

Health and Adult Social Care Overview and Scrutiny Committee

BRIEFING NOTE – No. 10/21

Primary Care Briefing Note – Workforce Plan and Activities

1. Background

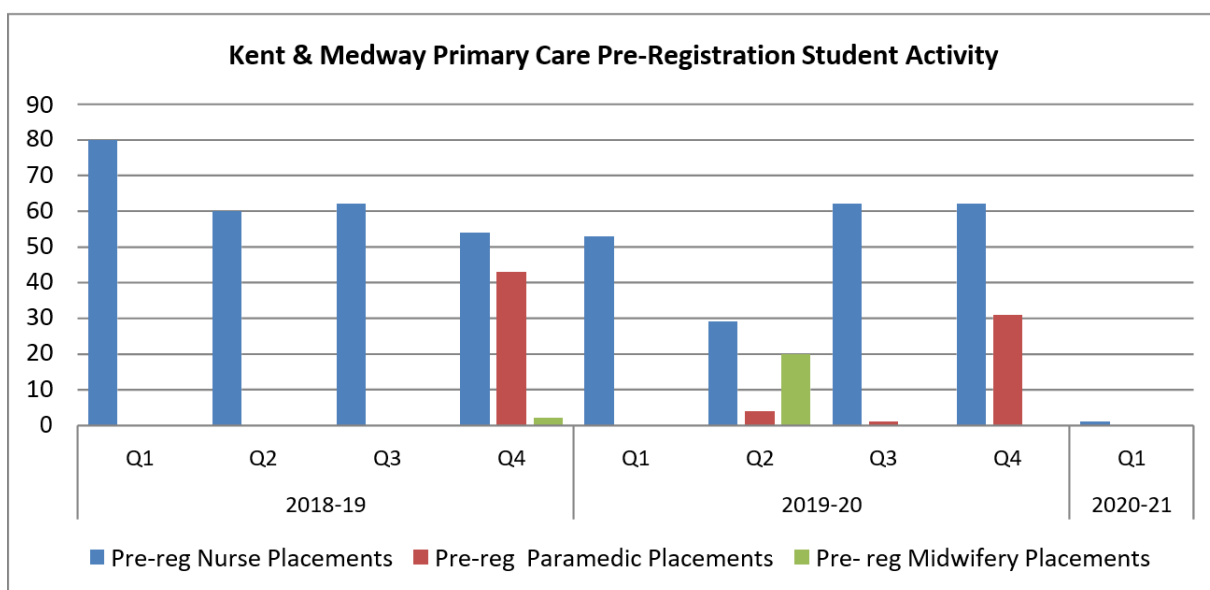
- 1.1 This briefing note provides additional information and context to the workforce numbers provided in a separate briefing.
- 1.2 This report contains updates used by the CCG in various forums and reports and whilst not specifically requested is hopefully considered helpful in providing additional information to HASC members.

2. Kent and Medway - Supporting the existing and future workforce

- 2.1 Training hubs provide the infrastructure for multi-professional training and education in primary care to support recruitment, retention and return of all staff groups. Training hubs bring together NHS organisations, community, local authorities and education providers to deliver a much broader education platform than the more traditional single approach. There are three local training hubs in Kent and Medway; North Kent (including Medway), West Kent and East Kent.

3. Pre-registration clinical placement activity

- 3.1 The training hubs with the Primary Care Programme Leads continue to work with local Higher Education Institutions (HEIs) to develop core placement capacity alongside additional placements arising from the disruption caused by the pandemic. Canterbury Christ Church University (CCCU) has arranged two weekly virtual forums for Practice Assessors (PA) and Practice Supervisors (PS), to inform primary care of the changes and encourage flexibility in placements. This will support wider learning in respect of community and population health. Discussions to develop a Kent and Medway-wide database of alternative experiences for assessors and supervisors have been initiated.
- 3.2 Clinical placement opportunities in primary care now include placements for return to practice nursing students, physician associates, paramedics, midwives and nursing. From September 2020 Primary Care Networks (PCNs) have supported medical students from Kent and Medway Medical School (KMMS). The Primary Care Programme Leads are working with PCNs and HEIs on place-based learning models linked to activity for all student groups.



