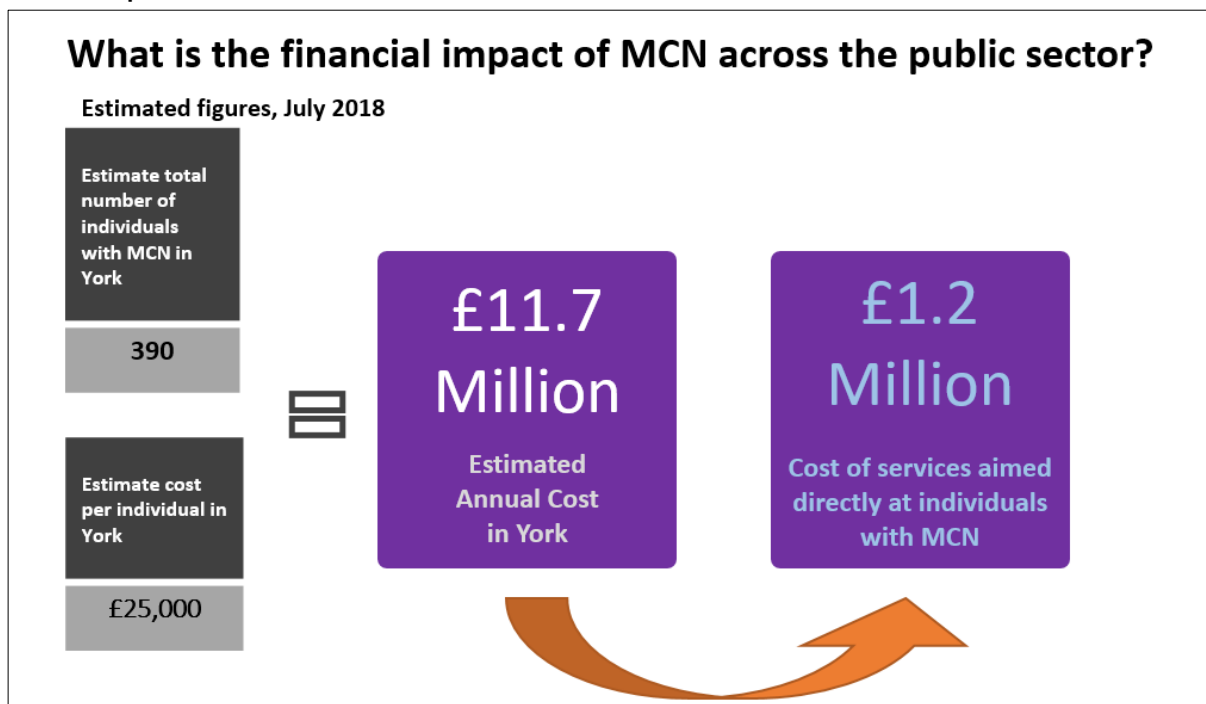


21 January 2020

## York Multiple Complex Needs Network Update Report

### Introduction

The York Multiple Complex Needs (MCN) network has been meeting for just over a year and a half, bringing together people with lived experience, frontline workers and strategic leads to think collectively about how we can work better together to support people with complex needs. Based on national statistics and demand data from service organisations in York in 2018, we estimate there are just under 400 individuals living with complex and multiple needs in York, costing £11.7 million per annum.



<sup>1</sup> 190 individuals currently receiving discrete MCN support (AOT, Pathways, MEAM) + 200 individuals estimated through Local Area Coordination needs analysis, extrapolated from 3 wards to all 21 combined 390 tallies with Hard Edges (2014) research which estimated 300-600 for City of York.

<sup>2</sup> conservative estimate based on national research inc: £17,000-£45,000 (Fulfilling Lives), £19,000 (Hard Edges 2014, stated as an underestimate), £36,696-£43,500 (national MEAM network) and £69,000 local case study (Housing)

The services and supports tackling this issue are at present fragmented and uncoordinated, with the York MCN network providing the main focal point for action.

The first network meeting took place in March 2018, and over the past 20 months, there have been 9 network meetings. As with any network, attendance has fluctuated, and people from different organisations and projects have joined us along the way as word has spread about our work.

We have been feeling our way as a network and have been working through some questions:

1. What is our purpose?
2. What can we do together?
3. Who are we talking about when we say 'multiple complex needs'?
4. Who else is doing this kind of work and what can we learn from them?
5. How can we work with people with lived experience?
6. What do we know about our system - what is working and what can be improved?

