

INTEGRATION AND INNOVATION: WORKING TOGETHER TO IMPROVE HEALTH AND SOCIAL CARE FOR ALL

(HEALTH REFORM AND THE THIRD SECTOR'S ROLE IN IT)

MAY 2021

Context

A significant re-organisation of the health system is taking place, which is moving extremely quickly and appears to be at a critical point. This reorganisation offers some key opportunities and threats for the third sector.

All areas in England will have a newly constituted statutory Integrated Care System (ICS) that will plan and pay for hospitals and other NHS services [\[easy read description of changes\]](#).

TSL's position

The following points set out TSL's view about the third sectors strengths, opportunities and challenges in health reform. You can read more about our thinking [here](#).

- TSL welcomes the progress Forum Central (and other WY partners) have made in securing a central place for the third sector in health reform.
- We will offer support to Forum Central where our voice can help to strengthen the third sector's impact.
- Health reform offers a real opportunity for the third sector to become a more central player in the drive to deliver health services that are more local, more personalised and enable people to stay healthy rather than fixing health problems when they occur (sometimes called 'Leftshift')
- However, we acknowledge that there is a risk that smaller organisations and specialist organisations will find it difficult to play a greater role and therefore;
 - TSL will seek to provide clear information about how these changes might affect our members
 - TSL will work with Forum Central to address barriers and ensure all who want to be involved can be
 - Forum Central will lead this work but will consult with TSL, and other third sector bodies as the changes develop.
- Third sector collective organisations (like Forum Central and VAL) may need to explore new approaches to enabling collaboration to make sure smaller and specialist organisation can be part of the new structures
- Forum Central has played an effective role in supporting third sector organisations to connect with Local Care Partnerships (LCPs) and there will be a need for this work to continue as LCPs further develop their role in shaping the delivery of health and care services
- There may be particular challenges for smaller organisations and those who work across the whole city; there is an ongoing need for the development of new relationship that will make it easier for these organisations to play their part
- TSL hopes to see larger organisations give more time and energy to enabling smaller organisations to develop (without any expectation of something in return). This is sometimes called 'Generous Leadership' and we think it will make the whole third sector stronger

What our partners in the health system and at Forum Central have told us

The future health and care system in Leeds is likely to be characterised by;

- A West Yorkshire Integrated Care System taking on the current accountability of the Leeds Clinical Commissioning Group
- The Development and implementation of a Leeds Integrated Care Partnership as described in ['Developing an Integrated Care Partnership in Leeds, progress, proposals and next steps'](#)

In summary

- A local Integrated Care Partnership (ICP) or Leeds as a distinct place within West Yorkshire.
- An alliance of NHS, social care, third sector providers, NHS and local authority commissioners who work together to improve population health outcomes through collaboration not competition.
- The implementation of the 'Left Shift Blueprint' (investing more in preventative health in communities in order to keep people healthy and out of hospital).
- The Integrated Care Partnership will use 'strategic indicators' to examine health and care programmes; helping it to get resources into preventative health and understand how effective this is.
- Health Outcome Ambitions – these are longer term indicators that will track change over a 10 year period.
- Measurement of system activity – these indicators will provide a more immediate view of impact and will be measured through shared Leeds Data.
- Quality experience measures that will look at quality experience in primary care, community services and hospital services.
- That the third sector is a fundamental component of the Integrated Care Partnership and in delivering services.
- Local Care Partnerships (LCP) will be the fundamental building block to achieving the strategic indicators¹.
- Removal of the NHS internal market meaning fewer contracts/procurements.
- more collaborative approaches focussed on population health and delivery through pathways (e.g. around mental health or older people who are frail as opposed to specific services).

¹ The NHS has said that bodies called Primary Care Networks will be responsible for shaping local services. In Leeds the vision is the Local Care Partnerships will play this role; how the relationship between these two bodies works will be important.

Forum Central, as the specialist infrastructure organisation in health and care, has been leading discussion seeking to secure the best outcome for the third sector.

