

# PARTNERSHIP WORKING IN HEALTH AND CARE

“Our partnership with the VCSE has been transformational. It helps deliver improved outcomes for patients, it is supporting the building of resilience in communities and it means that we as a system are also saving money”

Andrew Ridley, Senior Responsible Officer, North West London Integrated Care System

## A CASE STUDY OF NORTH WEST LONDON

As set out in the Long Term Plan, NHS systems are reforming to improve health and care outcomes for people. Integrated Care Systems (ICS) - bringing together health services and social care in partnership with the voluntary, community and social enterprise (VCSE) sector and citizens - have the task to provide more preventative, tailored, joined up health and care services that tackle health inequalities. This case study details the experience of North West London, the largest ICS in the country.

**2.4 MILLION PEOPLE**

**£4 BILLION SYSTEM**

- 9 acute hospitals
- 8 borough councils
- 8 Clinical Commissioning Groups
- 351 GP surgeries in 45 Primary Care Networks
- 1000s of VCSE organisations represented by a third sector strategic group
- 50 VCSE in health and care came together to work in partnership across north west london in 2019
- 10 elected as leadership group



No VCSE organisations cover the large footprint of the ICS

This is the first time for VCSE in North West London to work together in this way

### VCSE EMBEDDED AT SYSTEM LEVEL

- + ICS has third sector strategic group embedded in its governance
- + VCSE on boards and working groups represent the sector. They leave their organisational objectives behind
- + VCSE are signed up to a Service Level Agreement detailing governance, principles and joint working commitments

### WORKING IN BOROUGH AND NEIGHBOURHOODS

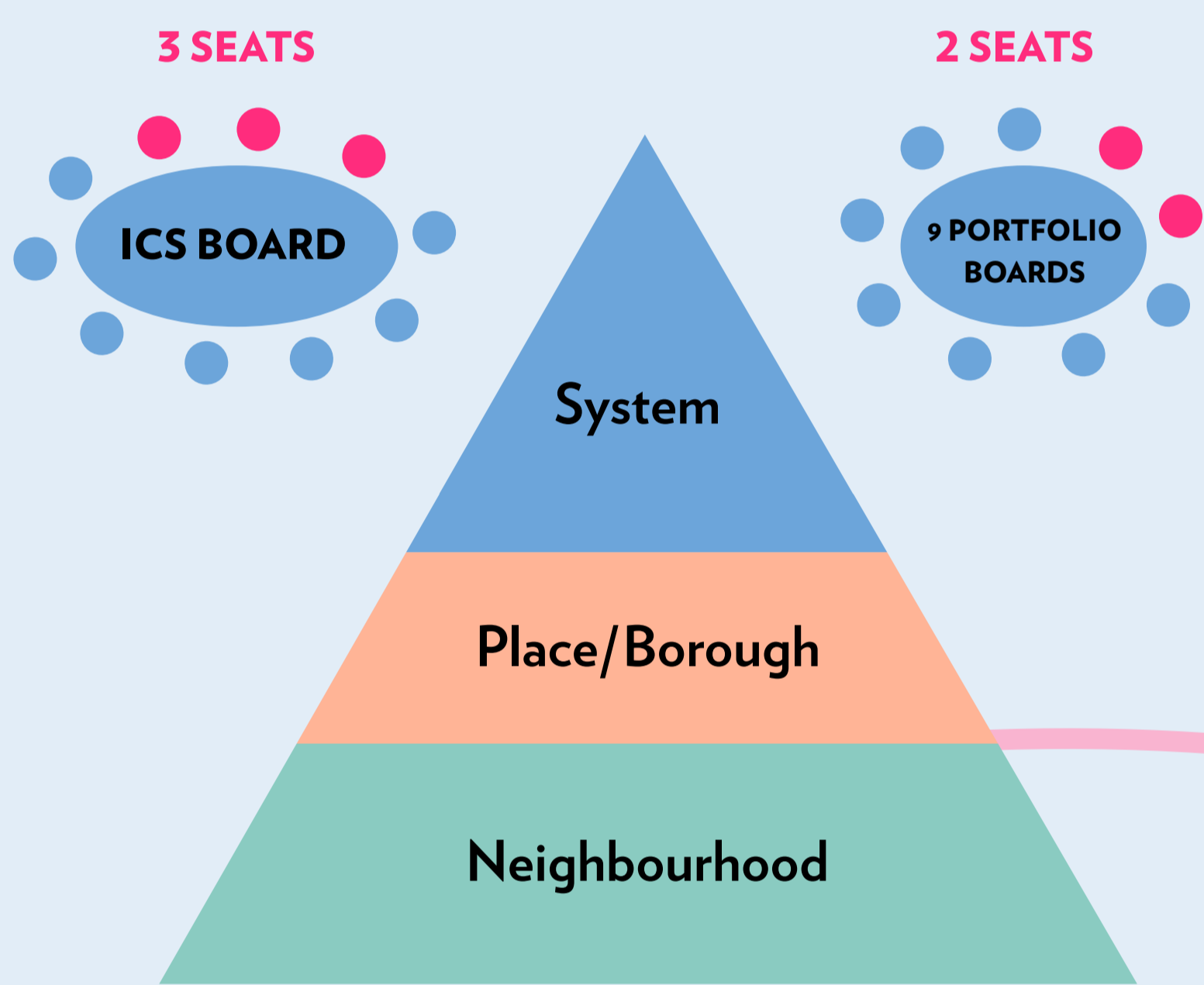
The Third Sector Strategic Group are supporting the development of the partnership model with and within the VCSE at system, place and neighbourhood.

