

# BNSSG Primary Care Commissioning Committee (PCCC)

Date: 28<sup>th</sup> January 2020

Time: 9.00am – 11.35am

Location: The Vassall Centre, Gill Avenue, Bristol, BS16 2QQ

<b>Agenda Number :</b>	10
<b>Title:</b>	Primary Care Workforce Update
<b>Purpose: Decision/Discussion/For Information</b>	
<b>Key Points for Discussion:</b>	
Update on: <ul style="list-style-type: none"> <li>• Primary Care Workforce Governance</li> <li>• Primary Care Workforce Projects</li> <li>• Primary Care Networks and Workforce</li> </ul>	
<b>Recommendations:</b>	To discuss/note/approve <ul style="list-style-type: none"> <li>• Governance of Primary Care Workforce</li> <li>• Current projects being delivered and future workforce project plans</li> <li>• Primary Care Networks and workforce</li> </ul>
<b>Previously Considered By and feedback :</b>	Previous workforce update to PCCC Agenda Item No 7, 30 <sup>th</sup> July 2019
<b>Management of Declared Interest:</b>	All conflicts of interest are managed by PCCC on the Declaration of Interest Register. Members of PCCC may work in a PCN delivering Network DES, and accessing Leadership and OD funds.
<b>Risk and Assurance:</b>	Risks are noted in Agenda Item No 7.
<b>Financial / Resource Implications:</b>	Financial implications are listed in Agenda Item No 7.
<b>Legal, Policy and Regulatory Requirements:</b>	The CCG and Training Hub will follow the CCG's procurement policies as appropriate in the delivery of BNSSG workforce projects.

<b>How does this reduce Health Inequalities:</b>	PCNs are being supported in collaboration with Area Teams to ensure they deliver at locality level and PCN level depending on the population requirements of PCNs and localities to reduce health inequalities in BNSSG. Health Inequalities Fellows will roll out population specific projects in areas of BNSSG to reduce health inequalities as part of the Health Inequalities Fellowship.
<b>How does this impact on Equality &amp; diversity</b>	There have been no implications for equality and diversity identified. An equality impact assessment takes place when designing projects to ensure there is no negative impact on people with protected characteristics.
<b>Patient and Public Involvement:</b>	We are engaging with patients and the public as well as with professionals in the refresh of the primary care strategy and as part of this we have asked about the workforce in Primary Care Networks in BNSSG and this has informed our development plan. The key messages have been about the opportunity for sharing and spreading resources and good practice across a wider population.
<b>Communications and Engagement:</b>	As above
<b>Author(s):</b>	Gillian Cook
<b>Sponsoring Director / Clinical Lead / Lay Member:</b>	Martin Jones

# Primary Care Workforce Update

Agenda Item No 10, Primary Care Commissioning  
Committee 28<sup>th</sup> January 2020

