

Integrated working & roles

A discussion document

Introduction

The document contains examples of how people have been developed to support a more integrated approach to care and support. They are grouped into two main areas:

1. examples that cover better ways of working together
2. examples where actual roles to deliver care and support have been developed.

The examples have been collated from:

- **New types of worker programme** – this programme started in 2003 and captured the learning from a number of pilot sites as they identified new types of workers to deliver services and maintain the partnerships and infrastructure required to deliver high quality support to people who use services and their carers
- **Working together** – a series of case studies that share valuable lessons and outcomes in workforce development to support key outcomes including reducing avoidable hospital admissions, reablement and timely hospital discharges, smoother transitions and better use of resources
- **Skills around the person** - this programme has demonstrated time and again the opportunities to harness people’s skills, aptitudes, experiences and passions, and to do so in ways that promote individual aspirations, enhance independence and maximise autonomy
- **Working to develop approaches to integration and workers roles** – some care pathways such as ones for mental health and reablement have for a number of years provided an integrated way of working and / or developed integrated roles and there is much to learn from these approaches
- **Integrated care and support pioneers one year on annual report** – Some examples have also been included from the first annual report covering what the Integrated Care and Support Pioneers have achieved.

For each example we have included details of what the project aim was/is, what products and resources are available and who to contact for further information.

The aim is to continually add to this document so that the really exciting and innovative work that is taking place across the country can be shared.

If you would like your own example included in this directory please send details to:

karen.stevens@skillsforcare.org.uk

This information was first made available at the Understanding the size and shape of the workforce for integration, a Shaping the workforce offer programme national event, February 2015.

Examples of integrated working - creative ways to work better together, delivering higher standards of care

Developing joint assessment & discharge teams

Aim

Havering, Barking & Dagenham and Redbridge are working on the development of their JAD (joint assessment and discharge teams)

Products / Resources

- JAD team training plan
- Examples of multi-agency training sessions such as delivering integrated care – information and advice and signposting for anyone and open to PVI.
- programme of care navigation for more senior staff signposting to universal services between health and social care

Contact: Ali Rusbridge, Locality Manager, Skills for Care
ali.rushbridge@skillsforcare.org.uk

Co-ordinated care teams – Greenwich

Aim

To provide well co-ordinated and personalised care to residents with complex health and care needs. Care to be facilitated by the team is shaped by each individual's 'I' statements through which patients describe what would truly make a difference to their lives

Products / Resources

- Care navigators role - bringing together professionals and services to deliver tailored care
- Range of well-established integrated health and social care teams focusing on rapid response in the community for clinical deterioration; community assessment and rehabilitation; hospital discharge; support for learning difficulties and reablement services.
- Supported increased awareness of array of statutory and third sector services in the borough that can contribute to the health and well-being of people

Contact: Jo Mant, Head of Stakeholder Engagement, Oxleas NHS Foundation Trust
Jo.mant@oxleas.nhs.uk

Single point of access co-ordinator - Denbighshire

Aim

To enable the provision of a new, effectively co-ordinated single point of access, single point of assessment and care co-ordination for preventative and rehabilitation work for adults across health and social care.

Products / resources

- Includes the provision of information, signposting to general community services
- Integration of a specified and developing range of intermediate care and short term health and social services.

Contact: marketing@skillsforhealth.org.uk

NHS Norfolk and Norfolk County Council – integrated commissioning

Aim

Joint commissioning to improve the delivery of services by sharing expertise and providing better outcomes for individuals.

Products / Resources

- An approach to large organisational change to develop integrated commissioning and teams
- An integrated health and social care staff development coaching programme to ensure that all affected staff could explore their personal development needs

Contact: www.norfolk.nhs.uk www.norfolk.gov.uk

Black Country Partnership for Care - Person-centred transition

Aim

This project aimed to develop skills and resources to support person-centred transitions between social care settings and hospital or health care settings, in support of a strategy of prevention and early intervention and re-ablement following a hospital discharge. To achieve this, the project set out to increase the exchange of information, improve the understanding of roles and responsibilities, and develop skills in working in partnership between health and social care workers.

