

Collaborative Working Partnership Scenario

ACTIVITY 2: This activity aims to help participants to understand the opportunities and challenges of collaborative working

The following three partnership scenarios can be used with groups of up to 8 for activities 2 and 3.

(PS – 1a)

City Diabetes Network

This partnership aims to develop an integrated community based adult diabetes service for the city, which will increase the numbers of patients seen in the community and reduce avoidable admissions into hospital. It connects various professions from the PCT (pharmacist, public health practitioner, dietician, commissioner) with specialist nurses, GPs and the hospital consultant. So far it has been looking at a health needs assessment, and plans to produce a commissioning proposal and service specification for a new model of care. Patient representatives are involved, and the general public will be informed through publicity campaigns when the service is running. However the group are not clear about what they want to achieve - there are competing interests, poor communication and possibly not all the 'right' people have been involved from the start. All these are delaying times scales for agreement and implementation of a new service.

Activity 3: Who needs to be involved?

Organisation

Role

Collaborative Working Partnership Scenario

(PS – 1b)

Extended Schools Partnership

Extended schools work with the local authority, local providers and other schools to provide access to a core offer of integrated services to achieve Every Child Matters outcomes. Partners involved include secondary and primary school representatives, SENCO and other pastoral support, school nurse, Connexions, healthy schools, safespeak, CYP district manager, CAMHs, Barnados and a parent support group.

The partnership is active and keen to develop collaborative working between the cluster of schools and other agencies, but there has been some difficulty in keeping the business of the meetings at a strategic and decision-making level. There is a strategy and action plan but the group membership fluctuates, and the concerns of the different issues and projects the group is involved in sometimes dominate the agenda.

Activity 3: Who needs to be involved?

Organisation

Role

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(PS – 1c)

Road Safety Partnership

The government Road Casualty Reduction Strategy (2007) required a more co-ordinated approach between organisations and funding streams for road safety. The aims of the partnership are to reduce casualties, co-ordinate road safety initiatives, create wider ownership of the road safety issue and make better use of existing resources. Partners include the county and city councils, the police, fire and rescue service, local PCTs, Highways agency and local judiciary. There are difficulties with data collection due to the quality of the A&E minimum dataset which does not include detailed information on place of occurrence for targeting. A set of performance indicators have been drawn up, and the targets are 'owned' by different groups, mainly the council and police. Although the PCTs were closely involved in the establishment of the group, there is a sense that their interest is waning now as the issue is less relevant to PCT targets and there are other resource and time pressures on them.

Use also for Activity 3: Who needs to be involved?

Organisation

Role

Collaborative Working Partnership Scenario

ACTIVITY 3: This activity will help participants to apply a stakeholder analysis to your partnership scenario

Please use (PS 1a, 1b, or 1c) and consider the potential list of participants and others that may be affected by the issue or decisions within the partnership. Continue to follow the instructions in your workbook.

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ACTIVITY 5: During this activity participants will understand others perspectives in participating in a partnership. Use the partnership scenario materials below sharing just one case study and divide the participants into groups of 10 max. There is a role for each member of the group. See below and follow instructions on the slides.

PARTNERSHIP CASE STUDY (PS 1d)

County wide food & health steering group

Overall Aim:

Halt the year on year rise in obesity among children under 11 by 2010 in the context of a broader strategy to tackle obesity in the population as a whole (Dept. Health; Dept. Education & Skills; Dept. Culture Media & Sport PSA)

Objectives:

To (a) promote healthy eating and improve access to healthy food in the population and (b) reduce inequalities relating to the above between population groups

Area of concern:

(1) Rapid increases in level of overweight and obesity in the U.K. population, unless effective action is taken including improving diet and nutrition and increasing levels of physical activity in the population it is predicted that about one third of adults and one fifth of children aged 2 – 10 years will be obese by 2010, and nearly 60% of the U.K. population will be obese by 2050.

(2) Poor diet is related to diseases such as heart disease, diabetes, stroke, and cancers.

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Relevant strategies include

“Choosing Health: making healthier choices easier” DoH 2004; “Healthy Weight, Healthy Lives; a cross government strategy for England” 2008; Regional Food & Health Action plan; County Obesity Strategy.

Types of intervention proposed:

Raising awareness of what constitutes a healthy diet and the benefits of healthy eating; improving skills & confidence in food purchasing, preparation & cooking; interventions to improve the availability & affordability of healthy food.

Organisations Involved

N.H.S: Health Promotion, Health Improvement - commissioning & provider services, child health services; **Local Authorities:** trading standards; school catering; leisure services; planning & transport; healthy schools; **Voluntary & community organisations:** self-help slimming group, local allotments association; **Academic** – local researcher; **Business** – food retail outlet

Activities to be undertaken

- Undertake health needs assessment
- Establish food & health action plan

Problems and Dilemmas

Conflicting priorities & values

Limited resources

Communication issues

Short time frame

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Individuals involved:

The following roles have been identified and described for use with this partnership scenario:

- **Partnership Facilitator: Dietician from the PCT**
- **Individual member: Manager from local Slimming World**
- **Organisational representatives:**
 - Local Authority officer from the Sports and Physical Activity Alliance (SPAA)**
 - Health Improvement Manager from the Strategic Health Authority**
 - School Catering Manager:**
 - School Nurse**
 - Manager of local food superstore**
- **Community: Local Allotments representative**
- **Academic: Local researcher from the university**

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Partnership Facilitator: You are the person who is co-ordinating the work of the partnership and are a dietician working for the local Primary Care Trust

Your role is to co-ordinate the meeting, therefore you need to organise for each member of your group to introduce themselves.

