skillsforcare

The Principles of Workforce Integration

Skills for Health

directors of
adass
adult social services

CF WI
CENTRE FOR WORKFORCE INTELLIGENCE

Local Government Association
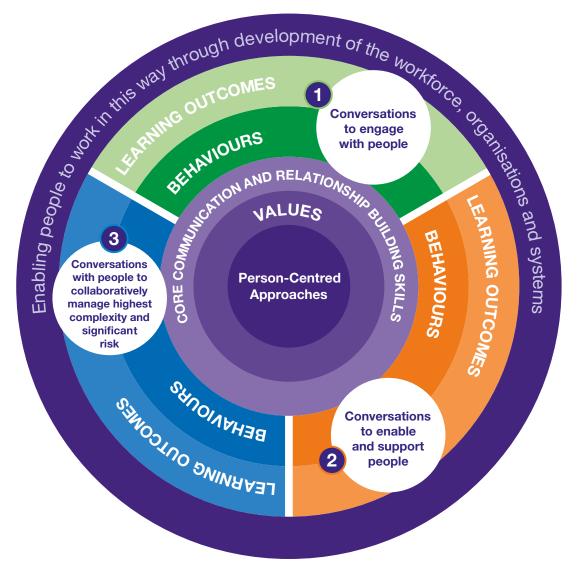
NHS Employers

think local act personal

Foreword

"These principles of workforce integration have been developed to support leaders, managers, practitioners and organisations to consider what is meant by integration. In particular, they encourage us to think about how workforce development can contribute to the implementation and sustainability of integration by focusing on personalised care and improving the lives of people drawing on care and support.

Personalised care is about people having choice and control over the way that their care is planned and delivered, based on 'what matters' to them, putting people in the context of their whole life, their families and communities. Being person-centred is at the heart of health, care and wellbeing and Skills for Care, Health Education England and Skills for Health have developed a person-centred approaches framework to support the health and social care workforce.

We hope that these principles of workforce integration and associated checklists will support commissioners and providers to link the vital contribution of our health and social care workforce with the delivery of personalised and seamless care to people supported and their families."

Oonagh Smyth, CEO Skills for Care

Contents

Introduction

This guide will support both commissioners of services and adult social care and health employers working in integrated care systems. It might also be useful for others who are responsible for workforce integration, learning providers and people supported.

We recommend that this guide is used alongside our strategic and operational resources. We've collated our relevant resources onto one webpage with links to help navigate and find relevant guides and analysis tools to support workforce shaping, commissioning and planning.

What is workforce integration?

The people you support want it provided in ways that make sense to them, that reflects their lives, their needs and their wishes. This is best achieved through integrated working, where leaders collaborate and are working across traditional boundaries to support individuals, their families and carers.

Adopting an integrated approach enables workers to understand each other's roles and contributions and to build support networks around individuals and their community.

At a strategic level, integration creates a more seamless experience for individuals.

The six principles of workforce integration

1. **Successful workforce integration focuses on better outcomes for people supported.**

2. **Workforce integration involves the whole system.**

3. **Recognise and overcome resistance to change and build trusting, authentic relationships.**

4. **Workforce integration needs visionary leaders who are committed to developing a confident, engaged, motivated knowledgeable and properly skilled workforce.**

5. **Process matters - it gives messages, creates opportunities, and demonstrates the way in which the workforce is valued.**

6. **Successful workforce integration creates new relationships, networks and ways of working. Integrated workforce commissioning strategies pay attention to each of these, creating the circumstances in which everyone can thrive.**

These principles of integration have been developed to support leaders, managers, practitioners and organisations to encourage thinking about what is meant by integration, and in particular how workforce development can contribute to its implementation and sustainability.

They are the result of an exploration of existing evidence, an ongoing dialogue between partners and listening to people and organisations.

The principles underpin the system leadership required for working together in any context. For example:

- between adult social care and health or housing or children's services
- between organisations, departments or practitioners and families or carers
- between any of these and people supported.

The principles can equally be used when thinking about large scale organisational change or looking at individual or team practices.

How can the principles help to develop integrated care and support?

There is no single correct way to implement the principles. Local needs, resources and priorities must drive the most effective integrated care system that best supports local people and the population.

