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PEOPLE OVERVIEW & SCRUTINY SUB COMMITTEE (HEALTH SCRUTINY) SUPPLEMENTARY AGENDA

21 December 2022

The following report is attached for consideration and is submitted with the agreement of the Chairman as an urgent matter pursuant to Section 100B (4) of the Local Government Act 1972

5 HEALTH ISSUES UPDATE (Pages 1 - 8)

Information from NHS North East London attached.

7 SPECIAL EDUCATIONAL NEEDS AND DISABILITIES THERAPY (Pages 9 - 16)

Information from NHS North East London attached.

Zena Smith
Democratic and Election
Services Manager





North East London

Primary Care workforce update – Havering HOSC

Date: December 2022

Workforce strategic aspirations

System:

We will deliver

- annual increases in the size and scope of the PC workforce across NEL to deliver minimum targets
- reduced rates of attrition across the workforce through retention initiatives by improving the training, supervision and educational infrastructures available to Primary Care (PC) employers and their teams
- Grther reduction in attrition by offering wellbeing resources and injerventions that improve the working lives of PC staff
- increases in the number of Salaried Portfolio Innovation (SPIN) scheme opportunities in each PCN as part of the development of a blended generalist and specialist workforce drawn from all sectors.
- local pipelines to recruit, train and retain Personalised Care ARRS (Additional Roles Reimbursement Scheme) roles
- reduced inequity in the ratios of Staff: Population ratios across NEL through targeted investment into borough and hyper local interventions

Neighbourhood and Primary Care Network (PCN):

We will enable

- each PCN shall develop its own improvement targets based on population needs as part of the NEL Infrastructure Toolkit
- PCNs to improve their training and educational capabilities through local and hyperlocal interventions based on the workforce needs and to have access to staff wellbeing resources
- PCNs to offer protected time, wellbeing resources and reduce individual workloads through different ways of working
- PCNs to offer SPIN roles to all professional staff roles working in specialisms linked to local health need.
- PCNs to have access to primary care provider (PCP) staff pipelines and modular training resources that enable them to develop MDT delivering proactive care aligned to local health needs
- PCNs with low staff: Population ratios to co-design interventions based on their bespoke needs that will improve their staff offer in line with peer organisations

Havering data – change and improvement

	Staff Rates Per 100K patients											
	GP (excluding TG)			Nurse		HCA		GP (excluding TG)				
PCN	Jun-22	Sep-22	Change	Jun-22	Sep-22	Change	Jun-22	Sep-22	Change	Jun-22	Sep-22	Change
HAVERING CREST PCN	44.03	44.07	P	14.17	15.10	P	6.37	6.38	₽	103.01	100.49	4
HAVERING MARSHALL PCN	43.83	39.70	4	16.22	13.60	•	3.74	5.74	•	109.69	90.52	4
HAVERING NORTH PCN	32.47	31.77	4	13.84	14.37	P	2.69	2.32	4	103.48	102.58	4
HAVERING SOUTH PCN	37.50	40.65	P	16.98	18.62	Ŷ	3.85	3.70	4	105.02	106.94	1

ARR 22/23 Recruitment	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Average WTE
HAVERING CREST PCN	11.43	12.43	12.43	12.43	12.43	12.23
HAVERING MARSHALL PCN	12.48	12.48	12.48	12.48	13.48	12.68
HAVERING NORTH PCN	19.81	20.81	20.81	19.67	19.62	20.14
HAVERING SOUTH PCN	14.60	15.92	15.92	16.94	18.99	16.47
Spend	223.00	234.00	242.00	240.00	246.00	237.00

Currently projecting spend of over 60% of devolved allocation: Expect to see increase to 100% of devolved allocation

Aspiration is to improve:

- GP rates to at least 44 per 100K
- GPN to at least 15 per 100K
- ARRS at least utilisation of 80% of total allocations or full utilisation of devolved allocation
- To be achieved as part of local and hyperlocal investment

Improvements in workforce size and scope

NEL plans to deliver against the following workforce standards

- For GPs to achieve a ratio of 44 GPs per 100K by 2025
- For General Practice Nurses (GPNs) to achieve a ratio of 15 GPNs per 100K by 2025
- For ARRS staff we wish to utilise over 80% of current funding by 2025

