

# How to put the workforce at the heart of high quality integrated care and support

How we are supporting the integrated care pioneer programme - how we can help you

## 1. Introduction

Developing the workforce is an essential building block for successful integration, yet it remains one of the most challenging aspects to consider. As well as identifying and developing the skills, functions and expertise required to deliver integrated health and care, the biggest challenge facing pioneers was how to engage the workforce in developing the new models of care, and in supporting them to develop new ways of working, ones which enable personalised, integrated care.

During 2015/16, NHS England's integrated care pioneer programme commissioned on-site support to a group of pioneers to help them address these issues and progress their integrated workforce plans. Over the course of six months, participating pioneers were supported by Skills for Health and Skills for Care to:

1. Develop their workforce planning and redesign, including the development of new service models and roles, and the testing integrated workforce proposals.
2. Engage with leaders, management, workforce and wider stakeholders to co-produce a workforce solution and develop integrated working behaviours.
3. Implement change including the development of training packages and recruitment strategies.

## 2. The support provided

### Working to resolve the issues that matter locally

To help the sites to address their issues and make progress with their integrated workforce plans Skills for Care's locality managers and Skills for Health's consultants worked with each site in assessing need, and guiding and supporting them to establish a tailored solution based on their own local priorities.

**Excellent relationship management and stakeholder mapping work at the initial stages of the project. We were then assigned a very appropriately trained and skilled key point of contact who was accessible and worked alongside us to support and shape our priorities as well as shaping our vision.**

### Whole or part issues addressed

A flexible approach was fundamental to the support being provided by Skills for Care and Skills for Health as the bespoke solutions being offered addressed the needs of sites in the context of their whole programme of activity or component parts of it.

### The key issues

From working with the sites several different key themes emerged that they were looking to address to support the delivery of integrated care and support:

#### How can we:

- Empowering the assets around us - our workforce and our community.
- Help staff to develop and progress.
- Understand the workforce and plan for the future.
- Help and develop an integrated workforce to have the skills and knowledge they need.

## The solutions offered

Skills for Care and Skills for Health drew on their expertise and wealth of information around the following to produce a series of bespoke learning, tools and resources for each participating pioneer:

Leading and designing the workforce for integration	Understanding the size and shape of the workforce for integration	Skilling and developing the workforce
<ul style="list-style-type: none"><li>■ Leadership and management development (to lead and embed change).</li><li>■ Supporting change in workforce cultures and practice.</li><li>■ Assessing workforce readiness change.</li><li>■ Developing outcomes framework.</li><li>■ Developing recruitment strategies.</li><li>■ Frameworks for service transformation and sustainability.</li></ul>	<ul style="list-style-type: none"><li>■ Bespoke workforce intelligence reports.</li><li>■ Workforce profiling and scenario planning.</li></ul>	<ul style="list-style-type: none"><li>■ Developing new competencies/roles.</li><li>■ Career and Apprenticeships frameworks.</li><li>■ Learning and development packages to support a person centred care approach.</li><li>■ Community asset based planning and approaches.</li></ul>

### 3. The aims

Pioneer site	Aim of work
Cheshire	To work with stakeholders to assist in the development of a current health and social care workforce map based on existing data, and the development of a whole system approach to empowering staff. Alongside this, to conduct consensus model interviews to look at workforce cultural change needed to support the empowerment of individuals and the community. Key findings presented to a select group with a view of agreeing key priorities for a workforce community strategy.
Cornwall	To develop a career progression and development framework for the integrated workforce with role descriptors for roles in Cornwall across health and care to be shared via a website resource. Framework to be developed through desk research, and through engagement and consultation on draft documents with a range of local health and care providers including the community/voluntary sector.
Greater Manchester	To offer support on Asset Based Approaches (ABA) through a series of workshops aimed at primary care, and support the development of materials for champions to carry the work forward.
Leeds	To develop resources to improve understanding of the Leeds “One Workforce” approach.
Torbay and South Devon	To scenario plan for future development of the workforce locally, based on their current workforce strategy and workforce information; and provide a detailed workforce report for adult social care to compliment data being gathered locally by the health community for future strategy and planning. The scenario planning event aimed to inform future integrated workforce, build working relationships, identify new ways of working and any new roles required for integrated working.
Wakefield	To deliver a workforce competence based “Model for integrated care for frail elderly” with a view to using this model as a mechanism for culture change and to articulate service models. Also to act as a critical friend through process of local workforce strategy development.

 **Joint working between Skills for Care and Skills for Health was a real strength and having two project leads with differing skills and expertise was really beneficial.** 

## 4. The outputs

As a result of this support a series of bespoke learning, tools and resources were developed for each participating pioneer. They cover a wide range of issues and problems that reflect the most common themes facing local systems.

