

Six Dimensions to Partnership Working Manchester Health and Wellbeing Baseline Assessment

Overview

The purpose of this case study is take a retrospective look at our approach, learning, partnership working and impact for our commissioners. Aspire and PACE were commissioned by Manchester Health and Wellbeing Board (HWBB) to take 'a transparent' look at health and wellbeing in the work place across the health and care system in Manchester. The work spanned 12 months and coincided with significant service transformation across the city. This presented both opportunities and challenges.

Critical to this approach was partnership working with our:

- Delivery Team (Aspire and PACE team members)
- Steering Group
- Sites leads involved in the project
- Other stakeholders (employees with a disability or history of mental ill health)

Approach

As with any project of this nature, we undertook the following steps:

- Identified a clear brief, scope of work and outcomes for the project
- Established a common understanding with our commissioners
- Put in place a strong project management infrastructure with governance reporting lines linked to a clear project plan and timeframes
- Created a collaborative team culture by being tenacious, supportive and understanding that our commissioners had many plates spinning
- Having an eye for detail and selecting the right team to deliver the project

We say this and completely acknowledgement that it makes a 'messy' and emergent project look as if it was delivered in a linear, clean and logical fashion. If only life was like that. Working in a health and care system that was undergoing the most significant changes in the history of

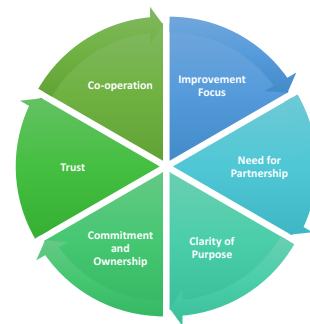
Manchester was, at times, not for the 'faint hearted'.

Process

To deliver the project within the timeframe we established a project governance mechanism (systems and processes) that meant that we had all the essentials to deliver the project.

Our learning

Using the Aston Partnership Culture Assessment Tool (APCAT) headings, it's possible to determine that this project had the essentials of a positive partnership culture in place from a very early stage. This tool is currently in development and being piloted in a small number of organisations in Scotland and England.



All of the six dimensions were demonstrated from the outset, although we didn't consciously discuss them with our commissioners, stakeholders or our delivery team.

- **Improvement focus** – there was a clear mandate from the Manchester Health and Wellbeing Board for member organisations to understand their baseline and make improvements, through sharing/learning from each other and outside their system.
- **Need for partnership** – the organisation leads, Steering Group, Delivery Team needed to partner to deliver the project objectives.
- **Clarity of purpose** – the Steering Group and Delivery Team worked hard to establish the 'what' as well as the 'how' of the project.

Six Dimensions to Partnership Working Manchester Health and Wellbeing Baseline Assessment

- **Commitment and ownership** – the Steering Group embraced the project approach, went to exceptional lengths to fulfil their side of the bargain and supported the Delivery team to navigate competing priorities and political (small ‘p’) tensions.
- **Trust** – the Delivery Team and Steering Group formerly went through the process of setting ‘ground rules’, delivered on commitments and gave ‘early warning’ if there were challenges so that there could be supportive action
- **Co-operation** – Steering Group members and the Delivery team were clear about roles and where necessary supported each other

Impact

As a result of the way that we work the project was delivered on time and fulfilled its objectives. We have:

- A report that sets out six recommendations for Manchester organisations
- Each site has a report and improvement recommendations
- Over 20 case studies that are being turned into a Compendium for learning and sharing
- A HWB framework that organisations can use to assess themselves against ‘good practice’ with a unique focus on mental health and disabilities
- Opportunities to develop additional tools and resources to support organisations

Following the work, we have gone back to the sites involved to ask them what impact the process of involvement in the project has had.

“Working with PACE and Aspire has meant that we have an even clearer idea about our HWB priorities and are beginning to engage in a wider debate with other health and social care

organisations. The team have taken a keen interest in our work and we will continue to work together in a holistic way over the next 12 months on a number of related developmental opportunities”.

Siobhan Pollitt, CEO. Back on Track.

“The Health and Wellbeing Baseline Assessment was a good way of collecting all our information on health and wellbeing in one place so that we could see the breadth of activity we already have. The framework will now enable us to develop an updated health and wellbeing strategy and a clear set of priorities (complementing work we have underway around disability)”.

Edna Gibson, Strategic Human Resources Business Partner, Manchester Health and Care Commissioning

Next Steps

It’s still early days. Our intention is to continue to follow up with organisations to track progress and to maintain momentum as at this stage it’s too early to establish longer term impact. Based on the feedback we have had, organisations have valued our approach, identified the benefits of ‘shining a spot light’ on this important area and it has prepared organisations to think more critically about what more they need to do to keep people healthy, well and in work.

Keep checking in with our stories:

@HWBInspiration

@Aspirepod

@sufowlerjohnson

www.pace-coach.com

www.aspirepod.com

HWBInspiration@outlook.com