

**NHS DORSET CLINICAL COMMISSIONING GROUP
PRIMARY CARE COMMISSIONING COMMITTEE
PRIMARY CARE WORKFORCE CENTRE UPDATE**

Date of the meeting	05/04/2017
Author	E Shipton, Deputy Director of Engagement and Development
Purpose of Report	To provide an update on the Primary Care Workforce Centre activity and impact over the last 12 months.
Recommendation	The Committee is asked to note the report.
Stakeholder Engagement	The Primary Care Workforce Centre (PCWC) is a partnership between the CCG, Health Education England Wessex and Bournemouth University. Representatives from the PCWC have engaged extensively with GP practices, partner organisations including NHS providers through direct contact, locality meetings and practice manager meetings.
Previous GB / Committee/s, Dates	Primary Care Commissioning Committee, 01/02/2017

Monitoring and Assurance Summary

This report links to the following Strategic Principles	<ul style="list-style-type: none"> • Services designed around people • Preventing ill health and reducing inequalities • Sustainable healthcare services • Care closer to home 		
	Yes [e.g. ✓]	Any action required?	
		Yes Detail in report	No
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	✓		✓
I confirm that I have considered the implications of this report on each of the matters above, as indicated	✓		

Initials: ES

1. Introduction

- 1.1 This report provides an update on the Primary Care Workforce Centre (PCWC) activity and impact over the last 12 months.

2. Background

- 2.1 The PCWC is a formal partnership between Dorset Clinical Commissioning Group, Health Education England Wessex and Bournemouth University. The centre was established in April 2016 and funding was secured for two years until March 2018. The aim of the PCWC is to increase the infrastructure and enhance the collective expertise of the key partners in order to respond to the increasing workforce challenges facing primary care. It aims to provide practical and strategic support to GP Practices, working with provider organisations and other key partners to coordinate, provide and commission local and responsive workforce solutions.

- 2.2 At its inception the following outcomes were agreed and supported by the Primary Care Commissioning Committee:

- a. Increased multi-professional placement provision within primary care;
- b. A comprehensive training needs analysis undertaken, based on skills as opposed to roles – enhancing recruitment and retention in primary care;
- c. Multi-Professional education delivered against new and emerging pathways of care and ways of working;
- d. Practical support provided to practices including recruitment and retention support, statutory and mandatory training leading to efficiency savings and addressing recruitment challenges;
- e. Increased capability in primary care management and leadership; and
- f. Increased access to information and resources relevant to primary care.

3. Update on Progress and Impact

- 3.1 Over the last 12 months progress has been made in a number of areas and this report provides an overview of that activity. The challenge for most workforce related activity is measuring the short term/immediate impact of the intervention, however we have and will continue to collect and monitor data for the initiatives, but for some the true impact will be measured in other ways such as through formal research and longer term benefits realisation.
- 3.2 Attached as Appendix 1 to this report is an overview of the initiatives and work streams that the PCWC has developed and progress against them during 2016/2017, aligned to the outcomes detailed in paragraph 2.2 above.
- 3.3 In order to provide further assurance about the focus of activity during 2017/18 an implementation plan has been developed which details the objectives, aligned to Dorset's STP Leading and Working Differently Strategy. The plan also includes detailed actions, leads and timescales.

- 3.4 It is worth noting that one of the early successes for the PCWC has been the expansion and diversity of the team who are now actively engaged in delivery. The core team is funded by the PCWC and consists of three part time staff and a student on placement, however the wider team has increased significantly with active support from a further fourteen individuals, including two GP Governing Body members. These team members are not funded by the PCWC and this model approach is consistent with the vision to align people, projects, expertise and resources, where it makes sense to do so.
- 3.5 The total investment for the PCWC is £252k and a further £30k has been allocated to fund the development and delivery of the primary care leadership development programme supporting the delivery of local primary care transformation plans.

4. Conclusion

- 4.1 The Primary Care Workforce Centre is a key enabler and support for general practice workforce development and its focus has evolved to respond to the Primary Care Commissioning Strategy. A priority in the coming months will be to revisit the business plan and consider sustainability beyond March 2018.
- 4.2 The Primary Care Workforce Centre is hosting a 'Workforce Solutions: Breaking through Barriers' event on 29 March 2017. The purpose of which is to showcase the initiatives and support available. It will also provide an opportunity for delegates to engage and network with people about implementing the solutions and provide them with practical resources, help and guidance.

