



Progress and Next Steps

About this publication

This publication provides a snapshot of what the Coalition for Collaborative Care (C4CC) has been working on since C4CC was established in 2014.

The next few pages aim to bring C4CC's Three Cs to life and show how we are working together to create a social movement for change across the health system. The document highlights activities, successes and plans for the year ahead.



Foreword from C4CC's Co-chairs and Director

When the Coalition for Collaborative Care (C4CC) was launched in November 2014 we had a vision for change in the NHS. We knew that people with long-term conditions needed a better deal from the health and care system and we knew that such big social change could not be achieved by people and organisations working alone.

We were convinced that by building a network of organisations with a shared ethos and ideals we could achieve our goal of making person- and-community-centred care a reality, with co-production the default setting for front-line staff and organisations alike.

More than three years on there is still much to do, but as the leaders of C4CC we are proud of what has been achieved to date and we are taking this opportunity to report on this progress to our partners and other key stakeholders.

With just a handful of partners in 2014, our network has quickly expanded to more than 50 national partners, including leading health and social care organisations, relevant Royal Colleges and professional bodies, plus several thousand individual members and followers.

We are pleased to say that many are playing an increasingly active role in C4CC by using our combined networks and a collaborative and partnership approach.

Only by working better together can we increase the pace of change, so our focus over the coming months and years will be to strengthen our ties with partners and build on the progress that has already been made.

We want to inspire action at all levels to increase co-production, community development and better conversations, to ensure personalised, coordinated care for people with long-term conditions – what we call our Three Cs.

In this report you will see many examples of how C4CC has been able to use its resources and expertise to assist partners and other organisations to deliver on our key objectives. We are also having a growing influence on national policy through our trusted relationship with NHS England.

Our pledge is to redouble our efforts to further expand C4CC's reach and influence and to continue to forge alliances with organisations that share our commitment to improve the health and wellbeing of people with long-term conditions and their family carers.

Catherine Wilton
Director



Nigel Mathers
Co-chair



Anna Severwright
Co-chair

Our vision and mission

C4CC is a partnership of 53 national organisations and several thousand members and followers working together to achieve a better deal for people with long-term conditions and their carers.

We want to see a health system that focuses on what matters to people, in which personalised, coordinated care is the expectation and the norm and where people feel in control of their health and the decisions that affect them.

Working with our partners we are promoting major change in the way that health and care services are designed and delivered.

We believe that better conversations between health professionals and the people they support are the key to achieving our vision, together with community development and co-production – involving people in decisions at every level.

“Being part of the C4CC network has helped us articulate the need to move from reactive care to proactive and person-centred approaches including collaborative care and support planning – and to support our GP members in implementing the change.”

Dr David Paynton, clinical commissioning lead, Royal College of General Practitioners (RCGP)



Our Three Cs encapsulate the change that is needed:

