# General Practice Nursing Leadership and Transformation NHSE London

Jane Clegg SRO and Aimee Fairbairns GPN Lead NHSE London Region, August 2017

https://www.youtube.com/watch?v=WmAwcMNxGqM&sns=em

# ‘Can we do that?’

*'By January 2018, NHSE and HEE will establish a target for the number of additional GPNs that will be employed within general practice over the life of the GPFV.*

*... and, the GP 5YFV started in 2016.*

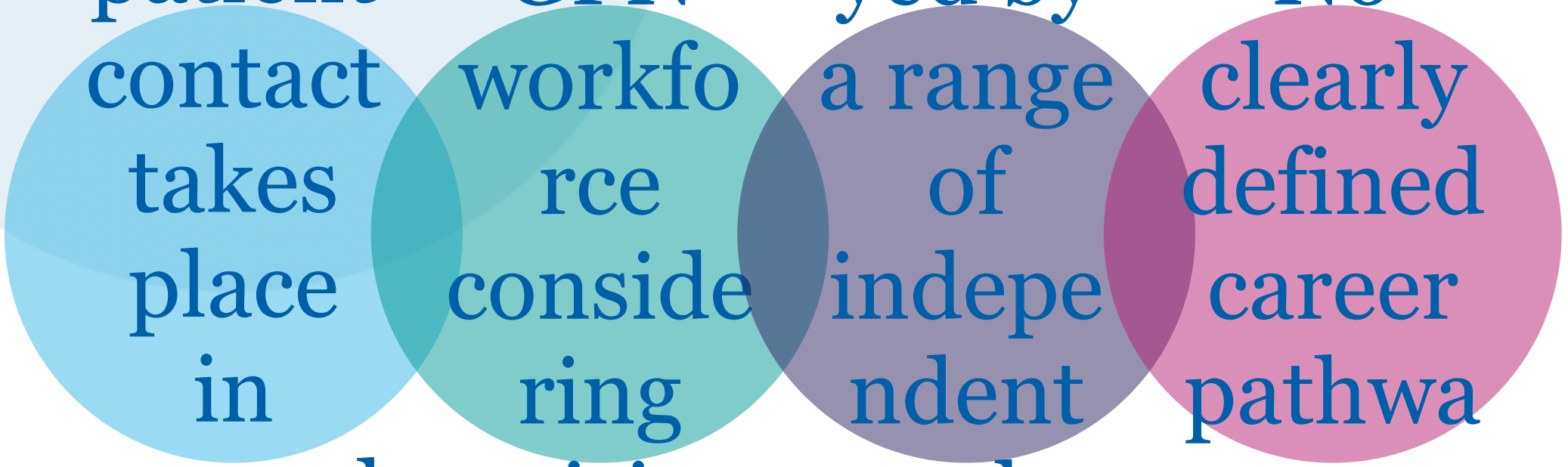
*As far as I can make out, the time-line ends in 2020/21. If HEE and NHSE get busy and firm up the numbers by 2018, I make that about 150 weeks to find, train and get them to work.’*

*Roy Lilly, 31st July 2017*

# Overview

- Opportunities - why now?
- London –the challenge
- London feedback
- GPN Workforce Development Plan
- GPN 10 Point Plan
- GPN Delivery Board
- Nursing national vision
- Next steps for London

# General Practice Nursing: the key challenges



# GPN Challenge London Headlines

- Demand likely to increase by 19% over next 5 years (population growth and activity)
- 39% GPNs over 55 years and 31% could retire by 2021
- London's nurse to patient ratio significantly greater than outside London
- GPN workforce compensating for GP shortfalls
- Shortfall over 5 years equals 294 wte GPN
- 1 wte GPN =4,700 appointments per year
- 300 wte=1.4m appointments per year
- Current data based on increasing London to the national average ratio of  nurse to patients suggests this may be as high as 1:700
- Practices report GPNs as hard to recruit and retain
- Nurses report wide variations in access to training and development
- London shortage means general practices are competing with all other often much larger services and with a variable model of employment.

