

Public Document Pack

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West Sussex Health and Wellbeing Board - Thursday, 11 October 2018

Please see the following document(s) tabled at the meeting of the West Sussex Health and Wellbeing Board on Thursday, 11 October 2018 which were unavailable when the agenda was published.

| Agenda No | Item |
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| 5. | Crawley Health and Wellbeing (Pages 3 - 26) |
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Presentation

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| 6(c) | Sustainability and Transformation NHS Workforce Development (Pages 27 - 40) |
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Presentation and Report

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|-------------|---|
| 6(e) | Children's Workforce (Pages 41 - 50) |
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Presentation and Report

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| 9. | Joint Health and Wellbeing Board Strategy Refresh (Pages 51 - 52) |
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Report

To all members of the West Sussex Health and Wellbeing Board

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Agenda Item 5

Crawley Health & Wellbeing
West Sussex Health and Wellbeing Board –
11th October 2018

www.crawley.gov.uk



Outline

- Crawley in Numbers
- Crawley Wellbeing
- Dementia Friendly Crawley
- The Way Forward
 - Initial Priorities
 - How can you help?



Crawley in Numbers

- 110,900 population
- 25% of (GVA) Gross Value Added is generated in Crawley with only 2% of the land in West Sussex
- 6th highest patents granted per 10,000 people in UK
- 6th highest UK employment rate
- 91,000 jobs with 30,000 jobs on Manor Royal
- 2nd highest UK weekly earnings
- 10th most productive place in UK
- 3,000 active businesses



A day in the life of Crawley.....on average



4.4 births

57% within marriage, younger age profile of mothers, low birthweight



2 deaths

Majority of deaths within hospital (high % than Eng and WSx)



-3.4 net internal

+2.4 net international

Growth in population both natural and via migration



24,000 net workers

43,000 workers in, 19,000 out



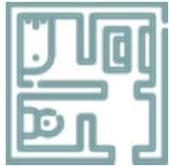
750+ planes

In and out of Gatwick



£80 / £65

Net male / female per day FT earnings (residence based)



6 new Housing Benefit

Claimants per day (Average Q1 17/18) wait for new claims 14 days.



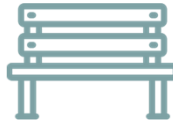
2,055 households

Households on council housing waiting list

1.3

New home starts, completed in 2016/17

0.5



25 – 35? rough sleepers

Not easy to count. Broad estimate.



£825 per month in rent

Median rent

£27,000 deposit

for 90% mortgage on average house



880 litres

of alcohol sold per day in off trade sales



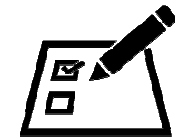
17,000 people

likely to smoke (1 in 5 adults).



80 – 90

Referrals by GPs to specialists



60 – 70

Referrals seen to specialists



5.4 admissions

Alcohol related hospital admissions (where alcohol primary or secondary code)



28,000 adults

Will not have walked for more than 10 minutes or cycled today (or any day this week!)



30 – 40 emergency admissions

Not all by ambulance!

Crawley in Numbers

- Crawley is placed 304 out of 324 authorities (**bottom quartile**) for **social mobility** - Social Mobility Index 2017
- Crawley is placed 319 out of 324 authorities (**bottom quartile**) for **educational performance** – Social Mobility Index 2017



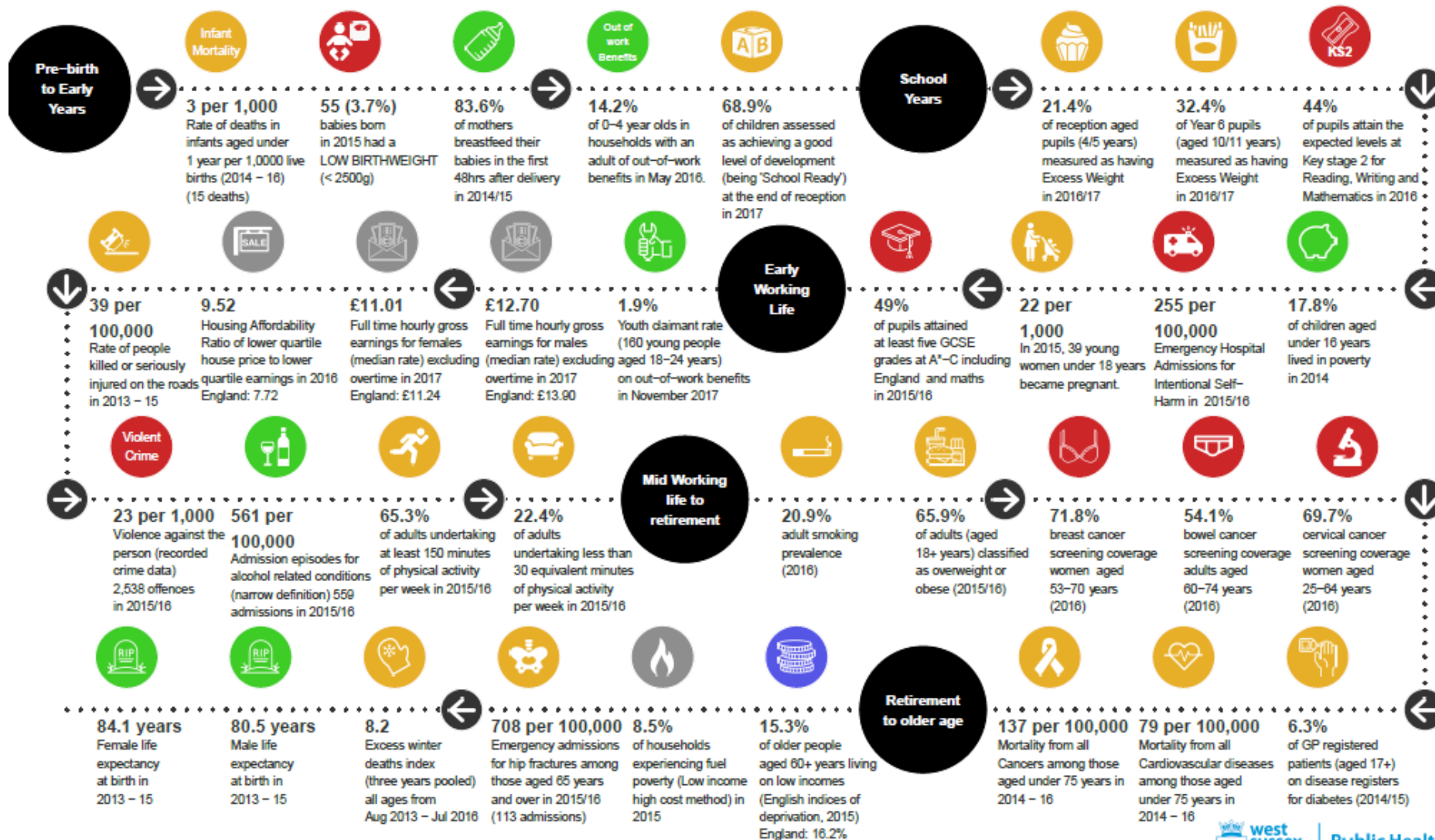
West Sussex Public Health Outcomes (Data correct as of January 2018)

