

Sussex Health and Care People Plan



September 2023

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1. Introduction

On behalf of the Sussex Health and Care system, we are pleased to share our first Sussex People Plan, designed with colleagues and partners from across our system, designed to *Improve Lives Together* for colleagues working and volunteering within our system.

This People Plan outlines our five identified system people priorities and actions which will be taken in progressing them in line with our integrated care system Shared Delivery Plan. The plan encompasses all system partners, NHS trusts, primary care, community care, ICB, Local Authorities, VCSE, independent health and care organisations, and further and higher education partners in Sussex. We believe that by taking this action we will together improve colleagues experience of work leading to better outcomes for patients and services users.

We would like to take this opportunity to thank all those who have contributed to the formation of this plan, the thousands of colleagues who have completed surveys regarding their experience of work, the independent research, which was undertaken and all system partners and stakeholders from a variety of organisations who attended the system People Summit in April of this year, and of course the members of our system People Delivery Board acknowledging the importance of our workforce in Improving Lives and developing our system to enhance outcomes.



It is fair to say that the recent past has been an extraordinary period of time and has reemphasised the point that without the fantastic skill and dedication of our people, which across our system is circa 100,000 people working across health, care and the voluntary sector, we would not be able to provide the care we do, for our patients and services users, who often need us at very challenging times in their lives, and for that, we thank you.

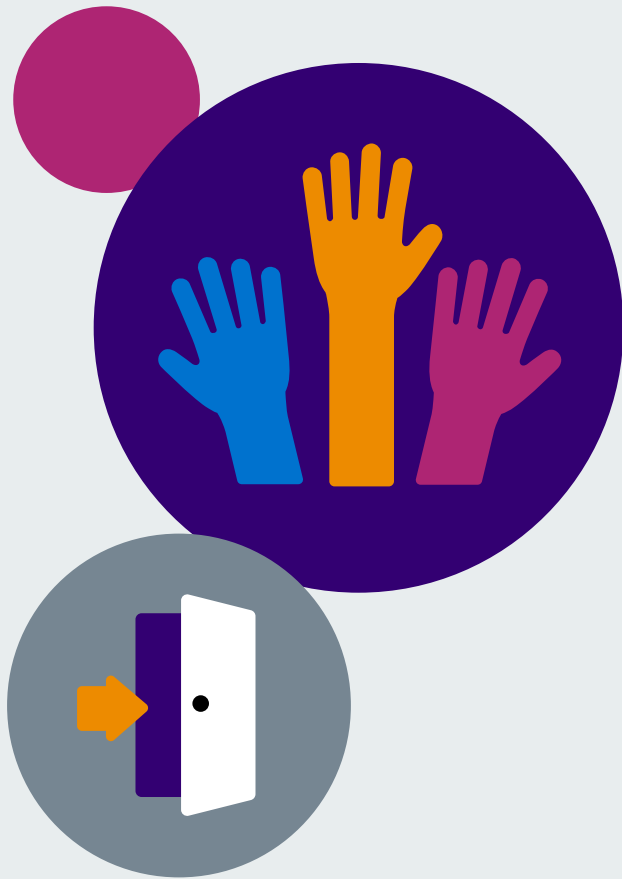
We believe and it was demonstrated at the People Summit in April 2023 that we have taken some positive steps in supporting colleagues in a relatively short time in supporting wellbeing, developing clinical placement capacity and designing a system violence and reduction strategy. However, it is acknowledged there is more work to do to achieve our system Integrated Care Strategy ambitions. We know we need to continue to embed some of our new approaches, in areas such as inclusion, technology and health and wellbeing. Examples of further work include

the relationships we hold with our education partners, embracing new ways of working in an agile way through Integrated Community Teams, using technology, to enhance experience.

Continuous conversations and communication will be vital to the success of the delivery of the plan, reflecting, learning and improving together, embracing change and empowering people to make a difference every day. We are committed to working in partnership across health and care in ensuring that all colleagues feel valued, recognised and appreciated for their contributions and hard work. We firmly believe providing people with a great place to work will, in turn, provide opportunities whereby people are able to thrive and be the best they can be; to be healthier and feel supported; and to provide the best possible services available to patients and services users when needed.



2. Case for Change



The publication of our *Integrated Care Strategy - Improving Lives Together*, and the importance of our people as a fundamental part of realising our ambitions has provided us with a fantastic opportunity to be very clear on what we will come together as a system to deliver for our collective workforce. This is the beginning of a five-year journey between all health and care partners to work towards a common ambition to support staff so they can continue in their delivery of high-quality care and positive experiences.

When we talk about our workforce, we are describing those that keep people safe and who deliver care and support, either through paid employment or through informal caring roles and volunteering. We know that the people who work in our health and care services in Sussex want to deliver the best possible care, in the best possible way, *Improving Lives Together*. We routinely hear that staff feel unable to always do this to the

extent they would like in the current operating context. We know we are not able to recruit enough health and care professionals to fill vacancies in our services and that there is much more we could do to work with our further and higher education partners to help ease this pressure by educating, developing and training our future workforce, particularly since the pandemic. We also know there is more we can learn from our local businesses, both in terms of the initiatives they undertake to support their sector's health and wellbeing and in the technical advancements which could help ease system pressures. Our staff are working harder and for longer hours and feeling more stressed, without being able to deliver the quality of care they would otherwise want to. We have seen rising levels of staff sickness over the past few years across the NHS and the social care workforce. More people than ever are leaving services: our social care providers face a constant battle to find enough care workers to provide the packages of care needed to support people in their communities and homes, and this struggle is reflected in the wider health and care workforce.

