Understanding integration: how to listen to and learn from people and communities

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Our vision

The highest quality person centred care for all, always

Our mission

We are here to:

- **Influence** policy and practice so that health and social care systems are always centred around people's needs and preferences;
- **Inspire** the delivery of the highest quality care, developing tools and services which enable all experiences to be better understood; and
- **Empower** those working in health and social care to improve experiences by effectively measuring and acting upon people's feedback.

Understanding integration: listening and learning

Why listening to people and communities matters

- Defining quality in healthcare
- Quality in integrated care systems
- Principles for listening and acting

Measuring, monitoring, and understanding

- Services vs pathways
- The challenge of measuring care coordination

Addressing the challenges

- Methods for gathering feedback
- Measuring integrated care experiences – the Integration Index

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Why should integrated systems listen to people and communities?

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What *is* integrated care?

There are literally hundreds of definitions of integrated care[1]…

- "Health and social care working together"[2]
- "A coherent & co-ordinated set of services… planned, delivered, & managed… across a range of organisations"[3]
- "A stealthy way of transferring money [out of the NHS]" [4]
- "A very slippery phrase" [5]

Most definitions focus on services, not users

1 Armitage, G.D., Suter, E., Oelke, N.D., & Adair, C.E. (2009). Health systems integration: state of the evidence. *International Journal of Integrated Care, 9,* e82.
2 Department of Health. (2011). Integrated Care [archived]. http://webarchive.nationalarchives.gov.uk/+/www.dh.gov.uk/en/Aboutus/HowDHworks/DH_074666
3 van Raak, A, ed. (2003) *Integrated care in Europe: description and comparison of integrated care in six EU countries*. Reed Business.
4 Birtwistle, M. (2013). Integration is the name of the game, but what does it mean? *HSJ*. http://www.hsj.co.uk/home/commissioning/integration-is-the-name-of-the-game-but-what-does-it-mean/5063522.article
5 Garside, P. (2013). Lessons from Boston on integrated care. *HSJ*. http://www.hsj.co.uk/opinion/blogs/lessons-from-boston-on-integrated-care/5053418.blog

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What constitutes quality *in integrated care*?

More persuasive approaches adopt person centred views of integrated care.

Lloyd & Wait (2005)[1] argue that integrated care:

- "closes the traditional division between health and social care"
- "enables… provision that is flexible, personalised, and seamless"
- "imposes the patient's perspective as the organising principle of service delivery"

1 Lloyd, J., & Wait, S. (2005). *Integrated Care: A Guide for Policymakers.* Alliance for Health and the Future: London, UK.

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“The patient perspective as the organising principle”

- Community insight allows services to be designed to meet population needs: “coproduction by default”
- User experience as measure of person centredness and key component of quality model
- User feedback shows how well services are working together along pathways

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The King's Fund Ideas that change health and care

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Understanding integration

How to listen to and learn from people and communities

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July 2021

1 Thorstenson-Woll, C., Wellings, D., Crump, H., & Graham, C. (2021). *Understanding integration: how to listen to and learn from people and communities.* The King's Fund, London UK. https://www.kingsfund.org.uk/publications/understanding-integration-listen-people-communities

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Ten principles for partners and leaders to work to

Following these 10 guiding principles will help ensure that people and communities are at the heart of how integrated care works and develops.

1 Build a shared purpose for this work across systems

2 Place this at the heart of your organisations

3 Set the right culture

4 Place the work on an equal footing with other data and information

5 Be clear that this work is everyone's business

6 Build on the resource that exists locally

7 Ensure you have the right skills, capacity and resource in place

8 Ask the right questions

9 Who you hear from matters

10 Turn understanding into action

1 Thorstenson-Woll, C., Wellings, D., Crump, H., & Graham, C. (2021). *Understanding integration: how to listen to and learn from people and communities.* The King's Fund, London UK. https://www.kingsfund.org.uk/publications/understanding-integration-listen-people-communities

