations with people and families about what was realistic, which entirely comes into this conversation about the Pact, and it was that honesty and that openness and our ability to do that quickly and to get rid of the bureaucracy that enabled somebody to say, do you know what, we're not going to be able to do that for your family member, but we can do this.

Participant 4

Community Mobilisation

“”So what can we do to make sure that they, you know, they have more good days, and they do more of the things that they want to do, and enjoy the things that they enjoy. What is it that we can do to make sure that happens”.

Participant 8

Agility

“It's not failure just because everything doesn't work. It's not failure, because we can't do everything we want. It's not failure because sometimes things do get worse. I don't think they're a failure. But they might be reasons for us to continually challenge ourselves, and think. But there is a danger .. ()
.uUnderstandable, but a very, very quick rush to blame, you know

“Participant 13

Radical Transformation

“How do you bring people together to make something happen, how do you create possibilities out of nothing, rather than we haven't...it's going to get worse, we haven't got the money, it's going to get worse. That message is ultimately sucking the lives out of everything”.

Participant 5

Measure and Evidence Change

()..."it has to be the fundamental underlying conditions that change, not the short term conditions. And it could be that the most fundamental one is about inequality, poverty, and you know, having work and fulfilling potential, having a productive life, something that actually gets you out of bed in the morning to go and do. That isn't going to the betting shop, or scoring a tenner bag."

Participant 1

Edinburgh Wellbeing Pact

Underpinned by a shared common purpose: **to achieve and maximise the wellbeing of all our citizens.**

We won't wait for crisis or emergencies instead we will act early, consistently build resilience and connections, focusing on what's important to people, what skills and attributes they have, the role of their family, friends and communities and, given all this, what they need to enable them to live as well as possible.

Why Wellbeing?

- We can't cannot experience wellbeing if we are powerless, dependent and unable to contribute.
- Wellbeing is something we experience mainly through our relationships with other people.
- Isolation and loneliness are the biggest threats to wellbeing.
- Our relationship with people paid to support us is important but much more important is our relationship with our family, friends and neighbours.
- Our wellbeing based system will interact constructively with households, families and communities as well as with individuals.

Reciprocity

Mutuality

We invite Edinburgh citizens to:

- Get involved in your local communities; volunteer; be a good neighbour; get to know the place you live
- Try and quit smoking. Drink and eat sensibly and encourage your children to do the same
- Support older relatives, friends and neighbours to be independent for as long as possible
- Keep active at whatever stage of life
- Register with a GP and go for regular check-ups including screening – this will help you have more control of your own health and wellbeing
- Take time to be supportive parents or guardians, encouraging children to be the best they can be

We invite our Edinburgh's Health and Social Care partnership staff and our direct partners to:

- View everyone as unique individuals who have strengths, assets, gifts and talents.
- Have conversations with citizens to better understand what is important to them in their lives and how you can work with them
- Support people to live the best life they can, rather than fitting them into an inflexible range of traditional and expensive services.
- Develop and embrace new ways of working which are responsive to people's needs
- Further develop help in the community by working together with groups and organisations, supporting them to support our citizens
- Assist people to age well by keeping them healthy and connected to their communities for as long as possible in their own home.

**We invite our Edinburgh's Health and Social Care
partnership staff and our direct partners to:**

- Provide quality GP services, to screen, diagnose and treat and prevent disease as early as possible
- Support families to ensure their children have the best start in life
- Learn more about what works well for people and make sure we build on what's working not what we think is working
- Question if every intervention is asset based – people shouldn't have to spend their appointment times proofing that they or their loved one can't do things to get the support they may need

We invite our partner agencies and planning partners to:

- Support people to live well, helping those who are unemployed into work or training and helping them benefit from the city's vibrant economy
- Ensure there are a wide range of facilities within local communities including parks, open spaces, leisure, safe cycling routes, good quality housing which support our wellness
- Keep our city safe, protecting our most vulnerable and helping those experiencing adverse life events

Travelling the road towards social justice and empowerment

- First step is always to recognise the journey is 'necessary'.
- Having a clarity about our reasons for travelling and the values and principles driving us means we can then focus on 'the process of making the road'.
- The way will become clearer once we have committed to the 'walking'.