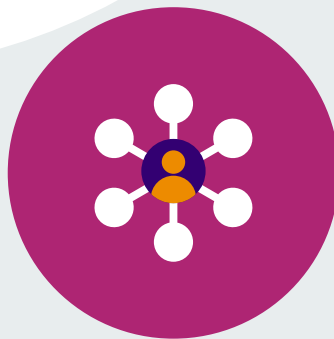


It is time we, as an integrated care system, make commitments and a plan to grow our workforce, ensure they are well and provide them with opportunities to develop in line with our strategic ambitions. **Our Sussex People Plan** is our system commitment for the next five years, it encompasses the system Shared Delivery Plan, *Our Plan for our Population*, various reports with regards to the Social Care workforce from partners such as Skills for Care and our voluntary and community alliance colleagues' feedback, the NHS Long Term Workforce plan, the EDI improvement plan, and the ICS People Function Priorities, all set out by NHS England, and all are described within this document.

In April 2023, over 120 health and care staff came together for our system People Summit. The summit marked the development and start of this People Plan formation. We celebrated the successes across our system for our workforce to date and worked together to develop new ideas for our people and ultimately how we can work better to support our ambitions in serving our communities. IPSOS, a market research organisation supported us in our thinking by interviewing frontline staff to gather their expertise and knowledge which informed our discussions and the content of this plan. This helped us to identify our five priorities, for the next five years, enabling the delivery of our Integrated Care Strategy.



**Working as
'one team'**



**A more multi-skilled
workforce**



**Creating an inclusive
environment**



**More recruitment and
career opportunities**



Learning culture



3. Our Integrated Care Strategy

3.1 Improving Lives Together

Improving Lives Together is our Integrated Care Strategy for Sussex and sets out the ambition across health and care over the next five years.

Its aim is to improve the lives of local people by supporting them to live healthier for longer and making sure they have access to the best possible services when they need them.

There are many issues and challenges that are currently impacting on the health and care of our population, and the services that are available to support them. This means some people are not always getting the experience we would all like and staff are working hard under increasing pressure to deliver services.

A lot of work has already taken place over recent years to improve the support, care and treatment available, and the timeliness of how people access services. However, this has not always gone far enough in many areas and a lot of the issues can only be

resolved with greater, longer-term and more ambitious change through collaboration.

Partners across health and care have agreed three key areas for change that will bring about the greatest benefit to local people:

- **Building integrated community teams and local partnerships across Brighton & Hove, East Sussex and West Sussex** – to allow services and organisations to work in a joined-up way to better meet the needs of each local community.
- **Growing and supporting our Sussex health and care workforce** – to attract more people to work in health and care, as well as supporting and developing the skills or careers of our existing staff.
- **Improving the use of digital technology and information** – to help join-up our services and enable people to access advice or care more easily.

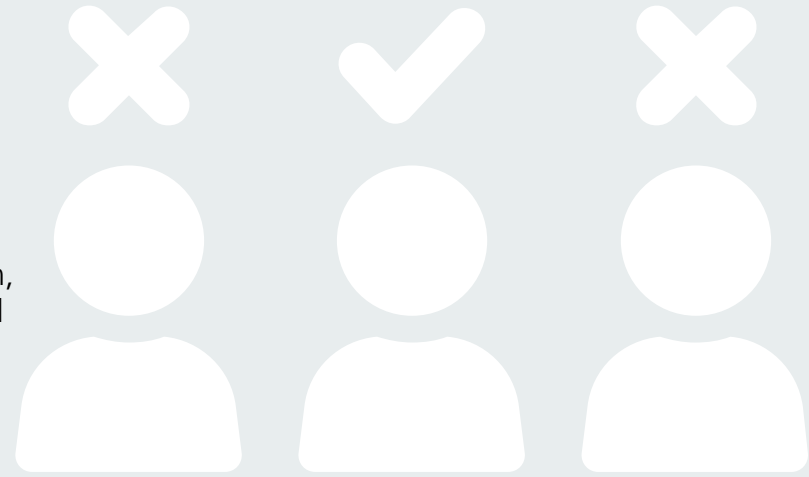


Improving Lives Together is built on work that is already taking place and has been set out in the Health and Wellbeing Strategies in Brighton & Hove, East Sussex, and West Sussex. It has also been shaped by evidence, feedback and insight from partners and the public, and responds to a number of national strategies, plans and guidelines that need to be met.

The *Improving Lives Together* strategy sets out three key workforce-related challenges facing the ICS:

- **Staff retention** – overwork, burnout and sickness among the workforce, resulting in high staff turnover.
- **Recruitment** – the inability to fill vacancies resulting in skills and capacity gaps in the workforce.
- **Development** – difficulties in supporting staff, inhibiting skills development and progression in the workforce.

Our strategy was approved by the Sussex Health & Care Assembly, which is a joint committee between NHS Sussex, Brighton & Hove City Council, East Sussex County Council and West Sussex County Council, with a broad membership from voluntary and community organisations, Healthwatch, universities, further education, housing and the Sussex Chamber of Commerce.



3.2 Shared Delivery Plan

Our Shared Delivery Plan brings together into one place the strategic, operational and partnership work that will take place across our system to improve health and care for our population over both the short and long term. It reflects and responds to national policy and guidance and aims to provide one single vehicle for delivery and focus for our system. It incorporates four areas of delivery shown in the diagram.

One of the long-term priorities of the SDP is growing and developing our workforce, which the Sussex People Plan addresses. This will be monitored and assured through the SDP governance process. The People and Development Board will provide the oversight and assurance of the People Plan delivery.



Figure 1

Overview of our Shared Delivery Plan



4. Development of our People Plan

4.1 Workforce Intelligence

In Sussex we have c.80,000 Whole Time Equivalent (WTE) staff working across health and care. This only accounts for our employed workforce, we also have our voluntary, community and social enterprises with c21,000 colleagues.