Conversations

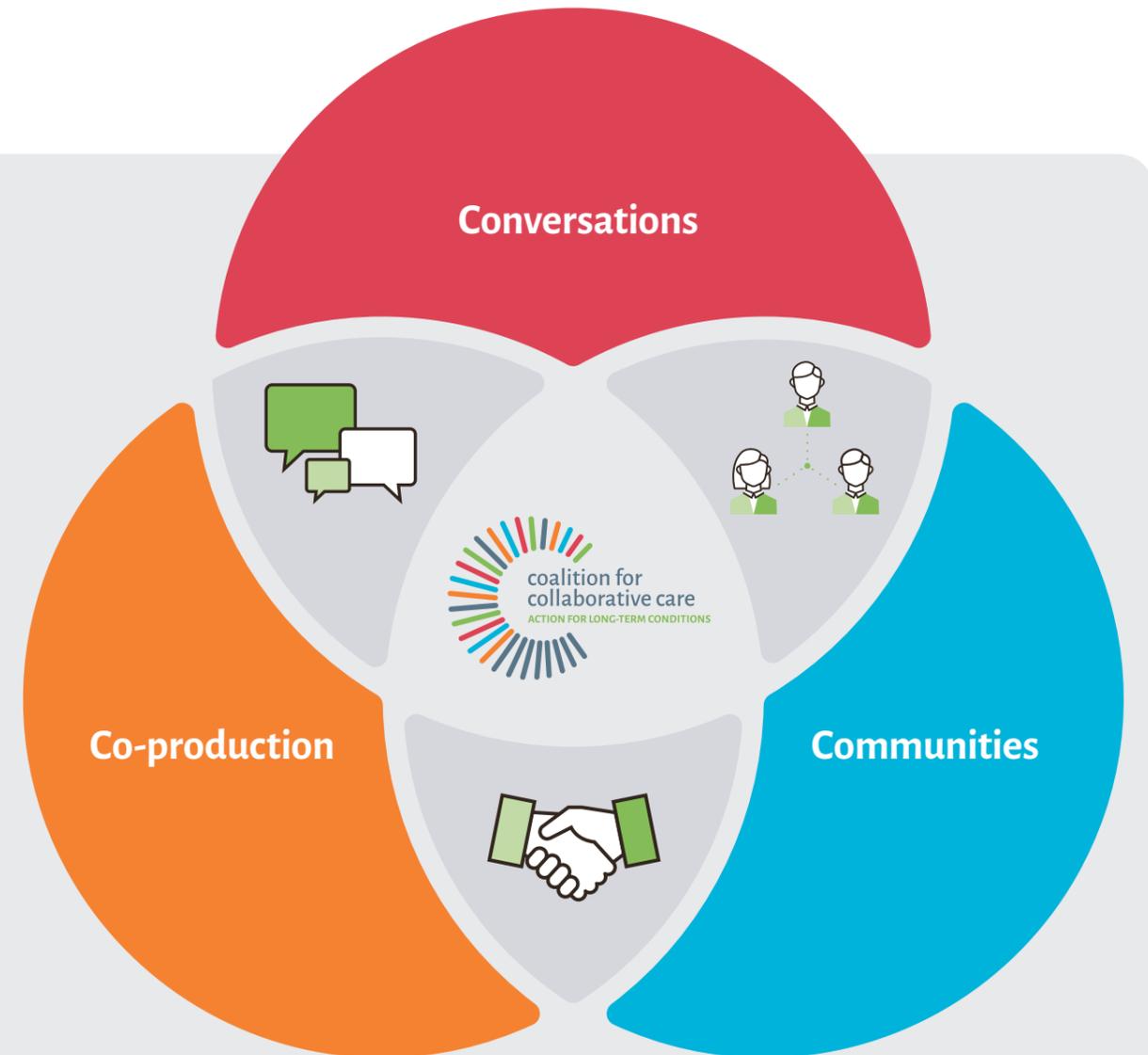
The focus needs to change from what's wrong with people, to what matters to them, which requires a different conversation between health professionals and the people they support. Care and support planning and health coaching are ways to achieve this.

Communities

Growing strong communities and people's personal and social support networks are vital for health and wellbeing. This includes promoting peer support, community development, engaging the voluntary sector and social prescribing – to build bottom-up approaches to health 'creation'.

Co-production

We can only achieve change if people, families and communities are involved in decision-making at all levels including commissioning, service design and delivery. Co-production involves sharing power and recognising that people with lived experience have a hugely important contribution to make.



Our theory of change

We believe that we need to focus our efforts on three different types of activities to achieve the change we wish to see:

- Increasing knowledge and understanding of the Three Cs to raise awareness and inspire people to take action.
- Increasing people's skills in the Three Cs enabling them to make the change needed.
- Influencing behaviour and culture – supporting our partners, members and followers to create the conditions in which the skills and knowledge we are promoting can thrive and take root.



Who is involved?



C4CC was created because we believe that we can achieve greater change by working together than we can by acting alone. We are a dynamic network of partners, members and followers at a national, regional and local level who want to work together to bring about change.

C4CC and its component parts

Our hub team

C4CC is run by a small coordinating team providing leadership and core administrative capacity to facilitate collaboration, make connections, strengthen the network and support partners and members to achieve C4CC's collective aims.

Our co-production team

C4CC has two co-chairs, one of whom is a member of our co-production team. The co-production group helps provide a strategic steer for C4CC via our co-chair. Team members also play an important role in co-delivering C4CC's work.

