

# The Black Country

Sustainability & Transformation Partnership (STP)

GP Retention Intensive Support Site

**Co-design workshop**  
**25 Sept 2018**

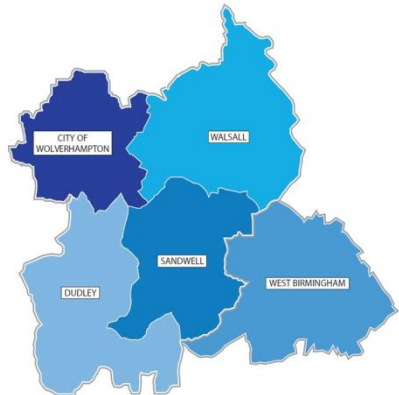


A close-up, high-angle shot of a sandy beach. In the upper portion of the frame, the white foam of a wave is washing onto the shore. The sand is a warm, golden-brown color. In the center of the image, the word "WELCOME" is written in large, capital letters. Each letter is constructed from a thick, dark brown rope, laid out on the sand. The rope is coiled and twisted to form the shapes of the letters. The lighting is bright, casting soft shadows to the right of the letters.

WELCOME



# The Black Country



- 1.4m Population
- 233 Practices
- 4 CCGs / 5 places / 1 system
- Significant workforce challenges
- Shared vision for achieving a sustainable Primary Care
- Established collaborative approach GPFV recommendations

- Tackling GP gap -39 underpinned by range of initiatives (814/852)
- 15% of practices with one GP aged 55 and 8% are 60 and over - GP retirements to 2020 critical factor
- 28% of practices have 1.5 FTE GPs or fewer, 16% (n=38) have at least one GP aged 55 and over
- Attraction & retention of trainees historically low
- Recruitment generally challenging – local initiatives underway

- Resilient care system, wrapped around the whole of general practice
- Training & education of new and existing staff to support retention and transformation
- Recruitment to existing and new roles, encouraging flexibility
- Retaining the skilled people we have, along with managing demand and embracing a culture fit for the future.

Full Time Equivalent:	All Practitioners	GP Providers	Salaried/Other GPs	GP Retainers	GP Registrars	GP Locums
NHS Dudley CCG	178	122	37	1	15	4
NHS Sandwell and West Birmingham CCG	302	160	94	0	25	23
NHS Walsall CCG	141	96	30	1	7	8
NHS Wolverhampton CCG	140	93	37	-	9	2
<b>Black Country STP</b>	<b>762</b>	<b>469</b>	<b>198</b>	<b>2</b>	<b>55</b>	<b>37</b>



