

<b>Subject:</b>	Norfolk and Waveney Primary Care Workforce Update
<b>Presented By:</b>	Emma Bugg Head of Primary Care
<b>Submitted To:</b>	Primary Care Delegated Commissioning Committee 28 <sup>th</sup> February 2019
<b>Purpose of Paper:</b>	To provide the Primary Care Commissioning Committee with a current overview of the Norfolk and Waveney STP Primary Care Workforce agenda.
<p>NHS England have previously expressed concerns over our STP Primary Care Workforce planning delivery and that our STP was regarded as high risk for primary care workforce.</p> <p>However at the recent GPFV Workforce Checkpoint meeting held on the 10 December 2018, NHSE noted that our STP have increased our momentum and noted our commitment to the delivery of our schemes.</p> <p>A full summary of the headlines below are featured in further detail of the report:</p> <ul style="list-style-type: none"><li>• Current GPFV Trajectory Position</li><li>• Key Milestones Delivered</li><li>• Upcoming Milestones</li><li>• Risks</li><li>• Appendices</li></ul>	
<b>Recommendation:</b>  The Primary Care Commissioning Committee is asked to note the update	

## Norfolk and Waveney STP Primary Care GPFV Trajectory Position:

### Norfolk & Waveney – GPFV Trajectories Summary

Name of scheme/initiative	Direct/Indirect Support	Target No of GP to be supported by March 2019	Primary Target Group	Total No GP receiving support as at 4 February 2019	Delivery Confidence RAG rating on existing trajectories
GP Careers Plus	Both	12	Considering Leaving	<ul style="list-style-type: none"> <li>3 Signed Up (Norwich &amp; West)</li> <li>Expression of Interest: 4 to be converted by March 2019</li> <li>GP practices signed MOU</li> </ul> <b>Total Active 3</b>	Green
GP Careers Plus Pilot	Both	5	Considering Leaving	<ul style="list-style-type: none"> <li>6 signed up for GYWCCG Pilot (which includes 2 are now GP salaried)</li> <li>Expression of Interest: 2 to be converted by March 2019</li> <li>GP practices signed MOU</li> </ul> <b>Total Active 6 (GYWCCG)</b>	Green
National Funding Opportunities	Both	5	Retired/Retiring	0	Red
GP Fellows	Both	5	Newly qualified & first 5 years	Expression of Interest: 3 to be converted by March 2019	Amber
Joint Trainee Retention	Both	0	Newly qualified & first 5 years	0	Amber
Careers Start	Both	9	Newly qualified & first 5 years	<ul style="list-style-type: none"> <li>1 GP Signed Up (North Norfolk)</li> <li>GPPO MOU signed</li> </ul>	Amber
<b>Total</b>		<b>Total 36</b>	<b>Total</b>	<b>10 to be reported against trajectories</b>	<b>Red</b>

## Delivery Confidence Guidance



Definition of Delivery Confidence	RAG
Successful delivery of scheme / initiative to time, quality and cost appears highly likely and there are no major outstanding issues/risk that appear to threaten delivery significantly.	G
Successful delivery appears probable although regular attention will be needed so issues / risks do not materialise into major issues threatening delivery <b>OR</b> Successful delivery appears feasible but significant issues already exist, requiring management attention. These appear resolvable if addressed promptly and should not present a cost/schedule overrun.	A
Successful delivery of the scheme / initiative is in doubt with major risk and issues apparent in a number of key areas. Urgent action needed to ensure these are addressed, and whether resolution is feasible <b>OR</b> Successful delivery of scheme / initiative appears to be unachievable. There are major issues in terms of time / cost / quality which at this stage do not appear to be manageable or resolvable. The scheme / initiative may need re-baselining and / or overall viability re-assessed.	R

