

Covid-19 Helpline and Place Based Hubs

An Overview for O&S

June 2020

Overview

In March 2020 the Council was given a statutory duty to coordinate food, self-care, medical supplies and other forms of necessary assistance to vulnerable groups in response to CV-19.

The Community Bronze Group was established with joint leads from the Council and Action Together. Within days we mobilised 5 Hubs to coordinate food, medicines, mutual aid, volunteering and community intelligence and an Emergency Helpline to act as a front door and triage.

Behind this was a comprehensive food distribution network led by Oldham Food Bank and Action Together with support wrapped around from the Council and OCL. The centres are also heavily supported by a volunteer offer. Their roles range from coordination, supporting processes, managing deliveries of food and products, packing and delivering.

Adapting to meet people's needs

The Community Bronze quickly recognised that it needed to go beyond the statutory duties and by week 3 the group started to co-ordinate clear referrals for vulnerable groups from both the Helpline and the 5 Hubs to ensure wider need was being met where appropriate. The Figure below shows how the structure looked by week 3-4 with a wide range of VCFSE and public services connected in either through an established direct referral process or a clear 'named contact'. This included clear referral pathways to Oldham Age UK, CAB, Housing Providers, Early Help, Mental Health, Benefits and Advice and Welfare Rights. As well as a strong pathways and relationship with the Community Pharmacies, Community Health and Adult Social Care and primary care. In addition, a wide range of VCFSE and Crisis Support have also begun to align to the Hub model with the coordination of white good, furniture, transport and donated items being coordinated between VCFSE, public services and businesses to compliment the food offer.

The Journey from March until now

Week 1-3

Remit (Initial set up) focus on statutory duty to CV-19

5 Hubs - Food, Medicines, Mutual Aid, Volunteering and Community Intelligence.

Emergency Helpline: Front-door

Hub Staff: Districts, Community Safety, Youth, Action Together. Aligned Housing Providers staff

Food Distribution: Oldham Food Bank and Action Together

Helpline staff: Access Oldham

Week 3 to present

Remit (in addition to week 1-3) focus on referral pathways and named contacts

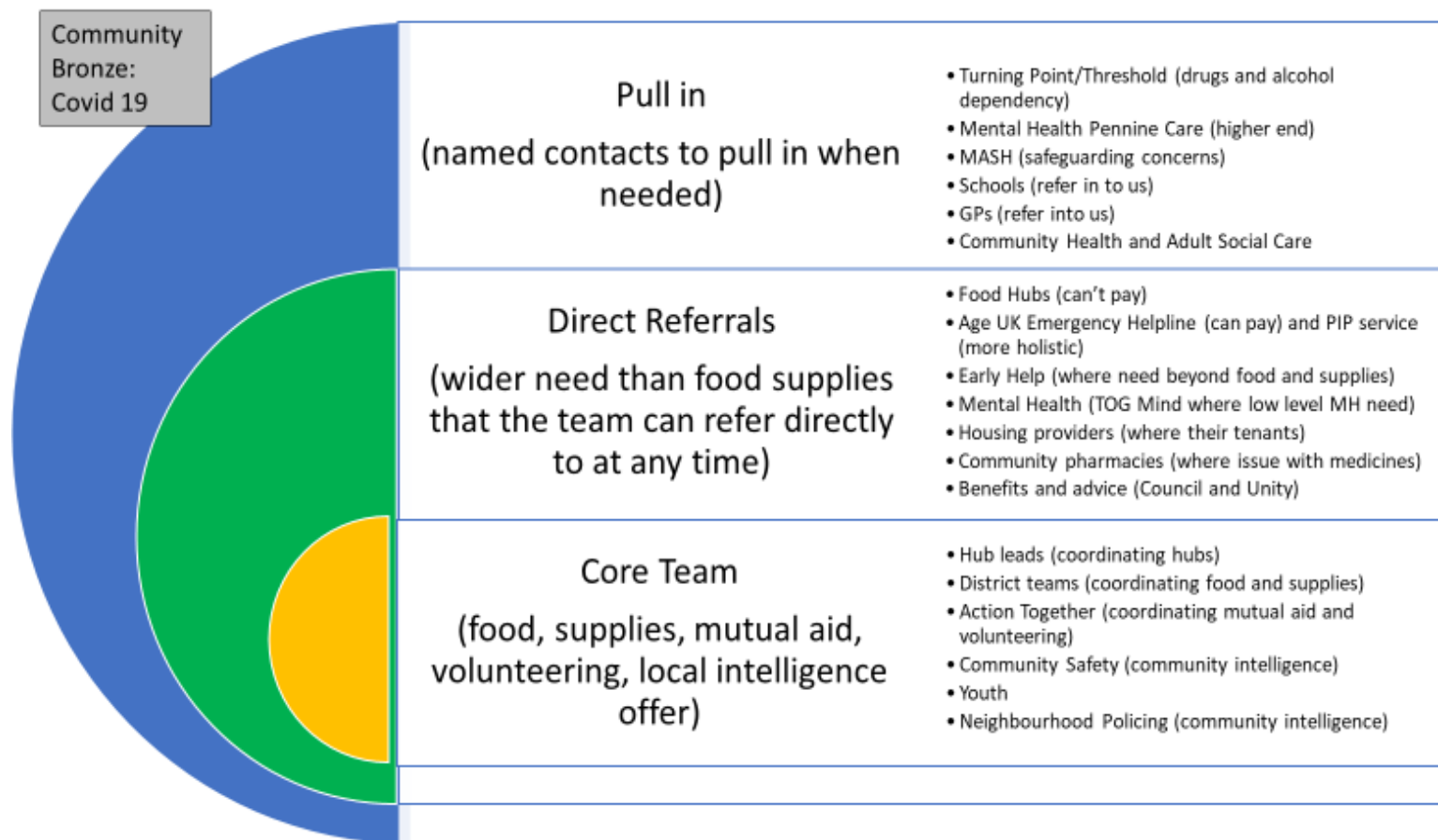
Helpline and 5 Hubs - Referral pathways to Early Help, Mental Health, Welfare Rights, Age UK, CAB