Products / Resources

- Skills scan – a means to identify existing knowledge and skill gaps among participants

- Training programme - covering person-centred care, information handling, supporting people through change and effective working practice
- Development of care passports

Contact: Wendy Miller wendy.miller@wolverhampton.gov.uk

Health Education North Central and East London (HENCEL – end of life care and support

Aim

To improve people's experiences of end of life care by encouraging people to work together in an integrated way. The purpose was to provide guidance to individuals in daily practice in both health and social care settings, by finding out what mattered most to people and translating this into:

Product / resources

- A set of underpinning key messages
- A one and half hour learning and development session delivering the key messages to front line workers
- A film, illustrating the key messages
- The creation of a network of champions who would be able to continue to support each other once the project was over and to offer them accredited training opportunities.
- A list of job roles of those involved during someone's end of life care

Contact: Ali Rusbridge, Locality Manager, Skills for Care
ali.rushbridge@skillsforcare.org.uk

West Sussex - Integrated Dementia Crisis Service

Aim

The Integrated Dementia Crisis Service (IDCS) is a team that brings together the NHS, local authority and the third sector. It works in partnership with social work teams, the community mental health team, GPs, day care providers and commissioners to support people with dementia to reduce the number of inappropriate admissions to hospital, length of hospital stays and inappropriate use of anti-psychotic medication.

Product / resources

- Processes (budget, referral and service provision) to match the flexibility needed to support people at different stages of dementia
- Education programmes for carers and care / support services, especially covering support at times of crisis
- Use of assistive living resources to support people with dementia and their carers

Contact: Irene Loft Senior Commissioning Officer, Integrated Adult Care Commissioning
Irene.loft@westsussex.gov.uk

Thurrock Rapid Response Assessment Service – rapid response and assessment for people in crisis

Aim

This integrated health and social care team provides a rapid response and assessment for people in crisis. It co-ordinates and redirects their care to the appropriate intermediate provider or service.

Products / Resources

- Development of multidisciplinary team offering extended hours of support
- Team development to carry out health and social care assessment
- Working in partnership with variety of service providers and developing IT systems to support this

Contact: www.swessexcommunity.nhs.uk www.thurrock.gov.uk

Hampshire County Council and Southern Healthcare Trust - The Wellness Recovery Action Plan (WRAP) ® a self-management and recovery system for good mental health

Aim

The fundamental principle behind WRAP is that individuals can, with support, identify their own strengths, understand their own triggers to illness and be active participants in their own good mental health. A partnership between Hampshire County Council, Southern Healthcare Trust and people with experiences of mental ill health now supports the development and use of WRAP across teams.

Product / resources

- Processes and training to embed the use of WRAP both in hospital and in the community
- Joint training for people with experiences of mental ill health and staff helps to challenge traditional boundaries
- Activity to apply the principles of WRAP in adult care services, working with people with physical disabilities, particularly people with multiple sclerosis

Contact: www.southernhealth.nhs.uk www.hants.gov.uk

Improving health outcomes by improving housing conditions. – Gentoo Housing

Aim

To develop a peer mentoring scheme to enable people to participate in the local community

Products / Resources

- An approach to large organisational change to support the workforce to deliver the aim
- An integrated housing and social care staff development coaching programme to ensure that all affected staff could explore their personal development needs
- Peer mentoring scheme available to support the most vulnerable

Contact: John Ford johnford@gentoohousing.com

N-compass advocacy service

Aim

To identify and address gaps in skills and knowledge about end of life care

Products / resources

- Key skills identified – (symptom recognition, communication, compassion and a holistic approach)
- Mapping services and support within local community, including net working with hospices, faith groups, community groups and end of life network.
- All in a day's work – how to have those difficult conversations

Contact: Joanna Solanki jsolanki@fwhelpdirect.org.uk

Hainworth community centre

Aim

To use film to give older people a voice, promote intergenerational solutions to connect a fractured community