### **Norfolk and Waveney STP Primary Care GPFV Key Milestones Achieved:**

- Monthly updated project plans received for GPFV schemes and enablers of the GPFV retention planning programme as per **Appendix 1** structure.
- Monthly review of Norfolk and Waveney's STP Primary Care Workforce trajectory figures, incentive schemes and current risk level as per **Appendix 2**.
- New Primary Care Workforce Coordinator, hosted by Great Yarmouth and Waveney CCG, to support the delivery of the GPFV trajectories. Enhanced focus of GP National Retention Schemes and GP Fellowship.
- GP Careers Plus incentive now with STP rollout now taking momentum.
- GPFV additional funding bid submitted to NHSE for £260k. This includes new retention scheme "GP Welcome Back programme", enhancing our GP Careers plus Scheme. GPFV wellbeing programme and GPF Nursing GP Careers Plus and funding towards recruitment of GPN Lead Nurse role.
- Norfolk and Waveney STP Practice level diabetes services submitted to NHSE, still awaiting outcome of expression of interest.
- GPFV budget and expenditure reportable to Norfolk and Waveney STP Assurance on a monthly basis.
- Excellent progress made with the General Practice Nursing Development 10 Point Plan and the training hub.
- STP Workforce Coordinators posts extended until March 2020.
- Concerns highlighted to the STP Workforce Assurance Group on lack of progression of Communication and Engagement plan on Primary Care Workforce.
- Signed MOU with Norfolk Primary Ltd for Careers Start scheme.
- NHS England STP Workforce Checkpoint Assurance Meeting on Norfolk and Waveney STP workforce progression – January review.
  - Submission of revised trajectories to NHSE against each GPFV retention scheme, detailed within **Appendix 4**.

### **Norfolk and Waveney STP Primary Care GPFV Upcoming Milestones:**

- Ongoing review of live "data quality issues" and quantify the data with practices.
- Engagement and Communication across STP for GP Practices for GPFV incentives. Confirmation of operational lead to be confirmed.
- Review of Clinical Pharmacists requirements across STP in preparation for the Wave 8 submission process (due 22 February 2019).
- Explore the development of the Primary Care Networks within the operational delivery of the GPFV and STP workforce agenda.

- Review the GMS 5-yr contract framework, to ensure the requirements for workforce are captured within our plans and trajectories.
- Bid submission for General Practice Assistants for Norfolk and Waveney Training Hub, delivery of a cohort of 40, with investment of £100k.

### **Norfolk and Waveney STP Primary Care GPFV Risks:**

NHS England are reporting three risks for Norfolk and Waveney STP nationally in relation to the delivery of GPFV trajectories, which can be found in **Appendix 3**.

In summary these areas are:

- Lack of primary care workforce due to vacancies and impending retirements
- Delays for GP international recruitment impacting trajectories
- Limited staff resource/capacity to deliver and engage with the workforce to promote retention schemes.

“Risk 3” has now reduced as the STP workforce coordinator appointment started on the 28<sup>th</sup> January 2019. We are still awaiting the appointment of the STP Administration Apprentice.

### **Data Quality**

Norfolk and Waveney have significantly reduce the amount of workforce data quality issues from December 18 to January 2019, however further reductions are required to hit a 0% variance by March 2019.

<b>Month</b>	<b>GP Practices Reporting Data Quality Issues</b>
December 2018	16
January 2019	8

To aid this delivery plan, weekly reports are being communicated with each of the Norfolk and Waveney CCG’s highlighting live data quality issues via the NHS Primary Care Workforce tool.

The GPFV Workforce Programme Manager and the STP Data Quality Champion are supporting practices and CCG’s and escalating workforce tooling issues to NHSE.

The next phase of this programme is to quantify the information captured within the NHS Primary Care Workforce tool. This will ensure the practice level data recorded is a true reflection of their current workforce model and will enable planning for further retention.

### **Norfolk and Waveney Trajectory Figures**

Norfolk and Waveney STP have been asked to review our current primary care workforce trajectories by NHS England in December 2018.

The new NHSE template for reporting has been issued to the STP for completion by 8th February. Revised trajectories for these schemes have been proposed, which are detailed within **Appendix 4**.

We are awaiting confirmation from NHSE if these revised trajectories will be accepted.