4. Clinical placement activity and changes during the pandemic

- 4.1 All clinical placements across the system have been disrupted by the pandemic during the first half of this financial year. Second and third year nursing and midwifery students from CCCU were given the choice to opt-in to an extended placement. The majority of students were placed with acute or community providers and as a result of practices being more innovative a small number of third year students had placements in primary care. Kent Community Health Foundation Trust (KCHFT) held the student employment contract on behalf of CCCU and all GP practices across Kent and Medway. There are also six Open University (OU) pre-registration nursing students employed in primary care in Kent and Medway. All students were remunerated and received the same protections as other NHS staff.
- 4.2 Undergraduate physician associate placements continued as planned.

5. Increasing placement capacity and the development of supervisors

- 5.1 One of the remits of training hubs is to support the increasing placement for the development of our future workforce. Staff within the Training Hubs and the PCN Education Facilitator roles work with practices to increase opportunities and help develop innovative ways of support and development within the practices' capacity to enable them to consider this. With the launch of KMMS it has allowed practices that previously have not been a training practice to take the first steps on that ladder by supporting medical students through the support of the PCN and Community Educator Facilitation (CEF) role. The training hubs are also working to harness that enthusiasm to the next steps.
- 5.2 According to Health Education England, there has been a total of 109 clinical supervisors (CS) and 165 educational supervisors that have previously been trained in support of medical colleagues in Kent and Medway, although work is ongoing to establish an up-to-date picture of how many are still undertaking this role. More recently however an additional 27 CS were trained across Kent and Medway in July 2020.
- 5.3 There are currently 167 practice assessors and 102 practice supervisors working in primary care settings in Kent and Medway.

- 5.4 The number of practice assessors and supervisors supporting pre-registration placements continues to increase through post-registration training and development of existing practice staff. From September 2021, nurses completing programmes at CCCU will have undertaken training as part of the pre-registration curriculum. The training hubs with the primary care programme leads continue to work closely with PCNs and HEIs to maintain an accurate register of assessors and supervisors.

6. Primary care workforce plan

- 6.1 In 2019 a primary care workforce plan was developed by the Primary Care Workforce Group with collaboration from the Training Hubs, Local Medical Committee (LMC), Kent and Medway workforce team, Health Education England (HEE) and NHS England (NHSE) on behalf of the Primary Care and Workforce Boards. The plan was a supporting delivery plan of the Kent and Medway Sustainability and Transformation Partnership (STP) Workforce Transformation Strategy.
- 6.2 Key objectives of the strategy are to:
- Promote Kent and Medway as a great place to live, work and learn
 - Maximise supply of the health and care workforce
 - Create lifelong careers in health & social care
 - Develop systems leaders & encourage culture change
 - Improve workforce wellbeing, inclusion & workload to increase retention
- 6.3 The primary care workforce delivery plan has predominately been funded through HEE and NHSE monies with the majority of the delivery through the three local training hubs (North Kent (including Medway), West Kent and East Kent) supported by activities being undertaken or supported by other partners. There is strong representation from Medway GPs in the North Kent training hub.
- 6.4 Key activities being undertaken as part of this plan are detailed below:
- a) Promoting K&M as a place to live, work and learn**
- **The Targeted Enhanced Recruitment Scheme**
- 6.4.1 The Targeted Enhanced Recruitment Scheme is an initiative that will offer a one off payment of £20,000 to GP Specialty Trainees committed to working in a select number of training locations in England that either have a past history of under-recruitment or are in under-doctored or deprived areas. This is one element of a National recruitment and retention strategy and has been expanded this year to reflect the fact that trainees who are attracted to these areas by the scheme usually stay on after training as they discover these locations hidden attractions. Swale has qualified for 4 places; these are specifically for Swale but as part of the Medway Vocational Training Scheme).
- 6.4.2 There is a national shortage of GPs and recognised that this is more acute on coastal strips and in areas of deprivation. Recognising this we are looking at projects in Glasgow and Yorkshire & Humber (Deep End project) where there are similar challenges.

