

### PROJECT DETAILS

#### Project Title

Developing an effective model(s) of leadership to support integrated care.

#### Project Summary

Despite radical reform advocated in policy documents over the past decade, the health and social care system has failed to meet the needs of older people with complex long term conditions (Ham et al 2012). This failure includes fragmented care and unnecessary hospital admissions for potentially avoidable conditions (CQC 2013). This situation has led to widespread calls for better integrated care (Curry and Ham, 2010; Shaw, Rosen and Rumbold, 2011). It has been suggested that integrated provision results in improvements in care and has the potential to reduce secondary care costs (Roland et al. 2012). Although the concept of integrated care is broadly accepted and supported by new government Better Care funding, little is known about how to best lead the development of integrated services across health and social care practice. Integrated care means educating staff at all levels to cope with radical change, and requires professionals to work differently across traditional health and social care boundaries. This involves a single point of entry – designating a care manager to help with assessing needs, sharing information, and co-ordinating care delivery by multiple caregivers (formal and informal). This new approach requires us to develop understanding of how health and social care agencies can work together differently to produce innovative solutions for an ageing population in the coming decades. A key element of this concerns how leadership strategies can support integrated working. The recently launched Centre for Leadership in HSC will host this studentship and the project will develop further the work of the Centre around health and social leadership. It will research how effective models of integrated care can be developed in Hampshire, and contribute to national knowledge and debate about this emerging areas of practice.

#### Aims:

1. To undertake a rigorous literature review of models of integrated health and social care services in the UK and globally.
2. Use a case study approach and an overarching participatory action research design, to explore how an organisation (Hampshire Adults Services) can lead and develop effective models of integrated care with their partners.
3. Explore the role of leadership on promoting effective integrated working.
4. Explore the workforce implications of integrated service design, and the need for different 'types' of worker to provide such care.

#### References

- Care Quality Commission (2013) The State of Healthcare and Adult Social Care in England 2012/13. London: Care Quality Commission
- Curry, N. and Ham, C. (2010) Clinical and service integration. The route to improved outcomes, London: Kings Fund Available from [www.kingsfund.org.uk/publications/clinical\\_and\\_service.html](http://www.kingsfund.org.uk/publications/clinical_and_service.html) [accessed 18/03/14]
- Ham, C., Dixon A. & Brooke B. (2012) Transforming the Delivery of Health and Social Care. The case for fundamental change. The Kings Fund, London.
- Roland, M et al. (2012) Case management for at-risk elderly patients in the English integrated care pilots: observational study of staff and patient experience and secondary care utilisation, International Journal of Integrated Care, 12, 1-21
- Shaw, S., Rosen, R., and Rumbold, B. (2011) What is integrated care. An overview of integrated care in the NHS, London: Nuffield Trust

#### Academic Impact

This is a very topical area of debate nationally and internationally, and as an emergent area of practice it is ripe for research and academic debate. Key outputs will include consideration of leadership approaches to integrated care, the challenges of working across traditional health and social care boundaries, and workforce development implications of new types of working.

This project consolidates the work of the new Centre for Leadership, and the potential outputs will have a strong impact on national debate about integrated provision. Outputs will be published in leading national and international social work, health, leadership and public service journals, and this work also has application across the wider spectrum of health and public service provision. There is potential to raise the profile of the Centre within a wide international sphere, with the potential for future international collaborative research focused on leading innovative responses to a global ageing population.

The supervisors have a track record of research and publications linked to methodology, social work and ageing (Fenge), leadership (Brown) and social policy (Barrett)

#### Societal Impact

A central concern to both national and international governments is how to effectively support ageing populations who have increasingly complex health and social care needs. The findings from this project have a wide applicability across health providers, local authorities, and public service provision. A regular blog about the project will be posted on the Centre for Leadership website, and a dissemination event will be hosted at the end of the project for those agencies involved in delivering integrated care. Findings will also be feedback to the Department of Health, Royal College of GPs, and the College of Social Work. The potential for an online BU tool will be explored ( a similar Safeguarding online tool has recently been launched by the NCPSW). The outcomes have the potential to influence policy and practice on a global scale, including effective leadership models to promote integrated care, supporting the development of appropriate CPD to facilitate this, and advising government departments on how to support effective integrated care to protect the most vulnerable within society.