Horton and Freire, 1990

Data Driven Innovation

- **Active Citizenship**
 - Ethics approval
 - Literature review
- **Communities in Motion**
 - Demographic data – unique id
 - Activity data – relevant to contract

Mobilising Community - From (dis)engagement to participation

- **transforming that desire for influence in principle into a willingness to participate in practice.**
- only happen if public services are willing to transfer power and funds to the citizens and communities with whom they seek to collaborate.
- when people feel they have the tools and the resources to deliver change will they make the effort to do so
- – if public services want people to share responsibility for their future and their community, then public services will need to genuinely share power.

Art of the Possible Workshop on 27 January

- Community Anchor Organisations
- Community Wealth Building
- 20 Minute neighbourhoods
- Tempered enthusiasm
- Suspended belief
- Willingness to move forward together

Persevere: What have citizens and communities of Leith found difficult about living and working locally over the last year?

Groups left behind

While the use of technology during the pandemic has been hugely beneficial for some, allowing people to connect with others, access services and stay informed, there was a feeling that **many people have been left behind by this reliance on digital technology**.

There was a strong sense that many people have become **more isolated** due to their struggle to access up to date guidance, online financial services or experiencing difficulties in overcoming language barriers.

Not everyone knows how to
"even get their foot on the
ladder if you need help"

Wider support needed for people's wellbeing

While it was clear that the community has come together to support each other, a number of people spoke of the **toll this was taking on them mentally** and emotionally.

Some people felt as though they had stepped up to care for others around them, as well as having to juggle a number of other responsibilities and **did not have the time or space to rest and recharge**.

"Home is no longer
your own personal
sanctuary"

"[There's a risk of] overusing your own
power battery"

"[It's] about more
than getting outside"

Further dialogue

- With communities of interest
- With staff groups
- **How do we make sure it's not just a collection of well meaning sentiments?**
- **What would help you ?**
- **What gets in the way?**
- **How can the Edinburgh Pact help?**

Community Anchor Organisations

Dialogue on 24 March

- What do we want them to be like in Edinburgh?
- What do we want them not to be like?

3 year Community Mobilisation Plan

Year One

- Extend grants programme for further year to 31.03.23
- Take account of Adult Health and Social Care National Review
- Co-produce specification for community anchor organisations
- Embed Community Navigators in localities to support 3 conversations and Home First
- Potential to Align Commissioning and Planning Officers to work with anchor organisations working alongside Public Health Practitioners
- Establish research community of practice
- Clarify scope of community commissioning

3 year Community Mobilisation

Year Two

- Review of community projects and programmes
- Detailed specifications of what needs to be delivered in communities set against our outcomes framework
- Evaluation strategy completed
- Anchor organisations in place
- Research initiatives and partnerships in place (x3) with additional income generated