These principles address some specific workforce related questions:

- How can workers who are being asked to work in a team with people from different professional backgrounds be supported to deliver real change?

- What is the role of workforce development in developing strategies to steer the path to workforce integration?

- How can workforce development opportunities be shaped to ensure that the goal of integrated care and support with people at its heart is paramount?

- What is the role of workforce development in ensuring that resources are identified, developed and used to their maximum benefit in achieving value for money alongside excellence in care and support?

- How can leaders at all levels ensure that workers are involved, engaged and listened to and create opportunities for learning and sharing across boundaries, as well as within teams?

- How can individual workers best be supported to equip themselves to grow as practitioners, so that they become confident, knowledgeable and capable of contributing to and delivering high quality integrated services and co-produced care?

The principles

Successful workforce integration focuses on better outcomes for people supported

1

Developing a common goal around better outcomes for people supported creates a single vision to underpin transformation.

Strengths, assets and community based approaches are more easily achieved with the person at the centre and practitioners working together across that person's community.

It is easy to lose direction or get pulled by competing priorities but continually refocusing on the purpose of the care and support being provided brings everyone back together. Integrating the workforce, including the range of different practitioner skills, around the personalised needs and wishes of each individual being supported will result in better use of resources and outcomes for people supported.

The views and experiences of the people you support and of family, friends or carers are an integral part of developing new ways of working. These are not only important at the individual level; they should be incorporated into planning at the strategic level.

Creating person-centred provision is not just about workforce reconfiguration. It is about how a multi-disciplinary team operates with and around the individual, working together to achieve the best outcomes.

Workforce development checklist

✔ **Does the strategic workforce commissioning strategy reflect the local population and what people supported and their families and carers want? Does this inform all learning and development?**

✔ **Are the people you support and their families and carers involved in the conversations about workforce integration? Does this guide all decisions?**

✔ **Is there a shared vision of integrated care and support that places the people you support at its heart?**

✔ **Have opportunities been created for all workers to build this shared understanding and agree a set of guiding principles?**

✔ **Are people supported involved appropriately in all aspects of workforce development?**

> **Systems need to be innovative in how they recruit, train and use their workforce, so their staff have the ability to provide joined up care that's seamless for people who need it. Workforce planning as a system will be central to this.**
> Care Quality Commission (CQC) (2018)

Successful whole systems are underpinned by mutual understanding and respect for every participant and organisation. The system is non-hierarchical, each person in the system carries some responsibilities and all are mutually dependent upon each other for success.

Successful implementation of integration is underscored by cultural change that is evident in each part of the system.

Collaborating and or integrating resources, systems and processes helps to provide seamless care and support that includes individuals, their families, friends and carers at every level. This control creates a clear message that each partner is committed to the transformation. Bringing together frontline workers without robust collaboration on all of the systems that support and enable those workers is not sustainable. It will create conflict and practical difficulties and the workers may feel unsupported.

Multi-disciplinary teams are an effective way of bringing practitioners from different settings together, so that they can work collaboratively with people supported.

Workforce development checklist

✔ **Is there a clear picture that identifies all of the stakeholders, both internal and external for example, local communities?**

✔ **Has everyone who is affected by the changes been identified?**

✔ **Have all the impacts of the transformation been fully considered, including potential unintended consequences? Are shared services aware of the integration proposals?**

✔ **Have opportunities been created and time allowed for new relationships and networks to evolve?**

✔ **Have opportunities been created for people from different parts of the system to learn together?**

✔ **Are the people you support, their families, friends and carers appropriately involved in delivering and participating in learning and development opportunities?**

✔ **Are the different organisations in the partnership working together at every level? Are all stakeholder groups engaged at every level in making decisions and managing change?**

✔ **Have ways been found to help different stakeholder groups understand the culture, issues and concerns of other stakeholders?**

✔ **Have you identified and addressed any areas of duplication to ensure best use of resources?**

✔ **Does workforce development contribute to identifying and sharing workers' skills?**

Recognise and overcome resistance to change and build trusting, authentic relationships

3

It is essential to acknowledge the ways in which integration will affect people's roles and professional identities. Change and transition can be debilitating if it is perceived to be threatening. Workers need to feel safe, valued and supported. Their anxieties should be freely aired and responded to.

