

# **KENT HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

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## **SUSTAINABILITY AND TRANSFORMATION PARTNERSHIP (STP) PRIMARY CARE WORKFORCE**

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### **Summary**

This report will provide the Kent HOSC with an overview of the Kent primary care workforce position, particularly general practice; the actions being taken by the Kent and Medway STP Primary Care Workforce Group to address the primary care workforce challenges and how this aligns to the STP Primary Care Board developing strategy.

### **1. Background**

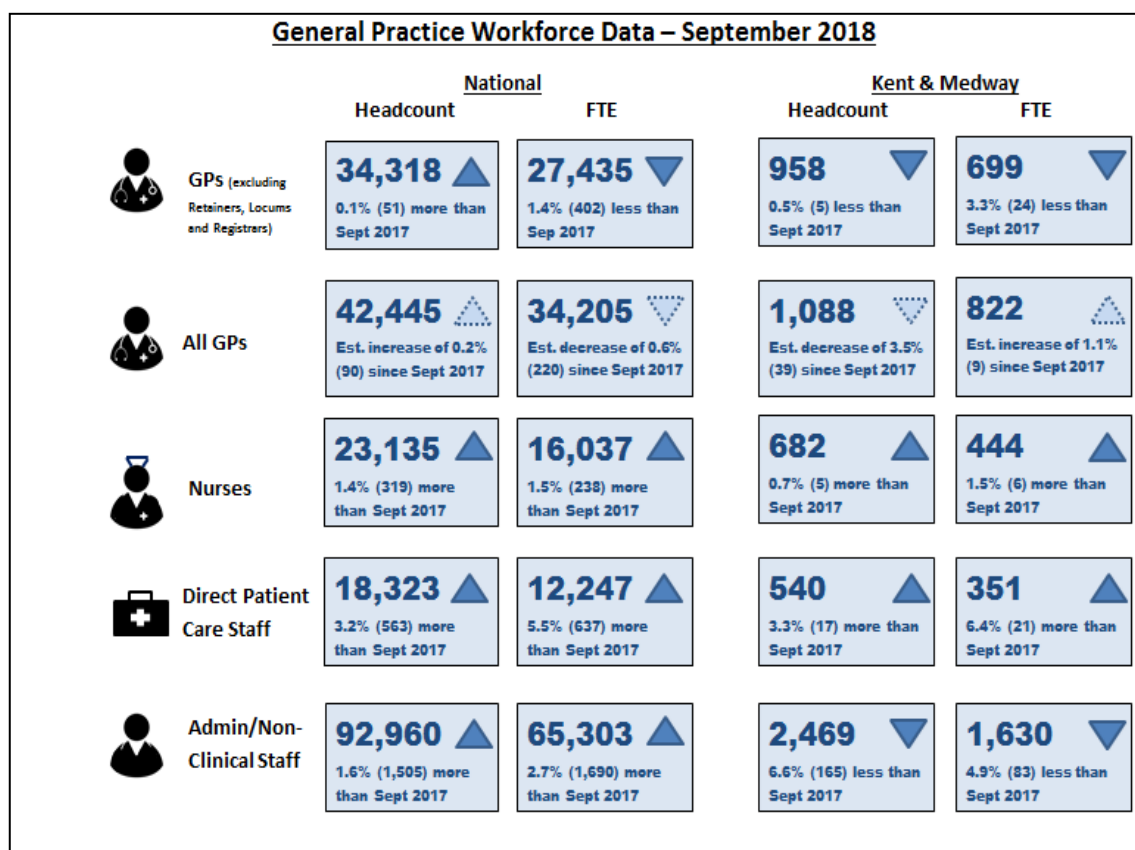
- 1.1 Primary care is fundamental to the delivery of health and wellbeing in Kent and Medway. For 90% of patients this is the first interaction that they will have with health services and early access to these services will have a significant impact on patient outcomes and their appropriate use of other health and care services. A key driver for access to services is the availability of primary care workforce, more traditionally GPs, but also the wider clinical and professional workforce.
- 1.2 In Kent and Medway, the predominant provision of primary care is through general practice. There are 226 general practices across Kent and Medway.
- 1.3 Primary Care Networks (collaborations of practices, community, mental health, social care, pharmacy, hospital and voluntary services)) are also being developed across Kent and Medway (Appendix 1) in an effort to proactively support people with multiple co-morbidities to improve their health and wellbeing and ease pressure on health and care services, working in partnership as multidisciplinary teams with wider health, social care and

voluntary providers. This also provides an opportunity for general practice and other providers to share workforce and workload. Based on GP registered lists, they typically serve populations of 30-50,000 – being small enough to care, and big enough to thrive. In many areas, multiple networks have come together to form GP federations (Appendix 2) – large groups of practices that form an organisational entity and are able to provide more economies of scale without losing the local focus of the individual networks.