- **New to Practice GPs and Nurses**

6.4.3 The Kent and Medway training hubs are running a programme for newly qualified GPs which aims to bridge the gap between completing training and being confident in the real-world environment of modern primary care. The programme aims to provide peer support for early career GPs, support appraisals and revalidations and provide continuing professional development.

6.4.4 The New to Practice Programme responds to three key areas of feedback from newly-qualified GPs and General Practice Nurses (GPNs):

- Desires for a supportive transition into General Practice
- Opportunities to work in a portfolio way
- Learning wider skills for future ways of working

6.4.5 The two year GPN Fellowship development programme aims to support and guide the newly registered, qualified professional registrant in the transition from competent student to competent professionally registered practitioner, able to work in a primary care setting. It continues and builds on the process of professional development started during the pre-registration student education and training period. The Kent and Medway training hubs are providing 12 GPNs and there are currently 18 GPs signed up for the full programme.

6.4.6 Engagement across Kent and Medway is high and positive feedback the programme agenda has been received. The first introduction session took place on 7 October 2020 and has continued to take place online.

- **GP Fellowships**

6.4.7 The GP Forward View recommended the development of Academic Fellowships for newly recruited GPs and in response Health Education England, Kent Surrey and Sussex (HEEKSS) has created a Primary Care Fellowship program, which has been running since 2016. The East Kent Training Hub recruited two Academic Fellows in September 2020. The fellows are seconded by their practices to work as part of the CCG one day a week. The Fellowship Program delivers upskilling to individuals across the spectrum of clinical practice, leadership and education. It develops new ways of working and offers a route into portfolio working, potentially improving retention.

6.4.8 Training hubs have also been successful in their bid for 2020-21 HEE GP Fellowships. Seven funded posts had been approved to support local specialty needs in Kent and Medway and began in September 2020. Areas agreed for fellowship recruitment were:

- Respiratory
- Dermatology
- Urgent Care
- Cancer
- Academic System Leadership Kent and Medway CCG

6.4.10 All seven posts were recruited to, with three in East, three in North Kent and one in West Kent. The three posts in North Kent are supported by the Medway GP trainers and are working across the North Kent area, including Medway.

- **Extended roles (special interests)**

6.4.11 The three Kent and Medway training hubs are working together to address GP recruitment and retention challenges with a focus on growing the number of GPs with Extended Roles (GPwER), which were formerly known as GPs with Special Interests (GPwSI), as well as attracting newly qualified doctors to continue their education and work in Kent and Medway. The North Kent training hub has recruited three GPs to train in a specialty to support local health and care needs whilst potentially increasing recruitment or retention by addressing the increasing popularity of portfolio careers amongst GPs.

- One Gynaecology post in Dartford, Gravesham and Swanley (DGS) - September 2020 start
- One Frailty and Long-term Conditions post Medway – January 2020 start
- One Respiratory post in DGS – September 2020 start

6.4.12 The training hubs are leading work in Kent and Medway to develop an accreditation process for GPs or other practitioners with extended roles in order to provide improved assurance or governance of these roles.

- **Kent and Medway Medical School**

6.4.13 The Kent and Medway Medical School (KMMS) welcomed students as planned in September 2020. Working closely with the training hubs, eight cohorts of six to eight students began their primary care placements in October 2020. The LMC legal team has supported the development of service level agreement for placements between KMMS and PCNs. The placements will be provided by eight PCNs in East Kent, six PCNs in North Kent and four PCNs in West Kent.

