



## West Sussex Care Providers Working Together to Provide Excellent Care for All

### Strategic Plan 2024-27



With the start of Covid over 4 years ago, life is returning to the new 'normal' and we are still standing despite the devastating affect it had on our sector. This highlights our resilience, the importance of supporting each other, co-working with our statutory partners and learning from the traumatic effect of the pandemic.

However we remain in uncertain times, with far reaching changes on the horizon but WSPiC is here to support the sector in every possible way, including lobbying on behalf of its providers

West Sussex Partners in Care established itself as a not for profit organisation ten years ago and since then has worked hard to represent adult care providers across the county. In addition to this West Sussex Partners in Care has also worked in partnership with our key stakeholders across health and social care, including West Sussex County Council, NHS, ICB, Skills for Care and CQC

Life expectancy is rising with pressures for older people and in particular the need for dementia care becoming critical. The population in West Sussex is living longer often with more complex needs.

WSPiC's purpose is to respond positively to the challenges and changes facing all in the sector including: -

- The changing pattern of care needs
- CQC's new assessment process and ratings
- The true cost of care ( including the Introduction of the NLW)
- Recruitment, training and retention of staff

WSPiC is the largest representative body for social care in West Sussex, working on behalf of small, medium and large private, voluntary and not for profit organisation. It seeks to provide a single unified voice on behalf of its members and the health and social care sector across the County.

## Who we represent

We represent providers registered with CQC however, we are also happy to support other services in the care sector.

The scope of our representation covers all adult social care services including:

- 113 Care homes with nursing
- 222 Care homes without nursing
- 29 Supported living
- 171 Domiciliary care
- 8 Extra care
- 2 Shared lives
- 3 Hospices

## Our Core Values

**Approachable**

**Open & transparent**

**Responsive**

**Caring**

**Professional**

## Our Strategic Priorities

**Workforce Development**

**Advise, Inform, Share**

**Influence & Lobby**

## 1. Workforce Development

**81% of the workforce in West Sussex are women and their average age is 45. 30% of the workforce are over 55 and 9% are aged 24 years or less. There is a staff turnover rate of 33.9% with an estimated workforce across the county of about 22,500 staff of which 93% work in the PVI sector, 5% LA and 2% people work for direct payment (sourced from SfC).**

**We aim to ensure that the people have their needs met by a skilled, qualified and supported workforce that reflects the changing demands being required of the sector especially in these unprecedented times. Never have the skills of care staff been more important with more and more demand being required of them. Registered Managers are faced with overwhelming challenges, and will need leadership skills to embrace the new normal and stabilize the workforce.**



### We will achieve this by:

- Working closely with the commissioners of Health and Social Care and influencing their decision making with regard to WFD
- Consulting with care providers and improving their involvement to ensure that WFD is fit for the future, learning is developed, provided and evaluated to help shape the current and future workforce demands
- Supporting Skills for Care Workforce Development strategy
- Seeking funding opportunities to support the workforce and extend our own training offer
- Communicating with providers in order to promote learning and development opportunities
- Keeping the sector updated on new opportunities and guidelines on the MILE website (including local and national requirements).
- Regularly providing newsletters and virtual meetings
- Continuing to offer a 'one-stop shop' for care providers to advertise their staff vacancies and develop our recruitment website
- Celebrating Excellence in Care through our annual West Sussex Care Accolades

### By 2027 we will have:

- Improved the accessibility of local development opportunities for care staff and managers including extending our training offer
- Focus on staff well-being
- Extended our support and advice on recruitment including ethical international recruiting and the Great Care Employer

## 2. Advise, Share & Inform

**Our aim is to support and inform everyone in the care sector by bringing together a wide range of independent providers to share experiences, knowledge and skills and sharing best practice.**



### We will achieve this by:

- Significantly increasing the WSPiC premium membership by continuing in offering a basic free service as well as the enhanced service for Premium Members
- Regular communication with all of its members in a variety of different ways
- Acting as a catalyst between care providers and the national and regional care associations to keep its members up to date on developments as they emerge
- Organising the Managers' Forum, Symposiums, and other events in order to keep its providers updated with the latest developments in social care both locally and nationally
- Developing regular networking groups across the county by putting people in touch with each other
- Ensuring that providers have access to the latest digital skills opportunities, information on the potential impact of technological advancements, particularly regarding digital care solutions and access to appropriate funding
- Ensure providers have access to advice and funding opportunities regarding environmental sustainability and information on how they can contribute to reducing their carbon footprint.

### By 2027 we will have:

- Developed regional networking groups across the county by putting people in touch with each other
- Improve our enhanced service to Premium members
- Developed more digital solutions to support the sector



### 3. Influence & Lobby

We all face common challenges such as regulatory requirements, funding, investing to improve services, training, recruitment and occupancy. At the same time, we face common cost pressures, HR issues and other similar themes faced by businesses nationwide.

It is more important than ever to ensure that the needs of care providers are understood so that ongoing challenges are taken forward to the relevant organisations.

With a wider, stronger membership, we will be more effective in representing the sector to influence these changes and repair and restore the damaged care market. Through working with our providers we will highlight the changing needs of the sector with the commissioners, and explore funding and additional resources and access funding for development opportunities

#### We will achieve this by:

- Reviewing our partnerships with the WSCC, ICB, CQC, Safeguarding Board etc. to ensure that our voices are being heard
- Being the voice of providers and lobbying decision makers at a higher level
- Taking forward innovations and ideas which emerge from networking groups.
- Meeting regularly with the Director of Social Services and local MPs
- WSPiC representation on regional and national care associations as well as local statutory organisations including WSCC, ICBS and SAB

#### By 2027 we will have:

- Established our role with the ICBs
- Lobbied for the re-introduction of the Trusted Assessors



## **2020-2023 Targets**

### **Workforce Development**

- Improve the accessibility to local development opportunities for care staff and managers to reflect the changing needs of the sector post COVID-19 and reflecting on lessons learned

### **Advise, inform and influence**

- Build on emerging IT platforms to enable us to extend our audience and reach out to key players (DASS, CQC, MPs etc)
- Build on our regional and national connections (ESPiC, BHPiC and CAA)

### **Sharing**

- Successfully engage providers in at least six provider meetings a year
- Identify key issues of concern for providers and facilitated networks to pinpoint solutions
- Negotiate and share with providers special agreements with common suppliers to help reduce costs

## **How did we do?**

- ✓ Introduced trusted assessors in our four acute hospitals
- ✓ Worked closely with the commissioners of Health and Social Care and in order to influence their decision making
- ✓ Consulted with care providers, and developed a variety of communication channels including regular newsletters and emails
- ✓ Supported Skills for Care Work Force Development programme
- ✓ Accessed funding opportunities to support the workforce including the SCARFF, MILE, Digital Skills and International Recruitment projects
- ✓ Provided our own training opportunities and events
- ✓ Introduced 'one stop shop' recruitment hub
- ✓ Built on our local connections with East Sussex and Brighton and Hove Partners in Care and introduced the Sussex Project Board
- ✓ Organised Managers' Forums, Symposiums and other events for providers to give them opportunities to keep up date with new developments and also to influence future change
- ✓ Met with our MPs to raise the issues facing social care

## **Looking forward what still needs to be done?**

- Have a stronger voice with the ICBs
- Lobby more effectively including locally, regionally, nationally and with MPs
- Increase care providers premium membership for enhanced members
- Seek funding opportunities inc. for the Trusted Assessors and the MILE
- Introduce three regional networking groups
- Development more digital solutions to support the sector
- Ensure we have an ethical International Recruitment programme