

# **Integrated / Care... Ambassadors: two years on**

January 2020

**Written by Jenny Swift and Michelle Drury**  
**Published by Skills for Care**

Published by Skills for Care, West Gate, 6 Grace Street, Leeds LS1 2RP [www.skillsforcare.org.uk](http://www.skillsforcare.org.uk)

© **Skills for Care 2019**

**Reference no. WP19003 DH108**

Copies of this work may be made for non-commercial distribution to aid social care workforce development. Any other copying requires the permission of Skills for Care.

Skills for Care is the employer-led strategic body for workforce development in social care for adults in England. It is part of the sector skills council, Skills for Care and Development.

## Table of contents

---

Executive summary.....	4
1. Introduction.....	8
1.1 Background: integrated <i>I Care... Ambassadors</i> .....	8
1.2 About this study .....	9
2. About integrated <i>I Care... Ambassadors</i> .....	10
2.1 Rationale for integration.....	10
2.2 Partners included in integrated services .....	11
2.3 Features of service integration.....	12
3. Experience of integrated <i>I Care... Ambassadors</i> .....	14
3.1 Factors supporting integrated working .....	14
3.2 Factors hindering integrated working .....	15
3.3 Lessons learned .....	16
4. Outcomes .....	18
4.1 Integration.....	18
4.2 Audience interest in a career in care.....	19
4.3 Other outcomes .....	20
4.4 Value for money.....	22
5. Conclusions and recommendations .....	23

## Executive summary

The *I Care... Ambassadors* programme aims to attract people to the social care sector and match people to the right careers for them. During 2017, Skills for Care supported three *I Care... Ambassador* partnership services to pilot an integrated model of *I Care... Ambassadors*. Following on from a positive pilot evaluation, Skills for Care decided to empower all *I Care... Ambassador* services to become integrated, if they wished to.

This study sought to explore the extent to which this opportunity has been taken up by *I Care... Ambassador* services, what issues have been encountered, what outcomes achieved, and what lessons learned to date. While twelve services are now integrated, five declined to take part in the research, because they felt their integrated service was too new to share learning, and a further two we were unable to contact. The findings that follow are based therefore on interviews with the five integrated service co-ordinators who took part, and analysis of data from the *I Care... Ambassadors* Impact Tool.

**Table 1: About integrated *I Care... Ambassadors***

Why?	Who?	How?
<p>Motivation for becoming an integrated service included</p> <ul style="list-style-type: none"> <li>▪ a desire to deliver better value for money</li> <li>▪ to deliver a wider range of information to audiences (including on integrated job roles)</li> <li>▪ a recognition that wider sector integration is now happening at pace.</li> </ul>	<p>Integrated <i>I Care... Ambassador</i> services engage a number of partners, including (but not limited to):</p> <ul style="list-style-type: none"> <li>▪ local authorities</li> <li>▪ care providers</li> <li>▪ acute and primary healthcare care co-ordinators.</li> </ul>	<p>Services commonly:</p> <ul style="list-style-type: none"> <li>▪ deliver ambassador activities jointly (and often also equip ambassadors to promote both health and social care)</li> <li>▪ centralise resources</li> <li>▪ have a single point of contact for booking <i>I Care... Ambassadors</i> join up at strategic level.</li> </ul>

**Table 2: Lessons learned from integrated *I Care... Ambassadors***

Supporting factors	Hindering factors	Top tips for others
<ul style="list-style-type: none"> <li>▪ linking into wider integration</li> <li>▪ face-to-face engagement with ambassadors</li> <li>▪ peer-to-peer recruitment of ambassadors.</li> <li>▪ developing ambassador profiles using Skills for Care support</li> </ul>	<ul style="list-style-type: none"> <li>▪ continued lack of mutual understanding in some instances between health and social care</li> <li>▪ a lack of integrated resources for ambassadors<sup>1</sup></li> </ul>	<ul style="list-style-type: none"> <li>▪ keeping ambassadors engaged, for example through regular meetings and CPD incentives</li> <li>▪ engaging decision-makers</li> <li>▪ holding an initial integrated event to launch the integrated service</li> <li>▪ allowing employers to realise benefits, e.g. filling own vacancies</li> <li>▪ navigating the fundamental differences that remain between health &amp; social care ‘with tact and diplomacy.’</li> </ul>

Impact Tool data suggests that hearing from an *I Care... Ambassador* can change people’s minds about a career in care, increasing audience interest in both social care and health.

---

<sup>1</sup> To address this, Skills for Care recently created integrated welcome modules and are at the time of writing reviewing/revising all resources in the *I Care... Ambassadors* Resource Bank to ensure all services can utilise them.