Products / resources

- Established a friends of Hainworth community
- Developed a model of care and support
- Active community offering a **knock** (people just call in for a chat), **call** service (daily phone call chain), **care** (social activities / networking opportunities), **help** (putting out bins, collecting prescriptions, clearing snow)
- Community centre workers, teachers and the community working together

Contact: Marina Magdalena marina@imaginarium-seed.com

Joint commissioning & joint working – Eastern

Aim

Southend ICSP Site developed a Memo of Understanding between the Council and the CCG and have a joint commissioning strategy which encourages joint working across Southend

Products / resources

- Joint commissioning for elderly and frail people;
- Supporting the CCG to share the delivery of personal health budgets

Contact: Nick Faint nickfaint@southend.gov.uk

Croydon Care & Support Team

Aim

The team (which comprises nurses as well as a social worker) was established to support local social care organisations reduce hospital admissions, enable earlier hospital discharge through better management and deliver effective reablement. Tissue viability and infection control were two key areas of focus. Interventions included training, hands on work, role modelling and continued support via other members of the Care Support Team.

Products/Resources:

Presentations on:

- Infection control
- Wound care awareness
- Continence and catheter care

Contact: Janet Morgan janet.morgan@croydon.gov.uk

Integrated / hybrid worker – where roles have been developed to better support people

Developing personal assistants

West Sussex Independent Lives – developing PA's to support people in receipt of personal health budgets

Aim

To develop personal assistants in the health related skills that people in receipt of personal health budgets require of them.

Product / Resources

- Registered nurse role to support skills and competence
- Identification of skills, competences required
- Scoping of appropriate learning and assessment opportunities

Contact: Karen Stevens, Locality Manager, Skills for Care
karen.stevens@skillsforcare.org.uk

Personal Assistant (PA) development to support people in receipt of Personal Health Budgets – Skills for Health

Aim

Five sites are looking at ten priority areas in terms of delegated health tasks to test out the suitability of QCF units in developing, assessing and accrediting the competence of PAs in Health.

Product / Resources

- shared protocols for tasks involved
- scoping development that is available
- making links to QCF units

Contact: Lucy Blinko, Skills for Health project lead
lucy.blinko@skillsforhealth.org.uk

Development of PA to support people with long term conditions, Barnsley

Aim

Barnsley is currently piloting personal health budgets for people receiving continuing healthcare funding

Contact: joprice1@nhs.net

Coordination & navigation roles

Leeds West CCG – Clinical Care Co-ordinator

Aim

To create a role that is based in GP practices and links out into the community working closely with neighbourhood teams and primary and community services

Product/ resources

- New role to support pro-active case management between a named accountable GP and neighbourhood teams and community services
- Development of skills and competences to underpin a community of practice approach

Contact: Jane Stagemann jane.stageman@leeds.gov.uk

Well-being co-ordinator - (East Cheshire in partnership with Age UK Cheshire East)

Aim

To develop a role which aims to help older people to enjoy improved health and wellbeing, and it is hoped will lead to fewer GP visits and hospital admissions

Contact: marketing@skillsforhealth.org.uk

Community Navigator – Northern Ireland’s Southern Health and Social Care Trust

Aim

The Trust has created a role which aims to support older people in maintaining and improving their health and wellbeing. The Trust has plans to develop a Community Navigator service which will work in partnership with community and voluntary organisations to support older people in accessing the services that they need

Contact: marketing@skillsforhealth.org.uk

Developing Care Navigators – Greenwich Integrated Care & Support Pioneer

Aim

To develop 'Care Navigator' role to support people with complex care and support requirements.

Product / Resources

- Job descriptions & person specifications at pay scales - band 4 and senior band 5
- Developed effective competency framework to reflect flexible approach and change in mind set
- Used National Voices narratives and developed "I plan" as key document to inform care and support
- Training developed by integration lead and includes motivational interviewing.
- Value added has been focus on whole life and has many case study examples of how it has worked.
- Evaluation in progress.

Contact: Wendy McDermott Wendy.McDermott@royalgreenwich.gov.uk

To support care pathways / conditions

SKINtelligence project – Oxfordshire

Aim

The development of a competence framework for Tissue Viability nurses and/or healthcare assistants/carers, to support the SKINtelligence project supporting good skin health and care across Oxfordshire.