Named Contacts for complex services and pathways with CHASC, primary care and community pharmacies

VCFSE Crisis Organisation alignment and expansion beyond food to other supplies, white goods, donations from businesses etc

Customer Relationship Management System (CRM) captures contacts, cases and tracking and starting to use data to target and identify need of Helpline and Hubs.

The Journey of the Hub Teams



The first weeks of the hubs

- Arranging the appropriate staffing to support the 5 hubs from across different teams including creating the leadership and alternate management arrangements
- Providing crisis support in the initial stage of lockdown including the access to food, prescriptions, essential supplies
- Establishing protocols and processes with food distribution hubs, pharmacies etc
- Identifying mutual aid to support the offer
- Turning the pathways of support into contacts

Week 3 until the end of May

- Increase in poverty related referrals requiring Foodbank assistance (e.g. those recently unemployed, NRPF, loss of support networks)
- Increase in repeat demand
- Identification of the need for support for families with children (e.g. free school meal entitlements etc)
- Identifying individuals with social isolation to receive welfare calls
- Identification of more complex and vulnerable individuals/families that require ongoing support from partners e.g. social care, Early Help, benefit support etc
- Reduction in referrals for mutual aid support as supermarkets and shops are able to meet demand for those who can pay / communities & individuals now building their own resilience
- More access to information to inform decisions e.g. shielding data to enable appropriate response to be given to residents

Recent developments and thinking ahead

- Calls to Helpline dropping from 110 a day to 60/70 a day BUT complexity of need and repeats calls is increasing.
- CRM (data system) has been essential in enabling us to track repeat calls and identify and target need and vulnerability (and important for the future)
- Economic impact being felt the most – calls are poverty/economic related/more complex (not health/isolating need)
- Referring services and demand for Early Help and Mental Health increasing.
- Many VCFSE organisations will be vulnerable and urgent work is required to support the financial and business security of the sector directly in the next 0-3 months to continue to be part of the CV-19 response.
- New responsibilities and challenges – track and trace, possible further lockdowns
- Emphasis on promoting physical activity utilising wellbeing leisure offer and aligning with LDP and GM Moving

Support of elected members

- Critical in supporting community intelligence/mapping during the response
- Continued to have a Community Leadership role and bridge between councils and communities
- Amplified consistent messaging through disseminating of council and government information
- Identifying local vulnerabilities, particularly local residents, but also businesses, and feeding this intelligence back into the council
- Working with local voluntary sector groups to provide support and advice for local communities
- Provide reassurance and facilitating support for local residents.
- Community Safety, Cohesion and tensions – support in monitoring this as the eyes and ears of their communities
- On-line meetings with members to keep members informed

But feedback that we need better ways for keeping members informed about what is going on and being part of this going forward.

Since we launched on 25 March, we have....

- Answered 5161 calls via the Helpline (as at 11/06)
- Distributed 5330 food parcels (as at 07/06) This is the total people helped (i.e includes family groups)
- Letting the most vulnerable know what support is available locally:
- Sent 17,448 letters to over 70s
- Sent 5,592 texts to the shielded group
- Sent 2,529 emails to the shielded group
- Made 2,098 calls to the shielded group
- Made 225 calls to level 0 Hospital discharge (as at 11/06)

#TeamOldham – how we have all helped respond to coronavirus...



www.oldham.gov.uk/coronavirus

COVID-19V4, 21 MAY 2020

and the good work continues...

Comms...