To do this we shall

- Expand the GP fellowship scheme with an aim to ensure that fellowships are offered in all PCNs. This will be achieved through flexed offers and hyperlocal interventions to expand supervision and training capacity
- Through strengthened nursing leadership, training and supervision across boroughs and within PCNs we shall offer new nursing opportunities and roles that are more attractive to newly qualified staff and which help retain existing staff
- Develop recruitment pipelines, training and improved job opportunities for PCP roles
- Work across our partnerships to expand our SPIN / Fellowship offer beyond GP roles to ARRS staff and nursing staff. During 2022/23 we plan to have up to 10 SPIN clinical pharmacists and to develop an offer to other AHP (Allied Health professional) roles
- Offer mentoring and guidance to newly qualified staff and existing staff to support them in finding roles with NEL suited to their career needs. During 2022/23 we intend to achieve 90% conversion of trainees within the system footprint
- Ensure that PCN and GP employers have access to workforce planning tools and information by offering a planning tool in 2022/23 and making practice and PCN workforce intelligence available via dashboards

Page 4

Reducing attrition and improving retention

Reduce the rates of staff turnover by 2% (from c10% to c8%)

- Expansion of SPIN offers to existing staff within and across the NEL system to support Fuller recommendations on development of integrated teams
- Support with recruitment and job design particularly in relation new ARRS roles
- Work across the system to support interventions that reduce workload and enhance working lives
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- Enhancement of locally led retentions schemes offered via our Training hubs
- Hyperlocal interventions within practices to facilitate improvement in their workforce offers
- Well-being training and resources offered to all practices
- Up-skilling and personal development offers aligned to local needs and career opportunities
- Mentorship and supervision offered to all practices
- Strengthened professional leadership and supervision
- Development of a Training and Supervision mapping tool to support future infrastructure investment and planning
- New employment offers flexible fellowships and spin
- Expansion of the flexible pools offers

Hyperlocal Programme

Background and progress

- NEL reviewed the variation of staffing rates per 100K across East London Boroughs, PCNs and Practices. It found that variation across borough and also within boroughs.
- As a consequent we have implemented a Hyperlocal work-stream that shall work with PCNs identified from heat maps and local discussions to develop Hyperlocal and bespoke interventions to develop sustainable recruitment pipelines.
- During 2022/23 we shall agreed interventions and MOUs (memorandum of understanding) with the hyperlocal practices and PCNs aimed at facilitating intensive improvements in their recruitment and retention offers

Fuller Response: SPIN, PCP and improvements in Workforce intelligence and data

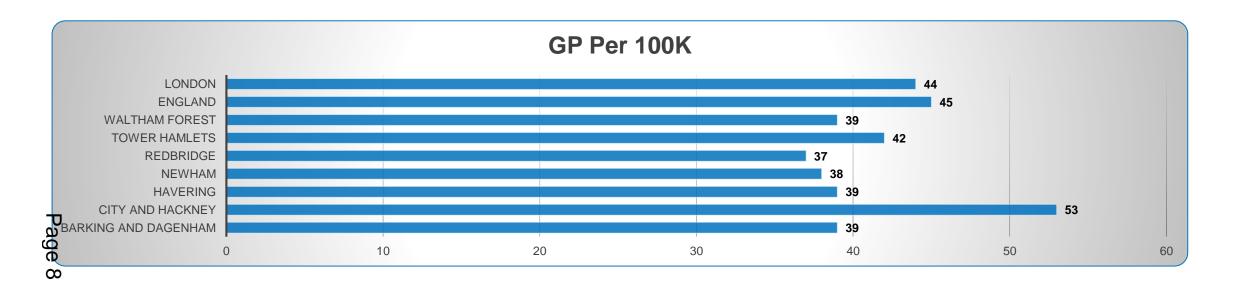
Expansion of new role offers within NEL

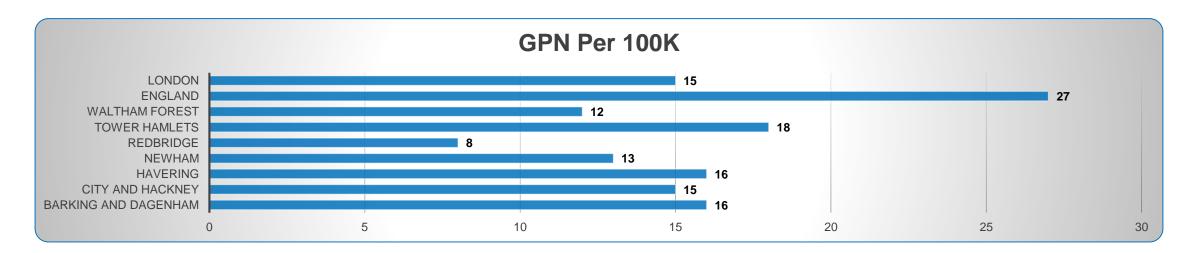
- For 2022/23, we have developed new SPIN opportunities for Clinical Pharmacists working across primary and secondary care. These roles are aligned to a local PCN health need and are being co designed with the PCN leadership and our Trust partners
- We intend to further expand SPIN across other AHP roles
- For 2022/23, we shall build a new PCP pipeline to support local recruitment that offers training based around neighbourhood plans and needs.

