

Meeting: Primary Care Commissioning Committee			
Meeting Date	28 July 2021	Action	Receive
Item No.	7	Confidential	No
Title	General Practice Resilience		
Presented By	Zoe Alderson, Head of Primary Care		
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Clinical Lead	Dr Jeff Schryer, Clinical Lead Primary Care		

Executive Summary
The following paper has been written to advise the Primary Care Commissioning Committee of the interventions taking place to ease the pressure on General Practice both locally and across Greater Manchester (GM) as the stress felt by General Practice throughout the Covid-19 pandemic continue to increase as we move into recovery.
Recommendations
It is recommended that the Primary Care Commissioning Committee: <ul style="list-style-type: none"> ○ Note the content of this paper ○ Note the extensive range of support on offer for general practice staff at a local and Greater Manchester wide level ○ Provide any recommendations of support which are available and not noted in the report for promotion amongst general practice staff in Bury

Links to CCG Strategic Objectives	
SO1 - To support the Borough through a robust emergency response to the Covid-19 pandemic.	<input checked="" type="checkbox"/>
SO2 - To deliver our role in the Bury 2030 local industrial strategy priorities and recovery.	<input checked="" type="checkbox"/>
SO3 - To deliver improved outcomes through a programme of transformation to establish the capabilities required to deliver the 2030 vision.	<input checked="" type="checkbox"/>
SO4 - To secure financial sustainability through the delivery of the agreed budget strategy.	<input checked="" 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	

Implications						
Are there any quality, safeguarding or patient experience implications?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Have any departments/organisations who will be affected been consulted ?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any conflicts of interest arising from the proposal or decision being requested?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any financial Implications?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Is an Equality, Privacy or Quality Impact Assessment required?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
If yes, has an Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
If yes, please give details below:						
If no, please detail below the reason for not completing an Equality, Privacy or Quality Impact Assessment:						
Are there any associated risks including Conflicts of Interest?	Yes	<input checked="" type="checkbox"/>	No	<input 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"/>

Governance and Reporting		
Meeting	Date	Outcome
N/A		

General Practice Resilience

1. Introduction

- 1.1 The following paper has been written to inform Primary Care Commissioning Committee of the interventions taking place to ease the pressure on General Practice both locally and across Greater Manchester (GM) as the stress felt by General Practice throughout the Covid-19 pandemic continues to increase as we move into recovery.

2. Background

- 2.1 On 10 June 2021, the Manchester Evening News (MEN) published an article entitled *“I just can’t do it anymore: The GPs walking away amid huge pressure, patient waiting lists and a system nearing collapse”*¹. The article referenced an interview with a former Bury GP who left his practice in following more than 20 years’ service, stating *“The last two or three years it’s become increasingly difficult to sustain, to work safely, to look after patients and manage all the other things we need to do. Covid was a catalyst and just another thing that added to the pressure.”*
- 2.2 The interview quoted GP’s and Practice Managers across GM who mirrored the perspective, advising of huge patient demand, unprecedented workloads and unsustainable levels of stress with some advising that practices could become ‘unsafe’ as a result, considering quitting, retiring early or reducing their hours.
- 2.3 In addition to the MEN article, the British Medical Association's (BMA) monthly membership magazine “The Doctor” also recently published an article stating that there was a workforce crisis before COVID, but doctors are now facing unacceptable, unsustainable pressures that are driving many to consider leaving the NHS. The BMA’s April 2021 Covid Tracker Survey also found that the number of UK doctors who were considering early retirement more than doubled in less than 12 months with respondents polling as follows:
- 21% considering leaving the NHS early (compared with 14% in June 2020)
 - 50% planned to work fewer hours
 - 25% more likely to take a career break
 - 21% considered leaving the NHS altogether for another career
 - 40% advised they don’t have a place at work that they can relax safely with colleagues but would find it beneficial if they did

3. General Practice Resilience – Local Interventions

- 3.1 The local Primary Care Team currently manage a number of programmes to support, promote and foster a culture of general practice resilience and overall wellbeing which have continued to take place throughout the Covid-19 pandemic as follows:

¹ <https://www.manchestereveningnews.co.uk/news/greater-manchester-news/gp-pressure-quitting-covid-patients-20778018>

3.2 GP Resilience Programme

- 3.2.1 The Team has worked closely with practices over a number of years to drive up quality and to manage areas of underperformance via a supportive Primary Care Quality Visit (PCQV) programme. The programme allows both the CCG and practices to manage any areas of concern before a practice is adversely affected by putting a manageable action plan in place outlining what needs to be done to bring practice in line with its peers, detailing the system support on offer to do so.
- 3.2.2 During the Covid-19 pandemic, the PCQV programme was suspended giving way to a focused General Practice Resilience programme, working with those practices who requested or needed additional support during this time. There are four Practices currently experiencing resilience and sustainability issues and each practice has a framework in place to support them.

3.3 Education & Development

- 3.3.1 During 2020/21 we have continued to provide training and development opportunities to all groups of staff within general practice. Opportunities from the GM Training Hub continue to be shared with colleagues across Bury using our Education Bulletin.
- 3.3.2 GP webinars have taken place every 2 weeks since the start of the pandemic aiming to keep GP's and Practice Managers (PM's) up to date as Covid-19 progressed and a calendar of events advertising all CCG organised training is updated and shared with practices regularly throughout the year.

