The Calderdale Framework (CF) was developed in the United Kingdom as a tool for managing safe and effective workforce re-design within multi-disciplinary teams. It has been used and evaluated in many allied health services in the United Kingdom for more than a decade.

The Calderdale Framework was purchased by the Allied Health Professions’ Office of Queensland in 2011 and has been rolled out in numerous projects in Queensland Hospital and Health Services. It is accessible by allied health professionals in Queensland Health through an agreement between the Department of Health and Effective Workforce Solutions Ltd (UK), the owners of the Calderdale Framework.

What is the Calderdale Framework?

The Calderdale Framework is a 7-step, clinician-lead process used to improve the way a healthcare team works. It provides a clear and systematic method of reviewing team skill mix, developing new roles and new ways of working and linking these workforce changes to service redesign to ensure safe and effective patient-centred care. The Calderdale Framework focuses on the workforce elements of a model of care and compliments established methods of service redesign including Lean methodology. The primary tenet of the Calderdale Framework is patient-centred care.

What does implementing the Calderdale Framework produce?

The process of implementing the Calderdale Framework leads to the development of a competency based training program for staff which assures quality and safety for the patient, whilst maximising workforce capability. The outputs produced by a team implementing the Calderdale Framework include:

- a comprehensive map of functions and tasks provided by the team to deliver the service
- a risk-based analysis of tasks to determine whether each should be:
  - performed only by the profession/s currently performing the task,
  - skill shared to one or more additional professions
  - delegated to an allied health assistant or other support worker
- clinical task instructions and other supporting resources to provide the training, competency assessment and clinical governance processes required to safely implement a skill share or delegated practice model
- evaluation and monitoring processes to embed the new way of working into usual practice.

What outcomes have been delivered by the Calderdale Framework?

The growing number of evaluated projects undertaken using the Calderdale Framework in Queensland is providing a increasing amount of evidence of its effectiveness. A number of peer-reviewed publications are currently being prepared for press.

Outcomes from Queensland allied health teams’ implementation of Calderdale include:

- randomised control trials have demonstrated there is no reduction and in one trial a modest improvement of clinical outcomes for patients treated in a skill share model compared to a profession-siloed model,
• increased clinical service time and reduced clinician travel / non-clinical time,
• enhanced patient access to allied health services as demonstrated by improved new: review,
• improved consistency of service delivery with best practice standards,
• high patient satisfaction with skill share and delegated practice models, and
• high staff satisfaction with skill share and delegated practice models including positive changes in staff engagement, job satisfaction and confidence in own skills and those of the team.

What does implementing the Calderdale Framework involve?

The Calderdale Framework is a team-based workforce re-design process. Consequently, all members of the team will be involved in the project activities. The extent of this involvement and the time investment of the team are linked to the scope of the project. Projects using the Calderdale Framework in Queensland have included relatively short (3-4 months) re-design processes limited to only one or two professions, and large-scale, multi-professional projects of greater than 12 months duration. Successful projects have:
• a team committed to investing time and energy into improving services for their clients and the sustainability of their service model,
• commitment from local professional and operational leaders to support the service re-design, and
• a strong partnership with a Calderdale Framework Facilitator to provide training and guidance on the application of the process.

What support and resources are available?

Queensland Health has funded the training of more than 50 Calderdale Framework Facilitators across Queensland Hospital and Health Services. Facilitators have the training and skills to support a team to implement the Calderdale Framework. Through the Allied Health Professions’ Office of Queensland or local Facilitators, teams can access an extensive library of clinical task instructions (competency documents), training modules for clinical tasks and for allied health professionals’ delegation skill development, templates for work instructions, local protocols, delegation and skill sharing frameworks and a range of other supporting resources.

What training is available?

The CF training program is offered by a network of CF Facilitators and Practitioners across the state. The first step of the training pathway is the one day Foundation Workshop. Participants undertaking the Foundation Workshop can:
• understand the CF process including potential uses within their workplace,
• gain the skills to implement the CF in their workplace, with the support of a CF Facilitator,
• access implementation resources which they can then apply in their workplace.