#### Training Opportunities

BU's Graduate School provides an infrastructure to promote excellence in postgraduate research including

- \* generic and employability skills training
- \* opportunities to engage with researchers from other academic schools.

The doctoral student will be encouraged to participate in relevant training by accessing appropriate research modules within HSC, as well specific in house or external research courses as required by the project. HSC is active in research and collaborative practice with key health and social care agencies, and the National Centre for Post-qualifying Social Work/ Centre for Leadership has a proven track record of undertaking empirical research that demonstrates improvements in the efficacy and effectiveness of the practice of social work practitioners, as well as working in partnership with a large number of England's Local Authorities and 'other' sector organisations.

The doctoral student will be encouraged to participate/network in all HSC & BU activities, as well as participating in the creation of publication, attending conferences etc.

### SUPERVISORY TEAM & RESEARCH ENVIRONMENT

<b>First supervisor</b>	Lee-Ann Fenge
<b>Additional supervisors</b>	Keith Brown Gary Barrett
<b>Recent publications by supervisors relevant to this project</b>	<p>Selected papers and books demonstrating expertise in methodology, leadership and professional judgement.</p> <p>Keen, S., Brown, K., and Holroyd, J., Rosenorn-Lanng, N. (forthcoming) Evaluating the impact of leadership and management development in post-qualifying social work, Social Work and Social Sciences Review</p> <p>Fenge, L. (2013) Psycho-social aspects of ageing, In Barker S. (Ed.) Caring for Older People in Nursing, Sage Learning Matters</p> <p>Rutter, L. and Brown, K. (2012) Critical Thinking and Professional Judgement for Social Work (2<sup>nd</sup> ed), London: Sage</p> <p>Fenge, L., Hean, S., Worswick, L., Wilkinson, C. Fearnley, S. and Ersser, S. (2012) The impact of the economic recession on well-being and quality of life of</p>

	<p>older people, Health and Social Care in the Community, 20 (6) 617-62</p> <p>Fenge, L. (2010). Striving towards Inclusive Research: An Example of Participatory Action Research with Older Lesbians and Gay Men, British Journal of Social Work, 40, 878-894</p> <p>Fenge, L. and Hicks, C. (2011) Hidden lives: the importance of recognizing the needs and experiences of older lesbians and gay men within healthcare practice, Diversity in Health and Care, 8, 147-154</p> <p>Gray, I., Field, R., and Brown, K. (2010) Effective Leadership, Management and Supervision in Health and Social care, Exeter: Learning Matters</p> <p>Brown, K., Fenge, L., and Young., N. 2005 Researching Reflective Practice: an example from post-qualifying social work education, Research in Post-Compulsory Education, 10 (3), 389-402</p>
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<b>INFORMAL ENQUIRIES</b>
To discuss this opportunity further, please contact Dr Lee-Ann Fenge via email: <a href="mailto:lfenge@bournemouth.ac.uk">lfenge@bournemouth.ac.uk</a> or Professor Keith Brown via Email: <a href="mailto:kbrown@bournemouth.ac.uk">kbrown@bournemouth.ac.uk</a>
<b>ELIGIBILITY CRITERIA</b>
All Candidates must satisfy the University's minimum doctoral entry criteria of an honours degree at Upper Second Class (2:1). An IELTS (Academic) score of 6.5 minimum (or equivalent) is essential for candidates for whom English is not their first language.
<b>HOW TO APPLY</b>
Please complete the BU Research Degree Application 2014 and submit it via email to the School Research Administrator Amy Peacock – <a href="mailto:hscresearch@bournemouth.ac.uk">hscresearch@bournemouth.ac.uk</a> by <b>21 July 2014</b> . Further information on the application process can be found at <a href="http://www.bournemouth.ac.uk/phd2014">www.bournemouth.ac.uk/phd2014</a>