Our offer for new models of care

Putting the workforce at the heart of high quality integrated care and support
With an estimated 18,000 organisations and 1.48 million workers already providing care in a vast array of settings, providing lots of different services for people with different needs, across boundaries and environments; social care needs to be an equal partner in the development and delivery of integrated services.

Integrated care must make sure that people have access to care and support that is focused around the outcomes they want. This requires that professionals and organisations work differently, joining up their care and better enabling people to tell their story just once and be supported to navigate the system.

Social care workers and leaders are already proving their adaptability and commitment to change, so vital in the changing world of service delivery.

Skills for Care as the employer-led leadership and workforce development body for adult social care in England and home of the National Skills Academy for Social Care; offers workforce learning and development support and practical resources from entry level right through to those in leadership and management roles. We are supporting thousands of employers and other partners to make the transition to integrated care delivery.

Why is integration important?

Organisations can’t ignore integration. The Government is clear that integration of services is the key to providing joined-up, quality care and support. The Care Act (2014) outlines the expectation that integrated care will be the norm, providing a legal framework for changes to the social care system to make this happen. The NHS Constitution, which tells people what to expect from the NHS, now includes a pledge to provide co-ordinated care between health and social care and this is reflected in the five year forward view of the NHS.

Work is still going on to evidence the impact of this way of working, but the assumption is that it will be more efficient for providers and service delivery, because the right services will be provided and duplication avoided. It should also improve the individual care recipient’s experience of care with greater data sharing and less time needed to repeat information. Care will also be provided by more appropriately skilled workers.

Does integration work?

The evidence for integrated working is still growing and there are signs that integrating care can be beneficial to organisations and people using care and support services. For example, in reducing duplication of effort and when case management is employed, there is a reduction in some secondary care costs, reduced use of hospital beds, and minimal delayed transfers of care.

The evidence highlights success factors for integration including:

- the importance of a positive culture
- inter-professional training
- good leadership and strong management
- time to develop integration
- a clear vision and role for integrated teams
- a focus on those who access support services.
**Working in partnership**

Using our expertise and resources we work with:

- the innovators of the new models of care and support including the Integrated Care and Support Pioneers and Vanguard sites; to inform, enhance and share best practice
- those who shape and commission services to improve co-operation and collaboration, working with health and other partners to support the development of an integrated workforce
- housing services to embed an integrated approach to workforce development and planning across social care and housing
- care providers and their workforce to help them understand and make the transformation to integrated, co-ordinated and person centred care
- other national organisations who are involved in supporting the new models of care including National Voices, Think Local Act Person (TLAP), Coalition for Collaborative Care, Local Government Association (LGA), Skills for Health, Heath Education England and NHS England.

**Supporting the new models of care – how we are helping**

The new models of care are publically supported programmes which explore in practice how integrated care can be developed and implemented.

**Supporting the Integrated Care and Support Pioneers**

We are:

- engaging with all Pioneer sites at a local level. Our locality managers are looking to work with the sites to help them understand the importance and needs of the adult social care workforce
- providing intensive support to six sites (Cheshire, Cornwall, Greater Manchester, Leeds, South Devon and Torbay, and Wakefield). This support, delivered with Skills for Health includes the development of a workforce redesign work programme addressing the themes of workforce profiling, leading change, stakeholder engagement, cultural change and asset-based approaches, role profiling and development and technical support. The programme will also facilitate the sharing of learning between the six sites, the other Pioneer sites and other organisations interested in integration.

**Supporting the Vanguard sites**

We are:

- part of a national group delivering events around workforce planning, understanding the community and building workforce strategies
- looking to build on the national group provision to deliver more intensive support to sites
- members of many local Vanguard site workforce strategy boards including Gateshead and Salford
- delivering support to the Enhanced health in care homes Vanguard sites.
Supporting the Better Care Fund sites

We are:
■ part of a national workforce group to deliver support to sites across the country
■ engaging with sites at a local level including supporting the mapping and modelling of the workforce for the Central Bedfordshire who have used NMDS-SC data for this purpose
■ member of the Better Care Exchange using the site to showcase our relevant to integration resources and support.