Where job roles change, workers can feel de-skilled. Identifying and meeting learning needs should be part of any strategy employed.

Safe environments enable people to innovate, take risks, build new models and ways of working, and share learning to enhance practice.

Maintaining the right balance between the workers' sense of professional identity and a collaborative approach to working across boundaries requires sensitivity. It is important that roles, responsibilities and accountability are described, and that workers feel their perspectives and skills are recognised, understood and valued by their colleagues and across organisations. Professional supervision and the opportunities to manage continuing professional development are essential to maintaining professional identity.

Workforce development checklist

✔ **As new roles, relationships and ways of working develop have the learning and other needs of individual workers been considered? Is there a system in place to identify learning and development needs? Has the impact of change upon individuals been acknowledged and incorporated into plans?**

✔ **Have resources including funding, been set aside to meet those needs?**

✔ **Are there built-in opportunities for workers with different professional backgrounds to share experiences and concerns, and learn from each other?**

✔ **Are there built-in opportunities for people from the different parts of the 'system' to come together and talk about the issues from their perspective, so that people can problem solve together?**

✔ **Is there a 'no blame' culture in which individuals can safely express concerns, anxieties and mistakes in a constructive and learning environment?**

✔ **Is there a way to share and celebrate success?**

✔ **Does supervision provide personal, as well as practice support and guidance?**

✔ **Are arrangements in place to enable professional, as well as team supervision?**

Workforce integration needs visionary leaders who are committed to developing a confident, engaged, motivated, knowledgeable and properly skilled workforce.

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> CQC Beyond Barriers July 2018
> **A new type of leadership approach is required, where leaders are supported and encouraged to drive system priorities collectively, through system-based, shared and well-understood performance measures and accountabilities.**

Effective and visionary leaders are pivotal to developing a culture and workforce that supports integration. Effective leaders are working to develop the whole system, not focussed solely on the outcomes of their own organisation.

Successful workforce integration requires a leadership style that's inclusive, promotes the values of integration and creates processes to support it.
Effective leaders are pivotal to the development of a culture that supports integration, and opportunities provided to work and learn in collaboration with colleagues from partner organisations. Creating a learning environment that draws on the experiences of workers will maximise innovation and appropriate risk-taking and support the development of new models and ways of working.

'Champions' play an important role in the implementation of any transformation. Having champions at every level supports implementation. Motivated and enthusiastic leaders should be identified, nurtured and encouraged to take on this role.

The most valuable resource in any organisation is the workforce. Attending to workforce issues, identifying learning needs, addressing issues of professional identity and recognising infrastructure issues such as employment arrangements, gives a clear message about the value placed upon workers.

Workforce planning as a system will be central to this and should be a whole system approach. Organisations need to work collaboratively to develop a health and care workforce that will meet the needs of people now and in the future.

Successful implementation of integration depends upon workforce issues being addressed from the beginning; they need to influence discussion and decision-making, as well as being included in the process of resource allocation. Workforce practitioners have a valuable contribution to make at all stages.

Acknowledging and valuing the expertise that workers bring to their changing workplace environment will help them feel valued and listened to.

People learn in different ways and at different paces and are affected by change to varying degrees. The design and implementation of integrated strategies needs to reflect this, so that things are paced appropriately, with individual workers' needs identified and met in a range of ways.

Organisations should be proactive in developing and supporting integrated workforce development strategies that reflect the ongoing learning, development and support needs of workers.

Resources to support the workforce should be offered in a variety of ways (for example in-house training, apprenticeships, active learning groups, practice exchange forums).

Workforce development checklist

✔ **Are system leaders learning together?**

✔ **Does everyone, including senior managers and senior professionals have the knowledge and skills to create and support an integrated workforce?**

✔ **What has been put in place to identify and support workers' new learning needs and their responses to change?**

✔ **Is learning offered in a variety of ways that reflects the different ways in which people learn?**

✔ **Are people using care and support services, their families, friends and carers involved as appropriate?**

✔ **How are workers given the time and space to raise questions and express concerns?**

✔ **Is everyone engaged at all levels and from a diverse range of backgrounds and cultures?**

✔ **How are champions being supported?**

✔ **Is co-production at the heart of workforce integration and how workforce integration is being delivered?**

✔ **Are different workforce cultures acknowledged and valued?**

Process matters - it gives messages, creates opportunities, and demonstrates the way in which the workforce is valued.