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Date : 22 March 2017
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APPENDICES	
Appendix 1	Progress/Outcomes 2016/2017
Appendix 2	Primary Care Workforce Centre Implementation Plan 2017/2018

PRIMARY CARE WORKFORCE CENTRE (PCWC) PROGRESS UPDATE
2016/2017

At its inception the following outcomes were agreed and supported by the Primary Care Commissioning Committee:

- g. Increased multi-professional placement provision within primary care;
- h. A comprehensive training needs analysis undertaken, based on skills as opposed to roles – enhancing recruitment and retention in primary care;
- i. Multi-Professional education delivered against new and emerging pathways of care and ways of working;
- j. Practical support provided to practices including recruitment and retention support, statutory and mandatory training leading to efficiency savings and addressing recruitment challenges;
- k. Increased capability in primary care management and leadership; and
- l. Increased access to information and resources relevant to primary care.

Activity	Progress	Impact	Outcomes						
			A	B	C	D	E	F	
Workforce									
Extended Roles: Paramedics, Clinical Pharmacists, Physician's Associates, MSK practitioners, nursing, apprenticeships	<p>Paramedics – PCWC supporting work across South of England to implement an accredited pathway and training to support working in primary care. Update expected on 29th March</p> <p>Clinical Pharmacists – local support for uptake of national pilot. Additional support provided through local learning sets.</p> <p>PAs – PCWC taking a leading role to implement a local programme. First</p>	<p>Launch summer 2017. Impact measured through attendance on accredited pathway and employment figures.</p> <p>Impact measured through take up of national programme in Dorset and attendance & feedback from learning sets.</p> <p>Impact measured through numbers employed in primary care. Longer term impact of success planned.</p>	●		●				
			●		●				
			●		●				

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	<p>cohort expected Jan 18</p> <p>MSK Practitioners – New bank system launching 29th March</p> <p>Nursing – PCWC leading on work to define pathways and improve access to education and training (e.g. apprenticeship degree)</p> <p>Apprenticeships – part of Dorset wide working party. Working on solutions to improve access to education and training.</p>	<p>Uptake and usage of bank will be measured. Impact of role to be measured.</p> <p>Use of pathways to support service delivery/development will be measured. Uptake of training and education to be measured.</p> <p>Use of apprenticeships and uptake of training and education will be measured.</p>	•		•			
Recruitment/Retention:								
Doorway to Dorset, Locum Chambers and Trust Temps	Live recruitment portal(s) specifically for primary care	<p>Nearly 400 vacancies advertised since April 2016. Site receives on average 3000 unique visitors a month, 25% of which are looking at vacancies. Out of 400 only 18 posts remain unfilled for 3 months or longer.</p> <p>Locum Chambers now has over 500 sessions available and over 50 Locum GP members</p> <p>70% of vacancy requests filled via Trust Temps</p>				•		•
Career Flex	Recruiting and retaining workforce in Dorset by supporting flexible careers	75% of ST3 trainees engaged in scheme wanting work from Summer 2017 onwards.			•	•		•

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Primary Care taster sessions as part of education pathway	Ensuring Healthcare trainees experience primary care during education.	Nursing programme to include primary care content from 2017. Placements and tasters in primary care being increased.	•						
Training and Education			A	B	C	D	E	F	
Leadership and Management:									
Primary Care Leadership Development Programme, bite size management modules, practice managers programme	Post Grad programme commissioned and aligned to primary care transformation	Commences in May 2017 (15-18 delegates)					•		
	Management modules based on outcome of practice manager survey	Commences in April 2017					•		
	Development programme for Practice Managers	Dorset PM programme commenced in Feb 2017 (12 delegates)					•		
Clinical skills:									
Minor illness programme, Hot Topics	Additional programme to respond to demand	Commences in June 17		•					
		Hot topics ran in January 2017, 170 GP delegates (85% more than satisfied and 155 satisfied with the event).			•				

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Coaching/ mentoring/ learning sets	Single and multi-professional learning sets to support, develop and retain existing staff.	Pilot programme for learning sets running in North Dorset using PLT sessions with scope to add evening sessions. 5 localities taken up the offer from PCWC to use PLT opportunities.			●			
Research								
Destination research (GP Trainees and NQGP) Training Needs Analysis for Practice Managers	To understand how trainees and NQGs plan their career and what will keep them in Dorset Identify and prioritise development needs for PM population	Analysis informed evolution of GP Postgrad scheme to Career Flex and introduction of more support for NQGs Informed Dorset PM programme and the Primary Care Leadership Development Programme		●				●
				●				●