Supporting the Integrated Personal Commissioning (IPC) sites

We are:
■ starting to engage with local IPC sites. Our locality managers are drawing on the work we have done with people in receipt of a personal budget who use some or all of this funding to employ a personal assistant (PA) to ensure it is equally relevant to personal health budget (PHB) holders
■ reviewing our individual employer resources to ensure they are fit for purpose for PHB holders

Transforming Care Programme

We are:
■ we are a key partner in the workforce work stream which is led by Health Education England
■ disbursing funding to help meet the cost of training health and/or social care workers in positive behavioural support (PBS) and/or autism awareness (October – December 2015)
■ working with the 49 transforming care partnerships to help them understand and use the resources we have available which improve skills and knowledge around learning disabilities, autism and challenging behaviour

The challenge of integration

Despite the drive towards integration, the challenge to deliver high quality integrated services by adequately trained and developed staff is huge.

A system wide approach to integration holistically across both social care and health is needed. Not only in terms of prevention and early intervention but through the analysis of skills and attributes of existing and future staff; this will help those who look to provide integrated care fully understand how many workers there are or needed and what they need to do.

Other key issues include:
■ the transition to integrated care and support
■ improving quality of service
■ finding and keeping the right people with the right values
■ ensuring the culture fits
■ having adequately skilled and qualified staff at both professional and vocational levels
■ multi-disciplinary team working
■ establishing the right roles for integrated care
■ working across traditional role boundaries.
Questions which providers need to answer when moving toward integration

- How can workers who are being asked to work as a team with people from different professional backgrounds be supported to deliver real change?
- What is the role of workforce development and market shaping in developing strategies to steer the path of workforce integration?
- How can workforce development opportunities be shaped to ensure that the goal of integrated care and support with people at its heart is paramount?
- Do I have the resources to deliver integrated working, and how can I make sure they are used to their maximum benefit in achieving value for money alongside excellence in care and support?
- How can my managers ensure that workers are involved, engaged and listened to and create opportunities for learning and sharing across boundaries as well as within teams?
- How can individual workers best be supported to equip themselves to grow as practitioners so that they become confident, knowledgeable and capable to contribute to and deliver high quality integrated services and co-produced care?

How we help to meet the challenge

Our network of skilled and knowledgeable locality managers working with specialist colleagues from our workforce intelligence, research, innovation, leadership, qualifications and standards teams offer:

- leading change
- workforce planning
- support for person-centred approaches to care
- developing workforce strategies focusing on the skills and abilities of the current and future workforce
- highlighting qualification routes and career pathways
- skills development for existing roles
- embedding the right culture
- getting the right people to deliver integrated services
- support for asset-based approaches to care
- support for the assessment of impact and outcomes
- brokering and facilitating stakeholder engagement.

Skills for Care locality managers are central to the work of our area teams and can support organisations across a wide range of social care workforce development activities. As well as running workshops and networking events, locality managers can work with you to understand your organisation. They can also signpost you to relevant resources and tools and share examples of best practice with you.
Resources which support the transformation to integrated care

We have a range of tried and tested tools, resources and services* which support the transformation to integrated care. These include online guides, toolkits, publications and programmes.

Many of these have been developed and co-produced with health, commissioning, care provider partners, people who need care and support and new models of care sites. Designed to be relevant and fit for purpose our resources support workforce development from entry level to leadership. They can be used as part of event programmes, one to one support or webinars. Our expert teams can help organisations and partners to use and embed our resources to have an effective and meaningful approach to workforce development for integrated care and support.

Our resources are listed below under the key issues of workforce development for integration, however many of these resources can be used to address one or more of the issues highlighted as they address fundamental themes that are important to integration such as culture and leadership.

The transition to integrated care and support

Principles of workforce integration
These principles support practitioners, managers and organisations to think through what is meant by integration, and how workforce development can contribute to its introduction, implementation and sustainability.
www.skillsforcare.org.uk/powi

Principles of workforce redesign
These principles set out the key things that need to be taken into account of when changing the way in which people work to meet the opportunities and challenges of personalisation and integration.
www.skillsforcare.org.uk/powr

The Care Act learning and development – Partnership, cooperation and integration
These learning and development materials are an introduction to the changes brought about by the Care Act 2014 which makes integration, cooperation and partnership a legal requirement for local authorities and on all agencies involved in public care.
www.skillsforcare.org.uk/careact