# Pressures on general practice

↑ **population**

↓ relative funding

↑ **consultations**

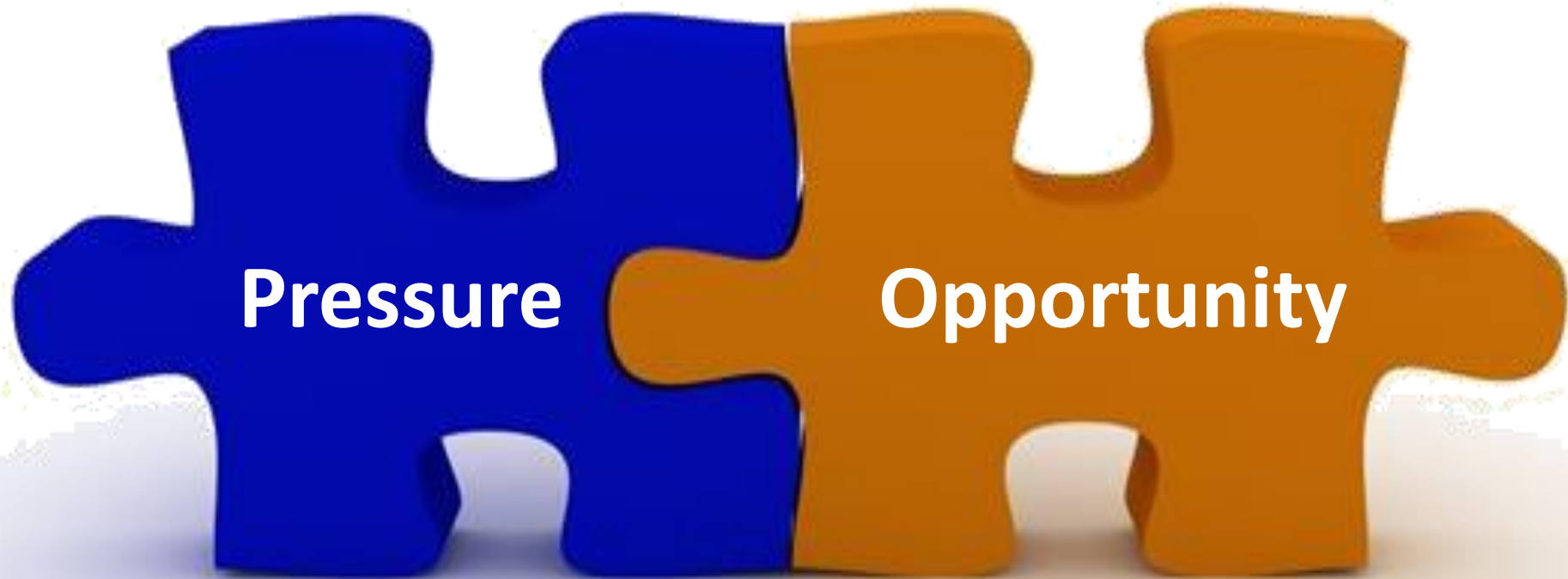
↓ relative workforce

↑ **complexity**

↑ **costs**



*Why?*



**Pressure**

**Opportunity**

# National perspective -Future agenda

- Increasing focus on retaining the GP workforce that we already have – alongside other major programmes of work (e.g. international recruitment).
- Incentives
- Mentoring and support
- Portfolio route
- Salary supplements
- Supporting flexible working/locums
- Encouraging partnerships
- Easier to return/stay on NPL
- Career support
- GP coaching
- Retainer funding for over 50s
- Pensions



- Rebuilding the reputation of general practice
- Focus on benefits of growing the wider general practice workforce
- Workload
- Professional development (including education of other professionals)
- Indemnity

# 7 Intensive Support Sites

- The seven sites have been selected across the country (one per ‘new’ region) in areas that are struggling most with retention.
- Will benefit from additional resources, tools and change management expertise – to apply range of support from GPFV ‘toolkit’ with a specific focus on improving retention of GPs - geared at maximising impact as a proof of concept.
- Three levels of intervention:
  - **Person** - individual support specifically for GPs
  - **Practice** - organisational support (e.g. 10 High Impact Actions)
  - **System** - system wide interventions (e.g. primary / secondary care interface)



# GP Retention Intensive Support Site

## Project Team Formed July 2018

- GP Clinical Lead (STP)
- Project Manager (NHS England)
- Change Facilitator (NHS Improvement)
- Programme Director & Manager (STP)
- 4 Primary Care Leads (CCG reps.)

## Diagnostic Assessment July-August 2018

- Data validation and scoping
- Delivery Plan
- Logic Model
- Critical Path
- Cost Benefit Analysis

## Mobilise Schemes Sept-Oct 2018

- Launch schemes across STP
- Scheme level reporting CCG/STP/NHSE
- Engagement Event (25-09-2018)
- Active project monitoring and control

## Schemes Confirmed £415k July 2018

- Incentivising Portfolio Careers
- Retention of Newly Qualified and GP Trainees
- Peer Mentoring Network
- Pre-retirement Coaching

## Achieved in August 2018

- Liaison with LMCs, Practice Group Leads, Providers etc.
- Early, mid & late career confirmed/prioritised
- Project planning, inc comms and engagement
- Attained NHSE assurance

## Evaluation and Closure April 2019

- Anticipate 78 WTEs will benefit
- Viability for future
- Measure impact vs Cost Benefit Analysis
- Sustainability for April 2019 →

# The Schemes

**Incentivising  
Portfolio  
Careers:**

**Retention of  
Newly  
Qualified GPs  
and GP  
Trainees**

**Peer  
Mentoring  
Network**

**Pre-retirement  
Coaching  
Forum**

# National Offers

**1-1 Coaching**

**Primary-  
Secondary  
Care Toolkit**

- **PGP Quick Start**
- **Learning in Action**

**Team-based  
Coaching**

# Key opportunities

## **Link to wider GPFV work in the Black Country:**

- PCN
- Care redesign
- Delivery of care using digital technology

## **Introduction of new roles, flexibility and skillset in General Practice**

**Complement  
wider GP  
recruitment  
initiatives.  
E.g. IGPR,  
post CCT  
fellowships,  
PA  
internships,  
etc.**

**STP  
transition to  
ICS**

# Key issues and challenges

**Tight  
timescales**

**Engagement  
with wider  
stakeholders**

**Project  
planning  
during August**

**Limited  
resources and  
time**

**Workload  
versus small  
teams**

**Sustainability  
of schemes –  
post March  
2019?**

**Reduction in  
headcount  
(FTE)**

**Natural  
attrition – a  
level of  
acceptance**

# Evidence

## Evidence of Retention - Total sessions/week retained = 20

### Dr A:

**Issue** – no confidence to return to work after significant illness

**Support given** – monthly sessions to listen/encourage/build confidence

**Outcome** – returned successfully and negotiated a 2 session reduction to 4 sessions a week

**Sessions/week retained** - 4

### Dr B:

**Issue** – intended leaving GP due to work stress and issues within partnership

**Support given** – met every 2 months - listened, encouraged to deal with conflicts, some IT support (manage inbox/consultation shortcuts)

