



Sefton CVS
Supporting Local Communities

50
Years

Complex Lives In Sefton

Report for System P

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Gina Harvey
Health Programmes Manager
Sefton Council For Voluntary Service
Gina.harvey@seftoncvcs.org.uk

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Introduction to System P

System P is a Cheshire and Merseyside ICS funded programme, which commenced in September 2021.

System P was set up to take a predictive, preventative, precise approach to population, patient, and person health in places, supported by joined up data and intelligence. It was designed to help Cheshire and Merseyside ICS implement at scale. It is the whole system approach to addressing multiagency, multisector challenges that negatively impact population health and will deliver transformational change in service provision through collaborative working. It is based on four 'DACP' pillars of work – data transformation, analytical transformation, care transformation and payment transformation – to reflect the belief that transformation in all four areas is required if we are to genuinely change public services in order to manage population health more effectively.

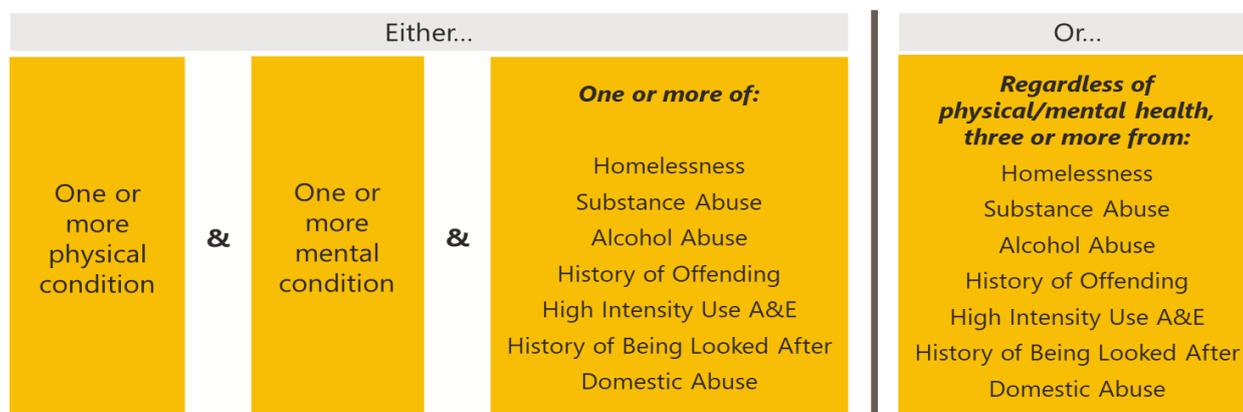
It is often characterised as being about innovative use of data and analytics, but System P believe that in Cheshire and Merseyside, it must be about using the new data and analytics to drive improvements in care outcomes and reduce cost.

System P utilises the 'Bridges to Health Segmentation' model which is endorsed by NHS England and Improvement. Segmentation aims to categorise the population according to health status, health care needs and priorities. This methodology identifies groups of people who share characteristics that influence the way they interact with the health and care services.

One of these segments is '*complex lives*'.

System P believes that by improving co-ordination of care for a relatively small group of individuals who repeatedly cycle through multiple healthcare, social service and other systems but do not derive lasting benefit or value from those interactions, the whole system can be improved and made more efficient. Initial Complex Household Insights show that these families represent 11% of the population but over 35% of Health and Care spend. If we were to include the whole public services spend the potential impact could be very significant, and the hypothesis is that is improvement for the top 20% will have much bigger impact on outcomes and expenditure in public services and the population at large. System P/CIPHA data suggests that the total spend on complex lives is circa £300m a year, and with investment in greater co-ordination, reducing failure demand and addressing root causes, a conservative estimate of a saving of 10% (c. £30m) is possible over 5 years.

Complex Lives is categorized as:



How are households with complex needs defined?



The initial phase of the programme commenced in September 2021 for a 12-18-month period to test the System P approach. Continuation funding was subsequently approved for the period April 2023-March 2025.

Cheshire & Merseyside VCSE Sector Proposal

A proposal was written on behalf of Cheshire & Warrington Infrastructure Partnership (CWIP) and VS6 VCFSE networks, to create a sustainable approach to VCFSE collaboration with the NHS and Local Authorities. This partnership approach to addressing barriers is intended to provide learning and good practice to better support the Complex Lives Cohort.