Our partners

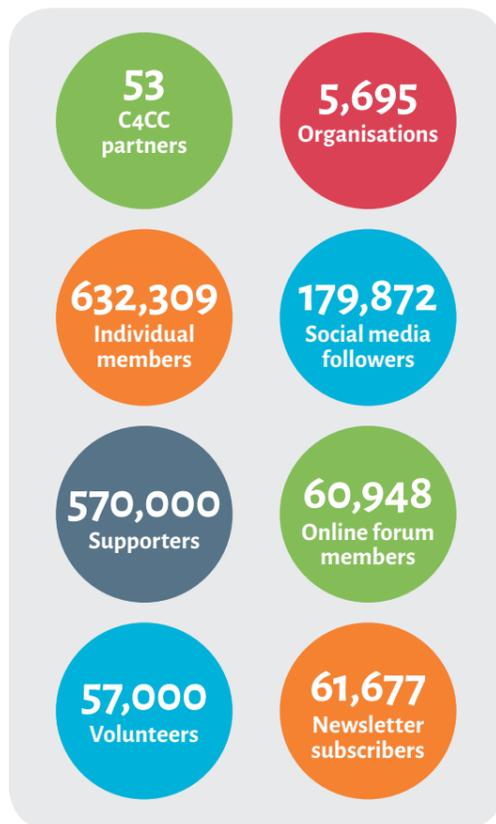
Our partners are national organisations who share C4CC's vision of a better deal for people with long-term conditions. They form a diverse group of umbrella and membership organisations, professional bodies, national charities and national policy and voluntary sector bodies. Together they have a huge reach across the health and care sector.

Our members and followers

Membership is free and open to any individual or local organisation with an interest in and commitment to achieving person-centred, coordinated care. Members include individuals such as GPs, nurses and other front-line staff, people with long-term conditions, and commissioners and managers across the statutory and third sectors. Many smaller organisations like GP practices and teams have also signed up.

