



Learning Network:

Case Study

Care Provider Alliance and NHS England

A regional approach to working with ICBs: Yorkshire and Humber Care Association Alliance

Introduction

- Leeds Care Association brought together other local provider associations to consider how care services could ensure they have a seat at the ICS/ICB table. As a result, they formed the Yorkshire and Humber Care Association Alliance – bringing together all of the care associations within the area.

Background

- The Yorkshire and Humber region is covered by three integrated care boards and partnerships (North Yorkshire and Humber; South Yorkshire and Bassetlaw; and West Yorkshire). Providers operate across multiple ICS and local authority areas, meaning they deal with multiple approaches to commissioning and delivery expectations. Many of the smaller care providers within the region struggled with the capacity to engage with the three boards.
- The new Yorkshire and Humber Care Association Alliance aims to ensure that all care providers – including smaller services with limited capacity - are represented at ICS/ICB level.
- The Alliance is also working closely with regional Yorkshire and Humber ADASS and LGA colleagues.
- This approach is allowing the Alliance to bring care provider's expertise, knowledge and skills to the ICB table.

Actions

- **Fair Cost of Care:** Each local authority in the region was taking a slightly different approach to the Fair Cost of Care exercise. The regional alliance supported care providers through the exercise, encouraging them to take part and ensuring a wide range of care provider voices were represented in

submissions. The alliance will monitor the outcome of the exercises and consider how they can continue to work together on this issue.

- **ICS representation:** By working together as a Yorkshire and Humber Care Association Alliance, providers can influence initiatives across the region. This includes training and workforce plans, quality improvement plans, new legislation and practice. For example, each local authority develops its own implementation plan in relation to legislative changes. For care providers working across more than one authority, this can be problematic and time consuming. The Alliance enables collaborative work on implementation plans.
- **Joint action plan:** The alliance held a crisis in care summit with partners from the local authority and NHS in October 2022. As a result, they have developed and agreed an action plan and are developing links with ICB and ICB partners.
- **Long term grant funding agreements:** These are in place to support the place-based trade associations. Initial funding provided to Kirklees, with potential opportunities being discussed with Wakefield, Doncaster, Rotherham.
- **Hospital discharge:** The Trusted Assessor programme in Leeds and Wakefield weekly discharge meeting is supporting better planning and delivery.
- **Integrated long-term workforce plans:** The ICS has developed coordinated workforce recruitment campaigns across the whole health and care system, and ensured the wellbeing hub is accessible to all health *and* social care staff. A recent ICB board meeting had workforce as its full focus, with social care providers among the key speakers. All key parties – including care associations, providers, and Skills for Care – are working together at local level to consider numbers of staff, roles needed in the future, and potential to extend training placements beyond secondary care.

Benefits of a Regional Alliance

Alignment with ADASS region and 3 ICS's within region-

- North Yorkshire & Humber
- South Yorkshire & Bassetlaw
- West Yorkshire

Increased ability to engage and participate at local, regional and national level

One point of contact

Clear flow of communication and engagement from local through to national via care associations.

Efficiencies- Sharing of resources amongst care associations

Consistent approach

Improved offer and benefits to members

Support organisational development of care associations

Sharing of best practice

Next steps

- **Commissioning:** Planning to coproduce future commissioning strategies and frameworks with the Alliance and ICB members.
- **Workforce:** Workforce issues within ICBs are an evolving and developing picture. The Care Association Workforce Lead is supporting development of a long-term integrated workforce plan. All key parties – including care associations, providers, and Skills for Care - are getting together at local level to consider numbers of staff, what roles are going to be needed in the future, whether they need to push training placements beyond secondary care and into the rest of the wider system. This includes considering how to improve the profile of the sector and developing career pathways to develop and retain workers within the integrated health and care system.
- **Collaboration on new legislation and practice:** The Alliance will work with care provider members, local authorities and health partners to consider how to implement new legislation and practice such as Liberty Protection Safeguards, funding reforms, and Provider Assessment Market Management Solutions (PAMMS). The aim is to take a collaborative, supportive approach.

Lessons learned

- **Small steps lead to bigger things** so do not expect everything to happen at once. Take those small steps and any opportunities that you are offered to get involved and build connections.
- **Relationships take time to develop.** Having the right people involved at the right time is crucial, but it is not always easy to identify who they are, and people change job roles so you may need to develop relationships with new contacts. But many people continue to stay in the system, even if they take on a new role.
- **Different places are at different stages of development.** Recognise that and work from where your partners are at present.
- **Use your links to push for action.** For example, local authorities are raising the issue of care association representation within ICB/ICSs.
- **Share good practice:** This has been particularly helpful for new care associations.
- **Ensure there are adequate resources to enable meaningful contributions.** Small organisations may lack capacity to get engaged and need to support to do this.

Links and contacts

[Leeds Care Association](#)

[Humber and North Yorkshire ICB](#)

[Humber and North Yorkshire Health and Care Partnership](#)

[West Yorkshire ICB](#)

[South Yorkshire ICB](#)

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