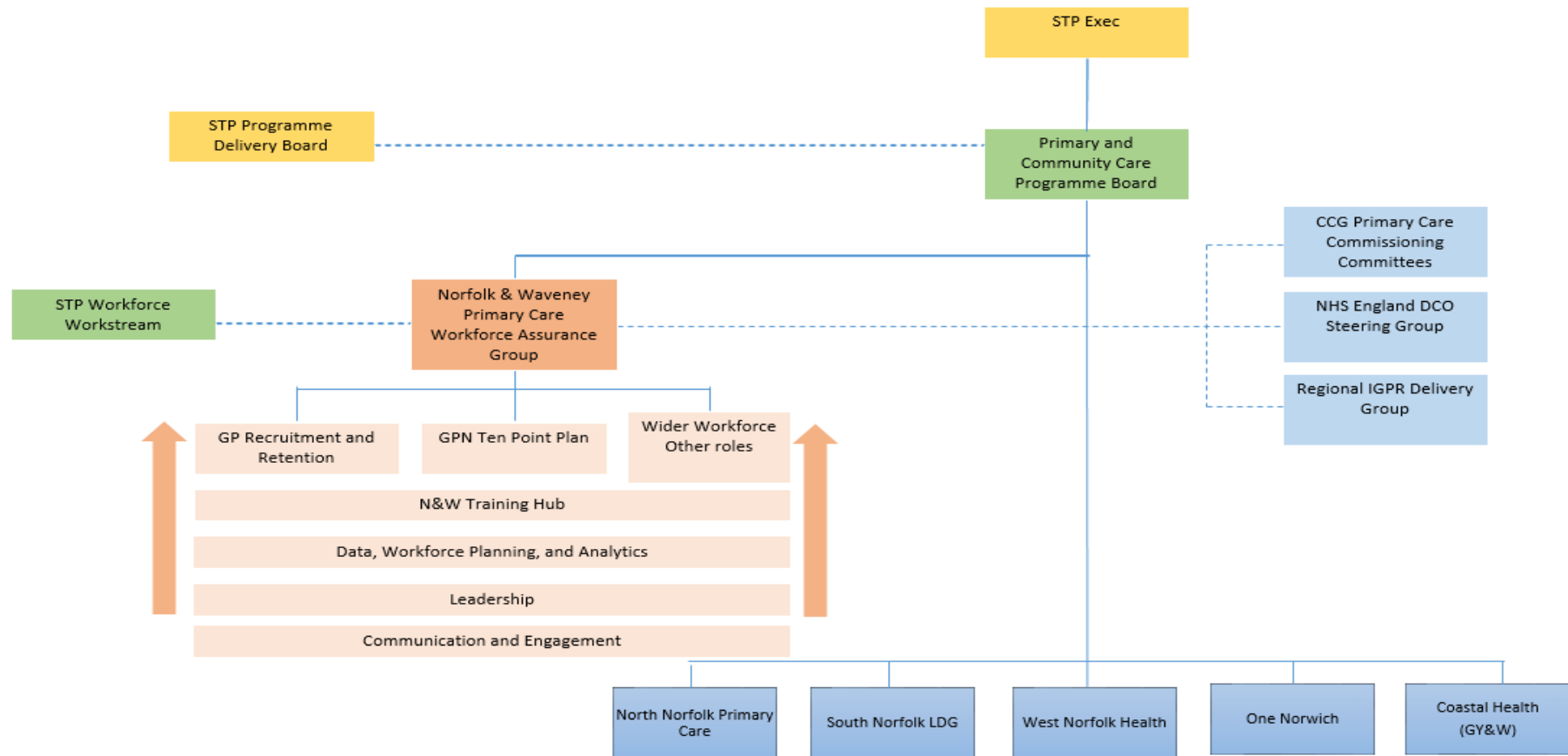
### **Recommendation**

Primary Care Commissioning Committee are asked to note this update and highlight any specific areas they would like reported as part of this governance arrangement.

Work continues to refine plans through scheme leads and is overseen by the STP Primary Care Workforce Assurance group.

Risk management will be managed through the Norfolk and Waveney STP Primary Care Assurance Group monthly by having robust governance arrangements in place.

## Appendix 1 - Norfolk and Waveney STP Governance Structure for GPFV



## Appendix 2 - Norfolk and Waveney Delivery Plan

### Norfolk and Waveney STP

Task ID	Task Breakdown	Status	Trajectory Figures (Target) by March 2020	Trajectory Figures (Actual)	Lead CCG	Strategic Lead	Operational Lead	Support Lead
<b>Primary Care Workforce Assurance Group</b>								
1.1	STP Primary Care Workforce Assurance Group membership agreed	Complete	N/A	N/A	GYWCCG	Sadie Parker	Jayde Robinson	Emma Wakelin
1.2	Establish workstream leads	Complete	N/A	N/A	GYWCCG	Sadie Parker	Jayde Robinson	Emma Wakelin
1.3	Meeting timetable set up	Complete	N/A	N/A	GYWCCG	Sadie Parker	Jayde Robinson	Emma Wakelin
1.4	Agree accountable owner for the Delivery Plan	Complete	N/A	N/A	GYWCCG	Sadie Parker	Jayde Robinson	Emma Wakelin
1.5	Terms of reference agreed	Complete	N/A	N/A	GYWCCG	Sadie Parker	Jayde Robinson	Emma Wakelin
1.6	Agree assurance / reporting on Delivery Plan progress	Complete	N/A	N/A	GYWCCG	Sadie Parker	Jayde Robinson	Emma Wakelin
1.7	Agree checkpoints for periodic review of workforce plan document & trajectory; build into delivery plan	Complete	N/A	N/A	GYWCCG	Sadie Parker	Jayde Robinson	Emma Wakelin
1.8	Agree Stakeholders	Complete	N/A	N/A	GYWCCG	Sadie Parker	Jayde Robinson	Emma Wakelin
1.9	Communication and Engagement Plan developed	Critical	N/A	N/A	GYWCCG	Sadie Parker	TBC	Emma Wakelin
1.10	Risk assessment undertaken and register produced	Complete	N/A	N/A	GYWCCG	Sadie Parker	Jayde Robinson	Emma Wakelin
<b>Training Hub</b>								
2.1	Develop project plan to incorporate Pilot and Education and Training roll out across STP	Complete	N/A	N/A	Norwich CCG	Dr Emma Brandon	Tracey Parkes	Lauren Emmerson
2.2	Monitor and review delivery of project plan	On Track	N/A	N/A	Norwich CCG	Dr Emma Brandon	Tracey Parkes	Lauren Emmerson
2.3	Report to Norfolk and Waveney Primary Care Assurance Group	On Track	N/A	N/A	Norwich CCG	Dr Emma Brandon	Tracey Parkes	Lauren Emmerson

## Norfolk and Waveney STP

Task ID	Task Breakdown	Status	Trajectory Figures (Target) by March 2020	Trajectory Figures (Actual)	Lead CCG	Strategic Lead	Operational Lead	Support Lead
<b>GP Careers Start</b>								
3.1	Develop project plan to incorporate GP Start roll out across STP	Complete	N/A	N/A	GYWCCG	Sadie Parker	GPPO Representative	N/A
3.2	Monitor and review delivery of project plan	At Risk	30	1	GYWCCG	Sadie Parker	GPPO Representative	N/A
3.3	Report to Norfolk and Waveney Primary Care Assurance Group	On Track	N/A	N/A	GYWCCG	Sadie Parker	GPPO Representative	N/A
<b>GP Careers Plus</b>								
4.1	Develop project plan to incorporate Pilot and GP Careers Plus roll out across STP	Complete	N/A	N/A	GYWCCG	Ben Hogston	Lauren Emmerson	Apprentice
4.2	Monitor and review delivery of project plan	On Track	32	9	GYWCCG	Ben Hogston	Lauren Emmerson	Apprentice
4.3	Report to Norfolk and Waveney Primary Care Assurance Group	On Track	N/A	N/A	GYWCCG	Ben Hogston	Lauren Emmerson	Apprentice
<b>International GP Recruitment</b>								
5.1	Implement governance for IGPR working group including schedule of meetings, TOR and agenda.	Complete	N/A	N/A	GYWCCG	Julie Baran	Eleanor Ward	N/A
5.2	Advertise 8b Programme Manager role and set interview dates.	Complete	N/A	N/A	GYWCCG	Julie Baran	Eleanor Ward	N/A
5.3	Advertise x2 band 5 IGPR Coordinator roles and set interview dates.	Complete	N/A	N/A	GYWCCG	Julie Baran	Eleanor Ward	N/A
5.4	Monitor and review delivery of project plan	Critical	41	0	GYWCCG	Julie Baran	Eleanor Ward	N/A
5.5	Report to Norfolk and Waveney Primary Care Assurance Group	On Track	N/A	N/A	GYWCCG	Julie Baran	Eleanor Ward	N/A



## Norfolk and Waveney STP

Task ID	Task Breakdown	Status	Trajectory Figures (Target) by March 2020	Trajectory Figures (Actual)	Lead CCG	Strategic Lead	Operational Lead	Support Lead
<b>GP Fellowships</b>								
6.1	Develop project plan to incorporate GP Fellows roll out across STP	Complete	N/A	N/A	Norwich CCG	Dr Emma Brandon	Tracey Parkes	Richard Taylor
6.2	Lead recruitment of fellowships across the patch including advertising and liaison with the UEA.	On Track	15	0	Norwich CCG	Dr Emma Brandon	Tracey Parkes	Richard Taylor
6.3	Report to Norfolk and Waveney Primary Care Assurance Group	On Track	N/A	N/A	Norwich CCG	Dr Emma Brandon	Tracey Parkes	Richard Taylor
<b>General Practice Nursing Development and 10 point plan</b>								
7.1	Develop project plan to GP Nursing and 10 point plan roll out across STP	Complete	N/A	N/A	Norwich CCG	Karen Watts	Evelyn Kelly	Emma Wakelin/Anna Morgan
7.2	Monitor and review delivery of project plan	On Track	40	0	Norwich CCG	Karen Watts	Evelyn Kelly	Emma Wakelin/Anna Morgan
7.3	Report to Norfolk and Waveney Primary Care Assurance Group	On Track	N/A	N/A	Norwich CCG	Karen Watts	Evelyn Kelly	Emma Wakelin/Anna Morgan
<b>Wider Workforce – new roles, physican associates, clinical pharmacists</b>								
8.1	Develop project plan to wider workforce roll out across STP	Complete	N/A	N/A	STP Wide	Anna Morgan	Emma Wakelin	Emma Wakelin
8.1.1	Monitor and review delivery of project plan - Physican Associates	On Track	N/A	N/A	STP Wide	Emma Wakelin	Lauren Emmerson	N/A
8.1.2	Monitor and review delivery of project plan - Clinical Pharmacists	On Track	N/A	N/A	GYWCCG	Michael Dennis Jessica Adcock	Jayde Robinson	Richard Taylor
8.2	Monitor and review delivery of workforce project plan	On Track	22	0	STP Wide	Anna Morgan	Emma Wakelin	Emma Wakelin
8.3	Report to Norfolk and Waveney Primary Care Assurance Group	On Track	N/A	N/A	STP Wide	Anna Morgan	Emma Wakelin	Emma Wakelin

## Norfolk and Waveney STP

Task ID	Task Breakdown	Status	Trajectory Figures (Target) by March 2020	Trajectory Figures (Actual)	Lead CCG	Strategic Lead	Operational Lead	Support Lead
<b>Leadership - incorporating Practice Managers, Apprenticeships, Care Navigators, Administrators</b>								
9.1	Develop project plan for Leadership roll out across STP	Complete	N/A	N/A	North/South CCG	Sally Ross-Benham	Mandy Wegg	Emma Wakelin
9.2	Monitor and review delivery of project plan	On Track	0	0	North/South CCG	Sally Ross-Benham	Mandy Wegg	Emma Wakelin
9.3	Report to Norfolk and Waveney Primary Care Assurance Group	On Track	N/A	N/A	North/South CCG	Sally Ross-Benham	Mandy Wegg	Emma Wakelin
<b>Data Quality and Data Analysis</b>								
10.1	Develop project plan for data quality and analysis roll out across STP	Complete	N/A	N/A	GYWCCG	Sadie Parker	Jayde Robinson	Eleanor Ward
10.2	Monitor and review delivery of project plan	On Track	N/A	N/A	GYWCCG	Sadie Parker	Jayde Robinson	Eleanor Ward
10.3	Report to Norfolk and Waveney Primary Care Assurance Group	On Track	N/A	N/A	GYWCCG	Sadie Parker	Jayde Robinson	Eleanor Ward
<b>National Funding Schemes</b>								
11.1	Develop project plan for national funding schemes roll out across STP	Complete	N/A	N/A	GYWCCG	Sadie Parker	Band 6 post (recruitment)	Apprentice
11.2	Monitor and review delivery of project plan	Critical	13	0	GYWCCG	Sadie Parker	Band 6 post (recruitment)	Apprentice
11.3	Report to Norfolk and Waveney Primary Care Assurance Group	On Track	N/A	N/A	GYWCCG	Sadie Parker	Band 6 post (recruitment)	Apprentice
<b>Joint GP Retention Scheme with Suffolk (Pastoral Support)</b>								
12.1	Develop project plan to GP Retention scheme with Suffolk across STP	Complete	N/A	N/A	GYWCCG	Julie Baran	Eleanor Ward	N/A
12.2	Monitor and review delivery of project plan	On Track	8	0	GYWCCG	Julie Baran	Eleanor Ward	N/A
12.3	Report to Norfolk and Waveney Primary Care Assurance Group	On Track	N/A	N/A	GYWCCG	Julie Baran	Eleanor Ward	N/A