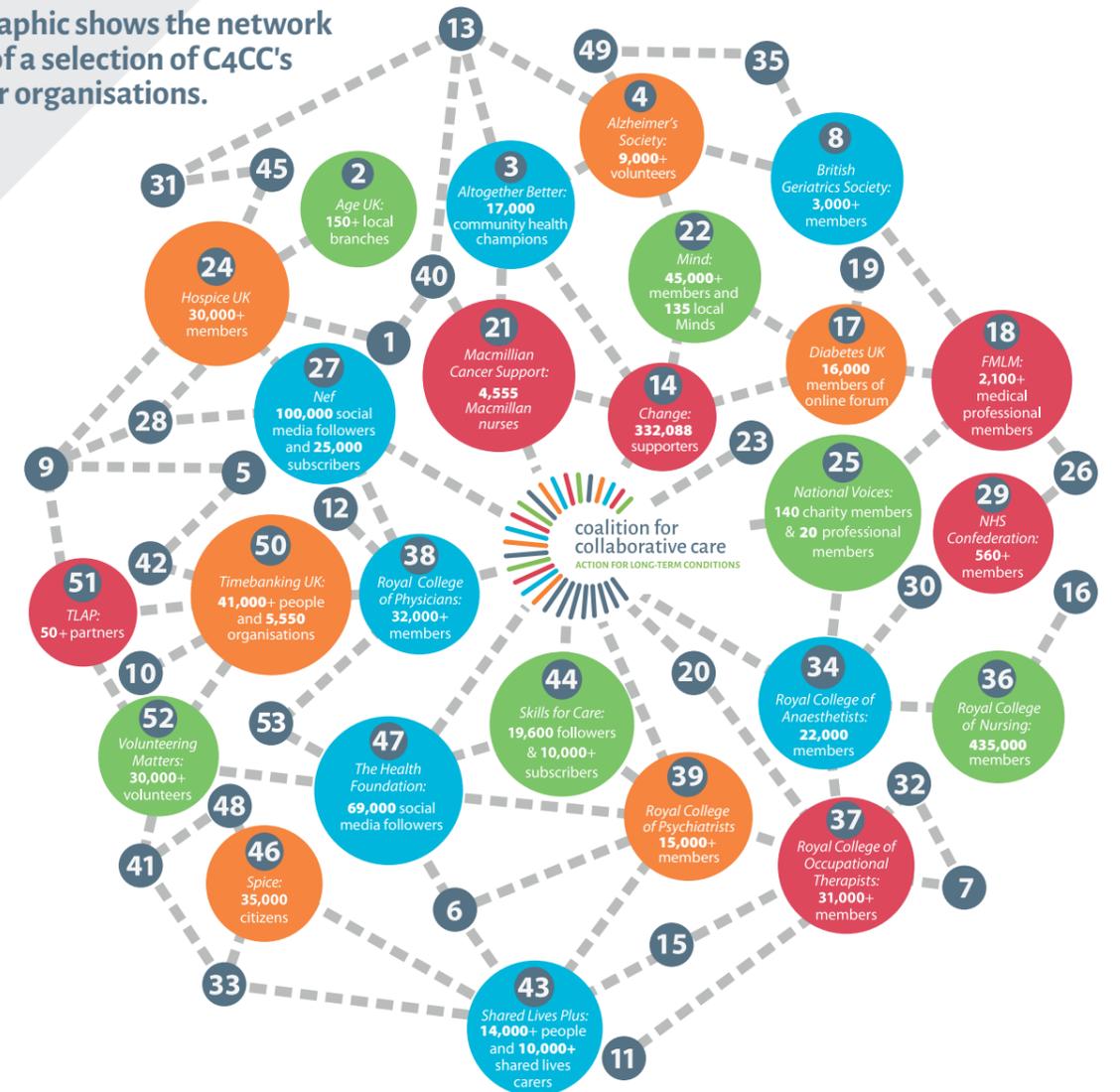


Estimated collective reach of C4CC's network



C4CC's Network

This graphic shows the network reach of a selection of C4CC's partner organisations.



- | | | | |
|---|--|---|---------------------------------|
| 1 ADASS | 14 Change | 27 New Economics Foundation | 40 Royal Pharmaceutical Society |
| 2 Age UK | 15 Chartered Society of Physiotherapy | 28 New NHS Alliance | 41 Self Care Forum |
| 3 Altogether Better | 16 Community Catalysts | 29 NHS Confederation | 42 Self Management UK |
| 4 Alzheimer's Society | 17 Diabetes UK | 30 NHS England | 43 Shared Lives Plus |
| 5 Arthritis and Musculoskeletal Alliance (ARMA) | 18 Faculty of Medical Leadership and Management (FMLM) | 31 NICE | 44 Skills for Care |
| 6 Arthritis Research UK | 19 Health Education England | 32 Primary Care Commissioning | 45 Skills for Health |
| 7 Association of Mental Health Providers | 20 In Control | 33 Public Health England | 46 Spice |
| 8 British Geriatrics Society | 21 Macmillan Cancer Support | 34 Royal College of Anaesthetists | 47 The Health Foundation |
| 9 British Heart Foundation | 22 Mind | 35 Royal College of General Practitioners | 48 The Picker |
| 10 British Society of Audiology | 23 National Association for Voluntary & Community Action (NAVCA) | 36 Royal College of Nursing | 49 The Reading Agency |
| 11 British Society for Rheumatology | 24 Hospice UK | 37 Royal College of Occupational Therapists | 50 Timebanking UK |
| 12 Carers UK | 25 National Voices | 38 Royal College of Physicians | 51 TLAP |
| 13 Centre for Citizenship and Community | 26 NESTA | 39 Royal College of Psychiatrists | 52 Volunteering Matters |

Our work - increasing knowledge and awareness of the Three Cs

Our first area of focus is to improve knowledge and understanding of the Three Cs across the health and care sector, in order to raise awareness and inspire people to take action.

Our aim is to build a strong network of people and organisations committed to making change happen. We share information and transfer knowledge about best practice, innovations and policy developments through the network using our website, newsletter, social media and more conventional channels such as events, conferences and round-table meetings.

Communications

C4CC hosts its own website coalitionforcollaborativecare.org.uk which promotes our vision and aspirations for the future as well as information about partners. It is regularly updated with the latest news and developments and our popular blog section has contributions from team members, partners and friends of C4CC, many of them experts in their field.

Our newsletter, which is now produced bi-weekly, is available by subscription, but also appears on our website and through our social media handle [@Co4CC](https://twitter.com/Co4CC).

C4CC's Twitter account has more than 3,000 followers with an extensive reach among senior leaders of NHS organisations and our partners.

Sharing tools and resources

To increase the effectiveness of our collaborative work, C4CC makes it a priority to share knowledge using all the communications tools that are available in our extensive and growing network and to support our partners in their programmes.

C4CC has shared many partner tools and resources across our networks. Examples include:

- Assisting with and sharing the Better Conversations, Better Health programme, an online resource to help people get more involved in their own care through the wider use of health coaching to support active self-management.
- A new framework to promote person-centred approaches in healthcare from partners Skills for Health, Health Education England and Skills for Care.
- Realising the Value – range of tools and materials from Nesta, National Voices and the Health Foundation.
- Personalised care for people with long-term conditions: a range of resources from the Royal College of General Practitioners.

