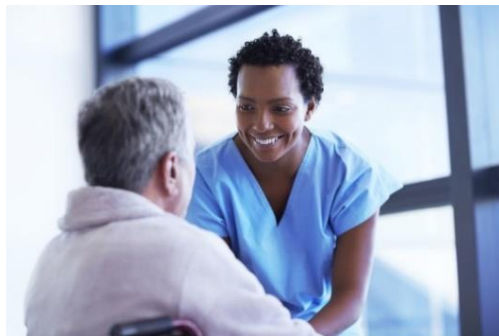




Promoting Excellence across Social Care & Health in the East of England



Strategic Plan April 2022 – March 2025

OVERVIEW

Care Development East (formerly known as Suffolk Brokerage Ltd) was established in 2007 and focussed on supporting the local care provider market. The organisation was dedicated to promoting excellence across the social care and health workforce in the east of England. It provided impartial advice, support, guidance and information to the sector operating as an independent, non-profit making organisation.

The key aims of the organisation were as follows:

- Support the sector to implement new competencies needed to comply with legislation
- Promote a positive local image of health and social care
- Seek and secure funding for the sector
- Raise the profile of the sector as a career of choice
- Assist care providers to develop a highly skilled, person-centred workforce

Care Development East introduced a range of services to address these aims including the following:

- Masterclasses
- Conferences, Roadshows & Exhibitions
- Training events
- Registered Managers' Forums
- Care Development East and Care Careers Suffolk websites, and an information portal called Carewise
- Sector specific business advice and health checks

These services were well received by the local care sector and helped many providers to recruit, retain and develop their staff. The Brokerage also organised the highly successful Suffolk Care Awards that provided an opportunity to showcase the local social care market. The company has also established an excellent reputation with strategic partners in health and care, creating a much wider network across the area. These strong relationships proved vital in early 2020 when the first cases of COVID 19 were identified in the UK.

During the past two years, COVID has been an ongoing challenge for all in the health and social care sector. Care Development East has been able to use virtual platforms to continue its support to registered managers, schools, colleges, apprentices and ambassadors with advice, network meetings and training sessions. These have been valued and well supported. Even the Suffolk Care Awards went online in 2021 to ensure we were still able to recognise the amazing achievements within our local care sector.

The networks that Care Development East has created have enabled partners to have a means of gaining instant feedback from local providers and identifying any challenges or issues in real time. Care Development East has always been able to respond quickly to such issues and in collaboration with partners we have developed solutions that have met the needs of providers during the pandemic e.g. vaccination webinars, online academies, WhatsApp groups and virtual forums.

The changes we have made to meet the needs of the provider market and the learning we have gained during the pandemic have led to us revisiting our aims with a view to ensuring

that our delivery strategy and product and service offering are relevant and of value to providers and partners over the next three years.

To ensure we are able to meet the changing needs of the provider market, we have developed a team with the knowledge, skills and expertise to meet the current and future needs of the sector.

Our staff team has grown and the board has been strengthened both in number and experience. Our Chair, Christine Laverock, a learning & development specialist joined Lucy Humphrey, who is Managing Director of Leading Lives and has taken on the role of treasurer, Julia Stephens-Row, who was a senior manager with Suffolk County Council focusing on partnerships and inclusion is our Vice Chair and has taken a lead on how we assess and manage risk, and Amanda Westbrook has most recently joined brings many years of experience as a Director of a North Essex care trust and registered manager of a care home.

Christian Bone, CEO, has been with Care Development East since March 2020 and has had the challenge of leading the organisation through COVID, which in turn has created greater pressures on the care sector than ever before. The CEO has worked hard with the rest of the team to make Care Development East as relevant as possible to the current situation and is currently making plans for how best we can continue to provide support in the months ahead.

Over the last three years the organisation has established strong foundations and is now keen to build on the momentum we have generated.

Our 2022 to 2023 Strategic Plan builds on our success whilst recognising the changes in the sector and the move towards an integrated health and social care model. Our revised vision and aims provide a way forward for the organisation that will benefit health and care partners and providers alike.

ADAPTING AND EVOLVING – OUR VISION AND AIMS

Care Development East is an independent not for profit organisation whose Purpose is:

To develop an excellent health & social care workforce across the East of England to enhance the health and wellbeing of local communities

Our revised purpose focuses on the service user as this will enable us to assess the true impact of our services across the region.

