

New Directors 2025

Workshop one: Health and social care integration

Shirley Way and Christiana Evans

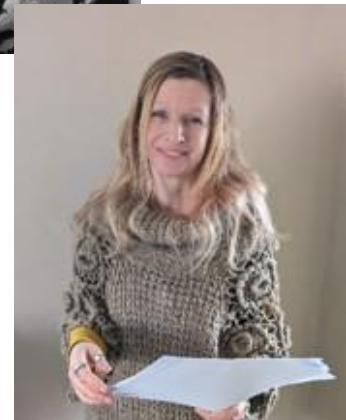


When working well, integrated services can respect each other and form a cohesive package around the needs of the individual and the wider community.

Shirley Way is Head of Region for the Midlands and has worked at Skills for Care for 8 years following a varied career within the social care sector. Shirley's roles have included managing a young people's service and a Local Authority Care Market Development Team. Shirley collaborates with a wide range of employers and stakeholders to influence change and improvements within the adult social care sector in the Midlands.



Christiana has been part of the South West Team at Skills for Care for 12 years, and Head of Region since 2023. As part of her role, Christiana leads a regional workforce strategy implementation group that brings together colleagues from social care, health and other partners to work together to deliver workforce transformation solutions at a systems level. Prior to Skills for Care, Christiana facilitated learning engagement networks for adult social care across Devon and has also worked in a supported living commissioning team for a Local Authority.



Health and social care integration

Practicalities:

- This webinar is being recorded for others to watch
- This webinar will last 90mins
- Attendees are on mute
- **Q&A** for questions but these will be answered after webinar
- Please also use the **Chat** if you have any **technical issues**
- Captioning can be requested at any time using the CC icon
- Links to resources / recording will be shared after this webinar

Your thoughts.....

What does integration mean to you?



What do people receiving and giving care want?



I have care and support that is coordinated and everyone works well together and with me.

We work with people as equal partners and combine our respective knowledge and experience to support joint decision-making

We work in partnership with others to make sure that all our services work seamlessly together from the perspective of the person accessing services

I can choose who supports me, and how, when and where my care and support is provided

If my medication has to change, I know why and am involved in the decision

I am in control of planning my care and support. If I need help with this, people who know and care about me are involved.

Current landscape and drivers

Hospital to community

More services need to be provided in the community, such as assessment, planning, support, co-ordination, monitoring and advocacy to empower people to keep or regain their independence, improve wellbeing and live fulfilling lives thus reducing hospital admissions. This will need new roles and new models of care delivered by a skilled and valued workforce

Analogue to digital

Digital technology, data and AI can be used to improve both quality and efficiency of care and support. Integration of technology will enable the sector to attract digitally skilled workers and train existing staff in the effective and ethical use of these tools.

Sickness to prevention

Integration of services and the workforce is core to supporting the shift from sickness to prevention. Care and support need to take an asset based approach and have a workforce with the skills and time to support people before their needs escalate.

Three strategic shifts

1 Hospital
↓
Community

2 Analogue
↓
Digital

3 Sickness
↓
Prevention

A Workforce Strategy

for Adult Social Care

Attract and retain

Train

Transform



www.ascworkforcestrategy.co.uk

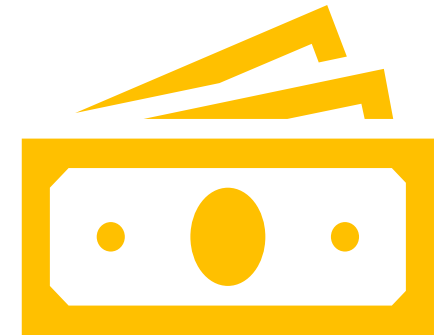
What is the data telling us?



**1.7 million filled
posts**



**131,000 vacancies
(8.3%)**



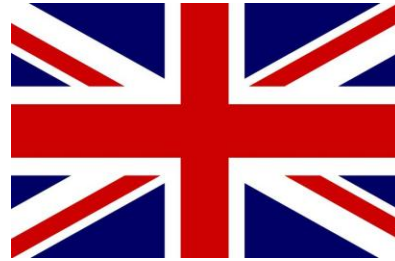
**Contributed £68.1bn
to the economy**

What does that workforce look like?



