



# Kirklees Integrated Workforce Development Strategy

## 2019-2021

Kirklees Integrated Workforce Development  
Steering Group

July 2019



# Executive Summary

Health and social care is in a period of significant change and within Kirklees our place based and integrated working is rapidly evolving within the ongoing development of the West Yorkshire & Harrogate Health and Care Partnership.

This strategy sets out our collective vision and priorities for an integrated health and social care workforce in Kirklees for 2019-2021. It is supported by a delivery plan covering the first 12-18 months of this period. These timescales reflect our desire to set longer term ambitions and to begin to deliver on these in the more immediate future. This strategy reflects these considerations and enables the ongoing evolution of the workforce strategy across the system.

This workforce development strategy sets a clear plan for developing an integrated care workforce linked to the Kirklees Health and Wellbeing plan and the Kirklees Economic Strategy. It sets out 3 strategic priorities and 2 key underpinning themes.

The strategy focuses on those areas where we feel we can make the most difference by working together across Kirklees. It does not seek to replace or supersede individual organisations workforce plans and strategies, but to complement and add value to these.

## Our 3 Strategic Priorities

### Strategic Priority 1: Improved Wellbeing of our Workforce

We will work together to improve the wellbeing of our workforce across health and social care in Kirklees. This will support our employees in reducing stress, supporting the balance between work and lifestyle, including improved flexibility in ways of working. It is aligned with the wider prevention agenda and helping people to remain in employment.

### Strategic Priority 2: Promoting Jobs and Careers

There are ongoing challenges around recruiting and retaining health and social care staff. We want to attract new people into our workforce and to retain existing employees.

We increasingly want to make Kirklees a place where people want to work in health and social care because they see it as being a vibrant, rewarding and dynamic place to work.



We want to develop jobs and opportunities that go beyond organisational boundaries and rigid career structures. We want to develop more flexible approaches to working that support integrated ways of working and the increasing desire of people to work in flexible ways.

The three strands to this strategic priority are:

- Health and social care as a career
- Kirklees as a place to work and volunteer
- Flexible and mobile employment opportunities.

## **Strategic Priority 3: Integrated and Shared Learning and Development**

Ensuring that staffs from across health and social care have access to appropriate training and development is vital. We want our staff, irrespective of where they work in Kirklees, to have access to appropriate training to help them do their jobs better. We also want to support their wider development and in particular help them to achieve their leadership potential.

This will help build a consistent and common language, deliver efficiencies and build both capacity and capability across the workforce. It will have the added benefit of creating the right environment for a shared culture across the health and social care system across Kirklees.

The two strands to this strategic priority are:

- Training and education
- Leadership and staff development.

## **Our Supporting Enablers**

### **Supporting Enabler 1: Carers in our Workforce**

Our definition of workforce includes paid and unpaid carers and they are a significant proportion of our workforce in Kirklees as defined in section 2 of this strategy. In addition many of our staff also has caring responsibilities<sup>1</sup> and it is important that we find ways to support them to be able to do this and remain a crucial part of our workforce.

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<sup>1</sup> The Carers Trust estimate that 1 in 8 staff have caring responsibilities



## Supporting Enable 2: Data

Workforce planning can be improved through using meaningful and accurate data. The perennial issues of different data sources remain, making it difficult for different organisations to use, share and benchmark their data. This will not be solved overnight and to some extent is beyond the remit of this strategy. However, we will seek to use workforce data to support the delivery of this strategy.



# Our Integrated Care Workforce Vision

Our vision is:

*To make Kirklees a place where people to want to work in health and social care because they see it as being a vibrant, rewarding and dynamic place to work.*

*To develop a Kirklees workforce that is able to deliver integrated care based around the needs of our populations and individuals, based on support for carers, building integrated teams, and building core skill sets.*

We have decided that our workforce comprises a wide range of groups including:

- primary care in the widest sense
- local authority
- community health staff
- care workers (including domiciliary and care homes)
- hospital staff
- voluntary sector (including paid and volunteers)
- carers (including paid, unpaid, and young carers).

Taking our wide definition of workforce, Figure 1 below shows the overall size and shape of our current workforce.