3 year Community Mobilisation

Year 3

Anchor organisations leading community commissioning

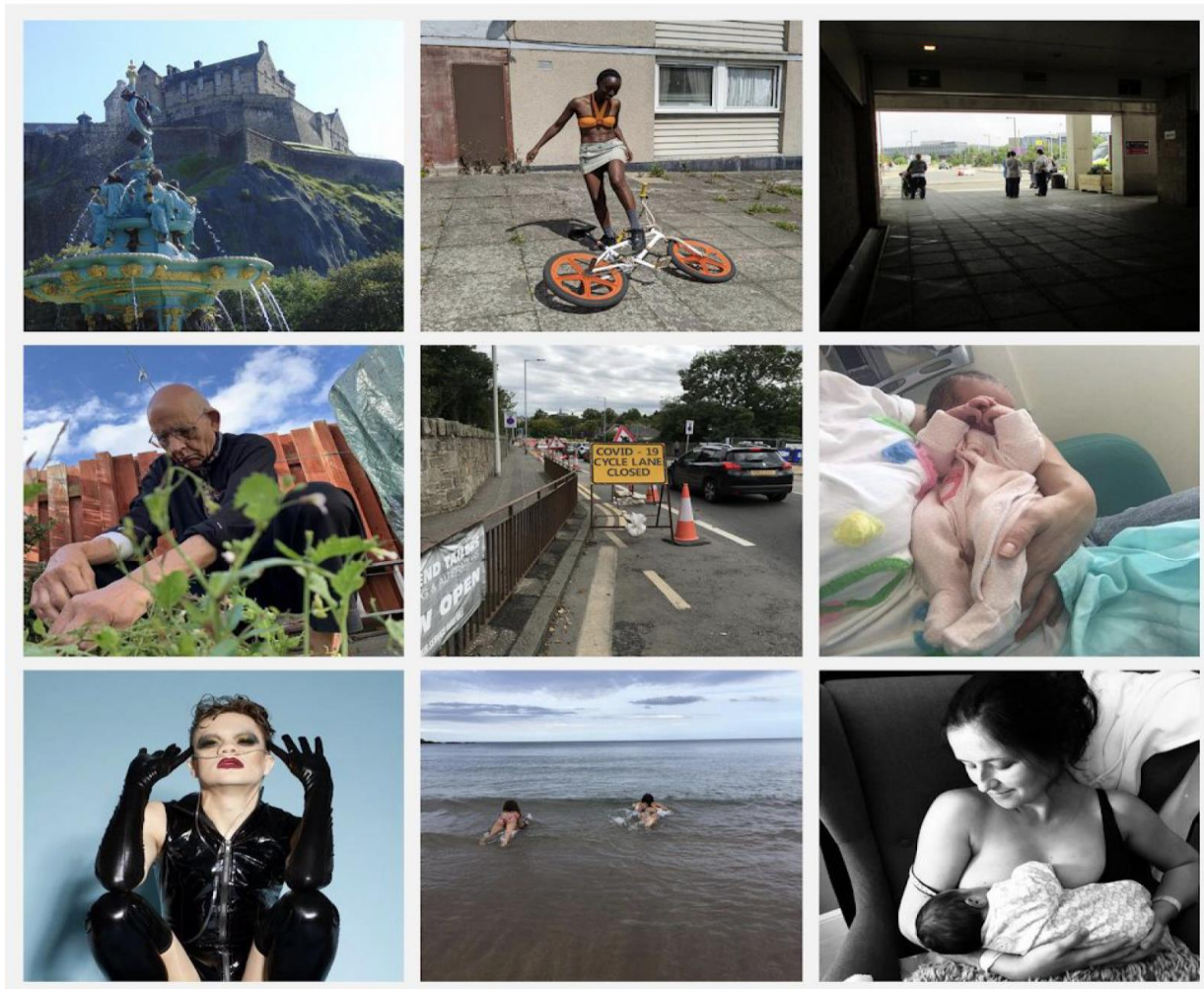
Research initiatives and partnerships (x3) with additional income generated

“You are the generation that bought more shoes and you get what you deserve”

Johnny Boy, 2003

Reflections

- Focus on Individualism prevents people from seeing the need for structural changes to our economic, justice, health, education, and energy systems
- Privileged groups blaming marginalized people for the problems they face and impede efforts to address poverty, violence and exploitation.
- Misperceptions about human development across the lifespan- undermine recognition of the best ways for our society to support children, families, and older adults.
- Fear of opening the floodgates - people use what is needed; stop asking people to prove something is wrong, reframing from what is wrong to how we can help you have have more good days
- We need more funding – do we or do we just need to stop buying new shoes?



linda.irvinefitzpatrick@nhslothian.scot.nhs.uk

Vibrant Communities Service



Katie Kelly, Depute Chief Executive – Safer Communities, at East Ayrshire Council in Scotland

active connected
vibrant
COMMUNITIES



**A JOURNEY TO PEOPLE
POWERED TRANSFORMATION**

Unlocking **skills** and **talents!**

Transforming our Relationship

Why Re-focus?

- **Drop in funding available to public sector**
- **Changes in demography**
- **Increase in demand**
- **Listening to our communities and stakeholders**
- **Widening inequalities gap**
- **Welfare Reform**
- **Key Drivers for change- EAC Transformation Strategy Christie Commission and Community Empowerment Legislation**

Our solutions are often not fit for purpose...