21%

male



75%

British



44

average age



What does the future need to look like?

If the adult social care workforce grows proportionally to the projected number of people aged 65 and over in the population, the number of total posts needs to increase by

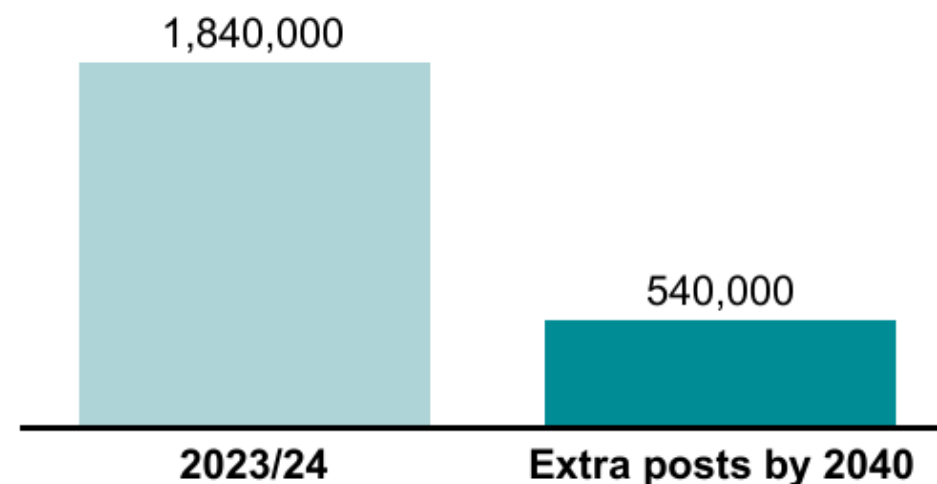
29%, or **540,000** extra posts

This would take the number of **total posts** in **2040** to around

2,380,000



Total posts in 2023/24 and extra posts required by 2040



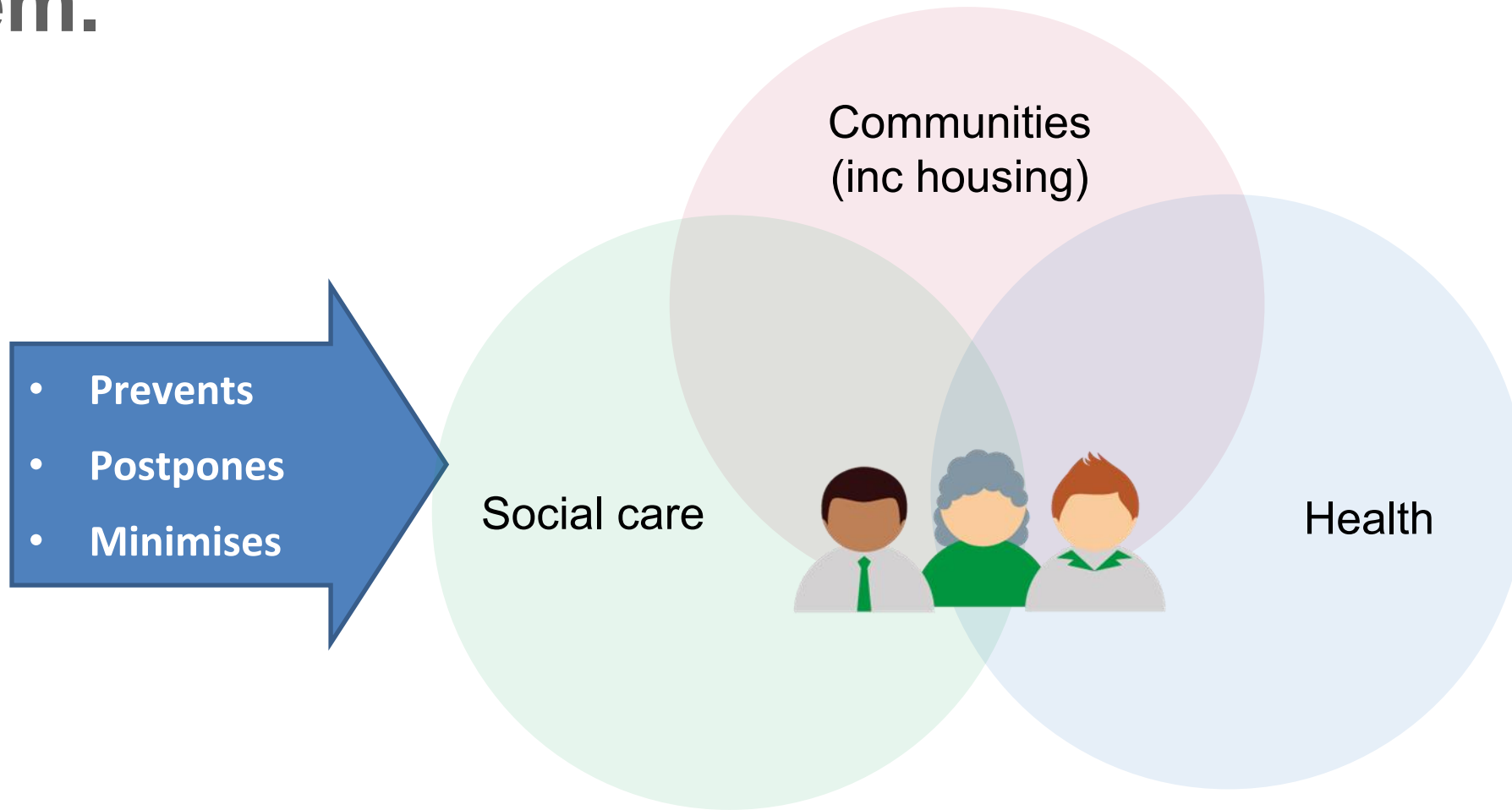
What is integration?