Crawley

Note: At Lower Tier Authority Level some outcomes are based on small numbers / sample sizes

Some issues affect people of all ages, outcomes have been placed in the life stage where the impact may be greatest.

Data are shown for Crawley and are compared with England





Provide support and advice through the following programmes:-

- health MOTs, workplace health, weight management (WOW), physical exercise, falls prevention for older people, pre-diabetes, outdoor health and alcohol

Over the last year:-

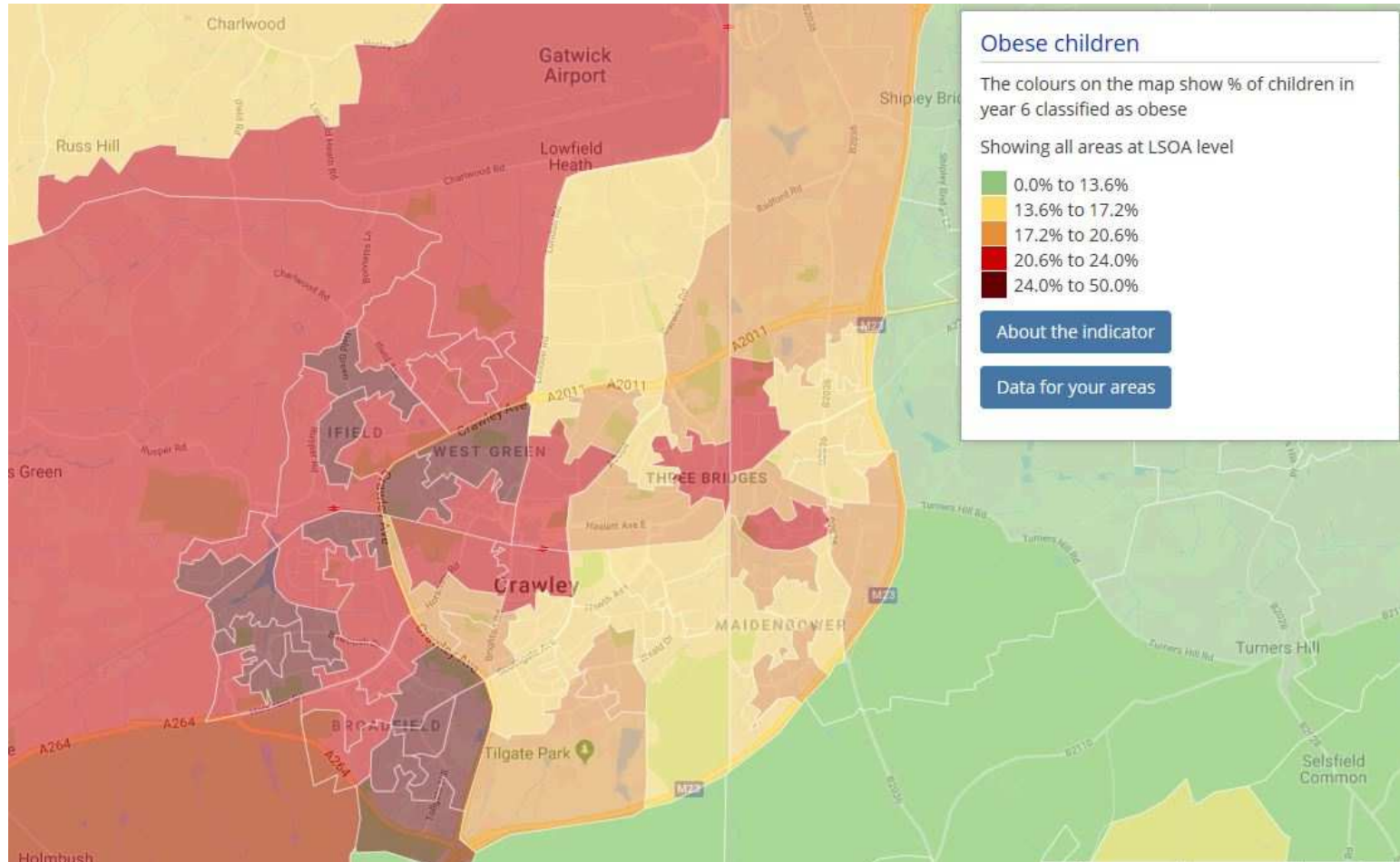
- 2,000 people accessed the service
- 585 people accessed the workplace health programme
- 90 community-based physical activity classes were held and attended by 247 individuals

crawley wellbeing

Over the last year:-

- 68 guided health walks were held
- Along with a wide variety of tailored sessions for people recovering from mental health issues
- 699 healthy body and mind classes for older people
- At 3 months follow up – 80% have maintained their activity levels and strength and balance
- Total weight loss for WOW participants 504kgs – equivalent to 1.8 fully grown grizzly bears

Obese children in Crawley





- New leisure contract provider 'Everyone Active' takes over K2 in November their aim to:-
 - encourage everyone they come into contact with to participate in at least 30 minutes of moderate physical activity 5 times a week.
 - increase participation by 40% within 5 years
 - Deliver specialist weight management classes for children and young people
- Everyone Active in partnership with Crawley Wellbeing Team we will be developing a targeted community outreach programme to increase physical activity

