Supporting integration through new roles and working across boundaries

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Focus

› What new roles are being developed?

› What is the evidence to support these roles?

› What works in supporting working across boundaries?

› What this means for integrated care
Change in focus and context

› Creating a liaison point between services

   Hampshire’s Sight Liaison Adviser and Communication Rehabilitation Officer

› Coordination or management of an individual’s care

   Specialist nurses within Scottish HIV services

› Dedicated roles to bridge health and social care

   Nursing within nursing homes – providing care to avoid hospital transfer

   Specialist residential care home nurse – creating a relational bridge between services
## Change in individual skill-mix

- **Role enhancement**
  - Psychiatric mental health advance practice nurses (US)

- **Role substitution**
  - Intermediary health and social care coordinators

- **Role delegation**
  - Enhanced tenancy support workers – Sex Workers Around Nottingham
  - Gwent Frailty support and wellbeing workers
Innovative roles

› Care navigators
  
  Greenwich Co-ordinated Care – care navigators

› Community facilitators, enablers and link workers
  
  Supporting service providers and GPs to access community resources

  Bridging individuals with services and the community (and vice versa)

› Health coaches

  NHS Horsham and Mid-Sussex and NHS Crawley CCG – Tailored health coaching pilot
Evaluation of new roles

› More flexible and multi-skilled workforce
› Increased uptake of service in areas with care navigator
› Upskilling nurses in primary care provided safe and effective care
› Pharmacists supporting GPs improved prescribing

› Very little focus on patient outcomes
› Lack of evaluation of cost-savings and cost-effectiveness

› Some evidence of negative impact
› Implementation of roles may cost more
Key issues

› Professional roles and organisational cultures
Further issues

› Training and development
› Capacity of individual roles
› How new roles sit within the wider system
› Employment considerations
› Resources
› Sustainability
› Accountability and regulation
A special note: roles in social care

- Huge potential
- Lack of underlying knowledge on workforce capacity and skills in social care
- Many roles in social care are less well defined
- Knowledge of what works in terms of workforce planning and development limited
- Support worker roles remain unregulated, concerns around accountability, liability and competency
- Access to, standardisation and funding of training
- Large proportion of workforce in private and VCS sector
- Staffing numbers and turnover
What supports boundary-spanning

› Systemic approach to integration
› Managing organisational and professional identities
› Building relationships to support boundary-spanning
› Designing boundary-spanning care
› Considering the skills required for boundary-spanning
› Developing appropriate training and recognition
› Ensuring appropriate organisational investment
› Getting the right accountability and governance in place
Leading workforce integration

› Getting the fundamentals of integration right
› Ensuring a balanced focus on health and social care workforces
› Consideration of wider workforce developments and challenges

› There are many ways to deliver integrated care without the explicit need for new roles
› Engaging the workforce from the outset
› A focus on person-centred care and patient outcomes
› Valuing and recognising the ‘skilled care professional’
› Ensuring the workforce have the skills for integration
› Enabling cross-professional and cross-organisational training
Key ingredients

RELATIONSHIPS MATTER

It takes time!

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