Social Care (ASC) workforce at a glance, across Sussex there are c.40,000wte staff working in adult social care;

- **82%** of the social care workforce were female
- **28%** were aged over 55
- **30%** average staff turnover
- **10.4%** vacancy rate

The turnover and vacancy rates are higher than the national average and demonstrates a worsening trend. Sussex is in line with national averages for age 55+ and percentage female demographics. There are 5500 vacant ASC posts across Sussex in 2021/22.

Broken down by Local Authority Area –

Data is from 2021/22

Brighton and Hove

- **41.3%** turnover rate (34.2% in 2020/21)
- **10.8%** vacancy rate = 800 vacant posts (it was 5.1% in 2020/21)
- **73%** workforce is female
- **28%** are aged over 55
- **58%** recruited from within ASC sector

West Sussex

- **37%** turnover rate (33.4% in 2020/21)
- **14%** vacancy rate = 3200 vacant posts (it was 6.5% in 2020/21)
- **82%** workforce is female
- **28%** are aged over 55
- **60%** recruited from within ASC sector

East Sussex

- **34%** turnover rate (27.8% in 2020/21)
- **8.8%** vacancy rate = 1500 vacant posts (it was 4.5% in 2020/21)
- **80%** workforce is female
- **29%** are aged over 55
- **61%** of staff are recruited from within ASC sector

There are c.40,000wte NHS frontline staff working in Sussex.



For NHS trusts, we use data from the Electronic Staff Record (ESR), the data in this plan is from June 2023.

The trusts included are Sussex Community Foundation Trusts, Sussex Partnership Trust, University Hospitals Sussex, East Sussex Healthcare Trust and Queen Victoria Hospital. South East Coast Ambulance data is not included, as the data source could not accurately split their staff by which staff worked in Sussex for the purpose of vacancy, turnover or sickness data.

Our sickness rate is just above the regional average at 4.5% (regionally it is 4%)

Turnover rate in Sussex is 14.8%, which is lower than the regional average (which is 15.3%)

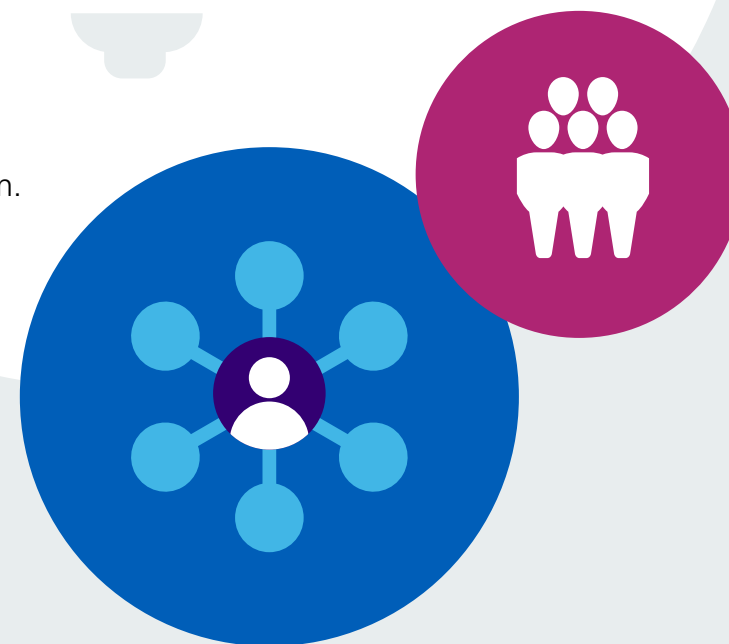
The vacancy rate is 9.5%, just above the region (which is 9.1%), in nursing and medical and dental the rate is higher, at 13.9% and 9.9% respectively.

Primary Care workforce is approximately 5,500wte which is made up of clinical and non clinical, which is split almost 50/50. From July to June 2023, the Primary Care workforce increased by 13.7%, made up of clinical staff increasing by 16.6% and non-clinical staff increasing 10.5%. In Sussex 20.0% of GPs, 42.1% nurses and 33.9% direct patient care staff are aged 55 and above.

Working with our VCSE

According to The UK Civil Society Almanac 2020, there were 4473 general charities registered in 2017/18 in Sussex with an income of £1.5bn. There is a further estimated 6,236 voluntary organisations which do not appear on lists provided by regulators such as the Charity Commission. In total, these organisations employ an estimated 21,000 people, which is about one fifth of the people working in health and care in Sussex.

VCSE organisations range in size from multi million pound organisations working within Sussex and nationally to very small charities and groups who rely on fundraising and volunteers.



Additional Role Reimbursement Scheme (ARRS)

ARRS roles are very important, as introducing these roles into primary care services support our aim for increased access for patients and ensure access to services in a timely fashion. The roles will be very important in the establishment of our Integrated Community Teams workforce model. In June the total ARRS workforce has increased by 42.9% compared to staff levels in July 2022. The clinical ARRS workforce is 828 wte and non-clinical is 14 wte.

ARRS workforce Sussex



Below the Additional Roles Reimbursement Scheme staff numbers. Hired staff (green) is based on PCN claimed funding in June 2023, planned staff is based on the October 2022 PCN workforce returns.

