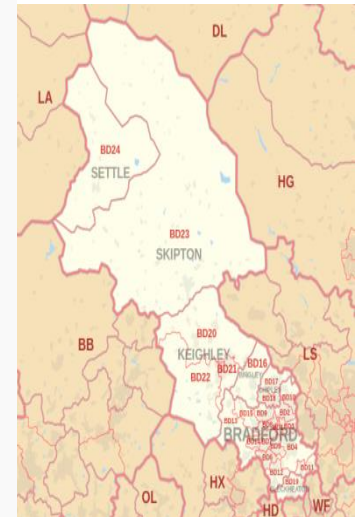


# Bradford District and Craven Workforce Strategy 2016-2020



# Introduction and Background

The Integrated Workforce Programme (IWP) is an overarching and enabling programme which aims to work collaboratively to identify and work towards developing a system wide integrated workforce that is fit for the future. It has at its very heart the principle of putting the service user at the centre of everything we do and creating and developing a workforce that works in a system wide way to deliver seamless care. The challenges of facilitating the required cultural shift within the context of the quadruple aims of: improving population health, enhancing the quality of care whilst reducing cost/achieving financial sustainability as well as improving the health and well-being of the workforce should not be underestimated - it also provides an opportunity.

The IWP has worked collaboratively to build a workforce strategy that is co-created and co designed by partners within and across the health and care system. It brings together the challenges, key priorities, good practice and potential workforce solutions from a wide range of health and care sectors and patient pathways. It provides an overarching, system wide strategy that has been shaped, tested and refined over time by a wide range of people.

The strategy's success will be measured on its ability to promote health and care as the sector of choice to work for; to attract and recruit people to the Bradford District and Craven and to engage, develop and retain people within the wider health and care system in order to maximise workforce resilience and sustainability. The underlying principles will be, as far as possible, to grow and develop our own both across the system and the district as well as influencing the wider determinants of health by supporting routes into work.

The way people and organisations will need to work together seamlessly, in an integrated and system wide way, will be clearly defined, communicated and jointly owned. There will be an expected cultural and mind set shift to working for the system, with a shared commitment to the development and ownership of a common set of values that promote well-being, prevention, self care/self management, new models of care and the empowerment of others wherever possible.

It is recognised there is already good work and activity taking place across the health and care system in relation to workforce and it is not the intention of the IWP to duplicate effort. The aim is to address any gaps, ensure delivery of the key priority areas and to maximise efficiencies by bringing people and expertise together; creating synergies where they do not currently exist.

The IWP is mindful of the wider environment and context that health and care operates in, including the West Yorkshire Sustainability and Transformation Plan (STP) and partnerships with stakeholders outside of the Bradford District and Craven area and it will work on a wider footprint wherever it is more appropriate and effective to do so.

# Our



- Leaders operating as system leaders; inspiring collaborative working, engaging staff and encouraging innovation
- People working flexibly and supporting new ways of working to meet the holistic needs of service users within a common set of values and behaviours, and training and learning alongside each other

Consistently meeting the personalised and individual needs of service users and their carers in a holistic and integrated way; reducing variation, inequalities and duplication. Encouraging and enabling people to take greater responsibility for their health and well being and to be partners in their care

**“The best people, providing seamless care – the Bradford District and Craven way”**

Achieving a home grown/locally developed workforce by working in partnership to engage and inspire young people, new entrants and existing staff to choose to work and continue to work in health and care within the district

## Developing the Strategy – Key Priorities

### Integration and Change Board Priorities

### Agreed Common Priorities

#### Common Challenges/Key priorities

- Cultural shift from one of ‘caring for’ to one of enabling wherever possible
- Encouraging and empowering people to self-care and reduce the number of preventable illnesses
- Recruitment and retention of appropriately qualified and support staff to existing services to maintain service provision across health and care services (promoting Bradford District and Craven as a good place to work)
- Expanding current and further development of specialist services and ensuring appropriately skilled staff are recruited, developed and retained
- Ensuring good career structures are in place within and across occupational groups and organisations
- Workforce re-design, role re-design/role substitution and extended role scope
- Engaging staff in new ways of working, working across boundaries (‘blurred boundary working’), working in an integrated way and maximising opportunities for digitalisation
- Releasing staff for training
- Impact of an ageing health and care workforce