- **Clinical Leadership in Commissioning (CLIC)**

6.4.14 Kent and Medway CCG currently works with HEE KSS and the training hubs to support the GP Clinical Leadership in Commissioning (CLIC) rotational scheme. The scheme is an innovative, integrated four month training post within the current GP rotational training scheme. CLIC was initially paused due to Covid-19 in East and North Kent but continued with a reduced schedule in West Kent. It has since recommenced. Many previous CLIC trainees have been recruited locally and some have also, in addition to their clinical practice, taken up leadership positions in the CCG.

b) Maximise Supply of Health & Social Care Workforce

- **Place-based learning**

6.4.15 The place-based learning work stream has been established to pilot a place-based model for allocating and distributing clinical placement funding for primary, community and care home placements to PCNs in Kent and Medway. This work will be piloted in East Kent initially. The work stream has been paused

due to challenges of placement capacity during the pandemic but we are working with HEE on recovery plan.

- **Upskilling and Continuous Professional Development (CPD)**

6.4.16 HEE has changed the way upskilling funds for primary care staff are distributed to training hubs this financial year. There are three funding streams that staff can access this year:

- National CPD Funding 2020/21 - this funding aims to improve retention of staff and improve the NHS employment offer. Funding is available to eligible* professionals and personal allocations will be distributed over a three year period (£333 per year). The number of staff eligible is linked to the Workforce Minimum Data Set (wMDS) extracted in September 2019. PCNs were required to return a report of their training requirements to their local training hub by 31 August 2020 in order to access the funding. Funding was then distributed to PCNs in quarter 3.

*Professions included in the scheme are:

Included in the Scheme	Excluded from the Scheme
Advanced Nurse Practitioners	Trainee Nurses
Nurse Specialists	HCSWs
Extended Role Nurses	Dispensers
Nursing Partners	Phlebotomists
Practice Nurses	Pharmacists
Nurse Dispensers	Physician Associates
Podiatrists	Apprentices
Physiotherapists	IAPT staff and trainees
Therapists	Pharmacy Technician
Paramedics	Social Prescribing/Link Workers
Nurse Associates	

- National Workforce Development Funding for the Kent and Medway Health Care System - alongside the CPD funding there is also now a national approach to workforce development funding to support system education, training, and workforce development to enable service changes and improvements in health care. This funding is paid in two tranches, to the Kent and Medway workforce team, who are responsible for prioritising the investment and delivering system and national priorities. Training Hubs have identified areas for investment aligned to the national People Plan and this will be submitted alongside the wider system investment for Kent and Medway and work is ongoing to deliver on the key priorities.
- HEE South East Transitional Funding for Advancing Practice – a transitional fund for 2020/21 only, available to each region in the South East to fund courses that have been identified by Trusts and primary care as part of a training needs analysis exercise and that cannot be funded using CPD funding - either because they are too expensive, or the member of staff is not included in the CPD funding. Non-medical prescribing courses may be paid for from this fund. Requests were submitted to the National

team in September 2020 and funding subsequently followed to support this initiative.

7. Digital Platforms including IRIS iConnect

- **IRIS iConnect**

- 7.1 East and North Kent training hubs are currently funding 200 iConnect licenses for GP Trainers and GP trainees to support the video consultation recordings needed for their recorded consultation assessments (RCA). This platform has also been used nationally to support the RCA in light of the pandemic but a preferred digital platform for this function going forward has yet to be agreed nationally. FourteenFish is the platform favoured by the Royal College of General Practitioners (RCGP) and work is underway to support RCAs for GP trainees.
- 7.2 The training hubs are in discussion with iConnect as to how these licences can be used to support multidisciplinary learning across a PCN footprint and may continue to fund a package of iConnect licences per PCN to support digital learning, supervision, appraisal and accreditation.

