



## ENCOURAGING ENGAGEMENT BETWEEN SUSTAINABILITY AND TRANSFORMATION PARTNERSHIPS AND THE ADULT SOCIAL CARE SECTOR

Sustainability and Transformation Partnerships (STPs) are working across England to transform the health and care system. They aim to make the biggest national move to integrated care in any major western country. The Care Provider Alliance, bringing together the 11 main national associations which represent independent and voluntary adult social care providers, fully supports this aim. We believe that it cannot be achieved without the full engagement of our sector.

The independent and voluntary adult social care sector supports over a million people, many of whom have multiple complex health conditions, and it employs more people than the NHS. Without high quality, sustainable adult social care services, the NHS would soon be completely overwhelmed.

Through the sector's engagement with STPs, there is a huge opportunity to develop strategic alignment between these vital parts of the system, so that they work together in the best interests of patients and of people supported by social care. There is also the opportunity for leaders from all sectors to model and promote the trust, respect and understanding that is needed between colleagues working together in local services.

This document provides a quick summary of the Care Provider Alliance's work on how engagement between STPs and the independent and voluntary adult social care sector could be developed. A more detailed report is available at [www.careprovideralliance.org.uk/stp-engagement](http://www.careprovideralliance.org.uk/stp-engagement).

### What we are asking STPs to do:

- If you do not already have engagement arrangements in place, complete or commission a quick overview of the adult social care sector in your area, looking at the scale of provision and identifying any provider forums or associations.
- Consider the options for engagement suggested in this document.
- Hold a discussion at an STP Board meeting about engagement with the adult social care sector and, by March 2018, share information on your website or elsewhere about how you are taking engagement with the sector forward.

### What we are asking the adult social care sector to do:

- If you are not already clued up about STPs, start by visiting [www.england.nhs.uk/stps](http://www.england.nhs.uk/stps).
- Take time to understand how the way the NHS works is changing and the role of STPs.
- Have a look the STP plan for your area, and at who leads it.
- Be ready and willing to engage positively, constructively and openly on behalf of the sector.

The Care Provider Alliance is available and able to help STPs develop their engagement with the independent and voluntary adult social care sector. For more details, please see page 4.

“Transformation across health and care services can only be achieved through the collaboration of all partners in local systems. STP leaders and social care providers have a fantastic opportunity to work together for better health and care for their populations. I'm delighted to support this work by the Care Provider Alliance to encourage and enable joint working between social care providers and those leading Sustainability and Transformation Partnerships”.

**Steve Brine MP, Parliamentary Under-Secretary of State for Public Health and Primary Care**

## Opening engagement with the adult social care sector

The independent and voluntary adult social care sector is big. It employs 1.45 million people in England; more than the NHS. Its economic impact has been estimated by Skills for Care at up to £40 billion per year. Residential and nursing homes provide 460,000 places, compared to around 131,000 beds in NHS hospital, and they support many of the frailest people in our communities. Over 500,000 more people, many of whom have multiple complex health conditions, rely on social care in their own homes, and thousands more use day services.

The sector is also very diverse. That's a great strength – but it does make engagement with the sector across a substantial geographical area more challenging. Ideally, an STP would have engagement arrangements that encompassed:

Older people	✓	Residential and nursing homes	✓	Owner managers	✓
Mental health	✓	Homecare	✓	Small local organisations	✓
Learning disabilities	✓	Shared lives schemes	✓	Regional and national providers	✓
Physical disabilities	✓	Extra care housing	✓	Independent and voluntary sectors	✓

### How can a busy STP lead possibly hope to engage in a representative way with such a large and diverse sector?

- If there is an established local care association covering all or part of an STP area, it could be a very good place to start. A number of STPs are already working with a local association.
- There may be provider forums led by local authorities that an STP can tap in to.
- If there are no established groupings, there may be the need to invest time and resource, alongside local authority partners, to support providers to come together. This is likely to be more practicable than the STP attempting to engage with lots of providers individually.
- If there is time, a lot can also be gained by STP project staff simply reaching out and arranging to meet directly with individual providers.
- The eleven national associations which make up the Care Provider Alliance can offer support and advice at a strategic level, each bringing a particular focus and expertise to a different part of the sector.

Lincolnshire, Shropshire and Blackpool are some of the areas where representatives of local care associations have joined the STP Partnership Board or a stakeholder group.