Figure 1 The Kirklees Workforce



Source: Kirklees Health and Wellbeing Plan 2018-2023



# Context: Supporting the Delivery of Our Kirklees Wide Ambitions

Our shared ambition for the people of Kirklees is set out in the Kirklees Health and Wellbeing plan:

*No matter where they live, people in Kirklees live their lives confidently and responsibly, in better health, for longer and experience less inequality*

We recognise that delivering on this ambition requires consistent and concerted effort over a number of years. To help with this we have agreed 7 Kirklees outcomes. These provide an overall focus and help to guide key areas of work required to help achieve these and the key next steps required to do this. A summary of these are included in Appendix A.

In order to deliver the Health and Wellbeing Plan, having the correct workforce is crucial. In particular it underpins our ability to create new integrated models of care, to develop resilient people who can deliver the priorities, and to help create communities where people can start well, live well, and age well.

The Kirklees Economic Strategy 2019-2025 sets out our vision for growing an inclusive and productive economy and the contribution that the health and social care sector can make to this. Work and the economy have an impact on people's lives. Good work as well as good pay contributes to people's health and wellbeing. We want to focus on an economy that is:

- **Inclusive:** every person realising their potential, through good jobs, and higher levels of skills, income and wellbeing.
- **Productive:** innovative, outward and forward looking businesses.

The specific opportunities around the health and social care workforce identified in the Kirklees Economic Plan are set out in Appendix B.

This strategy encompasses a commitment to openness, transparency and involvement of our communities and workforce in our conversations and decisions to deliver our ambition. We want to identify when the work can be done once so that duplication of systems, processes and work can be avoided. This will lead to a more integrated workforce who, in turn, support integrated services and pathways for our citizens and service users.



## Development of this Strategy

The Kirklees Integrated Workforce Development Steering Group utilised funding received from the West Yorkshire and Harrogate Health and Care Partnership to bring together partners from across Kirklees. We held a development session to identify commonalities and priorities where working together as a system can add value to the work being done by individual partners.

We recognise that this strategy will continue to evolve as the health and social care system itself changes over the coming months and years. In particular, we will ensure that the implementation plan is a live document that is updated in light of changes in circumstances.



# Strategic Priorities

## Strategic Priority 1: Improved Wellbeing of our Workforce

As Health and Social Care providers in Kirklees, we agree on the importance of creating a working environment that promotes, supports, and encourages the wellbeing of our workforce. The evidence around the impact of improved wellbeing in employees is well documented. The work of Professor Michael West<sup>2</sup> demonstrating the direct correlation between the improvements in patient care and improved wellbeing of the workforce. We also acknowledge that we have a wider responsibility in caring for our community and population, and caring for our workforce is part of this including an increased focus on prevention and wellbeing.

Our intention around wellbeing is broader than just healthy living and includes healthy working environments, prevention initiatives, lifestyle support and a shared culture that supports self-care. Historically, each organisation has developed their own wellbeing strategies and campaigns, albeit with common themes and therefore potential synergies. There is considerable opportunity to work together to create an approach to wellbeing across the Kirklees health and social care workforce.

### *Reducing Stress*

Levels of stress across the workforce in Health and Social Care continue to be higher than the national average despite an increased focus on reducing it within organisations. We recognise that our staff are sharing that they sometimes need support to cope with the demands placed on them and we want to listen and act.

There are a number of initiatives within the organisations in Kirklees to support staff. We will work together to increase the reach and impact of these and develop common approaches across Kirklees. Developing new roles, as outlined below, will be one solution to this along with a culture of compassionate leadership.

An approach that only seeks to treat the symptoms of stress is insufficient and is not aligned with our wider prevention agenda. We will look at ways of alleviating some of the demands currently being experienced by our workforce.

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<sup>2</sup> Michael West, The Kings Fund



## ***Work and lifestyle flexibility***

Over recent years there has been a significant shift in the expectations of people around the ways they work and the flexibility they now expect. The health and social care sector has sometimes struggled to respond to this and (perhaps unfairly) is perceived as being more traditional and lagging behind other sectors.

We want to be more innovative and creative around flexibility across our workforce, regardless of role or organisation to promote ways of working that support healthy work/life balance and to ensure fulfilled, happy, and engaged employees. We will build on what individual organisations are already doing and look to build shared approaches across Kirklees.

