

# Uniting Surrey Talent

## *Supporting our communities*

Combined HWB/ICP Board 11 December 2024

**Kim Everett:** ICS Head of Programmes and lead for the Health & Social Care Academy

**Sue Murphy:** UST Alliance member, CEO of Catalyst Support, Chair of the Adult Mental Health Alliance and Workforce Portfolio Lead for the Surrey VCSE Alliance

**Michael Pantlin:** UST Alliance Member, Chief People & Digital Officer, Surrey Heartlands ICB, SRO Health & Social Care Academy

**John Marsh:** UST Evaluation Panel Member, Non-Executive Director, Surrey Heartlands ICB, Chair of Surrey Heartlands ICS People Committee



**Vision: To unite Surrey talent across health, care & VCSE which is enabled, mobile and skilled to serve others during fulfilled careers'**



### Modernise and Integrate Recruitment

- Unite recruitment efforts across sectors
- Recognise values as well as skills



### Build New Capabilities

- Health & Care Academy for wider access
- More community placements



### Develop fulfilling Careers

- Integrated, attractive, careers
- 2 job offers in 1



### Establish a Surrey Offer

- Seek equity & consistent experience
- Tackle affordable living



### Enable the United Surrey team

- Build our neighbourhood teams
- Mobility across partners
- Digital enablement



### Build our Expertise

- Sharing HR capabilities with small businesses

## Timeline



**United Surrey Talent Alliance**  
equal partners

July 2022

**United Surrey Talent Publication**



£3,000,000  
Surrey County Council

+



£3,000,000  
NHS Surrey Heartlands ICB

**£6 Million**  
Workforce Innovation Fund (WIF)  
provided by Surrey County Council and  
NHS Surrey Heartlands ICB

**32**

pioneer projects. **25** projects funded by  
Workforce Innovation Fund



November 2024

**Evaluation...**





# The United Surrey Talent Alliance

Page 265



Nicola McLeish  
Chief Executive Officer  
Surrey Care  
Association



Liz Uliasz  
Chief Operating Officer  
Adult Social Care  
Surrey County Council



Sue Murphy  
Chief Executive Officer  
Catalyst  
VCSE



Michael Pantlin  
Chief People and Digital  
Officer Surrey Heartlands  
Integrated Care System

- ❖ Shared decision making
- ❖ £6 Million Innovation Fund
- ❖ Health, Social Care, VCSE Strategic Connectors
- ❖ Stewardship of the fund
- ❖ Performance monitoring
- ❖ Cross sector critical friend

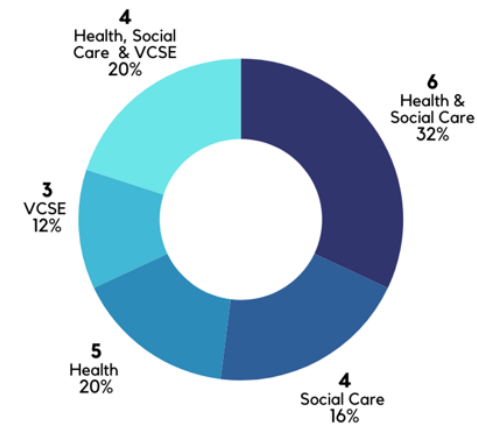




# Pioneers by Change Lever

The below demonstrates the cross sector innovative programmes that enable the delivery of the United Surrey Talent Strategy. All funded programmes have undergone extensive application processes and monitoring and performance oversight by the United Surrey Talent Alliance.

The chart on the right details the approved bids by sector.