Common theme	Pioneer site supported	Tools and resources developed	How the site is using the tools and resources	What we did and what we can do for you	More about what we do
Empowering the assets around you - your workforce and your community to deliver integrated care and support	Cheshire	Culture change report based on the thoughts of the whole workforce (consensus model interviews).	Used to form and agree key priorities for a workforce community strategy.	Expertise and resources to support <b>organisational development and the management of change</b> in an organisation.	<a href="#"><u>Skills for Health's Transforming Care Workforce Programme</u></a>
	Greater Manchester	Asset based approaches (ABA) in primary care – an asset based working workshop package.	Used to recruit ABA champions in the area to help others to adopt the approach to shape and map local assets to bring about better health and wellbeing outcomes.	Expertise and resources to support the development, planning and implementation of <b>community asset based approaches</b> including <b>skills around the person and the up skilling of volunteers.</b>	<a href="#"><u>Skills for Care's Community skills development resources</u></a> <a href="#"><u>Skills for Health's Asset based approaches</u></a>

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<p><b>Helping your staff to develop and progress</b> to deliver integrated care and support</p>	<p>Cornwall</p>	<p>A bespoke career progression and development framework (<a href="http://www.getincornwall.com">www.getincornwall.com</a>).</p>	<p>Used by managers to advise staff about jobs and careers, and to support individuals with identifying progression opportunities and access entry level routes to these.</p>	<p>Expertise and resources around <b>career and Apprenticeship frameworks</b> and <b>skills development for existing roles.</b></p>	<p><a href="#"><u>Skills for Care's information on qualifications including the Skill Selector</u></a></p> <p><a href="#"><u>Skills for Health's Customised career framework service</u></a></p> <p><a href="#"><u>Skills for Care's information on Apprenticeships including Integrated roles in health and social care</u></a></p> <p><a href="#"><u>Skills for Health's information on Apprenticeship frameworks</u></a></p>

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<p><b>Helping your staff to develop and progress</b> to deliver integrated care and support <i>continued...</i></p>	Wakefield	<p>Integrated workforce framework.</p>	<p>Used to provide a system wide level approach to workforce development to identify and resolve a number of cross cutting strategic dimensions, priorities and challenges.</p>	<p>Expertise and resources supporting the development of <b>frameworks for service transformation and sustainability</b> including <b>workforce strategies, workforce shaping and commissioning and leadership and management development to lead and embed change.</b></p>	<p><a href="#"><u>Skills for Care’s information on workforce transformation and leadership and management development</u></a></p> <p><a href="#"><u>Skills for Health’s information on workforce planning</u></a></p> <p><a href="#"><u>Skills for Care’s National Minimum Data Set for Social Care (NMDS-SC) and workforce intelligence resources and services</u></a></p>
		<p>Competence framework for frail elderly pathways.</p>	<p>Used to identify the skills and competences required by staff working along a frail elderly pathway.</p>	<p>Expertise around a <b>competency based approach to learning and staff development.</b></p>	<p><a href="#"><u>Skills for Care’s information on qualifications including the Skill Selector</u></a></p> <p><a href="#"><u>Skills for Health’s learning and development programmes</u></a></p>

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<b>Understanding your workforce and planning for the future</b> to deliver integrated care and support	Cheshire	Workforce profiling guide – information and tools to support the development of baseline care workforce data.	Used to consider the implications of service changes for the workforce, and plan for this.	Expertise and support to aid <b>facilitation around data gathering, reporting, analysis and sharing. Bespoke NMDS-SC data reporting and analysis.</b>	<a href="#">Skills for Care's National Minimum Data Set for Social Care (NMDS-SC) and workforce intelligence resources and services</a>  <a href="#">Skills for Health's research, evaluation and labour market intelligence services</a>
	Torbay and South Devon	Adult social care workforce profiling report.	Used to inform future workforce planning.		
		Scenario planning event report.	Used to consider the implications for the health and social care sectors; and to inform a future integrated workforce, build relationships and to identify new ways of working and new roles.		
	Wakefield	Adult social care workforce profiling report.	Used to inform future workforce planning.		

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Helping and developing your workforce to have the skills and knowledge they need to deliver integrated care and support	Leeds	A competency based approach to job role design and redesign – information on the benefits of the approach; and a guide to mapping competencies and learning outcomes to job roles.	Used to understand and implement a competency based approach - so that workers have skills, knowledge and understanding to work effectively and provide high quality care and support.	Expertise and resources to develop <b>role profiles</b> and to develop and implement a <b>competency based approach to job role design and redesign.</b>	<a href="#">Skills for Care's information on qualifications including the Skill Selector</a> <a href="#">Skills for Care's information on Integrated Apprenticeship roles</a> and information on <a href="#">Integrated working and roles</a>


 We have generated three excellent products that have been widely shared and positively received by the system. The contribution to these was very tangible from our project lead and I am very grateful for the timely and detailed support I received. 

## 4. Working with you

To learn more about how we supported these pioneers and to find out how we can work with you to shape and implement your own bespoke solution contact:

**Skills for Care** - Sally Gretton, Head of Area (Yorkshire and Humber/North East) and lead on integration  
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**Skills for Health** - Marc Lyall, Regional Director  
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 **The working relationship was strong and I appreciated the investment made by our project lead which to my mind ensured that the offer was needs led from my personal and professional perspective. I felt supported and knew I had access to expertise for which I was very grateful.** 



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