This links to our strategic objective around career pathways in creating movement within employment such as secondments, rotations and multiple assignments across organisations.

## ***Wellbeing and Prevention***

Prevention is a founding principle in the Kirklees Wellbeing Plan (2018-23) and relates to those working in health and social care, both as members of the community and as employees.

As employers we can have a key role to play in helping our staff to lead healthy lifestyles. Many of the organisations in Kirklees have well established staff well-being initiatives ranging from employee benefit schemes to initiatives to encourage more active and healthy lifestyles.

We will build on what individual organisations are already doing and look to build shared approaches across Kirklees.



## Strategic Priority 2: Promoting Jobs and Careers

An ongoing issue for the health and social care workforce are the difficulties in recruitment and retention of staff. Kirklees is not immune to this and experiences the same challenge as other areas and the nationally.

There are a number of initiatives at national, regional and organisational level which are seeking to address recruitment and retention issues for particular groups of staff. This strategy does not seek to duplicate these but has tried to identify where there are areas where it can add value across Kirklees to support these.

### *Health and Social Care as a Career*

The health and social care sector is an important part of the overall economy of Kirklees. The Kirklees Economic Strategy 2019-25 recognises this and the opportunities there are around this (Appendix B).

These include promoting health and social care as a vibrant, rewarding and dynamic place to work. Many of the initiatives in this strategy and in those of the organisations within Kirklees are about doing this. Through this strategy we want to develop a more consistent approach across Kirklees as to how we market jobs and careers in health and care to potential new employees.

We will work together to improve the ways in which we promote jobs and careers in health and care to increase the uptake of roles, including by disadvantaged and less obvious groups. This includes ensuring we promote ourselves to the widest range of people and make best use of initiatives such as the apprenticeship levy.

### *Kirklees as a Place to Work*

One of the issues recognised by those within Kirklees is the challenge around the identity of the place. Unlike other geographical areas it is not a natural region, and this provides a unique challenge of 'getting Kirklees on the map'. However, one of our strengths is the range and diversity of places within Kirklees and the range of opportunities these offer.

We want to support organisations within Kirklees by helping to develop a consistent approach to marketing Kirklees to potential employees supported by a range of ways in which this can be done.



## ***Flexible and Mobile Workforce***

Historically, health and social care has been viewed as being limited in its ability to offer flexible working to staff, although this has started to change. Flexible and mobile working goes beyond just temporary working patterns for working parents and is about recognising the benefits including increased productivity, job satisfaction and increased inclusivity.

Increased flexibility and mobility reduces the barriers that can exist to those in the community that wish to find employment and is another key driver in recruiting and retaining talent and skills from within Kirklees.

The move towards more integrated ways of providing care and support lends itself to and is dependent on a more flexible and mobile workforce. This includes how we support staff to be able to work in new roles defined around the needs of our population rather than more traditional professional and functionally defined roles. It also includes how we help staff to be able to move more easily between organisations, sectors and roles as this becomes more important to support greater integration of service delivery.

We will work together to identify how we can help support this, recognising that this may require new initiatives that will take time to identify and implement. Our commitment is to do this during 2019.



## Strategic Priority 3: Integrated and Shared Learning and Development

We want to help build a common and consistent language and approach, make better use of resources and capacity to train and develop more of our workforce, and develop an environment which encourages relationships to flourish across organisational and role boundaries.

This will enable more of the workforce to access and develop learning and training and therefore build a more capable workforce across Kirklees for the benefit of the community and people living within it.

### *Training and Education*

Organisations have, not unreasonably, tended to develop their own individual approaches based around the needs of their staff. This has been easier for larger organisations to do, and less so for smaller organisations whose staff often struggle to access training.

However, there are many similarities in the training and education needs of staff across Kirklees, that in themselves are not wholly dependent on the organisation or sector in which they work. We want to build on what we already have in place and identify opportunities to work together to deliver training and education to more of our workforce.

In doing this we will have opportunities to help build a common language, approaches and understanding across Kirklees and provide opportunities for staff from different organisations to meet each other and develop new relationships.

We will look at ways in which we can help our staff to make the most of other training opportunities by increasing awareness and uptake of training provided by regional and national bodies.

