

<b>Meeting: Primary Care Commissioning Committee</b>			
<b>Meeting Date</b>	28 March 2018	<b>Action</b>	Receive
<b>Item No.</b>	7	<b>Confidential</b>	No
<b>Title</b>	Workforce, Leadership & Development Strategy		
<b>Presented By</b>	Jeff Schryer, Clinical Director of Primary Care		
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<b>Clinical Lead</b>	-		

<b>Executive Summary</b>
<p>This strategy sets out the case to develop and implement a coordinated approach to workforce transformation in Bury. It will be led by the Workforce, Leadership &amp; Development Group which is a collaboration of NHS Bury CCG and Bury GP Federation. It was reviewed in November 2017 to build upon the framework of the Bury Locality Plan and the Primary Care Health and Wellbeing Strategy.</p> <p>This strategy primarily relates to general practice as the responsibility for optometry, dental and pharmacy education sits elsewhere. However, we recognise the importance of close working relationships and work done locally will include wider primary care where relevant.</p>
<b>Recommendations</b>
<p>It is recommended that the Primary Care Commissioning Committee:</p> <ul style="list-style-type: none"> <li>• Approve the Workforce, Leadership &amp; Development Strategy</li> </ul>

<b>Links to CCG Strategic Objectives</b>	
To empower patients so that they want to, and do, take responsibility for their own healthcare. This includes prevention, self-care and navigation of the system.	<input type="checkbox"/>
To deliver system wide transformation in priority areas through innovation	<input checked="" type="checkbox"/>
To develop Primary Care to become excellent and high performing commissioners	<input type="checkbox"/>
To work with the Local Authority to establish a single commissioning organisation	<input type="checkbox"/>
To maintain and further develop robust and effective working relationships with all stakeholders and partners to drive integrated commissioning.	<input type="checkbox"/>
To deliver long term financial sustainability in partnership with all stakeholders through innovative investment which will benefit the whole Bury economy.	<input type="checkbox"/>
To develop the Locality Care Organisation to a level of maturity such that it can consistently deliver high quality services in line with Commissioner's intentions.	<input type="checkbox"/>

Supports NHS Bury CCG Governance arrangements	<input type="checkbox"/>
Does this report seek to address any of the risks included on the Governing Body Assurance Framework? If yes, state which risk below:	
GBAF <i>[Insert Risk Number and Detail Here]</i>	

Implications						
Are there any quality, safeguarding or patient experience implications?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
<i>If you have ticked yes provide details here. Delete this text if you have ticked No or N/A</i>						
Are there any conflicts of interest arising from the proposal or decision being requested?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
<i>If you have ticked yes provide details here. Delete this text if you have ticked No or N/A</i>						
Are there any financial Implications?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
<i>If you have ticked yes provide details here. Delete this text if you have ticked No or N/A</i>						
Has a Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Is a Equality, Privacy or Quality Impact Assessment required?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any associated risks?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are the risks on the CCG's risk register?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
<i>If you have ticked yes provide details here. If you are unsure seek advice from Lynne Byers about the risk register.</i>						

<b>Governance and Reporting</b>		
<b>Meeting</b>	<b>Date</b>	<b>Outcome</b>
Name of meeting		These boxes are for recording where the report has also been considered and what the outcome was. This will include internal meetings like SMT.
		If the report has not been discussed at any other meeting, these boxes can remain empty.



## **Workforce Leadership & Development Strategy:**

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## **1 Introduction**

This strategy sets out the case to develop and implement a co-ordinated approach to workforce transformation in Bury. It will be led by the Workforce, Leadership & Development Group which is a collaboration of NHS Bury CCG and Bury GP Federation. It was reviewed in November 2017 to build upon the framework of the Bury Locality Plan and the Primary Care Health and Wellbeing Strategy.

This strategy primarily relates to general practice as the responsibility for optometry, dental and pharmacy education sits elsewhere. However, we recognise the importance of close working relationships and work done locally will include wider primary care where relevant.

## **2 Background**

Primary care is considered the essential foundation on which both current and future NHS care is based. With its registered list and everyone having access to a family doctor it is one of the greatest strengths of the NHS, but it is currently under severe strain. Demand for primary care is increasing, particularly for people with complex problems and workload projections suggest that older people with multiple long term conditions and frailty will be the major source of increasing work for primary care in the future. The challenges of providing care for an ageing population living with increasingly complex health needs and a corresponding shortage of GPs and nursing staff have led to a new national policy focus to address these increasing workforce pressures in general practice. Regional and local plans further identify the need for the primary care workforce to change, to enable reform to happen in a way that is sustainable for the future, with primary care as a key workstream.