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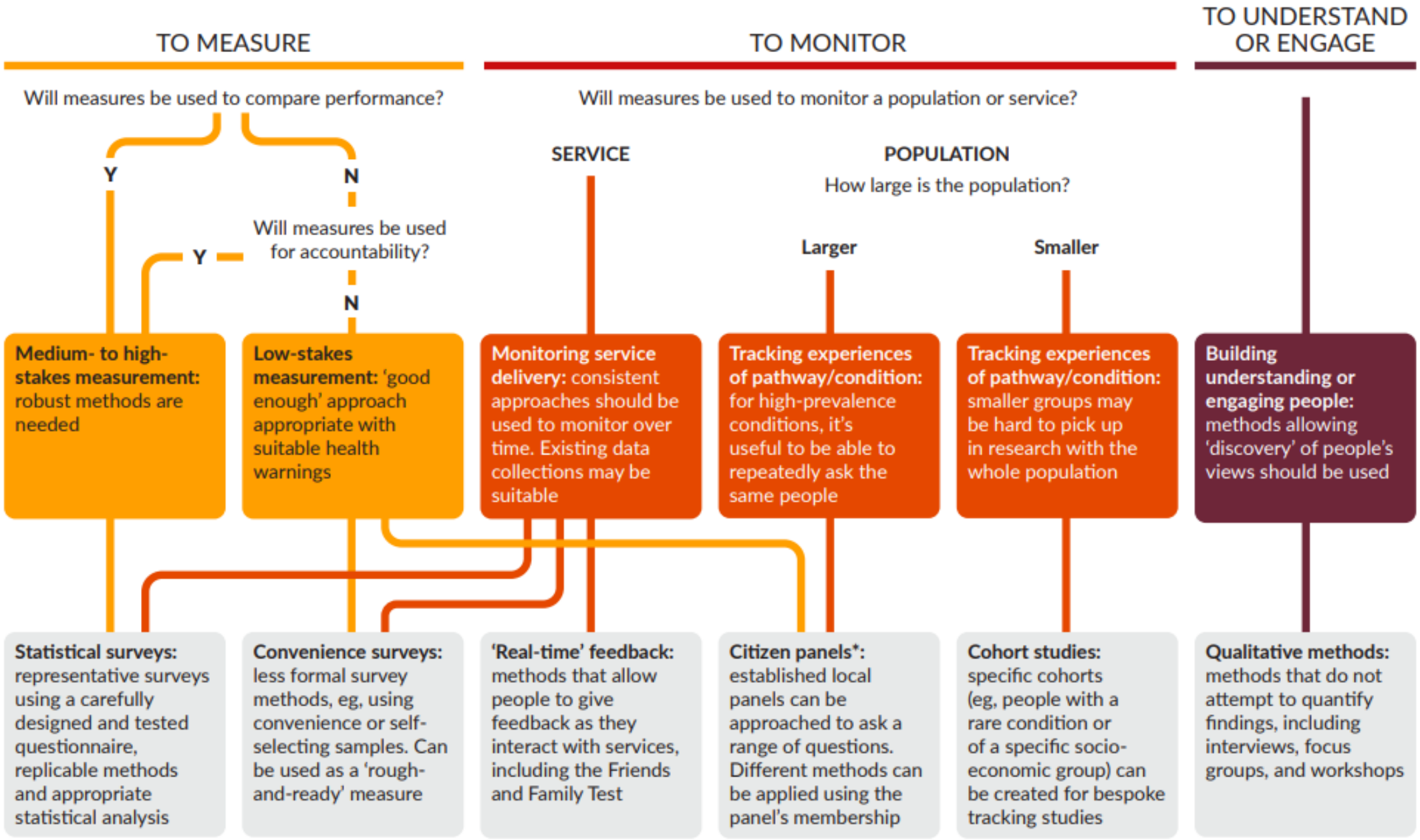
Which approaches are most appropriate and when?



Balancing provider and system insight

Provider insight focus on:

- Specific care episodes
- Individual providers
- Improving service delivery

System insight focus on:

- Transitions and coordination between or across services
- Collective responsibility within systems
- Improving service design

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Emergency care

Care Quality Commission

NHS

2020 Urgent and Emergency Care Survey

Statistical release

NHS Patient Survey Programme

Published: September 2021

Independent data analysis

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GP PATIENT SURVEY

Headline findings: July 2021

About the survey

850,000 responses received[1]

314,500 took part online

Survey running since **2007**

Includes data on:

- 472,000 patients with a long term condition, disability or illness
- 162,000 carers
- 58,000 smokers

850,000

Overall experience of GP practice:

The majority of patients had a good overall experience of their GP practice (82% in 2020)

83% good experience

Healthcare professional:

96% say they have confidence and trust in the healthcare professional they saw (95% in 2020)[2]

94% say their needs were met at their last appointment (94% in 2020)[3]

This year's survey was conducted during the COVID-19 pandemic, the effect of which should be taken into account when looking at results over time.

