

Agenda item: 09

Subject:	Workforce and Training Update
Presented by:	Jayde Robinson, Head of Primary Care Workforce Transformation
Prepared by:	Keri Robinson, PC Transformation Manager - Workforce Planning and Governance
Submitted to:	ICB Board
Date:	10/01/2023

Purpose of paper:

To provide Primary Care Commissioning Committee members with an update on the Primary Care Workforce Team (formerly called the Training Hub) and changes to our governance arrangements.

This report also sets out the work of the Primary Care Workforce Team and our plan for the remainder of this financial year.

Executive Summary:

The Norfolk and Waveney Primary Care Workforce (PCW) team has gone through broad changes since our last update to the Committee, we have changed our name from Training Hub to the Primary Care Workforce Team, we have stood down the Training Hub Workforce Implementation Group, and we have welcomed a new head of Workforce Transformation and a new Training Hub manager.

This paper also provides an update on delivery of our Workforce and Training Projects and Programmes since our last update.

Report

1. Name change

To better incorporate our collaborative working under the Integrated Care Board Workforce Team and encompass our wider work around Retention and Recruitment we have moved away from our previous name 'The Norfolk and Waveney Training Hub' toward our new name the 'Primary Care Workforce Team'.

2. Team update

Recruitment of core team members is almost complete following successful recruitment to the below roles. The team has a broad mix of skills, experience, and clinical roles across primary and secondary care.

The following team members have been recruited since our last update:

- Jayde Robinson, Head of Primary Care Workforce Transformation
- Ben Chandler, Training Hub Manager – Workforce Development
- Cat McCormack, Quality Administrator

The team is led by our new Head of Workforce Transformation which sets the conditions for us to deliver the Primary Care Workforce Strategy and the Communications and Engagement Strategy for 2022-25.

3. Governance

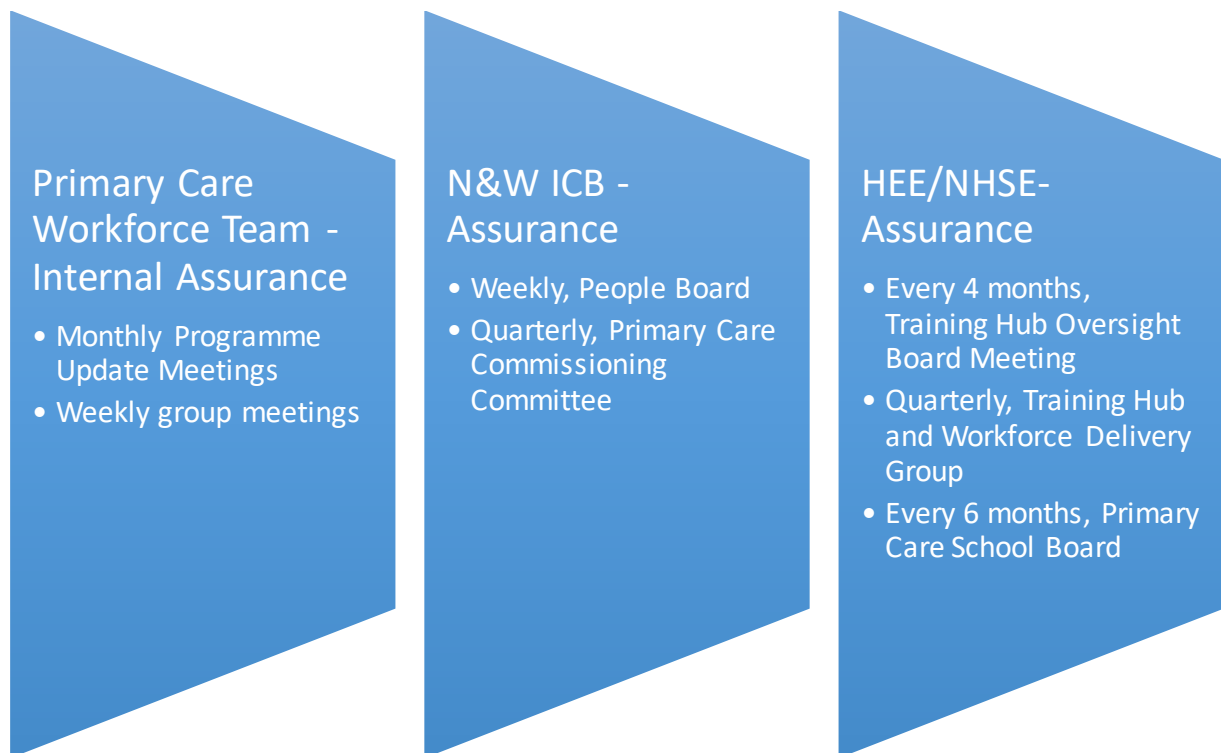
Health Education England (HEE) and NHS England (NHSE) oversee Training Hub Progress through a Training Hub Oversight Board meeting held three times a year. The first of these meetings was held 19 August 2022 and the next Oversight Board meeting will be held Thursday 12 January 2023 and will be attended by representatives from the Workforce team, ICB Primary Care Team, HEE and NHSE. Prior to this meeting the extensive Primary Care Workforce Delivery Plan has been revised and submitted including updates on all key Performance areas:

- Workforce planning
- Supporting development of educational programmes
- Support equality, diversity and inclusion
- Expanding and managing innovative and high-quality learning environment
- Increasing capacity and capability of educators
- Embedding new roles as part of the ARRS supporting retention
- Sustainability
- Communication and stakeholder management
- Development of systems
- NHSE/ I GP Retention Schemes
- Placement Data
- Advanced Practice

The Norfolk & Waveney Workforce Steering Group (formerly known as the Training Workforce Implementation Group (TWIG)) has now been stood down. All Primary Care Workforce and training updates including sign off of activities will be conducted through the Primary Care Commissioning Committee – Part One, as part of our new governance arrangements. In addition, the Head of Primary Care Workforce Transformation will be in attendance at the People Board to ensure Primary Care is also represented at this level.

The changes in the governance process will enable utilisation of existing networks established to ensure the Primary Care Workforce Team are more visible during

these discussions. These are through Practice Managers meetings, Clinical Directors', PCN discussions as well as the Strategic Primary Care networks through the ICB.



4. Finance

We are working within our financial budget limits with no concerns to be raised; the finance update will be presented in Item 4 by Rashmi Balakrishnan.

5. Primary Care Workforce Programme updates

Retention Schemes

Schwartz Rounds: for Clinical and Non-Clinical Primary Care staff were launched/relaunched in May 2022, the pandemic gave us the opportunity to pause, reflect and reconsider our model of delivery and project plans for rollout. To create parity and meet the needs of staff working within the Primary Care landscape; we launched to the 105 practices across Norfolk and Waveney with monthly virtual Rounds, 123 people booked on between May and November and we have seen the Schwartz ripple effect in action with attendance growing at each Round. We have already released the dates and topics for the virtual Rounds for 2023 and have 19 people booked on already, we are in discussion with our Steering Group and facilitators to scope the possibility of undertaking a hybrid approach to Rounds and add a face-to-face Round into each locality in addition once a year. Since May 2022 the Steering Group has grown from 4 members to 10 and we are currently in the process of increasing our facilitators with 5 people booked onto their training with the Point of Care Foundation in the new year to improve resilience. Staff who have

attended the Rounds have left comments evidencing a positive impact thus far, e.g. “thought provoking”, “powerful”, “transformational” and “feeling connected”.

We are supporting the ICB Rounds and have begun promoting them to ensure Primary Care have a voice in the wider Rounds.’

Mentoring Scheme: Consideration of a cohort of trainee mentors to take place in 2023.

General Practice Assistant Programme: 30 places were provided by Health Education England this year. 17 places were filled in April 2022, and the final 13 places were allocated to commence in December 2022.

We are currently awaiting further direction from Health Education England regarding a further cohort to take place in 2023.

There has been a significant increase in interest in the GPA Programme since the inclusion of the (Trainee) General Practice Assistant role to the Additional Roles Reimbursement Scheme.

GP Careers Plus: The GP careers plus programme has seen an increase in membership, and now has 61 members, with a further 11 GPs currently in the process of joining. A further 12 GPs are known to be working as locums in the area and will be invited to join the programme if they wish.

