Box 1: Implications for future policy and practice

The study findings suggest a need for:

- A clear strategic vision and leadership to ensure the success of the integrated model
- Recognition of the challenges of implementing transformational public health services and promoting collaboration in hostile economic conditions
- Clarity about the aims and intended outcomes of commissioning an integrated lifestyle service in the context of a need to tackle health inequalities
- Drawing on learning from existing research and practice with targeted groups
- Investing time and resources in supporting change management processes with new and existing staff, to build coherence, ensure buy-in, shared values, feasibility and complementarity between all elements, and enhance ‘fit’ with existing services
- A workforce that is sufficiently trained to implement an integrated service effectively and ensure the transition to new staffing roles and structures is managed appropriately
- Sufficient time built into the mobilisation and set-up time of the new service, especially across provider organisations, to ensure teams are working towards a shared vision
- Appreciation of the complexities of multiple providers delivering an integrated service, and commissioning and provider responsibilities being managed in the same organisation
- Use of meaningful, co-produced and robust performance management systems linked to a shared understanding of what the service is aiming to achieve and what success looks like
- Shared performance indicators across providers to ensure fully integrated working, and quality assurance measures to ensure the outcomes of the model can easily be reviewed as a whole
- Identification of effective tools to capture change over time and measure outcomes valued by communities themselves (e.g. gaining a sense of belonging, expanding social networks, building self-belief, etc)
Figure 1: Live Well Gateshead

Gateshead Wellness HUB
(System Co-ordination Service)
- Access, assessment and signposting
- Health promotion and marketing
- Performance monitoring and IT
- Mentoring
- Training

Gateshead Wellness Service
(Standardised Point of Access)
- Wellness Coach
- Buddy system to support step up and step down
- Address emotional wellbeing, eating well, being active
- Follow-up and review points at 6 and 12 months
- Signposting to ‘step down’ and step up interventions, based on progress and need

Community
- Individual
- Families
- Groups
- Organisations
(Schools / Workplace)

Specialist Services
- Balance It
- NHS Health Checks
- Housing, debt advice, employment, domestic abuse
- Stop smoking (Active intervention)
- Drug and alcohol services
- Mental health services
- Sexual health services

Community Development
- Focus on five defined neighbourhood areas in Gateshead (TBC)
- Developing self-help intervention with the community based on the Five Ways of Wellness
- Developing volunteer opportunities and Community Health Champions
- Promote and develop health campaigns with local people (in line with national campaigns)
- Wellness fund to support capacity building
- Improve health literacy
- Promote and develop initiatives which address financial wellbeing, sustainable food and active travel

Making changes today for a better tomorrow
Figure 2: Overview of the WFL service model

- **County Durham and Darlington Foundation Trust**
  - Large scale Health Trust
  - Significant reach
  - Connectivity with wider health system
  - Health Trainer Experience
  - Training centre for Health Courses

- **Durham Community Action**
  - Community Infrastructure organisation
  - Charitable Trust
  - Asset mapping & Community Development
  - Volunteer brokerage
  - Partnership working and enabling

- **Durham County Council**
  - County wide Intervention delivery across Culture & Sport
  - Large staffing reach
  - Asset based
  - Volunteer support & placement
  - Partnership working & enabling

- **Pioneering Care Partnership**
  - Health Hub
  - Charitable Trust
  - Health Trainer Experience
  - Specialist populations
  - Training centre for health courses

- **Leisureworks Charitable Trust**
  - Focussed Intervention delivery across culture & Sport
  - Leisure Trust
  - Focussed staffing reach
  - Asset based
  - Volunteer support & placement
  - Partnership working & enabling
Highlights for Public Health:

- Single-issue lifestyle services have made little impact on health inequalities
- Evidence is limited on the practicalities of developing, commissioning and implementing integrated services which address multiple health and wellbeing issues simultaneously
- Adverse structural and contextual factors risk destabilising these fledgling services
- Progress has been undermined by ongoing austerity and cuts to public health budgets
- Commissioners require robust, timely evidence of impact that takes into account the particular needs of the target communities
Title: “It’s not a quick fix” Structural and contextual issues that affect implementation of integrated health and wellbeing services: a qualitative study from North East England

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Word count = 3031 words
Table 1: Participant characteristics

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