Participants who have completed the Foundation Workshop can elect to undertake the CF Facilitator training program. The Facilitator Workshop is offered over approximately 4 days comprising a 2.5-day Stage 1 workshop and 1.5-day Stage 2 workshop approximately 6 months apart. The trainee is required to:
• attend all training days,
• undertake a project implementing the CF between the Stage 1 and 2 workshops,
• participate in a one-hour monthly CF Facilitator Network meeting on an ongoing basis, and undertake supplementary roles in support of the Network such as quality review of documents,
• submit a brief written report and reflection to AHPOQ at the completion of their CF implementation and,
• present Foundation (1-day) CF workshops and support teams in their HHS to implement the CF.
As the time required for training and implementation work can be significant, potential Facilitators require the approval of their operational manager and endorsement of the Director of Allied Health (or equivalent) in their HHS.

Is the Calderdale Framework Facilitator training a good option for me?

Professional background and experience
Calderdale Framework Facilitators may be from any allied health profession. Although not mandatory, previous training or experience in project management, workforce development, and training or education may be beneficial for Facilitators.

Role and classification
The Calderdale Framework Facilitator Network includes individuals from clinical, management, education, workforce development and research roles. There is no pre-requisite HP level to undertake the training.

Previous training
It is highly desirable, though not mandatory, for trainee Facilitators to have completed the Foundation (1 day) Calderdale Framework workshop.

Qualities and skills
Qualities and skills that are valuable for Calderdale Framework Facilitators include:

- a commitment to service improvement and to delivering high quality services for their community,
- good communication and negotiation skills,
- a sound knowledge of their service context and experience working in a multi-disciplinary team,
- skills in basic data analysis and evaluation,
- strong organisation, time and project management skills, and
- determination and capacity to innovate and lead change.

Capacity
The Facilitator training program uses a work-based application approach, requiring the trainee to implement the Calderdale Framework in a local service to embed their learning from the workshops. Moreover, the training program constitutes a resource allocation to the trainee’s health service for which there is a reasonable expectation of translation into service development to support better health care for communities.

A Calderdale Framework Facilitator must have the operational capacity to invest time in the training program, including the implementation project. The time required to undertake the training is outlined above. Time required to implement a project varies considerably depending on the scope of the project undertaken. Most trainees elect to undertake a project of modest scope (i.e. a small team, few professions, or limiting to just delegation or skill sharing focus). Time investment is therefore consistent with a QI or service development project of equivalent scope.

The Calderdale Framework Facilitator Network provides a forum for collaborative problem solving and resource sharing between Facilitators state-wide. The trainee will attend monthly teleconferenced Network meetings and provide support to Network activities such as periodic review of documents.
How can I access more information?

The Allied Health Professions’ Office of Queensland can:

- link you to a Calderdale Framework Facilitator in your area,
- provide information and register your interest in upcoming training programs, and
- provide advice on the use of the Calderdale Framework and resources available.

If wishing to register interest in undertaking a Calderdale Framework training program, contact the Allied Health Professions’ Office of Queensland.

- Foundation workshops are conducted by Facilitators in HHSs. The Allied Health Professions’ Office of Queensland can link employees interested in undertaking Foundation training with their local Facilitator/s to discuss upcoming workshops.
- Facilitator training is coordinated at a state-wide level. Employees interested in undertaking Facilitator training should contact the Allied Health Professions’ Office of Queensland, identifying contact details including work unit and HHS and the date and location that they completed the one-day Foundation workshop. Individuals will be contacted directly when a new Facilitator training cohort is planned.


Reference materials on the Calderdale Framework

Effective Workforce Solutions: [http://effectiveworkforcesolutions.com/](http://effectiveworkforcesolutions.com/)


Queensland Government projects using Calderdale Framework:

Greater Northern Australia Regional Training Network project using Calderdale Framework: