

London perspective on workforce transformation

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V5



Introduction

Working together to address London's Primary Care workforce priorities

- Workforce Challenges in London
- GP-FV driving forward workforce change
- A framework for addressing GPFV workforce goals
- Education and training
- Workforce transformation in progress across London
- London embracing national schemes
- Key priorities for London, next steps ...
- Partnerships supporting WF transformation

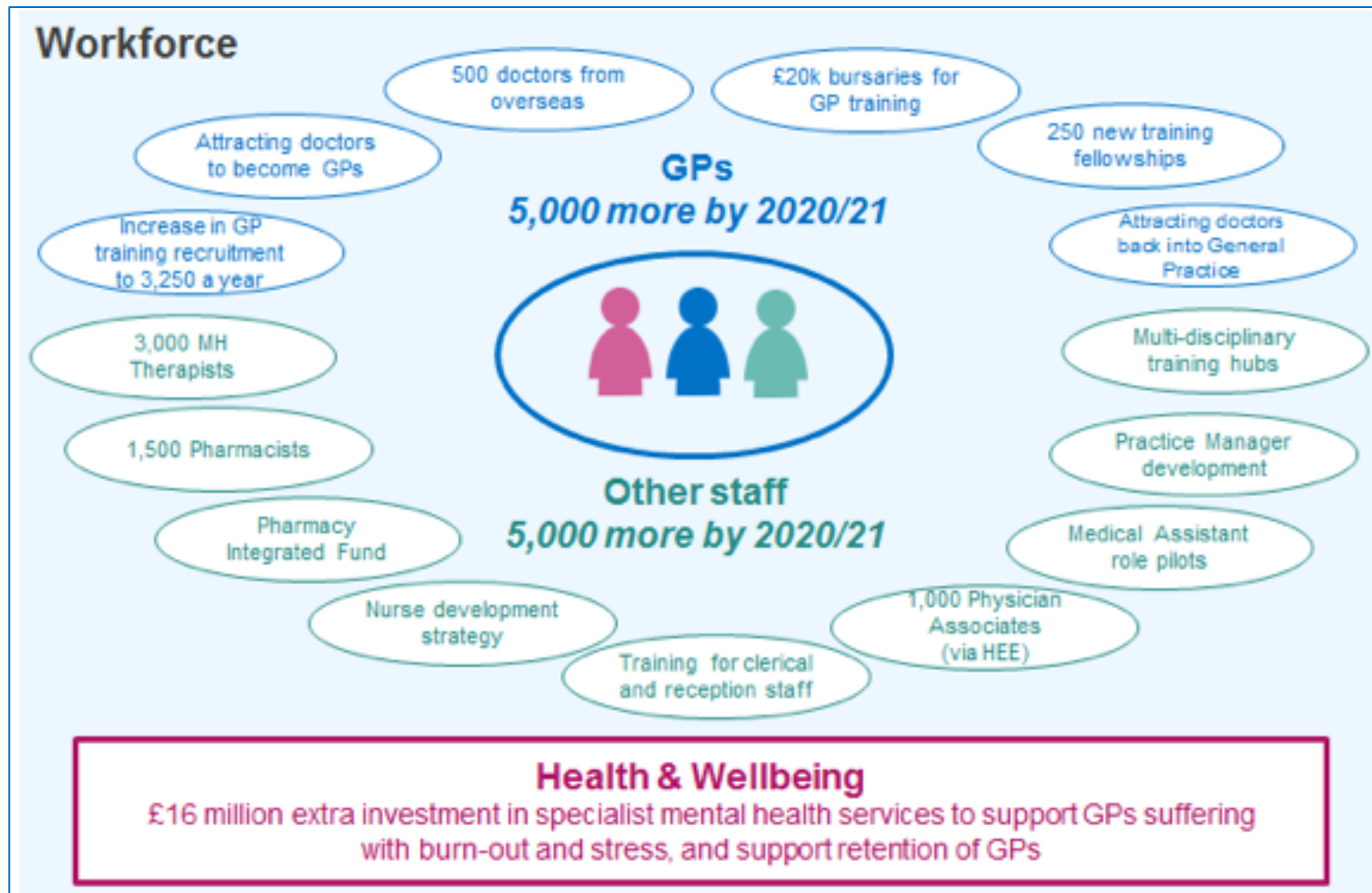
Challenges in London



- Increased population growth and service demand
- Regional variation
- Retention
- 1300+ Practices, a myriad of different ways of working
- Addressing the scale and pace of change required