Access:

The majority of patients find it easy to get through to their practice by phone (65% in 2020)[2]

68% find it easy

70% had an appointment in the last 12 months (85% in 2020)[3]

Primary care

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1 Thorstenson-Woll, C., Wellings, D., Crump, H., & Graham, C. (2021). *Understanding integration: how to listen to and learn from people and communities.* The King's Fund, London UK. https://www.kingsfund.org.uk/publications/understanding-integration-listen-people-communities

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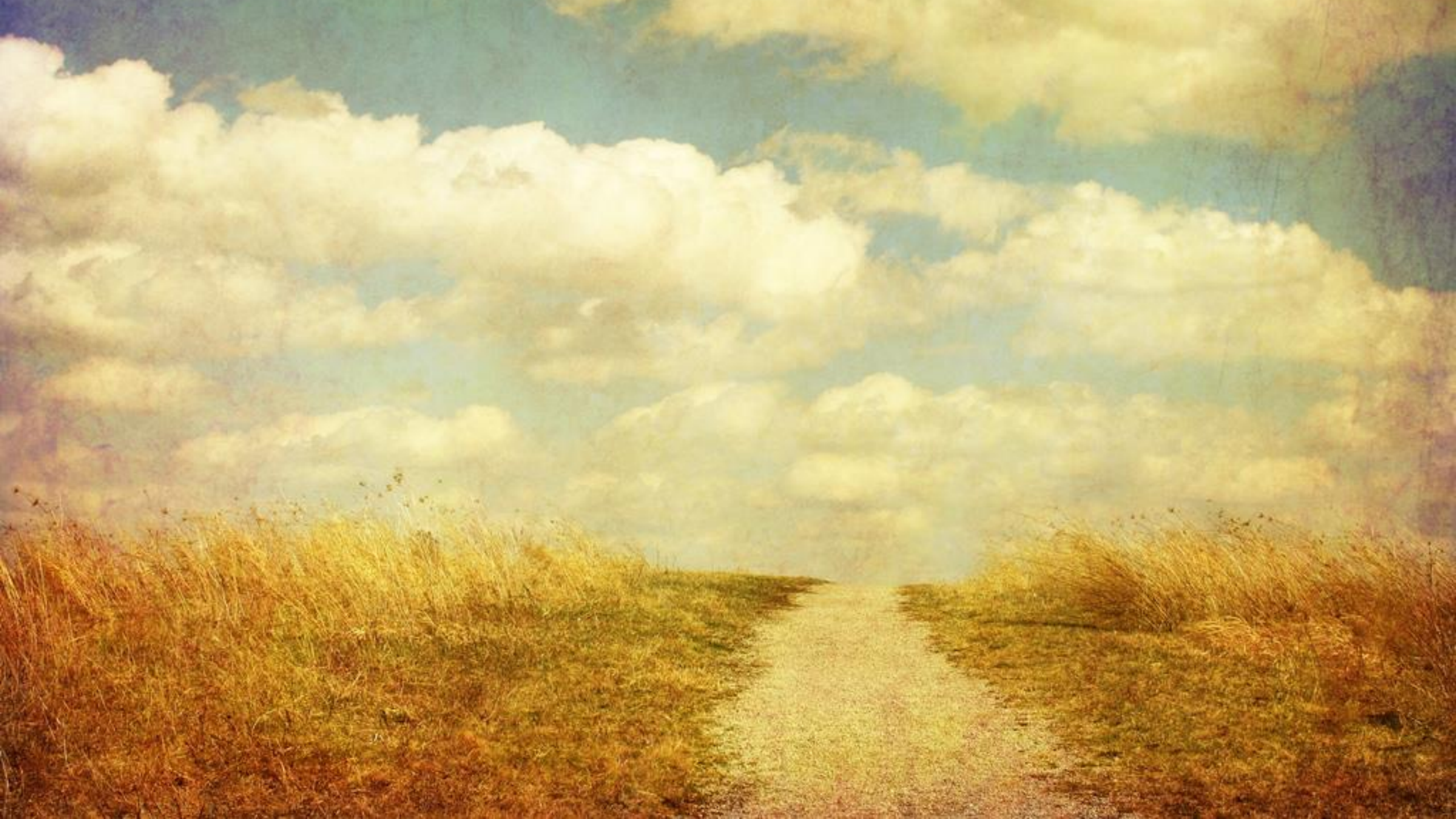