- “The adult social care sector is vitally important for the overall health and wellbeing of the population. The Lincolnshire Care Association acts as a conduit between that sector and the STP and that works well.” John Turner, Lincolnshire STP Lead and Chief Executive South Lincolnshire and South West Lincolnshire CCGs.
- “We’ve invested time over a number of years with Shropshire Partners in Care and we have a good, mature relationship. What’s most exciting is the way that health and social care teams are working together at neighbourhood level. STPs have the opportunity to support and encourage these relationships.” Andy Begley, Director of Adult Social Care, Shropshire.
- “I sit on the STP as chair of the Blackpool Home Care Providers forum. By participating I have managed to raise the profile of homecare and helped health colleagues become more aware of the challenges faced by the sector.” Sandy Bell, Safehands Care Ltd.

Greater Manchester and Nottinghamshire are two areas supporting the development of new arrangements for engagement.

- “Social care has a huge impact on health and healthcare. Social care providers are key partners in delivering our overall vision, and we’re investing time and funding to support the creation of strategic provider forums. Through them, we will work together to improve outcomes and sustainability.” Jon Rouse, Chief Officer, Greater Manchester Health and Care Partnership.
- “We have set up an STP Advisory Group. It’s a strategic group with one person representing each sector including care homes, homecare and carers support. The group has only just started up, with one substantive meeting so far, but we see it as a most important development for the future.” David Pearson, Nottingham and Nottinghamshire STP Lead and Director of Adult Social Care.

The Hampshire and Isle of Wight STP has appointed a dedicated resource to gather a system-wide understanding of the challenges facing the homecare workforce and to explore solutions. Individual meetings have been held with a number of adult social care providers.

“Engagement from these homecare providers has been tremendously helpful, providing real intelligence and supporting transformation and integration.” Clare Aspden, STP Project Lead for Retention, Recruitment and Education.

“High quality social care and health services depend on a skilled, knowledgeable and valued workforce, so this joined up approach to identify what is needed in our communities can only help make sure people can lead the lives they want to.” Sharon Allen, Chief Executive, Skills for Care.

#### How we have written this document

To write this document we read many of the published Sustainability and Transformation plans; we spoke with people in some areas where there is already positive engagement; we sought feedback through an Engagement Summit held on 4th July 2017; and we published an informal consultation document in July 2017.

#### There have been some great comments...

- It’s a two-way process - trust and personal relationships are most important.
- It may be a good idea to start with a practical task that everyone can work together on.
- Provider groups need to be nurtured - it may take time, effort and resources.
- Face to face meetings are time consuming – technology may help share information and feedback more efficiently.
- Shared platforms are an excellent way of building and strengthening relationships.

#### And some challenges have been reported...

- From a social care perspective, STPs have often seemed very focused on NHS services. There isn’t always a good understanding or awareness of social care services.
- People from social care are finding NHS terminology and acronyms a real challenge.
- For STPs that cover a larger number of local authority areas, the challenge of engagement is greater - particularly where it’s not a geography that is used to working together.

If you would like further details, please download our new report from:  
[www.careprovideralliance/stp-engagement](http://www.careprovideralliance/stp-engagement)

## How can the Care Provider Alliance help?

The Care Provider Alliance is developing an offer of support to STPs who would like help to get their arrangements for engagement with the independent and voluntary adult social care sector up and running. Options that may be helpful include:

- A quick review of the sector in your area, followed by an awareness raising session for the STP, with suggestions for future actions.
- Identification of a suitably senior person from the sector who could provide general advice and guidance on adult social care.
- Sourcing of people from across the sector able to provide more specific input in their particular area of expertise.
- Linking you with one of the eleven national associations which make up the Care Provider Alliance for input in relation to a particular part of the sector.

If you would like to discuss this, please contact us via [info@careprovideralliance.org.uk](mailto:info@careprovideralliance.org.uk).

### About the Care Provider Alliance

The Care Provider Alliance (CPA) brings together the 11 main national associations which represent independent and voluntary adult social care providers in England. We work to represent the sector and ensure a coordinated response to the major issues that affect it.

The Care Provider Alliance is an informal body with a rotating chair. Membership is of the representative associations with a national membership across the whole of England. However, some CPA members also represent services in Scotland, Wales or Northern Ireland.

### About the improving Care Sector Engagement Programme

In March, the Care Provider Alliance was awarded a grant from the Department of Health to scope and deliver a programme of work to improve engagement with and by the independent and voluntary adult social care sector.

Our approach is practical and pragmatic, drawing on the tremendous knowledge and experience that exists within the care provider sector and elsewhere to produce useful outputs as quickly as possible.

The programme will lead to a short series of publications, of which this is the first. Future publications will cover the engagement of social care providers in local commissioning, and in contingency planning.

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