**Table 3: Positive outcomes from integrated *I Care... Ambassadors*, cited by service co-ordinators**

Benefits for <i>I Care... Ambassador services</i>	Benefits for ambassadors	Benefits for the wider health and care system	Benefits to clients and audiences
 <p>reduced administration</p>	 <p>increased understanding and trust between health and care workers, leading to better integration at the frontline</p>	 <p>wider pool of potential entrants to health and care</p>	 <p>a single point of contact</p>
 <p>an expanded service</p>	 <p>opportunity for career progression</p>		 <p>better informed ambassadors able to signpost to a wider range of opportunities</p>
 <p>being able to draw on NHS expertise and branding</p>			
 <p>being able to attract more funding</p>			

Four out of five services felt that integration had enabled them (or in future would enable them) to improve the value for money of *I Care... Ambassadors*, achieved through reduced duplication and administration, and increased effectiveness.

Overall, messages from the research into the integrated ambassador services are very positive. Whilst two years ago, two out of the three integrated pilots were not sure they could continue as an integrated service, now all three are successfully integrated and many other services have signed up to become integrated or are already operating as integrated services. There was an increasing feeling among services that integration is fast becoming 'business as usual' within social care and health, and that integration was therefore naturally the way forward for *I Care... Ambassadors*. A range of positive outcomes have been cited by consultees (see Table 3 above) and are supported by evidence from the Impact Tool.

This study therefore recommends that Skills for Care continues to enable and empower *I Care... Ambassador* services to integrate, where local partners desire to do so. A 'top tips' resource for services wishing to integrate could be developed, drawing on the findings of this report, and promoted to services using the Resource Hub. Skills for Care is already developing a wider range of resources suitable for delivering integrated ambassador activities.

Skills for Care should also continue to support service engagement with the Impact Tool, and services are encouraged to dedicate time to exploring the Impact Tool and understanding what it can do. The Impact Tool has the potential to generate powerful data, to inform both Skills for Care and *I Care... Ambassador* services on the most effective approaches to delivering *I Care... Ambassadors*.

# 1. Introduction

---

## 1.1 Background: integrated *I Care... Ambassadors*

The *I Care... Ambassadors* programme aims to attract people to the social care sector and match people to the right careers for them. Ambassadors are care workers who inspire and motivate people to understand more about working in social care.

During 2017, Skills for Care supported three *I Care... Ambassador* partnership services to pilot an *integrated* model of *I Care... Ambassadors* (involving health as well as social care workers).

An evaluation of the integrated *I Care... Ambassadors* pilots found encouraging signs of the positive outcomes that can be achieved when *I Care... Ambassador* activities are delivered in an integrated manner. Following on from the evaluation, Skills for Care decided to empower all *I Care... Ambassador* services to become integrated, if they wished to.<sup>2</sup>

When we evaluated the integrated pilots in 2017/18, we found that, for service co-ordinators, the pilots had *not* increased their integrated working, because they were usually already working in an integrated way or were on a journey towards integration of which the integrated Ambassadors pilot was only one component.

For Ambassadors however, the pilots had helped to encourage integrated working, through the opportunity to meet each other at shared events. There was also some evidence that the integrated pilots had increased the reach of Ambassador services. The evidence on costs was mixed and suggested that the cost of administering an ambassador service might rise in the first two years of becoming integrated but fall thereafter; while the costs of delivering individual activities should fall.

Most importantly, the evaluation explored whether delivering Ambassador services in an integrated way was more effective in achieving the key aim of ambassadors – helping people decide whether a career in care was right for them. As only two of the three pilots were able to collect audience feedback, data was limited, however this data did suggest that integrated ambassadors increased the share of the audience interested in a career in social care or an integrated career, without ‘taking’ from the share of the audience interested in a career in healthcare.

---

<sup>2</sup> At the start of 2019/20, nine services on the *I Care... hub* were describing themselves as integrated services (of 112 in total, 8%). This had risen to twelve by mid-2019/20. Over the last two years (January 2018 – December 2019), 137 integrated activities were delivered (of 188 in total, 15%).

## **1.2 About this study**

This study sought to revisit the integrated *I Care... Ambassadors* pilots two years on, to update the data findings and also to undertake primary research with any new services who had become integrated in the intervening period.

We planned to undertake telephone interviews with the co-ordinators of the twelve integrated services, by Q3 of 2019/20. We invited all twelve co-ordinators to take part, but five declined to take part, because they felt their integrated service was too new to share learning, and a further two we were unable to contact. The findings that follow are therefore based on interviews with five integrated service co-ordinators.<sup>3</sup>

---

<sup>3</sup>NB As one service co-ordinator was on leave, his line manager participated in his place.

## 2 About integrated *I Care... Ambassadors*

---

This section explores why *I Care... Ambassador* services chose to become integrated, and what integration looks like.

### Key findings

The research found that motivation for becoming an integrated service included a desire to deliver better value for money, to deliver a wider range of information to audiences (including on integrated job roles), and a recognition that wider sector integration is now happening at pace.

Integrated *I Care... Ambassador* services engage a number of partners, including local authorities, care providers, acute and primary healthcare, and care co-ordinators.

Services commonly deliver ambassador activities jointly (though four said they are also equipping ambassadors to promote both health and social care); centralise resources; have a single point of contact for booking *I Care... Ambassadors*; and join up at strategic level.