5

Give attention to how integration is introduced implemented and supported. Getting this right helps to ensure that ownership, commitment and trust in the new culture will grow, and the likelihood of sustained success will be increased.
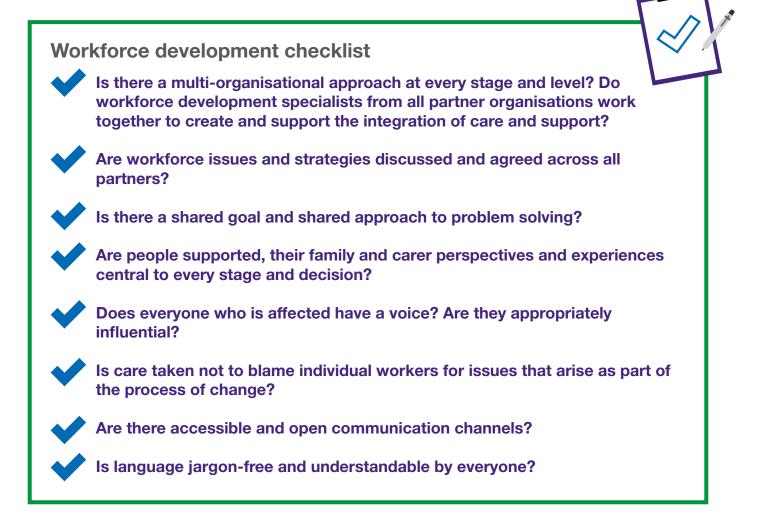
Good communication, keeping everyone informed and appropriately involved in decision making is the foundation of an effective strategy.

Use plain English; avoid creating barriers with unnecessary jargon.

Begin by looking for the strengths, resources and experiences that are already there; building on these demonstrates that individuals' contributions are valued. Create opportunities for people to learn from each other.

Nurture strong, respectful and supportive relationships across the whole community, including organisations from the private, voluntary and independent (PVI) sector, and individuals who wish to be involved.

The ways in which senior leaders behave and act should mirror the co-operative, open and motivated approaches that will be expected of frontline workers.

Workforce development checklist

✓ **Is there a multi-organisational approach at every stage and level? Do workforce development specialists from all partner organisations work together to create and support the integration of care and support?**

✓ **Are workforce issues and strategies discussed and agreed across all partners?**

✓ **Is there a shared goal and shared approach to problem solving?**

✓ **Are people supported, their family and carer perspectives and experiences central to every stage and decision?**

✓ **Does everyone who is affected have a voice? Are they appropriately influential?**

✓ **Is care taken not to blame individual workers for issues that arise as part of the process of change?**

✓ **Are there accessible and open communication channels?**

✓ **Is language jargon-free and understandable by everyone?**

Successful workforce integration creates new relationships, networks and ways of working. Integrated workforce commissioning strategies pay attention to each of these, creating the circumstances in which everyone can thrive.

6

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Workforce development checklist

✔ **Is attention given to the development of new teams? Are there opportunities for members to learn from and about each other?**

✔ **Are there opportunities for people from different teams and with different experiences to come together to learn from and about each other?**

✔ **Is attention given to creating effective communication systems, including identifying jargon and creating a common language for everyone, including people supported?**

✔ **Has time been allowed for reconfigured systems to bed down? Is there regular feedback so that experiences can be used to review the changes and identify learning needs?**

✔ **Are workforce development issues and opportunities being looked at as a whole across all partners?**

Other resources to help

This guide can be used alongside other **workforce shaping, commissioning and planning** resources. For example:

- A practical guide to strategic workforce shaping, commissioning and planning
- Practical approaches to workforce planning
- Workforce transformation outcomes measurement framework
- Principles of workforce redesign
- Building trust
- A guide to coordinating care