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U Greater than the sum of its parts: international lessons with regards to inter-agency collaboration and integrated care B

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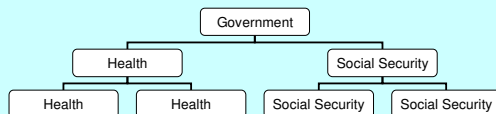
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The welfare state

Five Giants	2008 equivalent
Want	Social security
Disease	NHS
Ignorance	Education
Idleness	Employment/leisure
Squalor	Housing/regeneration

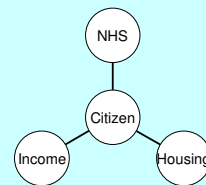
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Government by hierarchy



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Services organised around the person



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The implications of our 1940s legacy

- A focus on 'giants' has led to crisis-focused services – lack of preventative approach
- A welfare state that treats each 'giant' in isolation
- Ongoing health and social care divide

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Today:

1. Limits of structural change
2. Focusing on outcomes
3. When is integration a good idea?
4. What type of integration/collaboration?

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1. Limits of structural change

- ❑ Structural change alone rarely delivers what is intended
- ❑ Can be a distraction for staff/managers
- ❑ Can give a false impression of change
- ❑ Importance of shared values and culture
- ❑ Importance of user and staff involvement

SSI/Audit Commission

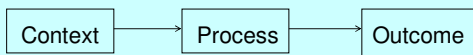
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1. Limits of structural change cont.

- ❑ Only partially achieve stated objectives
- ❑ Do not save money
- ❑ Reduce morale and productivity
- ❑ Struggle to reconcile 'cultures' is a major cause of failure
- ❑ Stall development for at least 18 months
- ❑ Do achieve regime change

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2. Focusing on outcomes

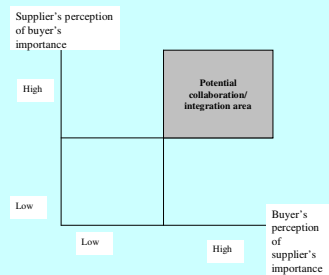


In other words:

- ❑ What do we want to achieve? (outcomes)
- ❑ Where are we now? (context)
- ❑ What do we need to do? (process)

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3. When is integration a good idea?



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4. What type of integration?

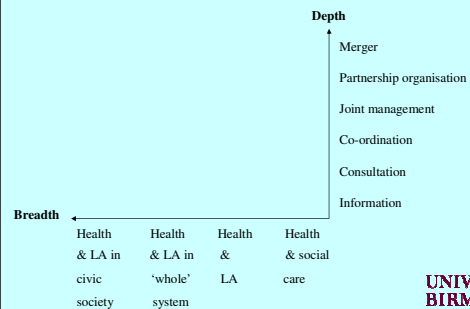
Three different ways of working:

- ❑ Linkage
- ❑ Co-ordination
- ❑ Full integration

(Leutz, 1999)

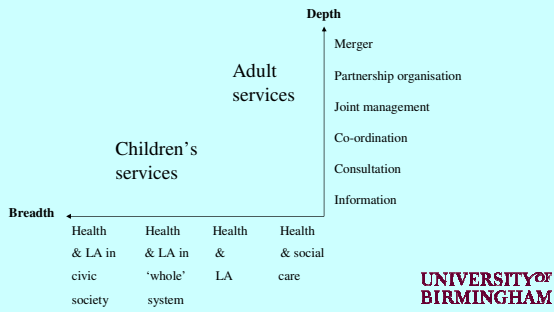
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4. What type of integration?



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4. What type of integration? (2)



The next ten years...

- Creating services we'd want to use ourselves
- Developing a more preventative agenda
- Doing this in an even tighter financial context
- Health scepticism about integration



Seeing integration as a means to an end, never as an end in itself

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