



NHS Lothian Public Social Partnerships – Health Transformation through the Third Sector

In collaboration with NHS Lothian, the City of Edinburgh Council, Queen Margaret University and the Third Sector, the Royal Edinburgh Hospital campus redevelopment programme has been identified as a major opportunity to redesign services through the collaborative application of the Public Social Partnership (PSP) model. With support and guidance from Ready for Business, four workstreams of activity are underway and beginning to reshape the way that health services are delivered.



Background

The Royal Edinburgh Hospital, situated in Morningside, provides care to those with mental health problems. Plans for the re-development of the Royal Edinburgh Campus are currently progressing well, with the aim of replacing outdated inpatient facilities with fit for purpose accommodation that will allow the delivery of care within a modern and safe environment that contributes to the improved health and wellbeing of patients.

In collaboration with local authorities and the Third Sector, the Royal Edinburgh campus redevelopment programme has been identified as a major opportunity to build social value and introduce a wide ranging and ambitious number of community benefit outputs using the Public Social Partnership (PSP) Model. In addition, NHS Lothian views the re-development project as an effective starting point for rolling out PSPs across Edinburgh and the Lothians across a range of service areas.

The commitment of partner organisations to the PSP model was explicitly stated in the Initial Agreement for the development programme approved by the Scottish Government.

Scope and Focus

Within the redevelopment programme, it was agreed that the PSP approach would allow NHS Lothian and partners to achieve a number of key outcomes. These included:

- Designing services which are of the highest quality, and both effective and efficient.
- Strengthening existing relationships and building new robust relationships with Third Sector organisations and, essentially, with service users.
- Building knowledge of a co-production approach to designing services which could be utilised and enhanced in later stages of the redevelopment and in other service areas.

Over the course of the last 3 years, NHS Lothian and partners have identified four PSPs which are now being progressed. These are:

- **Wayfinder:** An academic–practice partnership which is focused on the redesign of rehabilitation for people with multiple and complex mental health needs. It is one of a number of change projects currently underway under the umbrella of the ‘Transformation

Station' which is a unique health and academic collaboration between NHS Lothian and Queen Margaret University.

- **GameChanger:** A recently developed partnership between NHS Lothian, Hibs Football Club and the Hibs Foundation (with a range of other interested partners identified), Game-Changer PSP aims to use the passion that football invokes and make greater use of the assets that Hibs Football Club has to deliver a better future for the disadvantaged within the community.
- **Greenspace Artspace:** This PSP aims to focus on progressing and expanding therapeutic public services with a focus on green and art related activities and environments within the Royal Edinburgh Hospital Campus.
- **The Rivers Centre:** The newest PSP within the PSP portfolio, focused on developing a specialist psychological trauma centre – The Rivers Centre. The centre will support those who suffer from the effects of psychological trauma.

Implementation

Due to the different aims and stages of the projects, all projects have followed different approaches to delivering their PSPs, exhibiting not only the flexibility of the PSP model, but also the flexibility which partners have brought to each PSP in terms of their ways of working.

Wayfinder

- **Pilot stage -** The Wayfinder PSP is now piloting the Wayfinder Graded Support Model with a particular focus on Grade 5 support and accommodation. This provides an opportunity for people to receive intensive rehabilitation in a community setting. The aim is to support earlier discharge from hospital or provide an alternative to hospital admission for people experiencing a relapse in their illness or who are in crisis.

- **Governance -** There has been a strong governance structure in place from the start of this PSP, with Governance and Operational meetings regularly attended. Decisions that are made in these groups are aligned with the guiding strategy of all the Royal Edinburgh Hospital PSPs.
- **Evidence-based -** Utilising the resources and skills of Queen Margaret University, a systematic literature review was undertaken to collect and collate relevant knowledge which learning could be leveraged from both locally and globally. Research has been undertaken to understand what is important to service users who receive rehabilitation services and an international collaboration focused on a research study to establish the psychometric properties of a residential environment assessment. Outcomes of this and other research activities completed in Wayfinder have been disseminated nationally and internationally including conference presentations and published peer reviewed journal articles.
- **Outcomes-based scope -** Using the Health and Wellbeing Strategy as a keystone, it was then possible to use the overarching logic model which had previously been developed. This allowed sharp focus on the outcomes which needed to be addressed for those service users impacted by the project and then supported the definition of the PSP project scope around those outcomes.
- **Benefits –** Wayfinder has experienced many benefits as a result of using the PSP model including increased support and accommodation for people moving from wards at the Royal Edinburgh Hospital into community living. There has been a great shift towards incorporating co-productive principles throughout REH as a result of this PSP. As the first to emerge from REH's programme, significant learning has taken place within NHS Lothian and partner organisations which is being used to accelerate and enhance the delivery of the other PSPs which have been developed.

GameChanger

- **Scoping** - Game-Changer is aiming to use Hibernian Football Club's and Foundation's cultural, physical and professional assets to design a PSP that will help deliver a better, healthier future for those in Edinburgh's and Lothian's communities who are disenfranchised, vulnerable or disadvantaged. Scoping is currently taking place to determine what services and activities will be offered that will address inequalities and social justice.
- **Stakeholder engagement** - There has been significant stakeholder engagement following an initial meeting between NHS Lothian, Hibernian FC, Hibernian Community Foundation and Ready for Business in October 2014. There has been three large-scale stakeholder gatherings which have focused on exploring and developing ideas for the PSP.
- **Identifying partners** - Following stakeholder events, potential partners were invited to complete "Interested Partner" forms if they wanted to be part of this PSP. Thus far, over 75 forms have been completed and have come from public, private and third sector agencies and individuals.
- **Governance Group** - In February 2015, a GameChanger Management Group was established, who meet fortnightly to shape the design of the PSP into a cohesive structure. This management group is driving and directing ongoing PSP progress.