This work has been effective and has secured the third sector's place in the Integrated Care Partnership and recognition that individual organisations can be signed up to the partnership through Forum Central.

There is also third sector representation and engagement at both Primary Care / Local Care Partnership level through Forum Central and at the West Yorkshire & Harrogate (WY&H) level through the Harnessing the Power of Communities (HPoC) programme (funding for third sector organisations to be part of health service change).

HPoC work is also led by Forum Central, but with specific Volunteering representation from Voluntary Action Leeds. The West Yorkshire and Harrogate HPoC board is chaired by Hilary Thompson from Kirklees, deputised by Pip Goff from Leeds and includes third sector place reps from each area in addition to Healthwatch and Volunteering leads.

The Third Sector representatives contribute to a range of programmes, including those looking at Primary and Community Care; addressing Health Inequalities; Mental Health, Autism and Learning Disabilities and Population Health Improvement.

How TSL Support have interpreted the current debate:

In the future, the part of the health system that most third sector organisations get involved in will have 3 tiers - moving from strategic decision making at a West Yorkshire level through to delivering services at a 'neighbourhood level' (based on areas with a population of around 70,000 people).

A new 'statutory duty to collaborate' means that more services will be delivered by partnerships made up of the health service, local authorities and the third sector rather than being commissioned through traditional competitive tendering.

At every level, it is likely that data about how health is changing in the population will become even more important in understanding needs and shaping services.

What TSL thinks

The potential to move away from competitive tendering offers real opportunities for the third sector to become a larger part of the health mix, delivering better health for communities.

However, to achieve this it is important that the third sector has a voice *and* adapts to the new structures. For instance, it may need new forms of collaboration in order to offer the health system large scale work while ensuring the smaller and specialist organisations remain independent and involved in delivering services.

Tier 1: West Yorkshire Integrated Care System

The West Yorkshire Integrated Care Partnership will be the body where strategic decision making about health service priorities (laid down by NHS England) is delivered.

What TSL thinks

In order for the third sector to achieve maximum advantage from the new statutory duty to collaborate it is important that the third sector has a strong voice at this level.

Because of the third sector's diversity it can be challenging for it to be seen as a key player with equal voice – in the same way as the health service of local authorities.

Forum Central and our other West Yorkshire partners are making real progress in this debate and TSL supports them and will offer any help it can.

Tier 2: 'Place-Based' (Leeds) Integrated Care Partnership

It is likely that the way that strategy decided at West Yorkshire level is turned into local delivery will happen at the Leeds Integrated Care Partnership (this body will replace the CCG).

What TSL thinks

It is at this level that key spending decisions will be taken and partnerships formed. Leeds has a great track record of organisations working together but partnerships will need to develop and adapt to the new system.

Forum Central have laid the ground work for the third sector's future role. The main way for organisations to have their say is through Forum Central; they are working with TSL, VAL and others to share regular information about what is happening and how third sector organisations can have their say.

Our Leadership Group feel that there are challenges for smaller organisations and specialist organisations in being part of future delivery without having to give up what makes them unique. We are working with Forum Central to make the case that changes in health need to make it easier, not harder, for these organisations to be involved in delivery.

As a sector we may need to support each other in new ways and with new groupings (e.g. the Solidarity Network brings together four different organisations to improve life for people who seem to be 'on the margins' and experience the greatest health inequalities. The Oak Alliance brings together a group of older people's organisations to make sure they know what is happening across the system and they are ready to respond to opportunities).

Tier 3: Local Care Partnerships

Local Care Partnerships (LCPs) bring together the health service, the local authority and the third sector at a neighbourhood level. Some LCPs have already started to explore ways of delivering services differently in their neighbourhoods. For example, there are projects around extending digital access in Beeston and work on reducing Health inequalities in Harehills.

What TSL thinks

LCPs may become increasingly important in developing new, locally designed services. The third sector already has a voice in LCPs but it can be time consuming to go to meetings and it's not always clear what the opportunities are.

The sector may need to develop a more streamlined way of influencing how new projects develop and of involving organisations that may have skills to offer.