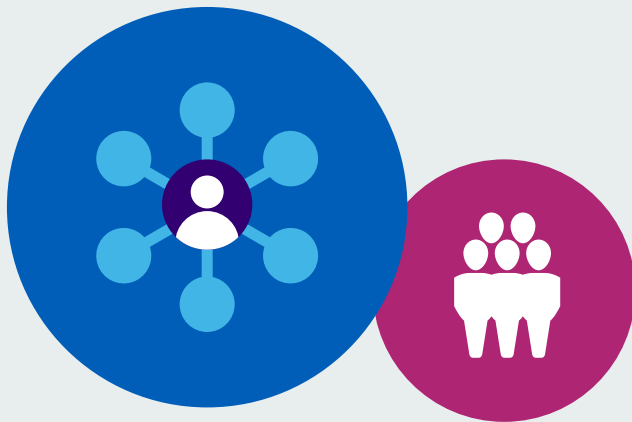


4.2 NHS Long Term Workforce Plan

The publication of the NHS Long Term Workforce Plan is a milestone in the 75-year history of the NHS. It is the first time the government has asked the NHS to develop a comprehensive workforce plan; a once-in-a-generation opportunity to put staffing on a sustainable footing and improve patient care. The plan sets the strategic direction for the long term, as well as concrete and pragmatic action to be taken locally, regionally and nationally in the short to medium term to address current workforce challenges. Those actions fall into three clear priority areas:

- **Train:** significantly increasing education and training to record levels, as well as increasing apprenticeships and alternative routes into professional roles, to deliver more doctors and dentists, more nurses and midwives, and more of other professional groups, including new roles designed to better meet the changing needs of patients and support the ongoing transformation of care.
- **Retain:** being better at supporting our staff to ensure we keep them throughout their careers, boosting the flexibilities we can offer our staff to work in ways that suit them and work for patients, and continuing to improve the culture and leadership across NHS organisations.
- **Reform:** improving productivity by working and training in different ways, building broader teams with flexible skills, changing education and training to deliver more staff in roles and services where they are needed most, and ensuring staff have the right skills to take advantage of new technology that frees up clinicians' time to care, increases flexibility in deployment, and provides the care patients need more effectively and efficiently.

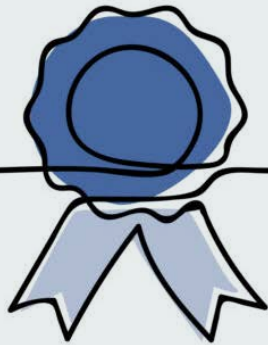
The government is backing the plan providing funding of over £2.4 billion over the next five years for additional education and training places. This will be in addition to existing education and training investment funding.



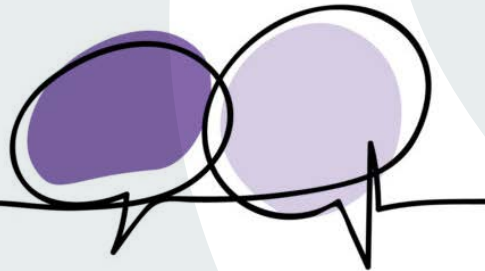
People Promise



We are **compassionate** and **inclusive**



We are **recognised** and **rewarded**



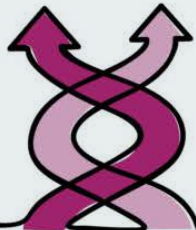
We each have **a voice that counts**



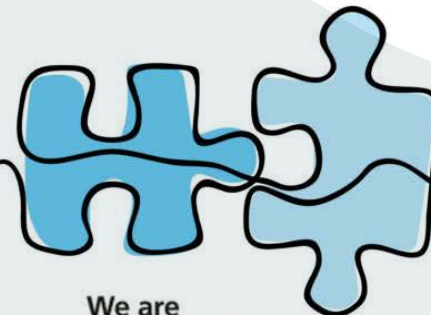
We are **safe** and **healthy**



We are **always learning**



We work **flexibly**



We are **a team**

4.3 People Promise

The NHS People Promise has been part of the work we do since 2020 when it was launched, it has become the backbone of all workforce plans from NHS England and supports us to deliver our Sussex People Plan.



4.4 ICS People Function Guidance

Guidance was provided by NHS England with the formation of Integrated Care Boards, which set out the ten outcome-based functions of a health and care system, such as our Sussex Health and Care Partnership. These link to the national People Plan and the Integrated Care System Design Framework.

- 1. Supporting the health and wellbeing of all staff**
- 2. Growing the workforce for the future and enabling adequate workforce supply**
- 3. Supporting inclusion and belonging for all, and creating a great experience for staff**
- 4. Valuing and supporting leadership at all levels, and lifelong learning**
- 5. Leading workforce transformation and new ways of working**
- 6. Educating, training, and developing people, and managing talent**
- 7. Driving and supporting broader social and economic development**
- 8. Transforming people services and supporting the people profession**
- 9. Leading coordinated workforce planning using analysis and intelligence**
- 10. Supporting system design and development.**



4.5 EDI Improvement Plan

NHS England published the first national EDI improvement plan for all NHS organisations in 2023. The plan sets out targeted actions to address the prejudice and discrimination – direct and indirect – that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce.

Specifically, it:

- Sets out why equality, diversity and inclusion are key foundations for creating a caring, efficient, productive, and safe service.
- Explains the actions required to make the changes that NHS staff and patients expect and deserve, and who is accountable and responsible for their delivery – both high impact actions and specific actions for different protected characteristic groups.
- Describes how NHS England will support implementation and the roles for each part of the system.

The EDI improvement plan supports the new Long Term Workforce Plan by improving the culture of our workplaces and the experiences of our workforce, to boost staff retention and attract diverse new talent to the NHS.

Actions are to be implemented in partnership with trade union colleagues, and in collaboration with staff networks across our system.

The key change management principle set out in the plan is that EDI is everyone's business – our leaders set the tone and culture, but we all have a role to play.

Specifically, the plan states that leaders, chairs, and chief executives, must lead by example and demonstrate that they are committed to creating an EDI environment for their workforce. In line with this, Board members will collectively and individually decide what support and development they require to confidently lead this complex and challenging agenda on an annual basis.