Gatwick Run a partnership between British Airways and Crawley BC



Crawley Social Prescribing – funded in partnership with Crawley BC and Crawley NHS CCG





Crawley, a town where the people living with dementia and their families are able to live well and are supported across the town to get the help they need to ensure everyday life, the pursuit of leisure and cultural activities are made easy

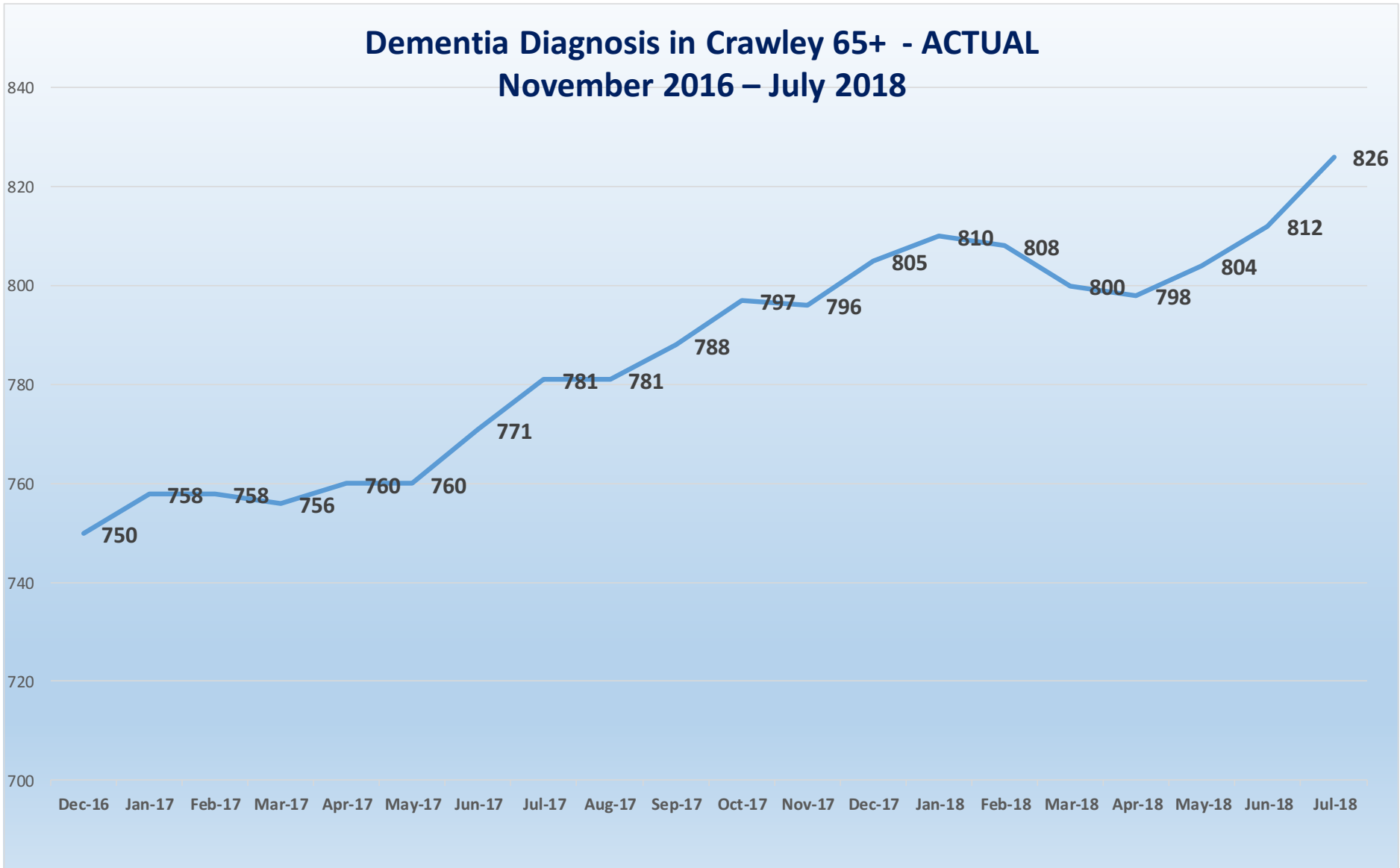
En by, hvor de mennesker, der lever med demens og deres familier er i stand til at leve godt og bliver støttet af byen for at få

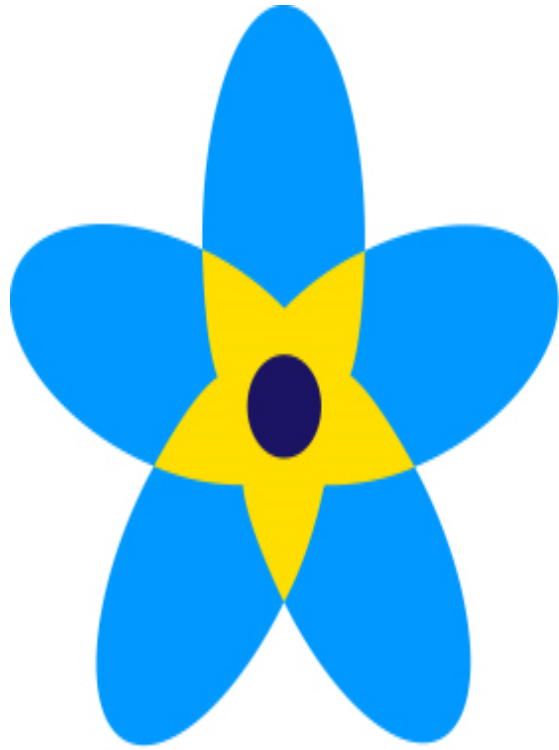
Den hjælp, de har brug for at have en sikker hverdag og udøvelse af fritids- og kultural er nemt

Challenges

- Ageing population with complex conditions
- Greater caring responsibilities placed on family and friends
- Unprecedented demands placed on public and voluntary sector services
- Stigma and Isolation
- Over 1200 people with dementia in our community, steady increase and predominantly women







Dementia Friends

An Alzheimer's Society initiative

**RH10/11 over 2000 Dementia Friends*

Crawley Response



Quiet Hour
Every Saturday
9am - 10am



Morrisons
Since 1888



Wider determinants of health

- Educational attainment
- Affordable Housing
- Income & Employment
- Environments conducive to health