1. Modernise and Integrate Recruitment	2. Build New Capabilities	3. Develop Fulfilling Careers	4. Establish a Core Surrey Offer	5. Enable the United Surrey Team	6. Build our Expertise
<ul style="list-style-type: none"> <li>NW Surrey Talen Hub (with elements of the People Together Project)</li> <li>G&amp;W Place Based Recruitment Hub</li> <li>See, Hear, Share</li> </ul>	<ul style="list-style-type: none"> <li><b>Surrey Heartlands Health and Social Care Academy</b></li> <li>Surrey Heartlands Placements Team</li> <li>Local Area Coordination in Key Neighbourhoods</li> <li>Surrey Social Care Workforce: Clinical support to empower care home staff to work with older residents with complex mental health needs.</li> <li>Expanding prescribing capability in neighbourhoods through community pharmacy</li> <li>G&amp;W Frailty H&amp;C Academy</li> <li>Surrey LD &amp; Autism Talent Alliance – Care Talent Collective</li> <li>Surrey Heartlands Careers</li> <li>Adult Social Care Accreditation</li> <li>East Surrey Place Leadership Offer: Growing System Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Home-Start Surrey volunteer recruitment and retention</li> <li>AHP International Recruitment</li> <li>Employment Works for Health - Supported Employment Liaison Lead</li> <li>Community Nursing Associate Expansion</li> <li>General Practice Career Pathway Enhancement Programme (GPCPEP)</li> <li>2-4-1 Job Offers</li> <li>ICS Retention Programme</li> </ul>	<ul style="list-style-type: none"> <li>Social Care Workforce – Parity of Esteem</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Workforce Model: (Home First Plus)</li> <li>FBOBSH Temporary Staffing Collaboration Model</li> <li>GP Development Toolkit</li> <li>Innovation Fund Programme and UST Alliance Management Resource</li> <li>Connecting Surrey Heartlands &amp; Better Together (Combined)</li> <li>Integrating Children's Health and Care Workforce</li> </ul>	<ul style="list-style-type: none"> <li>Workforce: Integrated, Planning, Performance and Intelligence (WIPPI)</li> <li>Enhanced Data Analytics and Workforce Planning (NWS)</li> <li>Coaching and Mentoring Portal</li> </ul>



# Collaborating On Strong Foundations

## Integrated Health & Care System Strategy



2022

## Key enabler



2023

## Key programmes



2024

The Surrey Heartlands Health and Social Care Academy is just one example of a pioneer programme that has been supported by the innovation fund and is a key enabler of the strategy.





# Health & Social Care Academy



## Ambition and Aims

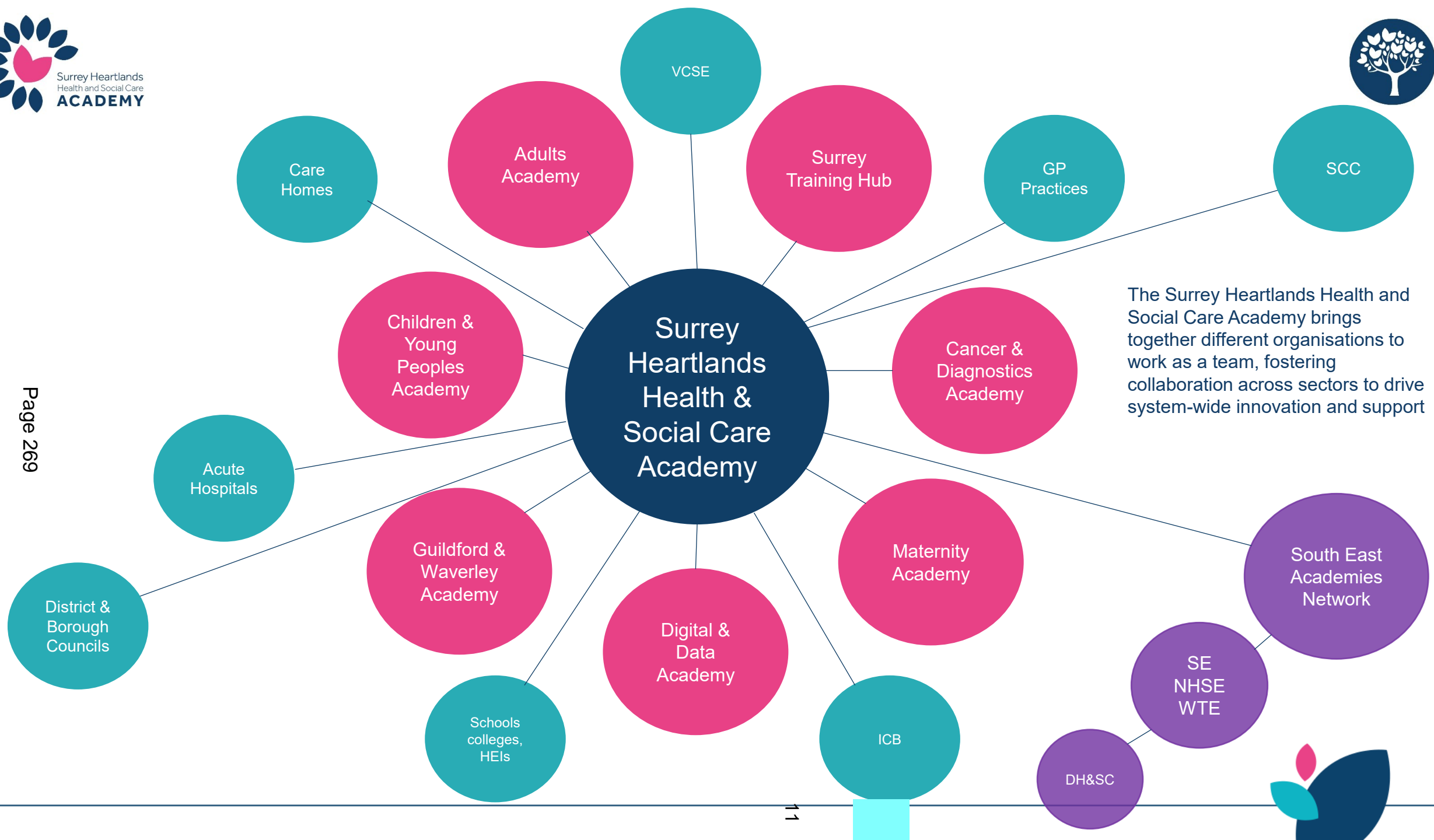
To bring together and integrate **workforce planning, education, training and learning opportunities** for all our current and potential Health and Social Care workforce. Accessible through a digital **'one stop shop'** to best support our communities