### 2.1 Rationale for integration

The five services had been delivering *I Care... Ambassadors* since between 2011 and June 2019. Services had become integrated between 2017 and June 2019.

The motivations for becoming an integrated service included:

- A desire to deliver better value for money.

*“There seemed to be a lot of crossover... we were arriving at the same event. So, it seemed to make more sense time wise... financially as well, to be able to share resources.”*

Melanie Judd, *I Care... Ambassadors* Service Co-ordinator, Partners in Care

- The opportunity to deliver a wider range of information about both parts of health and care to audiences.
- A recognition that wider sector integration is taking place now at pace, including a growing number of integrated job roles.

*“We were attending careers fairs and events including schools to promote adult social care roles; we were being asked about health and children’s roles as well and didn’t have that information so were having to signpost people on. It just made sense to me to provide people with a bigger pool and greater variety of roles and that this would give a fuller picture of the whole of health and social Care - particularly for young people so they could see the career pathways which move from health into social care and how people can move up and across more freely.”*

June Rollins, Senior Organisational Development Officer, Leeds City Council

In Leeds in particular, interviewees<sup>4</sup> said that the integrated care system in the city had developed substantially since the original integrated *I Care... Ambassadors* pilot ran in 2017. Recruiting health and care ambassadors is a priority area for the ‘Improving Employment’ workstream of the Sustainability & Transformation Partnership (STP). There are 47 ambassadors now covering a range of roles and levels.

In Dorset, the service co-ordinator said that health sector representatives had initially approached the *I Care... Ambassador* service, with a desire to be part of it. Partners in Care, who lead the service locally, were able to offer the *I Care... Ambassadors* model as the basis for the integrated service and created a shared induction process.

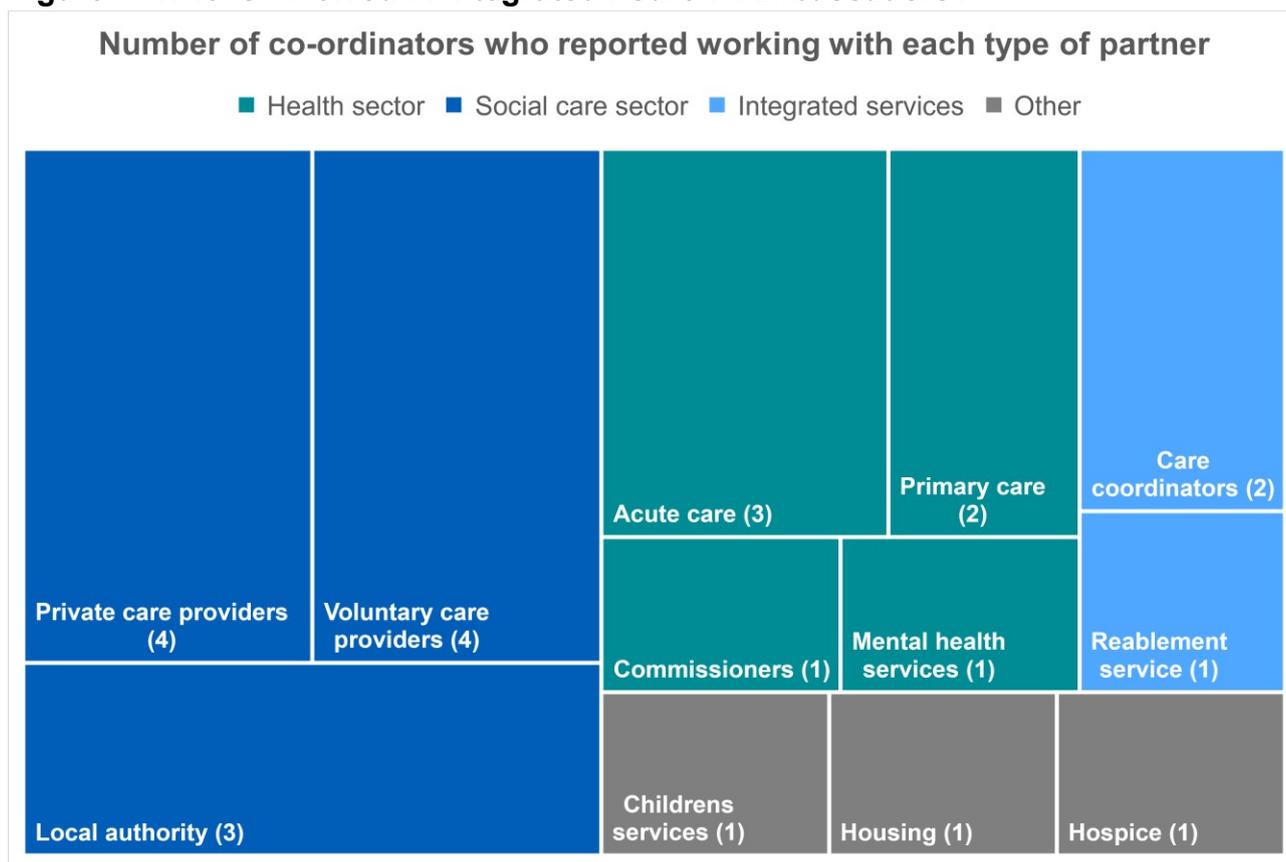
## **2.2 Partners included in integrated services**

Service co-ordinators reported that they currently work with a number of different partners in the social care and health sectors. Co-ordinators most frequently reported working with social care partners, followed by health. Some said they worked with integrated services and a few mentioned working with ‘other’ partners such as children’s services and housing.

