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| REPORT TO: | PRIMARY CARE COMMITTEE | |
| MEETING DATE: | 11 July 2018 | |
| REPORT TITLE: | Primary Care Workforce Update Report | |
| SUMMARY OF REPORT: | This report provides a brief update about activity related to the development of the primary care workforce in East Lancashire | |
| REPORT RECOMMENDATIONS: | The Committee are asked to note the content of the report | |
| FINANCIAL IMPLICATIONS: | None | |
| PROCUREMENT IMPLICATIONS: | None | |
| REPORT CATEGORY: | Formally Receipt | Tick |
| | Action the recommendations outlined in the report. | |
| | Debate the content of the report | |
| | Receive the report for information | √ |
| AUTHOR: | Lisa Cunliffe/Kathryn Burton | |
| | Report supported & approved by your Senior Lead | Y |
| PRESENTED BY: | Lisa Cunliffe/Kathryn Burton | |
| OTHER COMMITTEES/GROUPS CONSULTED: | East Lancs Primary Care Workforce Development Group | |
| PRIVACY IMPACT ASSESSMENT (PIA) | Has a PIA been completed in respect of this report? | |
| | If yes, please attach | If no, please provide reason below |
| EQUALITY IMPACT ANALYSIS (EIA) | Has an EIA been completed in respect of this report? | |
| | If yes, please attach | If no, please provide reason below |
| RISKS: | Have any risks been identified / assessed? State Reference No. if currently on the Risk Register. | Y |
| CONFLICT OF INTEREST: | Is there a conflict of interest associated with this report? | N |
| CLINICAL ENGAGEMENT: | Has any clinical engagement/involvement taken place as part of the proposal being presented. | Y |
| PATIENT ENGAGEMENT: | Has there been any patient engagement associated with this report? | N |
| PRIVACY STATUS OF THE REPORT: | Can the document be shared? | Y |
| Which Strategic Objective does the report relate to | | Tick |
| 1 | Commission the right services for patients to be seen at the right time, in the right place, by the right professional. | √ |
| 2 | Optimise appropriate use of resources and remove inefficiencies. | √ |
| 3 | Improve access, quality and choice of service provision within Primary Care | √ |
| 4 | Work with colleagues from Secondary Care and Local Authorities to develop seamless care pathways | √ |

NHS EL CCG Primary Care Committee

11 July 2018

Primary Care Workforce Development Update Report

1. Introduction

- 1.1 This report provides a brief update about activity related to the development of the Primary Care Workforce in East Lancashire.

2. Update

East Lancs Primary Care Workforce Development Group

- 2.1 The East Lancashire Primary Care Workforce Development Group meets bi-monthly and has a regular membership as follows:

- Primary Care Development Manager
- Primary Care Development Support Manager
- Post Graduate Education Development Manager
- Nursing and Quality Manager
- Primary Care Quality Manager
- Health Education England
- NHSE Transformation Team
- Practice Nurse Representative
- Practice Manager Representative
- GP Federation Representative
- Medicines Management Representative
- LMC

- 2.2 Members of the East Lancashire Primary Care Workforce Development Group also sit on the following workforce development/steering groups in order to ensure the alignment of agendas and delivery against national and local deliverables:

- The Lancashire and South Cumbria GPFV Workforce and International Recruitment Steering Group
- The Pennine Lancashire Workforce Transformation Group

Workforce Planning Tool

- 2.3 To support the introduction of a Primary Care Workforce Planning Tool

- GP Practices are required to undertake a workforce data collection as part of their annual submission to NHSE via the Primary Care Web Tool.
- This along with other data sources is used by HEE to produce the Lancashire and South Cumbria Primary Care Workforce Report (Can be shared on request)

- A number of GP Practices in East Lancashire have been piloting workforce planning tools including the Workforce Repository and Planning Tool (WRaPT) and the Insight Tool.
- NHSE are currently going through a procurement process to secure a Workforce Planning Tool that will be rolled out to all practices across Lancashire and South Cumbria

GP Specialty Training – East Lancashire Programme

2.4 To expand the GP Specialty Training Programme

For the last 10 years, the East Lancashire GP Specialty Training Programme, which covers East Lancashire and Blackburn with Darwen CCGs, has offered training placements for 30 new GP trainees to start each year. At the request of Health Education England North West, the East Lancashire Programme was asked to increase its annual intake to 38 GP Trainees. Over the last 12 months, working with ELHT, the programme has created 15 new posts across a number of specialties relevant to GP training, including an innovative new post based with the Child and Adolescent Health Services (ELCAS) Primary Care Team.

Due to the potential retirement of a number of GP Trainers over the next 4 years, and the potential increase in placements in GP for GP Specialty Trainees, Physician Associates, GPs from the International Recruitment Programme, East Lancashire CCG has been actively promoting attendance at the HEE North West GP Basic Trainers Course. Funding for backfill for GPs to attend the course has been offered by the CCG.