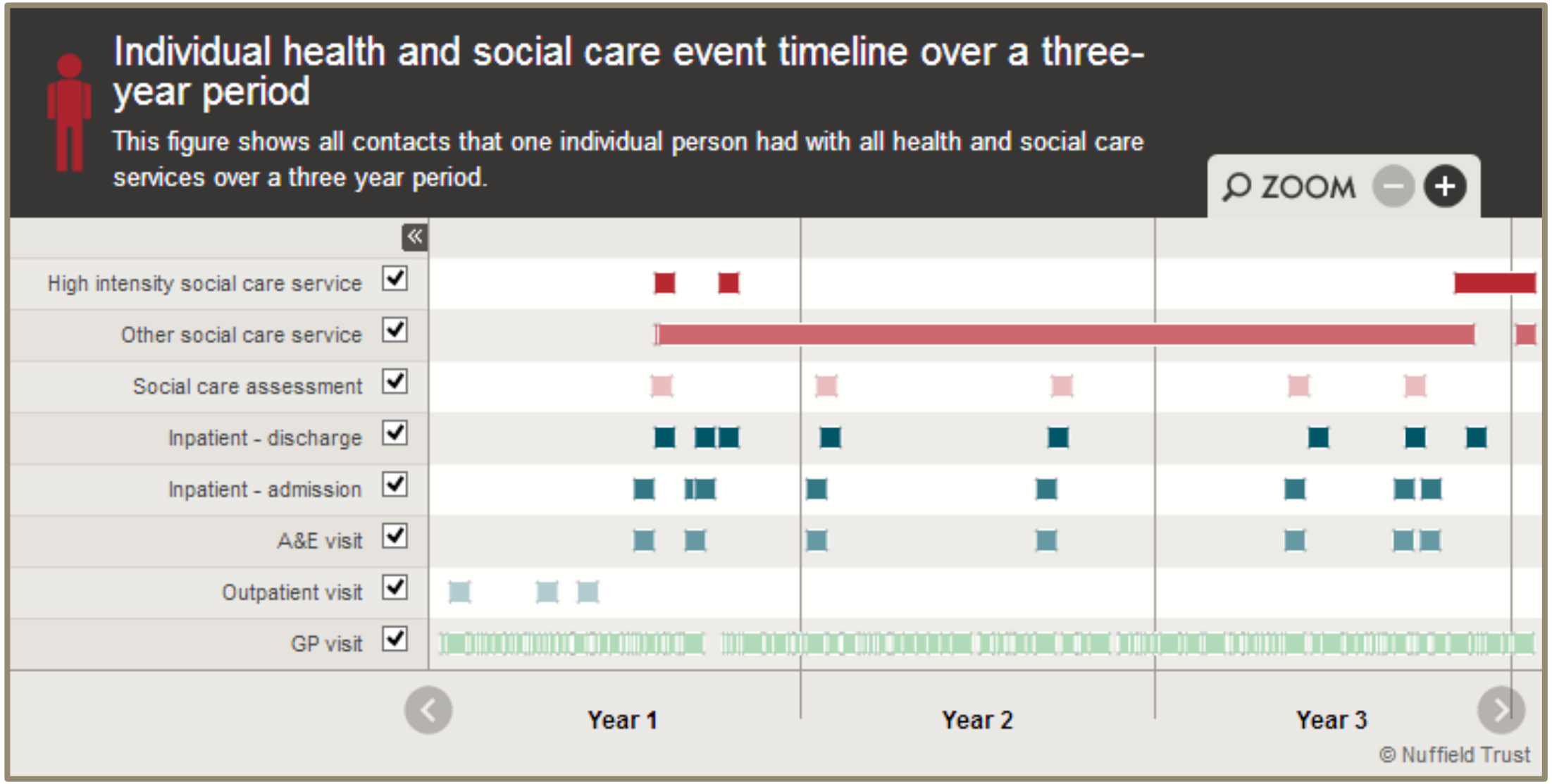

Source: The Nuffield Trust, 2011. https://www.nuffieldtrust.org.uk/chart/individual-health-and-social-care-event-timeline *Note: original image no longer available.*