**Outcome** – continues in post on 7 sessions a week

**Sessions/week retained** - 7

### Dr C:

**Issue** – new partner, high achieving at massive cost to own health, wanted to leave medicine completely

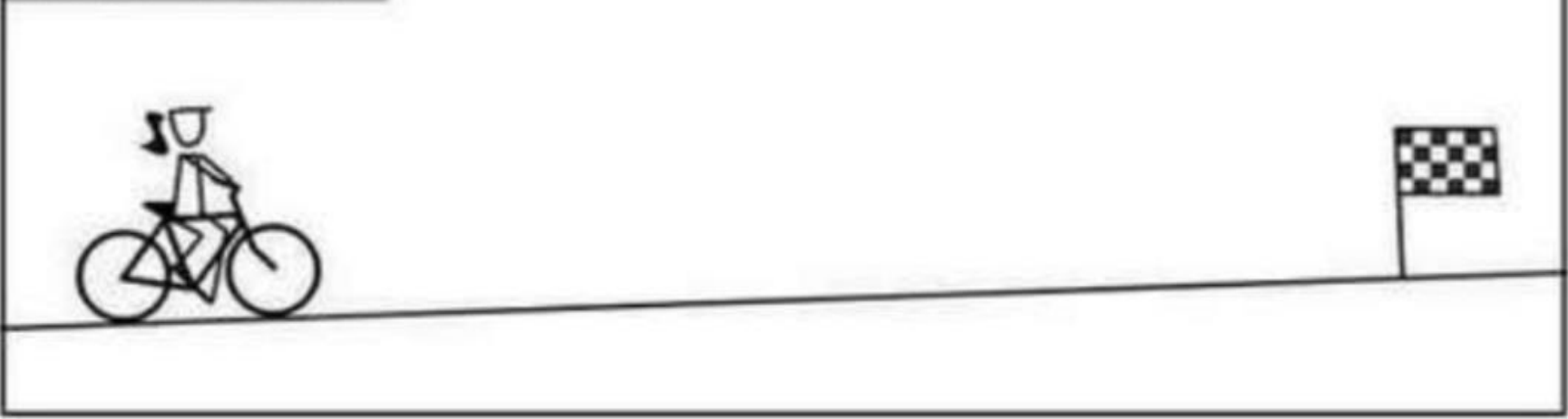
**Support given** – met every 6 weeks - listened, encouraged to deal with issues, learn to delegate, encouraged self-referral to GP Health Service

**Outcome** – remained in post for the year, did contact GP Health Service (despite massive reluctance to) who were prompt and effective. Has decided to remain in GP but relocate outside of UK GP for a year.