Values & Principles

- To promote equality of opportunity and inclusivity within the health & social care workforce
- To Innovate & Create
- To adapt to change, respond and deliver
- To be recognised as a trustworthy partner
- To listen and respnd to the voice of service users

These values and principles will be realised by adopting behaviours in the organisation that support them

Our Aims

1. To focus on raising standards of care
2. Ensure access to funding for providers looking to develop and grow
3. To support Registered Care Managers and develop the managers of the future
4. To recognise, promote and showcase excellence in health & social care
5. To widen career choices for young people by promoting career pathways in health & social care
6. To ensure access to learning & development providers with a proven track record of success
7. To be a trusted source of Information, Advice and Guidance

1. To focus on raising standards of care

Interventions	Impact
<ul style="list-style-type: none"> We will provide access to quality learning and development opportunities for health & care providers. These will include workshops, webinars and master classes. To provide access to knowledge and materials covering new areas such as complex care and digital care. We will provide funded health checks to providers preparing for CQC assessment 	<ul style="list-style-type: none"> Retention of skilled workers within the local sector. New recruits attracted to the sector due to training opportunities. Sector able to adapt to new methodologies and technologies. Increase in complex care provision. Decrease in 'Inadequate' and 'Needs Improvement' ratings across our area and a resulting increase in care standards.

2. Ensure access to funding for providers looking to develop and grow

Interventions	Impact
<ul style="list-style-type: none"> Build on our links with key funding bodies including local authorities, NALEP (New Anglia Local Enterprise Partnership), Department of Work & Pensions and Skills for Care. Develop online funding information and application forms to ensure easy access to funds. Identify regional and national initiatives that will enhance the funding already available to care providers 	<ul style="list-style-type: none"> New funding streams identified and made available to CDE to support development of the local health and care market. Streamlined funding application processes enable local providers to recruit, retain and upskill staff thereby improving standards of care. Reduction in duplication of funding initiatives and an increase in funded workforce development activity.

3. To support Registered Care Managers and develop the managers of the future

Interventions	Impact
<ul style="list-style-type: none"> • To continue to offer a programme of events and workshops to develop local care managers knowledge and skills. • To work with Skills for Care on the development of the Registered Care Managers Network • To facilitate specialist networks & champions Forums (digital, dementia, learning disabilities) • To offer a programme of management development sessions and masterclasses to upskill those with leadership potential 	<ul style="list-style-type: none"> • Increase in knowledge and skills leading to greater staff retention rates and improved CQC ratings. • Improved networking and communication between local care managers and an increase in collaborative working • Increase in care provider capacity as organisations are able to respond to more complex needs. • Greater career progression in the sector evidenced by case studies and CQC inspections.

4. To recognise, promote and showcase excellence in health & social care

Interventions	Impact
<ul style="list-style-type: none"> • To provide platforms for showcasing excellence including the annual Suffolk Care Awards, production of regular newsletters and the sharing of good news stories via our social media platforms • To develop case studies highlighting provider best practice in all disciplines of care (residential, domiciliary, extra 	<ul style="list-style-type: none"> • Health & Care Sector seen as an attractive career option. A measurable increase in local care recruitment activity. • An increase in positive media coverage for the sector offsetting the negative perception of the sector post-covid. • Recognition for local providers from regional and national peer

care)	groups.
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5. To widen career choices for young people by promoting career pathways in health & social care

Interventions	Impact
<ul style="list-style-type: none"> Promote career pathways in health & social care using face to face and online channels e.g., Careers Fairs, social media Offer support for work placements and apprenticeships using our provider network. Work with partners to offer Health & Care Academies to young people considering their career options. 	<ul style="list-style-type: none"> Increase in new starters from local FE/HE providers and therefore improved provider capacity. Measurable annual increase in work placements and apprenticeships in health and social care. Increased participation in local FE/HE courses in health & social care.

6. To ensure access to learning & development providers with a proven track record of success

Interventions	Impact
<ul style="list-style-type: none"> To develop an online directory of trusted training providers who have a proven track record of success. To establish a network of providers who can respond to more specialist requirements such as complex care, digital care and any other areas of innovation. To develop an online feedback tool for providers so that they can rate the quality of training 	<ul style="list-style-type: none"> A measurable improvement in the quality of training available to local providers and an increase in provider satisfaction with training sourced via Care Development East. Care market able to react to changes in the market that require new knowledge and skills. Care providers more involved in the selection of providers ensuring that provision meets

that they receive via Care Development East	need.
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7. To be a trusted source of Information, Advice and Guidance

Interventions	Impact
<ul style="list-style-type: none"> • To provide a full information, advice and guidance service via online and face to face channels e.g. events, coaching and training. • To offer a full advice service for those considering a career in care outlining options, job opportunities and funding incentives. Advice to be offered online and face to face e.g. careers fairs. • To develop a fully interactive website that is easy to navigate and fulfils the needs of users, partners and stakeholders. • To provide regular provider updates via electronic newsletters covering funding, legislation, training and policy updates. • To work with local partners and stakeholders to provide consistent and accurate information to the market 	<ul style="list-style-type: none"> • Health and Care providers are up to date with the latest help and support available to them. • Increase in number of individuals joining the sector evidenced in increased headcount, greater provider capacity and high levels of participation in recruitment incentives such as the Kick Start a Career in Care scheme. • Increase in partner project participation e.g., workforce development fund, mental health training, recruitment incentives. • Providers readily able to comply with changes in policies and legislation. • Measurable reduction in duplication of messaging across the partner network. Feedback from Care Cell network and other local and regional forums will demonstrate this.

