

# The Power In Our Communities: Catalysts for Change

Health and Social Care Partnership Workshop Content  
'Working with Communities'

15<sup>th</sup> June 2021

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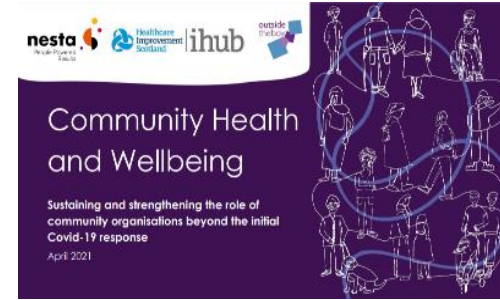
This format is intended to making the sharing of the workshop (Tues 15th June) content more accessible.

Reports from Morning Session:

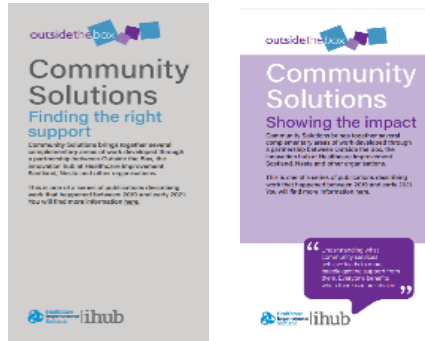
Des McCart - ihub  
[Community Led Models](#)



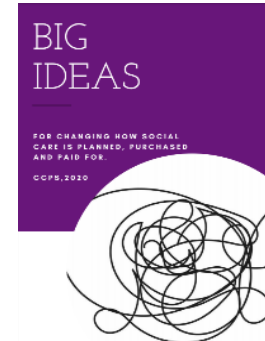
Christine Owen - Nesta  
[Community Health & Wellbeing](#)



Anne Connor – Outside the Box  
[Community Solutions](#)



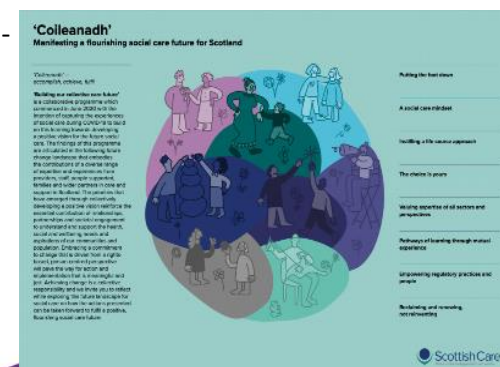
Catherine Garrod – CCPS  
[Big Ideas](#)



Ffyona Taylor – Corra  
[Social Action during the Coronavirus Pandemic](#)



Dr Tara French – Scottish Care-Coileanadh  
[Coileanadh Social Care Future Landscape](#)



# Introduction to Workshop Session

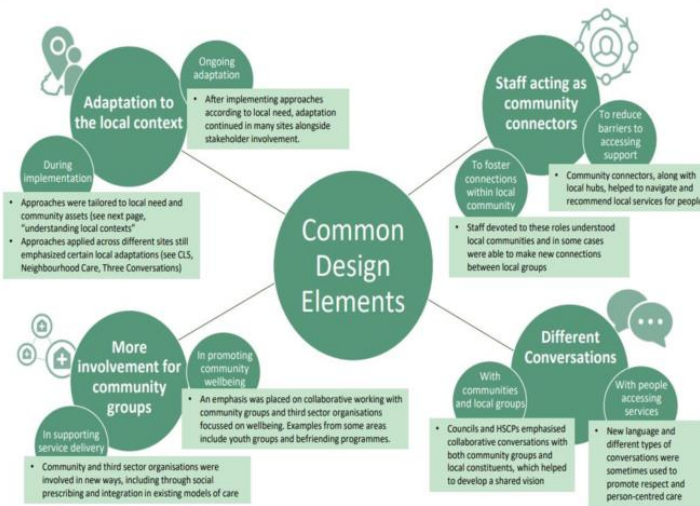


## Community-led models: Innovation in health and social care

Spring 2021

Learning from new approaches in Scotland and the UK

### Considering these approaches together – common design elements

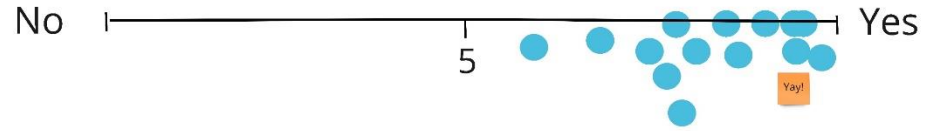


While approaches varied in method and mandate, several common factors emerged with respect to design.