- **Digital Nurse Champions**

- 7.3 Three Digital Nurse Champions from Kent and Medway, with one aligned to North Kent area, have been identified to help lead the work to embed the use of digital technology in primary care settings. The champions will build on current digital primary care transformation resulting from the pandemic with an emphasis on using digital technology for video consultation routinely. The champions will join virtual action learning sets, led by an experienced general practice nurse. The programme recognises the potential to develop a network of digital GPN champions who should in time be able to deliver substantive cost, clinical and quality benefits to support patients with long term conditions; improve patient access to practice services; reduce the proportion of face-to-face compared with remote consultations; increase patient access to self-care information and encourage shared management of long term conditions and adverse lifestyle habits; and demonstrate a consistent professional approach to technology-enabled care across the health economy.

8. Create Lifelong Careers in Health & Social Care

- **MedStart**

- 8.1 All work experience programmes, including MedStart were cancelled due to the pandemic.

- **Core training and updates for Practice Nurses**
- **Core, statutory and mandatory training**

- 8.2 Invicta Health Learning continues to provide statutory and mandatory and core skills training for general practice staff with GP staff training funding paid to the Kent LMC via a top-slice of GMS contract funding. The primary care programme leads continue to work with Invicta Health to adapt and develop training modules and it is planned that co-funding options will be explored to top-up personal CPD budgets with GP staff training funding to ensure maximum use of funds .

- **Apprenticeships**

- 8.3 Apprenticeships are now offered to new and existing staff in primary care across all three Kent and Medway training hub areas to train as nursing associates. Larger NHS providers have transferred levy funding to support this activity as part of the ongoing work of the Kent and Medway Apprenticeships Steering group and West Kent Apprenticeships Consortium. Further work that will increase access to clinical apprenticeships over the coming months includes a nursing apprenticeship, with additional funding for practices to support an apprentice alongside tuition fees funded through transfer of apprenticeship levy, and an apprenticeship for pharmacy technicians. Work will be undertaken to develop the necessary capacity for supervision across PCNs and ICPs to provide clinical placements for these apprenticeships.

- **Non-medical prescribing (NMP)**

- 8.4 A Kent and Medway wide virtual forum has been set up with the support of the Medicines Optimisation team to support all multi-professional NMPs. It is planned to run quarterly. Support was also provided for drafting an NMP protocol which has been developed in conjunction with the Medicines Management team and is now published.

- **Advanced Clinical Practice (ACP)**

- 8.5 ACP roles in general practice have developed without a set standard and this has led to variation in titles, qualifications and competency and confusion for employers, staff and patients. As such, it is recognised that many existing advanced practitioners may need to top up their knowledge and skills in order to meet the Core Capabilities Framework for Advanced Clinical Practice (Nurses) Working in General Practice / Primary Care in England.
- 8.6 For the last three years, Health Education England Kent Surrey Sussex (HEEKSS) has commissioned a number of places on the Advanced Clinical Practice programme at CCCU for eligible staff working in primary care. An educational grant to provide salary support is also offered.
- 8.7 Between January 2018 and September 2019 funding for 32 ACP trainees across primary care in Kent and Medway has been provided by HEE KSS. Eleven new trainees started similarly funded training in September 2020 with four more starting training January 2021.
- 8.8 Health Education England is developing core capability frameworks for advanced clinical practitioner (ACP) roles and primary care nursing roles. The Core Capabilities Framework for Advanced Clinical Practice (Nurses) Working in General Practice / Primary Care in England was published in January 2020. The HEE Multidisciplinary Advanced Clinical Practice Mental Health Curriculum and Capabilities Framework was released in September 2020.
- 8.9 Work is underway to develop a career and core capabilities framework for nurses in primary care, including mental health, learning disability, from HCA to consultant level. It will define core capabilities for each level of practice.