Page 268

- 1 Improve access to learning development and work opportunities
- 2 Help attract and retain our workforce across Health, Social and Voluntary Community and Social Enterprise Partners
- 3 Provide access to good work with fair terms and conditions and flexibility in line with changing workforce expectations
- 4 Use a modern learning and development approach that enables us to offer exciting, rewarding and sustainable career pathways



Logos of partner organizations include: NHS, Oxford Brookes University, Surrey and Sussex Healthcare NHS Trust, Brooklands College, skillsforcare, Surrey Heartlands Integrated Care Board, Surrey Heartlands Health and Care Partnership, Surrey Heartlands Health and Social Care ACADEMY, Surrey Care Association, Surrey Training Hub, Surrey VCSE Alliance, Surrey Adults Academy, Surrey County Council, NHS, University of Surrey, Princess Alice Hospice, Ashford and St. Peter's Hospitals NHS Foundation Trust, NHS, Royal Surrey NHS Foundation Trust, Surrey VCSE Alliance, University of Roehampton London, Holy Cross Hospital, University of Chichester, Bucks new university, Guildford and Waverley Health and Care Alliance, CARE, Frimley Training Hub, University of Brighton, Farnborough College of Technology, The East Surrey College, Procure, Kingston University London, Surrey and Borders Partnership NHS Foundation Trust, Epsom and St Helier University Hospitals NHS Trust, Surrey Downs Health & Care Partnership, Runnymede Borough Council, Strode's College, and Epsom & Ewell Borough Council.