- Strength in community**  
What have we observed?
- Preventing negative outcomes**  
Many approaches enabled effective prevention of disease or ill health in communities.
  - Resource Efficiency**  
Examples of cost savings were observed, including through reductions in unscheduled and statutory care, and by preventing negative outcomes
  - Empowerment**  
People are empowered individually through greater control over their care and collectively via increased responsibility for community groups
  - Person-centred design**  
Different approaches highlight person-centred care through increased flexibility for support, personal goal-setting, and improved care-coordination.
  - Increased Access**  
Access to services was increased in many sites through decreased waiting times and low-barrier entry points for care (including community hubs)

First question for participants:

Do you think a community-led approach is how health and social care should be planned, commissioned and delivered?



## Why Willing, Able and Allowed may be helpful in thinking about change:

### When reflecting on conditions for action or change

Collectively does your organisation have the ability to undertake what is required?

- Are all the skills needed present?
- Is there sufficient knowledge and understanding?
- Are relationships with other key partners functioning well?

*For the purposes of this workshop we would ask you not to consider capacity (or resources required) as part of being 'Able'. We have an additional question that addresses this specifically.*

Able

Allowed  
(or Permitted)

Do you feel **you** are allowed to do something?

- Do **you** feel that you have the permission to do what needs to be done?
- What would make you feel that you were permitted?

Willing

Is everyone involved willing?

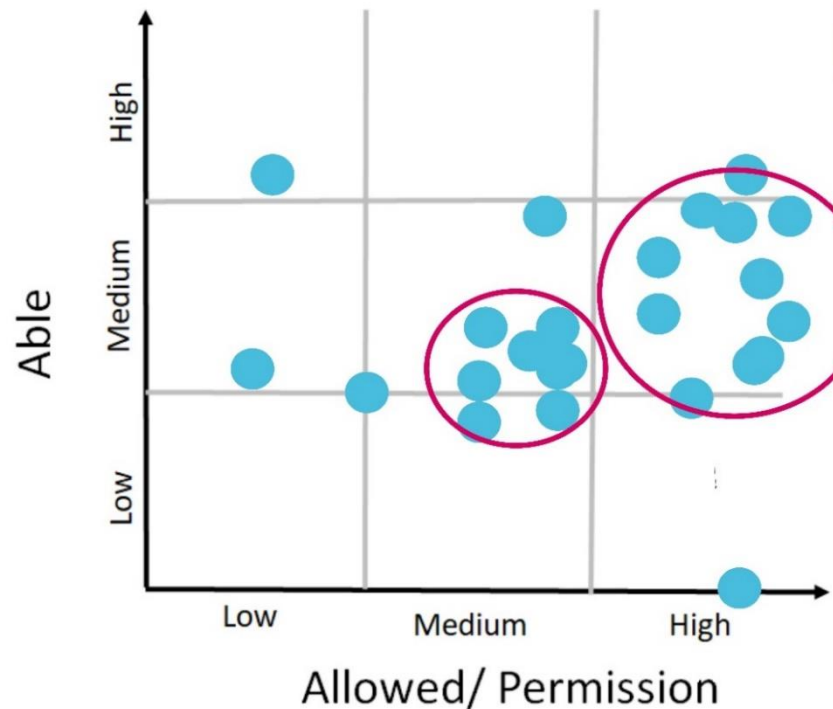
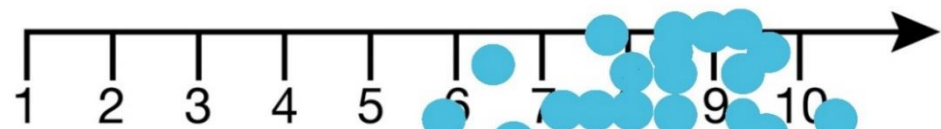
- Do they agree with the action?
- Are they fully on board that this is what should happen?
- Do you need to spend time to increase the 'willing' of those involved?
- Possible consequences to proceeding without everyone on board.