Events and Conferences

C4CC has played an active role in many key events and conferences. As well as supplying speakers and workshop facilitators, C4CC has had numerous exhibition stands, using the opportunity to sign up new members and followers.



10,000+

More than 10,000 people have been reached through our 'increasing knowledge' activities

“Working with C4CC across social care and health we have had lots of opportunities to share, learn from each other and ensure our work is always with citizens at the centre.”

Sharon Allen OBE
Chief Executive, Skills for Care

Getting the message across

In April 2018, C4CC co-production team member Richard Cross accompanied C4CC partner Carers UK to the Department of Health to contribute to a keynote speech to a group of senior civil servants about the need for unpaid family carers to have the right support.

Richard said: “In my role as an advocate for carers, I can quote many other examples of poor practice that simply would not be allowed to happen in a workplace, but are part and parcel of [a carer's] world.

“I hope that Emily and I got our messages across and that things will change for the better because carers deserve nothing less for the vital role that they fulfil.”

“C4CC has brought together a range of stakeholders that has resulted in a strong network of organisations all working collaboratively to help the Three Cs become a reality on the ground. A key advantage of the network has been the information and knowledge that has been shared which has significantly benefited our work and reach.”

Julie Stansfield
Chief Executive, In Control Partnerships



Our work – increasing skills in delivering the Three Cs

C4CC believes that front line staff and commissioners need to be skilled in the Three Cs in order to deliver change across the health and social care sector. We have developed a range of bespoke training packages, as well as supporting partners in delivering their own training.

Between the hub team and the co-production team we have extensive professional and lived experience of person- and community-centred approaches, either in the NHS or other public sector bodies.

Workshops and training

C4CC has run many workshops over the years. We pride ourselves on co-producing all our training with people with lived experience.

Our workshops have been topic-based around the Three Cs and cross-themed. We deliver training at local, regional and national levels with our partners.

Improving services through collaboration and co-production

In 2017, C4CC facilitated two workshops for the Homerton University Hospital NHS Trust with the goal of improving the care and support available to people living with or at risk of HIV in Hackney.

“I believe that the relationships and potential working partnerships generated through this process will support the development of a ‘whole system’ approach to HIV prevention, treatment and care in our locality, that is based around the needs, perspectives and aspirations of those affected by HIV,” said Professor Jane Anderson from the Trust.

Developing tools and resources

We have developed tools and resources across all our Three Cs.

Our Progress in Personalised Care and Support Planning tool, produced with Helen Sanderson Associates and the Alzheimer’s Society, describes the things that people might be saying or hearing about care and support planning at the different stages of implementation, providing organisations with a baseline to build on. It provides practical information for organisations wanting to explore how well they are doing in care and support planning and to identify areas of improvement.

Our Commissioning for Community Development for Health tool, published for New NHS Alliance members Gabriel Chanan and Brian Fisher, offers a systematic approach to increasing resident involvement in health-giving activity, mutual aid and community effectiveness across a locality, and provides the tools to get it going.



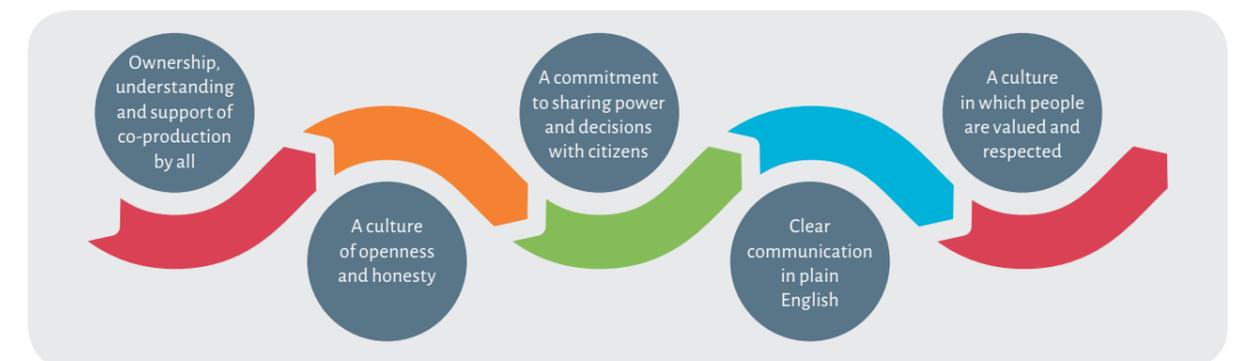
“The care and support planning tool produced with C4CC and Helen Sanderson Associates has the potential to lead transformational change and improve the lives of people affected by dementia and their families.”

