Sustainability and Transformation Plans
The 5 Year Forward View
Local Solutions...

Wessex Educators Forum Haven Hotel
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Director of the Primary Care Workforce Centre Dorset
My Journey and the Agenda for Today…

Starting Point…Adaptive Action…

- What do we know? Background…
- What do we expect? Statistics…
- So what are the national strategies? And local drivers
- Creation of the Primary Care Workforce Centre
- Now what…Innovative solutions
- Key Performance Indicators: How do we measure success?
- Sustainability?
Where to start?

Adaptive Action....
WHAT...?
What do we KNOW…?

<table>
<thead>
<tr>
<th>Insight</th>
<th>Details</th>
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<tr>
<td>A better supply of GPs is associated with lower mortality and reduced health inequalities ¹</td>
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<td>There will be a significant undersupply of GPs by 2020 ²</td>
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<td>It takes 10 years to train a GP ³</td>
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<td>The increase in GP numbers is significantly lower than the increase in the medical workforce in secondary care ⁴</td>
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<td>There is a mismatch between the future demand for practice nurses and their supply ⁵</td>
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² - The Kings Fund (2015): Workforce planning in the NHS
⁴ - The Kings Fund (2015): Workforce planning in the NHS
⁵ - The Kings Fund (2014): The Reconfiguration of Clinical Services; what is the evidence?
What do we EXPECT

In the next year 5% intend to retire
- 61% were intending to retire
- 35% are retiring due to workload

In the next 5 years 3% intend to leave the profession

GPs who are retiring early are reducing their clinical sessions

GPs in mid-career are leaving and not returning to practice

In the next 5 years 30% intend to retire
What are the PATTERNS

- More GPs are choosing salaried placements\(^7\)
- GPs are prioritising the geography of their training and future work over their career choice\(^8\)
- In Wessex 74.4 GPs per 100,000 population compared to national average of 67.8\(^9\)
- The GP workforce is getting younger and there is an increase in women choosing the profession; workforce\(^{10}\)
- …..this in turn means more GPs are needed in training to ensure a full time equivalent level of workforce\(^{10}\)

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10 - Centre for Workforce Intelligence (2014): In-depth review of the general practitioner workforce
So is this a.....?
What is CERTAIN…

- We need sufficient staff
- Staff require appropriate training & education
- How practices are run and how staff work needs to change
- Staff require a varied skill set with new innovative roles to meet population needs
- We need to break down barriers between primary and secondary care

Sustainability of Primary Care

11 - Primary Care Workforce Commission (2015): The future of primary care: Creating teams for tomorrow
SO WHAT...?
So what are the national strategies...

So what are the local strategies...

So what is the research...

.........so what is possible..?
So what are the NATIONAL STRATEGIES?

- 5-Year Forward View 2014
- Building the Workforce. The new deal for General Practice 2015
- General Practice Forward View 2016
So what are the LOCAL DRIVERS?

‘Development of Primary Care Locality Training Hubs in Wessex’ (HEW July 2015)

Sustainability and Transformation Plan (Dorset)

Workforce Strategy – Leading and Working Differently (Dorset)

The Primary Care Commissioning Strategy and Plan (Dorset)

Clinical Services Review (Dorset)
So what are the STATISTICS?

With a population of over 750,000 people……..
NOW WHAT...?
The Creation of the PRIMARY CARE WORKFORCE CENTRE
The GOVERNANCE STRUCTURE

**PARTNERSHIP BOARD**
Board level representation from *Health Education England Wessex*, *NHS Dorset Clinical Commissioning Group* and *Bournemouth University and Director of Education (PCWC)*

*Remit: Set the strategy and monitor progress against the delivery plan*
*Frequency: Bi-annual meetings*

**SENIOR LEADERSHIP TEAM**
*Led by the Director of Education, supported by senior leadership representatives for each of the four key pillars: Education, Training, Workforce and Research*

*Remit: Accountable to the Board for the prioritisation, development and review of the delivery plan*
*Frequency: Monthly meetings*

