Voluntary Community and Social Enterprise (VCSE) sector and Integrated Care Systems

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NHS England and NHS Improvement

Strategic Context

NHS

NHS Long Term plan and White Paper: Working together to improve health and social care for all

Triple Aim

FINANCIALLY SUSTAINABLE SERVICES

BETTER HEALTH FOR WHOLE POPULATION

BETTER QUALITY CARE FOR PATIENTS

Build on existing duties to;

1. **Engage** with local communities;

2. **Collaborate** in the performance of its functions;

3. **Integrate** care and delivery;

4. **Improve** the **health and wellbeing** of residents

Voluntary Partnerships Team

Working to develop and maximise the contribution that the voluntary sector and volunteering can have on services, communities and individuals and system transformation.

NHS Long Term Plan Commitments	We will achieve this by
To continue to commission, partner with and champion VCSE	Facilitating the spread and scale of innovative practice and effective partnership working
Every ICS to have a partnership board, drawn from ……….the voluntary and community sector and other partners	Embedding the voice of the VCSE sector across the NHS

NHS England Principles for VCSE Engagement

Working with the VCSE nationally

VCSE Health and Wellbeing Alliance

- **Facilitates integrated working with statutory sector**
- **Supports a two way flow of information** between communities, the VCSE sector and policy leads
- **Amplifies the voice** of the VCSE sector and people with lived experience to inform national policy

Find out more: www.england.nhs.uk/hwalliance/

Voluntary Sector Support Programme: Winter and Covid Pressures

- Clinical support (A & E) and ambulance
- Discharge support (patient transport, support in the home)

The scale of the VCSE sector in the UK

NHS

166, 854 registered voluntary organisations

£18.2 billion contribution to UK economy

£23.9 billion of formal volunteering

£140 billion of Assets

90% UK households have accessed a voluntary sector service

Employs 910,000 people (approx. 2.8% UK workforce

100,000 Social Enterprises **(source SEUK 2018)**

2 million employees

Worth **£24 billion**

Source: NCVO Almanac 2020
NB: this data does not include unregistered community groups

Future of Integrated Care Systems

Four fundamental purposes for integrated care systems:

1. Improving population health and healthcare
2. Tackling unequal outcomes and access
3. Enhancing productivity and value for money
4. Helping the NHS to support broader social and economic development

This involves the following changes:

- Stronger partnerships in local **places** between NHS, local councils and others;
- Formal collaborative arrangements for provider organisations that allow them to operate at scale;
- System-wide strategic commissioning with a focus on population health

Working with the VCSE sector

Role of VCSE in Integrated Care Systems

NHS

The VCSE sector is an essential system transformation, innovation and integration partner. It has a key role to play in;

- **ICS governance and decision making arrangements**
- **System workforce and operational delivery plans**
- **Strategic partner supporting the capability and functions of ICS's** to deliver integrated care
- **Shaping, improving and delivering services** and developing and delivering plans to tackle the wider determinants of health
- **Population Health Management - capturing and sharing data, intelligence and insight** into the needs of people and communities

Working with the VCSE sector

Neighbourhoods: VCSE organisations have a role to play in;
- Social Prescribing and Asset Based Community Development
- Population Health Management

45% of registered Voluntary Organisations are classed as "hyper local" – turnover less than £10,000

Place: VCSE organisations have a role to play in;
- Governance and strategic representation
- Capturing data, intelligence and insight of the needs of people and communities
- Supporting the co- design, delivery and integration of health and care services
- Providing reach to excluded people and communities to help reduce health inequalities and support prevention activities

83% of voluntary organisations deliver at Place with turnovers less £100,000

System: VCSE organisations have a role to play in;
- Governance and system transformation
- Strategy planning and implementation across workstreams
- Provider Collaboratives
- Delivery of Long Term Plan priorities at scale
- Spreading and scaling good practice across the system

Embedding VCSE sector in Integrated Care Systems

NHS England
We expect that by April 2022 Integrated Care Partnerships and the ICS NHS body will develop a formal agreement for engaging and embedding the VCSE sector in system level governance and decision-making arrangements, ideally by working through a VCSE alliance to reflect the diversity of the sector.