We will work with education providers to consider the training and education requirements resulting from the emergence of new roles, proposed increases in staff numbers in certain roles, and the more general requirement to help staff work in more integrated ways going forward.



## *Leadership and Staff Development*

As well as training and educating staff to help them be better able to undertake their current roles we want to support opportunities for them to develop themselves for future roles and to be able to work in more integrated ways. We want them to recognise their role in leadership and to help them create a wave of systems leadership across Kirklees. This is about helping our staff to work beyond the boundaries of their own organisation to deliver the best outcomes for the people of Kirklees.<sup>3</sup>

We will build on the work we began in 2018/19 in delivering the Kirklees Integrated Systems Leadership Development events. We will run a further series of similar events during 2019/20 informed by the learning from these earlier events.

We also want to develop opportunities to work together to support each other with other supportive approaches such as coaching and facilitation. These are both effective in developing high-performing teams and many of the organisations in Kirklees have some capacity and capability in these areas but it is not co-ordinated between them. We will work together to understand how we can maximise the benefits that can be achieved from these approaches across health and care in Kirklees.

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<sup>3</sup> Kirklees Integrated Systems Leadership Events February and March 2019: Summary, Evaluation, and Next Steps



# Supporting Enablers

## Supporting Enabler 1: Support for Carers in our Workforce

There has been an increasing and welcomed recognition of the significant role that carers play in our workforce and a need to value and support their contribution. The workforce in Kirklees includes 60,500 unpaid carers. This provides compelling evidence of the need to value their contributions to the wider health and social care of our community and the need to provide support to them.

We also recognise that many of our workforces also have caring responsibilities, and we need to support them with these and allow them to remain a vital part of our workforce.

Through their caring roles, carers often develop skills that are required in our workforce but which the formal system does not readily recognise and value. We will work together to support carers who want to work in health and care to do so in order to both enable this group to be employed and to recruit and retain their skills. The same is true for volunteers and the significant contribution that they also make to our health and social care system.

## Supporting Enabler 2: Data

In line with the national position, access to routine, comprehensive, and robust workforce data is not currently in place. This position varies by sector and organisation and in addition there is an inability to be able to compare and use data across the sectors and the various organisations.

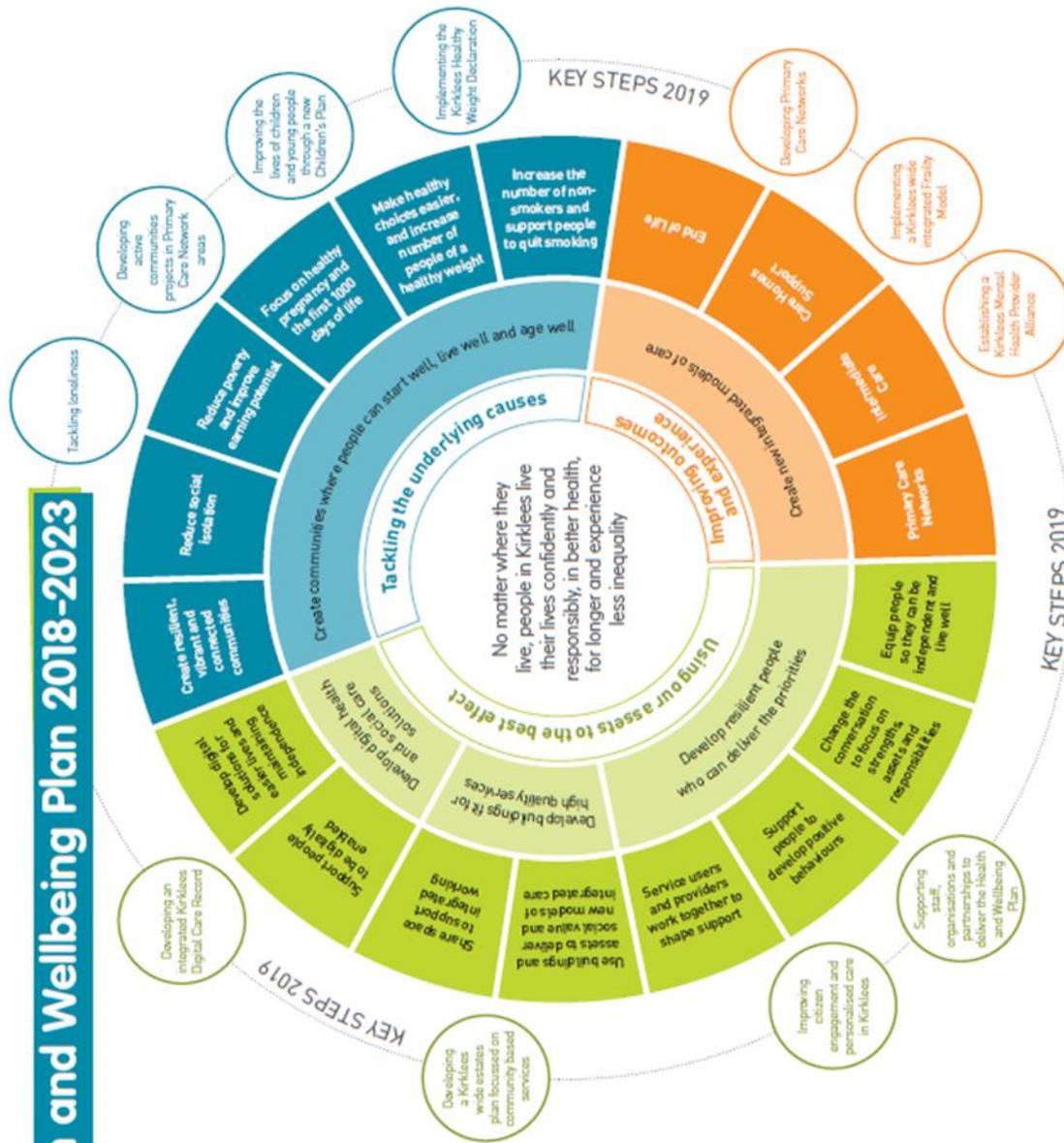
Improving the quality and availability of workforce data and being able to share and aggregate this across Kirklees has the potential to help improve how we inform and shape our workforce plans.

