

Fulfilling Lives Newcastle Gateshead briefing to Gateshead Health and Wellbeing Board September 7th 2018

Purpose of briefing paper

To outline the new Fulfilling Lives Newcastle Gateshead (FLNG) model introduced in April 2018 and ask members of Gateshead's Health and Wellbeing Board to consider how the model can help improve the health and wellbeing of Gateshead's multiple needs population. The paper specifically responds to recommendations in the Homeless Health Needs Assessment (HNA) produced and then shared by Jill Harland (former Public Health Specialist Registrar with Gateshead Public Health) with the FLNG Strategic Group members in June 2017.

Introduction

FLNG is a part of a national, eight year funded Big Lottery programme and has been operational since August 2014. The Governance and overall responsibility for programme delivery sits with a Core Partnership of Changing Lives (Lead organisation), Oasis Aquila Housing, and Mental Health Concern. The programme will run until March 2022 and we are building an evidence base, along with the other Fulfilling Lives partnerships nationally, about what works for people with multiple needs who experience a combination of homelessness, addiction, poor mental health and a history of offending.

We have worked with 267 people (144 in Gateshead) since the programme began and have considered our findings, structure and remit as part of the mid-way review of the programme.* As a result we developed a new model focusing on 5 streams of activity:

- Direct client work: implementing a new way of working with our current clients until ceasing client work in 2020
- Experts by Experience Network: co-production & service user involvement
- Research and Evaluation
- Systems Change
- Workforce development

With a simplified structure, increased focus on system change and a new client offer, our model will help build workforce capacity and improve understanding of Multiple and Complex Needs (MCN) issues across Gateshead. We offer free or bespoke training packages, and we work to ensure the voice of people with multiple needs informs improvements via Co-production opportunities such as peer research and involvement in our Experts by Experience Network.

The overall aim of the programme is to improve the offer for people experiencing multiple and complex needs across Newcastle and Gateshead and achieve this through our initial system change priorities set out below.

**Please see client journey report and learning report on [our website](#) for our findings.*

Current System Change Priorities 2018-20

To improve access to mental health services for people experiencing MCN

- Adult Social Care (ASC): FLNG to further establish current case load needs and access issues, build relationships with both area's safeguarding and ASC teams to help people experiencing MCN to better access ASC.
- Delivering Together: continue to work with CCG representatives - e.g. High Intensity Service Users meeting - to ensure MCN issues are considered in the development of services.
- NTWNHS: continue to build relationships to develop improved and co-produced responses to MCN

To ensure people in transition do not fall through gaps in service

- Prison Release Task and Finish group; work through and identify ideas/actions to resolve Universal Credit and accommodation issues in prison, diversion from custody for short term sentences and capturing voice of lived experience in prison/post release
- Universal Credit: continue to build evidence base from our caseload to establish gaps and best practice and work with DWP partners to influence national policy

Cross Sector Workforce Development so that frontline staff and managers can better meet the needs of people with MCN and engage in wider system change

- New Workforce Development Lead role will be responsible for developing a work plan to build capacity across Newcastle and Gateshead's MCN sector over the remaining four years embedding these skills:
 - Co-Production
 - MCN Awareness
 - Peer Research
 - Psychologically Informed Environments (PIE)
 - Systems Thinking
- In addition to this training, we will be testing and evaluating our new direct client work model 'Critical Time Intervention' (a proven model from the USA) over the next 2 years to establish if this is an effective way of working with people experiencing multiple and complex needs.

To embed the voice of Experts by Experience (EBE) across FLNG and the wider system

- The EBE Network will be a key part of our strategy and each priority area will be informed by the EBE voice.
- New Co-Production (female engagement) worker will increase voice of women with MCN in the Network
- Peer Research training and the establishment of a peer research network across Newcastle and Gateshead

To assist commissioners across the 4 key areas and health to develop commissioning that better meets the needs of people experiencing MCN

- Develop a Commissioning offer using the allocated £50k resource with support of the Strategic Group, Programme Manager and Systems Change lead
- Identify peer research opportunities to inform new commissioning contracts relating to MCN services e.g. treatment access



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To develop systems thinking/change theory and practice across services supporting people with MCN

- New Systems Change Lead Post will develop and deliver our systems change plan over the remaining four years; delivering systems theory training and facilitating a quarterly cross sector Systems group.

How can the FLNG offer help Gateshead's Health and Wellbeing Board meet the recommendations in the Homeless Health Needs Assessment?

The FLNG Programme Manager and Chair of the Strategic Group (Sir Paul Ennals) identified specific components of the new FLNG delivery model and set those against relevant recommendations in the HNA to highlight how the FLNG model could directly support Gateshead's HWBB achieve those aims.

All the HNA content is of interest to our programme so we targeted areas we could support over the next 6-12 months. These actions are outlined below under the relevant key finding area or areas within the Gateshead HNA executive summary.

Priority areas

Recommendation 1: System leadership

"Visible/genuine involvement of those with lived experience of homelessness and multiple and complex needs within the governance system and policy making process."

- We are developing 6 part time, 1 year long, FLNG Co-Production apprenticeship posts over the next 4 years. We seek endorsement from the Board to firstly support the development of these apprenticeships and secondly to provide move on opportunities for these roles within the commissioning teams of statutory organisations.

Recommendation 2: Tackle the root causes of homelessness within all policy areas.

- We have a robust and accredited peer research programme that will help Gateshead to establish root causes and target resources where they are needed. This is also available to professionals to ensure we continue to strive towards continuous improvement and build a comprehensive research network.

Recommendation 3: Establish a system wide identification of those who are homeless or at risk of homelessness and

Recommendation 6*: Ensure the workforce are equipped and supported to effectively understand & support multiplicity of need'

- FLNG Workforce development offer can support this via ongoing quarterly and free training in the following areas: Psychologically Informed Environments (PIE), MCN Awareness, Co-Production, Systems Thinking and Peer Research Training for multi agencies across Gateshead and Newcastle working with MCN Clients.

*Recommendation 7 can also be supported via workforce development offer. It is not included as an action as Exec summary already names FLNG as practice to learn from.



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- MCN skills Competency framework developed and can be used to establish workforce skills and gaps
- System change group – quarterly community of practice to explore need, gaps and best practice within the field.

Recommendation 4: Establish good quality & useful data on homelessness and multiple & complex needs and

Recommendation 9: Demonstrate a reduction in health inequalities experienced by homeless people with multiple and complex needs.

- Utilise, support and build on FLNG robust client and workforce data collection including cost benefit analysis data
- Further develop Collaborative Case study approach (such as our current joint work with DWP) across multiple agencies involved in client support across Gateshead to fully establish client journey and gaps
- Currently establishing framework to measure system change and progression using Lankelly Chase system behaviours

Recommendation 5: Join up commissioning processes to address homelessness & multiplicity of need

- FLNG £50k Commissioning offer: current exploration with Second Street Surgery, NTWNHS and Newcastle LA.
- Use PIE self-assessment as a framework within the commissioning process.

Recommendation 8: Meet specific needs within the homeless population personalisation and equalities.

- Co-production worker (female engagement) can assist in establishing specific needs of female MCN population across all services in Gateshead
- FLNG use of personalisation is reported 6 monthly and can establish spend on specific gaps in provision and/or individual MCN client needs.

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