- 1.4 This paper focuses on the general practice workforce, recognised nationally as well as in Kent and Medway to be a key priority for workforce focus due to sustainability of practices on the most part due to the continued availability of workforce.
- 1.5 The Kent and Medway Sustainability and Transformation Partnership (STP) have prioritised primary care as a key workstream. The Primary Care Board are currently developing a Primary Care Strategy for Kent and Medway, and the supporting Primary Care Workforce Group has developed a Primary Care workforce transformation plan which is summarised in this paper.

## 2. Primary Care Workforce position

- 2.1 The most recent workforce data (September 2018) is shown below:



- 2.2 In Kent and Medway:

- All CCGs have lower numbers of GPs when compared nationally – there would be 181 more GPs and five CCGs have lower numbers of practice nurses- 27 more practice nurses if we were at national average
- 12% of all GP posts are vacant, and 53% of these have been for at least a year, with all practice nurse vacancies having been vacant for more than 6 months – locum doctors make up 8% of the workforce
- 26% of GPs are 55 years and over and therefore nearing retirement, the largest ageing GP workforce in England (19.4%)
- a lack of growth in GP workforce (down 11% in Kent and Medway compared to 2% nationally)
- limited number of trainees converting into GPs in Kent and Medway (around 40%).

2.3 Primary care workforce activities are being undertaken across Kent and Medway at practice, federation and CCG level. Three Community Education Training Hubs are in place (funded by Health Education England) across North Kent, West Kent and East Kent providing local education and workforce development support, working alongside CCGs, Federations and the Local Medical Committee working with general practices to develop their workforce, introduce new and enhanced multidisciplinary roles, support student and trainee placements and provide education, training and networking opportunities.

2.4 Good examples of local workforce development can be seen across Kent and Medway through this approach but it is recognised that this is not consistent across practices and strategy development and funding could be better utilised by coordinating these efforts at a Kent and Medway level whilst ensuring local resources, innovation and local delivery is not stifled. Examples of activities undertaken have included:

- Creating primary care led multidisciplinary teams using wider workforce and working with partners to reduce reliance on GPs and allocate workload appropriately to wider workforce with enhanced skill set i.e. Encompass workforce model and Thanet Primary Care Home workforce model
- Introduction of primary care physiotherapy services, use of primary care community pharmacists and paramedics as alternative ways of delivering services, managing workload and supporting patients
- Developed skills of the primary care workforce such as care navigation i.e. in West Kent 470 receptionists trained and use of social prescribing services for patients to navigate and access appropriate alternative services
- Offered upskilling of the workforce through programmes in the community such as acutely ill patients (100 system nurses) and community diabetes in East Kent (30 Foundation places, 24 PITSTOP places)
- Community Education Provider Networks have worked with GP providers on retention initiatives for the First Five, Last Five programmes with £192,850 awarded by NHS England to develop these initiatives further

### 3. Primary Care Workforce Transformation

- 3.1 The Primary Care Workforce Group was introduced as part of the STP governance to support primary care workforce leads to develop a Workforce Transformation Plan through shared priorities, coordinated effort, transparent and shared funding and share local learning and experience as well as best practice from other areas. This group is chaired by Simon Dunn, Clinical Chair for Canterbury and Coastal CCG and representation on the group includes the STP Workforce leads, Local Medical Committee, Provider Practice Management, Community Education Training Hubs and CCG leads, Health Education England and NHS England Primary care leads.

#### Primary Care Transformation Plan

- 3.2 The Ambition is for Kent and Medway to be **a great place to work, live and learn**. To deliver the ambition and address critical workforce challenges it is intended that a Kent and Medway Academy for Health and Social Care be introduced working collectively to:
- **Promote Kent and Medway** as a great place to work
  - **Maximise supply** of health and social care workforce
  - Create **lifelong careers** in health and social care
  - Develop our **system leaders** and encourage **culture change**
  - Improve **workforce wellbeing, inclusion and workload** to increase retention
- 3.3 A summary of the Workforce Transformation Plan for Primary Care is shown below.