(GP: Patient ratios, HEE mapping, 2017)

GPFV – driving forward workforce change



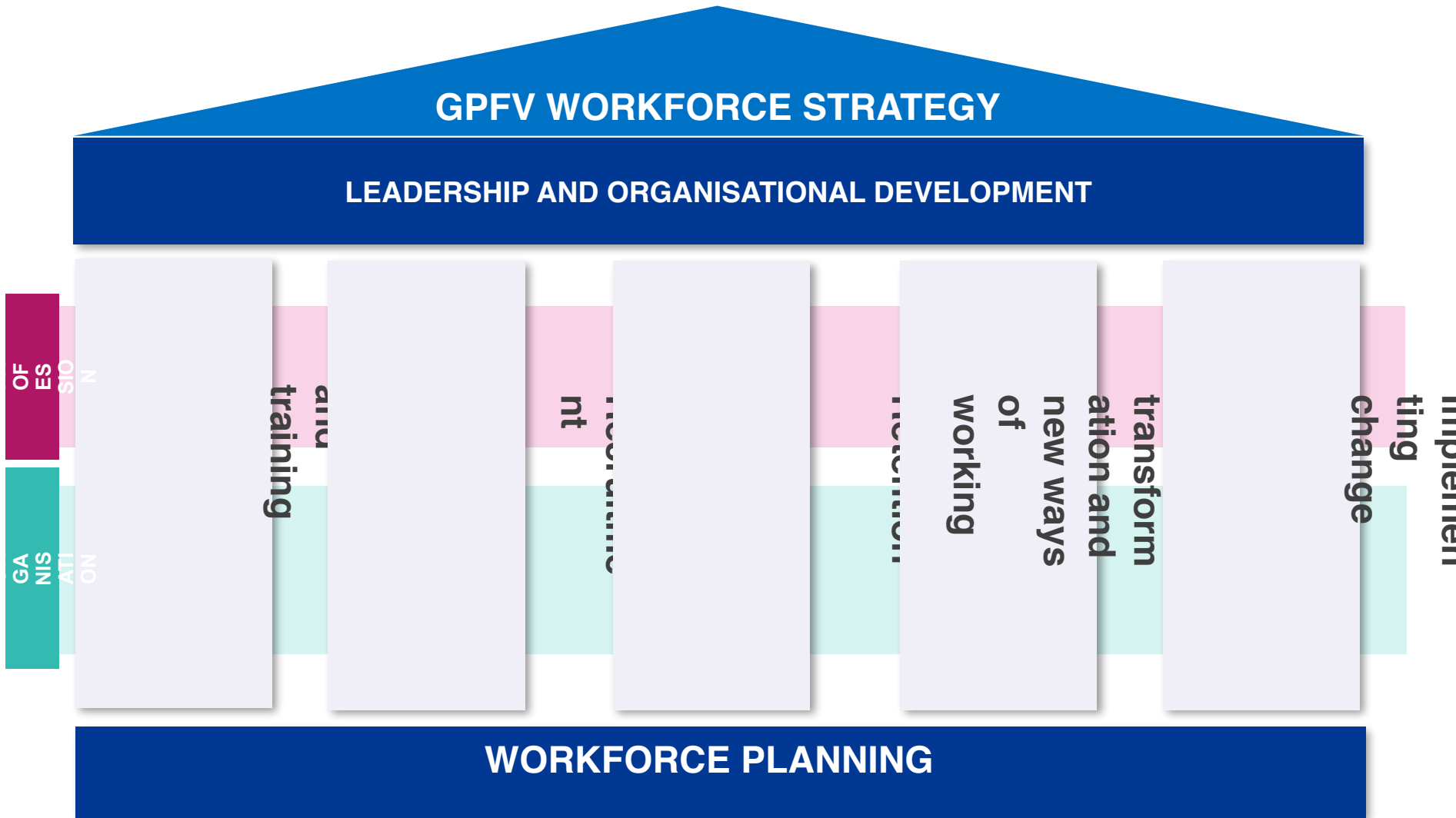
GP-FV - a focus for addressing the Primary Care needs in London

Targets are a starting point

Work is in progress to better understand and address the real needs of London

A framework for addressing GPFV workforce goals

Core activity in progress to address Primary Care needs of London



Education and Training

HEE have invested heavily in workforce development and transformational activity in Primary care over the past 4 years. On going work includes:

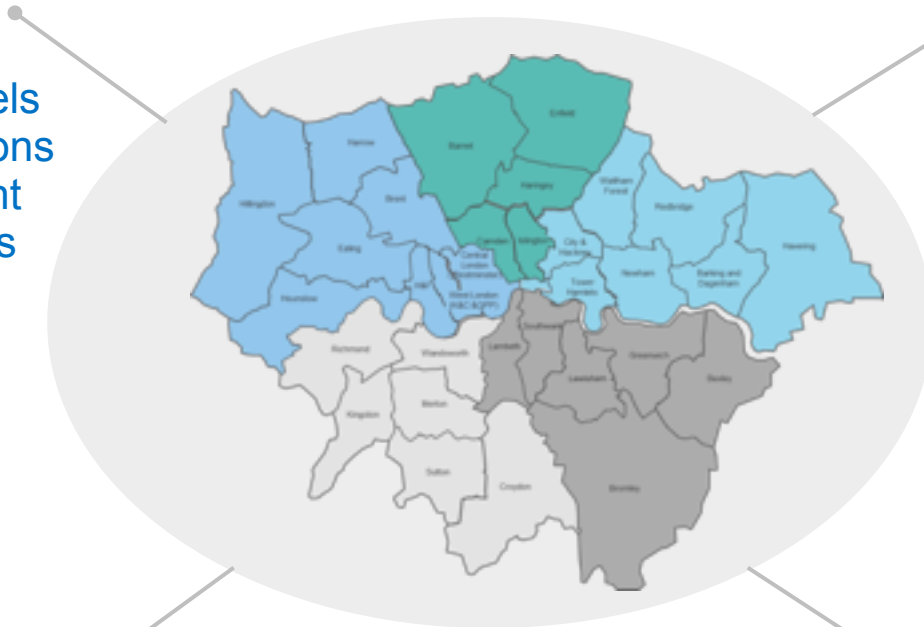
- **Supporting education and training for the new and existing workforce**
- **Developing educational infrastructure**
 - ❑ Expanding training capacity
 - ❑ Tailoring educational programmes to focus on primary care e.g. for PAs
- **Community Education Provider Network (CEPN) or Training hubs**
 - ❑ Significant investment in WF development through CEPNs and other project work.
 - ❑ CEPNs facilitate working with Practices to understand and support workforce needs
- **Supporting delivery of STPs**
 - ❑ Significant investment in project work to drive STP workforce strategies.
 - ❑ Multiple organisations working collaboratively through Local Workforce Action Boards

Work in progress across London STP regions

Primary care is a key priority for all 5 London STP regions

Recruitment and retention

- Staff banks
- Employment models
- Merged HR functions
- Tapering retirement
- Career frameworks



New ways of working

- Developing non-clinical roles
- Digital
- MDTs delivering Integrated care

Leadership and OD

- Provider development
- Working at scale
- Delivering new models of care

Workforce Planning

- Localised for bespoke needs
- Skills audit
- Planning for new models of care

NHSE National Programmes supported in London

GP Career Plus

- Creating new opportunities for pre-retirement GPs and promoting retention
- Waltham Forest and Newham CCGs are jointly undertaking the Career Plus pilot, aimed at tapering GP retirement.
- The pilot will recruit a pool of GP to work flexibly across 100 undertake a range of work including clinical work, training, mentoring and leadership.
- 1 year pilot programme started May 2017, results and evaluation will support the development of future initiatives

International Recruitment Programme

- Phase 2 in progress allowing London CCGs to bid for funding
- Funding for recruitment, relocation and educational support of overseas doctors.
- CCGs required to work together and develop proposals that meet core principles including:
 - Local workforce needs for overseas doctors
 - Educational support for overseas doctors ensuring safety, quality care and enabling retention
 - Engagement with Practices and their commitment to employ overseas doctors
- SEL and NEL CCGs are being supported to recruit 80 doctors
- Rolling application process, next opportunity to submit is November 2017

Next steps, what do we need to do together?

Key priority areas for London to address in partnership with service providers, commissioners and other key stake holders:

- **Employment practice / Good employment models**
- **Work Planning – critical in driving workforce investment and change**
- **Workforce retention is a key priority for London**
- **Sharing best practice**
- **Addressing the scale and pace of change needed**

Driving workforce change together



- HLP Transforming Primary care
- Health Education England
- NHSE London
- CCGs and STPs
- Strong partnerships
- **Employers and Employees at the heart of implementing change**