The way forward – *initial priorities*

- Healthy lifestyles - smoking, drinking, exercise and diet
- Mental health, Dementia and wellbeing - self harm
- Later years – falls, hip fractures, social isolation
- Inequalities, gap in life expectancy



The way forward – *how can you help?*

- Support the creation of an active, dynamic Crawley focused H&WB partnership
- Create a *health deal* for Crawley connecting all partners for example; The Wigan Model
- Allow our H&WB Team to work with young people, children and families
- Commit to partnership working as opposed to a contractual relationships



The way forward – *how can you help?*

- Focus on the local health priorities together
- Focus on the preventative agenda, low level impactful, activities
- Recognise differences – working town, educational attainment, social mobility, inequalities, gaps in life expectancy



Questions



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| Date of meeting: | 11 October 2018 |
| Item Title: | Workforce Presentation |
| Executive Summary: | <p>The purpose of this presentation is to provide the Health and Wellbeing Board with an update of the existing clinical workforce issues across the Sussex and East Surrey Sustainability Transformational Partnership (STP) and highlight how the STP and West Sussex is improving clinical workforce recruitment and retention.</p> <p>In addition to provider workforce plans, there are a number of established STP wide and local workforce programmes involving stakeholders from commissioner and provider organisations, primary care, social care, Health Education England and NHS England. These require effective integrated working within a complex and dynamic health and care system to ensure workforce standards (e.g. staffing levels) and initiatives (e.g. new roles, recruitment, retention and education) are fully embedded into all programmes of work to meet safe staffing levels outlined by the National Quality Board, the Health Education England workforce strategy and the Five year Forward View.</p> <p>The Sussex & East Surrey Sustainability and Transformation Partnership Workforce Statement of Intent (September 2017) identified a number of key areas where work needs to be focussed across the four place based areas:</p> <ul style="list-style-type: none"> • Temporary Staffing Collaborative - with the aim being to reduce both the use and cost of the temporary workforce across the patch and hence to improve the quality of care, drive down expenditure and enhance in-house bank arrangements. A project with this focus is already underway. • Attraction and Retention - to address issues of supply across all areas of the health and social care workforce and to learn from existing case studies across the NHS and share initiatives to attract and retain staff making the geographical patch an employment area of choice. • Leadership and Talent - the need to maximise our collective resources ensuring that the necessary leadership is in place, that staff are developed and potential realised including working across organisation boundaries where opportunities exist to keep Talent in |

| | |
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| | <p>the South East.</p> <ul style="list-style-type: none"> • Streamlining Project – to ensure the smooth flow of staff around the system and the elimination of duplication of training, checks and processes which will, in turn, also result in financial efficiencies. Supported by NHS Employers and informed by learning from similar projects in London, East of England and Midlands the focus is on Junior Dr’s rotation; statutory and mandatory training; recruitment and occupational health. • Apprenticeships and the Levy - to ensure that the uptake of apprentices is achieved, identifying ways to maximise the money in the levy pot and support an ongoing pipeline of (younger) talent. There is potential to work together on joint initiatives particularly the development of a regional Nursing Associate Programme so that the required rotations can be managed within the geography. • Education and Training -to ensure that all staff can access education programmes, training and development they need to deliver services in a new and sustainable way. This includes working with education providers to commission new courses and review methods of delivery. • New Types of Role/Workers – to consider the development of new roles in response to system changes and changes in the demand for health and social care reflected in the new models of care work. • Reward and Recognition – to ensure that there is a fair and transparent process of reward and recognition across the patch which also does not result in staff moving between organisations purely for financial gain. We need to focus on the total reward package which will include the working environment, promoting a healthy and safe workplace and appraisal experience. • Wellbeing – all staff should work in an environment which supports their health and well-being and where there are measures in place to reduce sickness rates and opportunities to work collaboratively on CQUIN delivery. • Review Flexibilities within Agenda for Change – to ensure that there is consistency of approach and application of terms and conditions of service and best use is made of flexibilities. • Opportunities for Shared Services/Collaboration across Organisational Boundaries – to fully explore opportunities for joint working where it is effective and efficient. • Organisational Development – to partner in developing changes to organisational design and structures. |
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| | <ul style="list-style-type: none"> • Workforce Race Equality Scheme (WRES) – to promote and work collaboratively in support of inclusivity and promote the value of diversity across all work environments. • Mental Health Workforce – support the development of a high level mental health workforce strategy across the STP in line with the requirements of the recently published National Workforce Plan for Mental Health. <p>To date progress on the above initiatives has been varied and there is a move to bring this work more under the leadership of the Sussex and East Surrey STP with an absolute commitment to maintaining the close working relationships with colleagues from education, health and care providers and build on the current programmes of work.</p> |
| <p>Recommendations for the Board:</p> | <p>The Health and Wellbeing Board is asked to note the contents of the presentation, and consider how the Health and Wellbeing Board can;</p> <ul style="list-style-type: none"> • Create awareness of the opportunities that a career in health and social care has for local people. • Support and develop an inclusive and diverse workforce using local networks • Work with system partners, including the voluntary sector to further generate ideas for innovative workforce post which can further attract people to a career in health and social care. |
| <p>Relevance to <u>Joint Health and Wellbeing Strategy</u>:</p> | <p>Workforce priorities within the Joint Health and Wellbeing Strategy:</p> <ul style="list-style-type: none"> • Working with providers and commissioners to support and develop current workforce and make the health and care sector more attractive. • Engaging with education providers to promote careers in health and care. • Promote the benefits of a career in health and care more widely, in particular job satisfaction. • Working together to develop joint strategies to make best use of staff where there are long term shortages. • Jointly develop strategies for a workforce ready to deliver future care models. • Work with the voluntary and community sector more effectively to recruit and support volunteers. • Exemplar policies that promote flexible working, enabling greater participation by older people and informal carers. |
| <p>Financial implications (if</p> | <p>None</p> |

Agenda Item 6c

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| any): | |
| Consultation (undertaken or planned): | No Consultation undertaken for the purpose of this Presentation |
| Item author and contact details: | Allison Cannon, Chief Nurse East Surrey and Sussex Clinical Commissioning Groups |