# London Feedback-what have we learnt so far

- London has a mixed economy of GPN engagement at local and STP levels
- GPNs have a varied knowledge and understanding of STPs, CEPN's, Leading Change Adding Value.
- Some very engaged local leaders working informally, increasing numbers with a formal remit for GPN.
- GPNs reporting isolation as a concern and anxiety about new professional roles to be working within general practice.
- Access to advice, study leave , clinical supervision very varied.
- Courses and funding arrangements are varied across London (and nationally).
- CQC have identified that practices who employ few or no GPNs tend to have poorer rating (cause or effect?).
- Practices report difficulty in recruiting GPNs - there has been an increasing emphasis on recruiting other staff groups

# London GPN workforce - what have we learnt so far

- Locally visible GPN leadership is increasing
- Effective partnerships with CEPN and HEE in place
- Commissioning initiatives already reflect 10 Point Plan
- Good practice
- Increasing local level/CCG meetings for GPNs (PTLs, GPN networks and local conferences)
- Prioritisation to increase clinical placements in primary care for undergraduate, post graduate and returners
- ‘Grow your own’ initiatives – building on success, funded places, career pathways

# GPN Training in London has been expanded

- 245 nurses have been supported to enter general practice nursing through education programmes over a 2 year period
- HEE have made significant investment in supporting the GPN workforce
- Placements in primary care have more than doubled over a 1-2 year period
- GPNs have received a variety of developmental training (eg clinical theory, leadership, mentoring) through significant and continuous investment via the CEPNs

# Nursing National Vision

- Leading Change, Adding Value is a framework aligned to the Five Year Forward View that nursing, midwifery and care staff, whatever their role or place of work, can use to lead on delivering the 'triple aim' measures of better outcomes, better experiences for patients and staff, in addition to making better use of resources.
- It shows how nursing, midwifery and care staff can help close the three gaps identified in the Five Year Forward View – the health and wellbeing gap, the care and quality gap, and, the funding and efficiency gap while retaining the well-recognised '6Cs' as being central.
- It highlights the need to focus on unwarranted variation – variations in health and care outcomes, patients' experience and use of resources that cannot be justified by reasons of geography, demography, or infrastructure.
- GPN's are well placed to deliver and there are examples of delivery within national and London primary care.
- The FYFV GPFV and success of STPs will require primary and community care transformation as key to the sustainable transformation of the system and with more care delivered in primary and community settings.
- Right Care national programme enables prioritisation.

# National GPN Workforce Development Plan

- The Health Education England (HEE) general practice nursing workforce development plan 'Recognise, Rethink, Reform,' was launched in March 2017. It puts forward a range of recommendations to support and develop the workforce for the future and to help nurses make effective career choices.
- Members representing HEE, NHS England, the Queen's Nursing Institute, the Royal College of Nursing and the Royal College of General Practitioners formed a task and finish group chaired by GP, Dr Peter Lane, to look at four key areas:

- **entry into general practice – raising the profile as a first career choice and increasing the availability of training placements for students**.
- **establishing the role of the GP nurse(GPN) – ensuring appropriate training and support is available for new GPNs**
- **enhancing the role with professional development and career progression**
- **expanding the healthcare support workforce with standardised training and career paths.**