9. Virtual Group Consultations (VGC)

- 9.1 Following a successful bid by Kent and Medway STP to commission training for group consultations, the programme has been adapted as a result of the pandemic to develop virtual consultations. VGCs offer a number of benefits and will help build primary care resilience, and may be more convenient for some patient groups who struggle to attend planned reviews e.g. working people, carers and housebound (and shielding) people. VGCs will also support the work to address the backlog of reviews as part of restoration and also provide an additional option to support those patients who are isolating or shielding. Planning sessions at PCN level for those implementing and facilitating VGCs started in August 2020 and continues with scope for more sessions to be run later in the year. Currently 16 PCNs have been represented and 25 clinicians are booked onto the training.

10. Support for the organisation of Protected Learning Time (PLT) for non-medical staff

- 10.1 Ongoing across Kent and Medway and calendar of events has now been shared to maximise learning events.

11. Multi-professional appraisals

- 11.1 Some joint work across Kent, Surrey and Sussex, with representation from the primary care programme leads in each area, has been undertaken to develop a multi-professional appraisal toolkit to support appraisals in primary care. This work stream aims to provide guidance to appraisers and appraisees on how to implement successful appraisals, to improve access to an annual appraisal for staff in primary care and to improve their quality, consistency and impact on practice.

12. Develop Systems Leaders & Encourage Culture Change

Coaching and Mentoring support

One to one coaching

- 12.1 Supportive coaching conversations with PCN clinical directors and education leads were delivered across East and North Kent during April – August 2020 in response to the pandemic. Conversations continue with training hub leads, PCN clinical directors and the consultant (contractor) to map next step support for PCN clinical directors following on from the supportive conversations they have received during the pandemic.
- 12.2 In North Kent 30 sessions took place. The next steps to move this work forward will be fully funded, tailored PCN coaching and leadership support. PCNs will have access to bespoke organisational development (OD). Four PCNs have signed up to the programme – 3 DGS and 1 Medway. Work is continuing with the remaining North Kent PCNs in various stages.
- 12.3 In East Kent 35 sessions took place and next steps have been identified to move this work forward, with tailored PCN coaching and leadership OD support. The next steps to move this work forward will be fully funded, tailored PCN coaching and leadership support. PCNs will have access to bespoke organisational development.

13. Critical Friend

- 13.1 The Critical Friend programme aims to ensure that colleagues have access to the career development and personal support that they need and in order to sustain their resilience and wellbeing. Critical Friends are a team of professionals who are available to the workforce. They are established practitioners, and respected peers with a variety of advanced communication skills, experience and training.
- 13.2 East and North Kent training hubs has established a bank of 20 multi-professional Critical Friends who have received their initial training and support sessions. Three colleagues in need have been paired with Critical Friends for one-to-one mentoring sessions so far and the programme was officially launched across east and north Kent in the autumn of 2020.

14. Research and innovation

- 14.1 The Kent Surrey and Sussex (KSS) Applied Research Collaborative (ARC) has identified a need to build and enhance capacity through a process of consolidation and cohesive mapping of research and research activity plus current capacity across the multi-disciplinary workforce and health and social care system. The aim is to understand organisational and individual ambitions, enhance and increase capacity and map activity across KSS health and social care. To ensure primary care engagement the KSS ARC has asked for a Kent and Medway training hub approach to build upon this understanding. The plan is for a task and finish group to engage clinicians involved with or interested in research to develop a Kent and Medway primary care approach.

15. Community Educator Facilitation (CEF)

- 15.1 Community Education Facilitation (CEF) has been developed to embed lifelong place-based learning within the PCNs across the three Kent and Medway training hubs. Each training hub has funded a medical and non-medical CEF lead at PCN level and administrative support for the functions that CEF will require. The approach varies across the training hubs.

East Kent – Administrative support is funded at PCN level. All PCNs can apply for CEF funding. For those that have further questions or concerns with engaging with CEF team calls are arranged to promote engagement and increase understanding from the PCN and training hub perspective. Currently 10 PCNs have signed the Service Level Agreement (SLA) and identified their CEF leads.