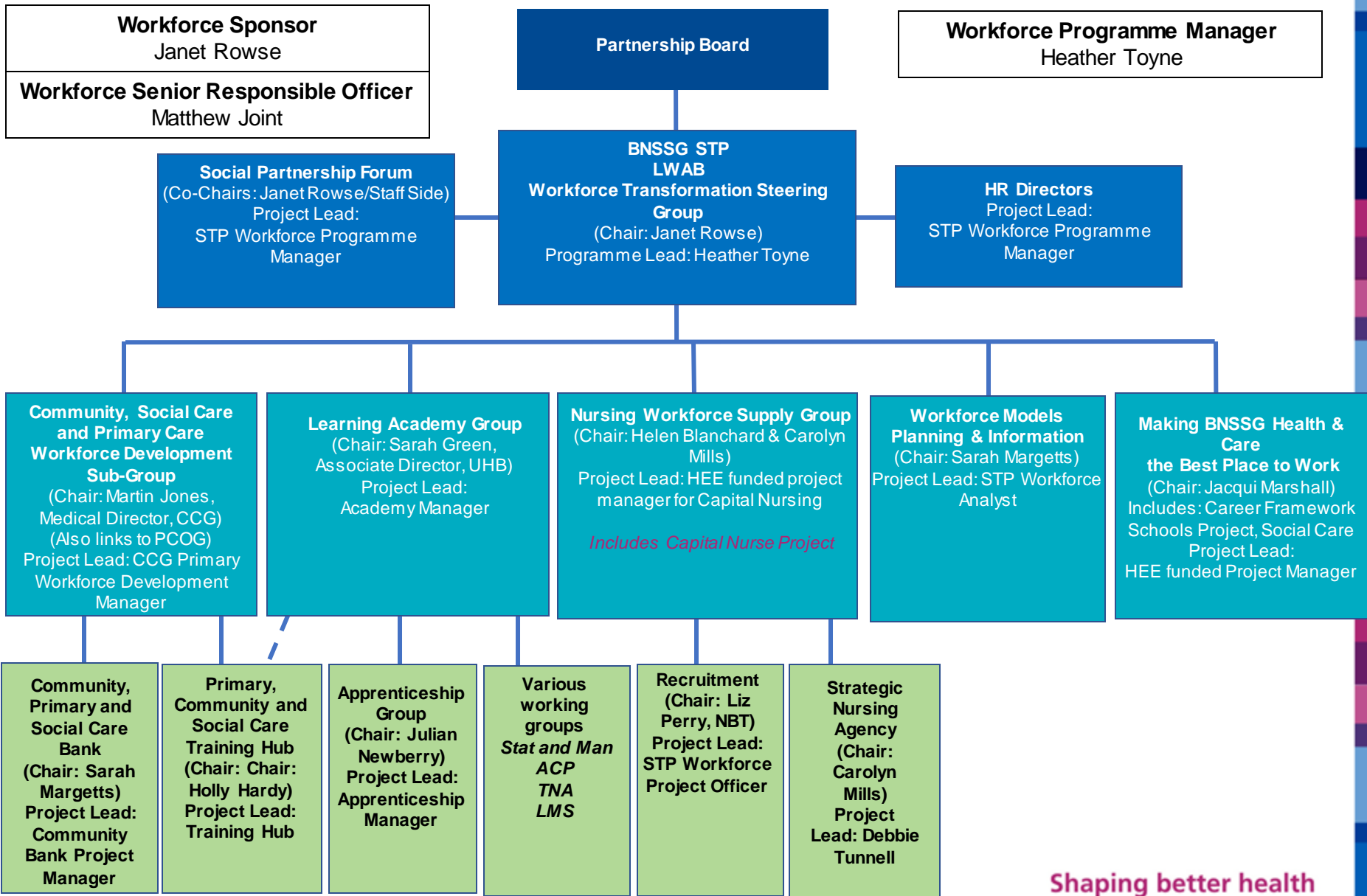
# Governance

All Primary Care Workforce projects report into the Community and Primary Care Workforce Development Sub-Group which reports to both the CCG's Primary Care Operational Group and to the STP's Workforce Transformation Steering Group.

All projects reporting into the Community and Primary Care Workforce Development Sub-Group are reported on the STP's project management system 'Verto' to enable a clear oversight of the delivery of the work.

# BNSSG Healthier Together Workforce Governance Structure

## January 2020



# Current Projects Supporting Workforce in Primary Care

# Workforce Plans

BNSSG workforce plans are described in the BNSSG Primary Care Strategy 'Developing the Workforce' to ensure the following outcomes:

- Increased patient satisfaction with faster access to care when needed with most appropriate person at the right time
- The right people are employed to support the local population need
- There will be increased control over workload due to increased efficiency, skill mix, education and resourcing
- Reduced staff turnover and increased job satisfaction within our health and social care system
- Effective collaboration across health and social care to improve population health management

The following projects are therefore designed to meet the above outcomes and will assist in the delivery of the Primary Care Strategy

# NHS England and Health Education England International GP Recruitment Programme

- Programme that links Doctors currently working as GPs in the European Economic Area to GP practices in England
- A Bristol, North Somerset and South Gloucestershire (BNSSG) prospectus has been produced in conjunction with NHSE for potential International GP Recruits
- First recruitment event was held in June 2019 for Bristol, North Somerset and South Gloucestershire Bath, Swindon, and Wiltshire and Gloucestershire BNSSG has **five** international GP recruits working in practices in Bristol, North Somerset and South Gloucestershire. There are a total of **nine** IGPRs in the South West
- A further recruitment event is planned for March 2020 in Gloucestershire for BNSSG area



# Local GP Retention Programme and Health Inequalities Fellowships

Original project bid was for:

- a leadership course for GPs in their first 5 years of their career
- Peer support for GPs
- Opportunity for 3 GPs working in areas of BNSSG where there are health inequalities to complete a Post Graduate Certificate in Public Health and link in with the Training Hub to share learning across BNSSG, with a focus on Mental Health and Prevention. This work was led by the CCG and the Training Hub.