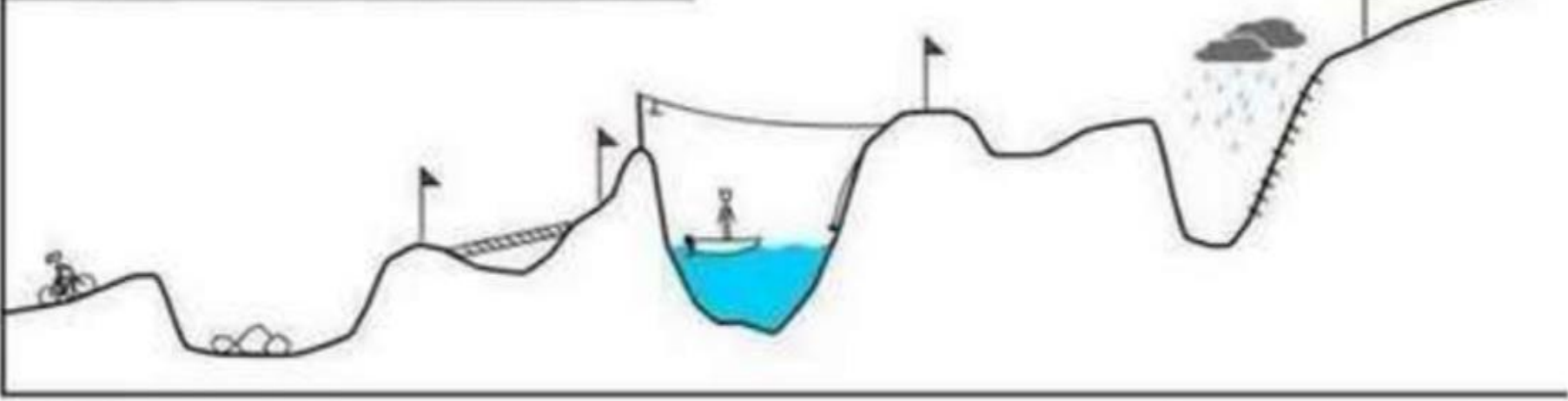
**Sessions/week retained** - 9



YOUR "PLANS"



THE UNIVERSE'S PLANS FOR YOU



DOGHOUSEDIARIES

Image from: @TheWorldStories

# Incentivising Portfolio Careers

## The Idea

- Develop flexible career opportunities for GPs – Portfolio Career
- Enhance skills and knowledge in area(s) of interest
- Encourages flexibility whilst retaining GPs
- Strengthen speciality level exposure, experience and flexibility in employment

## What will it include ?

- Work alongside colleagues in a different setting/ area of interest
- Expression of interest form
- Confirm the broad area of interest, skills and knowledge development
- Financial support up to £10k per portfolio career/person available until March 2019
- Mutually agreed period of time for development into additional role

## Who can access this support ?

- Available to all GPs on the performers list employed in the Black Country
- GPs willing to remain in general practice & keen to explore a blended career path

## What is the time commitment?

- Tailored to individual preference
- Reduction in GP clinical sessions / additional sessions in an alternative setting ie education, leadership, hospital, community etc.
- Preparation of joint development plan (portfolio match)
- Training, education needs may be identified

## How long is the offer available

- Offer is open to application till 1 March 2019
- Support will run to March 2019
- If successful the project is likely to continue as part of our sustainability plan.

## How do I find out more?

- Complete expression of interest form & hand to a facilitator or email Sarah Southall [sarah.southall@nhs.net](mailto:sarah.southall@nhs.net) for further information



# Retention of Newly Qualified GPs and GP Trainees

## The Idea

- The aim is to support newly qualified GPs and GP trainees transition into General Practice as a salaried or partner GP in the Black Country.
- Encourage networking and exploring the range of possible career opportunities in the Black Country

## What will it include ?

- Four networking and development events to provide opportunities to meet peers; induction to the area; meet recruiting practices; link with senior GPs from the area;
- Learn practical advice on pension/tax;
- Plan and develop career opportunities within the area;
- Support CPD through small group sessions.

## Who can access this support ?

Newly qualified GPs, First5 and GP Trainees within the Black Country STP.

## What is the time commitment?

Series of Four events (monthly) to run across the Black Country STP

## How long is the offer available

This scheme will run from November 2018 to March 2019

## How do I find out more?

For further information and/or complete an expression of interest form please contact Sherry Samaan [s.samaan@nhs.net](mailto:s.samaan@nhs.net)

# Peer Mentoring Scheme

## The Idea

Creating a peer career planning service for GPs in their early, mid or late career Peer mentoring offered to GPs to explore ways to develop themselves and their career within General Practice. This could be personally and professionally. Delivered by GPs

## What will it include ?

- One to one peer mentoring support, initially for 3 sessions, fully funded. These sessions will be 2 hours, face to face, provided by a GP.

## Who can access this support ?

Those GPs in mid career, and late career, and those who understand the local issues and opportunities for working 9-10 sessions per week in the Black Country STP development .

## What is the time commitment?

Up to 3 sessions of 2 hours, face to face, mentoring. GP required to complete questionnaire pre and post the mentoring session(s).

## How long is the offer available

This offer is available between 1<sup>st</sup> October 2018 and 31<sup>st</sup> March 2019.

## How do I find out more?

A more detailed **draft** service description is available on the tables.

- Would you add anything to the what is offered
- Do you agree with the way with the way in which GPs will be identified?
- For further information and/or complete an expression of interest form contact Daniel King  
email: [daniel.king@nhs.net](mailto:daniel.king@nhs.net)

# Pre-retirement Coaching Forum

## **The Idea**

Helping retain GPs considering retirement, and return recently retired GPs to clinical practice

The offer is support through pensions and estates advice, and indemnity costs support to a cohort of these GPs

## **What is the time commitment?**

1 evening, 2-3 hours

## **What will it include ?**

- A facilitated forum to explore options
- Support for indemnity costs for up to £2000

## **For how long is the offer available?**

2 sessions, provisionally November and January (participants would only attend a single session)

## **Who can access this support ?**

GPs working in the Black Country STP who are contemplating retirement in the near-future and recently retired GPs interested in returning to practice for a few sessions per week

## **How do I find out more?**

For further information and/or complete an expression of interest form contact Leon Mallett  
email: [leonmallett@nhs.net](mailto:leonmallett@nhs.net)

# System support: Productive General Practice Quick Start Learning In Action - Coaching – Implementation toolkit

## The Idea:

Accessing national offers of support which will help redesign general practice releasing time to care through teams delivering quality improvement efficiency through use of tool and tools and developing collaboration and partnership across system.