## **3 The Challenges**

Nationally Investment in primary care has fallen well behind investment in hospitals, despite increasing expectations of the work that should be done in primary care. The number of GPs per head of population has declined since 2009 with major problems of recruitment and retention. Nursing is another area of concern, with an ageing workforce in general practice nursing and similar problems of recruitment and retention.

## **4 The Vision**

This strategy sets out a vision to:

*Develop a multidisciplinary primary care workforce that has the right numbers, skills, values and behaviour to provide high quality care to the population of Bury.*

It will be led by the Workforce, Leadership and Development Group who will work in partnership with general practice, wider primary care providers, community services and

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local education providers to deliver this strategy for primary care. There are four key themes which will underpin the strategy and enable workforce transformation, these are:

- Supply and retention of primary care professionals
- Upskilling the current workforce
- Developing new roles
- Developing new ways of working

### **5 Workforce Data**

In order to fully understand the current workforce within primary care and to effectively plan the workforce required to deliver care now and in the future, comprehensive workforce information is required across all practices. This will enable us to:

- Understand the current workforce, roles and numbers
- Identify skills and skill gaps
- Consider the desired staffing model required to meet the needs of the local population

It is often difficult to capture primary care workforce data, which is dependent on annual returns completed by individual practices. This can make it difficult to gain an accurate picture of the workforce and requires triangulation of various data sources.

Primary care in Bury has 30 general practices, of which 65% submitted workforce data in 2017 to Health Education England (HEE) via the WRaPT Tool. This 65% return rate is confirmed in the HEE, working across the North West Greater Manchester Primary Care Workforce Report October 2017.

### **6 Current Provision**

The CCG along with their external partners currently provide a variety of education, training and development opportunities for general practices (listed below). The main focus has been to facilitate joint learning between practices and encourage development when it aligns with the priorities of the commissioning organisations. We plan to expand and build on this by working with key system partners including NHS England, Health Education England, NHS Leadership Academy and a range of education providers across GM to increase the opportunities available to primary care which support workforce and leadership development in Bury.

#### **Learning Time Initiatives**

The LTI scheme provides monthly protected learning time for practices to take part in multidisciplinary team learning, with the understanding that six of the sessions are aligned to CCG priorities.



### **Masterclasses**

The CCG provides regular educational events for general practice clinicians which support CCG priorities. These events have recently focused on supporting delivery of the GM standards with specific sessions linked to individual standards e.g. dementia, asthma and learning disabilities.

### **Practice Nurse Forum**

The CCG supports practice nurse and health care support worker development and provides training, education and mentorship. Under the support of the CCG Nurse Lead the following is available for practice nurses and health care support workers.

- Monthly nurse/HCA Forum
- Educational updates
- Access to funding for CPD modules at North West universities via CPD-Apply
- NMC Revalidation support
- CQC support

### **Member Engagement Events**

The CCG is committed to building stronger working relationships between the CCG, external partners and its member practices and holds quarterly engagement events which enable them to work together to achieve their objectives.

### **Safeguarding**

The CCG Safeguarding Team provide a programme of safeguarding training which general practice colleagues can access to ensure they receive the right levels of training relevant to their roles and responsibilities.

### **Clinical Education**

The CCG provides a wide variety of clinical education sessions aimed at upskilling our current primary care workforce such as nurses, pharmacists and support workers.

### **Health Education England**

HEE has developed a number of initiatives and funded activities to support primary care providers to transform their workforce to support service transformation. The CCG has supported the implementation of a number of these initiatives across practices in Bury. This includes but is not limited to:

- A CPD cash allocation to CCGs to support non-medical staff development in practice
- Commissioned Core Foundation Programme in general practice nursing
- Ring fenced places for primary care applications to assistant and advanced practitioner
- Commissioned places for the community specialist practitioner programme
- Funding the education of a cohort of physician associate trainees
- Funding the development of the enhanced training practice model

- Funding for non-medical prescribing places
- Funding the development of primary care support roles such as GP medical assistant

## 7 Themes of Work

This strategy comprises of four key themes of work. It is through the implementation of these themes and objectives that we will enable workforce transformation in Bury. These themes underpin many of the aims outlined within national and local plans to support workforce transformation as part of the need for whole system service transformation.