Sussex and East Surrey STP Summary overview – workforce

- Governance structure
- Objectives
- Statement of Intent and aligned programmes/projects

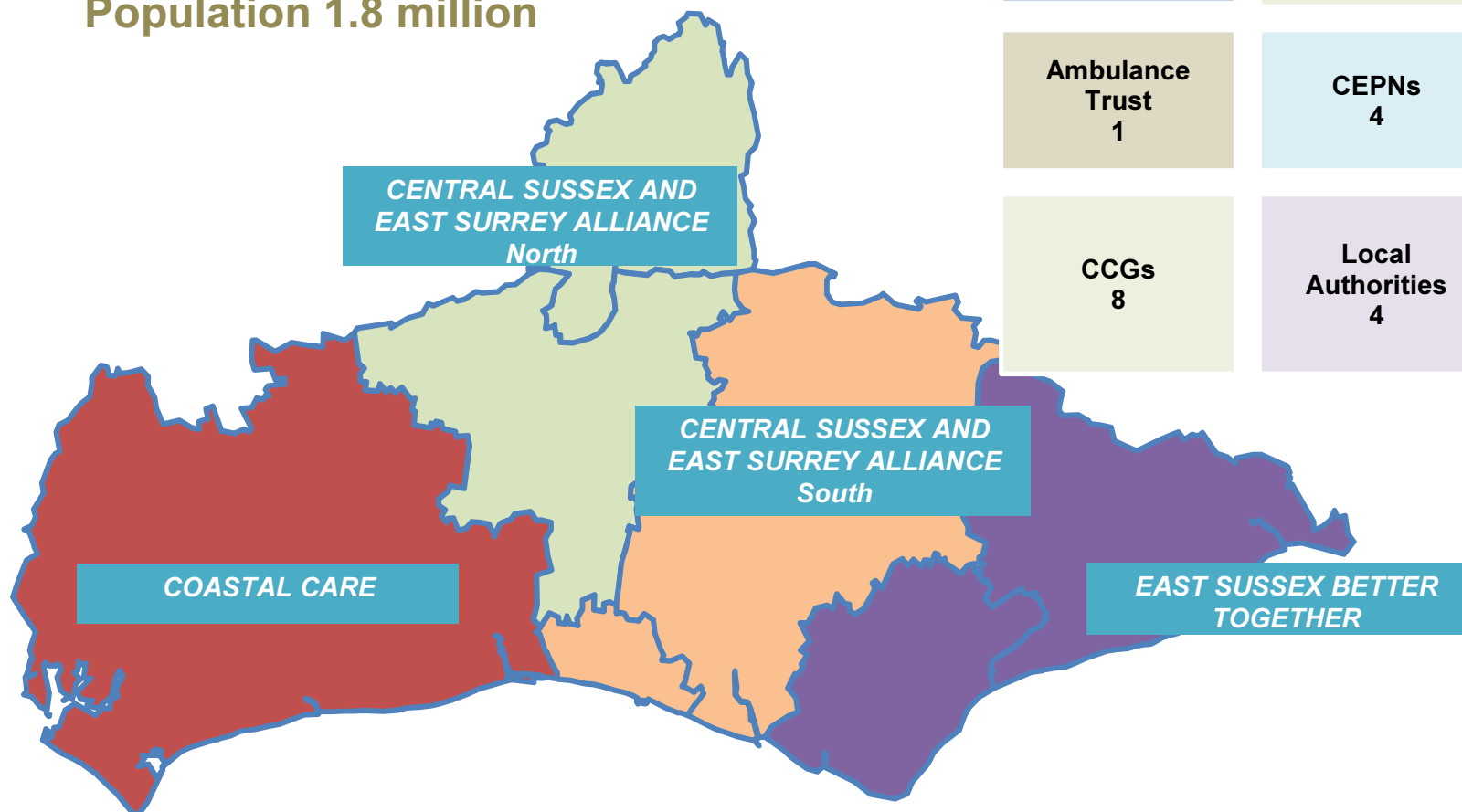


Sussex and East Surrey

Population 1.8 million

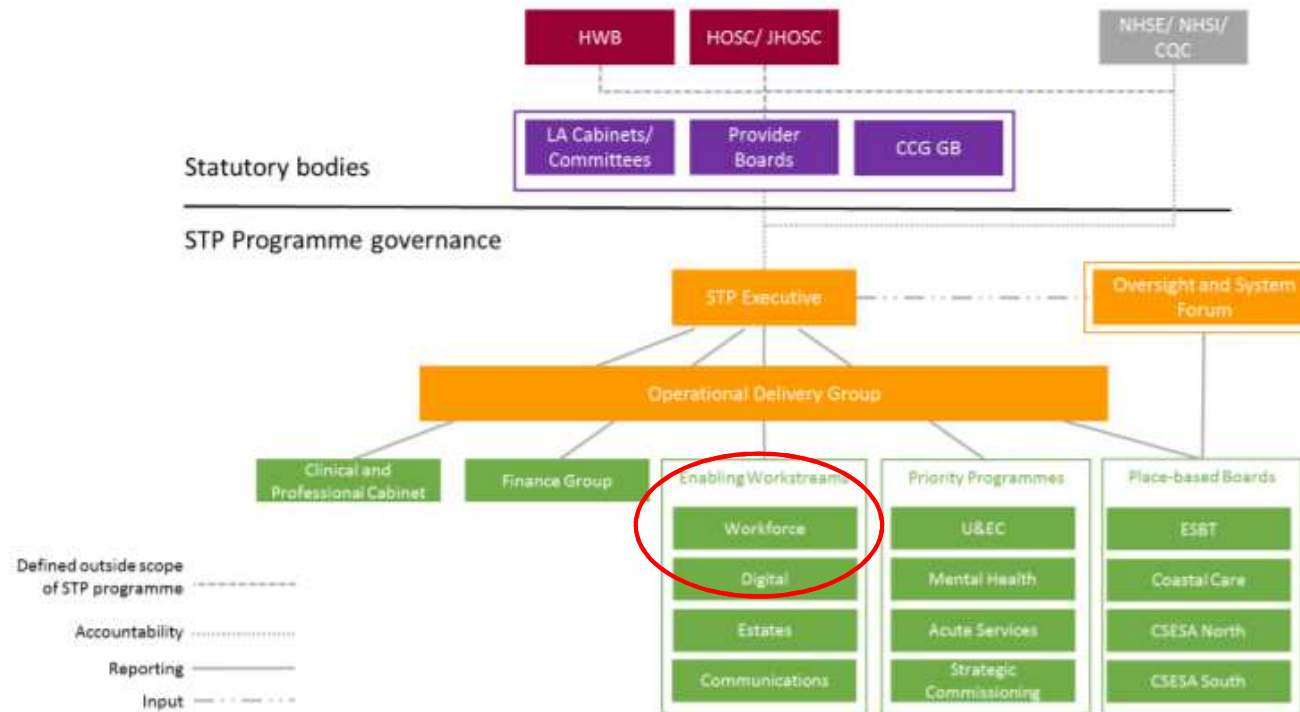
Health Education England

| | | |
|-------------------------|------------------------------------|---|
| 'Places' 4 | Acute/ Community Trusts 7 | Mental Health Trusts 2 |
| Ambulance Trust 1 | CEPNs 4 | GP Surgeries 215 |