---

<sup>4</sup> In Leeds, the service representative was joined by a Skills for Care Locality Manager for the interview.

**Figure 1: Who is involved in integrated / Care... Ambassadors?**



Source: Five service co-ordinator interviews, November/December 2019.

Two service co-ordinators said that they did not have any aspirations to grow the service at the moment; the remaining three said that other potential partners they aspired to include in future included more private sector partners (including private healthcare), an NHS hospital trust, a hospice, GPs, pharmacists and the ambulance service.

### 2.3 Features of service integration

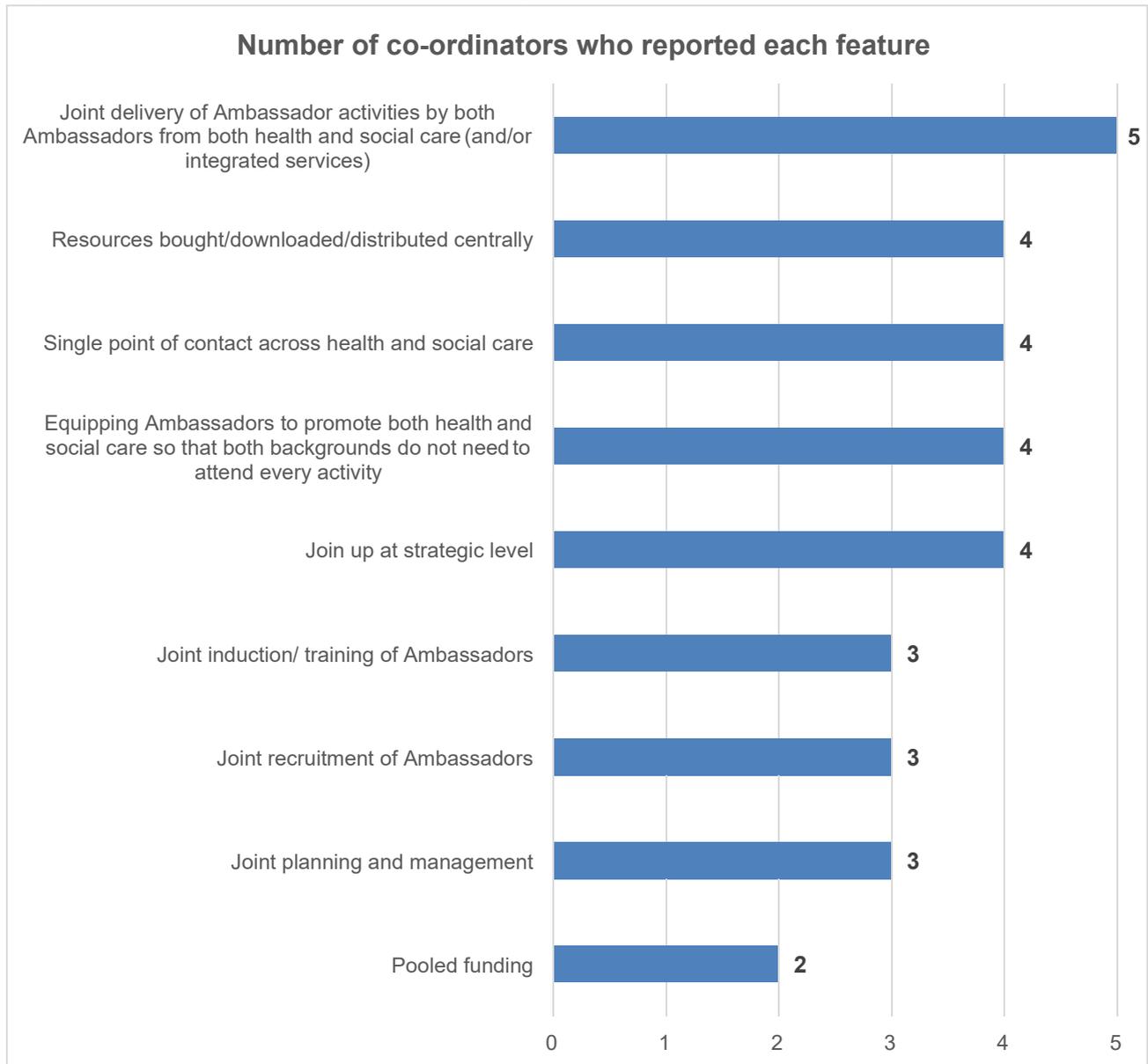
The most common features of service integration which service co-ordinators reported engaging in were:

- joint delivery of ambassador activities
- centralisation of resources
- having a single point of contact
- equipping ambassadors to promote both health and social care
- a join-up at strategic level.