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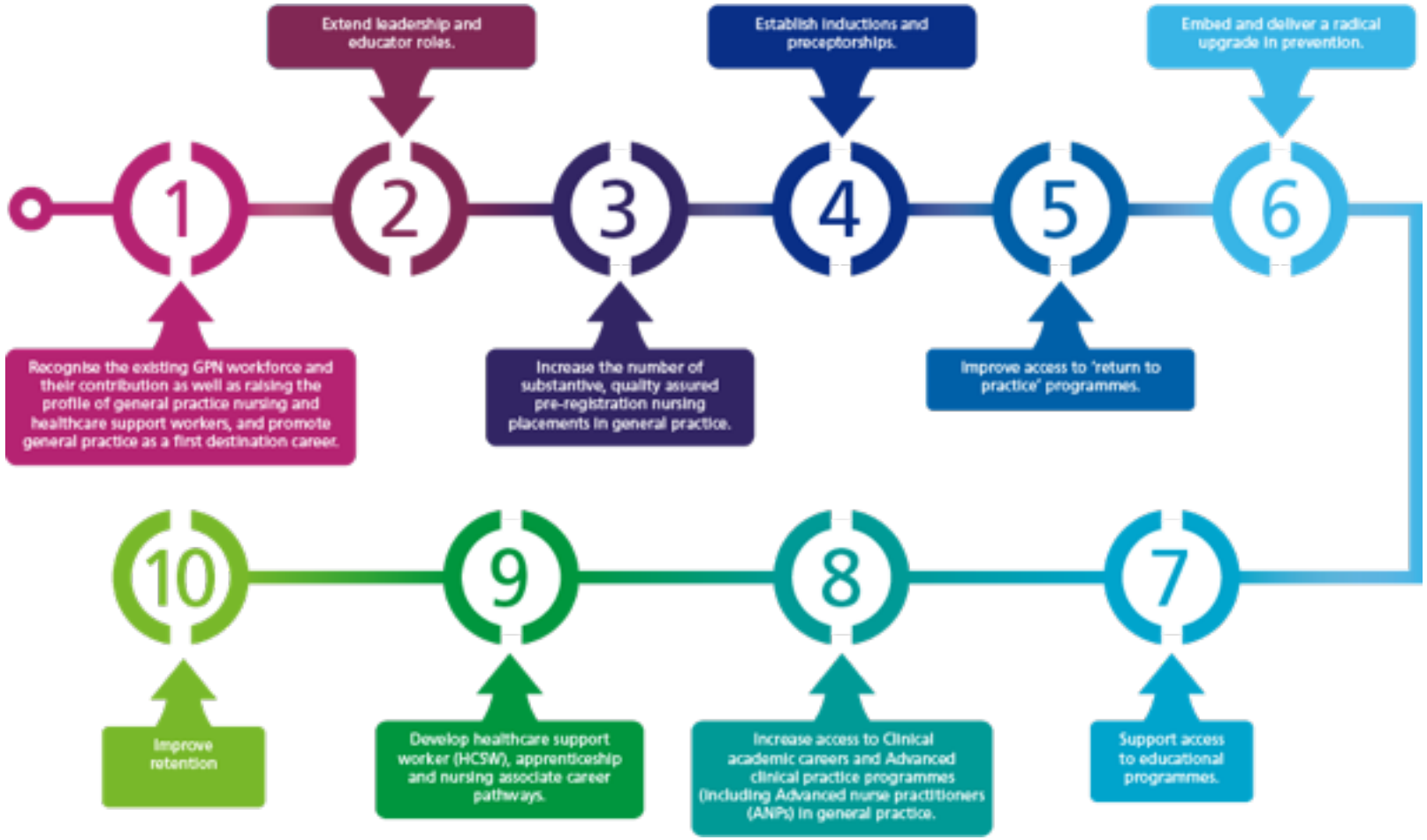
# General Practice Nursing 10 Point Plan: developing confidence, capability and capacity

- Published 27th July 2017 by NHSE, will ensure delivery of the Workforce Delivery Plan
- Recognises the GPN contribution to primary care
- The plan is aimed at:
  - Raising the profile of GPN as a first destination career
  - Improving access to training
  - Increasing the number of pre registration nurse placements
  - Supporting return to work schemes and
  - Developing career pathways

# Ten point action plan



# The London GPN Delivery Board

- The Regional General Practice Nursing Delivery Board is to be established  to ensure delivery of General Practice Nurse 10 Point Plan
- Monitor and report progress.
- Support the identification and mitigation of identified risks and issues.
- System wide membership.
- Monthly meetings.
- Inaugural meeting for 31st August.

# Early Key Milestones for the Delivery Board

- Establish baseline number of
    - GPNs and HCSW working in general practice: December 2017
    - Pre-registration nursing placements in general practice: December 2017

- Set specific targets for:
    - Recruiting GPNs through return to practice programmes: December 2017
    - Retaining GPNs in general practice: December 2017
    - Recruiting new GPNs to general practice: December 2017
    - Map the number of GPN educators working in CCGs supporting general practice nursing: December 2017

- Develop a pilot competency based preceptorship programme for all nurses new to general practice: March 2018
- Develop 'All Our Health' Learning Platform and metrics to monitor use of resource: April 2018
- Report on STP primary care nursing workforce plans: April 2018
- Develop a template induction programme for new GPNs and HCSWs: June 2018

# London Next Steps

## Building on the GPN Leadership and Transformation work to date

- Maintain and build on the momentum.
- Establish GPN Delivery Board and reporting and governance structure for London.
- System wide approach –continue working with partners and stakeholders.
- Work plan with milestones to reflect the GPN 10 Point Plan.
- Where possible ‘do it once’ and share for localisation
- Share best practice.

# Can we do that?

NHS England