

Top tips for integrated workforce thinking

We have pulled together a series of top tips from a range of people across health and social care with some experience of integrating their workforce thinking.

Governance

It is important that the people responsible for integration set out governance arrangements to ensure collaborative working across the system.

Top tips



Agree and model the behaviours of integrated thinking and working.



Set and agree a transparent framework and system governance that incorporates risk share and clear ownership.



Think about how to incorporate checks and challenges to ensure agility in the process.



Do not overcomplicate decision-making. Agree how you will prioritise as a team by concentrating on something that is important to everybody, for example, getting people home.



Consider pooling funding to bring in external expertise, to maximise resources to achieve the desired outcomes.



Consider identifying a cross-sector project team to lead development of the thinking and planning.



Consider how digital solutions such as virtual wards and digital care plans can support the development and implementation of the workforce plan.

Changing cultures

Culture is an integral part of building a more integrated workforce. Historically, organisations within systems have been working in silo, so it is important that culture change is addressed from the offset when beginning to integrate workforce thinking.

Top tips



Focus on culture change in systems by listening and engaging with leaders from each organisation to agree how integration can be achieved at a system level.



Understand systems' ICS strategy and population health data to understand how this can impact ways of working.



Take time to build relationships to understand who is who, what each other's contributions are and how organisations can work together best to deliver better quality care and support population health.



To help build relationships, encourage proactive contact between colleagues across the system who have similar roles, rather than waiting for formal meetings to begin.

Communication

Communication is key to developing a shared understanding of what an integrated workforce looks like. We are all new to this way of working so it is important that learning is shared continuously.

Top tips



Communicate across the system at every stage of the process, internally and externally.

2

Celebrate success and share learning from what has worked locally, within the system and nationally.

Data

Data is crucial to integrating workforce thinking, to provide a shared understanding of the challenges across systems.

Top tips

1

Ensure a clear understanding of the current and future health, care and support needs of your local population through Projecting Older

People Population Information (POPPI) or Projecting Adult Needs and Service Information (PANSI).

2

Identify where the local workforce demographics can be obtained and analysed along with any other complementary data sources, such as the Office of National Statistics, ESR system, NHS Digital, Workforce Disability Equality Standard (WDES), Workforce Race Equality Standard (WRES), NHS Staff Survey and the Adult Social Care Workforce Data Set (ASC-WDS)

3

Consider having a data lead to collect information and share across all partners within the system.



Demonstrate how data analysis has informed any decisions, and particularly potential biases of the data sets, to ensure any data gaps. For example, make sure geographical or ethnic indicators are noted and considered during decision-making.