

How we can support
Places

to succeed together
and make a

real
difference

**Connected
Leaders
Thriving
Places**

consistum
PARTNERS

 **Tricordant**
the organisation consultancy

We are excited about the development and potential of Place based partnerships

Place based partnerships are the part of the new landscape that has the greatest potential to make a real and fundamental difference to the health and wellbeing of individuals and society as a whole. NHS England and the Local Government Authority's guidance to ICSs aims to create Thriving Places.

Places, neighbourhoods, communities... are where people live, work and relate. Communities are not defined by geography or organisations, but it is where organisations can reach out and connect with people in a meaningful way at the right scale.

To do this well, organisations need to come together, work differently as partners and connect with members of the community on targeted work programmes that have impact.

If we get Place right, we have the potential to overcome disconnected services working in silos, competition between different organisations, fragmented workforce and financial disincentives. The drive now is to deliver real change through agreeing improvement outcomes, mobilising assets differently, and working in partnership with communities to deliver real benefits.

It provides opportunities to do real work that makes a real difference

How we can help?

Every Place is different and special - so all of our support is bespoke and aims to reflect your context. Our approach is to partner with you and work with you, we do not come with off the shelf solutions. We do things with you not to you.

We provide the following expert support to Places:

Leadership

Leading in and for Place is about making a positive difference without the resources, authority and clarity you often need! We know that system working requires working and leading in collaboration with others. Drawing from well proven tools and supporting practices, we can support you facilitate the development of effective collective leadership in and for your Place. We also work to develop the important relationship between Place and ICS leaders to support confident delegation, including maturity matrices.

Partnership

Leadership through collaboration requires a fundamental shift in mindset and approach from the historic legacy of competition and organisational self-interest. It is developed on the bedrock of trusting relationships. There is no silver bullet for trust; as the ancient Native American saying puts it; 'Trust arrives on foot and leaves on horseback.' Our co-creative approach to developing and holding a safe space for courageous conversations, can help accelerate the building of enduring partnerships across organisations. It can support networks of people with lived experience and ultimately empower citizens and service users.

Teams

Place provides the perfect setting to foster and support integrated care teams to rise above professional and organisational boundaries to provide joined up care that meet a person's needs. Tackling issues and making improvement at the right scale is important, with opportunities for teamwork at locality and neighbourhood levels and by supporting PCNs. We can support these teams to form and continue to develop, through personal and team development, implementing new models of integrated care and measuring their impact.

Planning and improving

Places thrive when their leaders, partners, teams and citizens are supported to develop and implement ambitious plans and strategies that fit their local context and widely understood and owned. To be successful, Places also need to collaborate across their boundaries on a range of enabling plans. Governance models need to support the partners to deliver their joint ambition. We have a long track record of working with Places to develop whole system plans and strategies and supporting improvement and innovation and developing effective governance models.

About Us

Tricordant and Consilium Partners are like minded consultancies with complementary skills and experience. We have all had senior leadership roles in health and care and bring an understanding of the context of health care partnership working, and the skills needed to facilitate and sustain change.



Dr Adrian Hayter

Adrian has been a GP for 25 years and is the National Clinical Director for Older People and Integrated Person Centered Care at NHS England and NHS Improvement and Clinical lead for the Ageing Well Programme. He has had a wide range of clinical leadership roles in the Frimley Health and Care system and was the cocreator of the highly regarded Frimley 2020 place based leadership programme. Adrian believes clinical leadership makes a difference to patients and populations and enjoys supporting others to make change happen.



Alastair Mitchell-Baker

Alastair's passion is supporting leaders working through complex strategic and organisational issues using his skills in strategy, organisation design and development. He draws on many years of senior management experience, including as an NHS Trust Executive Director and Chief Executive and Non-Executive Director. He has over 20 year's experience as a consultant and loves the unique challenge that each client organisation brings. He is a member of the NTL Institute for Applied Behavioural Science.



Amanda Fadero

Amanda started her career as a nurse and brings her 40 year varied career in NHS Leadership, including Chief Executive and Board experience of NHS provider and commissioning organisations and a charity. She understands the fundamental importance of developing and managing relationships across organisations to improve care and outcomes. She was an early adopter of the Place approach, leading the development of Locality Care Networks across Coastal West Sussex.



Dr Amit Sharma

Amit is an experienced GP leader with a passion for developing services for patients and engaging staff. He is the Managing Partner in a large 3 site practice group in Wokingham, the Clinical Director of his PCN and the chair of Berkshire West PCN Network serving a population of 550,000 people. With a talented team, his PCN are ambitious and want to make rapid progress, with a particular focus on mental health and the adoption of digital services.



Andrea Young

Andrea is an EMCC accredited mentor coach working with clients in the NHS and public sector. An Ex Chief Executive of North Bristol NHS Trust she has over 20 years' experience at CEO level within the NHS, including membership of the NHS national management board. Andrea's strengths are in strategic planning, building capability and effective teams, promoting healthy organisational culture and cross sector working. She was the Chair of Bristol Health Partners for five years. Andrea is a non-executive director of Oxford Health NHS Foundation Trust and a governing board member of the University of West of England.