In December 2018, a proposal was developed to support the network for a year to December 2019. This included:

- Supporting the York MCN network to bring people together with lived experience, frontline workers and strategic leaders to share experiences, learning and build trusting relationships that lead to more collaborative actions.
- Supporting a Core Team made up of Changing Lives, Healthwatch York, The Lankelly Chase Foundation, and supported by Paul Connery, to coordinate and hold the network and associated work. This includes building and deepening collaborative skills and capacities across the systems in which network members operate, by synthesising, bridging and connecting different organisations, initiatives, projects and strategic boards concerned about this

agenda.

- Running a Systems Changers programme for people across the system to give them tools to act systemically in their roles, and help them understand and experiment with different ways of working.
- Supporting ongoing learning that taps into the power of collective intelligence, bringing together data, information and personal stories to drive learning and adaptation.
- Working with Northumbria University as our learning partners to develop a structure for learning, evaluation and development.

Our event on 20th November 2019, Multiple and Complex Needs: Imagining a Healthy System in York, was a celebration of all that we have achieved together. For this event, we produced a newspaper: Network News (Appendix 1), to bring information and reflections about much of the work. It includes summarised findings from:

- York Systems Changers Programme 2019 (page 3 Appendix 1)
- Non-commissioned services and community groups' engagement work led by Social Vision (page 4. Full report: Appendix 3)
- Peer research project conducted by CERT (page 5. Full report: Appendix 2)
- Network member interviews from 2018 (page 6)
- Statutory sector and commissioned services survey (page 6)
- Observations and insights from network meetings (page 7)

You can watch the video projected by Social Vision here:  
<https://www.youtube.com/watch?v=QYRFXaK-WO0>.

You can see a recording of the theatre performance based on the peer research project findings and more information about the event on 20<sup>th</sup> November at [www.yorkmcn.org/live-blog](http://www.yorkmcn.org/live-blog).

## **Going forwards**

Current funding for the ongoing coordination of the network and surrounding programme of work is being reviewed at the end of December 2019. Therefore, on 4<sup>th</sup> December 2019 the York MCN network met to decide what next for the network.

What has been proposed by the Core Team is that in 2020, the following will happen:

- Another Systems Changers Programme
- Continued support for the lived experience group

Additionally, a number of ideas for experiments have emerged out of the York MCN network over the past 18 months. At the network meeting on 4<sup>th</sup> December, the network decided to develop the following ideas into experiments, and take these forwards in working groups:

- Cross sector hubs: bringing together the different ideas for a 'Hub' for people living with complex needs across the city to ensure complimentary working practices.
- 'Doing with' - making sure every development is co-produced with people with lived experience to explore issues that matter to them, gathering voices & views and feeding this into the system.
- Exploring how we use creative arts and engage with the creative industry
- A new co-commissioning group: bringing together commissioners and partners to design a system based on need, with people with lived experience group as an equal partner in that team.

Developing a vision owned by city partners, joining up language and exploring how to align purchasing and resources.

- Undertaking a cultural values survey for the multiple and complex needs system in York, looking at people's personal values and what motivates us, understanding the current cultural climate including what is and isn't working, and ascertaining the desired culture that those in the system would like to work in.
- Developing Terms of Reference for the team coordinating and facilitating this work and invite others to be part of that process.

Network members went into working groups to develop these ideas further and will put proposals forward to The Lankelly Chase Foundation to support the above work, including funding the team to continue to facilitate and coordinate the network and surrounding work. Some ideas that were voted for but didn't get enough people to work on them will be shared widely to see if others in the network want to take them forwards. Northumbria University have agreed to provide continued support as learning partners to the network, providing us with support for development and evaluation.

In order for this work to be successful, it needs

- Long term city-wide commitment
- Strategic participation from all areas
- Permission from senior leaders for their staff members to take space and time to contribute and work on this agenda

## **Recommendations**

Members are asked to:

- Support an inclusive and collaborative environment that is needed to address complex challenges, noting that this process is

experimental and some ideas may not offer immediate solutions

- Recognise that the experimental way of working includes professionals from across the sector, in agencies that have not necessarily worked together in the past.
- Support the work of York MCN, for example with named champions with interest and long term commitment to this area of work
- Be aware that the network is influencing other things that will be coming to Scrutiny
- Support actions to take forward the work of York MCN in ways that have a positive impact for the people it is intending to help.

**Catherine Scott**  
**Systems Change Lead**  
**Healthwatch York**