Improvements in Data and Intelligence

- We are currently working to improve the quality of data recorded within the National Workforce Reporting Service (NWRS) to ensure that all GP employers are regularly reporting changes to their workforce information
- During 2022/23 we shall providing all PCNs with ta Workforce Analysis and Planning tool (included) to improve workforce planning that identifies their infrastructure needs into the future in line with Fuller recommendations
- We are developing a new ARRS information report for each PCN to enable to track utilisation of their ARRS resources
- All practices will have access to workforce information as part of our NEL dashboard which shall provide analysis of the impact of workforce as an enabler for access and delivery

Borough comparison of GP and GPN Staff per 100K







Havering Health Special Educational Needs and Disabilities (SEND) Update – December 2022

Doug Tanner

Children's Services Programme Lead

NHS North East London

Integrated Care Board SEND Health Input

- Commissioning of Paediatric:
 - Speech and Language Therapy
 - Physiotherapy
 - Occupational Therapy
- Access to service dependant on need and health staff work closely with Local Authority Special Educational Needs (SEND) teams
- Designated Clinical Officer (DCO) ratifies health section of Education, Health and Care Plan

Post 16 Pupils in Havering

Academic year	Cognition and Learning	Communication and Interaction	SEMH	Physical and/or Sensory	Totals
2017/18	145	126	36	33	340
2018/19	175	182	49	50	456
2019/20	203	197	72	56	528
2020/21	203	194	85	51	533
2021/22	203	195	84	53	535
2022/23	203	195	85	53	537
2023/24	206	197	87	54	544
2024/25	210	201	89	55	555
2025/26	213	205	90	56	564

Projections for Havering Post 16 pupils with an Education Health Care Plan (EHCP) attending a Havering or out borough provision.

Combined EHC Plans and Statements

	Area	2015/	2016/	2017/	2018/	2019/	2020/	2021/	% rise between
		16	17	18	19	20	21	22	2015 and 2022
	B&D	942	1,012	1,092	1,178	1,326	1,460	1,570	66.67%
•	Havering	913	931	997	1,078	1,209	1,352	1,447	58.49%
	Redbridge	1,426	1,467	1,521	1,603	1,728	1,962	2,076	45.58%
	London	39,473	41,141	43,377	46,576	50,810	55,856	60,250	52.64%
	England	236,806	242,184	253,679	271,165	294,758	325,618	355,566	50.15%

The number of children with a combined EHC Plan and Statement in Barking and Dagenham, Havering, Redbridge, London and England between 2015/16 and 2021/22

SEN in England Census Data

For Havering, the % rise in children with combined EHC Plans and Statements exceeds the national and regional averages.



Timely

Measurable

NELFT as provider

Quality within Education and Health Care Plans:

Clear and understandable

Contradictory information across sections

Page 13

Aim: mutually agreed resource able to accurately inform any system decision making around the SEND agenda

Full picture to include:

- Current models of delivery, pathways and plans
- Current establishment and skills mix
- · Future population needs identified within the Joint Strategic Needs Assessment (JSNA) et al
- · Covid 19 Recovery
- · Issues affecting recruitment and retention
- · Strategic intentions across Borough SEND planning
- Additional capacity needs arising from programmes such as Autism Spectrum Disorder (ASD)

BHR Health and Care Workforce Academy

Strengthen provision

• Established
Sept 2021 to
strengthen
and integrate
workforce
planning for
benefit of
health and
care provision
across BHR

Grow our own

 'Grow our own' principleworking with local organisations, educators and residents to grow the workforce in BHR boroughs

Data-led

 Evidence based data led solutionshas codeveloped the workforce data dashboard

System working

- Build workforce capacity and resource management
- Supporting medium to long term solutions for new careers in local communities and maximising opportunities for system working

AHPs

- Allied Health Professionals is a core workstream for the academy
- Forging relationships with training and education providers to increase entry level roles and development opportunities

Redbridge Therapy Review: Learning will be shared across Havering

Findings and outcomes:

- Concerns identified around the timeliness and quality of therapy provision in special school
- Safeguarding, commissioning and quality review completed
- 1 year pilot commenced September 2022 new ways of integrated working
- Long term plan of a new robust evidenced-based, Therapy Service Model and service specification, meeting the needs and improving health outcomes for children and young people with SEND attending special needs schools. September 2023 introduction