Supported GPs development through national coaching session

Toolkit to support develop improved secondary /primary Care systems

## What will it include ?:

Learning in Action programme (LIA) – groups of 10 practices working through series of facilitated 3.5 hour work shops x 6

Productive General Practice Quick Start (PGP) – groups of 10 -12 practices working with lean tools and external support, receiving intensive hand on support over 8 weeks.

National Coaching for GPs – 3 x1.5 hour session across 3-4 months

Implementation Toolkit- Tool sharing practical ways in which organisations can collaborate locally to improve the delivery of care across the primary and secondary care interface.

## What is the time commitment?

- LIA – 3hour workshops across 5- 6 months
- PGP – 8 weeks ( majority of support session in practice )
- Coaching 1.5 hours x 3
- Toolkit – workshop

## Who can access this support ?

- Learning in action / PGP / Toolkit – practice teams
- National coaching offer – General Country STP Practitioners in Black

## For how long is the offer available?

Support available across programme – March 2019

## How do I find out more?

To discuss these options and how they may support you and your teams please contact [alice.o'neill@nhs.net](mailto:alice.o'neill@nhs.net)

# Theory of Change for GP Retention Intensive Support Sites: The Black Country

## 1) The issues

- The Black Country STP workforce issues and challenges include:- An aging workforce with 15% (n=36) of practices with one GPs aged 55 and 8% (n=18) are 60 and over
- -28% (n=65) of practices have 1.5 FTE GPs or fewer, 16% (n=38) have at least one GP aged 55 and over

- An aging workforce across the whole system - a significant proportion of the workforce is aged 55 or over
- Gaps across STP in range of specialisms as demand on secondary care has increased due to gaps in GP knowledge
- Trainees and newly qualified GPs not retained in the area they trained leaving to work elsewhere
- GPs leaving employment as a result of the lack of flexibility.

## 2) Activities

### Scope plan and implement four schemes to support GP retention (16 GPs):

- 1. Incentivising Portfolio Careers:** GPs develop flexible portfolio comprising clinical session in both General Practice and secondary care/mental health. Enhancing skills and knowledge
- 2. Retention of Newly Qualified GPs and GP Trainees (10 GPs):** scope and target GP trainees and newly qualified GPs (First 5) to remain practicing in Black Country post qualification. Recruit onto specially designed transition support programme.
- 3. Peer Mentoring Network (32 GPs)** creating a peer career planning service for GPs in their early, mid or late career PMN offered to GPs to explore ways to develop themselves and their career within General Practice. This could be personally and professionally.
- 4. Pre-retirement Coaching Forum (20 GPs):** Utilising the information gained from scheme 3 and local intelligence .Group coaching forum for *Wise 5* GPs . Exploring and planning options to retain their skill and knowledge

### System wide support :

- **Productive General Practice Quick Start** 8 weeks Programme specialist hands on support to practices
- **Learning In Action** – collaborative of practices redesigning their care and manage demand more sustainably
- **Coaching:**1:1 National offer

## 3) Outcomes

Timescale		
16 GPs developing portfolio career Clinical skill development in related STP priority with Accredited schedule of placement	GPs Expanded career possibilities Consistent support for development	GP trainees able to find suitable employment within the STP as a newly qualified GP
10 trainees and newly qualified GPs join scheme	Manage transition to GP role and 1 <sup>st</sup> 5 career positively	Further GPs attracted to portfolio role and enhanced skills
4 GPs trained to provide peer mentorship across STP	Support 32 GPs through PMN	Build GP resilience
20 Wise 5 GPs identified for coaching support	Late career GPs offered a range of targeted advice and guidance	Retain skills and knowledge and experience within general practice
55 practices enrolled PGP QS	At scale delivery PGP Coaching 107 places	Improve efficiency & release GP time for care

**GOAL:** We have made, and will continue to make, a difference to GP retention by making sure General Practice in the Black Country feels like a good place to work, understanding what makes the difference and building momentum for change

**Any questions?**

