

Get to know each other and understand each other's worlds



Getting to know one another increases the likelihood of successfully navigating difficult challenges and resolving issues together. Remember that you are planning for the workforce in a complex system and that no one person understands all areas of it.

Everyone has their own map of the local area that they live and work in. For example, some people's maps will put the local hospital at the centre of the map with everything else feeding into the hospital. Other people's maps might put a small social enterprise in the centre and not even refer to the hospital. Both maps are valid based on the perspectives of those who created them. However, when we overlay these maps, we can identify new opportunities for collaboration by recognising each other's perspectives and service needs.

To make sense of these maps, you need each to understand the other's knowledge, understanding and different ideas and perspectives. Focusing on the person who draws on care and support and the lives they want to live means creating space and time to understand their individual needs as part of any multi-disciplinary conversations.

“It’s important to spend time getting to know one another outside of peak demand times, do not underestimate the importance of this, go out and shadow a colleague from another sector or look for an invitation to an existing network.”
– focus group member

“It just really struck me that most of us have no idea what each other's legal responsibilities are, and the frameworks that govern our practice. This can impact on relationships if you have to start by saying, ‘I can't do this because of X.’-
focus group member

“Offer joint training opportunities from leadership programmes, rotational apprenticeships and shadowing, to themed multi-agency networks – it’s a place where you can find out what each other does without any pressure.”- focus group member

Frimley ICB: integrated care in Surrey Heath Place

Over the past ten years, Frimley ICB has sought to change the traditional service-led approach in Surrey Heath Place. They do this with a 'needs, not services and describe, don't prescribe' holistic and integrated approach for individuals at all points on their care journey, from prevention to discharge. Relationships have been strengthened, the care model refined and it is now truly embedded into local interactions.

Key principles

- Whole person, whole place.
- No door is the wrong door.
- Tell my story once.
- Strengths-based approach and outcomes focus.

What integrated care looks like in practice

Integration is not a service but an approach, a way of working and a culture. Every person referred to community services receives integrated care. Importantly, all community teams are co-located, with a single point of access, hosting community team administrators who can refer patients to co-located duty teams, who then discuss the most suited team member to carrying out an assessment. The model also includes weekly multidisciplinary team meetings for the integrated care team and proactive care, care home and learning disability teams.

What this culture looks like for staff

- Built on a philosophy of trust, confidence, and strong working relationships.

- A can-do culture, with neither service, geographic boundaries, criteria, or funding considerations allowed to get in the way.
- Understanding each other's roles through training on what other teams do.
- Challenging cases or areas for improvement are discussed openly as a team.
- Co-located teams.
- A sharing of risk and resource between teams.

“To be truly integrated is an approach, not a team. It comes down to a cultural change. Integration is about all community providers and organisations working together seamlessly.” – Integration Lead

Embedding this positive culture of integrated working has taken time, and maintenance has been required to keep these relationships strong. As a result of this collaboration, Surrey Heath Place provides care that is joined up, person-centred, and outcome-focused, supporting people along their entire pathway from prevention to hospital discharge.

Despite the system changes underway in Frimley ICB, staff aim to continue with this model approach to care in Surrey Heath Place that they have spent years developing.

Case studies

Belong Morris Feinmann

Read this blog from Chloe Wynn, a registered manager at Belong Morris Feinmann, on how she believes integration and collaboration between health and social care can prevent hospital admissions and result in a higher standard of care for those being

supported. Chloe followed the journey of a 92-year-old person with dementia as they travelled through the department over the course of 15 hours to receive treatment. Access the [full case study on the SfC website](#).

South Yorkshire ICS

South Yorkshire ICS has revolutionised local healthcare with a coordinated approach. This [case study](#) highlights their innovative efforts, fostering collaboration among professionals to enhance care quality, streamline services, and address health inequalities, benefiting the community.

Further reading

[Building trust between social care and health organisations](#) - top tips to help you build effective relationships and refine current ways of working with different organisations in your integrated care system.