Integration	
Working together	Personalised care
Services and systems working together across health, social care, housing, community services and more to provide co-ordinated and quality care.	Promotes personalised care and better outcomes for people supported, giving them more choice and control.
Support networks	Effective relationships
Creates support networks around individuals using their strengths and assets and that of their communities	Encourages effective relationships across the services and the system to provide joined up care.

Putting the person at the centre



Social care is an equal partner in the system.



The practicalities



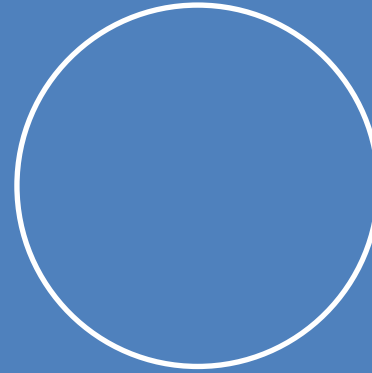
Understanding and working with communities

1. Developing an in-depth understanding of local communities and neighbourhoods
2. Community engagement and involvement
3. Mobilising the local community and building community leadership capacity



Joining up and coordinating services around people's needs

4. Coordinating service planning and delivery
5. Driving service transformation



Addressing social and economic determinants of health and wellbeing

6. Making use of local assets
7. Supporting local organisations to use their power as employers and purchasers to improve health, social and economic outcomes



Supporting the quality and sustainability of local services

8. Supporting local workforce development and deployment
9. Making best use of the total available financial resources in a place

Capable, confident and skilled workforce



Clear career pathways and progression routes across and within the system

What are the enablers?

- Care workforce pathway
- Technology
- New roles
- Learning from what works
- Building Trust

Where to start?

Collaboration among organisations is not enough to create integrated working. Systems must invest time in building *meaningful* relationships across sectors, where each organisation understands the **strengths** and **challenges** of others. *Genuine* partnerships can help build a culture that truly **improves** the **quality of life** of people who draw on care and support.

[Six ways to create a culture for integration | NHS Employers](#)

Six ways to create a culture of integrated working

Be prepared to
experiment and learn
together

Have a clear shared
vision

Set the tone

Get to know each other
and understand each
other's worlds

Use data to facilitate the
conversation and prompt
discussion

Share your challenges
and your strengths

Practice examples

[Integration case studies](#)

Leicestershire, Leicester & Rutland

South Yorkshire – social care representation at People Board

Black Country – Personal Assistant Workforce

Social Care Academies

[The neighbourhood that could hold the secret to fixing the NHS - BBC News](#)

Trusted Assessors

Shared bank staff

Shared recruitment initiatives

What can you do?