3.4 SharePoint

- 3.4.1 To improve the way we communicate with our general practice staff, the primary care team have developed an online platform using SharePoint on Microsoft teams. The site is both live and interactive giving us the ability to share important news, ask colleagues questions using polls and provide colleagues with upcoming events & education opportunities. Sections include:

- CCG news (formally the GP Bulletin)
- Education and development opportunities (formally the education bulletin)
- COVID updates
- Medicine optimisation updates
- Provider information/updates
- IT updates
- Key contacts
- Access to all previous webinar recordings and presentations
- Vacancy opportunities across practices

3.5 GP and Nurse Retention Programme

- 3.5.1 A Primary Care Workforce Retention Project paper was presented to PCCC in March 2020, and detailed outcomes of the GP and Nurse Retention Programme up to that

point. Shortly after that, the pandemic hit however, the GP Federation continued work on the programme and, since April 2020, the following outcomes have been achieved:

- **Established Bury First 5 group** - now has 16 members, 12 of those regularly attend meetings (last Wed of every month). The group is led by Dr Ahmad Ali from Greenmount, with support from Dr Hampson. The group recently had their first face to face meeting over supper.
- **Recruitment** -10 new doctors entered the workforce in August 2020 with a further 2 planned this financial year 2021/22. At least 2 of these salaried doctors have since become partners in Bury practices. 1 GP is undertaking a fellowship (2 further potentially this year).
- **Mentorship** - Dr Hampson has been seeking mentorship via both the enhanced training hub and through requests to local more experienced GPs. Across GM at present, mentorship is only provided to those on the fellowship scheme. Four willing mentors have been secured but a course is still to be sourced at the appropriate level, given they are all GP trainers. In the interim Rochdale Health Alliance (RHA) has offered mentorship from GM GPs who are undertaking the institute of Leadership and Management Level 5 Mentorship course at Salford University. Dr Hampson continues to progress a longer-term solution.
- **Group Consultations** - Dr Hampson has provided training on Video Group Clinics and how to set these up. Initially this was via ELCWorks. Since their initial course, she has provided training through the CCG webinar but also to support individual practices, providing a 'How to' support pack that she developed. Several practices are now looking at this as a format for improving long term condition (LTC) management.

3.5.2 It was hoped the next stage would be to look to wider peer support including practice nurses however, work on this programme was halted in October 2020 due to the mounting pressure on primary care. GM have advised that there will be additional funding for 2021/22 and we would like to continue to work with the GP Federation in further developing and delivering on this programme with the outcome of having a better supported workforce.

3.6 Primary Care Network Direct Enhanced Service – Additional Roles Reimbursement Scheme (PCN DES ARRS)

3.6.1 All 4 PCN's have been working to recruit additional capacity through the ARRS which now sees First Contact Physiotherapists, Occupational Therapists, Advanced Practitioners and Care Coordinators (in addition to their original Clinical Pharmacists and Social Prescribers) embedded into workforce models, despite this the PCNs were unable to spend their total allocation of £1, 474, 124 (20/21), leaving an underspend £371,905.

3.6.2 The ARRS budget for 2021/22 has now increased to £2.1M and there is a robust plan in place to make full use of this allocation, including First Contact Paramedics, Mental Health Workers and further First Contact Physiotherapists.

3.7 Communications

3.7.1 The Communications Team have recently launched a local toolkit to support with patient facing messages 'Your Practice: here for you'. The objectives of this toolkit are:

- Being clear that GP Practices are open but working differently and that face to face appointments are available for patients if they need them.
- Explaining our digital first approach to Primary Care and what patients can expect, how they can help us to help them.
- To reduce the pressures on Primary Care by encouraging patients to consider other potentially appropriate service options including self-care.
- Thanking patients and urging them to be kind, we're in this together.

4 General Practice Resilience – GM Interventions

4.1 General practice resilience is not just a local issue, GM have also been focusing heavily on this area during the pandemic and continue to do so as we move into recovery, recognising that they also have a role in supporting and reviving a workforce that is tired, traumatised and disheartened.

4.2 To support all primary care staff, Greater Manchester Health and Social Care (GMH&SC) Primary Care Workforce Team have launched the GM Wellbeing Toolkit². The toolkit has been designed with a focus on workforce and can be used to support anyone navigating the challenges of working during the pandemic, bringing together all wellbeing initiatives and resources that are available in GM, providing advice on keeping well physically, practically and psychologically, as well as providing tips on how individuals can support those around them and advise on how to seek help when needed.

4.3 In addition to this resource, the GMH&SC Primary Care Workforce Team have an extensive training schedule running across the year which is promoted to all staff in general practice via the monthly GM Primary Care Workforce Update. The update also contains useful information and contacts to support workforce resilience and can be accessed by all practices on our local SharePoint site.

4.4 Delegated Management Oversight Group (DMOG) has enabled Primary Care Leads from each GM CCG to meet once a week during the pandemic to discuss priority areas. One of the main focus areas as we have moved into 2021 and into recovery has been workforce resilience.

4.5 A task and finish group has been working to review communications and engagement for the workforce bank, patient facing social media campaigns to provide advice on self-care, how to access dental services, use of pharmacists and promoting digital access to reduce the demand on general practice.

4.6 GM have also submitted a bid for non-recurrent funding which, if successful, would be used to widen the remit of the current GP Excellence scheme (stood down during

² <https://www.gmhsc.org.uk/wp-content/uploads/2021/03/Greater-Manchester-Wellbeing-Toolkit-190421.pdf>

Covid-19) to a GM Excellence scheme creating a supportive network for all Primary Care staff to utilise.

5 Recommendations

5.1 It is recommended that the Primary Care Commissioning Committee:

- Note the content of this paper
- Note the extensive range of support on offer for general practice staff at a local and Greater Manchester wide level
- Provide any recommendations of support which are available and not noted in the report for promotion amongst general practice staff in Bury

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July 2021