National Minimum Dataset for Social Care (NMDS-SC)
The NMDS-SC currently holds information on around 25,500 organisations and 700,000 workers. This workforce intelligence helps with the understanding of the social care market. It helps the sector make strategic planning decisions about current and future workforce capacity and need. Workforce intelligence from the NMDS-SC is available through the dashboards and reports which illustrate, analyse and interpret the data.
www.skillsforcare.org.uk/nmds-sc
Workforce shaping and commissioning for better outcomes
This will help those with adult social care workforce shaping and commissioning responsibilities in local authorities to think about the key steps needed to commission the right workforce using an 'analyse, plan, implement and review' process. It can be used to develop a long term integrated service.
www.skillsforcare.org.uk/workforcecommissioning

Development programme for commissioners of care
This comprehensive development programme is designed to help commissioners understand what excellent commissioning looks like in practice including commissioning for integration. Practical assistance on how it can be achieved is a key feature.
www.skillsforcare.org.uk/leadershipprogrammes

Learn from others – health and social care integration case studies
This online resource enables those working in the adult social care sector to learn about good practice being undertaken by other employers and organisations. A range of case studies show how employers are responding to the increased integration between health and social care and the creative ways of working together to achieve the delivery of higher standards of care and preventing wastage.
www.skillsforcare.org.uk/learnfromothers

Service quality improvement
The Social Care Commitment
This is the adult social care sector’s promise to provide people who need care and support with high quality services. It is made up of seven ‘I will’ statements for employers and their staff, with associated tasks including ones which support recruiting the right staff with the right values, attitudes and behaviours.
www.thesocialcarecommitment.org.uk

People performance management toolkit
This toolkit produced in partnership with NHS employers supports managers in social care and health with their responsibilities and practices at all levels for people performance management. It includes the importance of managers being role models of the right values and behaviours and recruiting people who share them.
www.skillsforcare.org.uk/peopleperformance
Finding and keeping the right people with the right values

Value based recruitment and retention guide and toolkit
The guide helps employers identify the values which are important to them and how they can be embedded as part of their workforce. The toolkit puts social care values at the heart of the recruitment and selection process, and includes tools and resources which support values based recruitment.
www.skillsforcare.org.uk/values

Recruitment and retention (R&R) diagnostic service
Our team of HR and R&R specialists can work with organisations to understand and identify the current status of their practices and the issues being faced; and help to develop specific recruitment and retention plans for the future.
www.skillsforcare.org.uk/RandRsupport

Employing personal assistants toolkit
This toolkit includes information for anyone directly employing their own staff to provide care and support services, this might be through a direct payment, self-funding or other means. It contains practical guidance on recruiting, managing and developing personal assistants.
www.employingpersonalassistants.co.uk

There is also a useful guide for anyone wanting to be a personal assistant and the values needed. www.skillsforcare.org.uk/BeingaPA

Ensuring the culture fits

Culture for care toolkit
This toolkit explains why a positive workplace culture is so important. This includes how a positive culture helps a workforce to be engaged in flexible and innovative ways of working and improves the ability to cope when facing external challenges. The toolkit features activities and scenarios to help providers embed a positive workplace culture.
www.skillsforcare.org.uk/culture

Leadership qualities framework for adult social care
The Framework describes the attitudes and behaviours needed for high quality leadership. It is based on the structure of the leadership framework developed by the NHS. It also incorporates insights from health services in order to provide an integrated approach to care and support.
www.skillsforcare.org.uk/lqf
Having adequately skilled and qualified staff

Practical approaches to workforce planning guide and workbook
These resources will help an organisation to have the right people with the right knowledge, skills, values, behaviours and experience in place to meet the changing needs of the business. The ‘analyse, plan, do, review’ approach used in the guide and workbook helps to develop and implement a workforce plan.
www.skillsforcare.org.uk/workforceplanning

Workforce capacity planning readiness tool and model
The tool and model will help organisations and employers to work out whether or not they have the right mix and numbers of workers with the right skills and knowledge to implement care and support reform.
www.skillsforcare.org.uk/wcp

Guide to qualifications and standards in adult social care
This guide details all the current adult social care qualifications recommended by Skills for Care. If gaps in the workforce’s skills and qualifications have been identified, this presents a useful overview of learning for workers entering the sector, for those that need to demonstrate professional competence and for those seeking further development.
www.skillsforcare.org.uk/qualifications