**ASSOCIATE TEAM**
Flexible resource to lead/support specific projects

**CORE OPERATIONAL TEAM**
*Responsible for the day to day management and implementation of the delivery plan and income generation*
The OPERATING MODEL

Centre to Facilitate, Commission, Provide & Support

- Education
- Training
- Research
- Workforce Development

.....across the entire Dorset Primary Care Workforce
The IMPLEMENTATION PLAN - Primary Care Workforce Centre

1) The Leading and Working Differently Strategy
   - Focuses on giving the health and care workforce the skills and expertise needed to deliver new models of care in an integrated health and care system

2) The Digitally-Enabled Dorset programme
   - Will increase the use of technology in the health and care system, to support new approaches to service delivery
Informing WHAT WE DO

**Insight**
- Surveys
  - Destination Survey
  - Practice manager survey
  - Practice research survey
  - Practice placement survey
  - Training Needs Analysis

**Knowledge**
- Evaluation
  - Pharmacist programme
  - Paramedic programme
  - Ambassador programme
  - Introduction to medicine programme
  - Work Placement programme
  - GP Extensivist programme

**Influence**
- Grants/Funding
  - AMEE
  - RCGP
  - Burdett
  - ASME
  - GMC
  - BU Seed Corn

Collaboration with BUCRU, CoPMRE, Wessex CRN
RECRUITMENT & RETENTION Strategies

- Postgraduate Scheme
- Temporary Staff Scheme
- Locum Chambers
- Doorway to Dorset
- Schools Programmes Ambassador Programme, introduction to medicine programme, work experience programme
- Dorset Recruitment Fair – BU, CCG and Acute Trusts (April)
- Newly Qualified GP Careers Conference (April)
Your Doorway to an exciting future, living and working in Primary Care in Dorset
Training

Innovative Roles
- Postgraduate GP Scheme
- GP Extensivist
- Postgraduate Nursing Scheme
- Physicians Associate

Career Pathways
- HCA to Advanced Nurse Practitioner
- Paramedic to Emergency Care Practitioner

Education Programmes

- Aligned to evolving models of care and pathway developments
- Support providers with challenges and opportunities arising from the system transformation
- Support organisations and teams to work differently i.e. integration, federation
**PILOTS working in Practice**

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<th><strong>Student Project Bank</strong></th>
<th><strong>Paramedics</strong></th>
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<td>A mutually beneficial collaboration between organizations and Bournemouth University students. We are supporting primary care colleagues to access the student project bank for help and support with projects and initiatives they are undertaking.</td>
<td>Piloting a number of Paramedic roles within general practice</td>
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<th><strong>Clinical Pharmacists</strong></th>
<th><strong>Advanced Nurse Practitioners</strong></th>
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<td>Involved in a national pilot focusing on the role Clinical Pharmacists can play in general practice and the associated benefits.</td>
<td>Establishing peer learning / action learning sets for nurses and education programmes</td>
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Education

Leadership Development
- CCG Leadership transformation funding /working with BU

Practice Managers Programme
- Collaboration with BU MBA School

Protected Learning Time and PEAS programme
- Working with acute trusts & BU media school
- Create podcasts and webinars

Multi-professional Learning Sets
- Using PBSGL
- Pharmacists/Nurse Practitioners/Paramedics
A Collaborative Solution
So what about SUSTAINABILITY?

When sustainability is viewed as being a matter of survival for your business … you can create massive change.

Cameron Sinclair

If you want creativity, take a zero off your budget. If you want sustainability, take off two zeros

Jaime Lerner

Sustainable development requires human ingenuity - people are the most important resource

Dan Shechtman
Fundamentally Sustainability is…

“…supporting our workforce to work across hospital sites and beyond organizational boundaries in a single Dorset wide network of skilled professionals”

Paula Shobbrook
Director of Nursing Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust
How can we use this collaborative model to provide truly integrated multi-professional education and training opportunities to support our future workforce across both Primary & Secondary Care?
Thank You

If you have any questions please contact
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