

# The Health and Social Care System Support (HSCSS)

A reflective process to help local government and NHS leaders work together to deliver locally the new and emerging national policy changes at scale and pace, for the benefit of the population they serve

**'Working Together  
for Great Change'**



# Introduction

## to the Health and Social Care System Support (HSCSS)

The Government's plans to reform the NHS require leaders from across health and local government to work together in a new whole system model. Leaders of the system need to understand each other's priorities and collectively plan and deliver health and social care by taking a transformational approach. More of the same will not deliver the new agenda. The current financial and economic climate also requires more cross organisational working and local leaders need to review and reflect on how their roles and organisations can contribute to this challenging agenda.

The new system will require more consideration of planning at local level, co-production of local implementation plans will need to be undertaken across key stakeholders, and local leaders need to be supported to develop new skills. The newly emerging systems need to develop shared values, visions and ways of working to create the right environment for the delivery of these changes.

The NHS Institute has developed a programme to help the leaders of local government and the NHS working across a specific geographical area to respond to national policy and understand how working collectively can support faster implementation of major change initiatives for the benefit of the people they serve.

Using our experience and knowledge of applying the theory of large scale change, the NHS Institute is now able to offer practical support and assistance to health and social care systems through a flexible and adaptable system support programme.

The programme comprises two elements - the **diagnostic phase** which leads to the production of a reflective report, and a **proposed development programme** which is an output of the report.

The HSCSS diagnostic work will deliver a reflective report based on the information gathered through

- a chief executive listening exercise
- a stratified staff survey
- a review of key organisational and system strategic documents (including a review of public and patient engagement plans) and the Joint Strategic Needs Assessment.

The process also involves an in-depth on site interview process of organisations' senior leadership teams. We also review the system data to highlight any productivity opportunities or areas that could be considered for further joint work.

The reflection report will identify key areas for consideration, highlighting the areas for collective action. This will be discussed with the leadership community when the report is presented and can lead to the second phase of the work the development programme.

## How the NHS Institute works with you to deliver the HSCSS

As the emerging landscape develops, the relationship between public health, primary care, secondary care and local government is more important than ever before, both at a strategic and operational level.

We recognise that leaders of organisations across health and social care systems have different priorities, requirements, drivers and perspectives; so the first work we do with you is a system wide diagnosis. This work is led by a team of highly experienced senior consultants from the NHS Institute. Each of our team members has worked at executive level in either health organisations or local government and is trained to lead our diagnostic approach.

The diagnostic phase comprises the following elements:

- A pre-meeting with system sponsor(s)
  - Analysis of system data, demographics, priorities, key strategic and operational plans (including patient and public engagement plans and JSNA)
  - Executive partnership / leadership briefing meeting
  - A chief executive listening exercise
  - Stratified survey of organisational staff via a locally framed questionnaire
  - Interviews with key system leaders (including elected members, non-executives and executive teams)
  - The option to use patient and service user focus groups
- Production of a comprehensive reflection report
  - Presentation of the report to a locally agreed chief executive officer forum
  - CEO forum sign off and agreement of recommendations.

The team can also support you with the alignment of the report to the system's transition plan if required.

“The HSCSS diagnostic came at a great time for our health system as we were in the midst of developing our response to the NHS reform agenda. The HSCSS intervention provided an incisive and challenging analysis of partnership working across the patch and has really helped us to strengthen our relationships and sharpen our focus.”

Stephen Eames, CEO, County Durham & Darlington NHS Foundation Trust



The second phase, that of development programme is offered separately, because until the diagnostic report is produced it is impossible to identify the areas of development required or the appropriate skills and support the NHS Institute could offer.