Leadership and management development offer
Co-produced with those working in the sector, our offer of support for leaders and managers at all levels in social care is designed to develop the confidence, capability and collaborative capacity. We’ve created our shared vision for the future together with over 500 social care leaders and managers. They identified the key areas of personal development, leadership skills and knowledge needed to meet their current and future challenges in the workplace.
www.skillsforcare.org.uk/leadershipprogrammes

Multi-disciplinary team working
Leadership for Empowered and Healthy Communities Programme
This innovative programme explores how leaders can grow and nurture local social capital in order to build stronger communities and improve health and wellbeing. It aims to recruit leaders who want to be part of a movement for change and to think radically about the challenges and opportunities of a community-based approach.
www.skillsforcare.org.uk/leadershipprogrammes

Establishing the right roles for integrated care
Role profiles
(For Co-ordinator role, Extended care worker, Navigator roles and Reablement worker)
These documents are designed to provide guidance to support employers to understand how the Level 3 and Level 4 Diploma and Apprenticeships in Health and Social Care can be utilised to meet the emerging needs of integrated roles. Each profile is an example of how units within the diploma may be combined to meet the job description. The profiles can also be used to aid discussions with learning providers to demonstrate which units may be required for this type of role. They may also be used to support employers in scoping existing roles to determine the skills set required for staff to develop into these emerging roles. These profiles are applicable for those working in health, social care and housing sectors.
www.skillsforcare.org.uk/integratedapprenticeships
Working across traditional role boundaries

Housing with care and support - Challenges and opportunities around workforce development
This guide is for housing organisations that may deliver care/or support as part of their housing offer and the social care organisations that offer housing as part of their care or support offer. It is an introduction to the housing with care and support sector and explores common workforce issues, the types of learning and development available and includes learning profiles for job roles which can be matched to health and social care qualifications.
www.skillsforcare.org.uk/housing

Integrated working and roles
This document contains examples of how people have been developed to support a more integrated approach to care and support. It explores different ways of working together and gives examples where roles to deliver care and support have been developed.
www.skillsforcare.org.uk/integratedworker

Valuing what matters – a guide for commissioners
This guide encourages commissioners to value the skills that exist in communities. It explains the benefits of community skills development and sets out guidance and practical ways for commissioners to make the most of existing skills within a community.
www.skillsforcare.org.uk/communityskills

Also of interest – resources to support the learning and development of social care and health workers

Common core principles for dignity, carers, dementia, end of life care, mental health and self-care
These principles can be used to enable workforce development for any member of staff working in health or social care. They provide a basis for a general understanding of dignity, carers, dementia, end of life care, mental health and self-care; and highlight the importance of person centred care. They aim to build workers’ confidence in adapting their actions and communication in order to respond better to the person being supported. The principles for carers, dementia, end of life care and self-care have been developed in partnership with Skills for Health.
www.skillsforcare.org.uk/skills

A positive and proactive workforce guide
This guide developed in partnership with Skills for Health will help commissioners and employers to develop a workforce that is skilled, knowledgeable, competent and well supported to work in a positive and proactive way to minimise the use of all forms of restrictive practices.
www.skillsforcare.org.uk/restrictivepractices

*Most tools, resources and services are free to access, but some are priced.
Solutions for you

Affordable workforce development services
The expertise and services Skills for Care offers around integration can be enhanced and tailored to meet your needs.

Our services can include:
- bespoke workforce intelligence reports
- workforce transformation consultancy
- application of the culture toolkit
- implementation of the Principles of workforce integration
- seminars to embed the Common core principles for supporting people with dementia

To find out more about our affordable workforce development services visit www.skillsforcare.org.uk/solutions.

Further help
Our local area teams are keen for everyone interested in integration to join the conversation about how integration and commissioning will shape the future of adult social care. Integration, how we can support workforce transformation and the resources we have to do this will be central to discussions that will take place at local events and activities. To find out more please contact your locality manager at www.skillsforcare.org.uk/areas.

Integration – what next?
Skills for Care, working with other partners, continues to develop the workforce needed to deliver integrated care and support.

In order to further enhance the skills, knowledge, attitudes and values of the workforce to drive through and spread the innovative approaches to care; additional resources will be developed around the new roles, qualifications and learning needed. Resources will also reflect current learning and best practices from the innovators of new models of care we are supporting.

Integration news
To keep up to date with all the latest news about integration from Skills for Care bookmark www.skillsforcare.org.uk/integration and sign up to receive our eNews www.skillsforcare.org.uk/enews.

Further information
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