Although the number of training posts on offer locally has been increased, changes by HEE to the GP recruitment process whereby recruits can choose which individual programme to attend, and the introduction of the HEE funded Targeted Enhanced Recruitment Scheme (TERS) which offers a one off payment of £20,000 to GP trainees prepared to train in selected areas, recruitment numbers for the East Lancashire Programme has dropped over the last couple of years. Programmes in Central and South Manchester have remained extremely popular for GP training, and continue to fill all their vacancies, and TERS has meant that the Blackpool and Lancaster programmes able to offer these placements have been able to fill all their vacancies, often with trainees who would normally have chosen to train in East Lancashire.

East Lancashire Training Programme has been allocated 15 new GP Trainees from August 2018, however, the introduction of a second round of recruitment for GP Trainees to start in February each year, gives East Lancashire the opportunity to increase its intake, and 25 placements have been offered to start training in February 2019.

Foundation Year 2 GP Placements

East Lancashire and Blackburn with Darwen CCGs continue to provide 4 month training placements in GP practices for Foundation Year 2 (FY2) doctors (junior doctors in their second year of training after graduating from medical school). A total of 69 FY2 doctors experience 4 months in GP, with the expectation that this experience will encourage more junior doctors to consider a career in GP. Over the last 8 years a number of doctors attending the local Foundation Programme, have opted to train to be GPs and chosen to train within the East Lancashire GP ST programme.

As with recruitment of GP Trainers, the CCGs continue to actively promote the HEE NW run GP Foundation Year 2 Supervisors course, to maintain a supply of FY2 placements in GP as supervisors retire or move on to supervising GP Trainees.

New and Extended Roles

2.5 To continue to explore new and extended roles

Physician Associates

East Lancashire CCG sponsored 4 Physician Associate student placements from 2016 for their 2 year training programme, and after successful completion of the course, 3 of Physician Associates have been employed by practices locally, from February this year, 2 in East Lancs CCG and 1 in Blackburn with Darwen. An update on the progress of the PAs in the GP practices will be sought in August 2018.

Clinical Pharmacists

The GPFV committed over £100million to support an extra 1,500 clinical pharmacists to work in general practice by 2020. This funding is designed to contribute to the costs of recruitment, employment, training and development of clinical pharmacists and the development of employing/participating practices.

The CCG would therefore like to use Transformation resource to enable Primary Care Networks to work together, with the support of the Medicines Management Team, to develop a proposal that meets the necessary requirements

19 EL GP practices recruited 13 clinical practice pharmacists in 2017/18. Of which, 6 were enrolled in NHSE clinical pharmacist training programme, whilst the remainder were drawn from Medicines Management Team or recruited independently. In addition 2 practices have employed medicines optimisation technicians.

The CCG is STP lead for NHSE Medicines Optimisation in Care Homes (MOCH) Programme, which aims to recruit and train nationally 260 pharmacist and 60 technicians to work in Care Homes. This initiative should augment the established MMT care home team. In East Lancashire 3 technicians and 2 pharmacists have enrolled on the 18 month MOCH training commissioned from CPPE by NHSE.

Nursing Associates

The CCG supported a collaborative partnership of acute hospitals, community providers and further education providers to develop a test bed site for Nursing Associate Training. The collaborative was awarded 'fast follower' status and commenced the programme in 2017.

Enhanced Training Practices

2.6 To support the development of the Enhanced Training Practice in East Lancashire

Enhanced Training Practices ETPs are a practice or group of practices accredited to provide undergraduate and postgraduate multi-professional training placements, operating through a Hub and Spoke model - akin to medical student placements; Hubs taking the lead role in developing both sufficient capacity and quality of learning environments, whilst also creating a multi-professional learning organisation ethos as part of core business.

Waterfoot Group of Doctors successfully bid to become the ETP covering Pennine Lancashire in 2015 for a period of 3 years, and built up a small network of spoke

practices and nurse mentors to provide student nurse placements. The contract expires in August 2018 and will not be renewed.

The lack of a local ETP and potentially student placements, including nurses and Physician Associates, is a risk for Pennine Lancashire and as such, the East Lancashire CCG Primary Care Workforce Group raised this with HEE NW. It has been agreed that a new ETP will be set up to cover Pennine Lancashire, and the Lancashire and South Cumbria Training Hub and West, North and East Cumbria Training Hub, have invited expressions of interest from GP practices and federations across the 2 CCGs to become the ETP for Pennine Lancashire, and it is hoped that a new ETP will be appointed at the end of July 2018.

Training and Development

2.7 To source and provide CPD Training based on identified needs

Workforce Development Funding Allocations 2018/19

The CCG has received notification from HEE regarding the investment allocation that will be made in respect of 'Workforce Development Upskilling' including vocational learning support, Non-Medical Prescribing and Mentorship and Supervision.