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LEADING AND WORKING DIFFERENTLY STRATEGY	PCWC OBJECTIVE	ACTION	LEAD	SUPPORT	ENABLER	DEADLINE
		use and for practices to access.				
DEVELOPING OUR STAFF <i>We will develop roles, skills and competencies to meet future service demand.</i>	3. Lead on the development and enhancement of new and innovative roles to support general practices; GPs Nursing – qualified and unqualified Pharmacists Paramedics Placements Physician Associates	<ul style="list-style-type: none"> Develop the postgraduate schemes for doctors and nurses, ensuring the appropriate mentorship and support structure is in place. Develop relationships with graduates and with stakeholders across the system to ensure sustainability and successful implementation of the scheme. Develop a workforce plan for paramedics to support general practice. Develop a workforce plan to enhance nursing skills and develop roles aligned to the vision of integrated community services. Develop a workforce plan for pharmacist roles in general practice. Create work placements to enhance and improve the offer to encourage people to work in general practice. 	CW	SA	HEW, Bournemouth University, GP Centre	Ongoing
			HT			Sept 17
			SSh	JS		Jun 17
			KG			Apr 17
	4. Develop a leadership programme for general practice staff, to develop leaders in primary care, which aligns to the wider system development plan.	<ul style="list-style-type: none"> Design and develop a leadership programme to support the development of GPs and other professionals in practices in Dorset. Ensure both academic and practical components are considered. 	ES	EP	TVWLA, Bournemouth University (KB)	Complete
	5. Enhance the infrastructure and insight of general practice to	<ul style="list-style-type: none"> Identify and undertake a skills audit across general practices in primary 	ES	SA	Primary Care Management	Complete

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LEADING AND WORKING DIFFERENTLY STRATEGY	PCWC OBJECTIVE	ACTION	LEAD	SUPPORT	ENABLER	DEADLINE
	<p>support and enable transformation through the development of workforce plans.</p>	<p>care to identify the top priority areas to address.</p> <ul style="list-style-type: none"> Identify if any information is already available to inform the analysis. Ensure the analysis is aligned to the future transformation of primary care; including the primary care strategy and integrated community services vision. Conduct workforce planning analysis, providing support to practices to ensure the right information is collated. Support the development of accurate locality workforce plans. 			Team	<p>Complete</p> <p>Jun 17</p> <p>Apr – Sep 17</p> <p>Apr – Sep 17</p>
	<p>6. In response to the outcome of the skills audit develop, design, commission development programmes for general practice.</p>	<ul style="list-style-type: none"> Design, develop and commission programmes to address the training needs. Ensure alignment to the hot topics and practice learning programmes, adapting as appropriate to provide the right support to practices. Ensure the involvement of primary care in the development of core skills, such as statutory and mandatory training, led through the leading and working differently strategy. 	ES	SA	HEW, Bournemouth University	<p>Mar 17</p> <p>Dec 17</p> <p>Q2 17/18</p>

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LEADING AND WORKING DIFFERENTLY STRATEGY	PCWC OBJECTIVE	ACTION	LEAD	SUPPORT	ENABLER	DEADLINE
	7. Actively research and review the effectiveness of the Primary Care Workforce Centre, responding to the needs of practices and professionals to ensure the future sustainability of the workforce in Dorset.	<ul style="list-style-type: none"> Conduct surveys and secure feedback to review the progress of each aspect of this implementation plan. Regular review and respond to the KPIs and information identified from the research. 	EF	SA/EP	Workforce Team CCG, Bournemouth University	Ongoing

Note:

- CW Prof Clare Wedderburn, Director, Primary Care Workforce Centre
- ES Emma Shipton, Deputy Director Engagement and Development, Dorset CCG
- EP Eleanor Parson, Head of Workforce and Engagement, Dorset CCG
- SA Steve Aylwin, Senior Workforce Lead, Director Primary Care Workforce Centre
- AB Dr Aurelia Butcher
- EF Dr Emer Forde
- KB Prof Keith Brown, Bournemouth University
- SSh Sally Shead, Director of Nursing and Quality, Dorset CCG
- KG Katherine Gough, Head of Medicines Management, Dorset CCG
- MW Hazel Thorp, Head of Service Delivery
- JS Jaydee Swarbrick, Professional Practice Lead, Dorset CCG
- HEW Health Education England Wessex
- TVWLA Thames Valley and Wessex Leadership Academy