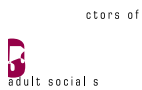
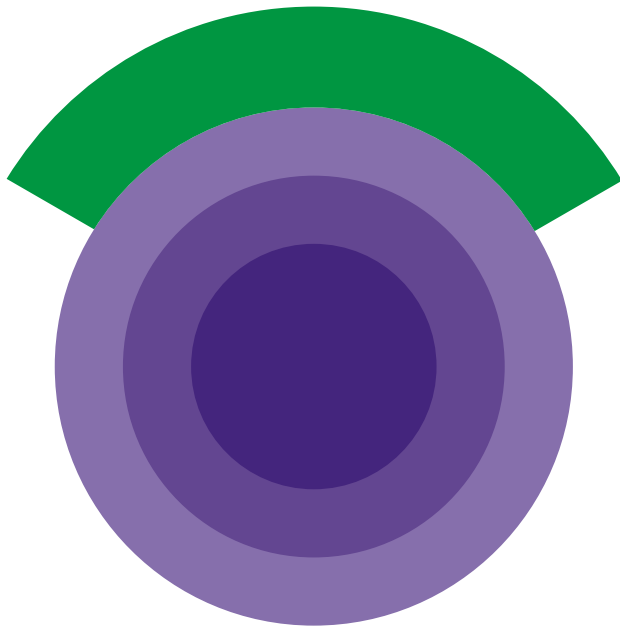


in association with











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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.

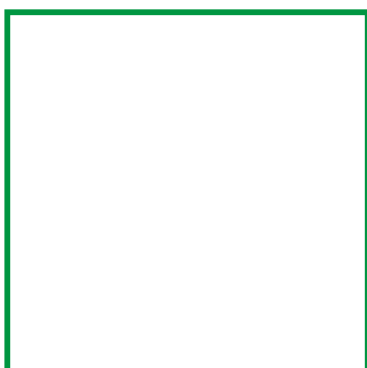
The principles can equally be used when thinking about large scale organisational change or looking at individual or team practices.

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 reconstruction. 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)

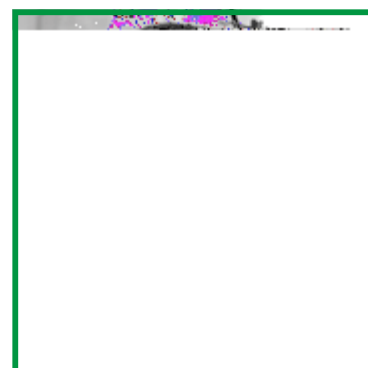


Successful whole systems are underpinned by mutual understanding and respect for every participant and organisation. The system is non-hierarchical, each person in the system carries some responsibilities and all are mutually dependent upon each other for success.

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

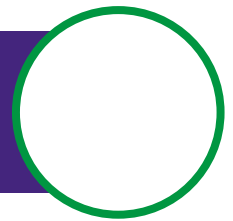
Recognise and overcome resistance to change and build trusting, authentic relationships

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

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

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.

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



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.

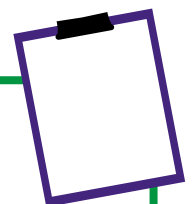
Use plain English; avoid creating barriers with unnecessary jargon.

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,

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