As in previous years the CCG will work with primary care provider colleagues to understand their learning and development needs and source/support training accordingly

Training and Development Events Supported in 2017/18

Quality Framework

5 events

Sexual Health Training

19 sessions

Chaperoning Training

8 sessions

Safeguarding Training

Care Navigation Training

12 sessions

IT/Data Quality Training

16 sessions

NHS Pensions Training

2 sessions

Disciplinary and Grievance Training

2 sessions

COPD Training

5 sessions

Spirometry Training

4 sessions

Asthma Training

5 sessions

Immunisation Update Training

5 sessions

Medical Terminology Training

1 session

Employment Law Training

2 x 2 day sessions

Facilitation and Influencing Training

1 session

Non- Medical Prescribing

In 2017/18 the CCG supported 10 GP practice based clinicians to train as non-medical prescribers (NMPs): 8 nurses and 2 pharmacists. The development of prescribing skills in staff providing essential community services, outside of GP practices or NHS Trusts, has also been identified as necessary for workforce transformation and new models of care. This includes drug and alcohol services, hospices, care homes, domiciliary care agencies and supported living providers and third sector organisations.

Mentorship and Supervision

The development and strengthening of Primary Care and the Regulated Care sector as a quality learning environment is essential to developing a skilled workforce to meet the demands of delivering the new out of hospital care models.

East Lancs CCG was successful in bidding for HEENW funding in January 2018 to support primary care nurses across the Pennine-Lancs footprint to access a mentorship training scheme which was delivered locally and ran over 3 days. The scheme provided free education and training places and backfill funding as an enabler.

The growth in qualified mentors will support further development of pre-reg clinical placements including Return to Practice placements.

Return to Practice

East Lancs CCG has been working in collaboration with UCLAN to promote a newly developed Return to Practice programme specifically for nurses who have lapsed NMC registration and would be interested in returning to a career in GP Nursing. The CCG has supported joint meetings with Practice Managers, GP Lead Nurses and UCLAN to promote the scheme and invite opportunities for learning placements across East Lancashire GP Practices.

Career Promotion

The CCG took part in a health sector career hub in March 2018; located in Blackburn Leisure centre and attended by over 300 local school children in years 10 and 11. Working collaboratively with UCLAN the CCG promoted the wide ranging and fabulous career opportunities for nurses and support workers in primary care. High quality marketing and communications materials have been produced to support future promotional events

GP Forward View

- 2.8 The GPFV published in April 2016 sets out investment and commitments to strengthen general practice in the short term and support sustainable transformation of primary care for the future. The CCG has utilised funding and support provided through the GPFV including:

Care Navigators

The CCG has worked with West Wakefield Health and Wellbeing, GP Practices, Providers and Patients to develop a model for care navigation in East Lancashire. The model has been rolled out to all 5 localities. 375 staff have attended face to face training. The CCG has issued 369 online training licences for frontline staff who will undertake the role of care navigator.

The CCG has worked with service providers to develop signposting criteria for phase 2 Care Navigation services and are developing plans for a rollout across all localities.

Clinical Correspondence

The CCG has worked with Practices, CSU and the National Time for Care Team colleagues to develop a programme for practices to support the development of the skills required for effective document management.

The National Time for Care Team will facilitate local learning in action workshops that will enable practices to come together as Primary Care Networks to share experience and best practice with a view to developing a more consistent approach to managing clinical correspondence including the development of safe and appropriate protocols, a system of supervision and regular audits of safety and effectiveness.

Productive General Practice Quality Start Programme

The CCG was successful in securing support from the National Time for Care Team for 2 cohorts of Practices (14 practices) to undertake the Productive General Practice Quick Start Programme.

The programme offers GP practices on-site, hands-on, short term support with the aim of helping them to release time for care and build improvement capability. Support was given over an eight week period and included workshop sessions with other local practice teams to share improvements and ideas.

Each Practice identified 2 projects which they worked through with the support of external facilitators from the national team. Areas tackled by participating practices included:

- Making best use of administrative time
- Being well organised
- Having efficient processes
- Managing emails, meetings and interruptions

The practices reported significant time savings for clinical and administrative staff, improved skills in managing and coping with change and enhanced skills in introducing quality improvements to their practice. The practices have all learned problem solving skills which has helped them to deal with administrative, and clinical challenges that they face.

The National Time for Care Team were impressed with the enthusiasm of our practices and the considerable support they received from the CCG that they wanted to come back and work with us on further projects. We are therefore working with external facilitators from the national team to support a learning in action approach to effectively managing clinical correspondence which will involve practices in their localities attending 3 learning in action workshops which will support them in developing effective systems and processes.

Practice Nurses

- 2.9 To work with Nursing and Quality colleagues to support Primary Care Nurse Forums including Leads/Chairs meetings

The CCG has historically provided support and backfill to enable Practice Nurses to attend locality and East Lancs wide Forums. This has recently been reviewed. Please see agenda item.

Practice Managers

- 2.10 To continue to provide support to Practice Manager Forums including support to identified PM Leads/Chairs

Support and backfill resource is made available for attendance at Locality and East Lancs wide Practice Manager Forums.

Six Practice Manager Leads have been identified, including one from each Locality and the Chair of the East Lancs Forum. These leads meet regularly to discuss issues, share best practice and agree the agenda for the East Lancashire Practice Manager Forum

3. Recommendation

The Committee are asked to note the content of the report.

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