Additional funding has been secured to continue this project into 2020/21

NHS England was able to support BNSSG in making the Health Inequality Fellows multidisciplinary. Additional funding for the project was accessed through GP Forward View and GP Nursing 10 Point Plan funds

# GP, Nurse and AHP Health Inequalities Fellows

- 3 GPs, 3 GP Nurses and 2 Allied Health Professionals (AHPs) (Pharmacist and Dietitian) were recruited into the programme
- 3 GPs, 3 GP Nurses and 2 AHPs have completed leadership programme and commenced the Postgraduate Certificate in Public Health at University of West of England in September 2019
- Monthly meetings are held with the fellows to link in with other health inequalities work in BNSSG, including Population Health Management and STP Prevention Programmes
- Ideas for ongoing projects by the Fellows include: Setting up a 'Foodbank Link' with GP practices; Supermarket Tours for people with Type 2 Diabetes; Eat Well, Spend Less Cookery Course for foodbank users and those under the care of community workers; Improving Uptake of Bowel Cancer Screening in Patients with English as a Second Language in the Bristol Inner City PCN
- Through reducing health inequalities in BNSSG, this initiative helps to deliver an element of the Long Term Plan and GP Nursing 10 Point Plan

# NHSE/I Fellowships

- NHSE/I Has provided funding to support newly-qualified GPs and nurses working in primary care.
- The Fellowships programme is a national commitment in the NHS Long Term Plan
- It is a two year programme of support, available to all newly-qualified GPs and nurses working in general practice, with an explicit focus on working within and across a Primary Care Network (PCN)
- It is a continuation of support, learning and development post-registration, supporting nurses and GPs to take up substantive roles, understand the context they are working in and maintain high levels of participation in the General Practice workforce
- The project will be led by the Training Hub and the CCG

# GP Nursing 10 Point Plan (GPN10PP)

- Three Locality Lead General Practice Nurses(LLGPN) are now part of BNSSG CCG structure
- Four GPN's have been supported by the Training Hub & CCG to complete Post Graduate Certificates in Education. They will support delivery of education to GPN's in practice as well as working as ambassadors for General Practice Nursing
- Attendance at UWE careers events for nursing students by General Practice Nurse (GPN) nurse ambassadors and locality lead GPNs
- A promotional video for GP Nurses has been produced for BNSSG and this is being used to promote GP Nursing nationally to new nursing students in a digital flyer.

# GP Nursing 10 Point Plan continued

- Following a successful bid from RCN Leadership Programme, BNSSG CCG Locality Lead Practice Nurse is developing a local retention toolkit for nurses which links with national resources and aids appraisal, revalidation and continuing professional development
- LLGPN leads are working with the Training Hub to develop mentorship across primary care providers. Academics in practice to have regular contribution at Locality Practice Nurse Forums to provide mentor support to increase placement numbers
- General Practice Nurse (GPN) ambassadors have worked with UWE to ensure undergraduate programme has more Primary Care focus i.e. in simulation suites and addition of Primary Care placements in year 1. Other projects are in progress with the aim of promoting GPN as a first choice career destination

# GP Nursing 10 Point Plan continued

- Developing career pathways for General Practice Nurses: Apprenticeships are being promoted in primary care by the Avon LMC, the Training Hub and the Locality Lead Practice Nurses; the training hub has appointed a new role to lead on the development of clinical and non clinical apprenticeships in primary care. The Training Hub has developed a New into Practice Course currently being validated by UWE.
- Developing hub and spoke mentor pilot model at new PCN level
- BNSSG has been a chosen pilot site for the Health Education England Place Based Placement Pilot. This will allow more placements in Primary Care as placements will be competency led rather than profession led. This project is being led by the Training Hub
- Regular links with other CCGs in South West North region to share best practice in developing the GPN10PP

# South Bristol Workforce Modelling Project

Bespoke piece of workforce modelling carried out in General Practice, but linking in to the McKinsey programme of work

This work has now been completed by OneCare and a report available, linking in to new models of care.

