



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

the South East.

- 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.

	<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>

any):	
Consultation (undertaken or planned):	No Consultation undertaken for the purpose of this Presentation
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