| CCGs 8 | Local Authorities 4 | Social care • Domiciliary care 296 • Nursing homes 268 • Care homes 651 |

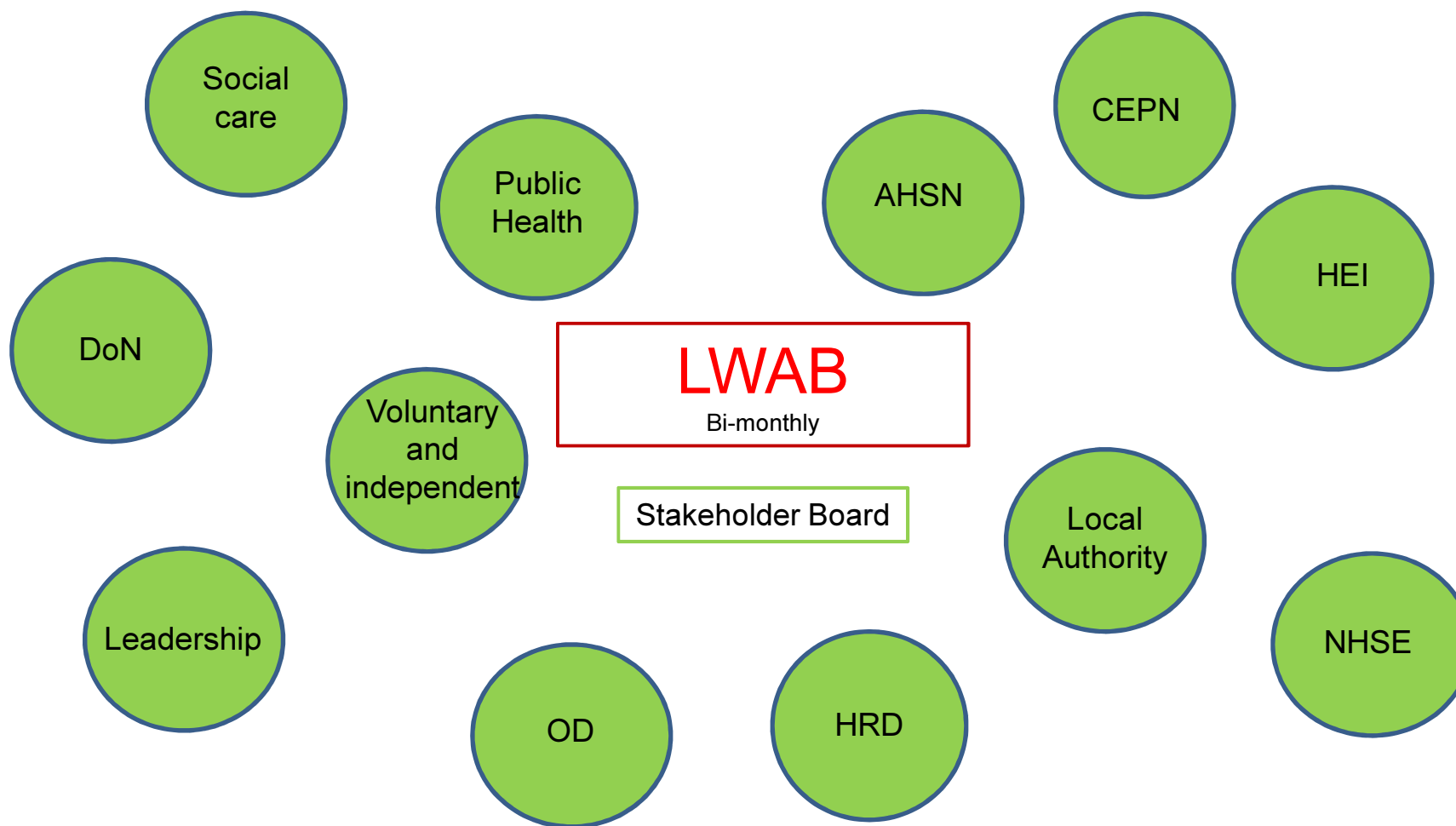


Governance structure

Revised governance structure



SES Local Workforce Action Board



Objectives

To develop solutions and agree a workforce work programme to support the STP including areas such as strategic HR issues, attraction and retention and improving health and wellbeing, as well as education and training.