1 'Launch' video and media release



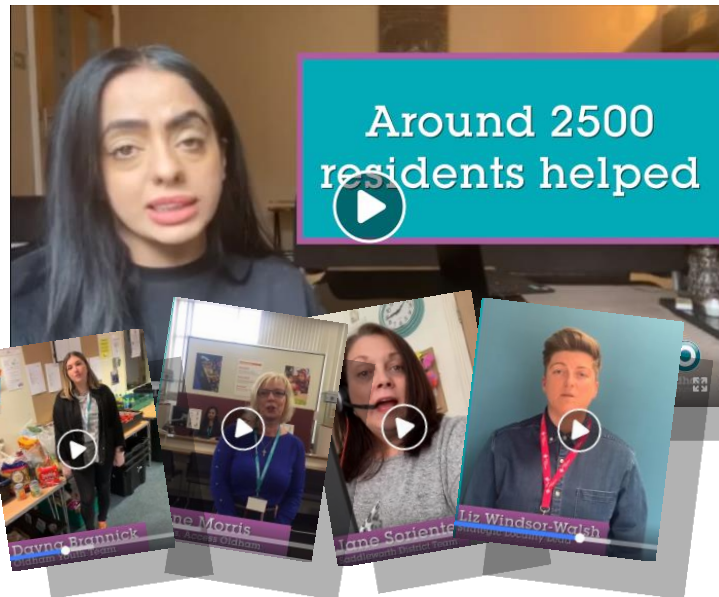
5 Thank you stories on social



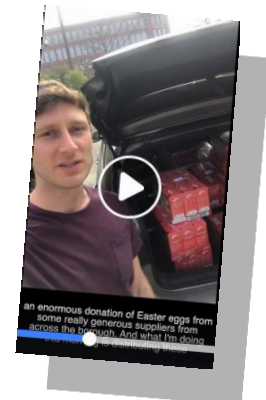
2 Ongoing social media promotion (20k views a week)



4 Arooj and team, together they explain how it works #TeamOldham



3



Easter - Sean volunteers – and 'update' media release

6 ... plus the website and daily community newsletter (20k views each edition)

Key Learning (1)

Key learning so far from CV-19	Why it is important going forward
Leadership of Community Bronze	The decision to have joint leadership from Action Together and the Council was critical and enabled us to align VCFSE provision with public services quickly and seamlessly. Although in the command structure of G.S.B this has very much been system leadership with the needs of people being put before organisations or sectors.
Shared purpose	We were able to accelerate the model because of the shared purpose to respond to CV-19 and an urgency to integrate quickly. It will be important to hold on to shared purpose beyond the urgency of responding to CV-19.
5 common public service delivery footprints	Working on 5 common geographical areas has enabled us to align public services at pace. It has been particularly important in being able to align council services with primary care, pharmacies and community mental health. This would have been much more difficult without the newly agreed geographies.
VCFSE as equal partners and sustainability of the sector	Ensuring the VCFSE had a leadership role in the Community Response meant that voluntary services could respond quickly and flexibly to the crisis. This needs to continue into recovery and reconstruction and the VCFSE will need to receive the necessary support (financial and otherwise) to continue post CV-19.
Role of the private sector	CV-19 has resulted in more private sector involvement in a range of ways from vans and delivery structures to food and goods donations. We need to ensure a better public/private sector partnership post CV-19.
Enhancing community pride and participation	Mutual aid and volunteering levels have been staggering. We need to ensure some of this infrastructure continues post CV-19

Key Learning (2)

Skills of Hub leads and teams	The skills and ability to lead Hubs is key. This includes leadership skills, the ability to navigate the system, think as a system and draw in services as required. Working together in the system including for example with Health and Social Care has been critical and needs to be maintained.
How we work and digital	Integration has been achieved virtually and using the Helpline as a triage. This has proved that how we work is as important rather than physical co-location although this might still prove useful in some instances. It has also proved how digital infrastructure e.g. teams and virtual meetings can be an enabler to the alignment and integration of services at low cost.
Data and evidence driven	Having a CRM solution enables the team to work effectively by understanding cases and how someone's needs may change over time in addition to having the ability to cross-reference against multiple data sources. This would have taken considerably more time and effort previously. The solution provides a flexible platform to expand and potentially integrate with several systems and solutions to support the evolution of place-based working.
Prototyping and building as we go	The place-based model has evolved quickly as a response to CV-19 and will continue to do so. This has shown that prototyping and building place-based working in 'real time' and from the bottom-up can work and this needs to continue.
Systems, governance and process	Systems and processes that were sometimes barriers to integrated working pre-CV19 are no longer there. This includes data sharing, governance and gateways processes.
From health vulnerability to wider economic and social determinants	The community response was asked to respond to a health need from CV-19 but has quickly identified that this cannot be divorced from the wider economic and social determinants. As we transition from lockdown the economic need is becoming more important as is the need to bring these services together

Questions and Discussion