

HOT TOPIC: INTEGRATED CARE - NORTH WEST DEMONSTRATOR SITES

Health Education England's mandate recognises the importance of the integrated care agenda. It commits to work closely with the Health and Social Care sector on workforce planning, modelling, training and development, to ensure a workforce responsive to the changing models of care both now and in the future.

To ensure the success of integrated Health and Social Care the workforce needs to support redesign and this can only be achieved if this runs in parallel with workforce development. There is limited literature on the workforce implications of integrating Health and Social Care teams, resulting in a need to generate the learning and evidence base to support such a transformation.

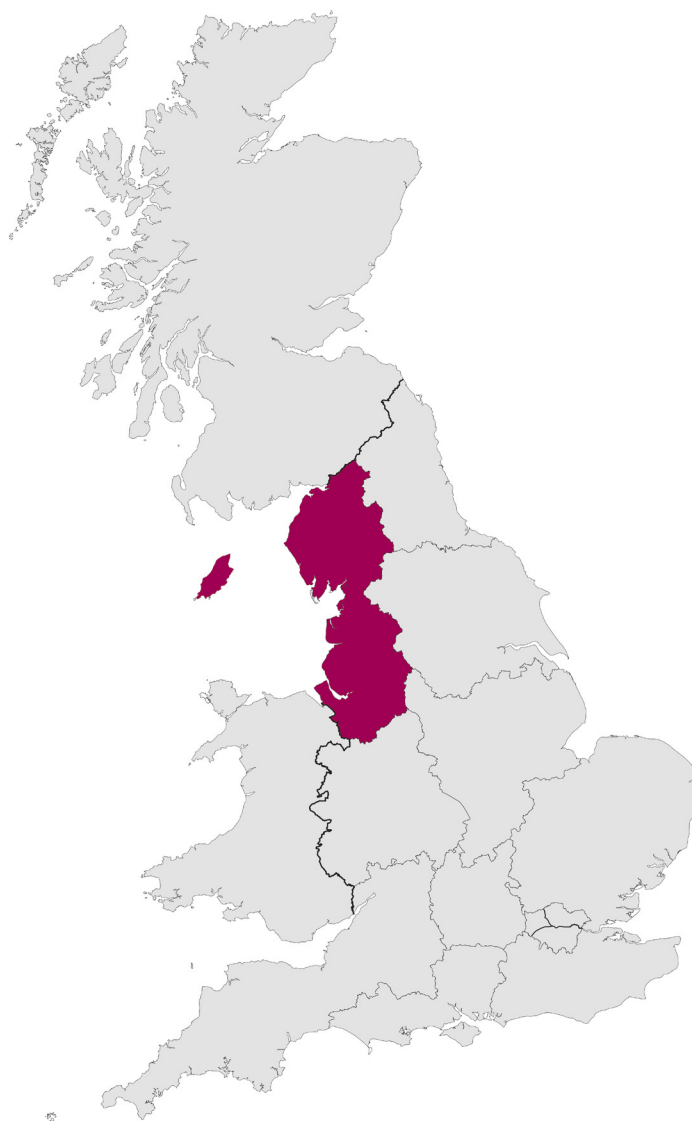
The North West initiative

Health Education North West (HENW) pledged its commitment to generating this evidence base by investing in Integrated Care Workforce Demonstrator Sites across the North West, focused on supporting local integrated care initiatives including:

- **Initiatives in place requiring capture of the evidence base to support adoption and spread i.e. Learning**
E.g. Merseycare have received funding to evaluate the Mental Health Social Work Integrated Support and Development Programme. This project aims to capture confidence in the role of mental health social work interventions, thinking and approaches in integrated settings, including understanding and working with social networks and communities and to disseminate this.
- **Is planned, but requiring implementation resource i.e. Product development**
E.g. University Hospitals of South Manchester NHS Foundation Trust require product development to implement their 2020 vision to have one team for community based care. This demonstrator site aims to develop a vision of integrated care video, an analgesic care training tool and a single assessment training tool.
- **Is enabling spread and adoption of recognised best practice initiatives i.e. Process**
E.g. Wirral CCG are developing an existing initiative, the risk stratification tool, which uses best practice as outlined in the 'Partners in Better Care' to introduce

a Community Connector role in Social Care, working alongside GPs to support people in using their existing assets, thus avoiding unplanned admissions to hospital.

Following the publication of HENW's commitment to invest in Workforce Integrated Care Demonstrator Sites, 35 applications were received.



Applications were required to evidence how they met a series of high-level themes and characteristics for a demonstrator site:

- Shows evidence of person-centred approach to integration
- evidences implementation of planned developments
- existing project involves other agencies/partners with all parties pledging support
- shows a clear, demonstrable link to local Integrated Care Plans
- demonstrates commitment to workforce development
- extends proposal to whole-workforce development
- contains an implementation plan with key milestones and clear breakdown of anticipated budget spend
- includes an evaluation plan which aligns with Better Care Fund national metrics
- demonstrates workforce transformation solutions e.g.:
 - » Is this about more workforce i.e. increased supply
 - » Is this about up-skilling the existing workforce i.e. enhancing supply
 - » Is this about new roles/ways of working i.e. flexibility of supply
- the project should demonstrate savings to enable future recurrent funding.

The bids were reviewed against these criteria, yielding 24 Integrated Care Workforce Demonstrator Sites across the North West with a total value of £2,388,841. Projects received funds and commenced in February 2015, with final reports and evaluation expected in September 2015. A full list of sites receiving funding and details of their projects can be found on [eWIN](#).

Key Outcomes

The 24 Integrated Care Workforce Demonstrator Sites will provide a spectrum of workforce transformation initiatives, including:

- System leadership
- Developing an integrated management structure
- Mental Health Social Work Integrated Support and Development Programme
- System-wide workforce strategy and plan
- OD, workforce development and cultural change
- Integrated Care Competency framework
- Care home staff development and support initiatives
- Integrated Community Teams including development of new roles
- Carer Skills Passport
- Ward and community volunteers
- Introduction of a PG Cert Band 5 rotational programme across primary, secondary and community services
- Integrated Assistive Technology
- Self-care/management

Each Demonstrator Site is reporting success against a number of metrics, covering workforce, patients, and the health and care economy, including:

- Better Care Fund metrics
- Length of stay

- Continuity across care settings
- Patient safety
- Staff, patient, service user and public engagement and feedback
- Family & Friends Test
- Cultural transformation
- Compliance reports for the system-wide workforce on:
 - » Appraisal
 - » Induction
 - » Statutory & Mandatory Training
- Ability to analyse system-wide workforce trends and patterns relating to:
 - » Sickness absence
 - » Engagement
 - » Turnover
 - » Age profile
 - » Bandings
- Increase in self-reported knowledge, skills and experience in the delivery of Person-Centred Integrated Care
- Staff and Learner Survey results

Next Steps

The Integrated Care Workforce Demonstrator Sites will provide final reports and evaluation in September 2015, with outputs showcased at a North West Integrated Care event on 3 November 2015 in Bolton (further details to be released closer to the date).

It is anticipated that the demonstrator sites' findings re: learning, process and product development will generate a toolkit to support workforce integration across the health economy.

Useful links & resources

- [HEE Mandate](#)
- [Integrated Workforce Demonstrator Site eWIN resources](#)

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