Product/resources

- Development of a basic competence framework for tissue viability appropriate for nurses and healthcare assistants/carers.

Contact: marketing@skillsforhealth.org.uk

Sutton mental health foundation –peer support in mental health / community services

Aim

To establish peer support work and to enable people with direct experience of mental distress and treatment to run the service.

Product / resources

- Job description for peer support workers

- Clarification of roles between professional / clinical staff and peer support workers
- Peer support workers training course

Contact: www.smhf.org.uk

South Somerset Mind - Complementary therapies to anyone suffering mental distress

Aim

Providing a number of complementary therapies (aromatherapy, reflexology, Indian head massage, juicing therapy and back or shoulder massage) to individuals experiencing mental distress both within the community and ward based.

Product / resources

- Development of the Therapist Assistant role, created to support the project therapists.

Contact: info@southsomersetmind.co.uk

<http://www.southsomersetmind.co.uk/referral-services/complimentary-therapies.html>

Leicestershire Partnership NHS Trust - enhancing end of life care for people with learning disabilities

Aim

To train a range of learning disability staff in end of life care practice, with a focus on raising awareness and bringing services together to support consistent best practice.

Product / resources

- Format for a conference to share approaches to end of life care
- Course design specifically for people with learning disabilities in advanced care planning
- Example of dedicated end of life trainer role developed

Contact: www.leicspart.nhs.uk

Nottingham City Council, JackDawe Service - Integrating support in health and social care for people with dementia

Aim

To developing a specialist, multi-agency service for people with dementia, including three specialist teams: a men's team, a team of south Asian female workers and a team of Polish speakers.

Product / resources

- A means to access both the city council's IT system and that of the NHS
- Development programme for champions in person centred dementia care, along with other workers with specialist interests such as end of life care
- Development & use of in house expertise to provide more training that is tailored to the needs of the service, recognising that the best learning comes through case discussions

Contact: www.nottinghamcity.gov.uk

Hampshire County Council - early intervention service within Sensory and Deaf Services

Aim

The focus of the project was on training to equip staff to be able to work more generically across all areas of sensory loss. The aim was also to run more local community clinics, which allowed access to equipment through voluntary sector partners.

Product / resources

- Development programme - for qualified multidisciplinary staff for sensory loss
- Training package - specifically aimed at volunteers in the field
- Reablement planning scoring tool - an evaluation tool to target resources where they are needed. It measures people's needs at the start and finish of the reablement process

Contact: Sarah Butcher, County Service Manager sarah.butcher@hants.gov.uk

Gateshead and South Tyneside Sight Service – an approach to developing integrated low vision services

Aim

Gateshead Council reviewed the assessment function of its Sensory Support Team. It considered: skill mix, referral patterns, demand, capacity and care planning outcomes for Gateshead residents with a sensory impairment.

Products / Resources

- Development of local integrated assessment and rehabilitation service
- Reworked roles of the rehabilitation officer for the blind (social care) and optometrist (health) and development of new role of Rehabilitation Assistant
- Use of action learning sets to consider workforce design.

Contact: www.sightservice.co.uk

Gateshead and South Tyneside Sight Service, Angel Eyes Enterprise (North East)

Aim

To tap into the skills and knowledge of visually impaired people and support other visually impaired people who need information or access to services through Angel Eyes Enterprise a social enterprise

Product / resources

- A 10 week volunteer programme
- A short, but powerful, visual awareness DVD was produced, First Day of Work
- Volunteers were able to gain a recognised vocational qualification.

Contact: angeleyesenterprise2008@gmail.com
www.sightservice.co.uk/index.php/angel-eyes-enterprise

Southdown Housing – supporting people to meet health outcomes

Aim

This project is part of a Public Health England pilot where housing staff are being trained / supported to 'nudge' clients towards more healthy lifestyles.

