Think integration, think workforce
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Without sufficient attention to workforce our ambitions to integrate services may not be fully realised

- Why do we need to address integration and workforce together?
- What are the challenges to overcome?
- Where are the opportunities?
What is integrated care?

“I can plan my care with people who work together to understand me and my carer(s), allowing me control, and bringing together services to achieve the outcomes important to me”.

National Collaboration for Integrated Care and Support
Why is integration important?

- Social change
- Demographic transition
- Changing complexity of need
- Economic pressures

All driving policy and service transformation
What are the benefits?

- Services meet the needs of people using them
- Shorter waits for care
- People supported to stay in their own homes
- Less emergency attendances
- Less acute admissions
- Less time in hospital beds for over 65’s and less likely to make repeat visits
- Reduced rate at which people access residential care

Collectively this makes more money available to spend elsewhere.
What does integration mean for services?

Integration has broad reach –

- Person-centred coordinated care – keep the person in mind and work around the barriers
- Prevention and reablement
- Collaboration and partnership – not necessarily one organisation or structure
- Information sharing is crucial
- Technology
- Innovation – local differences need to be recognised

- Community assets – volunteers, unpaid carers and family
- It works well for providers to sit on CCGs to promote understanding of services and need between the two

Form should follow function
What does this mean for the workforce?

Think integration, think workforce: Three steps to workforce integration
Three steps to workforce integration

1. Be clear about the local integration agenda
2. Address the integrated workforce management challenge
3. Implement successful workforce change
Be clear about the local integration agenda

Different routes include:
- integrated pathways
- integrated teams
- integrated management and governance
- integrated commissioning and planning.
Workforce management is a combination of three interrelated activities:
- workforce intelligence
- workforce planning
- workforce development.

In the context of integrated care, each of these areas presents specific challenges to workforce leaders.
Implement successful workforce change

Evidence suggests that:

People using services must be in the driving seat

Policy levers and drivers are there to support the swift development of integrated services

Recognising the challenges integration is likely to present in terms of intelligence, planning and development (and taking a strategic approach to addressing them) forms the basis of a successful approach to delivering care and support around individuals.
Implement successful workforce change

Evidence suggests that:

There is no right way to go about this – it is important to align workforce planning and development around local need and requirements.

Integration raises more questions than it can ever answer - the challenge nationally is to keep tight on outcomes and loose on the means of workforce configuration locally.

Partnerships, leadership and determination to achieve are essential to get over the barriers.
“If integrated care is the choice for the future, its lifeblood will be the workforce, which comprises the vast majority of health and social care resources”

Chief executive (health and social care provider).
The CfWI produces quality intelligence to inform better workforce planning that improves people’s lives.