The sector are keen to explore a range of activities that would strengthen joint working across health, care and the VCFSE sector, and help to break down some of the barriers to encourage increased collaboration across the system. Although there is a consistent approach across all 9 Places, there will be some local nuance in delivery dependant on the need of the VCFSE sector and system partners within each Place.

The proposal aims to build on and expand the Cheshire & Merseyside mutual support proposal to be delivered at Place level through a range of enabler activities, with specific activities taken forward to underpin the model of delivery, to build relationships across the system at leadership, management, and operational levels. Continuous evaluation and reflective learning will enable those involved to identify what works and build on this, and take opportunities to challenge current practice if appropriate.

Overall, the work will encourage a range of sustainable solutions to create a shared vision of collaboration at all levels across the system. The model would be working under the Design Council principles 'to remove the barriers that create undue effort and separation, enabling everyone to participate equally, confidently and independently in everyday activities.

Sefton Proposal

Sefton has a number of existing voluntary, community and faith (VCF) sector forums and networks which are relevant to the System P Complex Lives workstreams. Our initial proposal was to utilise these existing forums, which are hosted by Sefton CVS and feed into the wider partnership system, to create spaces for Complex Lives Communities of Practice to be facilitated.

Communities Of Practice

We established three separate Communities of Practice via our existing forums and networks. Each forum/network hosted a particular focus on the System P data that was relevant to their thematic areas:

- Sefton [Health and Social Care Forum](#) is open to all voluntary, community, faith and social enterprise organisations working in the field of health and social care. The Forum enables the VCF sector in Sefton to effectively engage with, influence, and contribute to health and social care issues.

In October 2023 **26** people from VCF sector providers and organisations registered to attend the Health and Social Care Forum, which was an 'in-person' event, held at Huge Baird College in Bootle. 14 people attended, where Rob McDonald (Complex Lives Lead for ICB) shared the data on Complex Lives.

- [Every Child Matters Network](#) supports and facilitates VCF involvement and participation in the development and delivery of services for children, young people and families, by encouraging partnership working, best practice and ensuring a strategic coordinated approach.

In December 2023, **37** people attended the Every Child Matters Forum, which again was an 'in-person' event, held at Crosby Lake House. Rob McDonald (Complex Lives Lead for ICB) shared the System P data relating to Complex Households with children who have physical health problems and/or those in contact with mental health services.

This was followed by table discussions around what Sefton does well for Complex Households; what is missing from the support? what could we test out? Feedback was shared with the Complex Lives Working Group, a newly established group which formed from a time-limited NHS Leading for System Change Group which considered Complex Lives in Sefton. The remit and governance of this group is still in development.

- [Sefton in Mind](#) brings together organisations with an interest in improving the experience of people living with mental health issues in Sefton. It aims to assist the development of mental health and wellbeing support in Sefton through cross sectoral collaboration and partnership working.

This network met 'in person' on Wednesday 21st February at The Lake House in Crosby. **15** people attend where Gina Harvey (Health Programmes Manager Sefton CVS) and Angela Clintworth (ICB Cheshire and Merseyside) to share insight into System P, Complex Lives and Complex Families. The session focused on issues affecting households with adults who experience a higher prevalence of anxiety and depression. Table discussions followed, mirroring the above ECM forum. This was a great opportunity to reach more people at this collaborative event.





Below is a summary of the feedback collated in the table discussions at the Every Child Matters forum and the joint Health and Social Care / Sefton In Mind forums:

What are Sefton doing well to support the Complex Lives / Complex Households cohort?

- There was a collective understanding that Sefton has a range of services which support each of the Complex Lives criteria. But, there was varying understanding of how to refer into these services, what the referral criteria is, etc. From this discussion came the idea of a Complex Lives Market Place where professionals could come together to learn more about each other's services, and people/families could also attend and get the relevant support they require from a range of services.
- During the table discussions, all organisations were able to identify people/families they were currently supporting who met the Complex Lives / Complex Households criteria.
- Pilot programme of 5 high schools for 'Team around the school'.
- Skilled staff in schools identifying those who need help and supporting mental health of pupils.
- Education and mental health network which meet once half termly.
- Adverse Child Experiences (ACE's) programme.

What are the challenges?