### Workforce: our plan for Primary Care



### 3.4 Key deliverables for 2019/20 include:

- Undertaking a Kent and Medway and international GP and primary care recruitment campaign
- Developing GP and Advanced Practitioner portfolio careers and flexible working offers to support locum conversion and retention
- Supporting retention of the primary care workforce throughout their careers through the NextGen programme, careers counselling (First Five, Middle Five, Last Five programmes) and retirement planning
- Developing GP and primary care leaders through leadership programmes such as Practice Manager development, mentorship and coaching
- Developing virtual student and trainee networks and Communities of Practices across Kent and Medway
- Increasing supply of the primary care workforce through growth of new and enhanced roles and primary care placements in the Kent and Medway Medical School
- Supporting retention of the primary care workforce through workforce engagement, workforce redesign and high impact actions
- Supporting the development of new primary care integrated delivery i.e. GP Federations and Primary Care Networks
- Developing local workforce planning capability and capacity
- Growing the care navigation and social prescribing workforce
- Organisational Development support for the 37 Primary Care Networks including the rollout of the OD toolkit
- Esther coaching and training across primary care

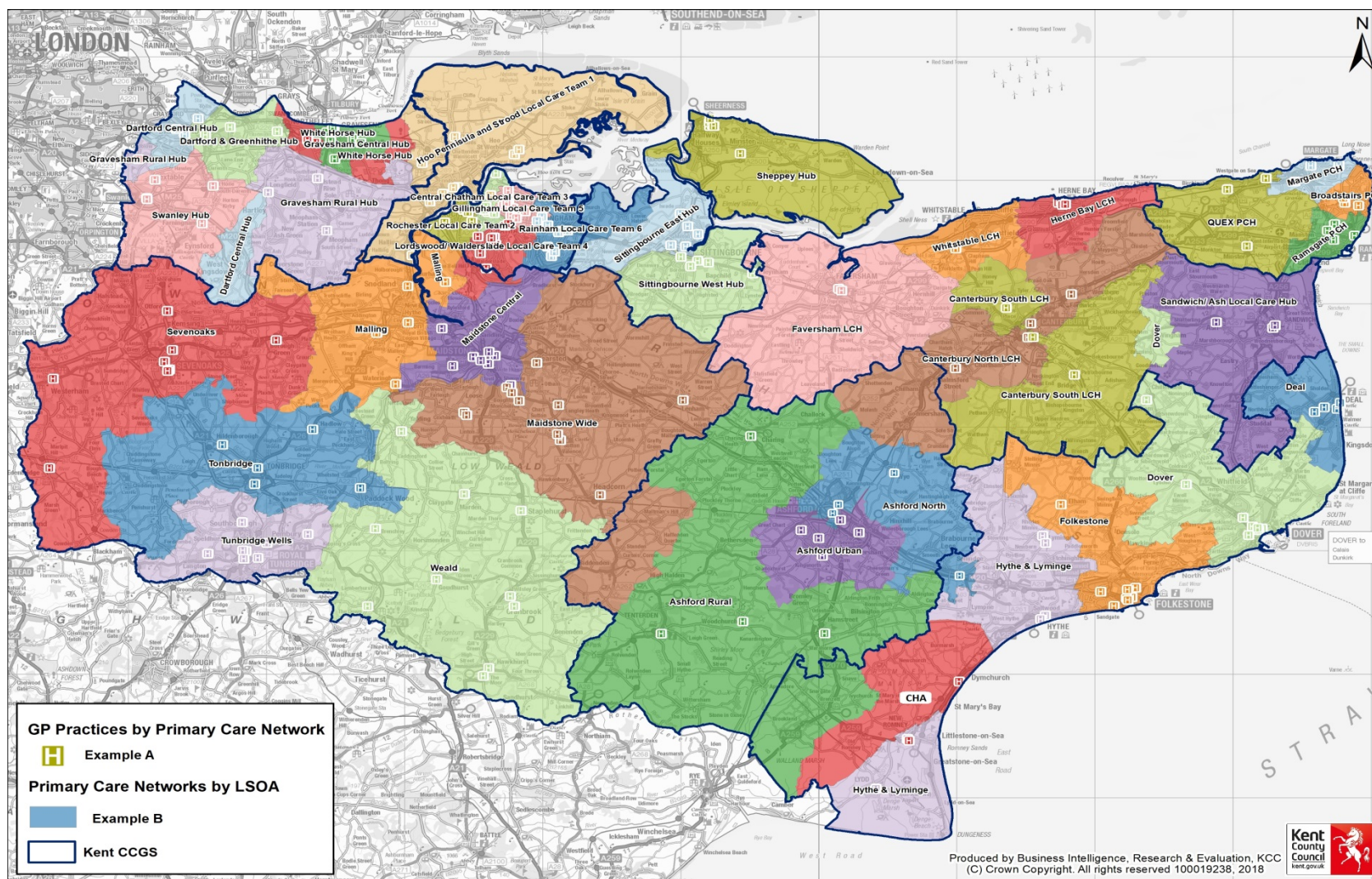
### 3.5 £1.5 million has been identified through the STP Primary Care Group by Health Education England and NHS England to support the implementation of this plan.