Fewer service co-ordinators said that they engaged in joint training and recruitment, joint planning and management and joint pooling of funding across health and social care. Notably, four out of the five services said that they were now equipping Ambassadors to promote both health and social care, so that both backgrounds do not need to attend every activity. However, no services said that fewer ambassadors were

now being sent to events, so it may be that the value-for-money aspects of this feature are not yet being fully realised.

**Figure 2: What are the features of integrated *I Care... Ambassador* services?**



Source: Five service co-ordinator interviews, November/December 2019.

In Devon, STP funding is used to run integrated recruitment campaigns, promoting health and care together and integrated career pathways. The service co-ordinator said that four out of five *I Care... Ambassador* events in Devon are now integrated at the point of delivery. Ambassador champions are used to support the service across its large rural area, for example by storing and distributing resources in localities.

### 3. Experience of integrated / Care... Ambassadors

---

This section reports on the research with service co-ordinators, who were asked what factors had helped or hindered integrated working, and what lessons had been learned, that they would pass on to other / Care... Ambassador services wishing to become integrated.

#### Key findings

Factors that supported integrated working included: linking into wider integration; and face-to-face engagement with ambassadors. Factors that hindered integrated working included continued lack of mutual understanding between health and social care; and a lack of integrated resources.

Top tips provided by integrated service co-ordinators included keeping ambassadors engaged, for example through regular meetings and CPD incentives; engaging decision-makers; and holding an initial integrated event to launch the integrated service.

#### 3.1 Factors supporting integrated working

Service co-ordinators said that the factors that supported integrated working included:

- Being involved in wider joint working and integration, and the fact that people are already moving across the sector, so ambassadors may already have experience of a career pathway moving from health to care and back again.

*“Everybody’s on board and engaged with it... There is a very structured way forward, because Leeds is part of the West Yorkshire and Harrogate integrated care system.”*

June Rollins, Senior Organisational Development Officer, Leeds City Council

- Holding shared face-to-face induction for ambassadors; more generally interviewees cited the value of face-to-face interaction between ambassadors from different parts of health and care.

*“We induct the I Care... Ambassadors face to face... They loved being in the room together. That is one of the real key things that came out.”*

June Rollins, Senior Organisational Development Officer, Leeds City Council

- Utilising peer-to-peer recruitment of ambassadors.
- Developing ambassador profiles to share information and allow ambassadors to describe and promote their job role and career pathway.
- In Leeds, pulling in children’s services as partners as well as health and social care; the service co-ordinator felt this allowed the service to capitalise on the interest in children’s job roles from young people at events.
- Making use of Skills for Care support, and linking into other relevant initiatives, for example the national recruitment campaign, Seeing Potential, values-based recruitment and interviewing, Safer Recruitment and workforce development.

### **3.2 Factors hindering integrated working**

Service co-ordinators identified factors hindering integrated working including:

- reluctance on the part of managers to nominate or release ambassadors
- a lack of understanding of the social care sector, on the part of health partners (for example the fragmented nature of social care across many employers and settings)
- a lack of integrated resources, e.g. job roles booklet, badges, dementia bodies, age suits, digital resources etc. (At the time of writing, Skills for Care is undertaking user testing on potential new resources).

### 3.3 Lessons learned

Lessons that had been learned by the integrated services so far included:

- The importance of keeping ambassadors engaged, e.g. through meetings and CPD.

*“Try and have regular meetings. Make sure the ambassadors have opportunity to share what their experiences have been etc. We meet around three to four times a year and try to get guest speakers as well. E.g. we had a guest speaker around the launch of ‘HealthReach.’<sup>5</sup> People find it interesting to hear about wider aspects happening. Some are small services, some borough wide but people have passion. Their experiences are inspirational.”*

Deborah Bellamy, Service Co-ordinator (until 10 December 2019), Berkshire I Care... Ambassador Partnership

*“We offer them all a range of development activities. Values-based interviewing and values-based recruitment has been offered to I Care... Ambassadors. We’re just about to arrange a Safer Recruitment event and all the I Care... Ambassadors will be invited. We are prioritising development opportunities for I Care... Ambassadors so that we can sell it to [employer members] as a way of developing your staff. Leeds City Council is an endorsed provider so we are offering I Care... Ambassadors the CPD modules as well.”*

June Rollins, Senior Organisational Development Officer, Leeds City Council

- Having the right people, i.e. decision makers, engaged, and fitting in with wider integration of systems where possible.