North Kent – Administrative support is funded at PCN level. A phased approach to CEF has been adopted. The first round is with those 6 PCNs that have been successful in having pre-registration medical student placements. CEF engagement has continued with all on board.

West Kent – Administrative support is at a central level overseen by the training hub. All PCNs can apply for CEF funding. The training hub has engaged with the PCNs and all have come on board. The current nurse leads that are already in place have taken on the non-medical CEF role.

- 15.2 A channel dedicated to CEF development has been created in the Virtual Café Microsoft teams for those developing CEF within their PCNs to ask questions and for support as needed. Session on CEF first steps and workforce planning have

been delivered via this channel. A CEF action and development plan is in production to inform both learning and development needs and actions required to facilitate the embedding of CEF within the PCNs based upon the place based learning implementation and impact framework.

16. Workforce Planning Support for PCNs

16.1 To support the PCNs with the Additional Roles Reimbursement Scheme (ARRS) /Direct Enhanced Service (DES) we recognise that it would be important for them to understand the workforce needs within a PCN before making decisions. Describing the need to complete several key elements in order to map requirements of any additional roles and the need to:

- Link to national strategic objectives of the DES as well as PCN organisational objectives.
- Understand the skills and competencies within their existing workforce by completing a training needs analysis, and map against agreed competency frameworks
- Understand the local population health needs from their PCN profile and map against the workforce within PCN.
- Consider skills shortages across the PCN and develop their workforce strategy which will incorporate the future workforce needs

16.2 Following a discussion with a few PCNs a workforce toolkit was developed to address the key elements to map the requirements. A series of three virtual webinars was initially advertised via the training hub offering support to PCNs /clinical directors in the submission of their ARRS DES by demonstrating the toolkit. The sessions were very well attended and feedback was very positive with many practices stating they would also use the toolkit. Presentations were also requested for West Kent CDs and DGS CDs and due to attend Medway and Swale CDs. The work is supported by the recently published PCN booklet that each of the training hubs are hosting on the respective websites.

17. Communities of Practice

17.1 Virtual Communities of Practice (CoP) have been set up using the Microsoft Teams platform. The CoPs operate as virtual cafés (online chat rooms) and are open to all working in Kent and Medway PCNs. Where relevant, members of other organisations are also invited to join. The virtual café has various subject specific channels that individuals can join such as advanced practice. There are currently 15 channels and 210 individuals in the virtual café. Individuals and groups are also encouraged and supported to set up new groups according to need. All channel leads are offered a facilitator to join their group and observe any virtual group sessions. Facilitation development sessions are being rolled out and will be offered to all group leads to develop their own facilitation skills.

18. PCN Development

18.1 The second cohort of the East Kent PCN Leadership Development Programme completed earlier this year with 12 PCNs accessing the programme over the two cohorts. Independent evaluation was commissioned for this programme concluding; the majority of respondents reported a degree of long-term positive impact from the East Kent PCN Development Programme. For most respondents, the programme

appears to have built confidence in leadership ability, strengthened communication skills, improved how the PCN leaders engage with and work with others, and strengthened change management. This suggests that this programme offers valuable support to the successful set up and development of PCNs.

18.2 A third cohort is planned but currently paused due to the pandemic. However, conversations are beginning as to when the best possible restart to the programme will be for PCNs.

18.3 The PCN Leadership Development Programme will be implemented in North Kent following the completion of the Organisational Development programme.

19. SenseMaker

19.1 The SenseMaker tool is a qualitative and quantitative research tool that asks individuals to share a story of a learning situation where the aim is to understand and benchmark PCNs' Place Based Learning (PBL) Environment using the attributes in the PBL Implementation and Impact framework. Work is currently in place with each training hub CEF lead to consider if the tool is relevant to their area and if so how the data will be interpreted and used at PCN level to understand what is working well and why, create action plans for learning and development and sharing learning across the system.