Changing culture, hearts and minds ... Our own, our colleagues, our communities

dependency culture

empowerment culture

Focus on Deficiencies	Focus on Assets
Problem Response	Opportunity Identification / Solution Focus
Charity/ Grants Orientation	Investment Orientation
Power skewed towards professionals	Power more equally balanced between community, individual and professionals
More Services	Fewer Services
Dependence, isolation and loneliness	Being part of communities, Companionship Increased social networks
Focus on Individuals	Focus on communities/neighbourhoods
Maintenance	Development
See People as Clients and Customers	See People as Citizens, Neighbours and Co-producers
'Fix People'	Develop Potential
Programmes/ Projects are the Answer	People are the Answer



Vibrant Communities- Delivering the Change



Unlocking Gifts

- Based on deep local engagement ,national and international research- Asset based, Empowerment and Co-production; valuing local people & recognising them as assets; building social networks; promoting reciprocity and inclusion & equality.
- Harnessing the talents, skills and experience of employees, our communities and stakeholders!
- Achieved recurring savings and Reduced bureaucracy and red tape
- A positive, transformed, empowered relationship with our workforce and our communities
- Christie and Community Empowerment in action!
- The Vibrant Effect -Whole system change across our organisation, our communities, our partners- established in 2013 with 120 employees then in 2015 extended to over 850 Housing and Communities employees and now focusing on all 6200 Council employees and Partners

KEY ACHIEVEMENTS...

55

COMMUNITY ASSET TRANSFERS **APPROVED**



£1.4m invested
by EAC in our
CAT buildings



Over **£1.6m**
recurring revenue
savings from CATs

£740,000

**Participatory
Budget**
awarded
since 2017



200 employees
have taken part in
**Neighbourhood Coaching
& Caring Conversations**



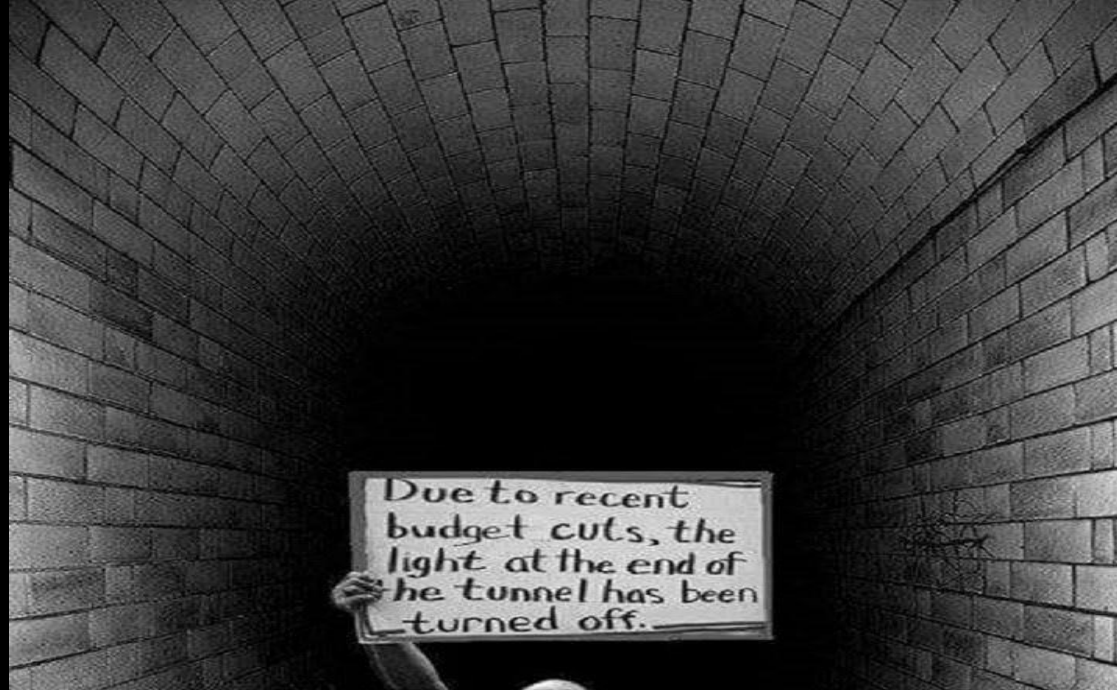
£5.6m
attracted in
external funding
by local groups
for their CATs



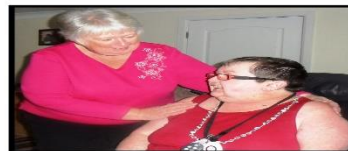
Community Led
Action Plans
published

face
EXPERIENCE

3400
employees taken part
4000 target for Feb 2020



Focus on the people we serve and the people we leadunlock strength, skills and talents.....