- Ensure that social care is at the heart of decision making.
- Promote the importance and understanding of the benefit of social care.
- Access funding and development opportunities through the ICS.
- Inform the development of systems and processes.
- Get involved with shared initiatives.
- Help to make health and social care sector a more attractive and better understood career option.
- Demonstrate to the Care Quality Commission (CQC) that you are taking proactive steps to work in partnership across sectors.
- Build trust and relationships with healthcare services.



Creating a culture for integrated working

Top Tips

Have a strategy that aligns both local & strategic directions



Relationship building = Strategic building

Be clear on what you're trying to achieve



Allow time to recruit the right team

It takes time to grow as an integrated workforce

Be brave & move **OUTSIDE** the box

Build on Success!

Experiment & Learn together

2) Have a clear **Shared vision**

Take the WINS!



Healthcare needs to be person-centred, patient-led & holistic

Culture needs to have honesty, openness & respect

A SPOTLIGHT on...

6 Ways to create a culture for integration

3) Share your **Challenges & strengths**

4) Get to know each other

understand each other's worlds

Just ask!

Culture eats Strategy for breakfast

Have the **right Core Values**

Integrated workforce thinking requires partners to be open to disagreement

5) Use data to facilitate the conversation and prompt discussion

Be honest

Have a willingness to join up so we can support the people at the centre of communities

It's not **One Size Fits all**

6) **Set the tone**

to deliver the right kind of **Care & Support**

Embed diversity in the health & care service

Lim

For further information read our guide: Integrated workforce thinking across systems: practical solutions to support integrated care systems

Activity

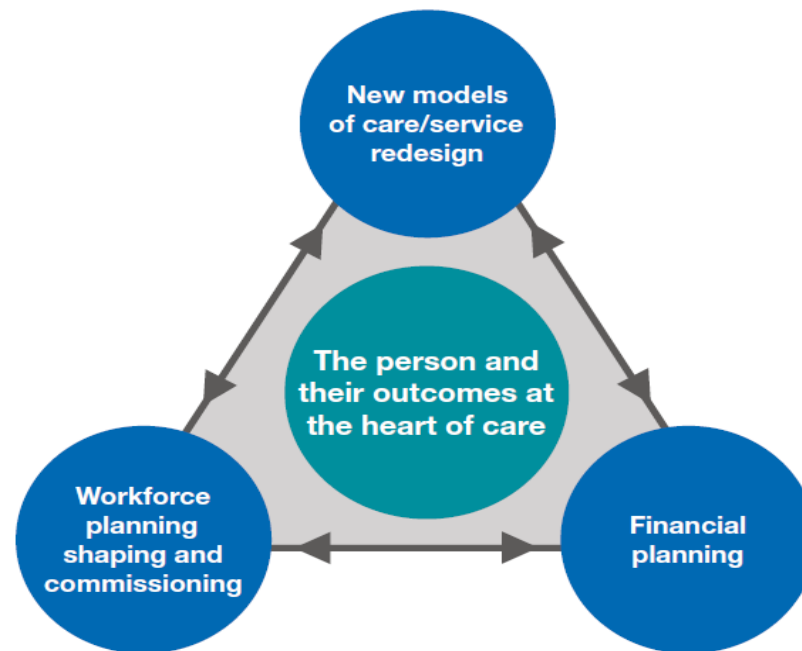
In break out rooms please reflect on what you have heard today and think about the following:

What key pieces of information have you found most useful?
What support will be important to you to lead progress in integration?
What actions will you implement as a result of this session?



Workforce planning for the future

Getting the right people with the right skills and the right values in the right place at the right time for the right cost



New Directors

**Next session: “Developing a workforce for the future”
with Miranda Coates**

Thursday 15 May at 10am

Time to consider the methods of workforce redesign, how to evidence your strategy for CQC and a future scope key trends and the potential need in the social care sector.



Resources and area teams

[National H&SC induction resources](#)

[Workforce integration](#)

[Assess your systems integrated culture](#)

[Integrated workforce thinking across systems](#)

[Support for Integrated Care Systems](#)

[ICB level Workforce Intelligence](#)



Thank you

