

Appendix C- Fundamentals of an effective partnership - themes from workshop 19th June 2023

The key recommendations with the presentation from Chief Nursing Officer, Lancashire and South Cumbria ICB, included:

- Having a clear vision – focus on resident & keep it simple.
- Building resilient, transparent relationships & system leaders.
- Inclusive partnership board, including strong General Practitioner voice and involvement of housing organisations.
- Setting a small number of priorities and focus on delivery.
- Having a democratic mandate.
- Self-assessment of place partnership.
- Much can be achieved without touching the finances.
- **Collaborate, collaborate, collaborate.**

Key pitfalls to avoid included:

- Unrealistic expectations – deep integration takes time & perseverance.
- Changing staff terms and conditions, organisational policies & cultures. These are very different across NHS & local government, don't force convergence.
- Traditional contracting & commissioning approach.
- Disproportionate focus on resource.

In conjunction with the highlights above, learning points captured from the conversations and groupwork undertaken during the session are listed below:

Construct

An all age approach taken from the outset.

Clarity on what we wanted to achieve was prioritised.

Local providers were included as key partners.

People involved were those who could lead system partnership.

As many wider partners as possible were included.

Strong GP involvement and membership at strategic level.

Practicalities/joint working

Implemented co-location of workforce where this made sense to do so, however didn't alter existing contracts or employment arrangements.

Joint teams and joint working around S.75 agreements where possible.

Roll out of a shared care record.

Single point of contact established- one telephone number for all enquiries.

Common menu of services developed for residents.

Support was provided by an organisational development specialist.

Governance

Hill Dickinson supported the development of a Memorandum of Understanding.

Community Safety Partnership and the Health and Wellbeing Board merged into a strategic oversight group.

Executive meetings were established and included partners from housing and providers, with sub-groups to drive delivery.

A joint committee was established to oversee the financial elements of pooled budgets within S.75.

The JSNA was used to inform decision making.

A framework of assessment was developed to review progress.