# Q1

## How Willing, Able and Allowed

Willingness scale & able v Allowed grid



Willing but struggling to figure out how

Frequency lots of talking but would like to see more action... sometimes it's difficult to make decisions

Willing but still waiting for...

Having high levels of willingness to coordinate or approach others work

I think there is the opportunity for both organisations and communities to have a conversation around co-production Willing 9

workforce is much more complex and knowledge held by many individuals and not centrally

Complex commissioning takes time and resources. We need more!

### Instructions:

1. Thinking about what you heard earlier about Willing, Able and Allowed.....
2. Go to the 'Willing' scale and place a dot on how 'Willing' you feel that your organisation is to move to a community-led approach in all areas
3. Go to the Able and allowed grid and put a dot that represents how 'Able' you think your organisation is to move to a community-led approach and how 'Allowed' or permitted **you** feel to deliver a community-led approach.
4. If you need to say more please use a sticky note instead of a dot- but place it on the relevant place on the grid- with an arrow connecting comments if needed.

# Q2 Support

## Instructions:

1. Please write on a sticky note:
  - a. what support your organisation needs to become more 'Willing'
  - b. what support your organisation needs to help it become more 'Able'
  - c. what support **you** need that would allow you to deliver a community-led approach

**There will be an opportunity to address issues around capacity specifically in the next question**

## Willing

For me, it has to be more than just willing. It needs to be prioritised, to ensure the capacity and resource to be "able"

reflecting on what Anne said this morning around having a conversation where communities are at. They have shown themselves in supporting local areas during Covid in a fantastic response.

Need to change the language, that has been long adopted and bring the focus around to workers listening to and encouraging individuals to voice what matters to them, not just the service that provide.

already feel there is a willingness but this mornings session made me think more about the perception of the HSCP and commissioning by communities and this is perhaps an area that needs worked on to develop further willingness

Willingness levels are high. A clear view of benefits and impact - good examples etc will help

THE BENEFITS OF COMMUNITY LED APPROACHES UNDERSTOOD ACROSS ORGANISATION SO THAT THIS IS REFLECTED IN MORE AND MORE OF OUR PROGRAMMES

We need to be more willing in trusting that communities can think and act independently with support (Covid response illustrates this)

Openness and willingness to seek opportunities for change

I think there is a fear that if they are willing to work with others they might lose some aspect of control or worse, budget.

Supporting community-led approaches is everyone's business but often falls to a number of individual roles/teams within the organisation

Evidence of more positive outcomes

We have high willingness but there is cultural change needed to ensure that organisational willingness is matched by the staff engaged with the approach

I think as a service we are very able to but the constraints of the bureaucracy makes it very difficult. The struggle to get permission is ongoing.

More coproduction is required but this is a new way of working so faces a lot of challenges

## Able

Reduce duplication and work more closely with e.g. CPPs, prioritise capacity and focus on community led approaches

Shared vision

Shared learning and best practice examples of similar sized organisations

key people who want to make change

shared vision that has been done together - sometimes we do not have the same understanding although we think we do

Reduce paperwork, and make this jargon free to foster good conversations and a more partnership approach

YES, FRONT LINE STAFF BEING ENABLED IS CRUCIAL - TEAM LEADS HAVE A KEY ROLE TO PLAY IN CREATING CULTURE TO SUPPORT THIS

IMPORTANCE OF ABILITY TO COLLABORATE AT A NATIONAL LEVEL IN A WAY THAT ENABLES LOCAL CPA ACTIVITY TO FLOURISH

Give people time to think about longer term. Often time restrictions on short term funding opportunities and things put together quickly.