## Appendix 3 - GPFV Risk Register

### GENERAL PRACTICE FORWARD VIEW

Midlands & East GP Forward View Programme  
Risk Register

1. STP		2. Risk Description and Scoring				3. Risk Scoring		4. Risk Management		5. Post Risk Management Re-scoring			6. Change	
STP	Risk No	Event (If)	Probability of the Event Happening	Consequence (Then)	Impact of the Consequence Happening	Risk Severity	Severity Description	Type of Action	Action to be taken	Probability of the Event Happening	Impact of the Consequence Happening	Post Risk Severity	Severity Description	Trend
Norfolk and Waveney	1	Lack of primary care workforce due to vacancies and impending retirements	4 - Likely	Impact service delivery to patients	4 - Major	16	Immediate action required and/or continued regular monitoring required	Mitigate	Development of action plan to create efficiencies from working at scale overseen by Joint Clinical Commissioning Group Pilot of Repeat Prescribing Hub to release General Practice (GP) time Workforce Project Initiation Document (PID) to be introduced Introduction of Data Quality champion to ensure GP Practices data is accurate to enable workforce planning	1 - Rare	4 - Major	4	Action should be taken and/or continued monitoring required	Decreased
Norfolk and Waveney	2	Delays to international GP Recruitment	4 - Likely	created a gap in the STP Primary Care workforce trajectory and GP capacity numbers	4 - Major	16	Immediate action required and/or continued regular monitoring required	Mitigate	Risk of not hitting trajectory raised with NHS E and Dr Alistair Lipp (email dated 23/07/18) and noted on the CCG Primary Care, STP and LWAB risk registers. Re-focus of delivery on GP retention plans to meet trajectory gap and awaiting approval from five CCGs for STP Primary Care Workforce Coordinator (band 6) and an Apprentice to provide project support and capacity to the implementation of the GP retention bid.	1 - Rare	4 - Major	4	Action should be taken and/or continued monitoring required	Decreased
Norfolk and Waveney	3	Limited staff resource/capacity to deliver and engage with the workforce to promote retention schemes.	3 - Possible	Retention schemes are not delivering to their full potential.	4 - Major	12	Action should be taken and/or continued monitoring required	Mitigate	We are mitigating for this by putting in dedicated resources who will link in with Primary Care Teams to utilise existing engagement forums to promote the scheme with GPs.	2 - Unlikely	4 - Major	8	Action should be taken and/or continued monitoring required	Decreased

#### Appendix 4 - GPFV Revised Trajectories

GPFV Scheme	Target March 19	Revised Trajectory 2019	Target March 2020	Revised Trajectory 2020	Rationale for changes
GP Careers Plus (including Pilot) – Pilot	17	13	15	28	<p><b>March 19</b> – A number of GP’s are within the pipeline beyond March 19.</p> <p><b>March 20</b> – Incorporates new trajectories set NHSE within funding bid application retention and the carryover from March 19</p>
GP Careers Start	9	1	21	21	<p><b>March 19</b> – Resourcing capacity, no dedicated post in place. GPPO organisations will deliver this scheme on behalf of STP. Signed MOU confirming this agreement.</p> <p><b>March 20</b> – GPPO confirmed delivery of trajectory figures for this scheme.</p>
National Funding GP Retention	5	0	8	0	<p><b>March 19</b> – Resourcing capacity, no dedicated post in place. Resource started 28.01.19</p> <p><b>March 20</b> – HEE changes to look towards localised GP Fellowship Option</p>
GP Fellows (local scheme)	5	3	10	15	<p><b>March 19</b> – Resourcing capacity, no dedicated post in place. Resource started 28.01.19</p> <p><b>March 20</b> – HEE changes to look towards localised GP Fellowship Option. Dedicated resource in place to deliver scheme trajectories. Carryover from March 19 built within retention scheme.</p>

<b>GPFV Scheme</b>	<b>Target March 19</b>	<b>Revised Trajectory 2019</b>	<b>Target March 2020</b>	<b>Revised Trajectory 2020</b>	<b>Rationale for changes</b>
GP Welcome Back Scheme	N/A	N/A	2	2	<b>March 20</b> – New Scheme in partnership with Suffolk
GPN Careers Plus	N/A	N/A	20	20	<b>March 20</b> – New GPFV retention scheme for GP Nursing roles
GP International Recruitment	41	0	Not Set	4	<b>March 20</b> – Realistic target set for Norfolk and Waveney