However, this will not be a quick fix and to some extent is beyond the control of this workforce group and strategy. However, we will continue to influence this agenda and support other initiatives such as attempts to improve workforce data within primary care.

We will also seek to use appropriate workforce data to support the delivery of our action plan, and to be able to measure the progress we are making.



# Appendix A: Summary of Kirklees Health and Wellbeing Plan 2019-2023



## Shared outcomes with Kirklees Economic Strategy

Our shared outcomes are the pillars that support our overall vision for Kirklees to be a place that combines a strong, sustainable economy with a great quality of life. Our shared outcomes are:

-  Children have the **best start** in life
-  People in Kirklees are as **well** as possible for as long as possible
-  People in Kirklees **live independently** and have control over their lives
-  People in Kirklees live in **safe, cohesive communities** and are protected from harm
-  People in Kirklees have aspiration and **achieve their ambitions** through education, training, employment and lifelong learning
-  Kirklees has **sustainable economic growth** and provides good employment for and with communities and businesses
-  People in Kirklees experience a high quality, **clean, and green environment**

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# Appendix B Summary of Opportunities in Kirklees Economic Strategy 2019-2025

What we will deliver

## ACTION PROGRAMME 5: INTEGRATED HEALTH AND CARE WORKFORCE DEVELOPMENT

Filling vacant roles and enabling progression in the health and care sector will provide routes into work, create greater resilience in the face of changing labour markets as the UK exits the European Union, and enhance health and care outcomes. Led by the Kirklees Integrated Care Workforce Development Steering Group, we will support workforce planning and progression across a wide range of health and care roles, including community-based ones.

This will include:

- Improving and widening progression paths from less skilled and low paid roles into more highly skilled and better paid health and care careers – leading to higher recruitment and retention
- Working with the sector and education providers to address barriers that prevent uptake and mobility, e.g. historical organisational and professional boundaries, pay, perception and career structures, and improving the transferability of skills
- Supporting delivery of the Health and Wellbeing Plan by helping to recruit, train, and retain a workforce that can support more integrated ways of working and in particular Primary Care Networks and the wider integration of health and social care

**The Big Win: An Integrated Care Workforce Development initiative that increases uptake of roles and progression in the sector, including by disadvantaged groups, and enhances care and support**

