



The York Operating Model

**Developing across all social care and
community services**

26 May 2017




Working together, to improve and make a difference

Start of the journey...

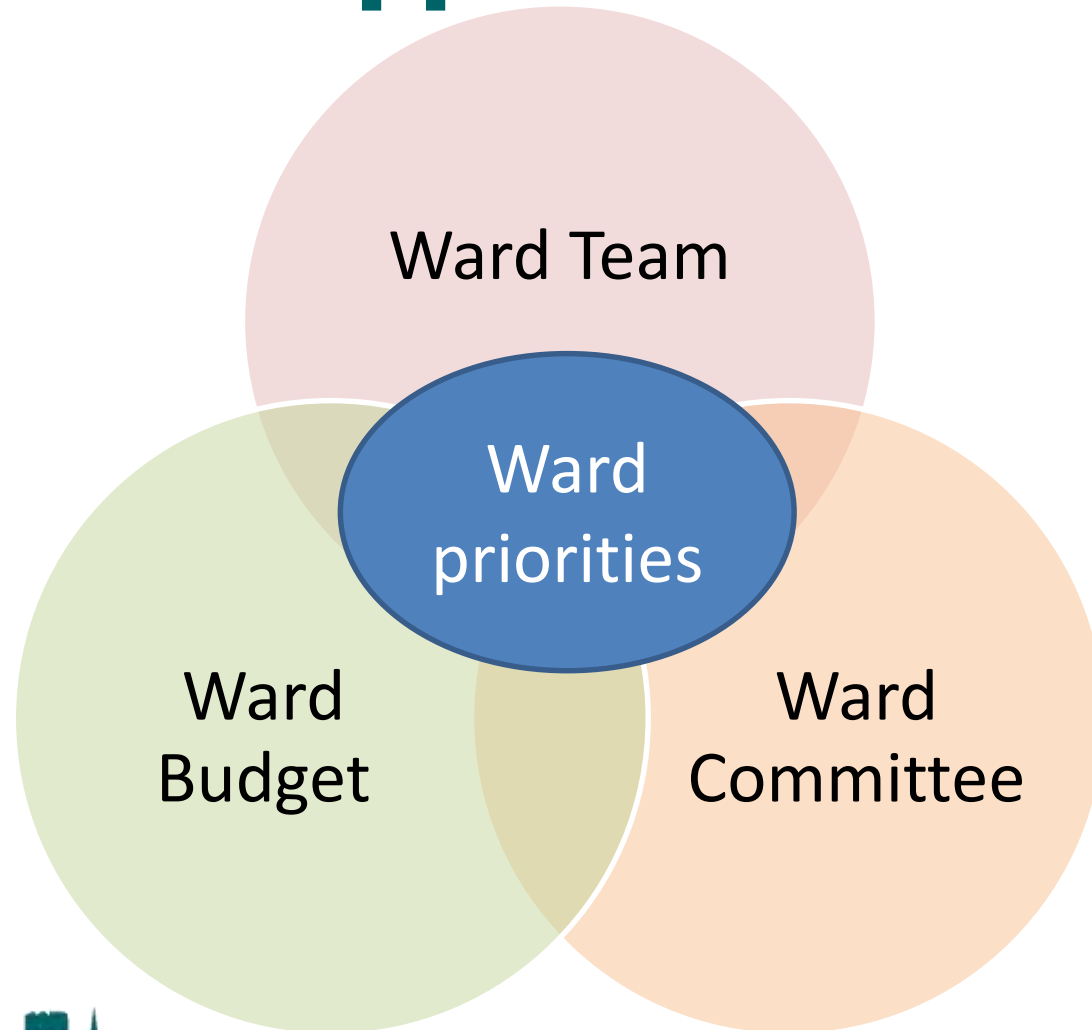
- Increasing awareness that a change in the way services and support is coordinated within and with communities is essential, given the financial and demographic pressures.
- Several previous attempts to embed local area working in York – limited traction.
- Our Council Plan 2015-19 contains the priorities:
 - A prosperous city for all
 - A focus on frontline services
 - A council that listens to residents



Developing different ideas and approaches in each area

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- Individual service areas began to look at how they could change from a citywide services to those based within localities
 - All looking to harness the power of communities
 - Whilst we collectively discussed models, they were independently designed at this point

Developing context - Ward approach



New models: YorWellbeing

The YorWellbeing Service includes eight Wellbeing Officers whose roles are split into three areas of focus following the council's area based working model:

- Health check delivery: An hour long appointment follows a person centred model using motivational interviewing techniques and covers BMI, waist measurement, blood pressure, cholesterol, diabetes risk (HbA1c), alcohol, exercise, smoking and diet.

New models: YorWellbeing

- Community development: Understanding local community needs and existing community assets; developing relationships, signposting and referral pathways into community resources; promoting the YorWellbeing Service and health and wellbeing across the city.
- YorWellbeing Officers each have a specialism; older people, younger people, disability, mental health and wellbeing, smoking cessation, long-term medical conditions, workplace wellbeing and voluntary sport and physical activity.

Other new models

In tandem, the council is also working with partners to develop:

- Local Area Coordination (initially from Adults' Services)
- Local Area Teams (for Children and Young People)
- Housing Landlord Services



A congested picture

Strategies, policies and services redesign

- Council Plan
- One Planet York
- Existing services
- New services
- Etc.





The need for consistency

Risks:

- Similar but different language used in each model
- A need for launch communications which don't clash
- Different outcome measures – comparing apples with pears
- Collectively prioritising coverage or quality?

The common thread

- Creating Resilient Communities Board
- New values
- Prevent, Reduce, Delay, Manage (differently)
- Agreed division of city – North, East, West
- Common outcomes – work in progress
- Consistent language
- Creating similarities but not constraining
- best practice within
- Alignment where possible, not mandated



A new conversation

- The need now to work with communities to spread the understanding and agree the relationships.
- Ironically, not co-designed at this point.
- Not a constrained and limiting model, but common principles and ambitions.



Lessons learned

- Slow and steady vs big bang - The lack of a “ta-dah”
- All models need some space to develop without being overly constrained at the start
- But trying to align models which are already approved
- Organisational silos become meaningless
- Leave ego at the door
- Needs genuine commitment rather than paying lip service

Questions?

- Is this an operating model?
- Does any of this journey have resonance in other areas?
- What are we missing?
- What could others use from our learning?
- How could we go further?