The programme has recently been reviewed to ensure it meets the current needs of its members and the region, and local GP members were invited to engage with sharing opinions and information, fostering a better understanding. These opinions were gathered through surveys and discussion meetings in Autumn 2022. Key themes were identified supporting a better understanding of need, and plans are being developed to enhance the programme over 2023. A proposal to enact changes to the existing programme will be put forward for approval in the spring PCCC following engagement with our system partners, including the LMC. Feedback from this process of GP engagement was excellent with GPs reporting that they felt listened to, felt valued, considered that this was an example of policies were being built from the bottom up, and that the ICB was responsive to their needs.

Flexible Staff Pool: The digital flexible staff pool provided by Lantum has experienced growth in quarter 4 of 2022, with 78/105 practices signed up and 48 clinicians approved to work. There are geographical differences in take up and activity across N&W, and work continues to improve outcomes in rural areas where the activity is shown to be lesser. Lantum is working hard to close gaps and improve outcomes and will be visiting the Norfolk and Waveney area in January 2023 to run a GP CPD day and engage with practices. The framework for Flexible Staff Pools from 2021-2022 was not able to be extended and a new framework and guidance for the 2022-2023 funding has now been published. A procurement exercise will take place through Jan/Feb 2023 with the aim of securing the best contract moving forward. The current provision has been extended until February 2023 to allow for this process to take place without interruption to the existing provision of service for practices, and to prevent any impact on staff or patients.

Newly Qualified and First 5 GPs: Following feedback from a number of First 5 GPs and a First 5 GP lead, we are reviewing the local support available for this cohort with the intention to propose a package of support in the future, funded from the GP Retention Budget. This work will align directly with the ICS KPI of making Norfolk and Waveney the best place to work, encouraging more general practitioners to stay in, or move to Norfolk earlier in their careers therefore positively impacting the age demographic within Norfolk and Waveney.

First 5 Events: We are planning two events in 2023, in collaboration with the RCGP, which will be specifically for ST3, newly qualified and First 5 GPs with the aim of showcasing the Norfolk and Waveney area as a great place to work and live and gather information on the work portfolio new GPs will be looking to achieve. The information gained through this event will support regional planning and resilience and the event will provide a springboard to talk about the programmes of support available to new GPs. This plan directly aligns with the ICS KPIs. These events will take place in March and August 2023. Funding for these events has been provided from the GP retention and recruitment budget.

Fellowships

GP Fellowships: There are 31 active GP Fellowships at present, 20 of which have commenced and are either in their first or second year, 11 are currently awaiting to start or have paused their Fellowship for any reason. We have a further seven fellowships in development. To date, 9 GP Fellowships have been completed. All current fellowships have been offered. All fellows have been offered mentorship with over 65% of them taking up the offer.

Nurse Fellowships: We have 1 Nurse fellowship ongoing with 2 further Nurse fellowships in development alongside two Physician Associate fellowships in development.

Apprenticeships

Nursing: As of January 2023, there are 33 Nursing Apprentices in Primary Care within Norfolk and Waveney, consisting of 26 Trainee Nursing Associates and 7 Nursing Degree Apprentices. Further communications are due to be shared to promote the September 2023 Nursing Apprentice Programmes.

Pharmacy: There are currently 26 Pre-Registered Trainee Pharmacy Technicians across Norfolk and Waveney with 4 new PTPTs having started in September 22. A new HEE PTPT Programme manager has started in post and we are working closely to develop the programme looking forward to the Sept 23 cohorts.

Non-clinical: Administration and Management apprenticeships continue to be promoted by the Hub. Level 3 and 5 Management Apprenticeships are currently being advertised to take place in February and March 2023, with the cohort mixed with those from Norfolk and Waveney Primary Care and Mind.

New Workforce Retention Schemes

Two programmes are now being scoped by the Head of Primary Care Workforce Transformation, which have been specifically designed to mitigate PCCC risk PC01 with GP and Nurse recruitment.

These include International Nurse Recruitment Pilot and the GP Partnership Model. The October 22 data from Health Education England indicates that the “GP Partners” have reduced by 15 WTE in the last 12 months. However, nursing staff have increased by 19 WTE in the last 12 months.

6. Additional Roles Reimbursement Scheme (ARRS)

Planning Update

Norfolk and Waveney PCNs submitted their ARRS workforce plans for 2022-23 at the end of October 2022, those plans projected an overspend of almost £1m, therefore there will be no underspend to distribute this year.