EDI Improvement Plan - High Impact Action (HIA)

HIA1	Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable
HIA2	Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity
HIA3	Develop an improvement plan to eliminate pay gaps
HIA4	Develop an improvement plan to address health inequalities within their workforce
HIA5	Develop a comprehensive induction, onboarding and development programme for internationally recruited staff
HIA6	Create an environment which eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occurs



4.6 Social Care Workforce Plan

Earlier in the year, adult social care leaders came together, with Skills for Care to offer a collective vision of what should be in a social care workforce strategy, inclusive of priorities which should be included. It is argued that a strategy for the 1.5 million strong care workforce, must be driven by a shared vision. We have c40,000 colleagues working with our system in social care delivering a wide variety of services caring for and supporting patients and service users and as the Social Care Future report put it *'we all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing the things that matter to us.'*

The priorities suggested are;

1. Staff recognition, value and reward
2. Investment in training, qualification and support
3. Career pathways and development
4. Building and enhancing social justice, equality, diversity and inclusion in the workforce
5. Effective workforce planning across the whole social care workforce
6. Expansion of the workforce in roles which are designed in coproduction with people who draw on care and support, and in roles which enable prevention, support the growth of innovative models of support.

October 2022 saw Skills for Care publish *'The state of adult social care sector and workforce in England'* report. The report states that in 2021/22 there were approximately 165,000 vacancies, and there are 1.62m filled posts, bringing the total posts in adult social care to 1.79m. Other key findings informing the content of our Sussex People Plan include:

- a decrease in the number of filled posts in 2021/22 within social care. Overall, the decrease was around 3% (50,000 posts).
- a vacancy rate which has risen over the same period to the highest rate since records began in 2012/13 at 10.7% in 2021/22.
- the decrease in filled posts being due to recruitment and retention difficulties in the sector rather than a decrease in demand.
- the starter rate has fallen from 37.3% in 2018/19 to 30.8% in 2021/22. The turnover rate these periods remained at a similar level (29% in 2021/22). Therefore, around the same proportion of people are leaving their roles, but there are fewer people replacing them.
- the UK vacancy rate has increased rapidly. This increase has created competition for staff and contributed to the increase in the adult social care vacancy rate over the same period.
- during 2022, following the relaxation of rules regarding testing and isolation, sickness rates have begun to decrease towards pre-pandemic levels (6.2 days as at August 2022 compared to 4.6 days in 2019/20).



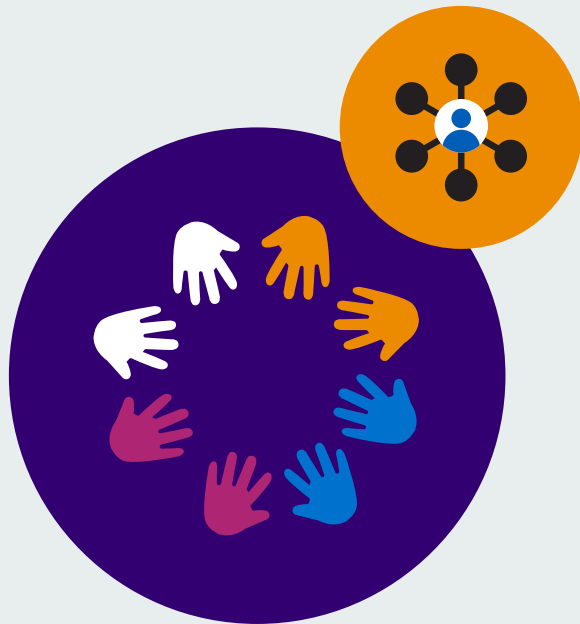
4.7 Voluntary, Community and Social Enterprise (VCSE)

Our Voluntary, Community and Social Enterprise organisations provide us with the skills and capacity for us to be able to provide the best possible care to our populations. They provide the care where it is needed and support people to be at home for longer, they play a vital role in health and care services running effectively. As part of this People Plan we commit to working with the Voluntary, Community and Social Enterprise sector, a vital contributor of people-based services which are integral to the health and wellbeing of the Sussex population. There are 4,473 general charities in Sussex and a further estimated 6,236 voluntary organisations which do not appear on lists provided by regulators such as the Charity Commission, generating an income of £1.5bn. Social services is the largest subsector.

The sector is characterised by passionate staff and volunteers working within these organisations who employ an estimated **21,000 people**. This multi-professional workforce promotes health and wellbeing in the widest sense, recognising the role of social, economic and environmental factors on health and wellbeing. The VCSE sector delivers services in settings that are clinical and non-clinical, in social care and within PCNs, across many geographical communities and communities of interest. It is a significant provider of early intervention and preventative work within health and care and across the wider determinants of health. It provides clinical based services across registered care homes settings, in hospices as well as in our communities. The sector is a considerable provider of preventative work including the provision of long-term support for those with multiple compound needs. The breadth and scale of this work, (both commissioned and not commissioned) supports our population to stay well, remain at home and live good lives.



We believe that continuing to work with the VCSE sector, to address mutual workforce challenges, in line with the design and development of this plan, provides opportunities for joint approaches to reduce duplication of resource, competition and to improve recruitment, retention and development opportunities. We will develop a 'one team' culture and practices across Sussex to:



- build on the work established with the Sussex VCSE Leaders Alliance to embed the VCSE within workforce planning and delivery across the Shared Delivery Boards (Discharge, Primary Care, Integrated Community Teams and Health Inequalities).
- work with the established VCSE One Workforce group to develop further opportunities to work together on joint approaches, these include the Retention Community of Practice, the Leadership, OD and Talent Network and the work being undertaken on nursing placements and international recruitment.
- continue to seek joint approaches to joining up initiatives to support workforce wellbeing, training and development and promoting the variety of roles and development opportunities to attract and retain people in the health and social care workforce.
- work jointly with Helpforce to support project development with the VCSE to support the Discharge Front Runner Programme. (Helpforce have an ambition to work with 100 health and social care organisations nationally to create high-impact volunteering opportunities that will help one million people get back to health by 2025.
- learn from best practice already identified such as the East Sussex Community Voice who supported the NHS Volunteer Responders programme, the Good Neighbours West Sussex service providing support to those living alone.