Builds on good practice in partnership working across the eight North West London boroughs.

Coaching and development of local VCSE leadership in other boroughs and neighbourhoods.

Developing tried and tested and scaleable service models that support systems recovery.

Adding community insight and intelligence to system data to inform design and delivery of services.



“We need to recognise the great examples across the boroughs that make up North West London, where the third sector has built partnerships with CCGs and local authorities, and we really need to build on that learning and we aspire to extend our influence across North West London.”

Sally Chandler, CEO of Carers Trust Hillingdon, Executive Director of H4All and member of leadership team of Third Sector Strategic Group

## RESULTS

### 1. NOT JUST A TALKING SHOP

Partnership in action alongside strategic development:

- Improved health outcomes for people:
  - High Intensity users
  - Out of Hospital community support
  - Social prescribing
- Capacity of VCSE boosted by being a funded delivery partner
  - **£1.2M** from acute sector in VCSE in Hillingdon for out of hospital care.
- Saves the ICS money
  - **£250K** from High Intensity User project

### 2. NOT JUST ABOUT BIG CHARITIES

Three tiers of membership in the Third Sector Strategic Group, involving the richness of the VCSE sector from the grassroots to strategic leaders:

- TIER 1** Organisations with capacity and capability to operate as strategic leaders for the sector as ICS board level.
- TIER 2** Members from across the boroughs that support leaders and have capacity to work with others to support delivery on ICS priorities.
- TIER 3** Smaller organisations that can be included on a sub-contracting arrangement on specific issues or wish to receive information about the work of the group.

## WHAT HELPED?

- Partners recognised this is hard
- Timing - ICS forming at the same time as VCSE Strategic group forming
- 2 years of building relationships
- Service Level Agreement between VCSE members setting out ways of working
- Early delivery of impact by VSCE on ICS priorities
- Investment and resources from NHS England and NHS Improvement, and NCVO, through the VCSE Leadership Programme

“What is really good about the way this is working is that it’s not just about the strategic decision making. It’s about bringing in the richness of the VCSE sector at all levels.”

Aran Porter, Head of Programme - Population Health Management, Inequalities and Volunteering - North West London ICS

## WHAT NOW?

Now the ICS and VCSE partnership structures are in place, the system is focused on making change happen. The Third Sector Strategic Group’s priorities are to:

- + Develop their strategy for future income generation and structures for managing contracts
- + Influence the development, design, and delivery of health and wellbeing services that meet emerging ICS priorities
- + Set out in full the specifics of membership at all three tiers of the North West London structure and establish effective operating groups at borough and neighbourhood levels
- + Focus on communications and marketing in order to ensure consistent messaging from the sector to the system, to improve internal flows of communication and to establish a recognisable ‘brand’

### NHS ENGLAND AND NHS IMPROVEMENT VCSE LEADERSHIP PROGRAMME

Experience has shown it is difficult for VCSE organisations and ICSs to engage with each other. As part of the NHS England and NHS Improvement VCSE Leadership Programme, NCVO is supporting the VCSE in 18 ICSs to test and develop strategic groups and alliances at system, place and neighbourhood level. This case study from one of the 18 sites builds on earlier learning.

To find out more contact Carrie McKenzie, Voluntary Partnerships Senior Manager, NHS England and NHS Improvement on [england.voluntarysectorpartnerships@nhs.net](mailto:england.voluntarysectorpartnerships@nhs.net)

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