### 5.1 Supply and retention of primary care professionals

*What do we want to achieve*

- To attract and retain the best primary care professionals by ensuring that Bury is seen as an attractive place to train and work

*What are our plans*

- Establish comprehensive work force data for primary care which will provide an overview of current staffing levels and vacancies
- Help practices to understand their capacity and demand and explore new approaches to staffing
- Develop a comprehensive primary care workforce plan which will attract and retain primary care professionals
- Support the return of general practitioner's to primary care through schemes such as the International GP Recruitment and Induction & Refresher Programmes
- Develop general practices as learning providers

*How will we know it is working*

- Available and reliable workforce data which demonstrates a reduction in clinical vacancies and an increase in the range and type of roles
- Availability and use of workforce modelling tools which are used by practices to understand their workload and clinical case-mix
- Development of enhanced training practices who are able to offer inter-professional training to general practice staff

### 5.2 Upskilling the current workforce

*What do we want to achieve*

- A highly skilled primary care workforce who deliver high quality care in an effective way to a defined population

*What are our plans*

- Provide comprehensive work force data for primary care which will provide an overview of current skills, knowledge, expertise and identify skill gaps/needs

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- Development of a primary care learning and development programme which will address the workforce needs and support CCG priorities
- Enable career progression for existing members of staff
- Investing in leadership development, coaching and mentoring skills
- Increase in the numbers of non-medical prescribers

### *How will we know it's working*

- Learning and development programme in place which offers regular education opportunities across all primary care roles
- Event attendance lists and evaluation forms which demonstrate high uptake rates and positive feedback
- Full utilisation of available CPD funding for higher education courses provided by Health Education England
- Increased number of active non-medical prescribers

## **5.3 Developing new roles**

### *What do we want to achieve*

- An expanded multidisciplinary workforce who are able to support GPs with their clinical work load

### *What are our plans*

- Implementation of new non-clinical roles such as GP medical assistants, care navigators and assistant practitioners
- Implementation of new clinical roles such as physician associates and advanced practitioners
- Expansion of the clinical pharmacist role within general practices

### *How will we know it's working*

- There will be care navigators and GP medical assistants in every practice
- Workforce data will demonstrate an increase in the range and type of primary care roles
- Increase in the number of prescribing clinical pharmacists in practices

## **5.4 Developing new ways of working**

### *What do we want to achieve*

- An integrated workforce culture that is able to deliver high quality person centred care

### *What are our plans*

- Staffing models which support inter-professional working across general practices
- Facilitation of national and regional development programmes and opportunities

- Support the development of primary care federated models
- Use of smarter ways to deliver training and education such as competency based and virtual learning
- Collaborative working with wider primary care services

### *How will we know it's working*

- Implementation of new models of care which allow primary care to work together more closely and effectively
- Successful adoption across primary care of initiatives such as nurse led group consultations, social prescribing, care navigators and correspondence management
- Workforce data which shows an adoption of new types of workforce and skill mixes
- A learning and development programme which offers a variety of ways in which general practices and wider primary care can access training and education

## **8 Learning and Development Programme**

Informed by the workforce data we will develop a primary care learning and development programme which will address the training needs of the whole workforce. The programme will build upon existing mechanisms and will continue to support strategic objectives as outlined within the various CCG plans. A calendar of training events will be published and promoted to all practices and sessions will be evaluated to ensure that they continue to meet the needs of the workforce.

## **9 Communications & Engagement Plan**

The engagement of stakeholders in this strategy and its programmes of work are vital to its success. A communications and engagement section to this plan will be developed which will utilise a range of new and existing methods to communicate to stakeholders including newsletters, surveys, social media, workshops, engagement events, practice visits and locality meetings.

## **10 Implementation Plan**

This strategy will be delivered through implementation of the four key themes of work outlined in section 5 of this plan. These themes will be developed in sufficient detail to enable a stakeholder supported and implementable programme of work.

NHS Bury CCG and the Bury GP Federation recognise that workforce development is a responsibility for employers and, as such, the implementation of many strands of this strategy will fall within the remit of primary care providers. However, both organisations recognise that many of the key elements of implementing local and national plans and continuing to provide the excellent standards of care already delivered by general practices in Bury are contingent on a robust workforce development programme. Therefore they will

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continue to work with key stakeholders to support and enable workforce transformation through delivery of the priorities outlined in this strategy.