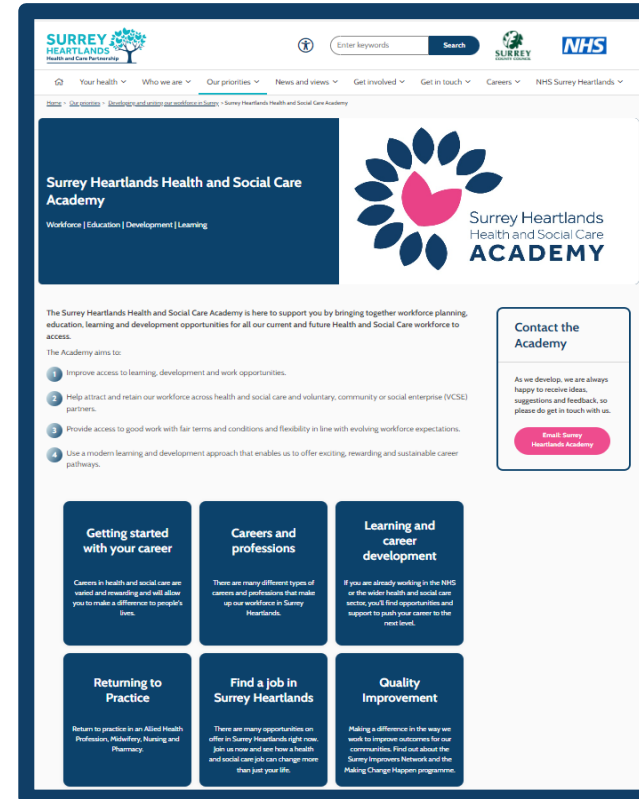


The Surrey Heartlands Health and Social Care Academy brings together different organisations to work as a team, fostering collaboration across sectors to drive system-wide innovation and support



The following is live on our Academy digital space: [www.surreyheartlands.org/academy](http://www.surreyheartlands.org/academy)

- **Getting started with your health and social care career** Information and resources promoting T Levels, Apprenticeships, Careers and Professions, Volunteering and Work Experience in Surrey Heartlands.
- **Careers and professions** Guidance and support to schools and students on health and social care careers and professions in Surrey Heartlands. Detailing how Surrey Heartlands can support schools and colleges with careers events, school workshops, 1-1 mock interviews. Information and support on the Enact performance workshops for schools with an engaging promo film.
- **Learning and career development** Supporting our workforce with:
  - **Advanced Clinical Practice** guidance and information
  - Linking to both Surrey Heartlands and SELA **Coaching and Mentoring offers**
  - **Leadership development opportunities** – including SH Local Mary Seacole and EOI's for Growing System Leaders and linking to national leadership offers
- **Return to Practice** - Surrey Heartlands guidance on **return to practice for AHPs, Midwifery, Nursing and Pharmacy**
- **Find a job in Surrey Heartlands** - Linking to **vacancy job boards** for SH, health and social care partner organisations within SH
- **Quality Improvement** - Providing information and contact details for **SH Making Change Happen** and **Surrey Improvers Network** improvement programmes.
- **Surrey Heartlands storytelling – 'Getting to Know You'** Developed case studies and videos with some workforce colleagues across SH. **Ambition to inspire our current and future workforce.**



- **Further development**
  - **VCSE** – continue to develop roles, content and information about the work undertaken by the third sector.
  - An **event platform** to host system wide development offers on our digital space. Partner organisations are sharing their offers which will be accessible for all system colleagues.
  - **Social care professions** and roles – developing content further
  - **Apprenticeships** – developing content further and outlining the apprenticeship process steps at system partners.
  - **Oliver McGowan Mandatory training** – providing information around the training, our system response and contact details
  - **Professional Skills in Practice (PSP)** – providing information and support to our SH preceptors
  - **System Intelligence & Analytics** – hosting of an 'Analytics Training Hub' page.





# Key programmes and developments



The Surrey Heartlands Health and Social Care Academy is driving key programmes to improve workforce skills, attract new talent, and enhance retention. Initiatives include the development of a new digital platform and learning management system, expanding system wide apprenticeships and placements, development of Oliver McGowan Mandatory Training for the health and social care workforce, and unique learning and development opportunities tailored to local needs.

1

Improve access to learning development and work opportunities

Page 271

- **New website** currently hosted by Surrey Heartlands Health and Care Partnership
- Development of a **learning management system** with multi partner access
- **New Trainee Nursing Associates in Social Care** – target to have 41 on programme by end of 2025
- **Upskilling in Care Homes and Home Care** offering clinical and non-clinical skills development in partnership with CSH Surrey - 512 training places offered between June 2022 to June 2024.

2

Help attract and retain our workforce across Health, Social and Voluntary Community and Social Enterprise Partners

- **130 Career Ambassadors** attended 170 career events
- 4300 school students attended 57 **Enact Career Workshops**
- **Apprenticeships** system collaboration – supporting 715 apprentices in Surrey Heartlands
- 3 providers have started offering placements to **T-level** students with 16 other organisations potentially interested with Academy support.