*“Need to get the right people round the table - get the decision makers there. That is why the structure of the Improving Employment group was useful – it reports to senior managers. They were fully on board and this led to them making the integrated I Care... Ambassadors one of the priorities of the Leeds Health and Care Academy.”*

June Rollins, Senior Organisational Development Officer, Leeds City Council

- Holding an initial integrated event following the service becoming integrated, to focus the mind.

<sup>5</sup> HealthReach is new project to help school children from all backgrounds to consider healthcare careers, using simulations and interactive experiences including a 3D immersive video tent. Source: <https://www.reading.ac.uk/news-and-events/releases/PR773381.aspx>

- Remembering to ensure that the benefits of participating, for employer members, can be realised, for example allowing employers to promote their own vacancies under the *I Care...* umbrella.
- Recognising the fundamental differences that remain between health & social care, which need to be navigated '*with tact and diplomacy.*'

## 4. Outcomes

---

This chapter explores the extent to which the outcomes envisaged for integrated *I Care... Ambassadors* are being achieved.

### Key findings

Impact Tool data suggests that hearing from an *I Care... Ambassador* increases audience interest in both social care and health (with no significant differences observed between the two). Service co-ordinators cited a further range of positive outcomes from integrated *I Care... Ambassadors*, including reduced admin, an expanded service, being able to draw on NHS expertise and being able to attract more funding.

For Ambassadors, service co-ordinators thought that outcomes are likely to include increased understanding and trust between health and care workers, leading to better integration at the frontline; and the opportunity for career progression.

Service co-ordinators thought that the wider health & care system will benefit from the wider pool of potential entrants to health and care, while clients will benefit from a single point of contact and ambassadors who can promote an integrated and diverse career pathway. They felt that audiences will benefit from better informed ambassadors able to signpost to a wider range of opportunities.

Three out of five services felt that integration had enabled them to improve the value for money of *I Care... Ambassadors*, achieved through reduced duplication and administration, and increased effectiveness.

### 4.1 Integration

We explored with service co-ordinators the extent to which services are involved in integrated working outside of *I Care... Ambassadors*, and whether wider integration was driven by their experience in integrated *I Care... Ambassadors*, or vice versa.

Reflecting the acceleration of health and care integration across England, all service co-ordinators indicated that they were widely involved in integration beyond the *I Care... Ambassador* service. This included in some cases work through the STP and integrated Apprenticeships.

Integrated services that had been part of the pilot in 2017, such as Dorset and Devon, felt that the integrated *I Care... Ambassador* pilots had been part of the vanguard, and had driven wider integration with partners around the recruitment & retention agenda.

*“I think we started it. We were certainly integrated before the Department of Health & Social Care and that really helped... it was a positive reinforcement of what we were doing.”*

Tracy Grant, Service Co-ordinator, Proud to Care Devon.

In contrast, in 2019 integration appears to be rapidly becoming normal working practice, and newer integrated *I Care... Ambassadors* tend to feel their practice simply reflects the new ‘business as usual.’

## 4.2 Audience interest in a career in care

Table 1, below, shows the impact of ambassadors on people’s interest in social care, healthcare and integrated roles<sup>6</sup>, for the period January 2018 to December 2019, i.e. two years on from the close of the integrated pilots.

The data *appears* to show that a higher share of the audience was interested in social care than in healthcare or integrated roles, *both before<sup>7</sup> and after* the activity, but that interest in healthcare and integrated roles rose by a greater proportion<sup>8</sup> after hearing from an ambassador. The apparent differences in current outcomes for health and social care<sup>9</sup> are not statistically significant, given the sample sizes, but the data suggests that both social care and health continue to benefit from *I Care... Ambassadors*.

The limitations posed by sample sizes in understanding the impact of integrating services reinforces the need for Skills for Care to continue to encourage *I Care... Ambassador* services to engage with the Impact Tool and collect data. More data being inputted to the Impact Tool will increase its analytical power and enable services and Skills for Care to take more informed decisions about future approach.

<sup>6</sup> A third of Ambassador feedback forms completed during this period (N=36) said that, during their activity, they were able to explain what it’s like to work in an integrated role.

<sup>7</sup> This is in contrast to the pilot evaluation, which found that healthcare was more popular with audiences prior to hearing from an ambassador (although the change is not statistically significant).

<sup>8</sup> This finding is also in contrast to the pilot, which saw bigger increases in interest in social care than in healthcare. The growing increase in healthcare *is* significantly different to the earlier picture but it is not clear what might have driven this change, and may well be related to variations in local delivery.

<sup>9</sup> and also between social care promoted in an integrated way versus standalone

**Table 1. Were you interested in a career in\_\_\_\_, before and after the I Care... Ambassador activity?**

	Before	After	Change	N (All respondents)
<b>Social care</b> (all activities)	67%	79%	+18%	778-782
<b>Social care</b> (integrated activities only)	74%	84%	+14%	77-75
<b>Healthcare</b> (integrated activities only)	61%	75%	+23%	44-67
<b>An integrated role</b> (integrated activities only)	62%	76%	+23%	78-75

Source: National report, January 2018 – December 2019.

