



Checklist of readiness

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.

This checklist suggests things to consider in your integrated thinking to ensure you are ready to embark on your workforce planning journey. While systems and organisations will be at different stages in the development of a workforce plan, the checklist will help to ensure partners are aligned and have a clear shared purpose, vision and agreement on the outcomes they wish to achieve together.

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Understanding the vision

- Begin with a clear joint statement about the vision, purpose and priorities of the system transformation.
- Consider what organisations need to be involved to deliver that vision and priorities.
- Consider involving those who draw on health and care services and their carers in developing the vision and priorities.
- Do you have a timeframe for delivery?
- Ensure you have a collective definition of 'workforce' that is shared and understood, and which includes both registered and non-registered professionals, service areas and statutory and independent workforce. This will give a complete picture of the total workforce across the system, to make best use of your resources.

Who needs to be involved

- Consider appointing someone who has the capability and capacity to develop an integrated workforce plan, implementing it and monitoring delivery.
- Do you have leaders and champions who are willing and open to challenge themselves to work in different ways and provide the leadership to inspire others to do the same?
- Consider who the right people are to be involved in developing the plan so that it is co-produced. Include staff groups from the public, private, voluntary and community sectors and their trade union representatives.
- Identify who from each external organisation you need to engage in the process of development.
- Ensure to source people with lived experience to engage in the plan.

Developing an integrated workforce plan

- Do you have a project plan that sets out how you will develop an integrated workforce plan in line with your system or place-based vision?
- Do you have someone who can project manage the process? Do you need to fund external expertise?
- Do you have access to data, evidence and insight that enables you to undertake a current assessment of supply and demand and anticipate future demand?
- Consider what external influences may impact the delivery of