

**NHS DORSET CLINICAL COMMISSIONING GROUP  
PRIMARY CARE COMMISSIONING COMMITTEE  
PRIMARY CARE WORKFORCE PLANNING**

<b>Date of the meeting</b>	04/10/2017
<b>Author</b>	M Attridge, Senior Workforce Lead
<b>Purpose of Report</b>	To provide an update on the workforce planning support provided to practices and localities to support the delivery of their transformation plans.
<b>Recommendation</b>	The Committee is asked to <b>note</b> the report.
<b>Stakeholder Engagement</b>	Each locality has been contacted in regards to the workforce planning support available. Practices vary in terms of the level of support received as this is dependent on the progression of their transformation plans and their state of readiness.
<b>Previous GB / Committee/s, Dates</b>	N/A

**Monitoring and Assurance Summary**

<b>This report links to the following Strategic Principles</b>	<ul style="list-style-type: none"> <li>• Services designed around people</li> <li>• Preventing ill health and reducing inequalities</li> <li>• Sustainable healthcare services</li> <li>• Care closer to home</li> </ul>		
	<b>Yes</b> [e.g. ✓]	<b>Any action required?</b>	
		<b>Yes</b> Detail in report	<b>No</b>
All three Domains of Quality (Safety, Quality, Patient Experience)	✓		✓
Board Assurance Framework Risk Register	✓		✓
Budgetary Impact	✓		✓
Legal/Regulatory	✓		✓
People/Staff	✓		✓
Financial/Value for Money/Sustainability	✓		✓
Information Management & Technology	✓		✓
Equality Impact Assessment	✓		✓
Freedom of Information	✓		✓
<b>I confirm that I have considered the implications of this report on each of the matters above, as indicated</b>	✓		

Initials: MA

## 1. Introduction

- 1.1 This report provides a precis, as at September 2017, on the workforce planning support provided to practices and localities to support the delivery of their transformation plans.
- 1.2 The Workforce Team within the CCG made an offer earlier in the year around Primary Care Workforce Planning which included provision of baseline data, development of a workforce plan and a set of recommendations.
- 1.3 This report provides an update and the next steps.

## 2. Background

- 2.1 The CCG Workforce Team developed a Workforce Profile for each Locality which was sent to the relevant Locality Chair and Transformation Lead in August 2017.
- 2.2 To inform the Workforce Profiles contact was made with the GP Lead or Transformation Lead for each Locality.
- 2.3 The Workforce Profiles contained Workforce Data for the Locality derived from HSCIC returns from September 2016 (the most recent complete data set). This included an age profile of the workforce;
  - The Profiles also contained the ICPS recommendations for the Locality which was based on v.6 of the ICPS modelling work. Localities will receive v.7 as the decision has been made to remove non-demographic growth from the model. This will reduce the workforce required under the future model;
  - The missing data is the community provider (Dorset Healthcare) which have provided workforce data but not yet defined at Locality level;
  - Each Profile contained a summary of the main issues to highlight within each Locality.
- 2.4 The aim is to provide a number of recommendations to support a sustainable workforce for practices and localities. For example, recruitment of different roles and skills relevant to the practice and locality needs such as paramedics, MSK practitioners or apprentices. An example of a profile is included as Appendix 1.
- 2.5 Alongside the profiles was an offer to practices and localities to support the delivery of their transformation plans. The aims of the workforce planning support are to;
  - assist primary care, ideally at a Locality level, to consider and respond to the future workforce requirements;

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- align with the Dorset system transformational changes, notably the integrated community and primary care services proposals, set out in the Clinical Services Review;
- align with the Dorset system Workforce Transition Plan, an iterative plan which is aligned to the Clinical Services Review Decision Making Business Case and will evolve to cover all clinical service areas over the coming 12-24 months.

2.6 The September 2017 Primary Care Strategy Implementation Group (PCSIG) focused on Workforce Planning. This took the form of a workshop for the Locality Chairs to discuss work to date on Workforce Planning and provided the following feedback;

- The baseline data was accepted on the understanding this would be updated annually on release of new HSCIC data. The Group discussed that the baseline provides a starting point for discussion rather being required to be 100% accurate;
- The work of the Primary Care Workforce Centre to attract and retain people to work within Primary Care was noted. As was the work to consider different delivery models to allow GPs to focus on patients most in need of their help;
- Additional Protected Learning Time sessions have been put in place to support transformation. The Group discussed how these can be used to support a deep dive into workforce.

### 3. Update on Progress and Next Steps

- 3.1 Workforce Profiles have now been developed for all practices and localities. This ensures that once localities are ready, progression to the development of a workforce plan will be prompt. Each profile shows the baseline data for General Practice, has a line for the Community Provider data to be added and then shows the latest iteration of the ICPS modelling work.
- 3.2 To support the progression of the plans, Workforce Planning is an item on the agenda for the second round of Locality Clinical Leadership meetings which commenced in August 2017. These meetings are led by the CCG Chair and supported by the Primary Care GP for Transformation, Deputy Director of Engagement and Development and the relevant members of the Primary Care team.
- 3.3 Some Localities are moving with more urgency on their Workforce plans and there are different levels of ambition being shown, linked to their transformation plans. The Plans need to be owned by all practices within the Locality and the Workforce Team are able to assist the development from baselines to meaningful conversations.