Greenspace Artspace

- **Scope** - The campus on which the Royal Edinburgh Hospital sits has been identified as an opportunity to create a unique therapeutic and green environment through reshaping the campuses walkways, reflective gardens, nature trails, public art creations, growing spaces, sensory gardens with opportunities for much more. Partners have been identified for this project, with agreements signed.

- **Progress** - A number of projects that are associated with the campus redevelopment are now progressing including resourcing a dedicating arts manager to help with the development of an art strategy, setting up contracts, managing artists and fundraising. There has also been discussions around building a café/shop/gallery space which will be run as a social firm through the installation of glasshouses.

Key Challenges

Capturing learning is a key part of the PSP programme.

The two following points were acknowledged as key lessons which other PSPs can benefit from addressing.

- **Using the correct model of change** – Understanding which delivery model to apply and when to apply it was vital for the success of each PSP. Although some projects were initiated as PSPs, it was identified by the steering group that this was not the right model of delivery and another approach better suited to the project was chosen. Using PSP is not a simple solution – it requires significant focus and for stakeholders to be fully aware of what is required. Where this is not possible, other mechanisms should be given priority.
- **Managing large groups of partners** – The NHS Lothian PSPs each involve significant numbers of partner organisations, with GameChanger for example including over 75 interested partners at the time of writing. This places significant responsibility on PSP governance and project management to ensure that all partners are involved as appropriate, whilst maintaining good project pace. This will remain an ongoing challenge, as each PSP will need to ensure that engagement and involvement of partners continues as effectively as possible but does not distract from the need to meet defined timescales and targets.

Outcomes

Use of the PSP approach has delivered a number of key benefits to the PSP Programme to date. These include:

- **Better outcomes for patients** - The goal of the Health and Wellbeing Strategy has been to engage patients, carers and providers in helping redesign services that genuinely improve the lives of patients, their families and, more broadly, communities. This has been at the heart of each PSP project and continues to be the driving factor behind the continued expansion of the PSP programme.
- **The right services in the right setting** – By bringing service users and providers into the service design process, it has not only been possible to create new services and processes, but it has also enabled greater discussion between partners as to the best setting and location for services. Delivery of services in a facility base or set location is no longer the default position, with use of community assets and community delivery of services underpinning ongoing discussions and developments.
- **Embedding a new way of working** – PSP is now an embedded approach in the way in which NHS Lothian seek to develop new and re-design current services. This is clear evidence of the belief that PSP works, and enables more effective discussions to be held between all of those who have a clear stake in public services – the public sector who deliver and commission services; the Third Sector, who are key to effective and innovative service delivery; and most importantly people who use services, who are enabled to influence how their desired outcomes can be met differently.

Critical success factors

There are a number of critical success factors which have underpinned the positive delivery of the model to date:

- **Strong governance** – Strong governance and leadership was established with well-connected senior stakeholders from the initiation of the PSP strand of the REH redesign, through the PSP Steering Group which has an overview of and responsibility for all PSPs. This was absolutely key to setting the pace for all projects, in addition to identifying interdependencies and aligning with changes in the REH redesign priorities.
- **Equal partnership working** – The project has successfully brought together a broad range and significant number of individuals and organisations and focused them on achievement of common goals. By bringing together multiple organisations including NHS Lothian, Queen Margaret University, the City of Edinburgh Council and EVOC, plus many other Third Sector providers, it has been possible to pool the knowledge and skills to redesign services holistically, and to create a pathway which will deliver benefits across organisational boundaries and, most importantly, to the service user.
- **Ensured demand and sustainability** – For the Wayfinder project, there is already existing demand for the service and a budget to fund it post pilot, in addition to a projection of demand on the service increasing in the future. The collaborating organisations involved in the redesign are responsive to these pressures and are moving towards a service design which prioritises the community elements of service provision, thereby maximising the output from the resources available. All other PSPs are fully aware of the need to ensure that designed services are sustainable in future, and are focused on ensuring that services provide clear additionality over those which currently exist.
- **Structured planning** – Due to the strong underpinning driver of a major capital reinvestment programme, there has been a strong emphasis on structured planning. Although priorities and timescales have changed during the REH redesign, the underpinning plans were always reorganised

quickly and accurately to reflect the path ahead and the impact on each PSP and partners.

- **PSP Officer** - The PSP Officer role has been key in supporting progression of the Wayfinder, Greenspace Artspace and GameChanger PSPs. Ensuring the creation of such a role has meant that there has been dedicated project management support to the PSPs, thereby facilitating good progress.

Future ambitions

There has been dramatic growth in the scope and ambition of the REH PSP programme over the last 3 years. It is expected that such growth will continue. The next steps for the overarching PSP programme include:

- **Funding** - Continued funding to support the PSPs is required and an increase in funding for the Rivers Centre PSP would help accelerate progress. The GameChanger management team are currently seeking funding from a number of Trust funds and foundations.

- **Continued development and delivery** – The Greenspace Artspace and Wayfinder PSPs are well established and will continue their development journey towards the piloting and implementation of defined options. For GameChanger and the Rivers Centre, the primary focus will be on strengthening the PSP foundations which have been laid to date through ongoing engagement and involvement of partner providers and local communities.
- **Potential for new PSPs** – As the Royal Edinburgh Hospital have adopted the PSP model as a way of working they are continuing to look at new opportunities. Currently, a dementia village for people with dementia in Lothian is being considered among others.

For further information, contact:

David Fogg, Manager

T: 07919 392 369

E: david.fogg@kpmg.co.uk