### Next Steps and Kent and Medway Primary Care Strategy

- 3.6 The STP Primary Care Workforce Group will be responsible for the delivery of the Primary Care Workforce Transformation Plan. Oversight of its progress will be undertaken by both the STP Primary Care Board and the STP Workforce Board.
- 3.7 The Primary Care Board are in the process of developing a Primary Care Strategy which will incorporate the workforce transformation plan. The NHS Long Term Plan additionally promises extra money for primary and community care, and this will be factored into local plans when we have more information on the specifics of this funding.



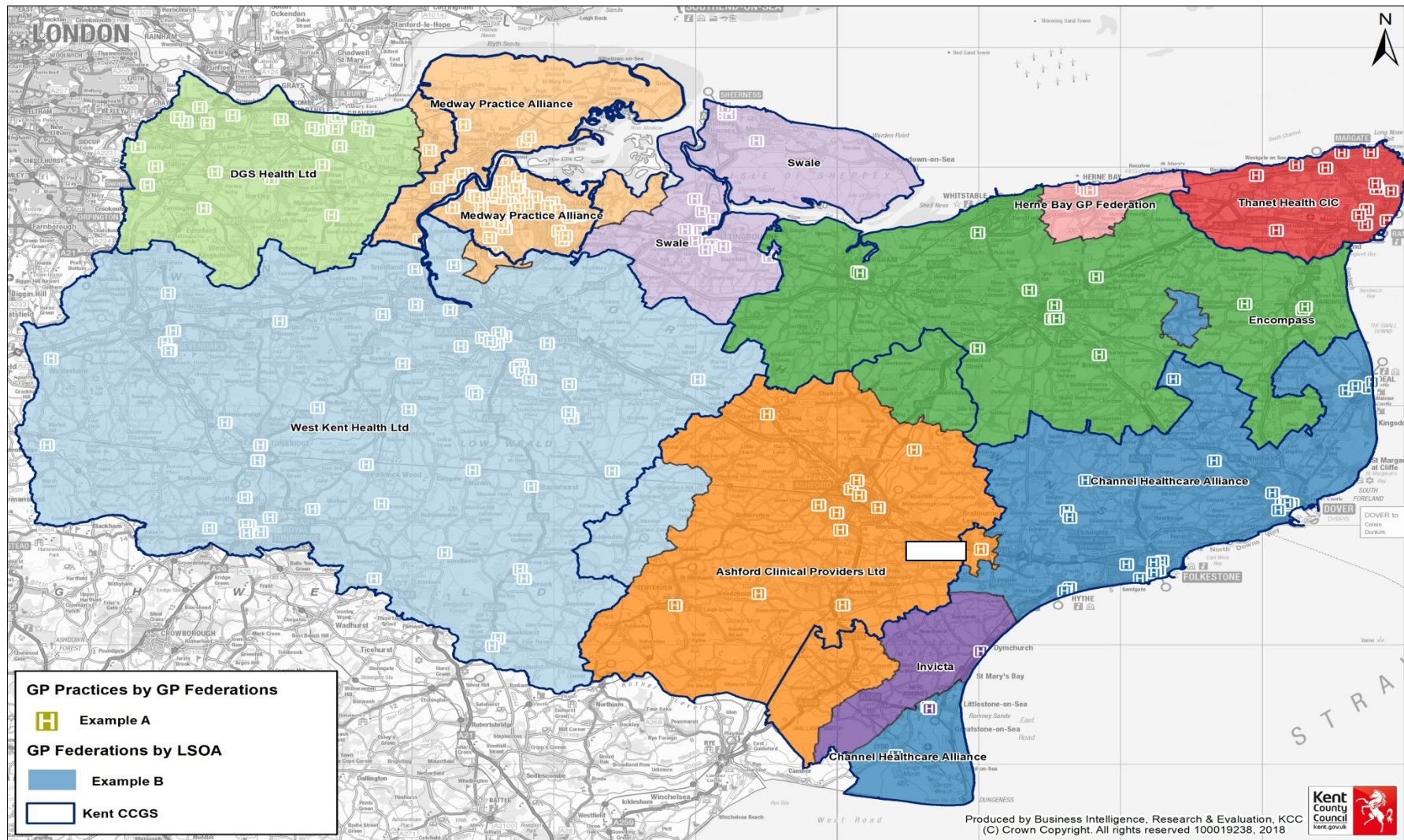
## Appendix 1- Kent and Medway Primary Care Networks\*



(\* note that the Networks are indicative and these will develop)



## Appendix 2- Kent and Medway Federations\*



(\* note that the Federations will likely develop)