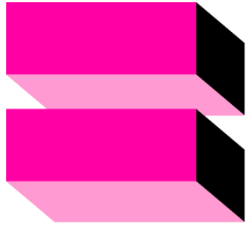
PEOPLE ARE AT THE HEART
OF EVERYTHING WE DO ❤️



The Wigan Deal



Professor Donna Hall (CBE), Former Chief Executive of Wigan Council, Chair of the New Local Government Network and Bolton NHS Foundation Trust



NEW LOCAL

Evidence required by the state-market hybrid paradigm	Nature of community power
Guided by metrics	Guided by ethos
Quantitative	Qualitative
Immediate	Long-term
Large scale for efficiency	Small-scale for impact
Within a service silo	Embedded in the community
Related to a service output	Related to individual outcomes
Focused on proving	Focused on improving
Reporting data	Recalibrating relationships
Uniformity	Pluralism
Policy implementation	Human-centred design
Linear	Adaptive
Immediate cashable savings	Avoids costs occurring

Break

The Slido logo is a green rounded square with the word "slido" in white lowercase letters.

#8335

1. Which of these statements best summarises the current relationship with communities in your area?
2. Reflecting on what you have heard from the three speakers which word or phrase would you use to describe the current role of community in your local area?
3. Reflecting on what you have heard from the three speakers which word or phrase would you use to describe the role you would like to see the community have in your local area?

Panel discussion



Next steps

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slido

#8335

As a leader, what do you need in order to take your next bold steps to put the community at the forefront of the health and social care system?

Community-led models: Innovation in health and social care

Common elements in design:

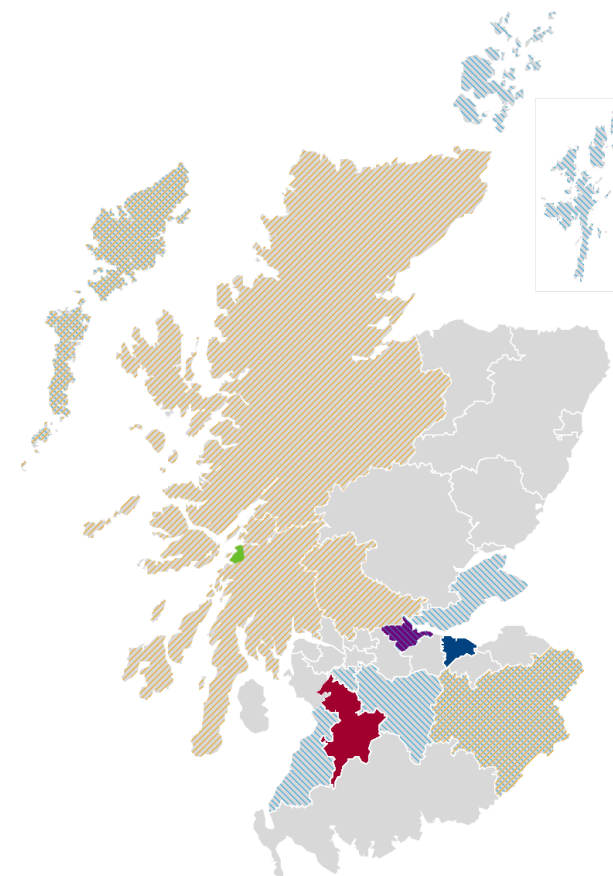
- Adaptation to the local context
- Staff acting as community connectors
- More involvement for community groups
- Different kinds of conversations

Common enablers:

- Local and external leadership
- Partnership with communities
- Incremental Change
- Understanding local contexts

Common barriers:

- Cultural change
- Upfront investment



	Community-Led Support		Vibrant Communities		Living Well Falkirk
	Neighbourhood Care		Healthy Options		Three Conversations

Community-led approaches in Scotland. Examples described here do not reflect every locality offering community-led health and social care.

Keep in touch

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twitter: [@ihubscot](https://twitter.com/ihubscot)