3

Provide access to good work with fair terms and conditions and flexibility in line with changing workforce expectations

- Sustainable development of **Oliver McGowan Mandatory Training** to c50k health & social care workforce
- Providing work opportunities to our learning disabled and autistic population
- **Student placement** utilisation – 20% placement growth for nurses, midwives and Allied Health Professionals in 23/24
- **Universal Family Programme**, supporting **care leavers** into work, has received more than 55 referrals

4

Use a modern learning and development approach that enables us to offer exciting, rewarding and sustainable career pathways

- **Professional Skills in Practice** – a bespoke interprofessional, cross sector programme to meet locally identified workforce learning needs such as professionalism, resilience and inclusion
- **Surrey Level 2 Accredited Care Certificate course** – not being done anywhere else in the UK! In collaboration with Surrey Adults Academy
- **Growing System Leaders** – a bespoke Surrey programme, to help develop our future leaders in leading change across sectors. Cohort 1 complete and Cohort 2 underway.



The following are just some examples of the many programmes and developments being led by the Surrey Heartlands Health and Social Care Academy.

- Surrey has the only accredited L2 with L3 offer in the UK and has space for 75 students on the programme. Cohort 3 now in delivery. Expanding offer for Cohort 5
- The benefits of the accredited Care Certificate includes recognition, progression opportunities, portability, quality assurance, time efficiency.
- We now have nursing associates in community settings, with the initial goal to train the first 41 by the end of 2025.

## Care Certificate & Nursing Associates



- The Universal Family Programme provides employment, education, and training opportunities for care-experienced young people through partnerships with Careers Matters and our system partners.
- To date, 59 young people have engaged with this programme, with outcomes including apprenticeships, career coaching, college placements, and social care roles, and an additional 13 placements have been made available. This initiative has earned a Lived Experience Charter Bronze Award for its impact.

## Universal Family Programme



- Delivered by trainers with lived experience, OMMT Training offers Tier 1 and Tier 2 levels based on staff roles, with over 1,300 Tier 2 places already taken up through the Surrey Heartlands approach. A £200k sustainability grant supports equitable access through the Care Talent Collective.
- Oliver's Provider Collaborative is an innovative collaboration of training organisations who have been brought together by Surrey Heartlands Health and Social Care Academy to ensure the highest standards of OMMT training, and value for money for Health and Social Care Partners.
- Through this collaboration we aim to create a managed market which can meet the needs of the 46.8k workforce who require OMMT training within the next 3 years.

## Oliver McGowan Mandatory Training



# Exciting opportunities into 2025 and beyond



As we look to the future, the Surrey Heartlands Health and Social Care Academy team plans to continue to progress the variety of collaborative programmes and innovative opportunities that have already commenced. There are already a multitude of opportunities on the horizon, some of which are noted below, **however there is a risk to the sustainability of the Academy**, due to the current absence of recurrent funding.

The Health and Social Care Academy emerged as a standout success from evaluation and has played a pivotal role in addressing workforce development, particularly within the social care sector. Its inclusive approach to workforce training has not only unified sectors but also built strong partnerships, making it well-suited for further expansion in phase two of UST.

## Apprenticeship Strategy

Page 273

- Working with system partners to develop a Surrey Apprenticeship strategy

## DHSE Ignite Programme-Masterclass

- Working with Surrey County Council, Surrey Care Association and Health and Social Care Academy
- Launching Jan 2025

## Guildford & Waverley Frailty Academy-Enhanced collaboration

- Further cohesive working
- Potential for collaboration with the Level 3 Care Certificate

## Digital T Level placements

- Already supporting system T level placements
- Digital T levels in the HSCA from 2025 a collaboration with East Surrey College

## Primary Care – Enhanced collaboration

- Quid pro quo training offers between Surrey Skills Academy and Surrey Training Hub
- Safe Learning Environment Charter – collaborative bid with Surrey Training Hub

## L3 Enhanced Care Certificate

- Opportunity to develop with additional module
- Appetite from our L2 students to create a L3 cohort to test and learn

## Volunteer Code of Practice

- Working with VCSE partners
- Develop a Surrey Volunteer code of practice strategy

## Surrey Health & Social Care Show

- Surrey specific to showcase all opportunities available - Academies, SCA and VCSE partners
- Opportunities to start a 'roadshow of events

## North West Surrey Talent Hub

- Linking recruitment and colleagues looking for development with system opportunities
- Exploring potential options for careers

# United Surrey Talent: Evaluation Phase One



Evaluating the first phase of the UST is crucial for several reasons:

- To provide insights into the programme's successes and challenges, helping to refine its delivery and help bring into focus the priorities for the second phase.
- The evaluation will strengthen stakeholder engagement by offering transparent, evidence-based feedback on the strategy's progress.
- Finally, it will assess the cultural and systemic changes the UST has initiated, identifying additional actions needed to embed these changes more effectively.