4.8 People Summit and IPSOS

We came together in April 2023 as part of our system and sector wide People Summit, we brought our minds together with the collective aim of producing this plan to support our workforce, bringing together all partners; health, care and voluntary, community and social enterprise sector (VCSE) providers. We shared the work that has been undertaken and developed in the system to date, we celebrated the successes and reviewed the areas of challenges and difficulty, reviewing the lessons learnt enabling us to look to the future. Prior to the summit, IPSOS conducted independent research with participants in various roles from across the four key sectors that make up the ICS, Local authorities and care agencies contracted

by local authorities, NHS Trusts and NHS Sussex, Primary care providers and, VCSE providers. Overall participants felt that the priority was enabling the workforce to deliver effectively for service users and the wider community, and that good workforce engagement (through investment in ICS staff's learning and growth), should serve that wider outcome through collaboration and the removal of some hurdles between organisations preventing colleagues working closer together, such as indemnity and technology. This vital feedback supported the design and development of this plan.



5. Our Priorities

Our People Plan is our commitment in support of delivering, Improving Lives Together. We have created the plan with initial timescales for the next three years against our five system people priorities of:

- Working as 'one team'
- A more multi-skilled workforce
- Creating an inclusive environment
- More recruitment and career opportunities
- Creating a learning culture

This gives us flexibility within this plan to review and refine to ensure our longer-term plans are realistic and achievable.

We have some key priorities during this three-year period which we will deliver in collaboration with partners, these include:

- In **2023**, we will have in place the first guaranteed employment model partnership between one of our Universities and Provider organisations, benefiting students by giving them reassurance and stability of a job at the end of their studies, and reducing our vacancy gaps. We will also have Digital Passports enabling colleagues to work across organisations, A Violence Prevention and Reduction Strategy and a coordinated Health and Wellbeing offer across our system will be in place reducing the gaps in skills and vacancies, and giving staff a holistic approach to patient care, by working in a variety of health and care settings. These objectives will support a reduction in reliance on temporary staffing, enhancing colleagues abilities to work across organisational boundaries and will support retention within our workforce.
- In **2024**, we will have developed an integrated community workforce model, supporting us to create multi disciplinary teams, who will alleviate the pressures on our emergency services and acute settings, increased our widening participation programme, leading to more school leavers in Sussex securing roles in Health and Care, resulting in developed careers and we will have a system wide retention strategy which will address a number of factors as to why staff leave us, ensuring that as a system we do as much as possible to keep staff by being more flexible and supporting their development.



- In **2025**, we will have implemented our temporary staffing collaborative and realised the benefits of this, alongside working on the introduction of Artificial Intelligence and digital technologies. This will enable new and adapted roles within our workforce, reducing the gaps in skills and vacancies, and giving staff a holistic approach to patient care, by working in a variety of health and care settings. We will have also identified reductions in our disability, gender and race pay gaps, as well as improved our Workforce Disability

Equality Standards and Workforce Race Equality Standards. Utilising more digital technology to perform duties of administrative and clinical staff will reduce the pressure on staff and reduce vacancies and can lead to a more effective delivery of services making Sussex a more diverse and equitable place to work for everyone.



5.1 Working as 'one team'

Creating a 'one team' approach across health and care, the voluntary sector, other professionals and volunteers, so they can work together and across different areas to help local people get the support and care they need.



Our staff are part of the Sussex Health and Care system, and we want them to feel and be able to operate as 'one team', meaning they will have access to greater training, development, and career opportunities. We are already working as a system to understand our differences and reduce the disparity between our offers as individual organisations. We want our staff to work across organisational boundaries through use of digital passports or Memorandums of Understanding to enable colleagues to work across employers, which supports us to create truly multi-disciplinary teams (MDT). Staff should have the best possible Occupational Health and Wellbeing services, with no disparity as to where they are employed, improving our staff's wellbeing overall. We want this to be the way we start working by January 2024. In addition, having our VCSE colleagues integrated into our workforce is a clear benefit for all, supporting their development and integration into the MDT's providing experience and information into decision making.

We recognise by bringing us together as 'one team', we need to review our interim workforce, ensuring pay rates are fair and that we are using the interim workforce in exceptional circumstances. This means creating a more agile and flexible working pattern for our employees, increasing the attractiveness of returning and staying part of our workforce. We are doing this by joining the South East Temporary Staffing Collaborative where all integrated care systems in the South East have joined together to work on caps for pay rates for interim frontline staff, ensuring all agencies are on our framework. This increases the quality and reduces the risk for organisations, as well as reducing cost. This programme of work has commenced and benefits will be realised during 2023/24, with an expected full effect by March 2025.

We have an opportunity to bring our transactional people functions more closely aligned, to decrease the variance in services received by staff. We will review all services, such as payroll, Occupational Health, Employee Assistance Programmes, absence management systems and recruitment to understand what benefits we could realise.



5.2 A more multi-skilled workforce

Supporting staff to develop new skills and expand the skills they have, allowing them to work across different disciplines and areas and helping staff to have more opportunities to progress in their careers.