### 4.3 Other outcomes

Other positive outcomes cited by service co-ordinators are included in Figure 3 overleaf. Integrated ambassador activities were slightly *more* likely to be rated as ‘good’ or ‘very good’ by audience members over the two-year period examined (92% of audience members rated integrated activities ‘good/very good’ compared with 90% of all activities; however the difference is not statistically significant. There were also no significant differences in the percentage of audience members who felt they knew more about the range of opportunities in care, after hearing from an ambassador.

*I certainly would do it again [integrate], even with the benefit of hindsight it has been a really positive move, the natural step forward and with roles being developed that are integrated... I think it's benefited the schools, from the careers advisers themselves down to the students, and I think it's benefited the ambassadors as well, it's given them a much broader understanding of the whole sector... it's just the way it should be!*

Tracy Grant, Service Co-ordinator, Proud to Care Devon

**Figure 3: Outcomes from integrated *I Care... Ambassadors*, cited by service co-ordinators**

for <i>I Care... Ambassador</i> services	For ambassadors involved	For employer members, and the wider health & care system	For clients who book <i>I Care... Ambassador</i> services	For people interested in a career in care
<ul style="list-style-type: none"> <li>▪ <b>Reduced administration</b> time</li> <li>▪ <b>Expanded service</b> with more ambassadors</li> <li>▪ The ability to draw on NHS partner <b>expertise</b>, e.g. dedicated marketing function</li> <li>▪ The ability to <b>attract more funding</b>.</li> </ul>	<ul style="list-style-type: none"> <li>▪ An <b>increased understanding</b> of the whole health &amp; care system</li> <li>▪ <b>Increased trust</b> of colleagues from different parts of the system, leading to <b>more integrated working</b> at the frontline</li> <li>▪ The opportunity for <b>career progression</b> across the system.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A <b>wider pool of potential entrants</b> to recruit from</li> <li>▪ A more professional and <b>higher profile for care</b>, enabling it to compete better for applicants against other sectors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A <b>single point of contact</b></li> <li>▪ The ability to present to audiences <b>an integrated and diverse career pathway</b>.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Better informed ambassadors</b> able to <b>signpost to a wider range of opportunities</b>, including jobs, voluntary opportunities, work placements and shadowing opportunities, across the system.</li> </ul>

Source: Five service co-ordinator interviews, November/ December 2019.

#### 4.4 Value for money

Three out of five services felt that integration had enabled them to improve the value for money of *I Care... Ambassadors*. One of the others said it was difficult to tell but they are definitely providing a wider service with more ambassadors, and the other said that they expected better value for money in future.

When asked how value for money had been improved, two service co-ordinators referred to reduced duplication and administration, and one to a more effective service with more enquiries, pooled funding and a stronger brand.

*“We are getting more requests from schools. Sometimes we get grammar and private schools on board with the health carrot and then we talk about care and some of the higher-level roles they maybe wouldn’t have considered before. I think the responses from students regarding work placements and job shadowing opportunities has increased... We are running our own week that coincides with the schools’ work experience week where we’re doing a cross section of the health and care sector. So over five days they’ll get to experience different settings doing different roles across care and health...”*

*The NHS brand is massive... We attend the National Apprenticeship Show and we now have a health and care hub... which is quite central in location and we’re all in one place together – the health trusts, mental health and care. So by pooling funding we’ve got a lot more attractive stand in a lot more visible location.”*

Tracy Grant, Service Co-ordinator, Proud to Care Devon

## 5. Conclusions and recommendations

---

The overall messages from the research into the integrated ambassador services have been very positive. Whilst two years ago, two out of the three integrated pilots were not sure they could continue as an integrated service, now all three are successfully integrated and many other services have signed up to become integrated or are already operating as integrated services. There was an increasing feeling among services that integration is fast becoming ‘business as usual’ within social care and health, and that integration was naturally the way forward for *I Care... Ambassadors*. A range of positive outcomes have been cited by consultees and are supported by evidence from the Impact Tool.

This study therefore recommends that Skills for Care continues to enable and empower *I Care... Ambassador* services to integrate, where local partners desire to do so. A ‘top tips’ resource for services wishing to integrate could be developed, drawing on the findings of this report, and promoted to services using the Resource Hub. Skills for Care is already producing a wider range of resources suitable for delivering integrated ambassador activities.

Skills for Care should also continue to support service engagement with the Impact Tool, and services are encouraged to dedicate time to exploring the Impact Tool and understanding what it can do. The Impact Tool has the potential to generate powerful data, to inform both Skills for Care and *I Care... Ambassador* services on the most effective approaches to delivering *I Care... Ambassadors*. Realising this potential however depends upon data being collected and inputted.

## Annex A: Service co-ordinator topic guide

---

Hi, my name is\_\_\_\_, from Skills for Care. Is this still a convenient time for you to speak about your experience of integrated *I Care... Ambassadors*?