You will need to remind the members why they are at the meeting and keep them focused on the agenda and decisions to be made

Please be careful with the timing of the meeting and follow the timings on the agenda.

Please ask someone to act as note taker for the meeting, jotting down any key decisions that are made.

Ensure that everyone in the meeting is involved in the discussions, with a keen eye for those that rarely contribute and those that have a lot to say.

Ensure people speak clearly and avoid jargon.

Things to consider prior to the meeting:

- Is there anything on the agenda that concerns you?
- What will be your biggest challenge?
- What are you most confident about?

Collaborative Working Partnership Scenario

Individual member: You represent the local Slimming World group

You have only been to this meeting once before and you aren't feeling very confident with all the professionals around you.

The last time you didn't understand what a PCT or SHA was and weren't sure where the information about local obesity figures were coming from.

You have been running your group for 5 years and have moderate success in your members losing weight.

You tend to target diet rather than exercise as you're not sure how to encourage your members to increase their exercise if at all.

Many of your members come from the rural areas and use local bus services which are in danger of being cancelled and you need to ensure the service stays or you'll have to close.

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Local Authority officer from the Sports and Physical Activity Alliance (SPAA)

You are keen to talk about your new SPAA and the exciting prospects for developing a local running track for local schools and the community to use

You are organising a grant application to Sport England, which has a maximum of £213 million per year to invest in community sport from April 2009. Of this total, a maximum of £158 million will be distributed to specific organisations with specific objectives related to community sport

You are very enthusiastic and want to get everyone involved.

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Health Improvement Manager from the Strategic Health Authority

You have been working hard with the group facilitator to make this group work and have some anxieties about the mixture of

You need to undertake a health needs assessment as part of your role and need help from all the members in collecting data and interviewing a variety of community representatives

You would like to get agreement at this meeting to undertake this within the next two months

Underpinning the whole HNA process are three principles:

- Improvement of health and inequalities by making changes that improve the most significant conditions or factors affecting health, then targeting the population groups with the most to gain, and those services that can make the most difference to their needs.
- Integration of this improvement in health into the planning processes used by those services, so that the identified changes are implemented in their plans.
- Involvement of:
 - people who know about the health issues in a community
 - people who care about those issues
 - people who can make changes happen.

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School Catering Manager: You represent the school catering services and you are very sensitive to all the criticism about school meals having been in the service over 25 years

You are aware of:

The latest Obesity Strategy document "Healthy Weight, Healthy Lives: A Cross Government Strategy for England" and the Government's aim of Britain being the first major country to reverse the rising tide of obese and overweight individuals in the population by ensuring that everyone is able to maintain a healthy weight.

The Strategy is particularly relevant to your 'Transforming School Food' initiative. It raises several points that have been included in your School meals Action Plan.

As part of the Local Authority, you are already working alongside the Primary Care Trust (PCT) to develop plans to tackle childhood obesity

These include:

-Nutrient based standards for school food, which come into effect in Primaries from September 2008
-National Indicator for Take-up of School Meals (NI52)
-School Lunch Grant
-Targeted Capital Funding for school kitchens
-Compulsory cooking in schools-
Healthy Lunchbox Policies-Lunchtime management and break times-
On-site policies for schools.

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Local Allotments representative: you have had an allotment for 10 years now. You enjoy getting out in the open air and growing food for your family.

The local council has asked your group to send someone to this meeting about food and health. It's your first meeting and you're not sure what it's about.

You only have an hours parking on your car and begin to get very anxious as the meeting continues.

You used to work as an engineer and are very handy fixing tools for other people on the allotments.

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Collaborative Working Partnership Scenario

Local researcher from the university: you have been asked to attend this group as you wish to undertake some research involving local people and testing out their reactions to getting involved with health issues.

You've been to the meeting a couple of times before but aren't convinced that all the right people are there.

You're under pressure to finish this work by the end of the term (2 months) and want to get agreement from people to interview them.

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School Nurse: You have been on the steering group from the start, and are well briefed to deliver the outcomes for children in the Every Child Matters: Change for Children programme. You are also aware and involved in training concerning the National Service Framework for Children, Young People and Maternity Services and the public health white paper Choosing Health.

You bring valuable expertise to schools, providing confidential health advice for children and young people, reviewing the health of the school population and working with schools to create an environment that promotes healthy living

However you feel very pressurised as the PCT hasn't managed to recruit further school nurses and so you and your colleagues are spread very thinly across the county.

You are also concerned about hard to reach families and would like to pilot an approach that targets family health and not just pupils on their own.

You're not sure your colleagues agree with this and are hoping to find some allies.

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Manager of local food superstore – Your store has been developed in the heart of the County, close to one of the largest council estates set within an industrial estate.

You have been in post 12 months and are determined that your store makes its' mark by supporting the local community.

You already have a healthy eating policy in the restaurant and for staff.

Now you would like to get involved with setting up a local crèche for your staff's children and see this as an opportunity to think about child health issues.

You're not sure what you want to do, but you are young, keen and looking for promotion.

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County wide Food & Health Steering Group

Local Meeting

Agenda

1. Introductions and welcome (2mins)

2. Matters arising from previous meeting (5mins)

(The key issue to address is whether you have been able to recruit a member from a rural PCT covering many deprived neighbourhoods. If this member isn't at your meeting, please discuss ways of recruiting them to the next meeting)

3. Identification of local priorities and values (10mins)

(The key discussion is what issues are top of each organisations agenda and how can you get agreement as to which issue to tackle first)

4. Development of a communications plan (10mins)

(Consider what needs to happen in relation to developing a plan to ensure all relevant stakeholders involved in the issue are aware of the work and the community are able to get involved)

5. Close of meeting