Our system has recognised the importance of Integrated Community teams (ICT) and the possibilities of how they can be deployed to look after people outside of hospital and reduce emergency visits. Across our system we will have 16 Integrated Community Teams (ICT), 3 places and 1 provider collaborative. We need to create a sustainable workforce model to create these ICTs, with our current and new roles within our workforce. Using our front runner programmes in, Crawley, Hastings and East Brighton, we will develop the first of these models by March 2024 – working as a system to develop the workforce model ensuring we seek to rationalise the workforce from the most pressured parts of our system.

In addition, by March 2024, we want to conduct a review of our system workforce model, using the SWIM methodology, System Workforce Improvement Model. The model was originally developed in 2019 to help to system leaders understand where their system stands against key themes of the NHS Long Term Plan, in terms of workforce capacity and capability. We will have an improvement model to work towards, supporting the delivery of this People Plan.

Increasing the number and diversity of work based clinical placements within Sussex through sourcing and preparing a diverse range of new placements across health, social care, & PVI sectors, will be key in achieving our priorities. Continued working with our partner Higher Education Institutes to ensure maximum utilisation of existing placements across Sussex. Supporting the expansion of alternative learner pathways (for example apprenticeship routes for general practice, nursing and Allied Health Professionals (AHPs)) to build and retain our workforce in Sussex and embed a system-

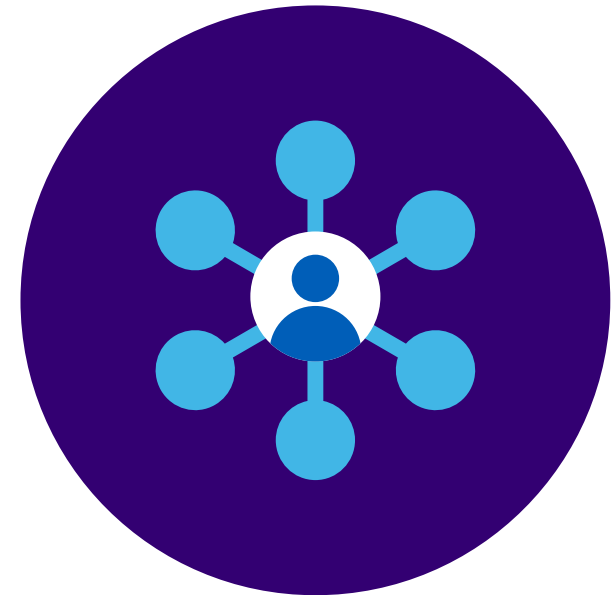


thinking approach to the infrastructure to support placement quantity and quality. We want to work closer with social care to develop a more cohesive education and training career pathway, ensuring staff can move across sectors, increasing their skills, enhancing their knowledge and being able to learn through more opportunities, this supports our ambitions to integrate teams, such as through the creation of ICT's.



The NHS Long term Workforce Plan commits to expanding training places for Advance Practice, growing from 3,433 in 2022, to 5,000 by 2028 nationally. In Sussex we support this commitment and we will do this by increasing the number of advanced practice roles available to all registered healthcare professionals across health and social care settings, in some instances, replacing roles which we have been historically unable to fill. In line with the NHS long term workforce plans, advanced practice roles provide professionals with career development opportunities, working to the boundaries of their professional scope of practice, supporting cross-organisational working and enabling the retention of a multi professional advanced practice workforce, which is completely in line with our aims in establishing ICTs.

Advancements in AI and technology can have an impact on the way we work in health and care, which has not been fully realised to date. We want to trial new technologies and reduce gaps in our workforce by doing so by complementing the workforce we already have and understanding how technology can enhance it.



5.3 Creating an inclusive environment

Creating a more inclusive working environment that recognises diversity and a workforce that better represents the Sussex population.

Sussex is an expensive county to live in, our staff have told us that the cost-of-living crisis has impacted them significantly. We want the best for our staff and that includes providing accommodation for those who wish to use it in some of our most expensive areas. We are working with universities locally and landowners to understand how we can create affordable accommodation close to where staff work. We will have an initial plan by the end of 2023.

Feeling safe at work should be the norm, unfortunately for our staff that is not always the case as evidenced by the number of recorded incidents across health and care and within staff survey information. To change this we have written a system violence prevention and reduction strategy with support from all system partners. We will now enact this strategy to ensure we have a culture in which our workforce feel safe and confident to do their job without prejudice or harassment.

We know that our workforce is vital and are the reason we can run our services, they mean everything to our patients and service users and we want them to stay and work in Sussex. We will write a retention strategy, which will build on the existing efforts of all our partners, creating more flexibility in working patterns, increasing opportunities, and creating the right environment for colleagues to do their jobs, with enough rest, recuperation and reward. This strategy will bring us together to put our existing workforce front and centre of our plans. By the spring of 2024 this will have been agreed by all system partners.

As employers, having policies and process is a necessity, it is imperative that these are there to ensure we support our staff through any periods of difficulty, creating a Just and Restorative culture. This culture is a system of shared accountability in which organisations are accountable for the policies and processes they have designed and for responding to the behaviours of their employees in a fair and just manner. We want to focus on improving our Workforce Disability and Race Equality Standards, striving for the best for all our staff and committing to looking after them and tackling any injustice towards staff. We will review our gender and race pay gap and reduce the disparity.



5.4 Recruitment and career opportunities

Encouraging and enabling more young people, students, and people who have never considered a career in health and care, to work with Sussex Health and Care organisations.

We are piloting a 'guaranteed employment model' with Sussex Partnership Foundation Trust (SPFT) and the University of Brighton. Student mental health nurses from the university are guaranteed a job with SPFT at the end of their studies. The aim is to increase the popularity of this course and reduce the large vacancies we have in mental health nursing, removing uncertainty for students coming to the completion of their qualification. We plan to extend this pilot to other professions with more partners, universities and other training providers by March 2025 based on the success of this first initiative.

