



Bristol Clinical Commissioning Group

Bristol Health & Wellbeing Board

BIG Fulfilling Lives: Multiple & Complex Needs	
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Report for Decision	

1. Purpose of this Paper

This paper is to advise the Health and Wellbeing Board that BIG has confirmed an allocation to Bristol of £10m for an 8 year project to create system and cultural change in the way services are delivered to people with complex needs (mental health, drug and alcohol, homelessness, offending) who have entrenched negative lifestyles. Second Step is the lead agency. The formal announcement of funding was made on 12 February 2014.

2. Context

The project, led by Second Step, is overseen by a Partnership Board, with representatives from an advisory group of people with lived experience (Investing in Futures), agencies from the four needs groups, equalities groups, the Clinical Commissioning Group, Bristol City Council, Avon and Somerset Probation and Avon and Somerset Constabulary. Nick Hooper represents Bristol City Council on the partnership board. Nick will take responsibility for ensuring engagement of all key parts of the Council, both service delivery and commissioners.

3. Why Is Golden Key So Important?

One of the Health & Wellbeing Strategy's 10 strategic objectives is to:

“Take every opportunity to improve specific outcomes and quality in the delivery of services for adults, children and vulnerable people through integrated care and support” and more specifically to “Collectively support key agencies working together to address the needs of people with chaotic lifestyles, who require access to mental health services, housing and complex social care support to break repeat cycles of offending, addiction, violence, homelessness to reduce the need for repeat access to crisis services”.

This programme has the potential to make a major contribution to meeting this objective, possibly within the lifespan of the Strategy.

4. Summary of the Golden Key Programme

The project is outlined in the attached slideset (see Appendix A), but the key points are:

- ‘Golden Key’ is the central concept whereby all agencies will agree to work with between 150 and 300 golden key clients, regardless of ‘usual’ thresholds. The idea is that holding a golden key will enable a client to open all relevant doors.
- The Bristol programme is part of a wider national programme funded by BIG, including both local and national evaluation over the 8 year life
- It is a multi-agency partnership across voluntary, public and private sectors with Second Step as lead agency and coordinator
- The programme is not designed or intended to provide or deliver services itself, but will develop and then oversee ‘system change’ such that services work in a coordinated and holistic way to meet clients’ needs and secure lasting impact.

- In Bristol we will work with people who have experienced 3 or more of: mental health issues, substance misuse, prison and homelessness
- All clients will have a 'lead coordinator' who will broker the coordination of services for them
- Peer mentors will work with all clients and lead coordinators, based on a client-led approach to solutions
- We hope to pilot 'personal budgets' with up to 25 clients

5. What are we asking of the Health and Wellbeing Board?

- 5.1 To be champions of this strategic programme both within the Health and Wellbeing Board and within representatives' agencies.
- 5.2 Receive reports on an annual basis about what is going well, lessons learnt both positive and negative within the programme and ensure any learning that has been tried and tested is embedded within agencies and within commissioning processes. This is particularly relevant to the current mental health re-commissioning process being led by the CCG, where newly designed services will be part of helping to make Golden Key a success.
- 5.3 Help to unblock areas where we cannot resolve issues, by taking a strategic coordinated approach to issues and to support officers and agencies to problem solve. To hold officers and agencies to account to find workable solutions.
- 5.4 Commit to the length of the programme by ensuring continuity at senior level at the Fulfilling Lives and Multiple and Complex Needs Partnership Board.
- 5.5 Look at budget issues across Bristol as a whole, work in collaborative ways to ensure the cost benefits are released across Bristol and ensure that agencies act in collectively and collaboratively and also not just focus on cost avoidance.

5.6 Support cross-organisational learning at a strategic level. There are at least 3 significant programmes (Multiple and Complex Needs, Ageing Better and Troubled Families) where the objective is to drive cross organisational working and systemic change. The underlying assumptions behind the Better Care Fund similarly are that there need to be whole system approaches to preventing health interventions, through social care and other approaches to meeting people's needs. Our reports to the Board will highlight where learning from the Golden Key programme has implications for all of the above and for other complex change programmes. A bi-annual meeting of these programmes would support cross programme learning and priorities.

6. Appendices

Appendix A – slides outlining the project




**BIG: FULFILLING LIVES:
MULTIPLE AND COMPLEX NEEDS**

BRISTOL

February 2014

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BIG FL – STRATEGIC AIMS

- Reaching those with complex and multiple needs not engaging with services
- People must have 2 out of 4 needs (mental health; drug/alcohol; offenders; homelessness)
- Focus on lasting structural and cultural change in service provision

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BIG FL KEY FACTS

- Second Step leading a collaborative partnership
- Allocation of £10m
- Project length 8 years

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Bristol's Vision

- People leading their own recovery journey
- Maximising informed choice
- Supported by emotionally skilled staff and peers
- Transforming services through learning together

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Golden Key

- Initially 150 Golden Key clients
- 300 in total
- GK agencies cannot refuse services, identifying barriers, enabled to find creative, flexible solutions
- A further 1,500 clients will benefit from service/system change

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Working with Golden Key Clients

Lead Co-ordinator Team

- Building choice throughout project
- Brokerage, advocacy, system issues

Peer Volunteers

- Mentoring and as role model
- Working alongside lead co-ordinator
- Aim to have independent organisation over time

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Psychologically Informed Environments

- Understanding people's psychology and behaviours, services changing to be more effective and accessible
- Staff training
- Reflective practice

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Pilots– Years 3-6

1. Multi-disciplinary team
 2. Fully personalised budgets
- Further discussion with commissioners
 - 25 clients (2 lead co-ordinators)
 - Compare results against other methods

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Other elements

- Case management system
- Telling Story only once
- Innovation themes
- Community champions
- Local evaluation

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Evaluation

- National and Local
- Supporting programme learning
- Cost benefit analysis
- Cost effectiveness
- System change analysis

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Other significant elements

- Services users at centre of project - Investing in Futures Advisory Group throughout project
- Supported by Project Manager
- Strong oversight, accountability and well managed

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Long term success

- System and cultural change
- Service user engagement
- Outcomes
- Sustainability

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