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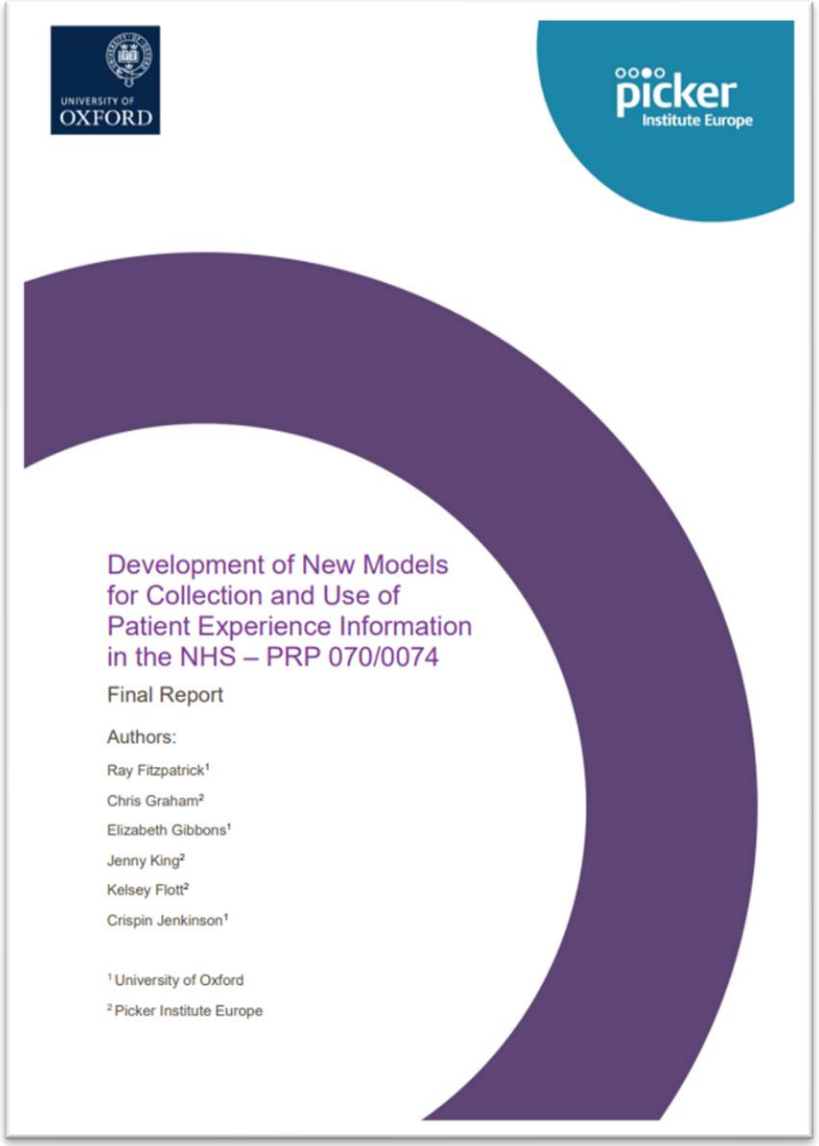
How can we measure people's experiences across pathways?

Four approaches identified:

1. Population surveys
   - Simple, but offer limited detail about transitions
2. Multiple cross-sectional provider surveys
   - Simple, but cannot track individuals
3. 'Mapping' approaches
   - Allows patients to define own pathways, but complex for participants and researchers
4. Longitudinal studies
   - Powerful but complex and time consuming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picker Institute Europe

Development of New Models for Collection and Use of Patient Experience Information in the NHS – PRP 070/0074

Final Report

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Understanding integration nationally and within systems

National metrics

- Top-down “integration index” with standardised questions and methods
- Designed for comparability and to enable benchmarking

Local approaches

- Highly localised, with ICSs able to address local priorities
- No fixed methodology or national reporting requirements: goal is to promote local initiative & support system/place level agendas

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