Pg 28-29 ICS Design Framework

Working with the VCSE sector

National Development Programme

Aim:

Continue the roll out of the VCSE Leadership programme to all ICSs, providing resource and facilitation support to develop system level VCSE Alliance/Assemblies in ICSs

Impact:

- VCSE sector alliances/assemblies established/strengthened in all 42 ICSs
- VCSE Representation in ICS Partnerships as outlined in the ICS Design Framework.
- VCSE sector a strategic partner in various workstreams, partnership boards, service and pathway re-design
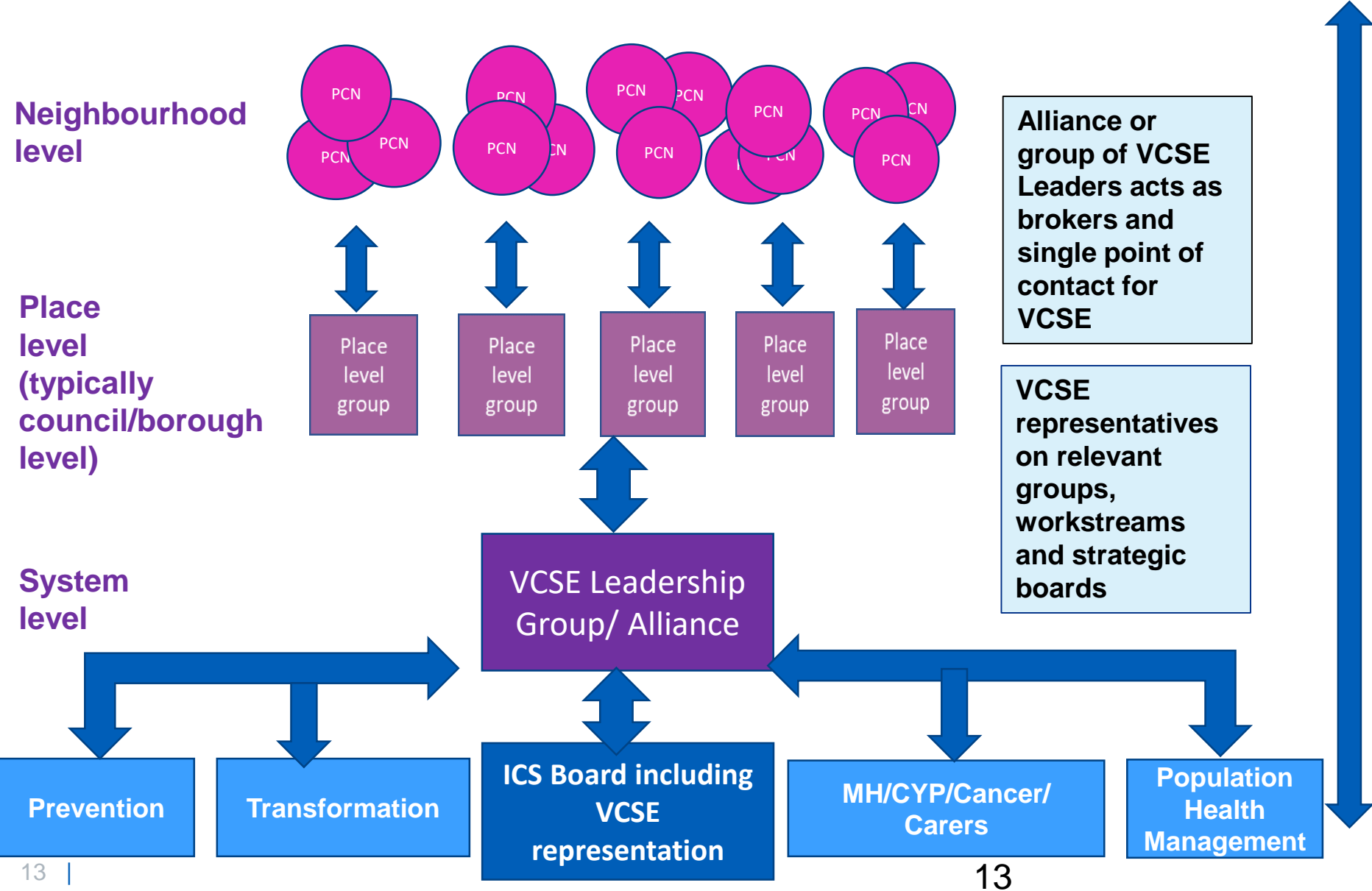
National Development Programme