20. Improve Workforce Wellbeing, Inclusion & Workload to Increase Retention

Wellbeing

20.1 To support staff working in General Practice the training hubs have set up a number of health and wellbeing initiatives. Over 100 practice staff members have undertaken an eight week mindfulness support programme. Covid-19 has prevented further face-to-face training so an online version has been set up.

20.2 General support and wellbeing resources are available on the individual training hub web sites and virtual cafés offering online peer support have over 200 Kent and Medway members.

21. Inclusion

21.1 Work will also be undertaken to identify and tackle the specific health challenges facing people from Black, Asian and Minority Ethnic (BAME) groups. Workforce data will also be used to inform and support work to address the inequalities of the impact of ethnicity on health outcomes related to COVID-19 amongst staff working in the NHS, with a view to risk assessment. This is likely to form part of the General Practice restoration and recovery framework.

22. Retention

22.1 Thirty five GPs in East Kent have started the 'first five' programme which is designed to support GPs through the first five years of their practice. East Kent has also started the critical friend project offering 1:1 professional guidance to GPs.

22.2 West Kent has nine multi-professional leads, one per PCN. These leads mentor and offer support and guidance to nurses and HCAs. One GP supports GPs new to West Kent and/or new to practice. The other GP runs communities of practice which supports clinical, pharmacists, paramedics and ACPs. West Kent is in the

process of starting a mentoring service across its patch. Five mentors were trained recently. Twenty staff members have also signed up to receive this..

23. Workforce development infrastructure

- 23.1 There are a number of parties that contribute to workforce development activities. This results in local innovation and pace but can also result in duplication of effort and difficulties in understanding who to go to to access funding and support, and not achieving economies of scale and shared learning across wider geographies.
- 23.2 The Primary Care Workforce Implementation Group chaired by Simon Dunn, Governing Body Clinical member and Kent and Medway Primary and Local Care Board Chair, is a Kent and Medway workforce group that brings together the local training hubs, the CCG, Health Education England, NHSE, Integrated Care System (ICS) and the LMC to coordinate and oversee the workforce plan and workforce activities across Kent and Medway.
- 23.3 As a result of the CCG restructure we have brought together the primary care workforce programme leads from the local training hubs, the CCG and the ICS to form one supporting team that will support the Primary Care Workforce Group and local training hubs on delivery on both Kent and Medway activities and local training hub delivery. This team will work with commissioners, the quality team and other partners on primary care workforce delivery linking into the wider workforce team to ensure sharing of best practice and learning.

24. Next steps

- 24.1 The Primary Care Workforce Group, the training hubs and teams are a key enabler in the system to help address the shortage of GPs and the wider primary care workforce and various initiatives have been put in place over the last year to support the challenges faced. Many of the initiatives will also benefit the system in the in the medium and long term. Immediate next steps are detailed below:
- Working with HEIs to identify and support areas where there is a reduction in placements including increasing placements in social care
 - Supporting PCNs and practices with workforce planning and workforce development activities
 - Developing the place-based learning environment through developing systems leaders in education (CEF) at PCN level that sit alongside the clinical directors
 - Working with providers and commissioners to support wider system workforce transformation
 - Embedding the new primary care training hub team and promoting the workforce plan and key programme leads
 - The training hub chairs are working closely with the primary care Dean at HEE to maximise the opportunities to Thanet and Swale as areas to benefit from the Targeted Enhanced Recruitment Scheme <https://www.england.nhs.uk/gp/the-best-place-to-work/starting-your-career/recruitment/>
 - Ongoing work by the training hubs to support the PCNs in their readiness to submit further expressions of interest for medical student placements, particularly in areas such as Swale, Medway and Thanet, although accepting that this is not the only solution
 - Working closely with the GP representative to maximise the opportunities of the GP Academic Fellows aligned to the Kent and Medway Medical School

- Ongoing discussions between HEE, training hubs and workforce leads around ensuring workforce is reflective of the local population needs both in terms of numbers of students needing to be trained and the benefits realisation of patient outcomes.