This work includes a baseline of current terms and conditions, roles and competencies of staff working in general practice

# 'Happy App'

- Happy App pilot was trialled in 4 practices in BNSSG between October and December 2019 with 'Lessons Learnt' feeding into the year long project
- The App has now been offered to all practices in BNSSG
- Eleven practices have signed up to date
- Quarterly reports by locality will be available to PCCC showing 'happiness' of Primary Care staff, and highlighting themes of feedback
- The Happy App project will run in Primary Care in BNSSG until December 2020



# Training Hub

Training continues to be delivered in primary care by the Training Hub across Health and Social Care through the Healthier Together priority areas including:

- A sustainable pipeline of highly skilled, motivated and flexible entry-level health and social care workers, recruited and developed at scale and across providers
- Considerable/sizeable expansion of the numbers of B5 registered clinicians both in post and in the pipeline
- Significant increased capability and capacity in Advanced Practice skills and training that links to Primary Care Workforce needs of the NHS England GP Five Year Forward View and the NHS England GP Long Term Plan

# Training Hub Delivered 2019/20

## Leadership, Development and Retention Programme

- Clinical Leadership Programme for Nurses and AHPs
- Putting Leadership into Practice: Quality Improvement Programme
- System Leadership at the Frontline
- Lead. Manage. Thrive.
- Next Generation GP: Energise, Engage and Empower
- Survive and Thrive: Resilience Training
- Mentoring
- Leadership Development for Practice Managers

# Training Hub Training continued

## Skills Based Education:

- Spotting a Sick Child Masterclass
- End of life Care Masterclass
- 2019 Nurse Conference
- Human Factors for HCA's

## Developing Practice Management through

- Localities Organisational Development
- Hot Topics including HR in Primary Care, Workforce Planning and Apprenticeships

## Practice Managers Development through

- System leadership, Influencing and Negotiating, Coaching Skills, Team Development and Personal Effectiveness

# Training Hub and Future Workforce

The Training Hub is securing the future workforce through sustained engagement in schools and colleges by

- Improving perceptions, knowledge and understanding of potential opportunities in health and care
- Encouraging young people to recognise their potential, including specific efforts to inspire disadvantaged and under-represented groups of young people
- Expanding access to work-related experiences and opportunities that support the progression of young people to further education and training
- Supporting young people to increase their academic attainment
- Developing a web based skills framework and career pathway tool

# Training Hub Future Workforce Plans 2019/20/21

- Facilitation training in support of Group Consultations agenda
- Aspiring Leaders Programme, aimed at supporting staff from any discipline who wish to take their first steps in a leadership role
- New Into Practice for GPN's working in General Practice
- AHPs in Primary Care; support employing and supervising allied health professionals in primary care
- Physician's Associates (PAs) in Primary Care – producing a 'how to' guide
- Supporting Social Prescribing in Primary Care - to help embed new social prescribing link workers
- Continuing to engage with universities and students promoting Primary Care as a career of choice
- Develop peer networks supported by coaching and facilitation skills/learning sets (Pharmacy/Social prescribing)
- Developing placements and quality assurance in primary care
- Supporting practices and PCNs with workforce planning

# Future Workforce Plans 2019/20/21

- Happy App offered to all GP Practices in 2020
- GP Nurse Bank Project Manger will be appointed through the STP following successful 'Bank' bid by Sirona for a Community, Primary Care and Social Care Staff Bank
- Develop portfolio career opportunities
- Work with the Health and Social Care system to ensure additional roles in Primary Care ensure maximum system-wide benefit
- Develop additional roles in Primary Care, through system working with new employment models
- Develop MDT working in PCNs through PCN development
- Delivery of year 1+ of the Primary Care Strategy, 'Developing the Workforce'

# Access to Learning Task and Finish Group

In collaboration with the Training Hub, LMC, OneCare, Skills for Care, and Health Education England, a task and finish group was set up to produce a resource:

- Courses available in BNSSG for Community and Primary Care Workforce including cost, aims and objectives of training, and evaluation
- The next phase is to link this information to career pathways for Healthcare Professionals and be made available externally to potential new recruits to Health and Social Care. This will link to the career pathway tool being developed by the Training Hub

# Impact of Workforce Training Evaluation Plan

Evaluation and Evidence Team as part of the Community and Primary Care Workforce Development Sub-Group have developed an evaluation tool that can be used in training beyond the LMC and the Training Hub

Looking at how practice has changed after 6 months:

- Has the course changed practice?
- Has it increased confidence levels?
- Is the attendee able to apply it in their role?
- If not, why not?