NHS

Programme Offer:

1. Supporting Cohorts 1 and 2 to strengthen and embed system level VCSE alliances/networks/partnerships

2. Rolling out programme to remaining ICS. This includes financial investment and facilitation support to develop/strengthen system level VCSE alliances

3. NHS Leadership Academy "Leading for System Change" programme

To find out more about this programme or how to link to your VCSE alliance/assembly contact the NHSEI Voluntary Partnerships team at england.voluntarypartnerships@nhs.net

Cohort 1	Cohort 2
Bristol, North Somerset and South Gloucestershire	Humber Coast and Vale
Cheshire and Merseyside	North East and North Cumbria
Lancashire and South Cumbria	Derbyshire
Lincolnshire	Black Country
Norfolk and Waveney	Suffolk and North East Essex
Staffordshire and Stoke on Trent	North West London
Surrey Heartlands	Bedfordshire Oxfordshire and Buckinghamshire West
West Yorkshire and Harrogate	Gloucestershire
Greater Manchester (Learning Partner)	Bedfordshire Luton & Milton Keynes
	Sussex

Model for strategic VCSE engagement

Neighbourhood level

PCN PCN PCN PCN PCN PCN PCN PCN PCN PCN PCN PCN PCN PCN PCN PCN PCN

Alliance or group of VCSE Leaders acts as brokers and single point of contact for VCSE

Place level (typically council/borough level)

Place level group

Place level group

Place level group

Place level group

Place level group

VCSE representatives on relevant groups, workstreams and strategic boards

System level

VCSE Leadership Group/ Alliance

Prevention

Transformation

ICS Board including VCSE representation

MH/CYP/Cancer/ Carers

Population Health Management

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Creating Partnerships for Success: Core Components

1. Building relationships

2. Shared vision and values

5. Leadership

3. Principles for joint working

4. Investment and resources

Spotlight on North West London

Tier 3: Developing our leadership and embedding in NW London ICS structures → NWL (3)

Tier 2: Developing local leadership and improving sector engagement with ICPs → Borough (2)