Transforming Care For Learning Disabilities Partnership Board

Transforming Mental Health Services Partnership Board

AWC New Models of Care Programme Board

Out of Hospital Board

Planned Care Board

Urgent & Emergency Care Board

Children’s Programme Board

#### Enabling Programmes

Estates Strategic Partnering Board  
Self-care and Prevention Board  
Digital Bradford 2020  
Integrated Workforce Board  
Organisation Development

Delivery Programmes

IWPB November 2015 and June 2016 Big Ideas and Reality Checks

BMDC Promoting Bradford January 2016 event – Big Ideas

Integrated and Residential and Nursing/integrated Personalised Support and Care Frameworks

Bradford District Plan and Bradford and District Craven STP

5 Year Forward View

Care Act 2014 and Statutory Guidance 2016

## System Wide Common Workforce Priorities

- Co-creating/co-designing a district/system wide workforce strategy for health and care
- Promoting and ensuring diversity and inclusion is a common thread throughout
- Inspiring and attracting young people to work in health and social care (11-18yrs old)
- Promoting and encouraging new entrants and re-entrants to work to work in health and social and in the Bradford District and Craven
- Working with education partners to develop shared apprenticeship schemes
- Developing a wide range of volunteering opportunities
- Developing system wide joint leadership programmes
- Creating and delivering system wide learning and development opportunities; based on the identified competences required to deliver seamless care across a system
- Creating/delivering opportunities for system wide career pathways/succession planning
- Creating a cultural /mind set shift through a shared understanding of integration and system wide working
- Developing a common set of values and core competencies/ behaviours applied from recruitment stages through to day to day working and continuous development
- Creating and providing the conditions to retain staff across a system, including through organisational change



**Delivery Work Streams**

# Delivery of the Strategy

Co-created/Co-designed  
System wide Workforce  
Strategy

Work stream 1  
Growing Our Own  
(Attracting, promoting  
and recruiting the  
future workforce )

Work stream 2  
Developing Our  
Workforce Together

Work stream 3  
Creating the conditions  
to retain talent within  
the system

Work stream 4  
Developing a shared  
culture of integration  
and system wide  
working

- Inspiring and attracting young people (11-18yrs)
- Developing a shared approach to delivering a wide range of apprenticeships
- Encouraging entrants and re-entrants of all ages
- Developing and providing a wide range of volunteering opportunities

- Delivering joint leadership programmes
- Creating and delivering system wide learning and development opportunities
- Developing system wide career pathways

- Engaging, listening and involving staff across the system
- Providing common benefits and rewards
- Promoting mental and physical health and well-being and supporting healthier lifestyles

- Promoting a shared understanding of integration and seamless care
- Developing a common set of values /behaviours for the system
- Applying these from recruitment through to day to day working

Promoting and ensuring diversity and inclusion

## Delivery of the Strategy and Governance

The strategy will require strong system wide leadership and robust, committed and sustainable partnership working in order to deliver its intended outcomes. Leadership will be provided through both the Integrated Workforce Programme Board (IWPB) and through nominated system wide leaders for each of the four work streams. All partners organisations/agencies will be represented at the IWPB.

It is acknowledged that the impact and long term benefits of the strategy may not be seen for some years but it is important that progress is made in the right direction and there are clear outcomes identified. The strategy, therefore, will be underpinned by a detailed delivery plan with short, medium and long term objectives. To support this plan a programme of work and year on year milestones for each of the four work streams will also be developed. Robust evaluation will be built in at each level of delivery. The delivery plan and programmes of work will all be agreed and approved by the IWPB.



There will be a need to systematically engage with each of the delivery programmes and be aware of their emerging workforce needs to ensure there is effective 2- way communication and feedback of any new and changing priorities and workforce solutions being implemented.

In order to ensure it remains current and addresses any changing/emerging priorities the strategy will be reviewed annually by the IWPB.

# Delivery of the Strategy and Governance

- Governance Arrangements