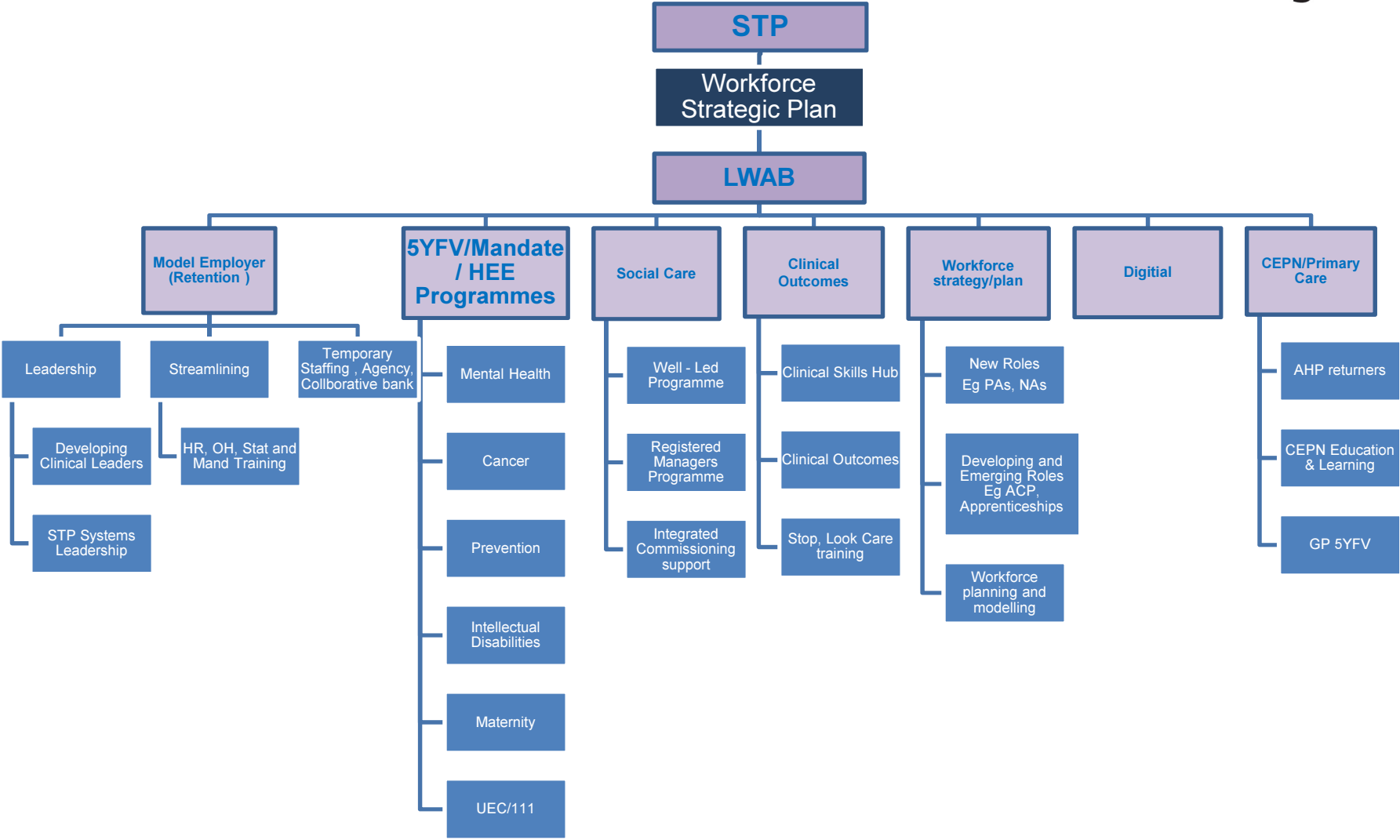
Achieved through:

- ✓ Agree the workforce work programme to support SES STP
- ✓ Oversee implementation of the work programme
- ✓ Engage with local and national stakeholders to co-ordinate input from both HEE and other STP member organisations
- ✓ Develop an overarching, high level Workforce Strategy (initially a Statement of Intent)
- ✓ HEE Mandate Programmes across KSS. Eg Mental Health, Intellectual Disabilities, End of Life Care, Cancer

Programme Structure



Health Education England



Key Careers and Apprenticeship Initiatives

- HEE KSS Career Progression team in each STP area
- Working with East Sussex Careers Hub pilot
- Pre-employment programmes
- Schools and college engagement including Learn Live
- Careers events
- STP Apprenticeship forums including health, primary care and social care
- Careers Leader's Training session on health and social care careers

Programme Support

To strengthen the programme to ensure focused delivery at scale and pace, the following resource is being invested:

- Workforce Programme Director
- HR Programme support
- Business Support
- Administration
- Workforce Planning support is being reviewed.



Recommendations for the Health and Wellbeing Board.

- Create awareness of the opportunities that a career in health and social care has for local people.
- Support and develop an inclusive and diverse workforce using local networks
- Work with system partners, including the voluntary sector to further generate ideas for innovative workforce post which can further attract people to a career in health and social care.

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Briefing paper for West Sussex Health and Wellbeing Board

Recruitment and Retention in relation to the workforce in Children's Social Care (Social Workers and Residential Child Care Officers)

5 October 2018

Introduction

This paper looks at the challenges of recruiting to roles in Children's Social Care, specifically Children's Social Workers and Residential Child Care Officers, and retaining this workforce.

Social Workers

Background

The context for this paper is that there is a national shortage of Children's Social Workers and there are some specific challenges in West Sussex, which we have tried to understand and take steps to address. In 2017, the national vacancy rate was 17% with 68.7% of vacancies were being covered by agency staff. The average working life for a social worker is under eight years which, for example, compares to 25 years for a doctor.

There is fierce local competition for experienced social workers with other authorities in the region increasingly taking steps such as offering financial incentives upon appointment and retention payments.

The West Sussex Picture

In 2016, the key workforce challenges were identified as:

- High levels of staff turnover (20.9% against a national average of 16%);
- a high degree of agency reliance (running at circa 20% of staffing); and
- a higher than average vacancy gap (18.09% against a national picture of 17%).

In 2018, our challenge has broadened. Whilst recruitment remains an issue in a competitive market where there is under supply, we are equally focused on retention, where our biggest challenge is around volume and complexity of work,

Our approach

A strategy was developed in 2017 which aimed to achieve the following:

- a) Increase rate of recruitment of experienced social workers
- b) Reduce the need to rely on more expensive, and less reliable agency staff
- c) Reduce staff turnover to increase the stability of the workforce

One of the first activities carried out was a benchmarking and review exercise to compare WSCC pay with pay in the South East region. This indicated that WSCC was below local competitors and as a result, a market supplement was introduced to address this differential.