Product / Resources

- Development programme to develop staff in their role as health promoters

Contact: Karen Stevens, Locality Manager, Skills for Care
karen.stevens@skillsforcare.org.uk

Reablement for Independent Living - Leeds Adult Services

Aim

A Skills for Independent Living Service that supports people from the community and recently discharged from hospital to live independently in their own home

Product/Resources

- Effective communication with staff and customers is the key to success
- It is important to evaluate performance to gain feedback on successes and issues which need to be addressed
- Enthusiastic leadership is vital, as the new service has required a cultural shift in attitudes and approaches
- Reablement can make a big impact on customers' lives
- Social workers need support to embrace the reablement philosophy

Contact: Amanda Wardman, SKILs Delivery Manager amanda.wardman@leeds.gov.uk

To enhance workers role to take on more general complex care

Leeds - Preceptee Practice Nurses

Aim

To develop practice nurses to work between health and social care professionals within the community and secondary care whilst developing skills as a GP employee

Product/resources

- Training programme that involves an intense period of academic training, hands-on care in a supernumerary capacity and in-depth understanding of clinical commissioning
- Academic training meets Royal College of GP practice nursing competencies
- Training aims to combine operational abilities with strategic thinking to future proof practice nursing

Contact: Jane Stageman - jane.stageman@leeds.gov.uk

St Monica Trust - Senior Nurse Care Assistant within residential services

Aim

To create a new senior nurse care assistant (SNCA) role within residential services that incorporated a range of basic clinical skills in addition to the core care and support skills.

Product / resources

- New job roles and learning programmes to support clinical skills development
- Development of clinical skills trainer to provide training and assessment
- List of Qualification Credit Framework (QCF) units that match the skills & competence needed

Contact: Liz Leaman - liz.leaman@stmonicastrust.org.uk

Cornwall Care - Health Care Assistant (Level 3)

Aim

Cornwall Care developed a new role of Health Care Assistant (Level 3) for their nursing homes and residential homes. The workers are trained in clinical skills using specific units from both the Level 2 and 3 Health and Health and Social Care diplomas. They are managed by the trained nurses supporting them. The qualified nurses have been involved in the assessment process. In residential homes they are overseen by Home Managers and Cornwall care clinical team

Product / Resources

- Role description available
- List of QCF units linked to the role developed
- Development programme around legislation, accountability and assessment

Contact: Dawn James, Business Education Development Manager - dawn.james@cornwallcare.org 01872 261787

Action on Community Education and Training Project – AvOCET

Aim

To develop the non-medical workforce to ensure sustainable development of a knowledgeable and skilled non-medical workforce in support of frail older people, that is able to meet the needs of people across the health and social care continuum.

Product / Resources

- List of agreed competencies
- Mapping to existing standards to present as learning outcomes
- Scoping / development of programme to meet the learning outcomes

Contact: Sue Clarke susan.clarke17@nhs.net

Brighton & Hove CCG – A competency framework for non-registered professional in the community

Aim

A Clinical Quality and Safety Nurse is leading work to identify competencies, training and governance for care workers carrying out health related activity to support people with long term health conditions.

Product / Resources

- A process to identify and agree “health related tasks” required within the community

- Development of competency framework covering Patient Pathway Competencies-Disease/condition specific
- Delivery of shared training to develop the community based staff in health related activities

Contact: Karen Stevens, Locality Manager, Skills for Care

karen.stevens@skillsforcare.org.uk

South Essex Partnership Trust (SEPT) Child and Adolescent Mental Health Service (CAMHS), accredited counselling skills training for foster carers

Aim

To deliver counselling skills training for foster carers to help prevent mental health issues worsening and reduce placement breakdowns.

Products / resources

- Devised and delivered the first nationally accredited counselling skills for foster carers' course in Britain

Contact: Dr Jeune Guishard-Pine jeune.guishard-pine@sept.nhs.uk

Gateway Family Services CIC- Senior Support Workers (for Pregnant Women) within the local community

Aim

A programme to develop Senior Support Workers (at Level 4) for pregnant women within the local community

Product / Resources

- A competency framework for a Level 4 Pregnancy Outreach Worker (POW) role
- Scope for a Level 4 POW role within a skills mix team
- Job descriptions and personal specifications for the Level 4 role
- Guiding principles for Social Care Roles incorporating the Level 4 POW role
- Skills and learning for role required

Contact: michelle.smitten@gatewayfs.org www.gatewayfs.org

Calderdale Council - Housing Officer developing Occupational Therapy (OT) skills

Aim

Calderdale Council have trained Housing Officers to be able to assess appropriate adaptations / order OT resources to support people and promote independence within their own home.