Ian McCreath
Alzheimer’s Society

C4CC's co-production model

Five values and seven steps to make co-production happen in reality

Our co-production model has been well received by many people across the NHS since it was published in 2016. It is a set of five values and behaviours and seven steps to achieving co-production at a strategic level.



Masterclasses in co-production

Working with our partner National Voices, C4CC supported its Wellbeing Our Way programme by running a series of co-production masterclasses in December 2016, described in feedback as a “classic collaboration.”

The workshops, for people working in charities, community organisations and wider health and care settings, used real-life case studies and personas to provide a practical introduction to co-production.

“Involving a diverse range of people in programme development led to high levels of meaningful engagement and ensured that Wellbeing Our Way was rooted in the strengths, needs and aspirations of its communities,” said National Voices.

Our work – influencing behaviour and culture to enable the Three Cs to take root

C4CC has acted as a catalyst for new thinking around the way services are delivered to people and their communities, using our Three Cs as the model for change.

As well as workshops and masterclasses to grow the skills needed, we have worked in-depth in some places to embed this best practice into the working culture of organisations.

We are also working ever more closely with partners to promote a collaborative approach and organisational change through our networks, with the aim of making lasting improvements to the way care is delivered and commissioned.

Leadership for Empowered and Healthy Communities

This unique and fully co-produced leadership programme started in 2012 and became part of C4CC's core offer in 2016.

Its aim is to equip leaders in health and social care with the necessary skills to think radically about the value of 'social capital' and the key role public service leadership can play in shaping communities for the benefit of all citizens.

"I have been on a journey of enlightenment. My colleagues [on the course] have been inspiring and I have learnt far more skills than I thought possible," said a participant from the most recent 2017-18 course.

- Since 2012, six cohorts and more than 160 participants have completed the programme, including many senior leaders
- The programme was described as "pioneering" in a New Economics Foundation evaluation
- Secretary of State, Jeremy Hunt MP, has visited to see the programme in action

“Innovative ideas such as the Leadership for Empowered and Healthy Communities Programme is an example of the great work already taking place. Doctors, health experts and social care leaders are working with people who use these services to improve links with the community.”

Jeremy Hunt
Secretary of State for Health and Social Care



Promoting collaboration

C4CC has a solid track record of assisting partners and other organisations to deliver on key strategies and work programmes.

These include:

- Helping NHS England launch its Integrated Personal Commissioning (IPC) programme.
- Key stakeholder in the Vanguard work as part of the NHS Five Year Forward View and programmes around person-centred care and self-management.
- Assisting the Royal College of GPs (RCGP) in developing its resources around collaborative care and support planning and supporting its network of champions for personalised care.
- Co-signatory of Think Local Act Personal's (TLAP) Empowering and Engaging Communities: A Shared Commitment and Call to Action.
- Working with TLAP to re-invigorate and refresh its Making It Real framework to help transform health and care services.
- Joining partners Association of Directors of Adult Social Care Services (ADASS) and TLAP to develop an asset-based commissioning network.
- Helping to develop a community of practice for co-produced personalised care and support planning in the Cambridgeshire and Peterborough area.

Understanding the principles of person-centred care in Dorset

Our co-production team ran a person-centred Care workshop for Dorset Healthcare University Foundation Trust earlier this year.

The aim of the workshop was to give participants a greater understanding of the principles of co-production and how it can help meet the ambition of the Trust to ensure the voices of people and carers are embedded in its work programme.

It was the idea of a participant from C4CC's acclaimed Leadership for Empowered and Health Communities programme, who wanted to apply her learning experiences to the work of the NHS Trust.

Embedding person-centred practice in Cambridgeshire

With C4CC partners, National Voices and NAVCA, C4CC has been supporting Cambridgeshire and Peterborough partnership's vision for every person newly diagnosed with dementia to have a co-produced personal care and support plan (PCSP) appropriate to their needs.

This is the first step on the way to achieve their ultimate goal for all people in the area with any long-term condition to receive a PCSP and for this good practice to become embedded in the culture and strategies across the county area.