In addition, we have undertaken a range of activities to boost recruitment, a flavour of which is given below:

- Developing a social media presence, building our brand (“with you, with the child, every step of the way”), attended national recruitment events and hosted our own recruitment events
- Involved our own workforce in developing website content, imagery, online articles and videos.
- Rejuvenated the “Return to Social Work” scheme, including contacting ex-employees to invite them to get back in touch
- Commissioned a specialist agency to recruit experienced social workers from overseas
- Launched a Casual Bank Scheme for social worker staff.
- Ensured our advertisements are fresh, exciting and inviting.

In the past 12 months, we have done the following to boost retention:

- Carried out a ‘health check’ with staff to see how they are feeling and to learn about how we can improve the experience of working at West Sussex
- Invited all leavers to an exit interview in order to learn their reasons for moving on
- Refreshed and encouraged use of flexible working options and career break
- Introduced career progression schemes for Social Workers and managers
- Run CPD events for staff
- Strengthened the induction and welcome for new starters
- Set up an internal “Academy” programme for newly qualified social workers to give them a supported first year in the profession
- Added additional team members to teams in the form of Children and family workers and administrators, to free up social workers and enable them to focus their time where it is most needed
- Introduce new forms of mobile technology to avoid the need for Social workers to return to base between meetings.

Summary of Impact

The rate of external recruitment has increased significantly compared to before the launch of the recruitment strategy. Since January 2017, on average 5.58fte appointments per month have been made compared to 2.6 per month prior to commencing the recruitment strategy. The table below summarises the impact of the recruitment and retention strategy and the impact on staff turnover, suggest that these interventions are having a positive impact.

| Measure | WSCC Dec 2016 | WSCC May 2018 | National Average |
|-------------------------------|------------------|-------------------|------------------|
| Social Worker Turnover | 20.9% | 17.79% | 16% |
| Agency Staffing | 20.1% (82FTE) | 13.13% (58FTE) | 16.0% |
| Vacancy Gap | 18.09% | 16.78% | 17.0% |

The current position

Recruitment and retention of Social workers continues to be a challenge.

Pay is a constantly moving agenda, with fierce competition between employers in terms of salary and benefits. We monitor this regularly. Alongside pay factors, higher house prices than in other parts of the country, and increasing volumes and increasingly complex work, provide a challenging recruitment arena.

Residential Child care workforce

Background

West Sussex has experienced difficulty in recruiting experienced Child Care Officers, Assistant Managers and Residential Managers into its Residential Children's homes. Whilst the vacancy gap is different at the different homes, the organisation has found it difficult to recruit and retain into this sector as well.

The key issues within residential are similar to those with Social workers, namely, a vacancy gap of 16.25%, a turnover rate of 17.5% and a high reliance on agency staff.

Our approach

The County Council has established an Improvement Board to oversee a range of actions within children's Residential. One of the key pillars of this work is the development of a workforce strategy to address these issues, alongside other initiatives in relation to the buildings and services offered at the homes.

To date, the most significant achievement has been the redesign and relaunch of a new residential recruitment website, and early indications are that this is proving successful at attracting candidates to the residential homes. Further work in this area is planned.

Working with the Health and Wellbeing Board

We would welcome the opportunity to work with partners in Health as we refine and refresh our recruitment strategies for both residential and social workers. This could include looking at opportunities for joint advertising and recruitment events, and development of staff.

In addition, we recognise that staff morale, wellbeing and engagement are key drivers in boosting retention of the workforce and we would be interested in greater collaboration and challenge in these work areas.

Annie MacIver

5 October 2018

Recruitment and retention challenges

Health and Wellbeing Board

Dave Sergeant
Interim DASS
11 October 2018

Recruitment and retention challenges

- National context: shortage of Children's SWs and Child care workers
- Issues: high levels of agency usage; instability of workforce; high volume workload
- Focused attention since 2016 re SWs has seen improved levels of recruitment and retention.
- 2018 – recruitment and retention focus for Residential being launched.

A focus on Social workers

- Range of focused **recruitment activities** (recruitment fairs, overseas workers, return to SW scheme, set up a casual bank scheme, enhanced online presence).
- **Retention:**
 - Focus groups, exit interviews and a 'health check' to understand what matters to SWs
 - Concerns re workload being addressed through new technologies to add mobile working and recruitment of blended teams (more admin, more specialist family workers)
- **Impact:** increase in new starters, reduction in turnover, reduction in agency use.
- But – more to be done!

A focus on residential workforce

- **Recruitment:** redesign and relaunch of recruitment website
- Challenge – turnover is relatively low in residential, the issue is attracting candidates
- Planned activity – need to benchmark salary and terms to ensure competitive, fair.
- **Retention:**
 - Analysis of exit interviews already started – we intend to hold focus groups in addition (to understand why staff leave).
 - Some ideas emerging of areas to bolster – including training, opportunities to better manage rotas and thereby improve worklife balance.
- Work is just starting

Next steps

- SW recruitment and retention campaigns continue
- Residential recruitment campaign ready for launch
- Look to work with partners on joint advertising and recruitment into key roles
- Focus on morale, engagement and staff wellbeing.

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| Date of meeting: | 11 October 2018 |
| Item Title: | |
| Executive Summary: | <p>This paper provides an update on the process of the Joint Health and Wellbeing Strategy (JHWS) refresh and Health and Wellbeing Board (HWB) role development. The HWB is currently in the process of refreshing its JHWS to replace the current 2015-2018 strategy. The Board is using this strategy refresh process as an opportunity to engage with various stakeholders and encourage greater ownership of the strategy. The updated JHWS is due for publication in April 2019.</p> <p>The HWB is committed to developing its role, as system leaders, and ways of working and engagement with stakeholders and local residents. As part of its role development, the HWB is also reviewing its vision and ways of working as system leaders.</p> |
| Recommendations for the Board: | <p>The Health and Wellbeing Board is asked to:</p> <ol style="list-style-type: none"> i. Note the progress made in the refresh of the JHWS and the next steps ii. Advise on further opportunities for engaging and consulting partners, patients, services users and other stakeholders in the JHWS consultation and implementation iii. Board to note the draft vision, guiding principles and the proposed systems leadership model |
| Relevance to Joint Health and Wellbeing Strategy: | A refresh of the current JHWS |
| Financial implications (if any): | NA |
| Consultation (undertaken or planned): | Public consultation on draft strategy planned in November and December 2018, for a period of 8 weeks |
| Item author and contact details: | Anna Raleigh |

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