Reduce meetings for meetings and allow time to implement/support change

Commissioners have wide ranging rents and responsibilities and deal with vast complexities and an ever changing policy landscape... but still keen to do things differently and better. Sometimes too many other people slow everything down to get things done.

understanding of what our partners across all sectors do and how we can support one another

take time to understand what assets and resources there are available to support new ways of working at a local level

If able to simplify processes so community are able to engage and not afraid of corporate speak/dialog

Would better understanding of roles help? our roles have been under review for about 5 years and still ongoing...

More commissioners with experience at a local level with input from HIS etc

Opportunities for training and increasing capacity and skills

Culture and power differentials in an organisation can often be a barrier

Current working relationships are being established between partner agencies to allow collaborative working

All partner agencies are currently looking to work together to achieve a common goal

We are having trouble knowing where to start with practical actions

More collaboration with other sectors

There are existing structures we can use to build on but not so much understanding about the approach from those communities and groups

Understanding what community led approach is collaborative working & working in partnership

focus on restructuring taking focus away from new way of working

## Allowed or Permitted

is there benefit in spaces to come together to support new ways of working?

Encourage and support staff to be able to have creativity.

more workshops like today help promote successful approaches

Start small. Sometimes organisations want the big change. Little changes can make big differences.

focus on real communities and not whole localities

Permission must go beyond the strategic levels of the organisation. Often the frontline do not feel permitted to make decisions and actions. Change of culture required.

Who you have to ask for permission is something that has to be looked at - Culture of openness and everybody's ideas and suggestions valued better to be it's everybody's role rather than fear of doing or saying and be taken to task as it's NOT your job

DECISIONS TO BE made as close as possible to the person - organisational cultures need to change to support this

Reassurance/support from information governance, finance, legal etc to know that community-led approaches are being taken forward in line with legislation/policies.

regular meetings where can specifically discuss ideas and opportunities in order to brainstorm with others and to speak through ideas and pros and the various cons

Open discussion needs to take place in a 'safe', secure environment

Disempowering when your team come up with ideas and they are not supported

Opportunities for training and increasing capacity and skills

Commitment and support from senior management and support staff to work together with communities and organisations to make it happen

Evidence of previous successes (financial e.g.)

to have an open door culture

understanding around what community led means - linked to able

We have a pilot transformation programme with local authority that has asked for a community led support implementation but with no clear agreements on what this looks like or how we actually do it. So permission without any visible means of support



# Q3 Capacity

Capacity is a key aspect of being 'Able' to undertake change or a new way working. Can you detail what are the issues and challenges that you and/ or your organisation have around capacity to deliver a community-led approach?



# Q4 Strengths

A community-led approach to health, social care and wellbeing is already happening in many areas. Can you give an example of what your organisation does well that can be used to build upon in the delivery of a community-led approach?