C4CC's work closely aligns with our partner the RCGP and its strategies around good care and support planning, with the aim of Cambridgeshire and Peterborough being recognised as an exemplar of good practice in this vital area.

“Think Local, Act Personal is working closely with C4CC on joint projects. Most recently we've valued working in partnership with C4CC on the new Making it Real tool to promote what good looks like in health, social care and housing. We are united in our ambitions to increase the quality of people's lives using co-production, conversation and community.”

Clenton Farquharson MBE
Chair of Think Local Act Personal

What next?

C4CC intends to play a central role in supporting and complementing NHS England's roll-out of the new comprehensive model for personalised care over the next few years. We know that such big and ambitious change cannot be achieved by NHS England alone. Working with NHS England we believe that C4CC has the opportunity of a lifetime to transform care and support across the NHS and put people and communities at the centre.

As well as helping to share and spread personalised care, we will be working to promote all Three Cs in the coming years and months. This will include:

- Joint work with TLAP to support change and build networks across health and social care.
- Support for the RCGP network of champions and other communities of practice for personalised care and support planning.
- A regional asset-based commissioning programme with ADASS and others.
- A further cohort of our acclaimed Leadership for Empowered and Healthy Communities programme.
- With partners, continue with and expand our training and development offer for co-production, community and care and support planning.

We will also continue to share best practice and promote knowledge and understanding of our Three Cs using a re-designed website, our newsletter, and through workshops, events and targeted campaigns.

“We're looking forward to working with NHS England and C4CC's other partners to ensure that co-production sits at the heart of the Comprehensive Model and that person-centred care is achieved for everyone – people, families and communities.”

Cally Ward
C4CC's Co-production Team



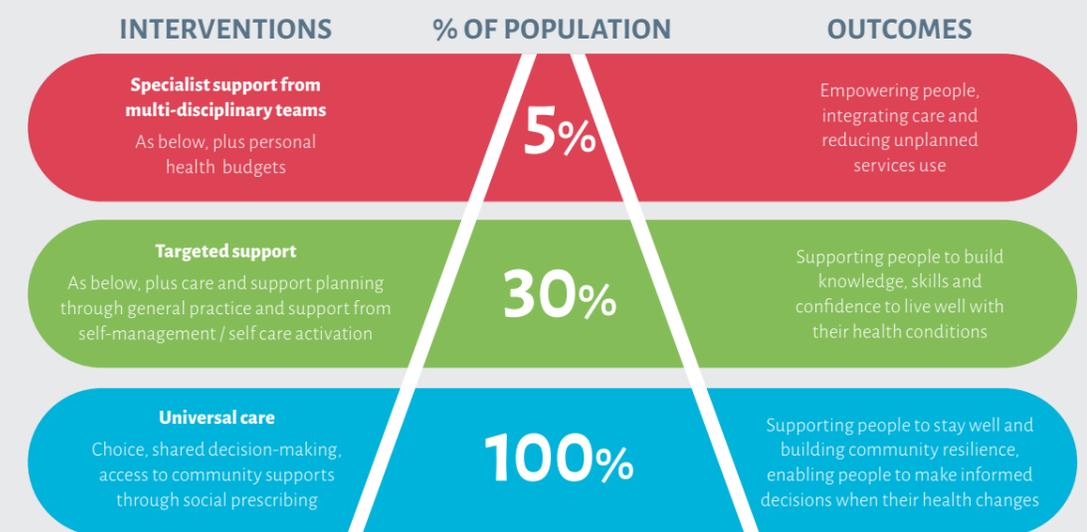
“The Coalition for Collaborative Care is an invaluable partner for the implementation of the Comprehensive Model of Personalised Care, enshrining, as it does, our shared values of developing person-centred care models for those with long term conditions, using co-production and collaboration every step of the way. I look forward to working more closely with the partners over the coming months to continue the implementation and spread of our work.”

James Sanderson
Director of Personalised Care Group,
NHS England

Comprehensive Model for Personalised Care

C4CC's approach is complementary to NHS England's Comprehensive Model for Personalised Care, which is being rolled out in demonstrator sites during 2018-19. The model is based on the Integrated Personal Commissioning (IPC) programme which C4CC helped to initiate in 2015.

NHS England is aiming for the model to be adopted across the NHS over the coming years. This will involve big changes in local areas which C4CC aims to support and promote through the work that we are doing and supporting.





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