A framework was used for the evaluation, specifically chosen for complex multi- sector programmes. This involved forming a multi-sector evaluation panel. There were two key areas of the evaluation.

- Focus groups and interviews
- The numbers behind the findings



Figure 3. United Surrey Talent Evaluation Panel





# Phase 1 UST Emerging Evaluation Findings

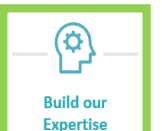


Findings from the evaluation	Example of benefits	
<b>Improved Workforce Collaboration Across All Sectors</b>	One of the things I think is at the heart of UST is strengthening that sense of shared purpose <b>Pioneer lead</b>	32 Cross Sector Pioneers
<b>Improved Education &amp; Training Within &amp; Across Sectors</b>	“The health and social care academy has had a genuine impact on staff and the workforce. The training and development it offers have been a real success.” <b>Strategic leader</b>	1256 education and training opportunities delivered through our pioneers including 57 care certificate accreditations 24 Community Nursing Associates
<b>Improved Pipeline Supply &amp; Career Progression Within &amp; Across Sectors</b>	“Before UST, staff weren’t connected in a meaningful way and there weren’t enough development opportunities.” <b>Pioneer lead</b>	System placement activity increased by 20%
<b>Reduction in Temporary Staffing Utilisation in health</b>	Re. temporary staffing; It’s become business as usual now, which shows the lasting impact of the workforce planning through UST’s work.” <b>Strategic leader</b>	Reduction in agency utilisation by whole time equivalent (WTE)
<b>Increased Workforce Diversity</b>	The UST has done work on bringing people with disabilities into the workforce.” <b>Pioneer lead</b>	108 opportunities for individuals with learning disabilities and/or Neurodiversity for volunteering, work experience and paid work 715 Apprentices supported
<b>Improved Retention / Reduced Turnover and Workforce Stability</b>	“We faced high turnover rates and a lack of skilled workers.” <b>Strategic leader</b>	Reduction in NHS system turnover between 3.3% - 5.2%
<b>Improved Recruitment Practices Across Sectors</b>	“Now, the team is starting to see recruitment as a shared endeavour”. <b>Strategic leader</b>	125 candidates for hard to fill roles across the sector 1597 vacancies filled in health
<b>Improvements to Quality of Patient Care</b>	“healthcare professionals start talking across the system, they start building networks” <b>Strategic leader</b>	Two Admiral Nurses to support dementia in training in care homes
<b>Care Closer to Home</b>	14 community Pharmacists	System Partners have shared in £145k to support apprenticeships in Primary and Social Care.
<b>Financial Benefits</b>	“We have saved millions. I have never worked on a programme that has saved millions” <b>Pioneer Lead</b>	Significant reductions in temporary staffing, improved turnover, currently being quantified as a financial saving.

# Plans for Phase 2

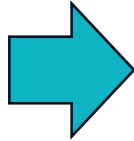


## Current Change Levers

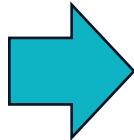


Page 276

Phase 1 Evaluation



Phase 2 Workshop  
27 Sept  
24



## Pioneer Programmes



Nurture



Scale up



Sustain



New

## New or Emerging Themes

- Deeper Integration
- Flexibility and responsiveness to workforce changes – Darzi & 10-year plan
- Inclusivity & Equity
  - Career Development & mobility
- Innovation & Sustainability
- Shared framework for workforce planning

## New Governance Structure

Surrey Heartlands People Committee

Train

Attract and Retain

Reform

Transition from Phase 1 to 2, from breaking down silos and fostering collaboration to addressing key workforce gaps, enhancing systems, exploring new solutions for greater impact