We explored with NHSE the possibility of bidding for underspend from other areas, but this is not possible. All PCNs have been advised to proceed to work within their financial allocation. We are continuing to monitor ARRS fund usage against plans and have the process in place to trigger an underspend process should any be identified.

462.96 FTE ARRS roles have been introduced into Primary Care across the system since April to November 22.

Baseline Update

The Committee is asked to note an agreed change to the roles within the baseline for Great Yarmouth and Northern Villages PCN, the baseline was set at 9.51 Whole Time Equivalent (WTE) in 2019. As per the GP contract extract below this change was agreed by Sadie Parker on Mon 28 November 2022.

“7.2.4. With the agreement of the commissioner, which will not be unreasonably withheld, a PCN will be able to substitute between clinical pharmacists, first contact physiotherapists, physician associates and paramedics within the PCN baseline. Where agreement to a substitution has taken place, the PCN will not be subject to an equivalent WTE reduction in workforce funding under the Network Contract DES Additional Roles Reimbursement Scheme.”

Baseline set 2019		New Baseline position agreed November 2022	
Role	WTE	Role	WTE
Clinical Pharmacist	0.51	Clinical Pharmacist	0.51
Paramedic	5	Paramedic	6
Physician Associate	4	Physician Associate	3

First Contact Physiotherapist	0	First Contact Physiotherapist	0
-------------------------------	---	-------------------------------	---

7. Newsletter changes

Following feedback taken into consideration from Primary Care staff regarding our weekly newsletter that is issued every Friday containing funded training and workforce updates that staff can access, we have made a series of improvements to increase engagement and subscribers such as:

- Respecting the time of the reader we have capped the size of the issue at 4 pages maximum per week.
- Limited the length of items to a maximum of 1 paragraph and a few bullet points
- Following a similar and successful layout to the ICS issued GP Bulletin we have added a Red, Amber and Green system e.g. Red for urgent updates within the same or following week, Amber for updates within that month, and Green for general awareness.

On top of this as well as our general subscriber pool we also distribute our newsletter via email to all of the Norfolk and Waveney Practice Managers and known GP locums in the area, all of our updates are linked to our Education and Workforce Information Repository located on our Microsoft Teams channel that all Primary Care staff are members of.

8. Strategy update

Our last paper sought preliminary approval of the Primary Care Workforce Strategy and Communications and Engagement Strategy, subject to the outcome of engagement with primary care. Approval was granted in October 2022 subject to engagement with primary care.

As part of this engagement process undertaken in Q3, there were several areas identified to be included within the Primary Care Workforce Strategy. These were: Volunteering, Equality Diversity and Inclusion, Bullying, Health & Wellbeing and Research. The strategy is being updated in Q4 to reflect these changes and will be presented back to the Committee for final approval in May 2023. This timeline will also reflect the transfer of responsibilities for the other primary care services (dental, pharmaceutical and optometry). Community Pharmacy workforce plan will form part of the ICS People Plan.

Overall, the strategy and its components have been well received amongst stakeholders, with a particular focus on a place-based approach. A review of the existing operational programmes has commenced, to ensure they maximise the ICS primary care workforce strategy.

9. Community Pharmacy

Community Pharmacy PCN Leads: Additional HEE funding has been received for ICBs to appoint and develop Community Pharmacy PCN Leads this year. Norfolk & Waveney PCNs have agreed match funding allowing us to recruit 4 posts instead of two. These posts will be in GYW, Kings Lynn and two across Norwich. The JD, role requirements and training programme are currently under development with the recruitment aiming to commence in late Jan 23.

Recommendation to the Board:

To note the updates.

Key Risks	
Clinical and Quality:	Function of the workforce and training function supports the delivery of clinical service
Finance and Performance:	Delivery of function within agreed budget
Impact Assessment (environmental and equalities):	None
Reputation:	Delivery of Primary Care Workforce function ensures successful achievement of HEE and NHSEI objectives and development of primary care workforce
Legal:	None
Information Governance:	None
Resource Required:	N/A
Reference document(s):	N/A
NHS Constitution:	N/A
Conflicts of Interest:	None Identified
Reference to relevant risk on the Board Assurance Framework	PC1, PC17, PC14/GBAF06 – resilience of general practice

Governance

Process/Committee approval with date(s) (as appropriate)	Audit Committee for information.
---	----------------------------------