Tier 1: Taking a neighbourhood focus and engaging wider 3rd sector with PCNs → Neighbourhood (1)
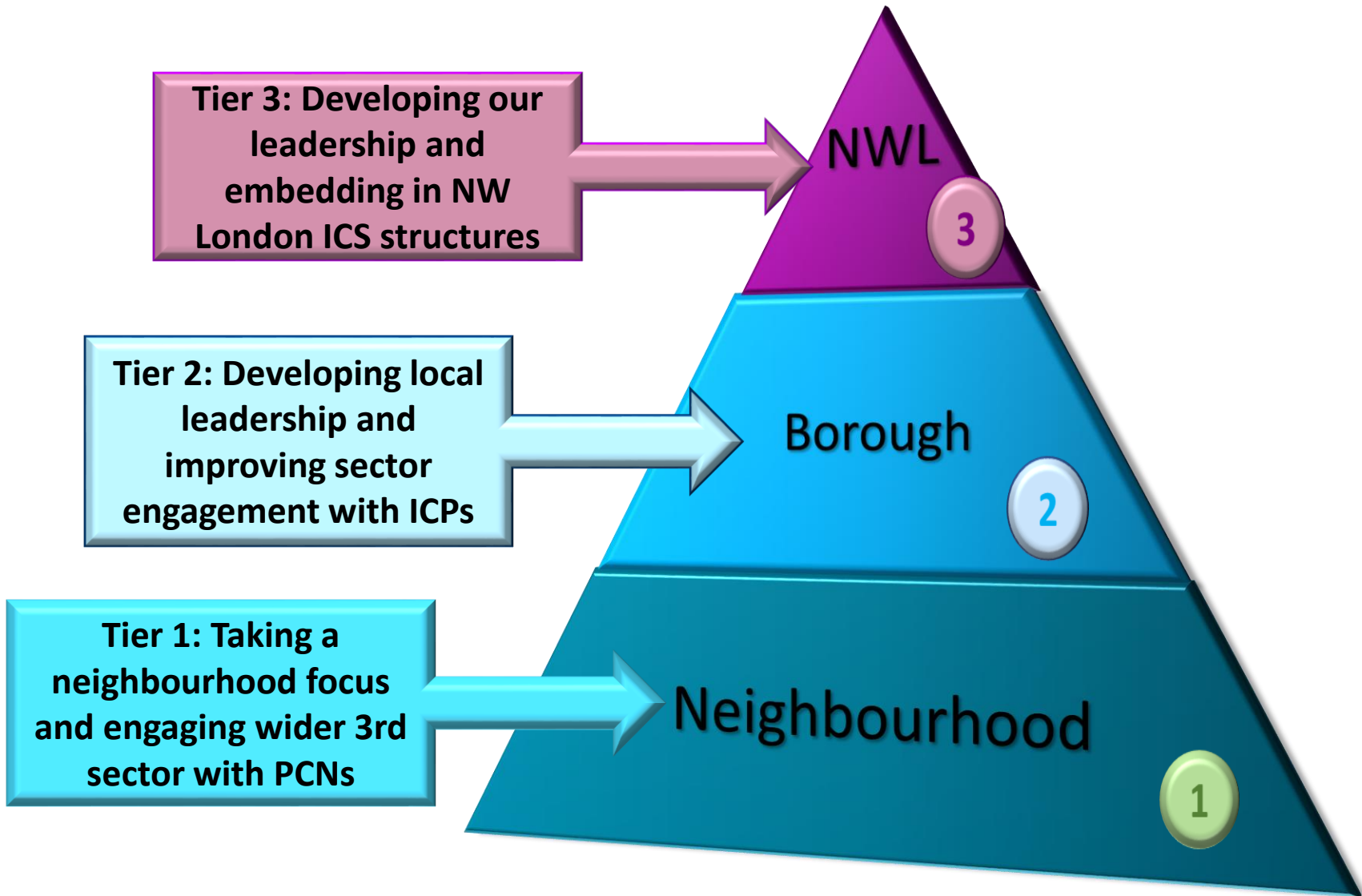
Not just a talking shop!

NHS

Partnership in action alongside strategic development:

Improved health outcomes for people:
• High Intensity users
• Out of Hospital community support
• Social prescribing

Capacity of VCSE boosted by being a funded delivery partner
• £1.2 million from acute sector in VCSE in Hillingdon for out of hospital care.

Saves the ICS money
• 250 K from High Intensity User project

What is really good about the way this is working is that it's not just about the strategic decision making. It's about bringing the richness of the VCSE sector at all levels."
Head of Prevention at an ICS

Resources

ICS VCSE Leadership programme evaluation & NHS England guidance: VCSE in Integrated Care Systems (due July 2021)

NHS Confed "How health and care systems can work better with the VCSE sector" (September 2020)

1. Develop a clear and equitable role for the VCSE
2. Co design outcomes
3. Commit to long term investment
4. Build on what's already there
5. Embed the VCSE sector in service redesign and support

Join the VCSE Future NHS platform and network https://future.nhs.uk/VCSES/grouphome or contact england.voluntarypartnerships@nhs.net