Andrew Liles

Andrew brings a long career as a leader in the NHS to his work with Place and systems. As an acute Trust chief executive for ten years, he recognised that health can only be improved at a system level, prompting him to join the inaugural King's Fund 'Collaborative Leadership' course in 2012. He moved into health consultancy in 2014 and has enjoyed working with a wide range of clients and assignments, with an emphasis on supporting improvement across traditional organisation and professional boundaries. He is a Visiting Professor at Royal Holloway University of London.



Mike Attwood

Mike is an experienced Non-Executive Director, Trustee and NHS Chief Executive who fuses leadership development in whole systems with the real work to be done – leading and learning by doing is where I make the real difference. Proven track record in the effective commissioning, delivery, development and turnaround of mental health, primary, community and secondary care services in challenging, diverse and deprived environments. Successful history of shaping innovative partnerships that join up delivery of health and wider public sector services.



Philip Britton

Philip is an experienced clinical leader supporting the NHS to engage and develop diverse clinical leadership that improve health and care services. He is a credible and respected clinical leader, drawing on a successful career as a Consultant Urologist and Medical Director. He has set up a range of successful clinical leadership programmes. He led and supported service improvement and major service and system redesign. He engages leaders and frontline staff by listening and asking the right questions.



Dr Roger Greene

Roger is an experienced organisational leader and consultant, who combines Organisation Development expertise with extensive experience of front-line leadership in the public, commercial and third sector over 30 years. He was Chief Executive of 2 NHS Trusts, providing acute, community, mental health and specialist services. He has also been the Chief Executive of a charity. He is an accredited PRISM Behaviour Mapping practitioner and a certified OD practitioner.



Examples of our work

East of England ICS Boundaries Review

In April 2021, we undertook a high profile review of the ICS boundaries across the East of England, focusing on 4 ICSs which were not coterminous with upper tier local authorities. At the core of this work was the nature of place and the roles and contributions of different statutory bodies in particular where natural communities cross local government boundaries. This highly politically sensitive project involved working with ICS chairs and executive leads, local authority leaders and chief officers, NHS provider chief executives and a wide range of interested senior stakeholders. Although there were significant differences in the position of the four ICSs, four county councils and two unitary authorities involved, all parties were able to agree the report which was submitted to the Secretary of State in early June.

Suffolk and North East Essex ICS Transition Programme

We are working on the design, development and transition of the Suffolk and North East Essex (SNEE) ICS. We are supporting some key areas of their transition journey including facilitating a series of large senior stakeholder workshops to co-develop the core ICS design and key constituent elements including design principles, ICB and ICP design, VCSE Assembly and supporting enabler workstreams. This further supports development of roles and supporting governance of the 3 Places, called Alliances, including recognising and responding to the complexities of geography and local government.

Lincolnshire ICS Executive Development

We worked with the Lincolnshire ICS Executive Team to design and facilitate a residential workshop in December 2019 to prepare for a fully operational ICS. There are particular challenges around place in a predominantly rural and coastal geography. We worked with the Executive Team of senior Council, NHS, VCS and Social Care Sector representatives as equal partners. The process leading up to and through the event helped develop personal relationships and trust within the Executive Team against a backdrop of historic mistrust, an “us and them” culture between the County Council and the NHS. Building the relational foundations over the course of the whole process enabled the development of a clear and timetabled development plan for the ICS, with clear accountabilities for action and clear priorities for service review and development.

Frimley Integrated Care System

We provided the external support and advice to Frimley Health and Care, a first wave ICS, through 2019 as they developed their new 5-year strategy. The process included innovative use of data and intelligence on population health needs and large-scale public and staff engagement. The new strategy, Creating Healthier Communities, was based around six new strategic ambitions with a focus on the relationship with local people through the development of new ‘community deals’ in each Place.

They invited us back in 2020 to design and facilitate a process that used population health insight to continue their strategic focus on tackling health inequalities and reducing unmet need through all of their covid recovery plans.

West Sussex

We developed a model that took a whole population approach to improving the health care and outcomes of the people in a part of West Sussex. At the heart of the care model was the development of Local Community networks that brought together Integrated Multi-Agency Teams. These teams brought together primary, community and social care staff to work as one team with patients and carers to provide holistic care and support.



Evaluating the impact of Place

We partnered Wessex AHSN as the independent evaluation partner for the North East Hampshire and Farnham and the Isle of Wight vanguards. We worked with 30 multi-disciplinary teams providing new models of integrated care to help them understand the progress they were making and the impact they were having. This included developing logic models, creating dashboards, new patient and staff reported outcome measures, evaluating changes in secondary care activity and qualitative evaluation.

For more information:

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