Product / Resources

- Development programme for Housing Officers to widen their role in some Occupational Therapy tasks
- Exploring possibility of the accredited training programme

Contact: www.calderdale.gov.uk/housing/

Leicester City, Leicestershire and Rutland - The health and social care protocol

Aim

The protocol is a product of the LAs, CCGs and health working in partnership and agreeing the health tasks (at different levels) that care workers can do with appropriate training and support.

Product / Resources

- A protocol describing respective responsibilities and operational arrangements for delegating tasks/functions between agencies to provide care in a co-ordinated cost effective way
- A programme of learning to develop the workforce
- A pocket book and the training passport for generic healthcare tasks

Contact: www.leics.gov.uk/sc_protocol.pdf

FutureCare – Training Needs Analysis of ‘Out of Hospital’ Workforce in Thames Valley

Aim

Bucks New University is scoping the workforce training needs of community/primary care to assist the transition to more integrated care.

Product / Resources

- Electronic Questionnaire to collect data from clinicians and practitioners who have a community health or primary health focus or element to their role,

Contact - Jason Schaub jason.schaub@bucks.ac.uk or Fleur Smith fleur.smith@bucks.ac.uk

Using assistive technology to improve lives

Aim

Norfolk County Council created a new role: the Assistive Technology Practitioner (ATP), with financial support from Skills for Care. The development of the ATP role, an expert practitioner, who can combine technical understanding of equipment with the ability to work with vulnerable people in a person centred way, has been very successful. The role is now fully integrated within the Council's services.

Product / Resources

- A job description
- Learning from the pilot

Contact: Jon Langman, Assistive Technology Service Manager - jonathan.langman@norfolk.gov.uk

Link to qualifications

Health and social care Apprentices – Health Education Kent, Surrey & Sussex

Aim

Health Education Kent, Surrey & Sussex are supporting 12 joint health and social care Apprentices who will be employed by NSA Health (as an Apprenticeship Training Agency) and rotate between Surrey NHS provider and Surrey Local Authority services

Product / Resources

- Programme of recruitment and development that links with pre-employment schemes
- Identification of apprenticeship framework that matches integrated role
- Development scheme to support integrated health and social care apprenticeship route

Contact: Mike Bailey m Bailey2@kss.hee.nhs.uk

Integrated Apprenticeships Project – Leeds City Council

Aim

Support the recruitment and on-going development of apprentices that experience work in health and social care

Product / Resources

- Host organisation employs apprentices and provides core training. Works for 6 months within host organisation and then provided with 2 three month placements.
- All app meet once a week, to provide peer group support and shared development
- Incorporated care certificate.
- Recruited via Assessment Centre day, based on values, including numeracy and literacy. Used [Values Based Recruitment toolkit](#).
- Princes Trust have helped to recruit care leavers
- Have made distinction on statutory duties delegated by health, so apprentices can only deliver task of employer organisation at the moment.

Contact: Tracey Cooper (OD Business Partner, Leeds City Council)

tracey.cooper@leeds.gov.uk

North of England Cancer Network – development of Assistant Practitioners to support Chemotherapy services

Aim

To develop a number of Assistant Practitioners at three sites across the North of England Cancer network

Products / Resources

- Design of a foundation degree to support this programme
- Range of base line measures related to specific aspects of the job role, eg holistic patient assessment, cannulation etc, and which would be used to evaluate the introduction of the assistant practitioner
- Example of training programme to support skills development

Contact: sarah.rushbrooke@nec.nhs.uk www.nec.nhs.uk

The development of job role profiles linked to the QCF

See www.skillsforcare.org.uk/jobprofilestoQCF