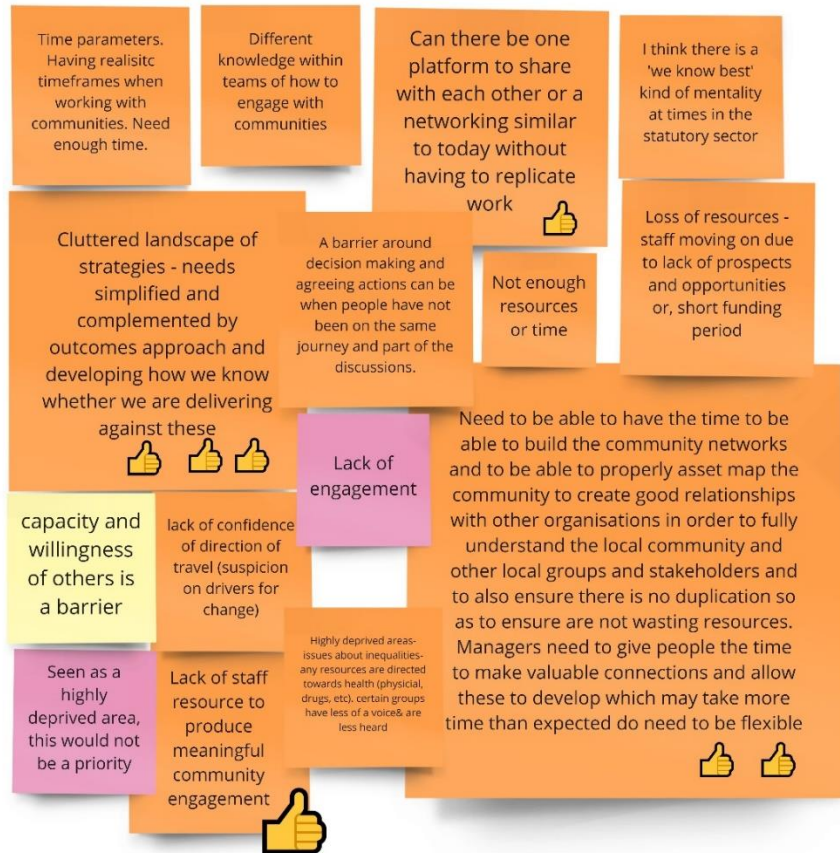


# Q5 Barriers

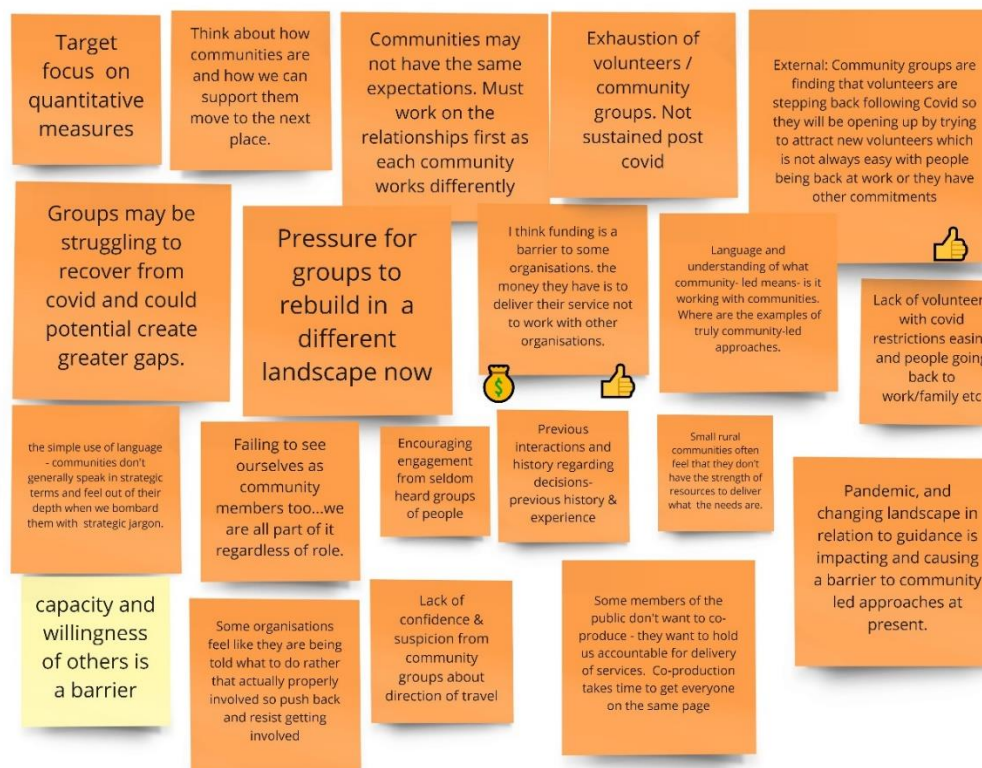
Any barriers that you or your organisation have in delivering a community-led approach



## Internal



## External



# Q7

## Impact v Effort to Implement



There was not enough time for each group to completely work through this question. What is shown here is not complete and doesn't reflect the importance of the other 'Support' named in Q2.

This is being shared to enable people to see some of the 'Support' required considered in terms of Impact and Effort

