

# The Calderdale Framework

## Information Sheet

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 complements 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 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 80 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. For more information about implementation and training, please see the Implementation and training information sheet.

## How can I access more information?

The Cunningham Centre 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.

Visit the AHPOQ QHEPS [webpage](#) or email The Cunningham Centre at [calderdaleframework@health.qld.gov.au](mailto:calderdaleframework@health.qld.gov.au)

## Reference materials on the Calderdale Framework

Effective Workforce Solutions: <http://effectiveworkforcesolutions.com/>

Smith R and Duffy J. (2010). 'Developing a competent and flexible workforce using the Calderdale Framework'. Int J Ther Rehabil 17(5); 254-262.

Kaltner M, Wilson J, Scott A (2012). The Calderdale Framework: Shared Competencies and Delegation Practice. Health Workforce Australia Workforce Innovation Database. At: <http://www.workforce.org.au/media/232418/kaltner,%20wilson%20&%20scott%20wic%20v2.pdf>

Nancarrow S, Moran A, Wiseman L, Pighills AC, Murphy K (2012) Assessing the implementation process and outcomes of newly introduced assistant roles: a qualitative study to examine the utility of the Calderdale Framework as an appraisal tool. Journal of Multidisciplinary Healthcare, 5:307-317. At: <http://www.dovepress.com/assessing-the-implementation-process-and-outcomes-of-newly-introduced-peer-reviewed-article-JMDH>

Queensland Government projects using Calderdale Framework:

<http://www.health.qld.gov.au/ahwac/docs/min-taskforce/initiatives.xls>

<http://www.health.qld.gov.au/ahwac/docs/min-taskforce/ahaprojectphase2.pdf>

Greater Northern Australia Regional Training Network project using Calderdale Framework:

<http://www.gnartn.org.au/projects/expanded-scope-rural-remote-allied-health-generalist-project/>