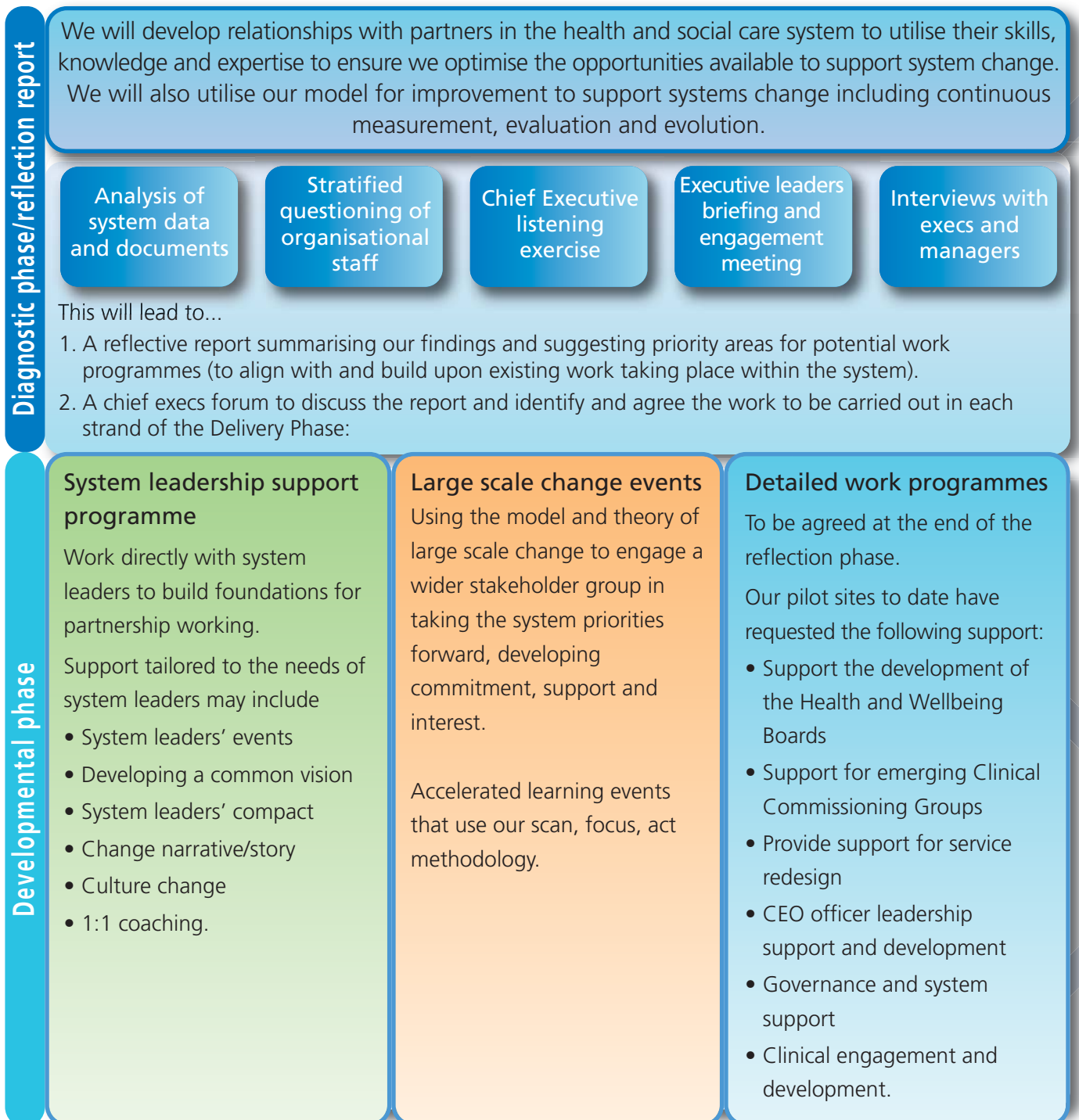
Developmental areas that have been identified in our test sites have included:

- Support for the Transformation Board and cross system leadership development
- Organisational development support for the emerging Clinical Commissioning Groups
- Facilitation of the development of the new Health and Well Being Boards
- Support to develop medical engagement across primary and secondary care
- Provider development and service redesign
- Support to engage the public and patients in redesign of services
- Help to develop understanding of organisational roles and functions
- The development of leadership compacts and system vision
- Governance and system support.

The two phases are represented in the diagram below:

## Health and Social Care System Support Programme

Ongoing engagement, better partnership working, wider system mobilisation for large scale change, system and service improvement



## What needs to be in place to proceed?

- Agreement of the leaders of the organisations within the system that this programme is useful and the desire to participate.
- An identified CEO sponsor who will also provide an administrative coordination function and act as a contact point.
- As leaders of the system we ask that you make yourselves available for a scheduled interview and that you identify senior staff who will also be available for interview.
- A way of distributing the questionnaire to people in your organisation working at the interface between health and social care.

The diagnostic work commences once we have agreement from all organisations in the system. It takes between four to six weeks to establish the team to work with your system and undertake all the preparatory work. We then work in the organisations in your system to carry out the activities required which result in the report.

## How much will this offer cost?

The diagnostic phase will cost the system £45k. This incorporates all of the preparatory on site work, on site diagnostic and the analysis of the system data and stratified questionnaire.

The development programme is priced separately and is an offer made specifically to each system based on the findings detailed in the diagnostic report.

## Our programme team

The programme is run by a team of highly skilled experts from a variety of professional backgrounds (including executive and clinical). Each health and social care system we work with is allocated a team of individuals with a wide range of knowledge and skills and an understanding of the national policy and priorities for health and social care.

## Want to know more?

If you would like to find out more about the Health and Social Care System Support programme we would be delighted to talk to you and will send you more detailed information about logistics, timing and cost.

In the first instance please email us at [healthsystemsupport@institute.nhs.uk](mailto:healthsystemsupport@institute.nhs.uk)







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