- With the data packs being limited to data supplied by GP Practices, there was discussion around what the data would look like if it included statistics from other sectors; Adult and Children's Social Care for example, as well as Mental Health Services, Voluntary Sector, Sefton MBC.
- There was discussion around the label 'Complex Lives' and whether this was a fair title; how might a person feel being discussed under this terminology. Collectively, we felt it was important not to use this term with the person, as it could cause barriers to engaging with services. Those in the discussions felt that service users may feel this labels them as challenging or difficult to work with.
- Across all communities of practice it was felt we have a duty to work in a collaborative way to better support those who meet this criteria. However using different monitoring systems (ie EMIS / RIO / in house systems) made this difficult. It was collectively felt that lack of data sharing agreements also made this more of a challenge.
- Short term service contracts leading to staff shortages, left remaining staff being over worked or without enough capacity when supporting complex cases.
- Accessing information about families can be problematic.

What could Sefton test out?

- Gambling addiction being included in Complex Lives criteria.
- 'My Happy Mind' being rolled out across all Primary Schools in Sefton as a way of supporting children's mental health and wellbeing. 'My Happy Mind' is a programme taught in schools by teachers, in a very child friendly and age appropriate way, encouraging children to build a resilient, balanced and happy mind. A lot of the programme compliments school's PSHE elements of the curriculum, and therefore isn't an 'addition' to the curriculum.
- Early identification of people/families who have characteristics likely to become a complex lives/complex household. What is available to support and prevent this from escalating?
- Given the data for young girls aged 10-19, experiencing high levels of substance and alcohol abuse, along with underlying mental health issues, resulting in high use of Accident and Emergency, could we test out a young person's High Intensity Users service?

Additional workstreams

- **Complex Lives Working Group**

From October 2022, a cross sector 'Leading for System Change Group', facilitated by the NHS North West Leadership Academy, was established in Sefton. The group brought together key system partners from the voluntary and community sector, Local Authority, Public Health Team and NHS providers. One group had a focus on 'Complex Lives' and explored what "Complex Lives" is; where it starts; who is affected; and when interventions need to begin. Southport and Formby Complete Care Community steering group are looking to replicate their work into South Sefton, so it is important to collaborate and ensure we do not duplicate.

As part of System P, it is anticipated that the stakeholders will re-group as a space to develop a wider-system Communities of Practice and develops strong connectivity to the VCF networks listed above, and look to test out one of more of the ideas brought about at the Communities of Practice.

- **South Sefton Complex Lives Multi-Disciplinary Team (MDT)**

This began in September 2023, and Sefton CVS joined in January 2024 with a representative from the High Intensity Use Of Services Team, given this is a criteria for Complex Lives. It is well represented with attendees from Mersey Care, voluntary sector, Sefton MBC, Merseyside Police, Change Grow Live, PCN. The maximum time for a patient to remain on an Multi-Disciplinary Team (MDT) is 18 weeks given that this is a specialist MDT. This is currently being replicated across the North of the borough with support from Southport and Formby Complete Care Steering Group.

- **Southport and Formby Complete Care Community Steering Group**

In September 2023, CVS joined the Southport and Formby 'Complete Care Community' steering group. St. Marks Medical Centre and other partners, SandF PCN decided to focus the project on those living with 'Complex Lives', particularly around homelessness. We joined at a time when interviews with service users of Light for Life and Southport and Crosby Crisis Cafés had taken place. The group went through the answers and looked at themes. It was very powerful, and evident that many of this cohort are discharged after completing treatment, but are left wondering 'what next'. They don't seem to be supported into any meaningful activity, volunteering or work, or support with rebuilding broken relationships. There was also a theme around underlying trauma left unaddressed.

A workshop took place on 18th October to discuss the themes further, and to explore which organisations/services could potentially fill some of the gaps as a 'quick-fix'. There were also conversations with 3 people with lived experience during the workshop. The group's next workshop will take place in June to share the journey so far including lessons learned and what they are hoping can be changed at system level. They are also in the process of replicate a Complex Lives MDT in the north of the borough, learning from Liverpool and South Sefton.