# Primary Care Networks and Workforce

# PCN Baseline

The baseline numbers have been collected from all PCNs across BNSSG, with Clinical Director sign off from each PCN and submitted to NHS England with regards to the number of full time equivalents of the following staff as of 31<sup>st</sup> March 2019:

- Pharmacists
- Pharmacy Technicians
- Paramedics
- Physicians Associates
- Physiotherapists
- Social Prescribing Link Workers

# Additional Roles Timeline

2019/20 Pharmacists and Social Prescribing Link Workers

2020/21 Physiotherapists and Physicians Associates

2021/22 Paramedics

It is likely that Pharmacy Technicians will also be included in the additional roles, as baseline information for these roles was requested, but awaiting further information from NHS England

# Additional Role Reimbursement

- Contracts Team and Primary Care Development Team have developed a process to ensure PCNs can be reimbursed for the additional roles, including evidencing the 'additionality' these roles will deliver
- PCNs are being asked to estimate role types and numbers of each profession until 2024, based on indicative additional roles reimbursement funds. The aim is for BNSSG to have an estimated projection of the future workforce, enabling development of roles and ensuring sufficient workforce numbers are coming through the pipeline

# Social Prescribing Link Workers (reimbursable from 2019/20)

- A working group has been set up to develop the role of Social Prescribing Link Workers (SPLWs) and includes representation from the Local Authority, 3<sup>rd</sup> sector organisations, Area Teams, patients and locality leads
- In BNSSG Social Prescribing Link Workers are mainly sub-contracted by PCNs from Local Authority and 3<sup>rd</sup> sector organisations where similar roles have existed for some time
- A PCN Social Prescribing Information Pack has been produced
- The Training Hub is delivering Social Prescribing Link Worker training for PCNs to ensure SPLWs are utilised effectively

# Pharmacists (reimbursable from 2019/20)

- Meetings have been held with CCG and providers across BNSSG, including Health Education England, the acute trusts, community interest companies, Local Pharmacy Committee representing Community Pharmacists, and BNSSG CCG Medicine Optimisations Lead to develop employment models that benefit the system:
  - Lead employer model
  - Rotational Posts
  - Portfolio Career (Flexible Working)

# Paramedics (reimbursable from 2021/22)

- Proof of concept pilot being funded by HEE to offer a funded masters programme to 10 students (with agreement to increase to 15) in Bristol, North Somerset and South Gloucestershire
- Sustainability will be achieved through self-funding through advanced learner loan, or apprenticeship (Advanced Clinical Practitioner aligned)
- Intake at UWE has increased annually in the last 3 years from 35 to 60 to 90 Paramedic students
- Despite a drop in numbers applying to Nursing, Midwifery and AHP programmes, demand for Paramedic undergraduate places exceeds availability of places by 9 applications to every available place
- Employment model opportunities:
  - Lead employer model
  - Rotational Posts
  - Portfolio Career (Flexible Working)

# Other NHS England Reimbursable Roles

- Physiotherapists (reimbursable from 2020/21)

Plans in partnership with PCN CDs in South Gloucestershire, system partners and CCG are in development to enable PCNs to choose employment models that provide benefit to PCNs and to the system, linking in with the MSK Pathway

- Physicians Associates (reimbursable from 2020/21)

There are currently very few PAs working in Primary Care, but the employment models described for Pharmacists would also apply to PAs to ensure whole system benefit ie:

- Lead employer model
- Rotational Posts
- Portfolio Career (Flexible Working)



# Next Steps

- Workforce seminar at the next Primary Care Commissioning Committee on 25<sup>th</sup> February 2020
- Working in partnership with PCN CDs, Area Teams and service providers to develop the workforce of the future
- Develop the MDT in PCNs to help to deliver the new specifications (awaiting publication from NHSE/I)

# The End