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- 3.4 To ensure the profiles are kept up to date data from the HSCIC September 2017 release will be used to refresh the profiles when available as agreed at September 2017 PCSIG.
- 3.5 Dorset Healthcare are working on the community provider data to be defined at Locality level. This has been requested through the ICPS work stream. This data will be put together to allow the development of a workforce plan for each practice and locality, including workforce modelling; for example, the Wessex GP Tool and Health Education England's skill mix model. This plan will then align to the Dorset system transformational changes and Workforce Capacity and Capability Plan.
- 3.6 Practices continue to be supported by the CCG Workforce team in terms of their current recruitment requirements with the main mechanism for this being Doorway to Dorset. The table below shows the roles advertised since the formation of the site in April 2016.

Role Type	Since April 2016	Current- as at 18/09/17
Admin and Managerial	62	4
Allied Health Professionals	22	2
GPs	70	16
Nursing	61	2
<b>Total</b>	<b>215</b>	<b>24</b>

- 3.7 To support the Workforce Planning work, the CCG Workforce interviewed for two Workforce Redesign Leads on 15 September 2017. One of the Leads is for Primary Care and one will focus on the Acute Network.
- They will work with colleagues to develop the workforce profiles for services, for the workforce redesign of services;
  - They will play a key role in the design and development of solutions to address the workforce challenges in Dorset, for example recruitment and retention initiatives, as well as new ways of working through different roles and skills;
  - They will support and influence staff to consider the opportunities of different workforce solutions;
  - They will produce a regular baseline and profile of the workforce.
- 3.8 Workforce are also providing papers and updates in September and October to PCOG, PCSIG, the ICPS Portfolio Board and the Primary Care Practice Profile meeting.

### 4. GP Forward View Assurance Requirements

- 4.1 The Workforce Planning work is also in service of the GPFV Assurance Requirements. Chapter 2 of the GPFV focused on Workforce and concluded that the GPFV cannot be delivered without sufficient recruitment and workforce expansion. Therefore, NHS England and Health Education England

have set ambitious targets to expand the workforce. In order to meet the requirements of the GPFV the CCG are required to provide assurance against a series of workforce measures;

- A baseline that includes assessment of current workforce in general practice, workload demands and identifying practices that are in greatest need of support. *This is being met through the Workforce Profiles and the work of the Primary Care Practice Profiling Group;*
- Workforce development plans which set out future ways of working including the development of multi-disciplinary teams, support for practice nursing and establishing primary care at scale. *The Dorset STP puts Prevention at Scale at the heart of the plan. Inherent in this is the transfer of work from Acute to Community settings through the development of Primary Care hubs. This is also part of the next step for the Workforce Profiles. The Profiles establish the baseline as well as identifying the work underway through Locality Transformation plans;*
- Commitment to develop, fund and implement local workforce plans in line with the GPFV and that support delivery of STPs. *Again, this requirement is met through the ongoing work around the Workforce profiles;*
- Initiatives to attract, recruit and retain GPs and other clinical staff including locally designed and nationally available initiatives. *The work of the Primary Care Workforce Centre in this area is detailed below;*
- Actions to ensure GPs are able to focus on the patients most in need of their help, for example through use of clinical pharmacists in a community setting and up skilling other health care professionals to manage less complex health problems. *The work of the Primary Care Workforce Centre in this area is detailed below;*
- Actions which facilitate an expanded multi-disciplinary team and greater integration across community services to optimise out of hospital care for patients including access to premises, diagnostics, technology and community assets. *This is a primary focus of the ICPS work within Dorset.*

## 5. Primary Care Workforce Centre

5.1 The Primary Care Workforce Centre (PCWC) continues to support Primary Care in Dorset to develop innovative ways to meet current and future workforce challenges. Progress to date;

- Physician Associate (Dorset programme – recruit, train and retain in Dorset); PCWC have responsibility for scoping need for and viability of a programme in Dorset. They have met with all 4 trusts and have sent a letter to all GP training practices to assess the need. By the end of September they will compile a report confirming the outcomes of the scoping activity;

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- Paramedics (development of an approved pathway for paramedics working in primary care and on-going support through education programme);
- Clinical Pharmacist (Supporting roll out of national pilot in Dorset with on-going support through education programme);
- MSK Practitioner (MSK Practitioner Bank set up in collaboration with DHC); In addition to the bank they set up with Dorset HealthCare there are also local arrangements in place between most acutes and a few practices in their local area;
- GP Career Flex Scheme (brief produced describing the Scheme with Localities encouraged to get involved); This is an opportunity to bring enthusiastic, newly qualified or experienced GPs into specific projects or pieces of work where they can add value;
- New discussions around putting Psychiatric Nurses into general practice to support demand for mental health services. Possible development of a bank system being set up similar to the MSK bank;
- Today's Student – Tomorrow's Workforce campaign to commence in the Autumn 2017 to encourage more student/ trainee placements, work experience etc. to be offered by practices;
- Supporting the promotion, coordination and running of a 2 day Quality Improvement Fundamentals programme in October. Led by NHS England under the 'releasing to for care' programme;
- Also supporting the promotion, coordination and running of a 3 x half day Learning in Action programme focusing on care navigation that starts at the end of October. This will give those who are early adopters insight into what's been done elsewhere, what's worked and what lessons have been learnt.

## 6. Conclusion

- 6.1 The CCG Workforce Team aims to provide practical and strategic support to practices and localities to support the development of a sustainable workforce plan. The team is well connected in terms of the Dorset system transformational changes which need to inform this workforce plan, along with the wider Dorset system Workforce Transition Plan. This will ensure localities have a plan that meets their needs, whilst being supported and aligned to the wider Dorset workforce activity.

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<b>APPENDICES</b>	
<b>Appendix 1</b>	<b>Example Workforce Profile</b>