The main points the group want to achieve are:

- Identify people living Complex Lives
- Engage with this population, listen and understand the issues that matter most to people
- Engage with relevant stakeholders
- Form a leadership team of key stakeholders to provide strategic oversight of the programme and to facilitate change
- Co-design a common framework and operational map with those who experience Complex Lives
- Begin to identify measurable outcomes (person centred)
- Disseminate a model as learning progresses

The group aim to achieve these by:

- Placing those with lived experience at the centre of change with their needs as a focus
- Addressing inequality with proportionate redirection of resource where it is apparent this is required
- Developing a common purpose and shared language and understanding amongst stakeholders
- Challenge silo working and break down organisational barriers, being disruptive and bold where necessary.
- Using the principles of Asset Based Community Development
- Incorporating a “No wrong door” approach and an aim to “Make Every Contact Count”.
- Recognise that our strength is through collaboration and co-design

The group have achieved so much since it was established in June 2023, including:

- Establishing a core steering group of multi-agency partners including health, local authority and voluntary, community and faith sector, with the plan to expand and invite more stakeholders. There is an additional aim to replicate this in South Sefton.
 - Identified, consulted and listened to individuals with lived experience to develop the programme based on their recommendations and feedback.
 - A lived experience member joined the steering group.
 - Held a partnership workshop event in October 2023 with multi-agency involvement.
 - Established a working group to test a complex lives MDT for SandF patients.
 - Developing training for frontline professionals in relation to working with patients with complex lives, ensuring a ‘MECC’ approach.
 - Student placements for trainee clinicians through steering group partners.
 - ACEs programme delivered for participants for first time in SandF.
 - Confirmed date for June 2024 workshop.
 - Commitment, willingness to change, collaboration and a motivation to do things better.
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- CVS has been in attendance at the Sefton Place Strategic Working Group, with particular focus on ‘Integrated Care Team (neighbourhoods) Programme’, and subsequent task and finish group looking at the ICT specification. This also includes ensuring Complex Lives is being discussed at Place level, as mentioned above with the specialised MDT’s.
 - During October – December 2023, Sefton CVS facilitated a focus group to gather insights and perspectives from VCF organisations regarding the current issues which impact on people affected by drug/alcohol use who do not engage with treatment and/or services but would benefit from doing so. The focus group aimed to explore specific areas such as service accessibility, effectiveness of interventions, collaboration with other organizations, and possible improvements. The gathered feedback will inform a report with recommendations regarding strategic planning and initiatives aimed at enhancing the quality and impact of services, ultimately better meeting the needs of individuals affected by drug addiction. Attendees had conducted interviews prior to attending the focus group, and with them also brought wider views from the front-line work they undertake. The focus of the session was to capture wider insights and issues that front-line workers may have noted during the interviews conducted and the work they undertake day-to-day.
 - System P Voices is a partnership approach across Cheshire and Merseyside, addressing barriers which will provide learning and good practice to better support the Complex Lives Cohort. The aim of System P Voices is to capture learning and insight from people with lived experience; those who meet the Complex Lives criteria. Throughout March 2024, Sefton CVS conducted 15 semi structured interviews.

The interviews were separate to those interviews outlined in the above point. The interviews formed as a guided conversation capturing people's views and insights about their positive and/or negative experiences of accessing services they needed; the interviewer explored whether the person experienced any actual or perceived barriers to accessing services; the interviewed explored whether the person knew of any other services that may have been able to help with their needs at the time; the interviewed asked whether there had been anything that has made life harder or has upset the person because of their circumstances and access to health services; the interviewer asked a final question to explore one thing the person would change to make services more accessible for people with complex lives. The interviews have been collected and will be curated in a regional report of complex lives service users from across all 9 places in the Cheshire and Merseyside Region.

Next steps

- There are plans to reinstate the former NHS Leading for System Change Complex Lives Working Group to further explore feasibility of new projects to support the aims of the Complex Lives workstream. It is important to link in effectively with the Southport and Formby Complete Care Community group, to ensure we work together and not duplicate any Complex Lives workstreams.
- Continue to report formally to Sefton's 'People and Communities Group', which comprises all key Sefton partners; NHS Cheshire and Merseyside (Sefton), Sefton Council, CVS, Healthwatch Sefton and NHS Trusts.
- There will be a Complex Lives marketplace as requested by the Health and Social Care forum attendees. The event will be for professionals and public who meet the criteria. Representatives from Primary Care Networks and MerseyCare will be encouraged to host an information stall, along with housing and homelessness services, alcohol and substance abuse services, services supporting high intensity users of AandE, those who are/have experienced domestic abuse, those who have been a looked after child, and services supporting ex-offenders. It is anticipated the marketplace will provide a networking opportunity for professionals, and an opportunity for people to get timely support from a wide range of Complex Lives services, without needing to attend a range of services at different dates and times.
- Further scoping work be undertaken to capture the impact of the Communities of Practice and refine reporting processes.