That's great, thank you for taking the time. This should take around 30-45 minutes in total.

Regarding data protection, your responses will be treated in confidence. The information you supply will be processed by Skills for Care in accordance with the General Data Protection Regulations (GDPR) with no personal information being provided to anyone beyond the team conducting the analysis. Any reports published using this information will be based on combined data only, which will not contain any personal information, unless you give us permission to attribute your views. All personal data will be deleted within two years or sooner if you withdraw your consent.

Do you consent to take part?

- Yes
- No

Is it also ok with you if I record this interview? This is purely to assist me with note-taking and won't be shared with anyone else. If you'd rather not be recorded I can simply take notes.

- Ok to record
- Notes only

### Background and rationale

1. **Name, job title, role(s), organisation, telephone number, email address**
2. **When did your organisation start to deliver an *I Care... Ambassador* service? (mm/yy)**
3. **When did your organisation start delivering an *integrated* service (i.e. promoting both health and social care careers together)?**
4. **What was your motivation for delivering the service in an *integrated* manner?**

### About your integrated *I Care... Ambassador* service

5. **Who are the partners involved in your integrated *I Care... Ambassadors* service? Does this include: (please tick all that apply:)**

- Health sector (please specify, e.g. NHS, commissioners, primary care, acute care, community services, mental health services):\_\_\_\_\_
- Social care sector (please specify, e.g. local authority, private & voluntary care providers):\_\_\_\_\_
- Integrated services (please specify):\_\_\_\_\_
- Other (please specify):\_\_\_\_\_

**6. Are there any other partners you have aspirations to add to the service?**

**7. What does your approach to delivering an integrated *I Care... Ambassador* service involve? (Tick all that apply)**

Join up at strategic level – e.g. Steering Group of partners from across health and social care	
Pooled funding	
Joint planning and management	
Joint recruitment of Ambassadors	
Joint induction/ training of Ambassadors	
Joint delivery of Ambassador activities by both Ambassadors from both health and social care (and/or integrated services)	
Equipping Ambassadors to promote both health and social care so that both backgrounds do not need to attend every activity	
Single point of contact across health and social care	
Resources bought/downloaded/distributed centrally	
Other (please specify):_____	

### Value for money

- 8. Since your service integrated, have you improved value for money (e.g. efficiency, economy, effectiveness)?**
- 9. If yes, how?**
- 10. If not, do you think the integrated approach will bring about value for money improvements in future?**

### Experience

- 11. What has helped or hindered integrated working?**
- 12. What lessons have been learned from your experience of running an integrated *I Care... Ambassador* service? What advice would you give to other *I Care... Ambassador* services thinking of becoming integrated?**

## Outcomes

13. Outside of the integrated *I Care... Ambassador* service, to what extent would you say your organisation is involved in integrated services or multi-disciplinary working with your partners in *I Care... Ambassadors*?
14. Was this driven by your experience as part of the integrated *I Care... Ambassador* service or vice versa?
15. As a result of delivering *I Care... Ambassadors* in an integrated way, what have been the short- (*less than one year*) or medium-term (*1-5 year*) benefits to:
  - (a) your organisation?
  - (b) ambassadors
  - (c) clients who book *I Care... Ambassadors*
  - (d) people interested in a career in care
  - (e) the local health & care system as a whole?
16. Are benefits being experienced equally by the different partners in the integrated service?

## And finally...

17. Are you logging all activities on the Impact Tool, collecting and inputting data and reporting? *\*Skills for Care can support you with this if you have any queries or concerns.*
18. Do you have any final comments you would like to add?
19. Are you happy for comments made by you during this survey to be used by Skills for Care in our research and evaluation report? *Please choose one option.*
  - Yes, I am happy for my comments to be quoted and attributed to me by name
  - Yes, I am happy for my comments to be used, but please do so anonymously
  - No, please do not use my comments as quotes

Thank you!

## Annex B: Consultees and acknowledgements

---

Skills for Care would like to thank the following consultees, who not only gave up their time to take part in the research study, but who (together with over 200 other services) work tirelessly to deliver *I Care... Ambassadors* in their localities, reaching thousands of audience members and raising the profile of careers in care. We would also like to thank Alex Green of Snap Surveys for his support with the Impact Tool.

Deborah Bellamy	Service Co-ordinator (until December 2019)	Berkshire <i>I Care... Ambassador</i> Partnership
Tracy Grant	Service Co-ordinator	Proud to Care Devon
Melanie Judd	Service Co-ordinator	Partners in Care
Sarah Hyde	Service Co-ordinator	Wakefield <i>I Care... Ambassador</i> Partnership
June Rollins	Senior Organisational Development Officer	Leeds City Council

Skills for Care  
West Gate  
6 Grace Street  
Leeds  
LS1 2RP

Telephone: 0113 245 1716  
Email: [info@skillsforcare.org.uk](mailto:info@skillsforcare.org.uk)  
Web: [www.skillsforcare.org.uk](http://www.skillsforcare.org.uk)