<b>Objectives</b>	<b>Target</b>	<b>Key Action</b>	<b>Performance Indicator</b>	<b>Completion Date</b>	<b>Constraints</b>
Understand the current primary care workforce	Comprehensive Primary Care Workforce Data	Establish existing workforce data provision available	HEE workforce report	31 Dec 17	Practices failing to submit their data via the web Tool Data not available at a practice level
		Conduct a comprehensive workforce mapping exercise across practices to establish roles, numbers vacancies, skills and gaps	Results from mapping exercise	31 Dec 17	Practices not willing to share information Data needs to be updated on a regular basis
Sufficient supply and retention of primary care professionals	Help practices to understand their capacity and demand	Pilot and promotion of Insight Tool	Data collection results	1 July 18	Non engagement
		Pilot and promotion of practice health check diagnostic tool	Data collection results	1 July 18	Non engagement
	Support the return of general practitioners to primary care	Engagement in the GP Excellence Programme	Programme uptake rate	1 July 19	Non engagement
		Engagement in the retained doctor Scheme			
		Engagement in the Induction & Refresher Scheme			
Engagement in the International GP Recruitment Scheme					
Develop general practices as learning providers	Support the development of training practices and enhanced training practices	Number of training practices	1 July 19	Practice capacity	
Upskilling of the current workforce	Establish overview of current skills,	Conduct training needs analysis across practices	Training needs analysis results	31 Dec 17	Non engagement

	knowledge and gaps				
	Develop a comprehensive primary care workforce plan	Develop a learning and development programme which will address workforce needs identified through mapping exercise and which align to CCG priorities	Analysis of event feedback	31 Mar 18	Practices unwilling to release staff
		Calendar of training events to be published and promoted to all practices			
	Enable career progression	Scope and Invest in training programmes which support career progression	Workforce data Uptake rates	Ongoing	Financial constraints
		Promotion and best utilisation of HEE CPD monies for higher education courses	CPD Apply system	Ongoing	Practices unwilling to release staff time Financial constraints
	Support individual leadership development	Support existing leadership development opportunities available from HEE and NHS leadership academy etc.	Programme uptake rates	31 Dec 17	Non engagement Individual workload capacity
		Provide organisational development opportunities for general practices that can be delivered as part of the learning and development programme			
Support practices to deliver all 9 GM standards	Provide specific education sessions thorough the learning and development programme which are linked to supporting delivery of individual standards	Quality in Primary Care Contract monitoring data Uptake of training	Ongoing	Non engagement	
Developing new roles	Implementation of new non-clinical roles	Roll out of primary care support roles, care navigators and correspondence management in line with GM investment/agreement	Workforce data Uptake of training/pilot		Non engagement
		Promotion of the HEE medical assistant pilot			

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	Implementation of new clinical roles	Promotion of the HEE initiative for physician associates	Programme uptake rates	01 July 19	Non engagement
		Engagement in the HEE advanced clinical practitioners initiative			
	Increase in the number of non-medical prescribers	Promotion of the HEE NMP initiative	Programme Uptake rates	31 Mar 18	Practices unwilling to release nurse time
		Top up of CPD SLA funding for additional NMP places			
Develop the clinical pharmacist role within primary care	Establish pharmacist workforce data as part of mapping exercise	Workforce data	31 Dec 17	Practices not willing to share information	
	provide education opportunities for practice based pharmacists that can be delivered through the learning and development programme	Training uptake rates	31 Mar 18	Financial constraints Non engagement Practices unwilling to release staff time	
Developing new ways of working	Staffing models which support inter-professional working across general practices	Establish an overview of current vacancies as part of mapping exercise	Workforce data	31 Dec 17	Practices not willing to share information
		Work with GP Fed to consider requirement of a clinical staff pool model for general practices		01 July 19	
	National/regional improvement programmes	Facilitation of the Time to Care and General Practice Leaders Programme	Programme uptake rates	1 July 18	Non engagement
		Implementation of the Redefining consultation programme	Programme uptake rates	1 July 18	Non engagement
		Engagement and promotion of the GP Excellence Programme	Programme uptake rates	1 July 18	Non engagement Financial constraints
	Smarter ways to deliver training to practices and improve engagement	Dedicated learning and development newsletter	Monthly newsletter	31 Dec 17	Non engagement
		Provision of a central portal for member practices to access current information/support	Monitoring data	01 July 17	Non engagement



		Invest in alternate ways to provide training i.e. online, webinars and video technology	Monitoring data	01 July 17	Non engagement Financial constraints
Collaborative working with wider primary care services		Link with and support the work taking place at the Greater Manchester Professional Networks		01 July 19	CCG capacity
		Include wider primary care services in the development opportunities offered through the learning & development programme	Uptake rates	01 July 19	Financial constraints Non engagement Communication barriers
		Collaborative working with key stakeholders to implement the Making Every Contact Count	Programme uptake rates	01 July 19	Non engagement
		Collaborative working with key stakeholders to implement Social Prescribing	Programme uptake rates	01 July 19	Non engagement
		Collaborative working with key stakeholders to implement Care Navigators	Programme uptake rates	01 Mar 20	Non engagement