International recruitment will continue to be a key recruitment opportunity nationally and that is no different here in Sussex. We have partners who due to the scale of the recruitment they undertake are set up to run programmes easily, however this is not the same for all our providers. We want to

make this more equitable, filling smaller gaps, which are just as important by creating a lead provider for international recruitment across the system. Bringing more diversity into smaller providers and utilising existing expertise in international recruitment, whilst ensuring retention is high.

We need and have ambitions to make joining the health and care workforce easier. We will be developing new routes into roles and working to support young people understand the breadth of careers available. Widening Participation is key to a successful future of health and care services. We want 30% of all those currently leaving education without a job in Sussex to become employees in the future, enhancing the availability of workforce and skills across our system, whilst also addressing the long-term health benefits of meaningful employment and the impact that can have on individuals and communities. Apprenticeships play a huge factor in routes into health and care. The NHS Long Term Workforce Plan as an example, will increase apprenticeship places by 9% by 2028 and by 2031 it will have increased by 15% compared to today. Social care also aspires to increase the number of

apprenticeships available and fully utilise the available apprenticeship levy.

A variety of placements will support students to choose their specialism and get the best all round view of health and care. By expanding our capacity we can increase the number of students and the number of placements they are able to undertake, with a view that these students will become our staff with a greater depth of understanding as to how all health and care operates, helping to provide a more well-rounded service for our communities. The nursing and physician associate roles provide support and development of all staff, it acts as a knowledgeable role which can provide clinical support where it is needed. The growth in these two roles is needed to relieve pressure on medical and nursing professionals, allowing them to provide the care in the way they want to and have experienced support to enable them to do so.



5.5 Learning culture

Creating a learning culture in Sussex will support our aim in retaining and developing our staff. We commit to developing the right networks and programmes and giving staff the space to reflect and develop. As we expand and trial new digital technologies, we will ensure there is a system-wide training for digital is also a key success factor.

To grow the knowledge and skills of our workforce to meet the change in demand for health and care services and to create the leaders of the future, we need to create the right environment to learn. An environment which encourages learning and research, that endorses training courses and supports all staff to develop at their own pace. To enable this culture to thrive we want to build our existing coaching network to include the whole system, so staff from any organisation can access a coach. We want one leadership development model, which supports all types of staff and leaders to progress in their leadership journey, reducing the transition time into leadership roles, creating talent pipelines.

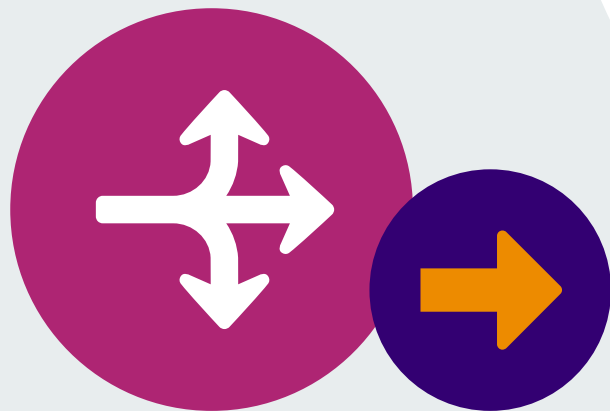
Enabling staff to fully use digital technology and feel comfortable making improvements and suggestions in the development and use of them creates a digitally enabled workforce to provide the right care at the right time and in the right place.

We must support our ICTs with bespoke education to support new ways of working. With clinical leadership networks established to further support them and the wider clinical staffing groups.



6. Next steps

This plan sets a standard for how we have committed to come together with a common goal system. We are clear that we include health, social care, the voluntary sector and education when we talk about 'system partners'. There will be areas where we need to do things separately and we have recognised that through this plan, leaving enough flexibility to adapt and change as necessary. This plan will be overseen by the People Development Board, where each member is accountable for its delivery.



6.1 Our measurements

Data, including surveys, engagement with our staff, and wider sources of data will be used as an input to the system People Delivery Board to assess the impact of our programmes of work on our vision for and promises to our People. These reviews will inform our System Oversight Board and ultimately the changes or revisions to our plan if required. This ongoing process of review and revision led by our data and the feedback of our people will allow us to ensure that our plan continues to deliver and aligns with the wants and needs of our colleagues in health and care.

Our data sources include:

- The National Staff Surveys will allow **yearly measurement of our progress and our goals** along with pulse surveys to track progress more frequently
- Task and Finish Groups will be developed and led by various different partners within the system to **discuss and take forward the commitments within this plan** and the initiatives

being implemented. The success criteria and monitoring of these groups will be via the system People Delivery Board

- This will allow **detailed exploration of areas where particular success or challenges are identified** with regular sessions to understand the impacts of initiatives in greater depth and gather **suggestions for further changes**.
- **Workforce data** relevant to each theme such as **vacancy and leaver rates, staff absence, WRES and WDES metrics** will allow us to measure the impact of each of the areas of our plan.
- We will also monitor the demand and use of development and education across the system, specifically with the development of new roles and rotational posts to ensure that programme remain current and in line with our system strategic ambitions.



Acknowledgments

Our Sussex People Plan has been developed across system partners and is informed by national, regional and local evidence, guidance and insight. To enable the development of this plan and also ensure its delivery the system People Delivery Board has been established, in addition to the plan being developed through the system People Summit working with representatives from:

- Primary Care
- Local Authorities
- The voluntary, community and social enterprise sector
- Secondary Care
- Further and Higher education
- Trade Unions
- Skills for Care
- NHS England



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