



Foreword

Improved outcomes in population health and healthcare is one of the fundamental purposes of integrated care systems (ICSs). To achieve this, partners from across both health and social care must come together to plan and develop a workforce that integrates and connects across all parts of the system to deliver personal, person-centred care to their local populations now and in the future. We understand that this is a new way of working for some in health and social care, so this guide builds on emerging lessons to support you to do this successfully across sectors and within multi-agency services.

The introduction of 42 ICSs across England represented a change in how we bring together organisations to plan and deliver health and social care services in their localities. Those ICSs are now operational, and you will be trying to make sense of a huge amount of information about health and social care services in your areas. High quality health and social care services are dependent upon a highly skilled and valued workforce. We recognise the vital impact that our workforce has on people's lives and the contribution that each makes to an effective health and social care system. So, we felt it was important that we produced a guide that would help you plan what sort of workforce you will need.

Every day, leaders of social care and health services role model and foster positive culture within and across organisations. Through working together – thinking together - leaders across systems will be able to create a shared culture that builds on our strengths, with a focus on people at the heart of care.

But integrated working isn't just an important step towards sharing expertise, maximising our resources and avoiding duplication of effort, though this will help to create a sense of common purpose and connection between our staff. When people and communities experience a coherent and consistent system, they'll be able to make decisions about their care that are

truly at the core of what's important for them and their quality of life.

Data from Skills for Care's adult social care workforce data set and health statistics support the need for improving how systems work together. With vacancies currently running at 165,000 for social care and 105,000 in health creating an integrated workforce plan that tackles key issues like recruitment and retention, digitalisation, workforce redesign and staff development will mean better outcomes for people. For example, by ensuring they will only have to tell their story once.

This guide doesn't have all the answers, but has been designed to support all 42 ICSs to develop effective integrated workforce plans that will meet the needs of those they serve, wherever they might live and whatever services they will need to live the lives they want.

All the partners who created this guide have generously shared experiences and offered case studies to help workforce leads and others really think about key issues they need to consider when planning an integrated workforce. We will also shortly be publishing a case study based on learning from those with lived experience, as it is vital that the voices of those drawing on care and support are represented.

We're grateful to colleagues from NHS Employers, Skills for Care and the Care and Health Improvement Programme, which is a collaboration of the Local Government Association (LGA) and Association of Directors of Adult Social Services (ADASS), who have come together to create this guide. In many ways our work mirrors the effective partnership working the ICSs will develop over the coming months.

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